

Melbourne Metro Rail Project

Inquiry and Advisory Committee

Expert Evidence Submission
Business, Tourism and Events

Stephen Nagle – Manager, Business
and Tourism Melbourne
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Document history

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List of Abbreviations

MMRA – Melbourne Metro Rail Authority

MMRP – Melbourne Metro Rail Project

EES – Environmental Effects Statement

PSA – Planning Scheme Amendment

CoM – City of Melbourne

MPA – Metropolitan Planning Authority

EMF – Environmental Management Framework

EPR – Environmental Performance Requirement

MVC – Melbourne Visitor Centre

MVS – Melbourne Visitor Shuttle

CAP – City Ambassador Program

IAC – Inquiry and Advisory Committee

DEDJTR – Department of Economic Development, Jobs, Transport and Resources

A-team – Authorities meeting

1. Details of Qualifications

1.1 Name of Expert

Stephen (Steve) Nagle, Manager Business and Tourism Melbourne

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1.2 Qualifications

- Strategic leader, recognised for fostering collaborative partnerships to deliver innovative programs and products to enhance Melbourne's reputation as the world's most liveable city
- Entrepreneurial commercial acumen, responsible for implementing a Commercial Strategy for City of Melbourne through partnerships, supply rights and sponsorships for City of Melbourne owned events
- Managing budgets in excess of \$60 million.
- A varied background including hospitality, change management, leadership consultancy, private sector and local government roles.

1.3 Area of expertise

Refer to Attachment 1 - curriculum vitae

1.4 Assistance in preparing evidence statement

This report has been prepared with the assistance of:

- Cherie Fraser – Manager, Events Melbourne City of Melbourne
- Ian Sumpter – Executive Manager, Strategic Planning and Logistics, Events Melbourne City of Melbourne
- Jack Berryman – Project Support Officer, Events Melbourne City of Melbourne
- Jacqui Susan – Special Projects Coordinator, Business and Tourism Melbourne, City of Melbourne

1.5 Instructions

Instructions were received via a letter from Hunt and Hunt Lawyers dated 28 July 2016, along with additional verbal instruction from Karen Snyders from City of Melbourne on 1 and 2 August.

A further letter of instruction was received on 3 August 2016 from Hunt and Hunt Lawyers, with further verbal instruction and feedback on 10 August.

An additional letter of instruction was received on 11 August 2016.

Refer to Attachment 2 – letters of instruction.

1.6 Details of any external expertise

The publicly available data contained within tables 1 and 2 on pages 13 and 14 was validated by Nicole Healy, Senior Research Officer, Tourism, Events and Visitor Economy Sector Development and Program Division at DEDJTR.

No other external expertise was used in preparing the statement.

1.7 Facts, matters and assumptions

This report makes reference to the City of Melbourne submission on the EES and PSA.

1.8 Other reference documents

This evidence statement is informed by City of Melbourne policy documents and strategies. These include:

- [City of Melbourne's submission to the EES \(July 2016\)](#)
- [Council Plan 2013–17](#)
<http://www.melbourne.vic.gov.au/SiteCollectionDocuments/council-plan-2013-17.pdf>
- [Music Strategy 2014-17](#)
<https://www.melbourne.vic.gov.au/SiteCollectionDocuments/music-strategy-final.pdf>
- [Retail and Hospitality Strategy 2013-17](#)
<http://www.melbourne.vic.gov.au/SiteCollectionDocuments/retail-hospitality-strategy-2013-17.pdf>
- [Tourism Action Plan 2016–19](#)
<http://www.melbourne.vic.gov.au/SiteCollectionDocuments/tourism-action-plan-2016-2019.pdf>
- [Marketing Strategy 2013-16](#)
<http://www.melbourne.vic.gov.au/SiteCollectionDocuments/melbourne-city-marketing-strategy.pdf>
- [Building Prosperity Together framework \(released 2013-14\)](#)
<https://www.melbourne.vic.gov.au/SiteCollectionDocuments/building-prosperity-together.pdf>

This evidence statement is also informed by the following reference documents throughout the report:

- [Victorian Visitor Economy Strategy](#)
http://economicdevelopment.vic.gov.au/_data/assets/pdf_file/0006/1340979/Visitor_Economy_Strategy.pdf
- [Economic Contribution of Tourism to Victoria, 2014-2015 \(1.04 mb\)](#)
<http://www.tourism.vic.gov.au/component/edocman/?view=document&task=document.download&id=1005>
- [Melbourne Tourism Satellite Account Summary 2013-14 \(399 kb\)](#)
<http://www.tourism.vic.gov.au/component/edocman/?view=document&task=document.download&id=958>
- [Value of Tourism – City of Melbourne media release \(30 September 2015\)](#)

[http://www.melbourne.vic.gov.au/news-and-media/pages/tourismworth\\$37billiontomelbourne'seconomy.aspx](http://www.melbourne.vic.gov.au/news-and-media/pages/tourismworth$37billiontomelbourne'seconomy.aspx)

- [Value of Retail and Hospitality – City of Melbourne media release \(7 April 2016\)](#)
<http://www.melbourne.vic.gov.au/news-and-media/pages/retail-hospitality-boom-driving-economy.aspx>
- [Melbourne Visitor Shuttle – City of Melbourne website](#)
<http://www.thatsmelbourne.com.au/visitors/transport/shuttle/Pages/VisitorShuttle.aspx>
- [CBD retail vacancy rates – Colliers, April 2015](#)
<http://www.colliers.com.au/melbourne-cbd-retail-vacancy/>
- [CBD office space vacancy rates – Property Council of Australia, February 2016](#)
http://www.propertycouncil.com.au/Web/Content/Media_Release/VIC/2016/Melbourne_vacancy_rate_falls_to_7.7.aspx

1.9 Additional comments in respect to this statement

Much of the impacts to visitation to the city, and the indirect impact on city businesses and Melbourne's reputation will not be fully known or understood until the project commences. Provision and informed opinions have been made in this statement based on my experience working within the events, business and tourism areas of City of Melbourne for over eight years.

The original instructions provided on 28 July by Hunt and Hunt Lawyers requested that expert evidence be provided in relation to consideration of the business and tourism impacts associated with

- Loss of Melbourne Visitor Centre (MVC) at Federation Square
- Movement of people (in particular tourists) during and after the project
- Hotel / accommodation and longer term temporary accommodation requirements
- Local business during the construction phase
- Business and tourism opportunities presented by the project, and
- Visitor perception of the City of Melbourne during the project.

It is not within my expertise to comment on the impacts to hotel / accommodation and longer term temporary accommodation requirements, so this has not been addressed within the report.

Given my experience managing the Events Melbourne branch at CoM, and with endorsement from Hunt and Hunt Lawyers, comment has also been made on the impacts to events throughout this statement.

2. Executive Summary

2.1 Introduction

The purpose of this expert evidence statement is to address the City of Melbourne (CoM)'s submission to the Environmental Effects Statement (EES) for the Melbourne Metro Rail Project (MMRP). In particular, this statement focuses on the impacts of MMRP in relation to business, tourism and events in the City of Melbourne.

2.2 Key points

This statement aligns with CoM's submission in overall support of MMRP.

However, there are specific impacts to our events, tourism and business areas that need to be further addressed. It is also a project that impacts two-fold on the way we currently do business:

- delivery of our day to day services and activities, e.g. events, visitor services, business support programs, etc.
- greater impact on our city and its users, who are ultimately affected to varying degrees by the project, e.g. permitted events using CoM-managed public space, destination reputation, etc.

Some impacts have been identified throughout the EES, with an associated Environmental Performance Requirement (EPR) articulated in the Environmental Management Framework (EMF). Other impacts appear not to have been considered or mitigated at all.

The relevant EPRs go some way to addressing and mitigating the impacts, however they could be further refined or in some cases, added to, in order to satisfy our areas of concern.

This statement outlines each of those areas, with further background to support the position, and some suggested mitigations.

3. General Overview

3.1 Introduction

The Victorian State Government advocates for Melbourne as a destination. Partnerships are identified as critical to the ongoing success of the city and the state. A recently signed MOU between City of Melbourne and the Department of Economic Development, Jobs, Transport and Resources (DEDJTR) demonstrates a commitment from both agencies to work together towards common goals for central Melbourne for the future prosperity of the city and the state of Victoria.

The recently released [Victorian Visitor Economy Strategy](#) articulates Visit Victoria's vision for the state's visitor economy, which positions Melbourne and Victoria positively into the future.

City of Melbourne builds on this strategy, and activates Melbourne as a destination through the creation of a multitude of experiences. These experiences invite exploration of the city centre and more broadly, the municipality. As a capital city council, we are the gateway to Greater Melbourne and beyond. The ongoing success of the city must continue in order to facilitate growth and development across the city and the state.

City of Melbourne's four year [Council Plan 2013-17](#) articulates Council's vision for Melbourne to be 'a bold, inspirational and sustainable city' (refer page 6: Vision), and the eight goals which support the realisation of this vision.

3.2 City of Melbourne's City Economy and Activation Group

The City of Melbourne (the organisation)'s vision to be 'a leading organisation for a leading city' underpins the ongoing work of the organisation's City Economy and Activation group (the group). The group consists of four key focus areas or branches:

Business and Tourism Melbourne

The Business & Tourism branch enhances Melbourne's position as a leading city through activation of an innovative suite of business programs and initiatives to enable economic prosperity, and a unique program of visitor services to enrich Melbourne's reputation as one of the world's most liveable cities.

Events Melbourne

Events showcase Melbourne as a leading City and the Events Melbourne Branch aims to position the City of Melbourne, both nationally and internationally, as the event capital of Australia by producing and supporting events which enhance Melbourne's visitability, liveability and economy.

Corporate Affairs and Strategic Marketing

Corporate Affairs and Strategic Marketing aims to position the City of Melbourne, both nationally and internationally as desirable destination for shopping, dining, cultural events, sport, live music, arts, leisure and intellectual nourishment. By showcasing our city's diverse and unique experience offering through innovative marketing tools, we drive economic growth for our municipality and contribute to our global reputation as a city that always has something new to offer.

International and Civic Services

The International and Civic Services branch provides international business and capital city civic connections particularly focussed on the Asia-Pacific region to build opportunities for Melbourne's businesses.

Together, these areas are responsible for creating experiences to enhance Melbourne's vibrancy and success by:

- Supporting business to thrive by driving greater **economic impact** and prosperity through initiatives, collaborations and activities across multiple sectors including retail, hospitality, small business, music, life sciences, social enterprise, start-ups and more.
- **Activating the city** through events, initiatives, activities and strategic partnerships to bring the city to life for visitors, residents and business.
- **Encouraging visitation** to the city through inspiring marketing campaigns, world-class events and a highly valued visitor services network (refer to City of Melbourne's [Marketing Strategy 2013-16](#)).
- Maintaining and enhancing **Melbourne's reputation** as the world's most liveable city and many other accolades as a highly desirable destination to live, work and visit (refer pages 11-13: About Melbourne - City of Melbourne's [Tourism Action Plan 2016-19](#)).
- Enhancing **brand awareness** for the city.

The City of Melbourne's remit as a leading capital city is not only to activate within its municipal boundaries, but to enhance Melbourne and its reputation as a desirable destination. The scope often includes collaboration and / or activation with other inner Melbourne councils, greater Melbourne and regional Victoria.

3.3 Melbourne's evolution, and the impact to our business

The city is constantly evolving, and ongoing consideration is given to the impacts of population growth and an increasing number of visitors to the city, the resulting infrastructure and service demands, environmental changes and more.

Melbourne has been through large scale infrastructure projects before and from my perspective, is keen to support considered development of the city.

Melbourne Metro Rail Project (MMRP) will facilitate many of our long term objectives and vision for the city. Completion of the project will ensure that the city can function more effectively from a transport and mobility perspective, encouraging greater connectivity within and beyond the municipality. This is for the future ongoing success of Melbourne as a destination.

More broadly, it will enable City of Melbourne's City Economy and Activation group to build upon its mandate to drive economic impact, activate the city, encourage visitation and enhance Melbourne's reputation as one of the world's most liveable cities.

It is also a project that impacts two-fold on the way we currently do business:

- Improving delivery of our day to day services and activities; and

- Impacting on our city and its users, who are ultimately affected to varying degrees by the project.

The evidence provided in this expert report is particularly focused on the impacts to business, tourism (including visitation) and event activation.

3.3.1 Review of the Environmental Effects Statement

In reviewing the Environmental Effects Statement (EES) several chapters were relevant to our business:

1 to 7 – General

8 – Transport

9 – Land Use and Planning

10 – Social and Community

11 – Business

16 – Landscape and Visual

23 – Environmental Management Framework

The project’s planning, construction and operational phases present a number of impacts and challenges to business as usual, and a number of opportunities present themselves for new / revised / enhanced ways of doing business, thus creating a legacy for the city.

There are many things that are still unknown when considering the impacts of this project. It will allow us to explore operating modes for various components of our business, which could include launching new projects and initiatives if there are opportunities to do so. The undeterminable scale of this scoping, planning and implementation of change will cost our organisation time and money.

3.3.2 Visitation and economic prosperity

The impact on visitation and subsequent spend in the city is also of key interest.

The visitor economy is of significant value to Melbourne and to the state of Victoria, and continues to grow.

Table 1: Worth of tourism in Total Gross State Product (direct and indirect contributions) of the total **Victorian economy**

Year	Worth of tourism in Total Gross State Product (direct and indirect contributions) of the total Victorian economy	
	\$	%
2006-07	14.5 billion	5.7 %
2014-15	21.7 billion	6.0 %
Increase	+7.2 billion	+0.3 % pts

Source: [Economic Contribution of Tourism to Victoria, 2014-2015 \(1.04 mb\)](#)

Table 2: Worth of tourism in Total Gross Regional Product (direct and indirect contributions) of the total **Melbourne region economy**

Year	Worth of tourism in Total Gross Regional Product (direct and indirect contributions) of the total Melbourne region economy	
	\$	%
2006-07	6.0 billion	3.1 %
2013-14	8.9 billion	3.3 %
Increase	+2.8 billion*	+0.2 % pts

**This has been calculated using the unrounded version of \$ contributions*

Source: [Melbourne Tourism Satellite Account Summary 2013-14 \(399 kb\)](#)

The visitor economy is also of significant value to the Melbourne Tourism Region, which consists of 26 local government areas of metropolitan Melbourne. In fact, a 2015 Deloitte report commissioned by City of Melbourne revealed that in 2012-13, 43 per cent (or \$3.7 billion) of the value of tourism is generated within City of Melbourne’s municipality (refer CoM [media release](#), 30 September 2015). This was the first time that the value of tourism had been analysed for the City of Melbourne’s municipal economy.

In the EES, visitors / tourists haven’t been specifically identified as a stakeholder - unless they are considered under the title ‘special interest groups’. There needs to be careful consideration to how amenity is retained for this group, especially as they are a more complex group to communicate with given their transient nature and their experiences can have an influence on the reputation of the city as a desirable place to visit.

The flow of people in and through the city on a daily basis supports the success and growth of a significant proportion of the Melbourne economy; particularly in retail and hospitality (refer CoM [media release](#), 7 April 2016).

Should our ability to create experiences within the municipality be reduced or compromised as a result of the project, the impact will be felt much further than within the city’s boundaries. We must carefully consider the greater economic and reputational consequences if risks aren’t appropriately identified and mitigated throughout the construction phase. Changes in perception about Melbourne as a desirable destination may have far greater long-term consequences beyond the project lifecycle.

4. Tourism Impacts

4.1 Summary of Key Issues

This chapter discusses impacts to key areas of our tourism business that will be impacted by the project and potential mitigation measures, specifically related to:

- Melbourne Visitor Shuttle;
- Mapping;
- Melbourne Visitor Centre; and
- Assets that generate revenue.

Opportunities have also been identified regarding wayfinding and signage, our city ambassador program, and city activation potential.

4.2 Impacts and suggested mitigation measures

4.2.1 Melbourne Visitor Shuttle (Domain / CBD South / Parkville / General)

CoM owns the [Melbourne Visitor Shuttle \(MVS\)](#), a bus service that takes visitors around the city to key attractions and precincts. This service operates daily (with the exception of scheduled closures including Christmas Day and Good Friday), and has been in operation since 2006. The current route travels across the municipality, with 13 stops at major attractions. Tickets cost \$10 for unlimited usage across two consecutive days, and major attractions / events are able to purchase advertising opportunities on the exterior of the buses. The service is well utilised with 46,571 tickets sold in 2015-16 (note, children under 10 travel free).

The MVS is valued as a key means of exploring the city for locals and visitors alike, and an effective dispersal mechanism across the municipality to help drive economic return.

Intermittent works in the city occur on a frequent basis, with minor impacts along the route mitigated by bypassing an affected stop, or implementing a temporary re-routing of service in consultation with relevant stakeholders.

The EES outlines works anticipated at Parkville, CBD South and Domain, which are likely to disrupt the service significantly, with five of thirteen stops along the route potentially inaccessible for an extended period during major construction works.

This will require us to consider the need to re-route the service, whilst continuing to meet the expectations of customers and stakeholders. This includes but is not limited to finding and establishing alternative stops, redesigning marketing material and implementing an additional communications and advertising strategy. Service delivery will likely be impacted with regards to the duration and frequency of service, and the perceived value and reputation of the MVS must be considered if it is unable to access certain areas of the city during extended construction works.

This service was not included in Chapter 8 of the EES, or in any of the traffic EPRs, and does not fit within the current definitions of public, active or road transport. Therefore, it is proposed that an

additional EPR be included, 'transient transport services'. This should consider and mitigate the impact to movement of transient transport services across the city specific to visitors.

Alternatively, this could be added to the business disruption plan as noted in EPR B2. Consultation with CoM will be important to assist and support the management of this impact, which will also likely apply to other users who conduct business of a more transient nature (for example, airport transfers, bus tours, bicycle and walking tour operators). The primary users of these services (visitors) are of a transient nature, so it will be important to communicate with this group prior to, on arrival and during their stay in Melbourne.

Refer to Chapter 7 for amendment to EPR B2, and / or suggested new EPR.

4.2.2 Mapping (General)

The long-term nature of this project's construction phase will see ongoing significant changes to the city. This will affect the integrity of map content in some instances, as maps will need to be updated on a regular basis. The greater impact of inconsistent or incorrect maps will be felt by pedestrians and visitors to the city, as well as potentially impacting upon business trade as a result of not being able to navigate through the city.

Our business, tourism and events areas produce and inform a number of mapping outputs, including in wayfinding signage and both print and digital collateral for locals and visitors.

It is proposed that EPR LU4 include 'mapping' as part of its 'wayfinding, signage and advertising strategy', and that City of Melbourne should be consulted in this regard.

Refer to Chapter 7 for amendment to EPR LU4.

4.2.3 Melbourne Visitor Centre (CBD South / General)

The Melbourne Visitor Centre (MVC) is located at Federation Square on the corner of Swanston and Flinders streets, and has been operating from the 'west shard' building since October 2002. The centre plays an important role in the provision of visitor information for local Melburnians as well as interstate and overseas visitors. The current design of the Melbourne Visitor Centre across two levels (ground and basement levels) provides an amenity for over 850,000 visitors per annum that includes provision of visitor information, tour and accommodation booking services, as well as a place for quiet reflection and contemplation.

Visitor information centres in strategic locations provide a critical and well-understood reference point for visitors. The MVC has been established at Federation Square for nearly 14 years, and experiences a high level of satisfaction from its users (in 2015-16, there were 922,467 visitors to the centre).

The centre plays an integral role in driving dispersal and spend across the municipality, and contributes to the city's economic prosperity. As part of its capital city role, the centre also provides a gateway to regional Victoria through the provision of information. The MVC enjoys a reputation as one of the best visitor centres in the world. It is considered to demonstrate best practise with particular regard to the breadth of information available and the success of its staffing and volunteer model. Maintaining this reputation is of paramount importance.

This operation provides a civic service and therefore the impacts on this service need to be specifically addressed. The MVC is also home to a sub-tenant who provides tour and accommodation services, as well as a retail outlet.

Section 9.14.1 of Chapter 9 suggests that the station entrance would only impact on public open space - this is not an accurate statement. Section 11.15.1 of Chapter 11 suggests that businesses in Federation Square are unlikely to be impacted significantly. Current reference designs indicate that the MVC will need to be relocated to allow for a station entrance to CBD South at Federation Square – this is significant from our perspective as an organisation, and a priority for us to explore and resolve.

This relocation will require substantial effort, cost and disruption on the organisation's part, with an imperative to maintain the operation and reputation of CoM's visitor services network and the destination itself throughout the project's construction. Research will be required to determine the best alternative model, and effective signage will be required to redirect visitors once the current site has been vacated.

It is submitted that the need to relocate this service is not covered adequately with existing EPRs. We wish to work with the MMRA to further resolve this matter.

Refer to Chapter 7 for suggested new EPR.

4.2.4 Assets that generate revenue (Parkville / CBD North / CBD South / Domain / General)

As a result of construction works, some of our revenue streams will be impacted. Should the MVC relocate from its current site at Federation Square, it will no longer be able draw upon revenue from advertising on the exterior façade of the building and other smaller assets within the centre to help offset operational costs as well as any impacts from a location that has less visibility and accessibility from that enjoyed in its present location.

CoM's banner program provides a vibrant and cost effective advertising opportunity for Melbourne-based events to showcase their product. Banner sites around Parkville, Domain and CBD North and South may be impacted by construction works and early notification will be required to help mitigate the impacts for CoM and individual clients should access be restricted or indeed, if banner poles are to be temporarily or permanently removed (thus having an impact on revenue).

The plan referenced in EPR LV2 should be expanded to include a timely communication strategy to inform asset owners and enable other opportunities to be identified and offered as alternatives.

'Other street furniture' should be expanded to explicitly include 'banner poles' and 'wayfinding signage including signage hubs'.

Refer to Chapter 7 for amendments to EPR LV2.

4.3 Opportunities

4.3.1 Wayfinding and signage (General)

The inclusion of EPR LU4 – the development of a strategy to consider wayfinding, signage and advertising – is of critical importance to the success of the project. We are also encouraged that this includes relevance to EPR SC7 – re-establishing sites impacted by construction works.

This applies not only during construction, but as a legacy for the city beyond its municipal boundaries once rail service becomes operational in 2026.

This project provides a unique strategic opportunity to implement a consistent approach to wayfinding and signing principles.

CoM is considered a 'relevant local council' to be consulted, and our work areas will be able to provide significant guidance and expertise in the development and implementation of this strategy, as well as other key partners that are collaborating on other wayfinding and signage matters. This includes other inner Melbourne councils and key transport agencies.

EPR T7 (regarding the provision of wayfinding information to ensure connectivity for pedestrians between new and existing station infrastructure) should also be expanded to include key sites across the project footprint during both the construction and operational phase to allow a seamless transition between multiple transport modes (pedestrians, cycling, tram, bus and rail).

This would also extend to mapping outputs, and we wish to work further with MMRA on this as per the amended EPR LU4.

Refer to Chapter 7 for amendments to EPR T7 and LU4.

4.3.2 City Ambassador Program (CBD North / CBD South)

Swanston Street is the workplace for the City Ambassador Program (CAP), one of Business and Tourism Melbourne's key visitor services programs.

In the past three years, the program assisted over 1 million visitors. Seven days per week, all year round, CAP volunteers are positioned at key corner locations between Swanston and Flinders Street and up to Bourke Street. There is an opportunity to explore expansion of the CAP as they could play a critical role in assisting visitors with questions and wayfinding throughout the project, particularly during the construction phase. Our other visitor information services staff and volunteers will also become key sources of information about the project, particularly for the visitor market.

4.3.3 City Activation (General)

City of Melbourne is encouraged by the potential of city activation activities throughout the duration of construction phase.

Yet to be formally scoped, the Metro Tunnel project provides us with opportunities to deliver on objectives related to retail, hospitality, music (including the current [Melbourne Retail and Hospitality Strategy](#), and the [Music Strategy](#)) and more, whilst ensuring the city remains a desirable place to visit.

On-street activations will also ensure that areas of the city become (or remain) exciting places to work, live and visit, and provide support to potentially impacted businesses.

A number of work areas across CoM, including business, tourism and events, are interested in exploring the potential use of construction hoardings / acoustic sheds (or other suitable sites during construction) for multiple uses. e.g. mapping and wayfinding, public messaging, public art, advertising of activation activities, advertising for third parties (e.g. city events), marketing campaigns, etc.

This would add vitality, be visually pleasing, assist pedestrians to navigate affected areas and divert attention away from construction sites whilst enhancing the city streetscape. They could assist in mitigating negative visual impacts (particularly when considering visitors' perceptions whose expectations may be impeded by any limitations to views or experiences as a result of the project) and promote that the city is still 'open for business'.

4.4 Conclusion / Recommendations / Options

The above impacts, mitigation measures and opportunities are presented to the IAC for consideration.

5. Business Impacts

5.1 Summary of Key Issues

This chapter discusses impacts to key areas of our business relationships that will be impacted by the project and potential mitigation measures, specifically related to:

- Business disruption plan.
- Support for acquired businesses.

Opportunities have also been identified regarding retail and hospitality.

5.2 Impacts and suggested mitigation measures

5.2.1 Business disruption plan (General)

The potential for disruption during construction of the project must not be underestimated, and it is encouraging to see the inclusion of a business disruption plan in EPR B2 for non-acquired businesses.

Use of the word 'business' implies that the plan will consider all types of business sectors. The scope and diversity of businesses across the municipality will require careful consideration. As an example – the impact to a small hospitality operator on William Street will be different to a retailer along Swanston Street, and different again to a tourism operator who runs a walking tour business through the central city and surrounding suburbs.

Through our day-to-day business, we manage a number of key business stakeholder relationships across the municipality. We believe a business disruption plan would benefit from overall consultation with the relevant areas of municipal councils, rather than solely in relation to the 'project construction schedule'. This would ultimately help MMRA and the contractor to mitigate known risks and impacts in an informed manner. This would also ensure that the project's legacy post construction has helped to progress CoM's objectives through its [Building Prosperity Together](#) framework, and multiple strategies that feed into this framework and more broadly, Council Plan.

The project provides an opportunity to explore innovative solutions to business disruption – it would be preferable that these solutions be sourced from local companies and organisations.

It is proposed that EPR B2 be amended to include:

- Overall consultation with local Councils during the development of the business disruption plan.
- Consideration of preferred / varied communication channels for businesses to ensure effective and timely sharing of information (which also links to the transport management plan noted in EPR T1 specific to business).
- Consideration of the wayfinding, signage and advertising strategy to be developed in EPR LU4 as a business support tool.

- Mandate the installation of consistent and legible directional and business signage to assist customers and ensure potentially impacted businesses remain 'visible', and provide a mechanism to monitor their success to report back to business.
- Exploration of innovative solutions to business disruption and the potential for these solutions to be provided by local companies and organisations.

Refer to Chapter 7 for amendments to EPR B2.

5.2.2 Support for acquired businesses (CBD / General)

The acquisition of businesses will have some bearing on the net economy, particularly as those businesses must relocate elsewhere. There is an assumption throughout the Business chapter (Chapter 11) that businesses will be able to find a suitable alternative within close proximity. Given that retail vacancy rates in the CBD were at 3 per cent ([Colliers, April 2015](#)) and office space at 7 per cent ([Property Council, February 2016](#)), it may be difficult for business to relocate easily, close by and in equivalent kinds of space as streets and laneways are tightly held in the CBD.

In addition to low vacancy rates, retail rents vary significantly by location, size of space, type of leasing arrangements and market demand. It may not be feasible for a business to relocate to a nearby suitable location as expected. Multiple owners of commercial properties also add to the complexity.

Therefore businesses may relocate out of the City of Melbourne which is a net loss to the economy of Melbourne. The goodwill and customer base that these businesses have built up possibly locally or wider should also be taken into account. Whether those customers will be prepared to continue to support those businesses if they relocate is a current unknown. Some businesses may simply decide that it is too hard to start again and may close.

It will be important that acquired businesses are privy to support services, as provided for the 'community' through the Social and Community chapter (10). It is suggested that EPR B1 be expanded to allow those businesses access to a central point of contact and case management approach, with opportunities to seek priority access to other State Government business support and mentoring services.

Refer to Chapter 7 for amendments to EPR B1.

5.3 Opportunities

5.3.1 Retail and hospitality (General / all station precincts)

We are keen to build upon CoM and State Government's vision for Melbourne's retail and hospitality sector to 'continue to evolve as a vibrant, globally sought after retail and hospitality destination, inspiring bold innovations that engage residents, workers and visitors alike', as articulated in the [Melbourne Retail and Hospitality Strategy 2013-17](#).

The city is already globally recognised for its retail and hospitality offering, our collaborative creativity, good taste and entrepreneurial drive; our vibrant mix of designers and manufacturers harness a collaborative spirit that is defying a wider industry downturn.

More recently, the value of Melbourne's retail and hospitality sector was confirmed at a record high, contributing \$5.46 billion to Melbourne's economy in 2015, a 23 per cent increase since 2013 (refer CoM [media release](#)).

It is imperative that the subterranean and above-ground development planned as part of the new stations' fitouts and tenancies along the route speak to our strategy's goals and aspirations for the retail and hospitality sector.

This is not articulated in the EPRs or the Planning Scheme Amendment (PSA) but could be an excellent legacy for the project.

An additional EPR has been suggested to address this in Chapter 7.

5.4 Conclusion / Recommendations / Options

The above impacts, mitigation measures and opportunities are presented to the IAC for consideration.

6. Events Impacts

6.1 Summary of Key Issues

This chapter discusses impacts to key areas of our events business that will be impacted by the project and potential mitigation measures, specifically related to:

- Melbourne's event reputation;
- Available outdoor event space;
- Outdoor street parades;
- Greater economic impacts;
- References to stakeholders;
- Viability of City Square as an event space; and
- Reinstatement of public spaces.

Opportunities have also been identified regarding event activations.

6.2 Impacts and suggested mitigation measures

6.2.1 Melbourne's event reputation (General)

Melbourne deservedly holds the reputation as Australia's event capital. This reputation attests to Melbourne's team approach to all scales and types of events.

Events, festivals and community activities directly contribute to the City of Melbourne's key strategic objectives to be 'a city for the people', 'a prosperous city', 'a creative city' and 'a connected city'. Maximising the benefits of these activities and enjoyment of the city's many public spaces all contribute to Melbourne's rich cultural life.

The City of Melbourne's Events Melbourne branch plays a key role in Melbourne's event industry, engaging event managers, organisers and promoters in a spirit of collaboration and partnership and is responsible for:

- programming and delivery of Council owned, Premier Events - Moomba, New Year's Eve, Melbourne Music Week, Melbourne Celebrations, Melbourne Spring Fashion Week and Christmas;
- developing an entrepreneurial commercial program of partnerships, supply rights and sponsorships of Council owned events;
- sponsoring events which take place in the City through the Event Partnership and Triennial Sponsorship programs;
- working in partnership with other agencies in international event attraction;

- working in partnership with other agencies to deliver hallmark events; and
- in accordance with all relevant legislative requirements, facilitate the logistical, operational and risk management components of events and activities in the city's streets, laneways, parks, gardens and other public spaces.

As a key component of Melbourne's success story, the city's reputation must be maintained as a desirable events location from both an organiser's and attendee's perspective. If events are displaced to other municipalities or indeed, other cities altogether during the construction phase and beyond, it may take significant investment by the City and the state to re-establish Melbourne's enviable event calendar.

Currently the demand for public space for use of events in the city significantly outweighs the availability of suitable locations. Due to the high demand for public space for events, any loss of space impacts the City as a whole. The inclusion of EPR SC4 to work with City of Melbourne to seek alternate space is regarded as a good mitigation measure – but it must go further to identify suitable alternative open spaces as a reputational mitigation that meet with City of Melbourne's requirements for activation (including events) and for community use during the construction phase.

Refer Chapter 7 for required amendment to EPR SC4.

6.2.2 Available outdoor event space (CBD South / General)

The temporary loss of City Square from February / March 2017 during construction of the project further diminishes the supply of available outdoor event space, along with other open spaces within the project boundaries that will be potentially become construction worksites (e.g. Queen Victorian Gardens, the site of MPavillion in recent years). With permits issued well in advance, this is already proving problematic for many event organisers who are planning in advance to use the Square for their activities. With limited alternative options (especially when considering cost to hire and the size of City Square), there is the potential for these events to locate outside of the municipality, or potentially not going ahead at all. Either scenario could result in impacts to businesses that currently enjoy the benefits of increased patronage as a result of these events.

It is pleasing to see the inclusion of EPR SC4, to ensure that City of Melbourne is consulted to help identify alternative areas of public open space for community use as a mitigation measure. This should be expanded upon to include the scoping of sites suitable as public event spaces, not just for community use. As stated in CoM's response to the EES, the wording should be further refined to incorporate the design and delivery of these alternatives as part of the project.

This EPR also provides us with an opportunity to discuss or rethink what constitutes public space, which other areas of State Government are currently considering. As an example, underutilised hard spaces, such as street locations, could provide new open community and event spaces.

This should also be factored into EPR LU2 / SC3, by adding an additional dot-point dealing with the identification of opportunities for improvement of existing public spaces and / or the identification of opportunities for new public / mixed use spaces taking into consideration the projected increases in precinct pedestrian traffic resulting from the project. This should be applicable during the construction phase as well as considering the project legacy. Given the long-term nature of the project and the likely significant impacts upon visitors to the city, temporary public spaces and activations would potentially allow for at least some of these impacts to be positive.

Refer Chapter 7 for required amendments to EPR SC4, LU2 and SC3.

6.2.3 Outdoor street parades (Domain / CBD South)

The municipality plays host to a significant number of events each year whose format includes a public outdoor street parade. The route is determined in conjunction with a number of key stakeholders, and traditionally passes through St Kilda Road and / or Swanston Street, as well as Flinders Street.

The CoM owns and delivers the Moomba Festival, which takes place over the Labour Day long weekend in March each year. Moomba includes a significant street parade component, which is a well-loved and longstanding component of this significant community festival.

Major construction works at Domain and CBD South precincts will impact on the preferred street parade route. In each case, CoM's events officers will need to work with event organisers, emergency services and the Authorities meeting, or 'A-team' to determine an appropriate alternative and ensure the integrity of the parade is maintained. (The purpose of the A-team is to provide a forum for internal and external stakeholders to contribute feedback to event organisers and the City of Melbourne before and after high risk events, with the view that events are managed in collaboration.) There will be additional communication requirements, as well as unknown cost implications.

Other major events that are permitted through City of Melbourne with a street parade component include:

- ANZAC Day (April each year);
- AFL Grand Final Day parade (September each year); and
- Melbourne Cup Parade.

The mitigation measure currently included as EPR SC5 could be refined to mandate that the contractor and MMRA must work with relevant local Councils including CoM in this instance.

Refer Chapter 7 for required amendments to EPR SC5.

6.2.4 Greater economic impact (CBD North / CBD South / General)

The construction phase of the project will impact on the way events are conducted in Melbourne. The loss of City Square, and the visible construction impacts around each of the project's precincts will see many events (including those delivered by CoM's Events Melbourne branch) reconsider how best to deliver their events in the face of major disruption.

In particular, construction impacts on large-scale public events and activations in Domain Parklands / St Kilda Road and Swanston Street / Flinders Street to the Collins Street core retail and entertainment precincts. Specific examples include ANZAC Day, Melbourne Marathon, Melbourne Spring Fashion Week, Melbourne International Comedy Festival and New Year's Eve – but there are many more.

Some events may choose to cancel, downsize or potentially re-establish their events in other municipalities during the construction phase. This could have an immediate consequence for the retail and hospitality sector and others, whose trade to some extent relies upon increased patronage as a result of key activations. This includes public events, some of which represent significant retail sector

links as well as community expectations. The flow-on impacts to traders and businesses must not be underestimated at this early stage.

Performance Requirements which seek to directly mitigate this impact are currently not present. Securing temporary public spaces / activation sites could be seen as mitigating measures, as included in EPR SC4, but the wider economic implications are still unknown.

It is suggested that a further EPR be included that MMRA notes the potential impact of the project upon our ability to deliver on objectives articulated in other state government strategies, including but not limited to, the Victorian Visitor Economy Strategy, and works with CoM and the relevant state government departments to ensure visibility throughout the project.

Refer Chapter 7 for a new EPR.

6.2.5 References to stakeholders (General)

Throughout the EPR's, there is widespread use of the term 'stakeholders'.

In each instance, the makeup of each stakeholder group may vary significantly. More explicit definitions of these stakeholders should be articulated to ensure that relevant groups are considered.

Example:

EPR T4 - Suggest that 'land managers' be added to the list of required stakeholders in the transport communications strategy.

SC3 - Suggest that 'In consultation with land managers...' or words to that effect be added to the requirement to develop and implement measures to minimise impacts on existing land uses.

Refer Chapter 7 for amendments to EPR T4 and SC3.

6.2.6 Viability of City Square as an event space (CBD South)

City Square primarily serves as a promotional site for not-for-profit and charity organisations. Typical examples of these activities include the promotion of sporting events, charity fundraising events and promotional engagement activities. It also provides a centrally located site for a number of large-scale, CoM produced events such as the annual Christmas festival and Melbourne Spring Fashion Week hub.

City Square is considered a premium event site due to its location on Swanston Street, with associated pedestrian movement being highly valued by event organisers.

The openness of the space, which houses few pieces of permanent infrastructure, allows for maximum site flexibility and infrastructure placement (stages, screens and other non-permanent structures), while the weight bearing capacity of hard surfaces allows for installation of significant infrastructure and large vehicle access via Swanston Street for bump-ins and outs.

The intent to reinstate City Square as a public space post construction is well received. However, the site will have changed, most obviously because of its new role as a thoroughfare and access point for commuters using CBD South station. Given the increased pedestrian flow and the unknown characteristics of the use of this space post construction, the square's future suitability as a premium event site may change.

It is most important that the relevant work areas of CoM remain involved in discussions around the CBD South station's build and fit-out, and once complete, its ability to be used as an event space again (including requirements for the installation of temporary infrastructure with a station now sitting underneath the public space). The need for the square to remain a usable space for events is critical and it is requested that an EPR be included to ensure that we remain involved and have influence over the reinstatement of City Square to ensure its future viability as a public events space.

Refer Chapter 7 for suggested new EPR.

6.2.7 Reinstatement of public spaces (General)

The plan referred to in EPR LV2 should be expanded upon to include exploring more specific opportunities for renewal of public spaces for the benefits of communities beyond resident groups. This could include activation of these revitalised areas with community events / digital infrastructure, etc.

Refer Chapter 7 for amendments to EPR LV2.

6.3 Opportunities

It is likely that this project will provide event activation opportunities around the construction works, in relation to the provision of both temporary and longer term public space. The project also provides an opportunity for the negotiation and provision of permanent public spaces that are suitable for a wide variety of event needs.

6.4 Conclusion / Recommendations / Options

The above impacts, mitigation measures and opportunities are presented to the IAC for consideration.

7. Summary of amendments to Environmental Performance Requirements

Throughout this report, several amendments to EPRs have been recommended.

The table below sets out a summary of the suggested changes.

Those statements in [blue](#) and underlined or marked with strike through indicate where items have been changed, as an amendment or as a completely new EPR for consideration.

New	Amend	Suggested addition / amendment	Reference chapter in this report
x		<u>The transport management plan should include consideration of transient transport services, including but not limited to airport transfers, bus tours, walking / cycling tours. The plans should consider the transient nature of the primary users of these services, and develop a communication strategy targeting this group prior to, on arrival and during their stay in Melbourne.</u>	4.2.1
	LU4	<p>Prior to the development of the detailed design of all permanent structures, prepare and implement strategies in accordance with the Melbourne Metro Urban Design Strategy and relevant planning schemes that cover:</p> <ul style="list-style-type: none"> • Community identity and cultural strategy • Wayfinding, signage, mapping and advertising <p>The strategies must be developed in consultation with relevant local councils and land managers.</p>	4.2.2 4.3.1
x		<u>Work with City of Melbourne to identify suitable alternative sites for a visitor information service that meet City of Melbourne's requirements, to mitigate the potential loss of the existing site of the Melbourne Visitor Centre at Federation Square due to construction works. The identification of these alternative sites should also take into account the unique design, location and service delivery requirements of the service.</u>	4.2.3

New	Amend	Suggested addition / amendment	Reference chapter in this report
	LV2	<p>Develop and implement a plan in consultation with the Office of Victorian Government Architect, local councils and other land managers to comply with the Melbourne Metro Urban Design Strategy to re-establish public open space, recreation reserves and other valued places disturbed by temporary works.</p> <p>The plan must include, but not be limited to a methodology for storage, reinstatement or replacement of existing public art, monuments and public infrastructure such as poles (including banner poles), bins, and other street furniture such as wayfinding signage (including signage hubs).</p> <p>The plan should also include exploring opportunities for renewal of public spaces for the benefit of communities beyond resident groups, including visitors, business owners and commuters.</p> <p>A communication strategy should form part of the plan to inform asset owners in a timely way, and enable other opportunities to be identified and offered as alternatives where appropriate.</p>	<p>4.2.4</p> <p>6.2.7</p>

New	Amend	Suggested addition / amendment	Reference chapter in this report
	T7	<p>Active Transport (Operational phase)</p> <ul style="list-style-type: none"> • Develop and implement a permanent shared use path along the northern side of Childers Street, Kensington in conjunction with the relevant road management authority and the land manager prior to the removal of the shared use path on the southern side • Where practicable to do so, re-instate on-road bicycle lanes and bicycle parking provisions removed during construction in cooperation with the relevant road management authority and the local council • Review the provision of safe and effective bicycle lanes in and around the Melbourne Metro station sites in cooperation with the road authority and the local council • Provide wayfinding information to enhance connectivity for pedestrians and public transport users including (but not limited to) the following locations: <ul style="list-style-type: none"> - Between Melbourne Central station and the new CBD North station - The underground connection between Flinders Street Station and the new CBD South station - key sites across the project footprint during both the construction and operational phase to allow a seamless transition between multiple transport modes (pedestrians, cycling, tram, bus and rail). 	4.3.1

New	Amend	Suggested addition / amendment	Reference chapter in this report
	B2	<p>Prepare a business disruption plan to manage impacts to non-acquired businesses and to engage with business, property owners and the community throughout construction. The plan shall include:</p> <ul style="list-style-type: none"> • Timely information on key project milestones • Changes to traffic conditions and duration of impact • A project construction schedule developed in coordination with transport authorities and local councils and in consultation with businesses to minimise cumulative impacts of this and other projects • Plans for notifying customers of proposed changes to business operations, including the setting of suitable timeframes for notification prior to commencement of works • Measures to ensure access to businesses is maintained for customers, delivery and waste removal unless there has been prior engagement with affected businesses (including mutually agreed mitigation measures as required). This could include the installation of directional and business signage to assist customers • Process for registering and management of complaints from affected businesses. • <u>Overall consultation with local Councils during the development of the business disruption plan.</u> • <u>Consideration of preferred / varied communication channels for different types of businesses (those who are located within a premises and those who are of a more transient nature) to ensure effective and timely sharing of information (which also links to the transport management plan noted in EPR T1 specific to business).</u> • <u>Consideration of the wayfinding, signage and advertising strategy to be developed in EPR LU4 as a business support tool.</u> • <u>Mandate the installation of consistent and legible directional and business signage to assist customers and ensure potentially impacted businesses remain 'visible', and provide a mechanism to monitor their success to report back to business.</u> • <u>Exploration of innovative solutions to business disruption and the potential for these solutions to be provided by local companies and organisations.</u> 	<p>4.2.1</p> <p>5.2.1</p>

New	Amend	Suggested addition / amendment	Reference chapter in this report
	B1	Reduce the disruption to businesses from direct acquisition or temporary occupation of land, and work with business and land owners to endeavour to reach agreement on the terms for possession of the land. Provide acquired businesses with access to a central point of contact and case management approach, with opportunities to seek priority access to other State Government business support and mentoring services.	5.2.2
x		Consult with City of Melbourne to ensure that subterranean and above ground developments within the project boundaries (particularly within each of the new stations planned along the route) consider existing strategies and objectives, with particular regard to the retail and hospitality mix and fit-out.	5.3.1
	SC4	Prior to main works or shaft construction commencing, work with the City of Melbourne to identify possible suitable alternative areas for use as of public open space, that meet City of Melbourne's requirements for activation (including events) and for community use during the construction phase to minimise the impacts of loss of existing public open space that is to be impacted by are to be utilised as construction worksites. The identification of these alternative areas should also take into account the unique design and delivery requirements of each alternative space.	6.2.1 6.2.2
	LU2	Development of the project is to have regard to the relevant Open Space Master Plans (including but not limited to, the Domain Parklands and Fawkner Park Master Plans) in designing and constructing above-ground infrastructure for the tunnels. Consultation must occur with land managers and/or agencies responsible for the implementation of the relevant Open Space Master Plans. City of Melbourne must be consulted with regard to the impact of new infrastructure and the potential changes to land use that may affect the long-term viability of the space as an activation / event site or community use.	6.2.2

New	Amend	Suggested addition / amendment	Reference chapter in this report
	SC3	<p>Prior to main works or shaft construction, develop and implement a community and business involvement plan to engage potentially affected stakeholders and advise them of the planned construction activities, intended delivery plans, and project progress and intended reinstatement measures where applicable. The plan must include:</p> <ul style="list-style-type: none"> • Measures to minimise impacts to the development and/or operation of existing facilities • The identification of opportunities to reinstate and potentially improve facilities (including public open space) • Measures for providing advance notice of significant milestones, changed traffic conditions, periods of predicted high noise and vibration activities • Process for registering and management of complaints • Measures to address any other matters which are of concern or interest to them. <p>The plan would consider each precinct and station location in detail. Stakeholders to be considered in the plan include (but are not limited to):</p> <ul style="list-style-type: none"> • Municipalities • Land managers • Potentially affected residents • Potentially affected businesses • Recreation, sporting and community groups and facilities 	6.2.2 6.2.5
	SC5	<p>Work with relevant local councils to plan for and coordinate with key stakeholders during major public events. This must include, but is not limited to:</p> <ul style="list-style-type: none"> • The identification of suitable activation areas and routes for significant legacy events and parades, whilst considering the relationship between the activation space and the greater city (e.g. retailers and hospitality outlets, and major pedestrian thoroughfares) to mitigate the wider economic impacts. • Site suitability, logistics and risk considerations • Adequate visibility of construction schedules, and timely notification of schedule changes that may impact upon major public events. 	6.2.3

New	Amend	Suggested addition / amendment	Reference chapter in this report
x		<p><u>MMRA must consider the potential impact of the project upon City of Melbourne’s ability to deliver on objectives articulated in other state government strategies, including but not limited to, the Victorian Visitor Economy Strategy, and work with CoM and relevant state government departments to ensure visibility throughout the project.</u></p>	6.2.4
	T4	<p>Travel Demand Strategy</p> <ul style="list-style-type: none"> • In advance of construction works, MMRA to develop and implement a travel demand management strategy and appropriate tools to promote specific transport behaviour changes in response to road, bicycle and pedestrian paths closures/modifications and to reduce traffic congestion around construction sites, particularly in the vicinity of the Parkville and Domain precincts where road closures and restrictions are proposed. The strategy must be consistent with the MMRA Community and Stakeholder Engagement Plan, <u>and consult with key stakeholders, including but not limited to land managers and municipal councils as part of the communication strategy.</u> 	6.2.5
x		<p><u>Work with City of Melbourne to ensure the design and reinstatement of City Square at the completion of works meets City of Melbourne’s requirements, including its future viability as a public events space.</u></p>	6.2.6

8. Conclusion

The Melbourne Metro Rail Project is a valued infrastructure project, with long-term benefits for the city and the business, tourism and event sectors.

Our business, tourism and event teams are committed to continuing to work with MMRA and the successful contractor to ensure the best outcomes for the project and our business.

The Environmental Effects Statement and the associated Environment Management Framework provided for a number of key mitigations, articulated through Environmental Performance Requirements. This statement has addressed a number of those EPRs relevant to our business, with suggestions for amendments or additions validated by expert evidence.

It would be beneficial to the project that these suggestions be considered and included in the final EMF to be provided in the tender documentation. This will ensure that the business, tourism and event impacts are considered and mitigated in a way that benefits our own business as well as the greater municipality and beyond.

9. Declaration

I have made all the inquiries that I believe are desirable and appropriate and no matters of significance which I regard as relevant have to my knowledge been withheld from the Inquiry and Advisory Committee.

A handwritten signature in black ink, consisting of several overlapping loops and a long horizontal stroke extending to the right.

PROFILE

- Strategic leader, recognised for fostering collaborative partnerships to deliver innovative programs and products to enhance Melbourne's reputation as the world's most liveable city
- Entrepreneurial commercial acumen, responsible for implementing a Commercial Strategy for City of Melbourne through partnerships, supply rights and sponsorships for City of Melbourne owned events
- Managing budgets in excess of \$60 million.
- A varied background including hospitality, change management, leadership consultancy, private sector and local government roles.

PROFESSIONAL EXPERIENCE

February 2016 – Current role	Branch Manager City of Melbourne – Business & Tourism Melbourne
	Leading a change management process to reposition the Business & Tourism branch, to 'enhance Melbourne's position as a leading City through activation of an innovative suite of business programs and initiatives to enable economic prosperity, and a unique program of visitor services to enrich Melbourne's reputation as one of the world's most liveable cities'.
	Member of the Victoria Tourism Industry Council (VTIC)
2009 – 2016	Branch Manager City of Melbourne – Events Melbourne
	Led a major change management process including the restructure of the Events branch, repositioning Events Melbourne nationally and internationally, to enhance Melbourne's reputation as one of the world's most liveable cities. This was achieved through staging and supporting a diverse range of quality events and festivals for visitors to the city, celebrating community diversity, increasing cultural awareness and generating direct economic impact for businesses in the municipality, greater Melbourne and regional Victoria.
	Member of the Victoria Events Industry Council (VEIC).
2007 - 2009	Branch Manager City of Melbourne – Parking & Traffic
	Delivered a major change project in response to three external audits that resulted in an approximate \$17 million revenue improvement to the business within the first 12 months.
Prior to 2007	Frontline Management Consultancy Clients included: <ul style="list-style-type: none">- Victoria Taxi Directorate- RMIT- Melbourne University- State Government (Dept. of Finance, Dept. of Environment)- Latrobe University- Powercor- Victoria Police- Various others.

Attachment 2

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hunt & hunt
lawyers

28 July 2016

Steve Nagle
Manager Business and Tourism
c/- City of Melbourne
90-120 Swanston Street
Melbourne VIC 3000

Our ref: TXR1/NXS
Matter no: 9613710

By email: stephen.nagle@melbourne.vic.gov.au

Dear Mr Nagle

**Melbourne Metro Rail Project
Environment Effects Statement Inquiry
Instructions for expert evidence**

We are assisting the City of Melbourne (CoM) finalise its submission to the Inquiry on the Environment Effects Statement (EES) and the Advisory Committee for the Planning Scheme Amendment (PSA), both in respect of the Melbourne Metro Rail Project.

Thank you for agreeing to prepare and present expert evidence at the joint Inquiry and Advisory Committee for CoM.

What is your evidence about?

CoM requires that you prepare and present expert evidence in relation to consideration of the business and tourism impacts associated with:

- loss of Melbourne Visitor Centre at Federation Square;
- Movement of people (in particular tourists) during and after the project;
- hotel / accommodation and longer term temporary accommodation requirements;
- local business during the construction phase;
- business and tourism opportunities presented by the project; and
- visitor perception of the City of Melbourne during the project.

Timeline

The public hearing of the Inquiry will commence on 22 August 2016, running for approximately six weeks. You will be advised of the venue and the time that you will be required to attend the hearing in order to present your evidence, as soon as CoM receive the indicative timetable.

Any expert evidence to be presented at the Inquiry requires the submission of a detailed written report by **12 August 2016**.

CoM currently expects to call approximately 12 experts in 10 different fields (with 9 CoM employees giving evidence). With the tight timeframes for preparation and submission of the evidence, this process requires considerable internal coordination to ensure that the legal team has sufficient time to review and comment on all evidence reports before finalisation and submission.

To assist in this process of finalising the evidence reports, we ask you to have your draft evidence report ready for review by **5pm 8 August 2016** and to be available in the following days

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INTERLAW.

to finalise your report. Smaller reports are required to be ready first as the larger reports will require more time to prepare.

Your draft report should be emailed in Word format to Karen Snyders Karen.Snyders@melbourne.vic.gov.au and Nick Sissons nsissons@huntvic.com.au as soon as it is ready for review.

Please be assured that you have the support from the CoM Directors and Managers for you to dedicate your time to this process without delay so that a unified approach is presented from the CoM by having all expert evidence reports ready on time.

What is required?

We understand that this may be first time that you are being required to present expert evidence to an Inquiry or Advisory Committee. To assist you in preparing your evidence report we suggest that you review the Planning Panel Victoria's Guide to Expert Evidence (http://www.dtpli.vic.gov.au/_data/assets/word_doc/0017/231263/G2-Guide-to-Expert-Evidence-April-2015.DOCX). This guide provides useful information to assist in preparing evidence reports. Other useful guides from Planning Panels Victoria about the general process are also available online (<http://www.dtpli.vic.gov.au/planning/panels-and-committees/planning-panel-guides>).

Please note that whilst you are employed by the CoM, you are being asked to present expert evidence as a professional with suitable experience and qualifications in your field. This means that you must present your professional opinion on the matters that have been advanced by the CoM in its submission on the EES and PSA. You must also ensure that you comment only on matters that are within your field of expertise and matters that are within the EES and PSA. You can reference any existing publicly available material, reports, studies or policy as support or justification for your opinions but you must not reference any confidential information of the CoM.

The joint Inquiry and Advisory Committee requires that CoM provide it with copies of any referenced materials in any expert evidence statements. Accordingly, please provide a copy or external web link to any reports, studies or policy that you have referenced so that we can compile a complete list of reference materials for submission to the joint Inquiry and Advisory Committee.

We also understand that you may have been involved in other aspects of this project whilst performing your role at CoM and you may have previously worked directly with the 'CoM and Melbourne Metro Rail Authority' working group. As part of your evidence that you are being asked to prepare, you are not required to comment on any information, designs or other discussions that are not specifically included within the EES or PSA and CoM submission. Of course, when discussing alternative options or deficiencies, it may be a matter of professional opinion if you believe that the EES or PSA has left out other relevant considerations that should be raised for consideration.

Generally, you have a duty to the joint Inquiry and Advisory Committee to ensure that your report complies with the content and form requirements of Planning Panel Victoria's Guide to Expert Evidence.

Consistency of format for CoM staff expert evidence reports

You should have regard to the CoM submission on the EES and PSA. We ask that you structure your expert evidence in a manner that uses or aligns with the following precincts or subject areas where possible:

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1. Fawkner Park and the Domain.
2. Tunnel Alignment and Emergency Access.
3. Western Portal (Kensington).
4. Arden Station Precinct.
5. Parkville Station Precinct.
6. CBD North Station Precinct.
7. CBD South Station Precinct.
8. Domain Station Precinct.
9. Noise and Vibration.
10. Planning Scheme Amendment.

Within any given precinct, we ask you to provide an opinion on any relevant options, issues or deficiencies that have been raised in the CoM submission. If you intend to stray from the substance of the CoM submission, please only do so after confirming this with Karen or myself.

There may also be an obligation on witnesses to attend a conclave of like-minded experts in order to help draft a statement setting out where the respective witnesses agree and disagree. We will provide you with further information about this as it comes to hand.

This approach will ensure consistency in the CoM evidence and enable Council's legal advocates to focus on a precinct by precinct basis in presentation of the CoM submissions during the Inquiry. It will also assist Council's legal advisors determining if aspects of your evidence has been addressed by other submitters.

We have provided you with an example word template document that can be used to assist you in drafting your expert evidence if you require. However, this is not intended as a one size fits all and you should structure your statement in any manner that assists in providing a clear and concise opinion on the points raised in the CoM Submission.

Presentation to joint Inquiry and Advisory Committee

Generally it should be assumed that the joint Inquiry and Advisory Committee members and all other participants have read your statement.

CoM will be strictly limited in its time allocated to present its submission to the joint Inquiry and Advisory Committee.

Accordingly, we ask that you prepare a short 20 minute presentation of the key issues in your statement. If you believe that you need more than this time please see us as soon possible so that we can discuss requirements with you directly. You may wish to use an example to highlight any particular concerns. You will also be asked questions, so please keep your presentation short and concise.

If you intend to use PowerPoint to present your key points at the hearing, please discuss this with us. Any PowerPoint presentation you wish to use must be finalised at the same time as your draft statement of evidence as it will need to be submitted with your statement of evidence.

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You should attend the hearing with your statement and all copies of any reference material that you have referenced. All documents will need to be tendered electronically in advance of the hearing.

Further information

You will find links to the documents of the EES and PSA as follows:

EES - <http://metrotunnel.vic.gov.au/ees>

PSA - <http://metrotunnel.vic.gov.au/ees/planning-scheme-amendment>

Please do not hesitate to contact Karen Snyders Karen.Snyders@melbourne.vic.gov.au or Nick Sissons nsissons@huntvic.com.au if you require any further information about this process.

Yours faithfully

Hunt & Hunt



Nick Sissons
Associate

Contact:
Nick Sissons
D +61 3 8602 9357
E nsissons@huntvic.com.au

236039956v2NXB

3 August 2016

Steve Nagle
Manager Business and Tourism
City of Melbourne

Our ref: TXR1/NXS
Matter no: 9613710

By email: stephen.nagle@melbourne.vic.gov.au

Dear Mr Nagle

**Melbourne Metro Rail Project
Environment Effects Statement Inquiry
Expert Evidence – Supplementary Instructions**

We confirm our request for you to provide expert evidence to the forthcoming Inquiry and Advisory Committee (IAC) in relation to the matters addressed in the City of Melbourne Submission to the Environment Effects Statement (**Submission, EES**).

Scope of your evidence

In the preparation of your evidence, please carefully consider the Terms of Reference for the IAC (http://www.dtpli.vic.gov.au/data/assets/pdf_file/0008/297107/Melb-Metro-ToR.pdf).

Your expert evidence should also have regard to the Environmental Performance Requirements (EPRs). The EPRs are located within each section of the EES (<http://metrotunnel.vic.gov.au/ees/documents>). Your expertise may relate to one or more of the sections of the EES and any number of EPRs. Please consider whether any of the matters addressed in the Submission will be adequately dealt with by the proposed EPRs, making recommendations for changes, where appropriate.

Please note that the MMRA has also started to provide "Technical Documents" to the IAC (<http://www.dtpli.vic.gov.au/planning/panels-and-committees/current-panels-and-committees/melbourne-metropolitan-rail-inquiry>). These might be said to vary the EES so it is important you read them carefully and comment on them as appropriate.

However, as the status of these Technical Documents is unclear, please do not assume that matters addressed in the Technical Documents necessarily resolve matters raised in the Submission.

Circulation of Evidence

We have now been advised that we must print and deliver 20 printed copies of your statement to Planning Panels Victoria Office by 10:00am on 12 August 2016, we will not be able to extend timeframes for circulation of your evidence. **This means that we will need your completed report by COB on 8 August to enable us sufficient time for review, print and circulate your report.**

Please provide your statement in Microsoft Word format for us to convert PDF format for circulation, including an electronic signature.

Hearing dates

The City of Melbourne has been allocated the following dates to present its case:

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 INTERLAW.

1. 5 September 2016 (10:15 am – 1:00pm and 2:00pm – 4:30pm);
2. 6 September 2016 (10:15 am – 1:00pm and 2:00pm – 4:30pm); and
3. 22 September 2016 (10:15am – 12:30pm).

We will provide you with further information as to when you may be required to attend the hearing to present evidence, but to the extent that is possible to do so, please keep these dates clear in your diary. If you have any constraints please contact us immediately.

The hearing will be conducted in the conference room at the Mercure Treasury Gardens, 13 Spring Street, Melbourne.

Expert conclaves

You may also be required to attend a conclave of experts, to be held sometime between 15 August 2016 and before 22 August 2016.

At a conclave, you may be asked to prepare a statement of matters where you agree or disagree with other expert witnesses. Such statements must be tabled at the hearing on the earlier of: 22 August 2016; or one clear business day prior a relevant witness being called.

Please indicate your availability to attend such a meeting in the week commencing 15 August 2016.

These meetings should be arranged by MMRA's experts, however, we will confirm with you if we are advised of any proposed meeting date and time.

Directions relating to expert reports

The Chair of the IAC has directed that expert witness reports should not refer to individual submitters by name, but by submission number. Please follow this direction if you are making reference to any submitter other than the City of Melbourne.

Please note that expert reports will be available to the public via publication on the Melbourne Metro Rail Project website.

Please do not hesitate to contact Karen Snyders Karen.Snyders@melbourne.vic.gov.au or Nick Sissons nsissons@huntvic.com.au if you require any further information.

Yours faithfully
Hunt & Hunt



Nick Sissons
Associate

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hunt & hunt
lawyers

11 August 2016

City of Melbourne Expert Witnesses for
Inquiry and Advisory Committee on
Melbourne Metro Rail Project

Our ref: TXR1/NXS
Matter no: 9613710

By email:

Dear Sir/Madam

**Melbourne Metro Rail Project - Environment Effects Statement Inquiry
Expert Evidence – Second Supplementary Instructions – Request to include an
Environmental Performance Requirement (EPR) Summary Table in your evidence**

Thank you for providing your draft expert evidence report to the forthcoming Inquiry and Advisory Committee (IAC) in relation to the matters addressed in the City of Melbourne Submission to the Environment Effects Statement (Submission, EES) on the Melbourne Metro Rail Project.

All reports have been of a consistently high standard. We appreciate the immense effort that has been dedicated to ensuring that these reports were prepared within a very tight timeframe.

To assist the City of Melbourne present a clear and concise summary of its Submission to the IAC and to assist you in delivering a concise summary when called to give evidence to the IAC, we would appreciate if you could please incorporate a brief summary table of your recommendations relating to the EPRs at end of the executive summary of your report.

We have provided the attached template table (in a word document) as a suggested format to use for the tables.

This table is really only intended to be a brief and concise summary of the recommendations that you have already made in the body of your report.

Where you have recommended that an entirely new EPR is necessary, please try to have a go at formulating a draft EPR (to the best of your ability) or simply state what the new EPR should try to achieve. If you are experiencing difficulty drafting proposed EPR wording, we are available today to help you edit your recommendations for new EPRs.

Please do not hesitate to contact Nick Sissons nsissons@huntvic.com.au if you require any further information.

Yours faithfully
Hunt & Hunt



Nick Sissons
Associate
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