

**Management report to Council**

**Agenda item 6.1**

**City Economy Advisory Board**

**Council**

**Presenter:** Andrew Wear, Director, Economic Development and International

**23 February 2021**

**Purpose and background**

1. The purpose of this report is to provide an update on the progress of the City Economy Advisory Board (Advisory Board) and to advise next steps.
2. The COVID-19 crisis has contributed to a recession that is bigger than any impacting upon Melbourne since at least World War II. Melbourne's central city has been amongst the most impacted regions in Australia. Payroll data from the Australian Bureau of Statistics indicates that as at 2 January, there were 13.1% fewer jobs in the City of Melbourne than there were at the start of the pandemic. For Victoria as a whole, there were 7.7% fewer jobs.
3. An economic crisis of this magnitude requires a concerted and coordinated response from all relevant stakeholders. In addition to the City of Melbourne, the Victorian Government, Commonwealth Government, industry groups, major employers and the universities all have important contributions to make.
4. A co-ordinated government and industry body that could to respond to the COVID-19 crisis did not exist and so in August 2020, Council established the Advisory Board to assist the City of the Future Taskforce to harness strategic input from industry and government representatives. The Advisory Board is chaired by the City of Melbourne Chief Executive Officer and a full list of Advisory Board members is at Attachment 2.
5. Seven sub-committees were established to address the following issues, Functionality of the City; Economic Infrastructure; City Events and Activation; Bringing People Back to the City; Retail and Hospitality; Knowledge City and International Education and Economic Strategy. Chaired by Advisory Board members, each sub-committee's membership consisted of key experts and advisors from influential bodies and organisations. Terms of Reference for both the Advisory Board and the seven sub-committees are contained in Attachment 3.

**Key issues**

6. The Advisory Board and sub-committees have enabled members to have direct dialogue with government and each other and identify key areas for attention and action. It has also been a forum to assess the success of government and industry initiatives that form part of the collective COVID-19 response and recovery work. Over the past six months, Advisory Board and subcommittees have:
  - 6.1. Shaped and co-ordinated reactivation and recovery initiatives to ensure maximum effectiveness and minimise duplication
  - 6.2. Provided specific advice and guidance that has shaped City of Melbourne's COVID-19 Recovery and Reactivation Plan
  - 6.3. Shaped the \$100 Melbourne City Recovery Fund, which is being delivered in partnership with the Victorian government
  - 6.4. Been the key reference body for the development of the City's draft Economic Development Strategy
  - 6.5. Developed recommendations for the reactivation of Melbourne's international education sector
  - 6.6. Proposed interventions that will accelerate economic growth in the city by reducing the regulatory burden on businesses.
7. The Advisory Board and the seven sub-committees have played a crucial role in identifying sector specific actions to shape the recovery of the City. These actions are detailed at Attachment 4.

8. The City's Economic Development Strategy will be finalised in June 2021, and will be the key document guiding the city's ongoing economic development. It is proposed that the City of the Future/Recovery Taskforce and Advisory Board will continue until the Economic Development Strategy is finalised and made public.
9. With the City entering into the COVID recovery stage, the work of the sub-committees is substantially concluded and it is proposed that they will conclude their activities by the end of February.

**Recommendation from management**

10. That Council:
  - 10.1. Notes management's intention to conclude the work of the seven Advisory Board sub-committees.
  - 10.2. Requests the Lord Mayor write to sub-committee members thanking them for their significant contribution to the response and recovery effort.
  - 10.3. Notes the continuation of the City of the Future/Recovery Taskforce and Advisory Board until the release of the Economic Development Strategy.

**Attachment;**

1. Supporting Attachment (Page 3 of 20)
2. City Economy Advisory Board Membership (Page 4 of 20)
3. City Economy Advisory Board and Sub-committee Terms of Reference (Page 5 of 20)
4. City Economy Advisory Board Sub-committee Actions (Page 8 of 20)

## Supporting Attachment

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### Legal

1. There are no specific legal implications from this report.

### Finance

2. There are no specific financial implications from this report. Any budgetary impacts will be subject to the standard Council budget process.

### 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 general or material conflict of interest in relation to the matter of the report.

### Health and Safety

4. In developing this report, no Occupational Health and Safety issues or opportunities have been identified.

### Stakeholder consultation

5. Consultation has occurred with the City Economy Advisory Board members.

### Relation to Council policy

6. Recommendations are consistent with the Council Plan 2017-21 Prosperous City goal, and the COVID-19 Reactivation and Recovery Plan, which highlights immediate actions required to support Melbourne's economic recovery.

### Environmental sustainability

7. No direct environmental sustainability issues or opportunities have been identified in the development of this report.

**City Economy Advisory Board Membership**

<b>NAME:</b>	<b>ORGANISATION</b>
Justin Hanney (Chair)	City of Melbourne
Brendan McClements	Visit Victoria
Paddy O'Sullivan	Australian Hotels Association (AHA)
Paul Guerra	VCCI
Cressida Wall *	Property Council
Paul Zahra	Australian Retailers Association (ARA)
Simon Phemister	Department of Jobs, Precincts and Regions
Tim Ada	Department of Premier and Cabinet
Dr Pradeep Phillip	Deloitte Access Economics
Danni Hunter **	Urban Development Institute of Australia (UDIA)
Ryan Ling ***	GPT (Melbourne Central)
Martin Bean	RMIT
Duncan Maskell	University of Melbourne
Tim Beresford	Austrade
Alan Oster	NAB
Daniel Santos	Telstra
Chris Barrett	Invest Victoria
Alison Leighton	City of Melbourne
Katrina McKenzie	City of Melbourne
Andrew Wear (Coordinator)	City of Melbourne

\* Cressida Wall has resigned from Property Council and will be replaced by Danni Hunter.

\*\* Danni Hunter has resigned from UDIA and has joined Property Council. A replacement for Danni Hunter will be sought from UDIA

\*\*\* Ryan Ling has resigned from GPT. A replacement for Ryan Ling will be sought from GPT or another major shopping centre management group operating within City of Melbourne.

## TERMS OF REFERENCE

### CITY ECONOMY ADVISORY BOARD AND SUBCOMMITTEE 2020

#### BACKGROUND

Prior to COVID-19, City of Melbourne's economy was worth a record \$104 billion, representing a quarter of Victoria's gross state product and 7 per cent of Australia's gross domestic product. It comprised almost 500,000 jobs, including more than 240,000 in the CBD alone. The City of Melbourne is committed to ensuring the City economy not only recovers, but continues with a positive growth trajectory. To achieve this, recovery and prosperity needs to be coordinated, timely, informed, considered and consistent with the best interests of the city's stakeholders, residents, businesses, workers and visitors.

The City of Melbourne is responsible for the effective discharge of its duties under the Local Government Act and other relevant legislation. In upholding these duties, the Council is supported, where necessary and appropriate, by the provision of specialist technical advice.

With respect to the COVID-19 pandemic, this advice can be sought and discussed through an external expert panel to provide advice on economic recovery matters. The establishment of a City Economy Advisory Board will help shape the role of the City of Melbourne in future recovery efforts and is consistent with City of Melbourne governance principles.

#### PURPOSE AND OBJECTIVES

The purpose of establishing the City Economy Advisory Board is to ensure the City of Melbourne harnesses strategic input from relevant industry and government representatives to ensure that the City economy responds to the impacts of COVID-19 on the central city.

#### SCOPE

The role of this City Economy Advisory Board is to:

- ensure coordination of key economic influencers that impact on the City
- consider advice and ideas from business and community leaders
- assemble qualitative and quantitative data
- ensure state and Federal Governments understand what is required to respond to the impacts of COVID-19 on the central city economy
- provide options for Council consideration
- promote response and recovery activities supported by Council.

#### MEMBERSHIP

The City Economy Advisory Board will be chaired by the Chief Executive Officer of the City of Melbourne.

Membership of the group will be drawn from key experts and advisors identified from various influential bodies and organisations, but not limited to State Government, Commonwealth Government, economic advisors, education institutions, social services sector and private sector representation.

## **SUB-COMMITTEES**

There are a number of sub-committees which will feed into the scope of this City Economy Advisory Board. These are outlined below:

### **Functionality of the City**

How might we influence the movement of people and goods across the city, including in and out of buildings in a safe and socially distanced manner? With a focus on varying facets of mobility: pedestrianisation, public transport, private vehicles, parking, freight, logistics, and wayfinding signage.

### **Economic Infrastructure**

How might we influence and stimulate growth through physical developments in the public and private realm? With a focus on influences on the property market, the future of the construction industry and stimulus funding from federal and state governments.

### **Bringing People Back to the City**

How might we bring domestic, interstate and international visitors back to the City of Melbourne? With a focus on attracting high-value visitor segments through marketing, branding and promotion.

### **City Events and Activation**

How might we leverage our events ecosystem to ensure the city remains active? With a focus on international and national-scale events and consideration of what events should be held when. This may include cancellation of some major activations and prioritisation of others.

### **Retail and Hospitality**

How might we ensure our street fronts remain vibrant and prosperous? With a focus on increasing foot traffic, addressing empty retail premises through the provision of activations, renegotiating leasing terms, and provision of information and advice. Working with retailers and the hospitality sector to transform business models and make the link to events and marketing activity.

### **Knowledge city and International Education**

How might we revitalise Melbourne's international education sector and ensure the university sector remains vibrant and prosperous? With a focus on immigration settings and innovative approaches.

### **Economic Strategy**

How might we plan strategically to revitalise Melbourne's economy? With a focus on using all available metrics to evaluate our activities and drive our strategic response to recovery, including foot traffic numbers from pedestrian sensors, expenditure data and other key reports. Responses may range from regulatory reform, to investment in skills or industry development.

## **TENURE**

12 months with an option to extend.

## **AGENDA ITEMS**

All agenda items will be forwarded to the Coordinator by 5pm five working days prior to the next scheduled meeting. Supporting papers will be forwarded to the Coordinator by 5pm three days prior to the next scheduled meeting.

## **MINUTES**

The minutes of each board meeting will be prepared by the Coordinator. Full copies of the minutes, including any attachments, will be provided to all members no later than 5pm three working days following each meeting.

## **FREQUENCY OF MEETINGS**

The City Economy Advisory Board will initially meet fortnightly with a move to monthly or as required, however frequency will be reviewed and amended if needed in exceptional circumstances. Board members will nominate a proxy to attend a meeting if the member is unable to attend. The member will inform the Chair of the substitution prior to the scheduled meeting. The nominated proxy will provide relevant comments/feedback about the attended meeting to the Board member they are representing.

## **QUORUM REQUIREMENTS**

A meeting quorum will be the majority of members.

## **AMENDMENT, MODIFICATION OR VARIATION**

These Terms of Reference may be amended, varied or modified in writing after consultation and agreement by Board Group members.

## **COORDINATOR**

The coordinator for this group is Andrew Wear, Director Economic Development, City of Melbourne: [Andrew.Wear@melbourne.vic.gov.au](mailto:Andrew.Wear@melbourne.vic.gov.au)

**City Economy Advisory Board sub-committee recommendations\* and outcomes**

\*Please note:

- Sub-committee recommendations are directed to various audiences including the City of Melbourne, Victorian Government, Federal Government and other stakeholders.
- Sub-committee recommendations are not necessarily City of Melbourne policy.

Sub-committee + Chair Name	Recommendations and Outcomes
<p><b>Economic Strategy</b> <b>Chair: Pradeep Philip</b></p>	<p><b>Recommendation:</b> <i>Reducing Regulatory Burden - Build a bridge between the city, state and federal governments that accelerates investment.</i></p> <p>Four key interventions were identified for consideration:</p> <ul style="list-style-type: none"> <li>• All permit/license applications should be digital</li> <li>• Commit to specific turnaround times on all permit/license applications</li> <li>• Provide a one-stop shops/single point of contact for new businesses</li> <li>• Review specific pieces of red tape</li> </ul> <p>These interventions will:</p> <ul style="list-style-type: none"> <li>• Increase the volume of business activity in the city</li> <li>• Accelerate the rate of growth in the city</li> <li>• Influence the type of business activity in the city</li> <li>• Reduce the transaction costs of activity</li> </ul>
<p><b>Economic Strategy</b> <b>Chair: Pradeep Philip</b></p>	<p><b>Outcome:</b> <i>The creation of an Economic Development Strategy for Melbourne with a four year view, to align with the next term of Council, and will also set a 5-10 year economic vision for the city.</i></p> <p>The City Economy Advisory Board and the work of the sub-committees have helped inform this strategy through deep involvement throughout the consultation and workshop phase of the strategy development process. This stakeholder engagement explores the longer term visions for the city, the effects of COVID-19 on sectors and precincts in Melbourne, the opportunities, constraints and priorities for recovery and longer term economic development as well as identifying the measures to gauge the strategy's effectiveness. The City of Melbourne Economic Development Strategy is set to be endorsed by June 2021.</p>
Sub-committee + Chair Name	Recommendations and Outcomes



<p><b>Functionality of the City</b> <b>Chair: Alison Leighton</b></p>	<p><b>Outcome:</b> <i>Building confidence in public transportation and movement through the city including staggered starts for employees, better pedestrian and cyclists' entrances and exits, more parking spaces. Support of traders in social distancing. Loading dock access, click and collect sanitizing after store hours. Hand sanitizing stations. Clean iconography and wayfinding, particularly around multi-cultural (communication and public health campaigns.)</i></p> <p>The City of Melbourne and the Victorian Government announced a <a href="#">\$100 million recovery fund</a> to reactivate the central city as we progress towards a COVID-safe reopening in September 2020. The activities of this fund have been shaped and endorsed by the City Economy Advisory Board and Sub-committees.</p> <p>The fund includes \$40 million on infrastructure works to support the return of people to the central city through making the city more safe, accessible and sustainable.</p> <p>This capital works program has included:</p> <ul style="list-style-type: none"> <li>• Outdoor dining support and parklets implemented: over 200 parklets completed.</li> <li>• 20 kms of bike lanes now in place.</li> <li>• Work on Little Streets commenced with volume of work set to increase. Speed limits reduced to 20 km/h.</li> </ul>
<p><b>Functionality of the City</b> <b>Chair: Alison Leighton</b></p>	<p><b>Outcome:</b> <i>Coordinating workforce return with large employers across the city to pledge to return their workforce to the city in a COVID safe environment.</i></p> <p>CEOs of 10 major employers in CBD were engaged to discuss return to work and a pledge to get workforces back. Attendees included ANZ, NAB, University of Melbourne and Metro Trains.</p>
<p><b>Functionality of the City</b> <b>Chair: Alison Leighton</b></p>	<p><b>Outcome:</b> <i>Safety clarification for indoor environments.</i></p>
<p><b>Sub-committee + Chair Name</b> <span style="float: right;"><b>Recommendations and Outcomes</b></span></p>	
<p><b>Economic Infrastructure</b> <b>Chair: Cressida Wall</b></p>	<p><b>Outcome:</b> <i>Understand the sentiment of office workers returning back into the city to support local central city economy.</i></p> <p><a href="#">Roy Morgan research report commissioned on return of the corporate workforce.</a></p>

	Roy Morgan conducted 503 interviews with a sample of central city workers between Friday 27 November and Thursday 10 December 2020.
<p><b><i>Economic Infrastructure</i></b>  <b><i>Chair: Cressida Wall</i></b></p>	<p><b>Recommendation:</b>  <i>Advocate for government delivery of priority major infrastructure projects.</i></p> <ul style="list-style-type: none"> <li>• Facilitate the delivery of affordable housing in the municipality as a priority as part of the Big Housing Build package and through the use of strategic government/private sites. (Immediate planning, mid-long term delivery).</li> <li>• Fund the Fisherman's Bend tram link as a transport priority in the May 2021 budget (Immediate planning, mid-long term delivery).</li> <li>• Fund planning for Melbourne Metro 2 (Mid-term planning, long-term delivery).</li> <li>• Fast-track the planning and delivery of key infrastructure in the city's urban renewal precincts to facilitate investment (Immediate planning, mid-long term delivery).</li> <li>• Invest in the Docklands precinct e.g. Central Pier and public realm (Immediate mid-term opportunities e.g. Central Pier, and long-term e.g. Marvel Stadium).</li> </ul>
<p><b><i>Economic Infrastructure</i></b>  <b><i>Chair: Cressida Wall</i></b></p>	<p><b>Recommendation:</b>  <i>Facilitate temporary changes to planning policy and processes (cut red tape) to stimulate development.</i></p> <ul style="list-style-type: none"> <li>• Support planning reforms to stimulate the construction sector and deliver economic boost.</li> <li>• Develop targets for red tape removal and speed of application determination in planning processes.</li> <li>• Facilitate the automatic extension of planning permits which are due to expire in 2021.</li> <li>• Facilitate fast-track planning approvals for affordable housing projects.</li> <li>• Create planning case managers for CBD developments above \$5 million.</li> <li>• Investigate the benefits/risks of a temporary relaxation of C270 planning controls, particularly in relation to discretion on setbacks, and of a 12 month moratorium on the introduction of new design standards, green</li> </ul>

	<p>space requirements, hoarding restrictions and other additional planning steps.</p>
<p><b>Economic Infrastructure</b> <b>Chair: Cressida Wall</b></p>	<p><b>Recommendation:</b> <i>Stabilise the city's property market through.</i></p> <ul style="list-style-type: none"> <li>• Facilitate the occupation of vacant properties to reduce the risk of long-term vacant properties in the city, use government-owned property strategically and creating financial and planning incentives.</li> <li>• Conduct an audit of Council and government-owned property as a first step to identify opportunities for land swaps, priority sites for delivery of strategic infrastructure and opportunities for adaptive reuse. (Immediate term audit, mid-term strategic investment/divestment)</li> <li>• Investigate opportunities to remove planning red tape on building conversions and facilitate the adaptive reuse of vacant properties through the planning system (Immediate term)</li> <li>• Investigate opportunities for City of Melbourne to enter into a head lease with vacant rental property owners for affordable housing in partnership with community housing providers. (Immediate)</li> </ul>
<p><b>Economic Infrastructure</b> <b>Chair: Cressida Wall</b></p>	<p><b>Recommendation:</b> <i>Program of smaller-scale but cumulatively significant local infrastructure projects.</i></p> <ul style="list-style-type: none"> <li>• Deliver short-medium term construction stimulus and improve livability and amenity of the city.</li> <li>• Australian Government and Victorian Government to fund a package of smaller-scale infrastructure to stimulate the local construction sector and deliver on the local needs of the city.</li> <li>• Victorian Government to fund improvements to cycling and walking links across the city and the Australian Government for investment in Melbourne's Cycling Superhighways as identified on Infrastructure Australia's priority list.</li> <li>• Investigate opportunities for cycling end-of-trip facilities in the City of Melbourne to support new cycling infrastructure.</li> <li>• Investigate local infrastructure needs of the CBD workforce to support their return to the city (e.g. city childcare).</li> </ul>
<p><b>Sub-committee + Chair Name</b></p>	<p><b>Recommendations and Outcomes</b></p>

<p><b><i>Bringing People Back Chair: Felicia Mariani</i></b></p>	<p><b>Outcome:</b> <i>Marketing and Brand Melbourne - ensure a unified and interagency approach so that we speak with one voice and create shared priorities.</i></p> <p>The City Economy Advisory Board and Sub-Committees shaped the City of Melbourne recovery marketing campaign activity, which aims to reposition the city as a leisure destination of choice amongst Melburnians, Victorians and key interstate audiences.</p> <p>The strategic marketing framework includes four phases from October 2020 through to June 2021:</p> <ol style="list-style-type: none"> <li>1. Reassurance</li> <li>2. Rebuild</li> <li>3. Reimagine</li> <li>4. Regenerate</li> </ol> <p>A \$5 million contribution from the Melbourne City Recovery Fund has been identified as necessary to support the delivery of these marketing activities with impact. This will enable a significantly expanded audience reach beyond our traditional boundary of 30km to include visitors from regional cities, border towns and key interstate markets</p>
<p><b><i>Bringing People Back Chair: Felicia Mariani</i></b></p>	<p><b>Outcome:</b> <i>The subcommittee shaped a program of activities to create a purpose to return to the city and appeal to intrastate and interstate visitors. Examples of initiatives delivered so far include:</i></p> <p><b>Urban Blooms (November 15-27)</b></p> <ul style="list-style-type: none"> <li>● A floral take-over of iconic streets and landmarks of Melbourne. Floral displays and installations adorned the windows, doors, archways, statues of shopfronts, arcades, retail precincts to bring colour to the city.</li> <li>● This activation was impactful and secured positive media for Melbourne nationally as it came back to life in Spring. This activation also offered the opportunity for great social media engagement and a plethora of Instagram moments.</li> </ul> <p><b>Christmas activations</b></p> <ul style="list-style-type: none"> <li>● Christmas augmented reality experience – this involved scanning a QR code in three key locations and watching as the world around you turned into a magical Christmas wonderland. The activation was narrative led and encouraged visitors to move across the central retail/hospitality precinct.</li> <li>● Christmas projection extension</li> </ul>

	<p><b>NYE Street Feast</b> (9,000 diners entered the CBD on New Year's eve, exceeding expectations)</p> <ul style="list-style-type: none"> <li>• Closure of streets and laneways for 'alfresco dining over new year's eve and Jan 1 with extensions through to 3 Jan in some locations in partnership with Melbourne Food and Wine Festival. Building lighting &amp; projections in place post Xmas to 3 Jan.</li> <li>• Approx. ten locations across the city identified for activations including Little Collins, Little Bourke, Russell Street and Flinders Lane with further scoping of the potential of Market Lane, Cohen Place, Hosier Lane, Spring St (Between Bourke and Little Bourke), and Carlton</li> </ul> <p><b>Music in the City</b></p> <ul style="list-style-type: none"> <li>• Engaged buskers &amp; street performers in a daily program, positioned around the city near retail and hospitality businesses. Volume intensified as visitors returned.</li> <li>• Yarra River Serenades program – Melbourne Water Taxis with musicians performing serenades to people dining on Southbank</li> <li>• Well-known artists, emerging musicians, duos, mariachi bands, choirs and saxophonists</li> <li>• Complement outdoor dining activities by providing passive background music entertainment at dining hubs, laneway closures and parklets,</li> </ul>
<p><b>Bringing People Back</b> <b>Chair: Felicia Mariani</b></p>	<p><b>Recommendation:</b> <i>Enhance our major events offering.</i></p> <ul style="list-style-type: none"> <li>• Deliver a series of connected activations in open spaces across the city for major events such as the Australian Open and Grand Prix.</li> </ul>
<p><b>Bringing People Back</b> <b>Chair: Felicia Mariani</b></p>	<p><b>Outcome:</b> <i>Emphasised the Night Time Economy – collaborate to encourage the delivery of late-night events and activities, activating public infrastructure to disperse visitors and spend across the city.</i></p> <p>Night Time Economy Advisory Committee established. Expressions of Interest for membership now being sought.</p>
<p><b>Bringing People Back</b> <b>Chair: Felicia Mariani</b></p>	<p><b>Recommendation:</b> <i>Maximise staycation concept for Melbourne.</i></p> <ul style="list-style-type: none"> <li>• Encourage development of city 'staycations'</li> <li>• Support/advocate for later/extended opening hours for our public and cultural institutions.</li> </ul>

<p><b>Bringing People Back</b> <b>Chair: Felicia Mariani</b></p>	<p><b>Recommendation:</b> <i>Commission major artwork and deliver time limited, unique to Melbourne artwork in order to drive visitation.</i></p>
<p><b>Bringing People Back</b> <b>Chair: Felicia Mariani</b></p>	<p><b>Recommendation:</b> <i>Encourage business events by using excess capacity across the city to drive recovery through these events and leverage talent around innovation, entrepreneurship, health and medical research, and higher education.</i></p>
<p><b>Bringing People Back</b> <b>Chair: Felicia Mariani</b></p>	<p><b>Recommendation:</b> <i>The reopening of Melbourne Airport to international arrivals, including an active and strong Melbourne-Sydney travel corridor.</i></p>
<p><b>Bringing People Back</b> <b>Chair: Felicia Mariani</b></p>	<p><b>Recommendation:</b> <i>Develop and voucher system to support City of Melbourne's hardest hit sectors, including the accommodation and tourism industries.</i></p>
<p><b>Sub-committee + Chair Name</b> <span style="float: right;"><b>Recommendations and Outcomes</b></span></p>	
<p><b>City Events &amp; Activation</b> <b>Chair: Brendan McClements</b></p>	<p><b>Outcome:</b> <i>The subcommittee shaped a raft of individual activities to create a strong calendar of activation, including the use of venues in non-traditional ways. With active input from the sub-committees, the City of Melbourne events and activation strategies have been developed with a framework to ensure they align with wider business goals, to revitalise visitation and ultimately the Melbourne economy.</i></p> <p><i>The Melbourne City Recovery Fund has allocated \$30 million for COVID Safe events and cultural activities to attract visitors back to the central city. Initiatives delivered to date include:</i></p> <p><b>Urban Blooms (November 15-27)</b></p> <ul style="list-style-type: none"> <li>• A floral take-over of iconic streets and landmarks of Melbourne. Floral displays and installations adorned the windows, doors, archways, statues of shopfronts, arcades, retail precincts to bring colour to the city.</li> <li>• This activation was impactful and secured positive media for Melbourne nationally as it came back to life in Spring. This activation also offered the opportunity for great social media engagement and a plethora of Instagram moments.</li> </ul> <p><b>Christmas activations</b></p> <ul style="list-style-type: none"> <li>• Christmas augmented reality experience – this involved scanning a QR code in three key locations and</li> </ul>

	<p>watching as the world around you turned into a magical Christmas wonderland. The activation was narrative led and encouraged visitors to move across the central retail/hospitality precinct.</p> <ul style="list-style-type: none"><li>• Christmas projection extension</li></ul> <p><b>NYE Street Feast</b> (9,000 diners entered the CBD on New Year's eve, exceeding expectations)</p> <ul style="list-style-type: none"><li>• Closure of streets and laneways for alfresco dining over new year's eve and Jan 1 with extensions through to 3 Jan in some locations in partnership with Melbourne Food and Wine Festival. Building lighting &amp; projections in place post Xmas to 3 Jan.</li><li>• Approx. ten locations across the city identified for activations including Little Collins, Little Bourke, Russell Street and Flinders Lane with further scoping of the potential of Market Lane, Cohen Place, Hosier Lane, Spring St (Between Bourke and Little Bourke), and Carlton</li></ul> <p><b>Empty shop front activations</b></p> <p>To create a positive profile in our precincts and disguise the vacancies utilising the empty shopfronts and vacant spaces to produce a series of pop-up activations and entertainment.</p> <ul style="list-style-type: none"><li>• 30+ CBD shop owners engaged – in collaboration with CBRE.</li><li>• Additional shop owners to be engaged</li><li>• Transfer project for Medium and Long-term plan to economic development focus at City of Melbourne</li><li>• Working with Creative City to create content and program</li><li>• Three Ways to Activate<ul style="list-style-type: none"><li>○ Static Treatments</li><li>○ Artist Installations</li><li>○ Live Performance</li></ul></li></ul> <p><b>Music in the City</b></p> <ul style="list-style-type: none"><li>• Engaged buskers &amp; street performers in a daily program, positioned around the city near retail and hospitality businesses. Volume intensified as visitors returned.</li><li>• Yarra River Serenades program – Melbourne Water Taxis with musicians performing serenades to people dining on Southbank</li><li>• Well-known artists, emerging musicians, duos, mariachi bands, choirs and saxophonists</li><li>• Complement outdoor dining activities by providing passive background music entertainment at dining hubs, laneway closures and parklets.</li></ul> <p><b>Keys to the City</b></p>
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	<ul style="list-style-type: none"> <li>● Key decals were placed on footpaths or in windows around the City Of Melbourne for a month-long activation.</li> <li>● The keys were strategically positioned near iconic Melbourne destinations: shops, restaurants, art installations etc and if followed, take visitors on a journey around the city.</li> <li>● Some keys could "unlock" various discounts and offers to visitors including: free entry (NGV, Melb Museum, The Star), hospitality offers etc</li> <li>● Once complete you were entered into a major prize draw.</li> </ul> <p><b>Event activation grants</b></p> <ul style="list-style-type: none"> <li>● Established a \$2 million grant program to reactivate the city and support events held within CoM during 2021.</li> <li>● This fund will help deliver new and exciting events within CoM, supporting the events industry whilst also drawing Victorians into the city.</li> <li>● Events must be held within City of Melbourne boundaries.</li> <li>● Events to be public &amp; accessible, held in 2021, with a minimum of 500 people</li> <li>● Two tiers of funding available; \$25,000 or up to \$100,000. Special consideration may be given to proposals seeking funding above these amounts.</li> <li>● Events need to demonstrate how the grant will help deliver the event, drive visitation and activate the city.</li> <li>● Events already supported through other CoM funding streams are not eligible.</li> </ul>
<p><b>City Events &amp; Activation</b> <b>Chair: Brendan McClements</b></p>	<p><b>Recommendation:</b> <i>Strongly advocate for the return of events with clear and consistent COVID safe operating guidelines.</i></p> <ul style="list-style-type: none"> <li>● Incrementally welcome people back to the city with thoughtful engagement strategies that consider public health and safety, as well as the community's own renewed desire to return.</li> </ul>
<p><b>City Events &amp; Activation</b> <b>Chair: Brendan McClements</b></p>	<p><b>Outcome:</b> <i>Robust industry support - recovery of the entire event back of house supplier chain and support/incentives for events to remain or come to Melbourne.</i></p> <p>The subcommittee developed criteria used to evaluate all activations and events. This is outlined below:</p> <ul style="list-style-type: none"> <li>● Drives Visitation – to the CBD, shopping precincts, hospitality precincts, arts &amp; culture</li> <li>● Economic Impact – increased spend for city businesses and supporting key industries</li> </ul>



	<ul style="list-style-type: none"> <li>• Uniquely Melbourne – use our unique assets and culture to stand out from suburbs</li> <li>• Positive Profile for Melbourne – amplifies storytelling and positive media for Melbourne</li> <li>• Drives media/PR – increase audience reach and awareness for Melbourne</li> </ul> <p>Other considerations:</p> <ul style="list-style-type: none"> <li>• Return on Investment – ideas to be able to deliver highest impact at lowest cost</li> <li>• Accessibility/Audience Diversity – reach new audiences and those most likely to visit</li> <li>• Commercial Partnerships Opportunity – to secure funds and reach new audiences</li> <li>• Timeline &amp; Stakeholder Engagement – when can it be delivered and with whom</li> <li>• Integration and Leveraging - opportunities available to work with other partners</li> <li>• Variety of Themes – ensure the program benefits a wide range of themes</li> <li>• Variety of Precincts – to ensure a range of locations benefit from additional activation</li> </ul>
<b>Sub-committee + Chair Name</b> <span style="float: right;"><b>Recommendations and Outcomes</b></span>	
<p><b>Retail and Hospitality</b> <b>Chair: Paul Guerra</b></p>	<p><b>Outcome:</b> <i>Continued pushes for indoor dining and increase to numbers allowed in dine in venues.</i></p> <p>Creation of the City of Melbourne <a href="#">Safe Indoor Dining 10-Point Plan</a> for re-opening indoor dining faster.</p>
<p><b>Retail and Hospitality</b> <b>Chair: Paul Guerra</b></p>	<p><b>Recommendation:</b> <i>Encourage the return of workers to the workplace.</i></p> <ul style="list-style-type: none"> <li>• Roll out flat price parking during the day as well as at night time.</li> <li>• Measures to give people confidence it is safe to return (public transport being a key factor in this discussion) along with key marketing and communications messages.</li> </ul>
<p><b>Retail and Hospitality</b> <b>Chair: Paul Guerra</b></p>	<p><b>Outcome:</b> <i>With guidance from the City Economy Advisory Board, the City of Melbourne recovery marketing campaign activity aims to reposition the city as a leisure destination of choice amongst Melburnians, Victorians and key interstate audiences.</i></p> <p>The strategic marketing framework developed by the City of Melbourne includes four phases from October 2020 through to June 2021:</p>

	<ol style="list-style-type: none"> <li>1. Reassurance</li> <li>2. Rebuild</li> <li>3. Reimagine</li> <li>4. Regenerate</li> </ol> <p>A \$5 million contribution from the Melbourne City Recovery Fund has been identified as necessary to support the delivery of these marketing activities with impact. This will enable a significantly expanded audience reach beyond our traditional boundary of 30km to include visitors from regional cities, border towns and key interstate markets</p>
<p><b>Retail and Hospitality</b> <b>Chair: Paul Guerra</b></p>	<p><b>Recommendation:</b> <i>Continued advocacy through the City Economy Advisory Board for a city voucher campaign and other incentives (including parking) for use in the city only.</i></p>
<p><b>Retail and Hospitality</b> <b>Chair: Paul Guerra</b></p>	<p><b>Outcome:</b> <i>A strong return to indoor and outdoor dining through demonstrating the operation of COVID-safe outdoor dining for Vic Government and build community confidence.</i></p> <p>The City of Melbourne and the Victorian Government announced a \$100 million recovery fund to reactivate the central city as we progress towards a COVID-safe reopening in September 2020.</p> <p>The fund includes \$40 million on infrastructure works to support the return of people to the central city through making the city more safe, accessible and sustainable.</p> <p>This capital works program has included outdoor dining support and parklets implemented: over 200 parklets completed</p>
<p><b>Retail and Hospitality</b> <b>Chair: Paul Guerra</b></p>	<p><b>Recommendation:</b> <i>Vacant spaces and street activation - deliver innovative activations and experiences, taking advantage of the flexibility within Retail Leases Act, e.g. short term options.</i></p> <ul style="list-style-type: none"> <li>• To engage and work with landlords and creative operators, taking over leases and creating exciting restaurant, bar or retail activations.</li> <li>• Deliver activation in the city that creates a purpose for people to visit (broad discussion including partnerships with our creative industry, closing down streets for hospitality, outdoor cinemas, re-opening our events industry, etc.)</li> </ul>

	<ul style="list-style-type: none"> <li>Block off parts of the city from 5pm to midnight from Wednesday to Sunday, to be clear of vehicle, tram and bike traffic. Suggest from Elizabeth St through to Exhibition St (although may just be up from Florentino's on Bourke) and from the River to Lonsdale Street.</li> </ul>
<p><b>Retail and Hospitality</b> <b>Chair: Paul Guerra</b></p>	<p><b>Outcome:</b> <i>Supporting our small business operators with tech support or assistance, e.g. online systems, QR codes etc and support to access various grant programs. In the longer term to consider mentoring, bringing together young and seasoned operators.</i></p> <ul style="list-style-type: none"> <li>The City of Melbourne has partnered with the Victorian Government has provided 2988 small to medium-sized businesses with grants worth \$17.3 million.</li> <li>Through the Melbourne City Recovery Fund, budget was allocated to the Business Concierge to support business support and outdoor dining permit enquiries. Approximately 20,000 business contacts have been made.</li> </ul>
<b>Sub-committee + Chair Name</b> <span style="float: right;"><b>Recommendations and Outcomes</b></span>	
<p><b>Knowledge City and International Education</b> <b>Chair: Martin Bean</b></p>	<p><b>Outcome:</b> <i>The reactivation of the international education sector through a number of recommendations and advocacy items. The recommendations below aim to redesign Melbourne's knowledge system, fostering new opportunities to support transformational experiences and create a thriving knowledge city.</i></p> <p>Recommendations from the sub-committee presented and endorsed at <a href="#">Future Melbourne Committee meeting 8 December 2020</a>.</p> <p>While some of the recommendations are being considered for incorporation into Council programs, many will require the support of the Victorian Government to deliver.</p> <p>Recently, the Victorian Government announced a new \$33.4 million package to support policies and programs for the state's international education sector. As the State rebuilds from the economic and social issues caused by the COVID-19 pandemic, this funding package seeks to re-establish Victoria's position as Australia's top destination for international students.</p>

<p><b>Knowledge City and International Education Chair: Martin Bean</b></p>	<p><b>Recommendation:</b> <i>Create a dynamic digital platform to provide immersive and transformative student experiences. Provide students with ‘a welcome like no other’.</i></p> <ul style="list-style-type: none"> <li>• Further development of the Study Melbourne website.</li> <li>• Support for students while in quarantine.</li> </ul>
<p><b>Knowledge City and International Education Chair: Martin Bean</b></p>	<p><b>Recommendation:</b> <i>Ensure international students have access to quality transport and accommodation, enhancing the value proposition of Melbourne as a study destination.</i></p> <ul style="list-style-type: none"> <li>• A standardised accommodation accreditation system.</li> <li>• Public transport discounts for international and postgraduate students.</li> </ul>
<p><b>Knowledge City and International Education Chair: Martin Bean</b></p>	<p><b>Recommendation:</b> <i>Develop and foster a vibrant set of innovation precincts across Melbourne.</i></p> <ul style="list-style-type: none"> <li>• Development of key innovation precincts, including Melbourne Innovation District, Parkville and Fisherman’s Bend.</li> <li>• Over the long-term, create more sustainable and open public spaces.</li> </ul>