



City of Perth

COVID-19 Economic Rebound Strategy



Overview

COVID19 had a profound impact on the City's services and facilities, with most facilities (*except for the childcare centre*) closed and administration staff working from home since 26 March.

The business community has also been impacted heavily by the onslaught of the pandemic over these past months, with a range of business sectors - including retail shops, hospitality providers (restaurants, bars, cafes, nightclubs), tourism operators, accommodation, education and health services like gyms - required to close. Most small and medium sized businesses that could continue to operate had to reduce staff or at least staff hours. Many of these businesses reportedly face the risk of closure as they typically do not have the cash reserves to offset declining revenues experienced during COVID19, many have also had to pivot business operations to the restrictions placed on their operations by the Federal or State Government (such as takeaways, home delivery, manufacturing new or different products etc). The reduction of available jobs and the reduction in the payment of wages will have flow-on impacts to households and cause major financial stress to many members in the community.

The Federal and State Governments have both announced a range of economic and support measures targeting the most heavily affected business sectors. Economic initiatives are aimed at getting cash to businesses to help them keep their employees in jobs. A range of measures have also focused on household income through to JobKeeper and JobSeeker payments, rental assistance and other family tax benefits.

Like many other local governments, the City has adopted its own targeted economic relief and stimulus package to provide immediate support. Some of the elements of this package included, amongst other things, a freeze in increases in municipal rates and charges, no fees and charges relating to inspection services for small business for the next three months, suspension of lease and rental payments for three months to all City of Perth tenants leasing City-owned property, including the relinquishment of bank guarantees, reduced payment terms for creditors

from 30 to 15 days and enacted a \$10 flat-rate all day parking across each of our 34 CPP car park and free on street parking.

The Inner Perth Local Governments (Perth, Vincent, Subiaco, Victoria Park and South Perth) have collaborated to share learnings and insights during this period. The City has also been actively involved with weekly Capital City Council Lord Mayor (CCCLM) and CCCLM CEO meetings. The CCCLM CEO group is collaborating to develop a list of 'shovel-ready' projects that can be considered for Federal funding as part of the Commonwealth Government's Economic Stimulus package. It is anticipated that some of the projects identified for WA will get support through this initiative.

The purpose of an Economic Rebound Strategy is to support Perth's community and businesses over the next three years, with a strong return to economic performance. Through the implementation of this strategy alongside the community, the City of Perth will aim to make it easier to do business in Perth, cut red tape and improve community outcomes.

Informed by key stakeholders, this strategy provides clarity on the City's activities that will be delivered to ensure the community, local business as well as visitors have the best opportunity to thrive in a landscape that has been altered significantly.

An Advisory Committee structure is recommended for ongoing collaboration and feedback from various sectors of the business community to ensure that the City delivers on these stakeholder expectations.

The City of Perth Strategic Community Plan 2019-2029 identifies six community aspirations, each supported by objectives that guide the City in achieving these aspirations. All six of these community aspirations are supported by the implementation of this strategy.



Strategic Community Plan

2019-2029

VISION: VIBRANT, CONNECTED, PROGRESSIVE

1 People



A safe, activated and welcoming city that celebrates its diversity and sense of community, providing unique educational, cultural, sporting and lifestyle offerings.

2 Place



A well-planned and functional built form environment, promoting world class architecture, appreciation of heritage, diversity of land use and a sustainable, affordable and accessible integrated transport system.

3 Planet



A city that respects, protects and fosters its natural environment, embraces the principles of sustainability and acknowledges the impacts of our changing climate.

4 Prosperity



A city with a diverse and resilient economy capitalising upon its unique competitive advantages and creative reputation, attracting sustainable investment in education, tourism, entertainment, commerce, technology and trade.

5 Performance



A city led by a Council and supported by an administration that is committed to sound strategy and governance, excellence in customer service and effective and sincere engagement with all stakeholders.

6 Partnership



A City that has earned the respect and support of the local industry through strong partnerships with state bodies, industry and community groups and other key stakeholders.

2

Strategic approach



RETURN AND RECOVER

Help get Perth back up and running. Ease the community, businesses and City staff into the new 'normal' way of life; whereby people enjoy this great capital city safely. This will involve:

- Enhancing cleaning practices
- Making it easy to do business
- Helping people feel safe
- Addressing homelessness and rough sleeping through key partnerships
- Supporting, marketing and promoting industry sectors and business success stories
- Returning vibrancy to the city.

RE-INVENT AND REVIVE

Innovate alongside our community and stakeholders to revive Perth as a destination of choice to visit, live, play, work, invest or study in. Then maximise this collaboration through continued engagement with stakeholders so City services, business support, activities and events meet mutual expectations.

RECALIBRATE AND REPEAT

Seek continued improvement by asking for, listening to and acting on stakeholder feedback and evaluation of the activities undertaken. Keep delivering services that are valued by our community and respond to changing needs of our stakeholders by recalibrating activities that no longer meet these needs.



3

What we have done up to now

Built a responsive Task Force

In response to the declared emergency on 19 March 2020, the City activated its Crisis Coordination Incident Team (CCIT) as required under its Emergency Management Plan. The purpose of the Task Force was to:

- Quickly respond to information as it was released by the Department of Health as the State's Hazard Management Agency.
- Safeguard the health and wellbeing of the community, visitors, businesses and City staff and volunteers.

Actions included closing City facilities such as the iCity Kiosk, Citiplace Community Centre, Citiplace Rest Centre, Perth Town Hall and the City of Perth Library. The City's Child Care Centre remained open to support essential workers to continue to work.

Established plans and took action

The City developed and implemented a Business Continuity Plan (BCP). The plan gave some level of stability to the people of Perth during these unprecedented times. It ensured essential services continued while new initiatives were put into place in response to quickly changing community needs. The Plan included a skills assessment across the City's staff to guide the redeployment of people where required.

Fiscal governance

Detailed financial modelling was performed to understand the impact of lost income on the City. Cost savings were achieved through the reduction of discretionary operating projects, with focus placed on essential services and the delivery of COVID19 recovery initiatives. All vacant staff positions were not filled. Efforts were focused on providing a balanced budget through such savings and through borrowings, reserve funds and grants.

Forward-looking planning

A set of future scenarios was developed to ensure the City considers different possibilities of how the pandemic could impact Perth. These can be seen in Appendix 1. No one scenario will be exactly Perth's future, but the elements of each scenario should be considered when testing the robustness of any City strategies and identified actions for the future.

Economic stimulus of \$18 million provided

The package constituted, amongst other things, the following:

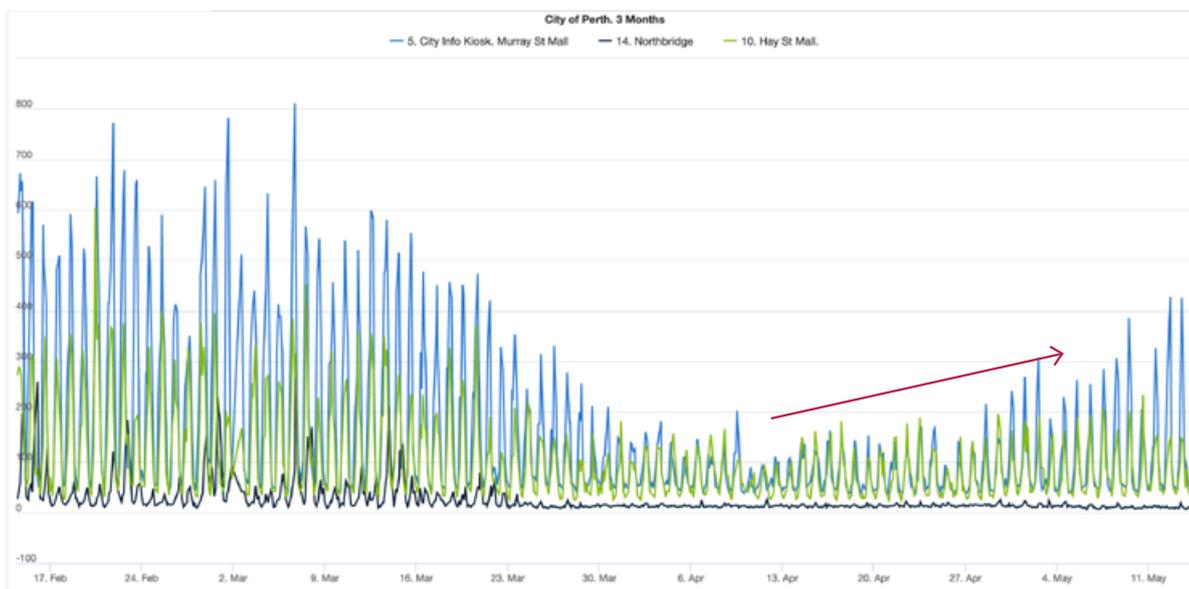
- A freeze in an increase in the overall yield of municipal rates and charges, including sanitation and waste charges
- No fees and charges relating to inspection services for small business for the next three months
- Suspension of lease and rental payments for three months to all City of Perth tenants
- Express service for change of land use and development applications for small business and no application fee
- Accelerated capital works projects and major city maintenance programs
- A full refund on all cancelled bookings at City properties or facilities
- Shorter payment terms for creditors, reduced from 30 days to 15 days
- Debtors experiencing hardship given a range of options to assist in payment
- A \$10 flat-rate all day parking across all 34 CPP car parks
- On street parking meters switched off throughout the City's boundary
- Continued coordination of accredited homelessness services and launch of temporary mobile food provision
- Established a vulnerable persons' database and launched the City of Perth Community Careline
- Established COVID19 Quick Response Community Grants for organisations to deliver vital projects and services
- Expanded assertive outreach services for three months
- Provided expanded SafeCity Patrol to ensure a safe community environment through increased presence
- Provided access to computer terminals at the City of Perth Library to vulnerable people
- Home deliveries of library books to vulnerable people
- Continued to provide our community with child care services, particularly for essential workers
- Fast tracked key Infrastructure projects (Wellington and Roe Streets) to stimulate local economy
- Employed the services of Business Foundations to assist small and medium business in the City with up to three hours of free one-on-one confidential business sessions focusing on Federal and State assistance eligibility, cash flow modeling, pivoting business operations, marketing etc.



The impact of COVID19 on Perth

It is estimated that Perth is likely to experience a decline of up to 11% in GDP during 2020; significantly more than the national average of 6.7%. This will mainly be attributed to the loss of tourism spending, the closure of cafes, bars and restaurants, which are dependent on office workers, and the effective closure of these major retail centres¹. Projections are that Perth's economy will bounce back fairly quickly as office workers and domestic visitors return to the city when restrictions lift. Economic activity in the cultural, accommodation and education sector was also significantly impacted from March 2020. The loss of higher education income from reduced international student numbers could slow the recovery process. The rate of economic recovery is also highly dependent on variables such as when social distancing restrictions are lifted, the scale of possible 'second round' impacts, when international migration returns and the timing of policy responses to stimulate the economy after restrictions lift.

Perth's entertainment areas have been the hardest hit with March activity in the city 19% lower than the previous year and April only 43% of its 2019 levels. The City's parking data indicated substantial reductions in patronage, both on street and off street since the start of the pandemic. April patronage numbers have seen a decrease of 91,000 motorists parking in the city - a 77% reduction. During the first week of May, a small increase in activity could be seen in the areas where the City's WIFI counters are based:



The current climate has had a huge impact on businesses, with businesses reporting to be facing the threat of imminent closure. It is anticipated by CBD stakeholders that potentially as many as 30% of the current cohort in the CBD could cease to operate or leave. Such an exodus could possibly trigger a major reset of rents. The business environment, through Activate Perth and other community groups such as West Perth local and East Perth Community Group, is currently lobbying for the accumulated \$130 million parking levy to be re-applied to assist the CBD during this time.

A rough sleeper count conducted on 17 March 2020 indicated there are at least 272 people sleeping rough within the City of Perth (this number did not include people in crisis accommodation or hospital emergency on the night of the count). The COVID-19 crisis will disproportionately affect those that are currently homeless or at risk of homelessness as they have an increased risk of exposure and a greater likelihood of severe cases and mortality. The economic impact of COVID-19 and responses to it places many Australians at risk of homelessness.

COVID-19 has presented challenges in continuation of services to people experiencing homelessness, particularly the ability to meet the needs of the rough sleeper community. Continuing changes to social distancing and operational practises have significantly impacted the ability to deliver the same level of services. These services were already stretched to capacity prior to COVID-19. Services most greatly impacted include; food relief, medical services, assertive outreach services, day centres, accommodation and donations.

¹ Covid-19 and bushfires. The economic impact on your suburb and pathways to recovery, SGS Economic and Planning, 24 April 2020



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Charting a way forward

The purpose of an Economic Rebound Strategy is to support the community and businesses over the next three years with the return to sustainable economic performance that is even better than before COVID19. A 'building back better' approach will be achieved through programs that embrace the community's health and wellbeing, financial support and sponsorships, activation and events, business support and investment attraction initiatives². Ongoing communication and marketing would also be required to spread the word that Perth is 'open for business'. Key to ongoing success is the City's partnerships with its Federal, State and local Government counterparts.

The City sought the feedback of its key stakeholders on what is required to assist with the rebound of Perth's economy. Close to 250 surveys were sent to individuals representing tourism, hotels, property, arts, culture, retail, hospitality and the community. A total of 74 valid responses were returned with feedback. This gives a 30 per cent response rate, which is well within the statistical requirements for a trustworthy sample. This is particularly appreciated, especially since feedback from stakeholders is that they are satisfied with the level of consultation. It is now time to jump into action.

² United Nations General Assembly. 2016. Report of the Open-Ended Intergovernmental Expert Working Group on Indicators and Terminology Relating to Disaster Risk Reduction. Seventy-First Session, Item 19(c). A/71/644

6

Identified Actions for our Key Strategic Objectives



6.1. RETURN AND RECOVER

Help get Perth back up and running. Ease the community, businesses and City staff into the new 'normal' way of life; whereby people enjoy this great capital city safely.

Table 1: Actions identified under the strategic objective 'Return and Recover'

Action	Deadline / Status	Alliance
Lead and coordinate local recovery under State Emergency Management legislation (see coordination structure in Appendix 2)	Ongoing	Community Development
Procurement arrangements to provide certainty for key cultural suppliers and contractors that will benefit the city's rebound	Ongoing	Corporate Services
Flexible approach to arts and cultural sponsorship variations to allow the cultural sector to postpone or reimagine sponsored activities	Ongoing	Community Development
Free online professional development webinars for creative industries to help them with upskilling and pivoting their business models	Ongoing	Community Development
Independent and confidential business advisory services through Business Foundations to assist local business access Federal and State support packages, provide cash flow modelling and advice on business operations in the C-19 environment	Ongoing	Planning and Economic Development (ED)
Development of the community engagement and support digital space, Visit Perth Online	Ongoing	Community Development
Approval of numerous Quick Response Small Business COVID19 Response Grants and Business Improvement Grants by the City to businesses to pivot their service delivery and to support rebound and recovery, eg. <i>Whippersnapper, Thompsons of West Perth, Bodysmart Health Solutions, Cribb Lane, Moana Hall</i>	Ongoing	Planning and Economic Development
COVID19 recovery marketing campaign that Perth is open for business. Proof points will include the CBD is safe, clean, stores are reopening, free or discounted parking offers, expanded security and cleaning etc	May and June 2020	CEO
Enhanced street level vibrancy through a variety of window decal designs on empty tenancies, the East Perth 'Tunnel of Hope', Flower Bombing in Malls and Digital Walking Trails, mall scaping (art pieces, fairy lights in trees, lighting of heritage buildings), signage in Northbridge to 'announce' the precinct for visitors and streetscaping on Moore street	May and June 2020	Infrastructure and Operations and Community Development
Participate with Inner Perth Local Governments for a Greater Perth Small Business Recovery Conference in October 2020	Ongoing	CEO
Engage educational institutions and students to assist local retail spending and add to street level vibrancy	June to Dec 2020	Planning and Economic Development
Enhanced and visible cleaning practices through redeployed staff and the installation of hand sanitisers	Ongoing	Infrastructure and Operations
Increased security patrols to create a sense of safety	Ongoing	Community Development
Assertive outreach services to support people sleeping rough	May and June 2020	Community Development
City Ambassadors throughout the CBD to welcome visitors to the city	May and June 2020	Community Development
Permits for outdoor dining offered at no cost via a fast-tracked web-based self-accreditation process and no fees associated with utilising the footpath as an extension to indoor areas	Ongoing	Community Development
Waiving of fees and charges associated with Food Premise Licence Fees, other Inspectorial Licence Fees, change of Land Use Fees and small Business Development/ Planning Fees (when the estimated cost of development is under \$500,000)	Ongoing	Planning and ED, Community Development
Engage local developers on strategic sites to assist with achieving residential density targets that will support retail in the city	Ongoing	Planning and ED



6.2. RE-INVENT AND REVIVE

Innovate alongside our community and stakeholders to revive Perth as a destination of choice to visit, live, play, work, invest or study in. Then maximise this collaboration through continued engagement with stakeholders so City services, activities and events meet mutual expectations.

Investment in events and other arts and cultural activities are critical to ensure Perth is ready to welcome people back to the city once restrictions on large gatherings have been relaxed. Grants for events and activations will provide cash and in-kind support for those with widespread appeal that create a feeling of safety and vibrancy within the city, encourage people to support local businesses, and enhance the city's reputation as a great place to be.

There has been an 88 per cent drop in pedestrian numbers in the city compared to this time last year. Events and festivals are one way the City can attract people back into Perth and support the hospitality, retail and tourism sectors. City grants will help to build capacity within the struggling events and cultural sectors, with the aim

of emerging from this crisis more resilient than before, creating an 'always something on in the city' perception that attracts visitors and is supported by residents. Each year, events supported by the City's Arts and Events Sponsorship and Grants programs attract on average in excess of four million people to Perth and deliver an economic impact of more than \$200 million.

The City's Commissioners have earmarked an amount of \$20.1 million for the 2020/2021 financial year with the purpose of allocating these funds to discretionary projects that would re-invent and revive Perth.

Table 2: Funds earmarked for the following three years to re-invent and revive Perth

Allocation for Discretionary projects	2020/2021	2021/2022	2022/2023	Total (3 years)
	\$ 20.1 million	\$ 9 million	\$ 9 million	\$ 38.1 million

6.2. RE-INVENT AND REVIVE (CONTINUED)



Table 3: Actions identified to achieve strategic objective 'Re-invent and Revive'

Action	Deadline	Alliance
Stakeholder consultation to determine programs, projects, events and activities that embrace the community's health and wellbeing, financial support and sponsorships, activation and events, business support and investment attraction initiatives (<i>outcomes follow in Table 4</i>)	Completed	Recovery Coordination Group
Develop a list of programs, projects, events and activities that will be covered under the allocated \$18 million for discretionary projects, as identified through stakeholder engagement (<i>see proposed list in Table 4</i>)	Completed	Recovery Coordination Group
Establish a three-fold Advisory Committee structure for the City to consult key stakeholders on an ongoing basis over the next 12 months regarding their requirements for Recovery and Rebound in the city: <ul style="list-style-type: none"> Marketing and Promotion Advisory Committee City Amenity (incl. Cleanliness, Homelessness, Community Safety) Advisory Committee Events, Culture and the Arts Advisory Committee 	May 2020 (See proposed composition listed in Appendix 3)	Recovery Coordination Group
Proceed with monthly Advisory Committee meetings (<i>see composition of each Committee in Appendix 3 and Terms of Reference in Appendix 4</i>)	June 2020 to June 2021	Recovery Coordination Group
Proceed with Advocacy on a State and Federal level eg. City Deal, Homelessness etc.	Ongoing	CEO
Review and optimise the City's core services	Dec 2020	All
Fast-track and implement shovel ready projects and submit for Federal funding through the CCCLM collaborative application process (<i>see list in Table 5</i>)	ASAP	Infrastructure and Operations, Planning and ED
Identify options to assist the Hotel industry and market the City's hotels for overnight and weekend stays	Ongoing	Planning and ED, Corporate Services and CEO

Table 4: Priorities for programs, projects, events and activities as identified through stakeholder engagement, and indicated with proposed allocation as part of the \$18 million allocation

Prioritisation of projects as per the Stakeholder Feedback: Keep doing / Do more	Cost allocation	Keep doing / Do more	Do Less / Don't do
Cleaning and presentation of the city	\$ 1,000,000	71	3
Support and advocacy for people experiencing or at risk of homelessness; including the co-ordination of services and support networks	\$ 1,905,000	70	4
Programs and initiatives for young people and youth at risk	\$ 100,000	69	7
Security, surveillance and community safety programs for the city	\$ 1,200,000	68	6
Grants for small to medium businesses to help them survive and rebound after the pandemic	\$ 1,040,000	67	7
Marketing campaign to support retail sector	Incl. in Marketing budget	65	9
Marketing campaign to support small business sector	Incl. in Marketing budget	65	9
Programs and initiatives for families and children	\$ 980,000	64	10
Grants to support arts and cultural sector rebound and recovery	\$ 1,400,000	63	11
Marketing of Perth as a visitor destination	Incl. in Marketing budget	61	13
Marketing campaign to promote Perth as safe and open	\$ 2,800,000	61	13
Grants to support third-party activation and events post COVID19	\$ 1,250,000	60	14
Perth Home Grown Markets	\$ 50,000	60	14
Twilight Hawkers Markets	\$ 50,000	59	15
Grants for community groups and programs	\$ 65,000	58	16
School holiday events	Incl. in Programs for Families	58	16
Marketing of Perth as a business investment destination	Incl. in Marketing budget	58	16
Grants to neighbourhood groups to support grass roots initiatives	\$ 80,000	57	16
Capacity building initiatives for community organisations and groups	\$ 100,000	57	17
Grants to support lane-way activation and upgrades and locational precinct improvements	\$ 240,000	55	19
Grants for building improvement projects (e.g. Heritage Building, Adaptive Reuse, Underutilised space and Business Improvement Grants)	\$ 270,000	54	20
Christmas Lights Trail/similar significant post COVID19 activation trail	\$ 1,000,000	52	22
Business development and support workshops and sessions	\$ 150,000	52	22
City managed activations in key retail precincts	Incl. in Programs for Families	51	23
New Year's Eve	\$ 415,000	49	25
Christmas Nativity	Incl. in Christmas Lights Trail	39	35
Australia Day Celebrations	\$ 220,000	34	40
Christmas decorations, other recovery actions, East End Revitalisation etc	\$ 3,685,000		
Australia Day Celebrations	\$2,000,000	34	40
Forrest Place Concerts	\$300,000	39	35
New Years Eve celebration	\$415,000	49	25
Total Operating Project expenditure for 2020/2021	\$ 20,115,000		

6.2. RE-INVENT AND REVIVE (CONTINUED)



Table 5: Shovel ready projects that have been submitted for Federal funding through the CCCLM collaborative application

Project name/description	Total Project Cost	Potential construction start date	Potential construction end date
City of Perth Safe City Project (Lighting and CCTV upgrade)	\$23M	June	Mid 21
East End Revitalisation (https://engage.perth.wa.gov.au/east-end-revitalisation)	\$11.5M	May	1st Quarter 21
Road Network, Footpath and Stormwater Drainage Capital Renewal Program 2020/21 (18 road segments, 64 footpath segments, 6 drainage pipe segments and 2800 gully pit lid replacements to increase cyclist safety)	\$24.5M	May	Mid 21
Hill/Hay Street Two Way Project (https://engage.perth.wa.gov.au/two-way-streets-program-hill-hay-wittenoom)	\$10.5M	September/October	Late 21
Roe Street Enhancement (https://engage.perth.wa.gov.au/roe-street-enhancement)	\$17M	September	Mid 21
Perth Convention Centre Renewal	\$25M	August	Mid 21
Riverside Drive Realignment	\$4M	September	Mid 21
City of Perth Safe City Project (Bollard Protection)	\$0.5M	June	July 20



6.3. RECALIBRATE AND REPEAT

Seek continued improvement by asking for, listening to and acting on stakeholder feedback. Keep delivering services that are valued by our community and respond to changing needs of our stakeholders by recalibrating activities that no longer meet these needs.

Table 6: Actions identified under the Strategic Objective 'Recalibrate and Repeat'

Action	Deadline	Alliance
Ongoing monthly meetings with the Advisory Committees to determine areas of success, areas for improvement, and other additional requirements	Monthly from June 2020 to June 2021	Recovery Coordination Group
Perform six-monthly survey to determine overall levels of success with the implemented programs, projects, events and activities	Six monthly, starting Nov 2020	Recovery Coordination Group
Re-adjust planning of programs, projects, events and activities, based on feedback received	Ongoing	Recovery Coordination Group
Track footfall data to determine success of the marketing of the programs / events / activities	Ongoing	Planning and Economic Development
Track feedback following every program / event / activity to determine its rate of success	Ongoing	Community Development





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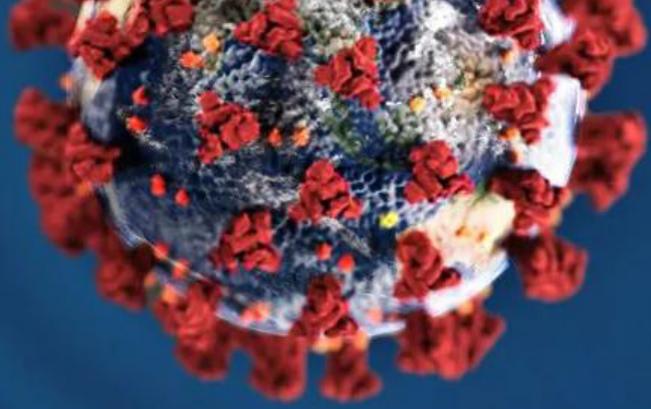
Risk Analysis

Table 7: High Level Risk Analysis

Risk description	Risk rating (H, M, L)
<p>The CBD does not recover successfully, with significant impact on visitor numbers (<i>local, intrastate, interstate and international</i>)</p> <ul style="list-style-type: none"> Such an outcome would have far-reaching impacts on the sustainability of our city. This strategy is aimed at reducing the likelihood of this happening. 	High
<p>A second wave of COVID19 sweeps WA, with far reaching economic impacts</p> <ul style="list-style-type: none"> The Government's pro-active approach with social distancing rules whilst society is returning to a 'new norma' is aimed at reducing the likelihood of this risk playing out 	High
<p>Increase in homelessness and anti-social behaviour as a result of job losses due to the lack of an adopted whole of government approach to reduce numbers</p> <ul style="list-style-type: none"> The COVID19 Economic Rebound Strategy is aimed at reducing this risk somewhat by stimulating our economy. A desired outcome from this is to retain and create jobs. 	High

APPENDIX 1: SCENARIO ANALYSIS

COVID19: Possible Future scenarios for CoP



RULES OF THE GAME:

- City of Perth population projections are 90,000 in 2050
- Current population 29,000
- Global economic downturn will affect Australia too
- Around 700 staff members at the City (essential and non essential services)
- Parking business down to significantly lower income
- Current situation requires: use of Reserve Funds, Borrowings, Reduction of Operating Costs

KEY UNCERTAINTIES (0-3 YRS)

- Rate and degree of technological innovation
- Focus on the development of 'Smart Cities'
- Future role of State and Federal Government
- Degree of regulation in the future
- Shift in people's priorities possibly less focus on luxury items
- Possible heightened sense of society and community
- WA's status as compared with the other Australian States
- Level of intrastate tourism within WA
- The impact across all sectors as a result of people doing life more online than before
- Rate of growth in international travelling following opening of the borders
- Demand for interstate business and holiday travel
- Market shift from non essential jobs to essential jobs
- Level of financial support provided by State and Federal Government for rebound projects
- Jobless rate and number of homeless people
- Impact of world events on the mental state of society
- The future of construction and mining in WA

FOUR FUTURE SCENARIOS (0 - 3 YEARS)



STATE GOVERNMENT IS KING



GLOBAL FINANCIAL DOWNTURN



COMMUNITY TO THE RESCUE



THE RISE OF WA



STATE GOVERNMENT IS KING

- State and Federal support is given to businesses, Hospitals and other Essential Services
- State and Federal Govt institute new departments and essential jobs, especially related to the Health Industry
- People manage with less income, as long as it is secure and consistent
- State and Federal Govt provides clear expectations to LGs and expect LGs to follow these rules
- State and Federal Govt provides significant funding for rebound projects, especially related to community infrastructure
- The Mining and Construction industries are booming, resulting in an influx of people in WA
- Online becomes a way of doing life less demand for counter shops and in location experiences



GLOBAL FINANCIAL DOWNTURN

- Recovery is very slow over the three years
- The Global Economic collapse affects people's financial status and spending patterns
- Heightened sense of society and community provides assurance to individuals
- Community values change to a 'back to basics' way of living
- State and Federal Government maintain the economy through financial support to individuals and businesses
- Individuals increasingly depend on Centrelink
- An increase in the prevalence of mental health conditions places strain on Mental Health Services and government support
- The general population places more focus on a healthy lifestyle and healthy eating and drinking habits



COMMUNITY TO THE RESCUE

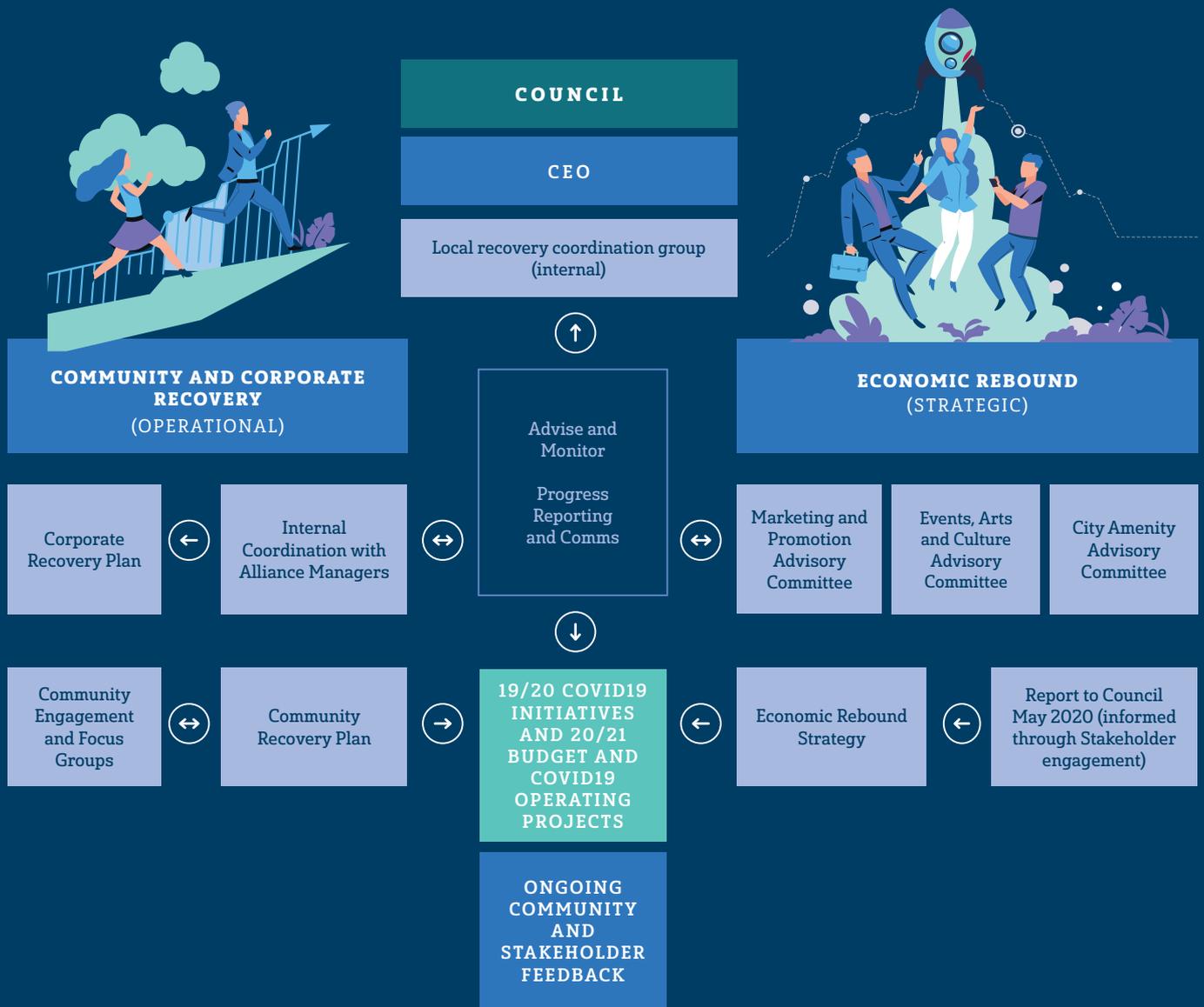
- An increase in technological innovation creates new products, services and unique job opportunities
- Pressure on cities to become 'Smart' in order to track population variables in times of crisis
- Reduction in interstate business and holiday travel meetings and conferences held online instead
- Growth in the numbers of jobless and homeless people
- Communities step in to provide support and networking to each others and to those in need. Pockets of tight communities develop
- WA earns a worldwide reputation of its health and safety mechanisms at all of its borders through the use of its technological skills
- International visitation increases during this period due to the safety measures WA has in place to prevent the spread of future such pandemics in the State



THE RISE OF WA

- WA shows a remarkably quick recovery within six months
- Reduction in the city's residential population as people move more away from the city and choose to travel in for work
- WA rises as the AU superstate with an increase in the WA population as people move from interstate
- International travel remains low but intrastate tourism within WA grows rapidly spending patterns in the local tourism, food, beverage industry at a higher level higher than before COVID19
- Job opportunities in the tourism, food, beverage industry grow like never before
- New capital projects in WA create new job opportunities
- Locals have saved up during their months in isolation, and are ready to spend their money on accommodation and hospitality in Perth and surrounds

APPENDIX 2: STRUCTURE FOR LOCAL RECOVERY UNDER STATE EMERGENCY MANAGEMENT LEGISLATION



APPENDIX 3: PROPOSED COMPOSITION FOR EACH ADVISORY COMMITTEE

Marketing and Promotion Advisory Committee	City Amenity Advisory Committee	Events, Arts and Culture Advisory Committee
Brooke Boardman (Dexus)	Sandra Brewer (Property Council)	Magadza Shelagh (Chamber of Arts & Culture)
Cassandra Monaghan (CBRE)	Deb Zanella (Ruah Community Services and WAAEH)	Nathan Bennet (Perth Festival)
Miri Lackovic (ISPT/JLL)	Mike Keller (Mustang Bar)	Sharon Burgess (Fringe)
Megan Biddle (Charter Hall)	Robert Mellor (Campus Perth)	Marion Fulker (Committee for Perth)
Angela Tham (Brookfield Properties)	Inspector Darren Hart (WA Police)	Johnny Doan (Northbridge Common)
Kristi Dempster (Assembly + Co)	Les Wilson (Wilsons Management Solutions)	Kylie Taylor (Activate Perth)
Kylie Taylor (Activate Perth)	Anna Vanderbom (City of Perth Western Residents Inc.)	Sandy Anghie (Historic Heart)
Andy Freeman (Sneakers and Jeans)	Anne Maree Ferguson (East Perth Community Group)	Kym Francesconi (Tourism WA)
Rob Weeden (Pan Pacific Hotel)		Julian Donaldson (Cultural Advisory Committee)
Jeff Leach (Leach Group)		Peter Ciemitis (RobertsDay)
		Gemma Weston (Visual Arts, Perth Festival)
		Bradley Woods (Australian Hotels Association)



Marketing and Promotion Advisory Committee

1. Aim

Develop partnerships between the City of Perth (the City), community organisations and government agencies to identify relief, recovery and rebound initiatives that ensure the residential and business communities and the City's operations recover quickly from COVID19 and are positioned to rebound quickly for the future wellbeing, prosperity and sustainability of the city.

2. COVID19

The COVID19 virus developed in December 2019 and spread rapidly across the world. The World Health Organisation declared COVID19 a pandemic on 12 March 2020. A State of Emergency was declared for the whole of Western Australia on 17 March 2020 and continues to the present time.

Government response to the emergency has resulted in:

- Community isolation
- Restrictions on activities
- Closure of business
- Loss and reduction of employment
- Compounded situation for people experiencing homelessness
- Impact on the function, budget and services of the City of Perth Local Government.

The first lifting of restrictions commenced on 28 April 2020 and will continue concurrently into Recovery phase from May 2020 onwards. The city's Recovery will be guided by the State Government's staged COVID19 Roadmap.

3. Role of Local Government

Under Section 36(b) Emergency Management Act 2005 'It is a function of local government...to manage recovery following an emergency.'

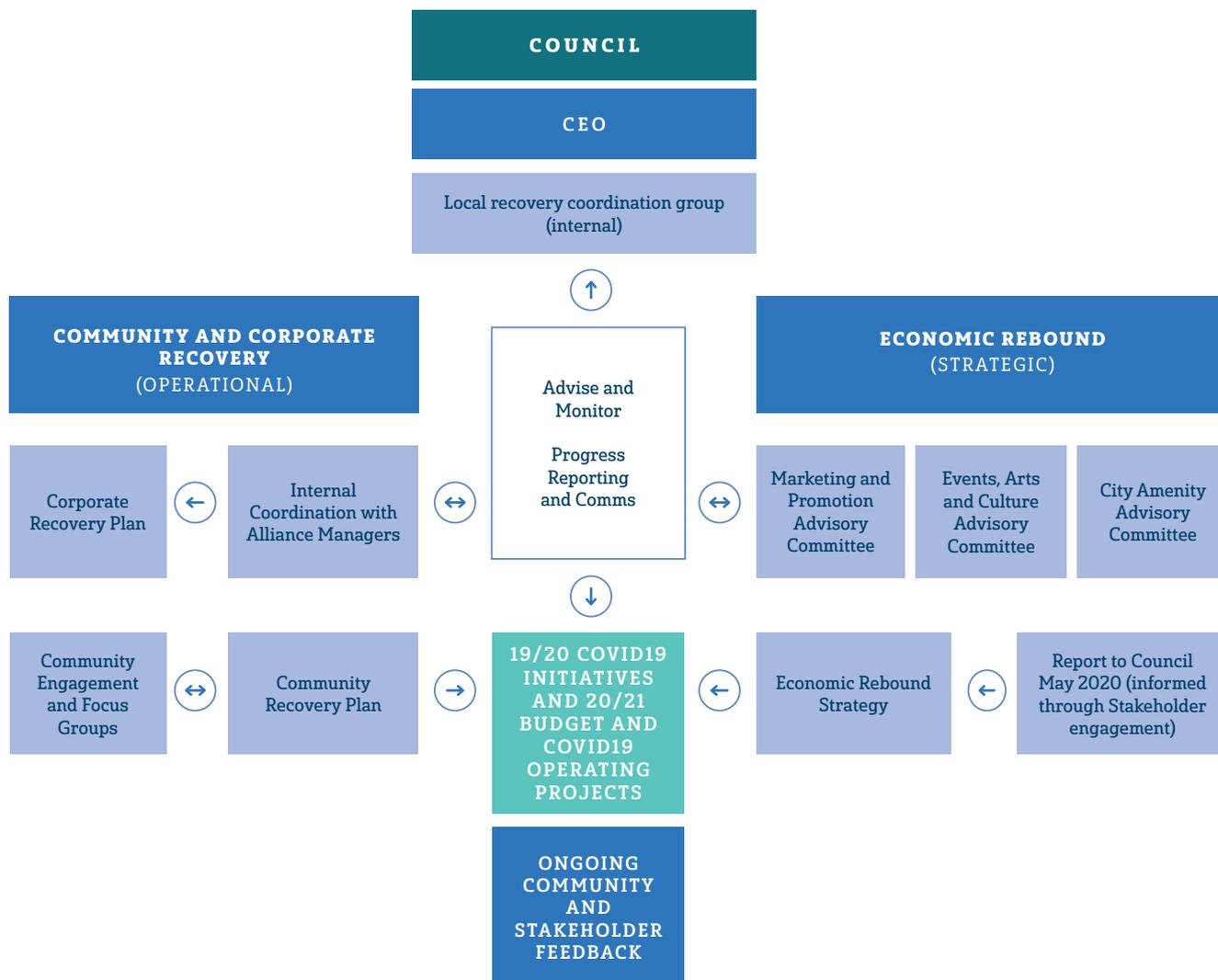
Through this legislation, recovery is achieved at a local level by the Local Recovery Coordination Group (LRCG) and is part of a structured emergency management response and recovery process, which identifies roles and commitments by various levels of government.

- LRCG has a relationship with the District and State Recovery.
- Three Advisory Committees support the LRCG and the development of Recovery Plans and Strategies - Marketing and Promotions; Events, Arts and Culture; and City Amenity.

4. Authority

The Local Recovery Coordinating Group (LRCG) and Advisory Committees will be established by the Local Recovery Coordinator (LRC) and endorsed by the CEO and Commissioners.

5. Recovery Structure and Hierarchy



6. Role of the Marketing and Promotions Advisory Committee

The roles of the individual members of the committee include:

- Assess and recommend priority projects and support to assist with the recovery process in the short, medium and long term for the City.
- Bring relevant knowledge, specialist expertise, technical proficiency and professional experience in a field of specific relevance to marketing and promotions.
- Provide advice and assist in the coordination of the restoration of businesses and events affected and new opportunities for business development.
- Coordinate and promote financial support from government and corporate / business sector to affected businesses, where practical.
- Represent the views of the communities and agencies they represent and liaise with committee members and the City of Perth.

Marketing and Promotion Advisory Committee

7. Membership

Membership of the Marketing and Promotions Advisory Committee includes people with operational and community expertise and knowledge of the impact of COVID19 on the events and business community. Members will include officers from the City of Perth and representatives from local business organisations and business community.

Members will be invited to participate in the LRCG by the Local Recovery Coordinator.

The members of the committee are to elect a presiding member (Chair) from amongst themselves in accordance with Schedule 2.3, Division 1 of the Local Government Act 1995.

Members may be changed or added dependent on needs identified by the Chair and / or the Local Recovery Coordinator.

The Marketing and Promotions Advisory Committee will cease to exist from 1 July 2021, unless otherwise directed by Council.

8. Membership

Marketing and Promotion Advisory Committee

Brooke Boardman (Dexus)

Cassandra Monaghan (CBRE)

Miri Lackovic (ISPT/JLL)

Megan Biddle (Charter Hall)

Angela Tham (Brookfield Properties)

Kristi Dempster (Assembly + Co)

Kylie Taylor (Activate Perth)

Andy Freeman (Sneakers and Jeans)

Rob Weeden (Pan Pacific Hotel)

Jeff Leach (Leach Group)

8.1. City of Perth – Administration Support

- Communicate with Members, send agenda and minutes.
- Agendas will be provided at least seven days prior to the scheduled meeting and minutes distributed within four days of the meeting.
- Invite members to meetings, manage RSVPs and maintain attendee lists, incorporated into the project stakeholder database.

8.2. Marketing and Promotions Advisory Committee Members

- Understand and have the capacity to voice the issues, concerns and views of the organisations they represent.
- Can represent a relevant perspective of community or business group or organisation.
- Contribute ideas and information to relevant issues in the social, economic and recovery space.
- Be an advocate for the recovery and rebound in the City of Perth.
- Have a broad understanding of the synergies that exist between social issues and economic, and governance/ political elements.

All members of the Marketing and Promotions Advisory Committee agree to the following standards of behaviour and rules:

- Act with honesty, good faith and integrity.
- Abide by the Terms of Reference.
- Respect and be courteous to others and their opinions.
- Actively participate in meetings.
- Let people have their say.
- Accept and embrace differences.
- Declare any actual or perceived conflicts of interest at the commencement of the meeting.
- Resolve issues and differences before leaving meetings or advise the facilitator of issues and concerns.

- Publicly support positions adopted by the Marketing and Promotions Advisory Committee.
- Have no political or vested interests.
- Maintain confidentiality of topics discussed in meetings.
- Provide an RSVP to the Chair for all meetings. Ideally, the Member will be able to remain in the role for the duration of the Marketing and Promotions Advisory Committee’s term.
- Inform Chair when leaving roles so they can be exited from the group, and a replacement sought.

9. Limits of Power

The Marketing and Promotions Advisory Committee has no delegated authority to make decisions or to issue approvals. Recommendations can be made through the Chair to the City, however the role of the Group is predominantly advisory.

10. Quorum

A minimum of 50% of the Committee members are required for a meeting to be recognised as an authorised meeting for any recommendations or resolutions to be valid.

The quorum must contain at least the Chair and two other Members.

11. Proxies to Meetings

Members may nominate a proxy to attend a meeting if they are unable to attend. Where practical, the Member will notify the Chair of the substitution at least one week prior to the meeting.

The nominated proxy shall provide relevant updates, comments and feedback on behalf of the Member they are representing.

12. Frequency and Duration of Meetings

The Marketing and Promotions Advisory Committee will be active for the duration of the Recovery phase of the COVID19 Pandemic.

Meetings are expected to run for approximately two hours.

Timing and frequency will be determined at the initial meeting in consultation with the members. It is anticipated frequency will be reduced the recovery progresses.

13. Location of Meetings

Meetings will be held through online media (Zoom or Teams) until face to face meetings can be held at Council House.

14. Document Management

Documentation, including meeting agendas and minutes, relating to the Marketing and Promotions Advisory Committee will be saved in **P1039909#08** by the City.

14.1 Versions/ Amendments

Amendments undertaken to the Terms of Reference are to be undertaken by the City of Perth.

Version	Author	Date	Status	Comments
1	J Hannaford	8/05/2020		

City Amenity Advisory Committee

1. Aim

Develop partnerships between the City of Perth (the City), community organisations and government agencies to identify relief, recovery and rebound initiatives, that ensure the residential and business communities and the City's operations recover quickly from COVID19 and are positioned to rebound quickly for the future wellbeing, prosperity and sustainability of the city.

2. COVID19

The COVID19 virus developed in December 2019 and spread rapidly across the world. The World Health Organisation declared COVID19 a pandemic on 12 March 2020. A State of Emergency was declared for the whole of Western Australia on 17 March 2020 and continues to the present time.

Government response to the emergency has resulted in:

- Community isolation
- Restrictions on activities
- Closure of business
- Loss and reduction of employment
- Compounded situation for people experiencing homelessness
- Impact on the function, budget and services of the City of Perth Local Government.

The first lifting of restrictions commenced on 28 April 2020 and will continue concurrently into Recovery phase from May 2020 onwards.

3. Role of Local Government

Under Section 36(b) Emergency Management Act 2005 'It is a function of local government...to manage recovery following an emergency.'

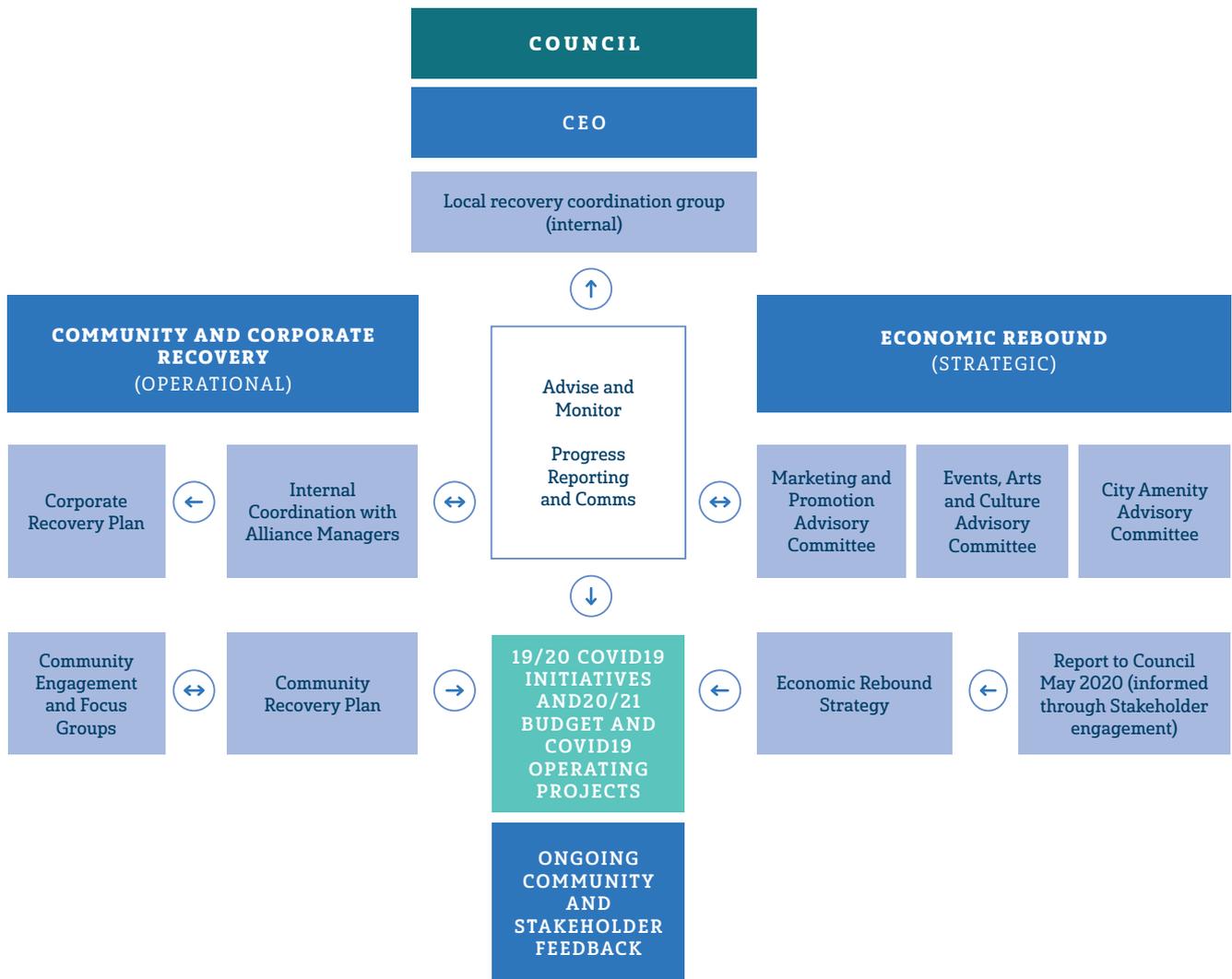
Through this legislation, Recovery is achieved at a local level by the Local Recovery Coordination Group (LRCG) and is part of a structured emergency management response and recovery process, which identifies roles and commitments by various levels of government.

- LRCG has a relationship with the District and State Recovery.
- Three Advisory Committees support the LRCG and the development of Recovery Plans and Strategies - Marketing and Promotions; Events, Arts and Culture; and City Amenity.

4. Authority

The Local Recovery Coordinating Group (LRCG) and Advisory Committees will be established by the Local Recovery Coordinator (LRC) and endorsed by the CEO and Commissioners.

5. Recovery Structure and Hierarchy



6. Role of the City Amenity Advisory Committee

The roles of the individual members of the committee include:

- To assess and recommend priority projects and support to assist with the recovery process in the short, medium and long term for the City.
- To bring relevant knowledge, specialist expertise, technical proficiency and professional experience in a field of specific relevance to amenity of the city's public realm.
- To provide advice and assist in the coordination of the restoration and improvement of the city's public realm and new opportunities for development.
- To coordinate and promote financial support from government and corporate / business sector to fund new initiatives, where practical.
- Represent the views of the communities and agencies they represent and liaise with committee members and the City of Perth.

City Amenity Advisory Committee

7. Membership

Membership of the City Amenity Advisory Committee includes people with operational and community expertise and knowledge of the impact of COVID19 on the community and the city's public facilities. Members will include officers from the City of Perth, Government and Community Agencies and community organisations.

Members may be invited to participate in the LRCG by the Local Recovery Coordinator.

The members of the committee are to elect a presiding member (Chair) from amongst themselves in accordance with Schedule 2.3, Division 1 of the Local Government Act 1995.

Members may be changed or added dependent on needs identified by the Chair and / or the Local Recovery Coordinator.

The City Amenity Advisory Committee will cease to exist from 1 July 2021, unless otherwise directed by Council.

8. Membership

City Amenity Advisory Committee

Sandra Brewer (Property Council)

Deb Zanella (Ruah Community Services and WAAEH)

Mike Keller (Mustang Bar)

Robert Mellor (Campus Perth)

Inspector Darren Hart (WA Police)

Les Wilson (Wilsons Management Solutions)

Anna Vanderbom (City of Perth Western Residents Inc.)

Anne Maree Ferguson (East Perth Community Group)

8.1. City of Perth – Administration Support

- Communicate with Members, send agenda and minutes.
- Agendas will be provided at least seven days prior to the scheduled meeting and minutes distributed within four days of the meeting.
- Invite members to meetings, manage RSVPs and maintain attendee lists, incorporated into the project stakeholder database.

8.2. City Amenity Advisory Committee Members

- Understand and have the capacity to voice the issues, concerns and views of the organisations they represent.
- Can represent a relevant perspective of community or business group or organisation.
- Contribute ideas and information to relevant issues in the social, economic and recovery space.
- Be an advocate for the recovery and rebound in the City of Perth.
- Have a broad understanding of the synergies that exist between social issues and economic, and governance/ political elements.

All members of the City Amenity Advisory Committee agree to the following standards of behaviour and rules:

- Act with honesty, good faith and integrity.
- Abide by the Terms of Reference.
- Respect and be courteous to others and their opinions.
- Actively participate in meetings.
- Let people have their say.
- Accept and embrace differences.
- Declare any actual or perceived conflicts of interest at the commencement of the meeting.
- Resolve issues and differences before leaving meetings or advise the facilitator of issues and concerns.

- Publicly support positions adopted by the Marketing and Promotions Advisory Committee.
- Have no political or vested interests.
- Maintain confidentiality of topics discussed in meetings.
- Provide an RSVP to the Chair for all meetings. Ideally, the Member will be able to remain in the role for the duration of the Marketing and Promotions Advisory Committee’s term.
- Inform Chair when leaving roles so they can be exited from the group, and a replacement sought.

9. Limits of Power

The City Amenity Advisory Committee has no delegated authority to make decisions or to issue approvals. Recommendations can be made through the Chair to the City, however the role of the Group is predominantly advisory.

10. Quorum

A minimum of 50% of the Committee members are required for a meeting to be recognised as an authorised meeting for any recommendations or resolutions to be valid.

The quorum must contain at least the Chair and two other Members.

11. Proxies to Meetings

Members may nominate a proxy to attend a meeting if they are unable to attend. Where practical, the Member will notify the Chair of the substitution at least one week prior to the meeting.

The nominated proxy shall provide relevant updates, comments and feedback on behalf of the Member they are representing.

12. Frequency and Duration of Meetings

The City Amenity Advisory Committee will be active for the duration of the Recovery phase of the COVID19 Pandemic.

Meetings are expected to run for approximately two hours.

Timing and frequency will be determined at the initial meeting in consultation with the members. It is anticipated frequency will be reduced as the recovery progresses.

13. Location of Meetings

Meetings will be held through online media (Zoom or Teams) until face to face meetings can be held at Council House.

14. Document Management

Documentation, including meeting agendas and minutes, relating to the City Amenity Advisory Committee will be saved in **P1039909#08** by the City.

14.1 Versions/ Amendments

Amendments undertaken to the Terms of Reference are to be undertaken by the City of Perth.

Version	Author	Date	Status	Comments
1	J Hannaford	8/05/2020		

Events, Arts and Culture Advisory Committee

1. Aim

Develop partnerships between the City of Perth (the City), community organisations and government agencies to identify relief, recovery and rebound initiatives, that helps the residential and business communities and the City's operations recover quickly from the COVID19 pandemic and are positioned to rebound quickly for the future wellbeing, prosperity and sustainability of Perth.

2. COVID19

The COVID19 virus developed in December 2019 and spread rapidly across the world. The World Health Organisation declared COVID19 a pandemic on 12 March 2020. A State of Emergency was declared for the whole of Western Australia on 17 March 2020 and continues to the present time.

Government response to the emergency has resulted in:

- Community isolation
- Restrictions on activities
- Closure of business
- Loss and reduction of employment
- Compounded situation for people experiencing homelessness
- Impact on the function, budget and services of the City of Perth Local Government.

The first lifting of restrictions commenced on 28 April 2020 and will continue concurrently into Recovery phase from May 2020 onwards. The City's Recovery will be guided by the State Government's staged COVID19 Roadmap.

3. Role of Local Government

Under Section 36(b) Emergency Management Act 2005 'It is a function of local government...to manage recovery following an emergency.'

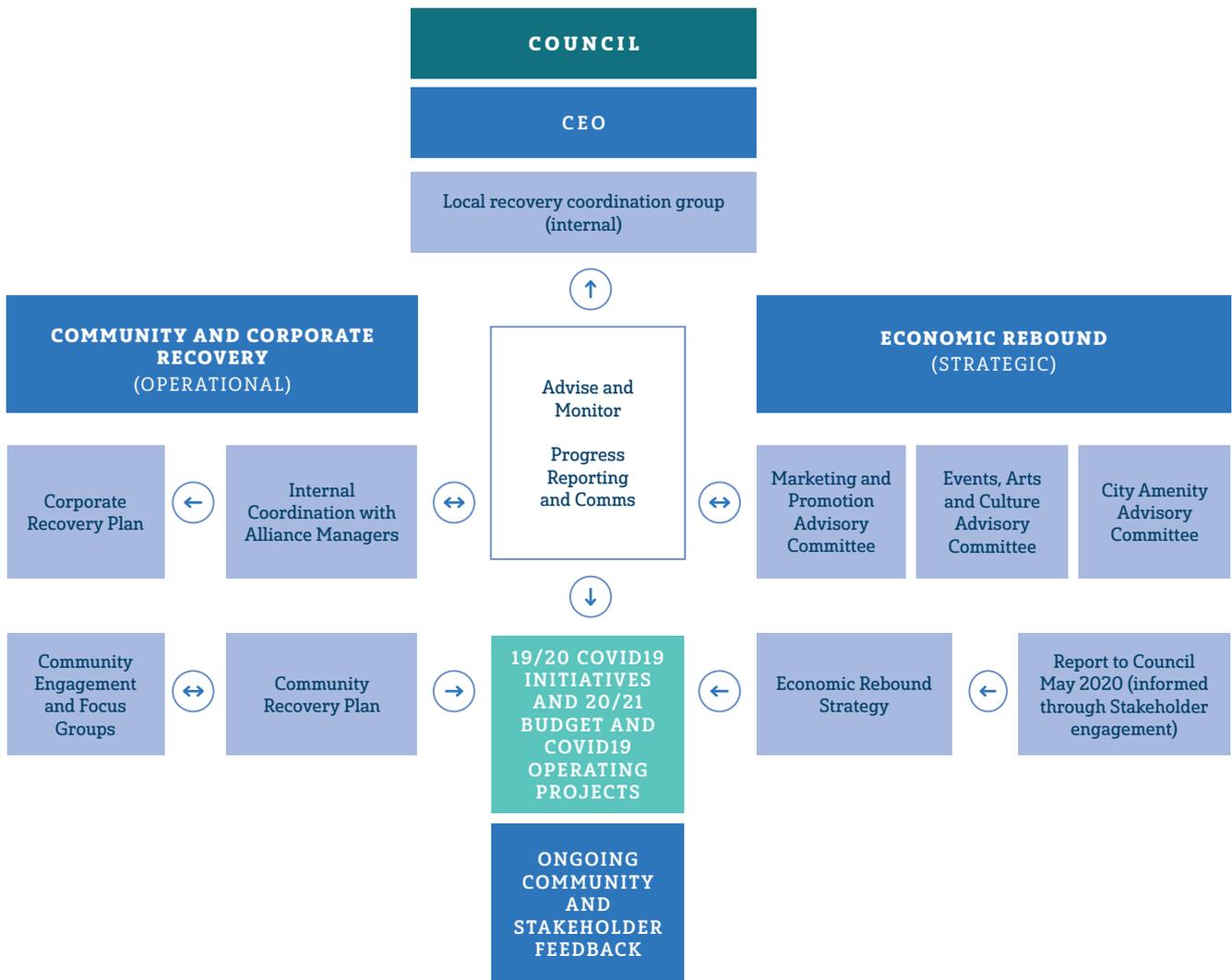
Through this legislation, Recovery is achieved at a local level by the Local Recovery Coordination Group (LRCG) and is part of a structured emergency management response and recovery process, which identifies roles and commitments by various levels of government.

- LRCG has a relationship with the District and State Recovery.
- Three Advisory Committees support the LRCG and the development of Recovery Plans and Strategies - Marketing and Promotions; Events, Arts and Culture; and City Amenity.

4. Authority

The Local Recovery Coordinating Group (LRCG) and Advisory Committees will be established by the Local Recovery Coordinator (LRC) and endorsed by the CEO and Commissioners.

5. Recovery Structure and Hierarchy



6. Role of the Events, Arts and Culture Advisory Committee

The roles of the individual members of the committee include:

- Assess and recommend priority projects and support to assist with the recovery process in the short, medium and long term for the City.
- Bring relevant knowledge, specialist expertise, technical proficiency and professional experience in a field of specific relevance to arts and culture.
- Provide advice and assist in the coordination of the restoration of arts and culture activity and new opportunities for development.
- Coordinate and promote financial support from government and corporate / business sector to the arts and culture sector, where practical.
- Represent the views of the communities and agencies they represent and liaise with committee members and the City of Perth.

Events, Arts and Culture Advisory Committee

7. Membership

Membership of the Events, Arts and Culture Advisory Committee includes people with operational and community expertise and knowledge of the impact of COVID19 on the arts and cultural community. Members will include officers from the City of Perth, government and community agencies and community organisations.

Members will be invited to participate in the LRCG by the Local Recovery Coordinator.

The members of the committee are to elect a presiding member (Chair) from amongst themselves in accordance with Schedule 2.3, Division 1 of the Local Government Act 1995.

Members may be changed or added dependent on needs identified by the Chair and / or the Local Recovery Coordinator.

The Events, Arts and Culture Advisory Committee will cease to exist from 1 July 2021, unless otherwise directed by Council.

8. Membership

Events, Culture and the Arts Advisory Committee

Magadza Shelagh (Chamber of Arts & Culture)

Nathan Bennet (Perth Festival)

Sharon Burgess (Fringe)

Marion Fulker (Committee for Perth)

Johnny Doan (Northbridge Common)

Kylie Taylor (Activate Perth)

Sandy Anghie (Historic Heart)

Kym Francesconi (Tourism WA)

Julian Donaldson (Cultural Advisory Committee)

Peter Ciemitis (RobertsDay)

Gemma Weston (Visual Arts, Perth Festival)

Bradley Woods (Australian Hotels Association)

8.1. City of Perth – Administration Support

- Communicate with members, send agenda and minutes.
- Agendas will be provided at least seven days prior to the scheduled meeting and minutes distributed within four days of the meeting.
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8.2. Events, Arts and Culture Advisory Committee Members

- Understand and have the capacity to voice the issues, concerns and views of the organisations they represent.
- Can represent a relevant perspective of community or business group or organisation.
- Contribute ideas and information to relevant issues in the social, economic and recovery space.
- Be an advocate for the recovery and rebound in the City of Perth.
- Have a broad understanding of the synergies that exist between social issues and economic, and governance/ political elements.

All Members of the Events, Arts and Culture Advisory Committee agree to the following standards of behaviour and rules:

- Act with honesty, good faith and integrity.
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9. Limits of Power

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10. Quorum

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12. Frequency and Duration of Meetings

The Events, Arts and Culture Advisory Committee will be active for the duration of the Recovery phase of the COVID19 pandemic.

Meetings are expected to run for approximately two hours.

Timing and frequency will be determined at the initial meeting in consultation with the members. It is anticipated frequency will be reduced the recovery progresses.

13. Location of Meetings

Meetings will be held through online media (Zoom or Teams) until face to face meetings can be held at Council House.

14. Document Management

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14.1 Versions/ Amendments

Amendments undertaken to the Terms of Reference are to be undertaken by the City of Perth.

Version	Author	Date	Status	Comments
1	J Hannaford	8/05/2020		



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