



CITY OF HOBART

# AGENDA

## ECONOMIC DEVELOPMENT AND COMMUNICATIONS COMMITTEE MEETING (OPEN PORTION OF THE MEETING)

**THURSDAY, 28 APRIL 2016**

**AT 5.00 PM**

### THE MISSION

Our mission is to ensure good governance of our capital City.

### THE VALUES

**The Council is:**

**about people**

We value people – our community, our customers and colleagues.

**professional**

We take pride in our work.

**enterprising**

We look for ways to create value.

**responsive**

We're accessible and focused on service.

**inclusive**

We respect diversity in people and ideas.

**making a difference**

We recognise that everything we do shapes Hobart's future.

**ECONOMIC DEVELOPMENT AND COMMUNICATIONS COMMITTEE AGENDA  
(OPEN PORTION OF THE MEETING)  
28/4/2016**


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**BUSINESS LISTED ON THE AGENDA IS TO BE CONDUCTED IN THE ORDER  
IN WHICH IT IS SET OUT UNLESS THE COMMITTEE BY SIMPLE MAJORITY  
DETERMINES OTHERWISE**

I, Nicholas David Heath, General Manager of the Hobart City Council, hereby certify that:

1. In accordance with Section 65 of the Local Government Act 1993, the reports in this agenda have been prepared by persons who have the qualifications or the experience necessary to give such advice, information or recommendations included therein.
2. No interests have been notified, pursuant to Section 55(1) of the Local Government Act 1993, other than those that have been advised to the Council.

  
N.D. HEATH  
GENERAL MANAGER

## **ECONOMIC DEVELOPMENT AND COMMUNICATIONS COMMITTEE AGENDA (OPEN)**

### Committee Members

Deputy Lord Mayor Christie  
(Chairman)

Zucco

Ruzicka

Thomas

Denison

Aldermen

Lord Mayor Hickey

Briscoe

Sexton

Burnet

Cocker

Reynolds

Harvey

**Economic Development and Communications  
Committee (Open Portion of the Meeting) - Thursday,  
28 April 2016 at 5.00 pm in the Lady Osborne Room.**

### **PRESENT:**

### **APOLOGIES:**

### **LEAVE OF ABSENCE:**

### **CO-OPTION OF COMMITTEE MEMBERS IN THE EVENT OF A VACANCY**

Where a vacancy may exist from time to time on the Committee, the Local Government Act 1993 provides that the Council Committees may fill such a vacancy.

### **1. MINUTES OF THE OPEN PORTION OF THE MEETING OF THE ECONOMIC DEVELOPMENT AND COMMUNICATIONS COMMITTEE HELD ON THURSDAY, 24 MARCH 2016**

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## **2. CONSIDERATION OF SUPPLEMENTARY ITEMS TO THE AGENDA**

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In accordance with the requirements of Part 2 Regulation 8 (6) of the Local Government (Meeting Procedures) Regulations 2015, the Committee, by simple majority may approve the consideration of a matter not appearing on the agenda, where the General Manager has reported:

- (a) the reason it was not possible to include the matter on the agenda, and
- (b) that the matter is urgent, and
- (c) that advice has been provided under Section 65 of the Local Government Act 1993.

### **RECOMMENDATION**

That the Committee resolve to deal with any supplementary items not appearing on the agenda, as reported by the General Manager in accordance with the provisions of the Local Government (Meeting Procedures) Regulations 2015.

## **3. INDICATIONS OF PECUNIARY AND CONFLICTS OF INTEREST**

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In accordance with Part 2 Regulation 8 (7) of the Local Government (Meeting Procedures) Regulations 2015, the chairman of a meeting is to request Aldermen to indicate whether they have, or are likely to have, a pecuniary interest in any item on the agenda.

In addition, in accordance with the Council's resolution of 14 April 2008, Aldermen are requested to indicate any conflicts of interest in accordance with the Aldermanic Code of Conduct adopted by the Council on 27 August 2007.

Accordingly, Aldermen are requested to advise of pecuniary or conflicts of interest they may have in respect to any matter appearing on the agenda, or any supplementary item to the agenda, which the committee has resolved to deal with, in accordance with Part 2 Regulation 8 (6) of the Local Government (Meeting Procedures) Regulations 2015.

## **4. TRANSFER OF AGENDA ITEMS**

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Are there any items which the meeting believes should be transferred from this agenda to the closed agenda or from the closed agenda to the open agenda, in accordance with the procedures allowed under Regulation 15 of the Local Government (Meeting Procedures) Regulations 2015?

**5. PRESENTATION – HOBART INTERNATIONAL AIRPORT MASTER PLAN**

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Ms Mel Percival (General Manager, Airline Marketing and Corporate Affairs) will make a brief presentation regarding the Hobart International Airport Master Plan.

DELEGATION: Committee

***Recommendation:***

***That the information be received and noted.***

**6. TERMS AND CONDITIONS FOR USE FOR SALAMANCA SQUARE,  
MATHERS PLACE, COLLINS COURT, WELLINGTON COURT AND  
ELIZABETH MALL – FILE REF: R0889**

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5x's

Report of the Director Community Development, the Manager City Marketing and the Manager Community and Cultural Programs of 18 April 2016.

DELEGATION: Council

**TO** : Economic Development and Communications Committee

**FROM** : Director Community Development

**DATE** : 18 April, 2016

**SUBJECT** : **TERMS AND CONDITIONS FOR USE FOR SALAMANCA SQUARE, MATHERS PLACE, COLLINS COURT, WELLINGTON COURT AND ELIZABETH MALL**

**FILE** : R0889 IG:AC (o:\council & committee meetings reports\edcc reports\2016 meetings\28 april\terms and conditions of use and highways by law review\_180416.docx)

## 1. INTRODUCTION

- 1.1. This report proposes that terms and conditions of use are created for Mathers Place, Collins Court, Wellington Court and Salamanca Square taking an integrated approach, and that the terms and conditions of use for Elizabeth Mall are reviewed.

## 2. BACKGROUND

- 2.1. At its meeting held on 28 August 2014, the Council resolved *inter alia* the following:
- “That: 1. A set of terms and conditions, including times, for the use of Salamanca Square be prepared for endorsement by Council, using the existing terms and conditions for Elizabeth Street Mall as a model, and consistent with the Hobart City Council Highways By-law, with these being made available to the public seeking to use the area.
2. Consideration be given to designated busking area/s within the areas detailed below, with appropriate signage that sets out the details of use, conditions and Council’s contact details to be used should an issue arise.
- (i) This matter be part of a round table discussion to also explore other opportunities for busking in Salamanca Square, Woobys Lane and Kennedy Lane outside Salamanca Market and major event times.
- (ii) The round table discussion be undertaken with key stakeholders including, interested performers and buskers, Salamanca Square Inc., Waterfront Business Community Inc., Salamanca Arts Centre Inc. and Music Tasmania and affected residents.”

**Highways By-Law Review**

- 2.2. Salamanca Square and Elizabeth Mall are both governed by the Highways By-Law.
- 2.3. The Highways By-Law is due to expire in 2018 and a review project has commenced through the Legal and Governance Unit in which this and four other Hobart City Council by-laws will be reviewed.
- 2.4. In addition to Salamanca Square and Elizabeth Mall, there are three other public spaces in the city centre that are designated roads, and therefore, governed by the Highways By-Law: Mathers Place; Wellington Court; and Collins Court.
- 2.5. Terms and conditions of use are designed to operationalise the Highways By-law to encourage a balance between the optimal activation of public spaces with the concerns and interests of neighbouring businesses and residents.

**Activating Public Places (AP15) - ICAP**

- 2.6. A Community Activation Coordinator was appointed late last year. This role is responsible for, among other things, the development of a whole-of-council activation framework, in line with the ICAP Project 15, Activating Public Places.
- 2.7. The City of Hobart Activation Framework aims to clarify the City's activation role.
- 2.8. It is envisaged that this work will advise on how those public spaces identified in this report would be best activated.

**Terms and Conditions of Use**

- 2.9. The purpose of the terms and conditions of use is to operationalise the Highways By-Law to encourage activation that delivers positive cultural, economic and social outcomes for Hobart.
- 2.10. There are terms and conditions of use for Elizabeth Mall in place that would benefit from a review. These terms and conditions of use have not been reviewed since August 2013.
- 2.11. No terms and conditions of use are in place for Mathers Place, Wellington Court or Collins Court, which has only recently been redeveloped and opened to the public.



- 2.12. Some draft terms and conditions of use for Salamanca Square were developed after a round table discussion with key stakeholders in 2014, however, since that time, there has been the redevelopment of Salamanca Square toilets and the introduction of a new stage to that space. As a result, more work is needed on the draft terms and conditions to respond to the operation of the stage.

### **3. PROPOSAL**

- 3.1. It is proposed that the development of terms and conditions for those public spaces that are governed by the Highways By-Law is undertaken in an integrated manner in the context of the development of the activation framework and the review of the By-Law.
- 3.2. It is proposed that terms and conditions of use are created for the four nominated spaces, that is, Mathers Place, Collins Court, Wellington Court and Salamanca Square and that the terms and conditions of use for Elizabeth Mall are reviewed, and that these are presented to the Council for endorsement.
- 3.3. It is proposed that as part of this work, a more seamless booking method is investigated through the Activation Framework project.

### **4. STRATEGIC PLANNING IMPLICATIONS**

- 4.1. This proposal aligns with Goal 1 - Economic Development, Vibrancy and Culture “*City growth vibrancy and culture comes when everyone participates in city life*” within the Capital City Strategic Plan (2015-2025, in particular the following Strategic Objectives:
- Strategic Objective 1.3 - Vibrant city centre and suburban precincts.*
- 1.3.1 - Develop and implement a program of city improvements supporting the major retail, commercial and hospitality precincts and small business.*

### **5. FINANCIAL IMPLICATIONS**

- 5.1. Funding Source(s)
- 5.1.1. Not applicable.
- 5.2. Impact on Current Year Operating Result
- 5.2.1. Not applicable
- 5.3. Impact on Future Years’ Financial Result
- 5.3.1. Not applicable

#### 5.4. Asset Related Implications

##### 5.4.1. Not applicable

## 6. SOCIAL IMPLICATIONS

- 6.1. The activation of public space will encourage social inclusion opportunities such as increased employment, a greater sense of safety and connection with place and an increase in the diversity and quality of culture within the city.

## 7. DELEGATION

- 7.1. This matter is delegated to the Council for consideration.

## 8. CONSULTATION

- 8.1. The Director City Infrastructure, Marketing Programs Coordinator and Manager Legal and Governance were consulted in the preparation of this report.

## 9. CONCLUSION

- 9.1. The Highways By-Law is due to expire in 2018 and a review project has commenced in which this, and four other Hobart City Council by-laws will be reviewed.
- 9.2. Salamanca Square and Elizabeth Mall are both governed by the Highways By-Law as are three other public spaces in the city centre, Mathers Place, Wellington Court and Collins Court.
- 9.3. A whole-of-council Activation Framework, in line with the ICAP Project 15, Activating Public Places, is presently being developed. The City of Hobart Activation Framework will, to some degree, advise on how the public spaces identified in this report would be best activated.
- 9.4. This report proposes that terms and conditions of use are created for Mathers Place, Collins Court, Wellington Court and Salamanca Square in the context of the Highways By-Law review and the development of a city activation framework, and that the terms and conditions of use for Elizabeth Mall are reviewed, and that these are presented to the Council for endorsement.
- 9.5. It is proposed that as part of this work, a more seamless booking method is investigated through the activation framework project.

## 10. RECOMMENDATION

*That:*

- 10.1. The report (o:\council & committee meetings reports\edcc reports\2016 meetings\28 april\terms and conditions of use and highways by law review\_180416.docx) be received and noted.*
- 10.2. Terms and conditions of use be created for Mathers Place, Collins Court, Wellington Court and Salamanca Square in the context of the Highways By-Law review and the development of a city activation framework, and that the terms and conditions of use for Elizabeth Mall are reviewed, and that these are presented to the Council for endorsement.*

*As signatory to this report, I certify that, pursuant to Section 55(1) of the Local Government Act 1993, I hold no interest, as referred to in Section 49 of the Local Government Act 1993, in matters contained in this report.*



(Kimbra Parker)

**MANAGER COMMUNITY AND CULTURAL PROGRAMS**



(Iris Goetzki)

**MANAGER CITY MARKETING**



(Philip Holliday)

**DIRECTOR COMMUNITY DEVELOPMENT**

**7. 2016/2017 FEES AND CHARGES - CITY MARKETING – FILE REF: 21-50-12**

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4x's

Report of the Director Community Development and the Manager City Marketing of 14 April 2016, and attachment.

DELEGATION: Council

**TO** : Economic Development and Communications Committee

**FROM** : Director Community Development

**DATE** : 14 April 2016

**SUBJECT** : **2016/2017 FEES AND CHARGES - CITY MARKETING**

**FILE** : 21-50-12 LW:AC:(o:\council & committee meetings reports\edcc reports\2016 meetings\28 april\fees and charges - city marketing - 16-17.docx)

## **1. INTRODUCTION**

- 1.1. This report presents the proposed fees and charges for the Community Development Division for the 2016/2017 financial year for the Function area of City Marketing.

## **2. BACKGROUND**

### **2.1. City Marketing**

Marketing fees and charges apply to the installation of banners as part of the Council's civic banner program and special events boards. No increase has been applied for 2016/2017, with the exception of Liverpool Street, as the charge for civic banners has been increased in the last two years and a CPI increase would produce a negligible return to the Council. An increase from \$350 to \$450 for Liverpool Street reflects the changed urban environment of the street and its popularity with the public. Liverpool Street (Elizabeth to Murray) may be booked individually or in combination with other zones.

A new fee is being proposed for Kennedy Lane and Sandy Bay Road in anticipation of integrating these poles into the Civic Banner Program in the future.

The photography and filming charges were transferred from the Corporate Services Division to the City Marketing Unit in line with a transfer in the administrative responsibility of this service in 2015/16. No fee increase is proposed.

### Budget Summary

The Council's City Marketing street banner program fees have not been increased. An increase in the fee for the Liverpool Street component of the civic banner program of 29 per cent or \$100 per booking is being proposed. An overall increase in revenue of 7.85 per cent for 2016/2017 is envisaged if bookings for two new areas of the Civic Banner Program (Sandy Bay Road and Kennedy Lane) eventuate.

### **3. PROPOSAL**

- 3.1. It is proposed that the attached schedule of fees and charges for the Community Development Division be implemented for the 2016/2017 financial year for the Function area of City Marketing.

### **4. STRATEGIC PLANNING IMPLICATIONS**

- 4.1. The change of fees and charges align with Strategic Objective *1.4.1 Ensure Council owned assets reflect visitor requirements*, *1.4.2 Engage and continue to work with the tourism sector* and *5.1.1 Undertake a review of core business systems* of the Capital City Strategic Plan 2015-2025.

### **5. FINANCIAL IMPLICATIONS**

5.1. Funding Source(s)

- 5.1.1. Fees and charges are accounted for within the relevant budget Function areas of the 2016/2017 Community Development Division.

5.2. Impact on Current Year Operating Result

- 5.2.1. The Council's City Marketing street banner program has not been increased. An increase in the fee for the Liverpool Street component of the civic banner program of 29 per cent or \$100 per booking is being proposed. An overall increase in revenue of 7.85 per cent for 2016/2017 is envisaged if bookings for two new areas of the Civic Banner Program (Sandy Bay Road and Kennedy Lane) eventuate. The City waivers around \$10,000 in fees annually with this showing as an expense in the 2016/2017 budget.

5.3. Impact on Future Years' Financial Result

- 5.3.1. The impact on future years' financial results would be subject to the Council's annual review process of fees and charges.

5.4. Asset Related Implications

- 5.4.1. None are foreseen.

### **6. DELEGATION**

- 6.1. This matter is delegated to the Council for consideration.

## 7. CONCLUSION

- 7.1. This report details the recommended fees and charges for the Community Development Division for 2016/2017 for the Function area of City Marketing.

## 8. RECOMMENDATION

*That:*

- 8.1 *Report (o:\council & committee meetings reports\edcc reports\2016 meetings\28 april\fees and charges - city marketing - 16-17.docx) be received and noted.*
- 8.2 *The attached schedule of fees and charges be implemented for the Community Development Division for the 2016/2017 financial year for the Function area of City Marketing.*

*As signatory to this report, I certify that, pursuant to Section 55(1) of the Local Government Act 1993, I hold no interest, as referred to in Section 49 of the Local Government Act 1993, in matters contained in this report.*



(Iris Goetzki)

**MANAGER CITY MARKETING**



(Philip Holliday)

**DIRECTOR COMMUNITY DEVELOPMENT**

Attachment A: City Marketing schedule of fees and charges (1)

## Attachment A

## Proposed 2016-17 Fees &amp; Charges: 451 - Banners and Event Signage

Account Number	Description	2014-15 Actual excl. GST	2015-16 Budget excl. GST	2015-16 YTD excl. GST	2015-16 YTD Budget excl. GST	2016-17 Estimate excl. GST
451.0106.2205.341	Advertising Displays	-600.00	0.00	0.00	0.00	
451.0106.2205.861	Event Signage	0.00	-1,200.00	-1,090.92	-600.00	1272.74
451.0106.2901.613	City Film Permits	0.00	-2,800.00	-590.91	-1,400.00	2954.54
451.7377.2279.454	Civic Banners	-13,125.47	-15,000.00	-10,183.92	-12,500.00	16263.61
<b>451 - Banners and Event Signage</b>		<b>13,725.47</b>	<b>19,000.00</b>	<b>11,865.75</b>	<b>14,500.00</b>	<b>20,490.89</b>
Change from 2015-16 to 2016-17						7.85%

Fee Description	2014-2015 Fee incl. GST	2015-2016 Fee incl. GST	Pricing Method	Last Changed (type <i>New Fee</i> if applicable)	Proposed Fee 2016 - 2017 incl. GST	Fee includes GST (Y/N)	GST \$	Unit	% Variation	Estimated Quantity	Estimated Income excl. GST	Comment
<b>Banners - Arterial</b>												
Half Set - Installation	\$1,050.00	\$1,150.00	Partial Cost Recovery	2015/16	\$1,150.00	Y	\$104.55	per set	0%	1	\$1,045.45	
Full Set - Installation	\$1,360.00	\$1,480.00	Partial Cost Recovery	2015/16	\$1,480.00	Y	\$134.55	per set	0%	3	\$4,036.35	
<b>Banners - CBD - Large</b>												
Core Block only - Installation	\$1,050.00	\$1,100.00	Partial Cost Recovery	2015/16	\$1,100.00	Y	\$100.00	per set	0%	1	\$1,000.00	
Full set - Installation	\$1,890.00	\$1,990.00	Partial Cost Recovery	2015/16	\$1,990.00	Y	\$180.91	per set	0%	3	\$5,427.27	
<b>Banners - Liverpool Street (between Elizabeth and</b>												
Liverpool Street	\$890.00	\$350.00	Partial Cost Recovery	2015/16	\$450.00	Y	\$40.91	per set	29%	2	\$818.18	Adjustment - new street environment
Elizabeth Mall only	\$790.00	\$860.00	Partial Cost Recovery	2015/16	\$860.00		\$0.00	per set	0%	1	\$860.00	
Elizabeth Mall and Criterion Street	\$945.00	\$990.00	Partial Cost Recovery	2015/16	\$990.00		\$0.00	per set	0%	1	\$990.00	
<b>Banners - North Hobart</b>												
Elizabeth Street - Installation	\$630.00	\$680.00	Partial Cost Recovery	2015/16	\$680.00	Y	\$61.82	per set	0%	2	\$1,236.36	
<b>Banners - Sandy Bay</b>												
Sandy Bay Road (upper)				<i>new fee</i>	\$350.00		\$0.00	per set		1	\$350.00	New banner poles to be installed
<b>Banners - Salamanca Place</b>												
Kennedy Lane				<i>new fee</i>	\$500.00		\$0.00	per set		1	\$500.00	New banner poles to be installed
<b>Event Signage</b>												
Entrance to the City - Gateway signboards		\$300.00		2015/16	\$300.00	Y	\$27.27	per booking	0%	4	\$1,090.92	
Additional line - (maximum of 4 per booking)	\$135.00	\$150.00	Partial Cost Recovery	2015/16	\$150.00	Y	\$13.64	per line	0%	1	\$136.36	
Additional cost - Non standard colour/font preferences		\$25.00		2015/16	\$25.00	Y	\$2.27	per line	0%	2	\$45.46	
<b>Photography and Filming - Streets</b>												
Commercial - Half day or part	\$60.00	\$325.00	Market Pricing	2015/16	\$325.00	Y	\$29.55	each	0%	2	\$590.90	No increase - only implemented new fees last year
Commercial - Full Day	\$120.00	\$650.00	Market Pricing	2015/16	\$650.00	Y	\$59.09	each	0%	4	\$2,363.64	No increase - only implemented new fees last year



**8. INTERNATIONAL RELATIONS STRATEGY – FILE REFS: 10-6-1 & 14-2-2**

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37x's

Report of the Director Community Development and the Group Manager Executive and Economic Development of 20 April 2016, and attachments.

DELEGATION: Council

**TO** : Economic Development and Communications Committee

**FROM** : Group Manager Executive and Economic Development and  
Director Community Development

**DATE** : 20 April 2016

**SUBJECT** : **INTERNATIONAL RELATIONS STRATEGY**

**FILE** : 10-6-1; 14-2-2 TS:AC (p:\1comdev\cd divisional\council committees\economic dev &  
communications\reports\2016\28 april agenda\current draft\international relations strategy-apr16.docx)

## 1. INTRODUCTION

- 1.1. The purpose of this report is to seek Council endorsement for the attached draft international relations action plan (refer **Attachment A** to this report) that was formulated following Aldermanic discussion at the recent Council workshop held on 3 March 2016.
- 1.2. Specifically, this report seeks a position on the following six topics that were discussed at length at the Council workshop and have been addressed in the draft international relations action plan. These are:
  - (i) How should the value of current and future international relationships be measured?
  - (ii) How should Council approach the development and maintenance of international relationships – in partnership or in isolation?
  - (iii) How should the City of Hobart manage current and future international relationships with China?
  - (iv) How should current relationships with established sister cities of Yaizu (Japan) and L'Aquila (Italy) be managed?
  - (v) How should future or new relations with other international cities be approached?
  - (vi) How should the international relationships be governed? What level of Aldermanic involvement should be supported?

## 2. BACKGROUND

- 2.1. The world is becoming ever more connected both socially and economically via advances in technology. This has changed the way that communities and places interact with each other, with one obvious effect being that the City of Hobart has received increased enquiries relating to the development of formal international relationships.
- 2.2. By way of response, Hobart must make an informed policy decision around whether it wishes to be actively engaged in this global network of cities or establish a position for itself only as an Australian regional city.

- 2.3. The Council fundamentally needs to resolve whether it believes that it can create increased economic and social value for the community by being engaged at an international level. If the Council does not believe that such value can be created, it would seemingly be appropriate for such efforts to cease.
- 2.4. Existing policy 5.14.01 - *Guidelines for Future International Relations* (refer **Attachment B** to this report) provides Council direction in relation to the way it may want to interact with international cities, categorising options as:
- (i) Information Exchange;
  - (ii) Friendship or Strategic; or
  - (iii) Sister.
- 2.5. The policy was last amended by the Council in November 2015. Consideration of the policy suggests that its purpose is sound (i.e. that it should guide the decision making around sister / friendship or other relationships). Some changes however are required to reflect current thinking around the nature of relationships the city may seek and also terminology to describe such relationships. These are included in section 3.
- 2.6. Although the aforementioned policy guides fundamental decision making, it is naturally lacking in terms of detailed actions associated with the development and maintenance of specific international relationships. For this reason, this report proposes a complementary supporting International Relations Action Plan covering the year 2016/2017.

### **Existing relationships**

- 2.7. The City of Hobart has friendship / sister city relationships with three cities at present and has signed a letter of intent supporting a fourth city (Fuzhou, China). For the purposes of this report, different usage of the terms 'friendship' and 'sister' city reflect only historical trends and international preferences, not differing levels of commitment.
- 2.8. A brief background on the City of Hobart's relationship with the four cities follows with key dates noted in **Attachment C**.

## Yaizu

- 2.9. This relationship was formed 39 years ago when Hobart was the home port for the Japanese Southern Ocean tuna fishing fleet whose Japanese home port was Yaizu. At the time, the Japanese fishing fleet was an important economic driver for the city in many ways and it could be argued that the relationship with Yaizu was founded on economic grounds. The Lord Mayor of the day Alderman Doug Plaister married a woman from Yaizu – who became Mrs Fumiko Plaister. Mrs Plaister is still an incredibly active person in maintaining the relationship with Yaizu and has just been awarded the Order of the Rising Sun Silver Rays by the Emperor of Japan. This was for distinguished service to the promotion of Japanese culture in Australia.
- 2.10. Over the years the fishing fleet was unable to come to Hobart due to changes in Australian law and now even though those laws have changed again in favour of a visit from the fleet, technology has overtaken that need with the advent of mother / factory ships. Despite this, the sister city relationship has remained very active with regular school and teacher exchanges as well as regular delegation visits from each side. This is reinforced by an active local sister city committee for Yaizu.
- 2.11. Hobart is Yaizu's only sister city. On more than one occasion in recent history Yaizu has made it clear to Hobart that it does not see the relationship as having an economic basis. For Yaizu the relationship is about cultural interaction and exchange of information, ideas and people.
- 2.12. It is submitted that this desire should be respected by Hobart and that in fact the relationship *per se* is very successful in its own right. There are still regular visits between the cities and a myriad of community activities. Some of the more significant activities have included:
- (i) Co-ordination of the Hobart / Yaizu Dance Group participation in the Hobart Christmas Pageant, with a dance troupe from Yaizu to travel to Hobart specifically to perform at the 2005 Christmas Pageant;
  - (ii) Creation of the Yaizu - Japanese Village at the 2011 Australian Wooden Boat Festival;
  - (iii) The performance by Yurikamome Children's Choir in March 2007 and August 2013; and
  - (iv) Participation in the 2010 Beerfest, which promoted both the sister city relationship and Sapporo beer which is also brewed in Yaizu.
- 2.12.1. A large delegation of representatives from Yaizu visited Hobart in February 2012 to celebrate the 35th anniversary of the Hobart / Yaizu Sister City relationship. Subsequently a Hobart delegation visit to Yaizu took place in May 2012.

- 2.12.2. In December 2012, three members of the Yaizu-Hobart Friendship Association, a Yaizu City staff member and the Sister City Committee coordinated a stall at the Taste Festival. Free samples of deep sea water tofu, Onigiri and Yaizu teas were available for patrons to taste to promote Yaizu products to the community and visitors.
- 2.12.3. In October 2015 the Mayor of Yaizu visited Hobart to discuss the 40th anniversary of the sister city relationship, set to occur in 2017.
- 2.12.4. It is anticipated that a delegation from the City of Hobart will visit Yaizu in August 2016 to continue to plan this anniversary.
- 2.12.5. It is accepted that the City of Hobart will host a small delegation from Yaizu in February 2017 and send a small delegation to Yaizu in August 2017 to commemorate the anniversary.
- 2.13. In many ways, the relationship with Yaizu can be held as an example of a strong model of an active and fruitful cultural exchange, maintained over many years.

### **L'Aquila**

- 2.14. This relationship was founded in 1998 with the rationale being that a large proportion of early Italian immigrants to Hobart were from the Abruzzo region in Italy, of which L'Aquila is the Capital City. There is a deeply committed local Abruzzesse Association which is very active, however the sister relationship is not particularly active at the international level. The following activities are noted:
  - (i) The Council visited L'Aquila in May 2005; this delegation coincided with the presentation of the Tasmanian ceramic exhibition "Surface: Beneath and Beyond".
  - (ii) An Aldermanic delegation visited L'Aquila in 2008 to mark the 10th anniversary of the sister city relationship during the Brest France (Tasmanian Sister State Relationship) visit.
  - (iii) In 2010, Hobart City Council worked with the Abruzzesse community in Hobart and organised several fundraisers which raised \$60,000 to go towards the rebuilding of a historic building in the region, following the 2009 earthquake.
  - (iv) In April 2011, a photographic exhibition was displayed at the Hobart City Council to exhibit images of the affected areas following the earthquake.

- 2.15. The Hobart - L'Aquila Sister City relationship has not been as active in recent years, however the Sister City Committee continues to meet bi-monthly. The Abruzzese Association has very strong and deep connections to the region and accordingly, is very keen to continue the relationship with L'Aquila City and maintain its relationship with the City of Hobart.
- 2.16. Although this relationship has been established for nearly two decades, when compared to Yaizu, it is difficult to identify the same level of involvement and cultural value on both sides.
- 2.17. It is submitted that in the future, should nothing change, the Council may wish to re-evaluate what it wishes to seek from this relationship with L'Aquila. It is important however, that any such move be considered only in close consultation with the Abruzzese Association.
- 2.18. The Council may wish to consider a visit to L'Aquila in the near future to discuss the 20 year anniversary and better ascertain L'Aquila's views on the relationship.
  - 2.18.1. It is noted that the 20 year anniversary is in 2018 and that the Hobart Abruzzese Association has contacted the Lord Mayor of L'Aquila on behalf of the City of Hobart to determine support for a delegation to commemorate the anniversary.

### **Xi'an**

- 2.19. The Council now has a third sister city or what is termed in China a 'friendship city'. This is the Chinese city of Xi'an.
- 2.20. This relationship was initiated by Xi'an which was looking for an Australian sister city that was also a capital city with no existing Chinese relationships. Coincidentally the Council had resolved around the same time that it wished to seek relationships in both China and South Korea, largely on an economic basis.
- 2.21. A letter of intent was signed between the two cities in 2013 and a formal sister city / friendship agreement was signed in March 2015, covering a period of five years. Given the timing of the formation of this relationship and general advancement in Council's own thinking about desired outcomes from these relationships, there has been a good opportunity to discuss with Xi'an a range of economic outcomes as well as cultural or more traditional sister city outcomes.
- 2.22. Attached to the signed sister city agreement was an action plan that spelled out six key areas of cooperation, these being:
  - (i) Education;
  - (ii) Tourism;

- (iii) Heritage protection;
- (iv) Research;
- (v) Economic and business; and
- (vi) Cultural engagement.

2.23. This framework sets out a balanced approach to the development of a new relationship that places value on economic, culture, history, and knowledge exchange.

2.24. Although the relationship with Xi'an is in its infancy, the importance of economic outcomes has been built in from the start.

### **Fuzhou**

2.25. Fuzhou is the capital city of Tasmania's Chinese sister state, the Fujian Province. Although this State relationship is 35 years old, it is understood to have been reasonably dormant until Chinese President and former Fujian Governor, Xi Jinping visited Tasmania in 2014. Since that time, the Fujian relationship has been very active, with Hobart receiving very strong indications from Fuzhou of its desire to become a friendship city. Hobart signed a non binding letter of intent with Fuzhou in April 2015 to become friendship cities in the future (an arrangement that would be expected to last for five years). Further to this, in February 2016, Council resolved to support the imminent signing of a friendship city agreement with Fuzhou.

2.26. As with the dialogue with Xi'an, the Council in its communication with Fuzhou has been clear that economic outcomes are an important aspect of the relationship. The Mayor of Fuzhou has also acknowledged this outcome.

2.27. Arrangements are being made to facilitate a work placement in the City of Hobart for a staff member of the Fuzhou government. This individual has been awarded an all expenses paid scholarship to one of Fuzhou's sister cities and has nominated Hobart as her choice.

### **Key Themes of Discussion**

2.28. The six themes discussed at the Aldermanic workshop form the basis of the Draft International Relations Action Plan. They are considered in turn:

#### **Theme 1 - How should the value of these current and future relationships be measured?**

2.29. Value in the context of international relationships can often mean cultural value, economic value or both. Although these categories have been identified easily, breaking them down further can be difficult.

- 2.29.1. The concept of a community development based partnership was discussed at the Aldermanic workshop (see 2.55) which raises the question of how community development value may be measured.
- 2.29.2. It is proposed that the criteria for measuring the three differing types of value is added to amended *Policy 5.14.01 – Guidelines for Future International Relations*.
- 2.30. It is clear that the City of Hobart currently has two established relationships that largely create cultural value (Yaizu and L'Aquila) and two that are more focussed on economic outcomes (Xi'an and Fuzhou).
- 2.31. It is important to measure and report these values, so they can be considered against the attributed costs of the relationships which include travel expenses, hospitality for visiting delegates etc. Comparison of relative costs and benefits will aid Council in resourcing activities that create overall value, whether this is economic or social. It is submitted that this reporting should be done on an annual basis to the Economic Development and Communications Committee.
- 2.32. The following suggested measures have been derived from significant desk top research including the international strategies of Logan City Council, Brisbane, Adelaide and the December 2015 study by the Australian Centre of Excellence for Local Government (ACELG) 'Sister Cities and International Alliances - Can and Should Australian Local Governments Play an Expanded Role?'.
- 2.33. It is suggested that value in the context of cultural relationships should be measured in the following ways:
- (i) Number of cultural events hosted / facilitated relating to the sister / friendship city e.g. Art exhibition, stand at The Taste of Tasmania etc;
  - (ii) Number of school, college, university student / teacher exchanges;
  - (iii) Level of activity of local sister city committees and their engagement with activities; and
  - (iv) Number of delegations sent to city and received from city.
- 2.34. In turn, economic value could be measured via the following outputs and outcomes:
- (i) Number of meetings with local businesses to discuss how to become 'China ready';
  - (ii) Number of meetings with local 'China ready' businesses;
  - (iii) Number of LGA based businesses accompanying delegations to China;



- (iv) Number of business referrals / introductions through the Xi'an and Fuzhou government to Hobart / Tasmanian businesses;
- (v) Number of business referrals / introductions through the State Government and the City of Hobart to Xi'an and Fuzhou based businesses;
- (vi) Development of specific investor marketing material for overseas investors;
- (vii) Development of international student marketing materials in partnership with education institutions such as UTAS and TasTAFE;
- (viii) Value of business contracts signed;
- (ix) Number of visitors from friendship cities and associated spend; and
- (x) Number of school, college, university students arriving from the international city / region and associated spend.

**Theme 2 - Should Council seek to forge relationships in isolation or in partnership with key players in the international arena?**

- 2.35. Since the visit to Hobart of the President of China in November 2014, it has become apparent that synergies are created when a coordinated and collaborative partnership approach to international relations is adopted.
- 2.36. A recent report to Council on the September 2015 trade mission attended by the Lord Mayor noted that present on the State Government led delegation were 51 representatives of local and State Government, business and education. This demonstrated to Chinese counterparts that Hobart and Tasmania have a joined up approach to international relations and that a great importance is afforded to it. That report also noted that in a Global context, Tasmania is a small player, with Hobart being an even smaller one, making collaboration and creation of critical mass even more important.
- 2.37. This report and the associated action plan advocates for an approach that places Hobart in a central leading role as the State's capital but still in partnership with the State and aligned to the goals of the State Government.
- 2.38. At an international level, the State is primarily pursuing opportunities in:
- (i) Tourism;
  - (ii) Education;
  - (iii) Antarctic and Southern Oceans;
  - (iv) Agriculture; and
  - (v) Aquaculture.

- 2.39. Growth in all these areas, particularly the first three, will significantly and directly create economic and cultural value for Hobart.
- 2.40. Therefore this report and attached action plan advocate that should Council consider further economically focussed friendship city relationships, there must be an alignment with at least one of the aforementioned sectors.
- 2.41. Workshop discussion suggested that potential future international relationships based on community development or models such as cooperative agreements (2.56) need not necessarily have a focus on one of the aforementioned industries and could be established in isolation of partners.

**Theme 3 - How should the City of Hobart manage current and future international relationships with China?**

- 2.42. Hobart currently has a friendship city relationship with Xi'an and Council endorsement to sign a friendship city agreement with Fuzhou (capital of the Tasmania's Sister State, the Fujian Province).
- 2.43. Particularly following the visit to Hobart of President Xi Jinping, in November 2014, a momentum around Chinese business and tourism has developed.
  - 2.43.1. Tourism Tasmania's February 2016 'Chinese Visitor Snapshot' noted that the Chinese visitor market for Tasmania has grown at an annual rate of 29 per cent for the past five years. 46 per cent of these visitors were on holiday, 29 per cent were visiting friends and relatives and 14 per cent were here for education.
- 2.44. There have also been significant outcomes for local businesses such as Reid Fruits that signed an MOU with Chinese supermarket Yonghui during the visit from the delegation from Fuzhou in September 2014.
- 2.45. Experience developed since the first delegation to China in 2013 indicates that relationships with China on an economic level are only enjoyed once the friendship has been established and that friendship and trust is established largely by regular face to face visits. This is reiterated in the ACELG report, in which the following is noted:

*"It is also important to make clear the need for regular face to face visits when establishing business oriented connections in Asia. It often takes multiple visits to establish relationships of trust with leaders in Asia and there can be a long lead time before the business benefits manifest."*

2.46. Delegations to China are often received by many Chinese representatives. Thus, partnered trips involving local business, State Government and educational institutions such as UTAS and Elizabeth College, as well as City of Hobart Aldermen create an increased impact. This all serves to demonstrate the importance afforded to the relationship.

2.46.1. As part of this, the status of the Mayor or Lord Mayor cannot be ignored. The ACELG report makes the following observations which have been found to be the case in previous City of Hobart dealings with China.

*“In some countries the role and powers of the mayor are much more substantial than in most Australian jurisdictions, with incumbents enjoying much greater community recognition. This means that in many partnerships there is an expectation that the mayors of both councils will be closely involved in leading regular exchange visits and other activities.”*

2.47. It is suggested that Council continue to support and develop the relationships with Xi'an and Fuzhou for the five year terms of a friendship city agreement.

2.47.1. Attached to the friendship city agreement with Xi'an is an action plan which sets out the nature of the relationship. These terms can be used as a tool to manage the relationship and ensure that it remains focussed in delivering what was intended.

2.48. It is suggested that a delegation visit the Chinese cities at minimum every two years with Chinese delegations for each city being received at least every two years also.

#### **Theme 4 - How should current relationships with established sister cities of Yaizu (Japan) and L'Aquila (Italy) be managed?**

2.49. As mentioned previously in this report, these sister city relationships have created varying levels of cultural value over the 39 and 18 years they have been operational.

2.50. It is suggested that the relationship with Yaizu be maintained with additional resource committed to the 40 year anniversary in 2017.

2.51. It is suggested that additional resources be committed to the 20 year anniversary with L'Aquila in 2018 and that through this process and dialogue with the Abruzzese Association that the intentions of L'Aquila in relation to an ongoing relationship are established.

**Theme 5 - How should relations with other international cities be considered? What nature of relationship should be encouraged?**

- 2.52. The aforementioned ACELG report considered all international city to city relationships, noting that of Australia's 556 councils, 29 per cent of councils participate in 392 international relationships.
- 2.53. These international relationships vary along the lines of both nature and geography with for instance 62 per cent of relationships being with Asian cities, 1.5 per cent of cities having cooperative agreements rather than sister or friendship city arrangements, 62 per cent centering on education and student exchange and 6.3 per cent on community development etc.
- 2.54. The ACELG report presents a broader view of international relations than perhaps the City of Hobart has perhaps encountered in the past.
- 2.55. Extensive Aldermanic discussion at the recent workshop highlighted a desire for a community development based relationship with a city in the Asia Pacific region. This would be a relationship in which the City of Hobart may be able to assist in the development of an economically less developed city. Such an arrangement would require Council to consider community development value, rather than cultural or economic value when appraising the relationship.
  - 2.55.1. If this relationship was to be established, additional resources would be required to manage such a program.
- 2.56. Workshop discussions also considered potential relationships with one or some of the Antarctic gateway cities of Cape Town (South Africa), Christchurch (New Zealand), Punta Arenas (Chile) and Ushuaia (Argentina). These relationships could be in the form of project based cooperative agreements for instance. Such a relationship would have an agreed end date based on the delivery of the desired project outcomes.
  - 2.56.1. Aldermen will note that a delegation from the Council visited Christchurch in 2009 to attend the opening of the Antarctic season reception and also sign a 'Statement between the Southern Rim Gateway Cities to the Antarctic'. This statement was in essence an agreement to grow the level of cooperation and collaboration between the aforementioned cities with respect to Antarctic related activities. Despite the signing of this agreement, very little collaboration has occurred which could be due in part to the earthquake suffered by Christchurch in 2011.

- 2.56.2. Aldermen will also note that Council in 2015 made a financial and in kind commitment to an Antarctic gateway cities based project led by UTAS and Western Sydney University. Should the funding bid to the Australian Research Council be successful (news expected in June 2016), this may be a useful initial conduit for establishing such relationships.
- 2.57. The workshop also considered the development of a relationship with the City of Portland (Oregon, U.S.). Portland has been suggested to Council in the past for a number of reasons:
- (i) Both cities have strong creative sectors;
  - (ii) Both cities have established niche restaurant and cafe cultures based largely on locally sourced produce;
  - (iii) The State of Oregon and the Fujian Province have a sister state relationship that is 32 years old which can be paralleled with the 35 year sister state relationship between Fujian Province and Tasmania;
  - (iv) Both cities are significant port towns;
  - (v) Vestas Wind Systems are based in Portland. Vestas also has a manufacturing facility in Wynyard in North West Tasmania;
  - (vi) Both cities are neighboured by significant wine growing regions; and
  - (vii) The two cities have similar topographies, with Portland's average winter maximum temperature being 8 degrees and summer maximum being 27, Portland is situated on a river with the Tualatin Mountains acting as a backdrop.
- 2.58. Portland also offers significant opportunity for shared learning in relation to environmental sustainability. Portland hosted the North American World Environment Day in 2013, a reflection of the fact that this city is repeatedly voted as being the greenest city in the United States.
- 2.58.1. Portland is covered by extensive networks of buses, light rail, bicycle paths and trams.
- 2.58.2. Time Magazine in 2015 voted Portland as the top city for biking to work.
- 2.59. It is suggested that Council investigate the potential of the above friendship arrangements (using amended policy 5.14.01 – *Guidelines for Future International Relations*) as an evaluation tool and report back to the Economic Development and Communications Committee.

**Theme 6 - How should the relationships be governed? What level of Aldermanic involvement should be supported?**

- 2.60. The terms of reference (Attachment D) for the Economic Development and Communications Committee list international relations as one of its functions.
- 2.61. It is proposed that this governance model and committee is maintained and that this committee invites appropriate community members / stakeholders to attend committee and enrich discussion.
- 2.62. It is also proposed that expatriates in the international city are identified to aid in the further development / reinforcement of relationships during the periods between official visits. Rationale for this stems from observations made in Hobart and reinforced by the ACELG report that noted the following:
- “Negative media campaigns and community responses to international relationships have made some councils very cautious about expanding or continuing their international engagements. Other councils have taken more proactive approaches, for example through seeking resident participation in community committees, publicising successful projects and programs, as well as briefing journalists and inviting them to participate in delegations and exchanges.”*
- 2.63. There may be instances where it is deemed appropriate to report on specific international relations matters to other committees. For instance, a report detailing plans for the celebration of the 40 year anniversary with Yaizu may go to the Community, Culture and Events Committee (CCEC). This will be a decision for the Chairs of the Economic Development and Communications Committee and CCEC and will be dependent also on their respective terms of reference.

**Aldermanic Involvement**

- 2.64. Given the suggestion for regular visits to sister / friendship cities and the three significant international events between 2016 and 2018 (signing of friendship city agreement with Fuzhou -2016, 40 year anniversary with Yaizu - 2017 and 20 year anniversary with L'Aquila – 2018), Council may want to reconsider *policy 1.01 (Aldermen – Entitlement and Benefits)*.
- 2.64.1. The policy states that:
- “An Alderman may participate in an international relationship delegation once, or more if approved by the Council, in a four year term of office, as part of an official Council approved delegation within that four year term.”*

- 2.65. It is suggested that Council consider changing policy 1.01 to approve Aldermanic participation in two international delegations or more if deemed appropriate by the Council in a four year term.

### Summary

- 2.66. A pertinent point made by Dr Geoff Rabey, Australia's first Ambassador to China in the Mercury Newspaper (16 October, 2015) highlights a difficulty that Council must keep in mind:

*"Doing business in China is heavily relationship based and you have to invest in that relationship. That's why doing business in China is quite challenging. Things can move very, very slowly and it's hard to sustain and justify. You need to take a long term vision and commitment."*

- 2.67. Dr Rabey's statement sums up a significant challenge for the Council – new relationships and outcomes will take time to mature and deliver. The Council must resolve whether it is prepared to make that commitment. Since 2012, the Council has sent a representative to China on five separate occasions at an estimated cost of up to \$12,000 per Alderman each time. Over those visits, it is becoming clear that a foundational relationship of friendship and trust is the only thing that will deliver economic outcomes in the long term. The increasing cumulative strengthening of relationships has been observed on each visit as personal understanding grows on each side. What this translates to is ***that if the Council wants economic outcomes from relationships then it must first build cultural ties.***
- 2.68. Council is thus required to make a threshold decision about current and future international relations.
- 2.69. In making this decision, Council must consider economic / social gains for the community against the cost of nurturing these relationships.
- 2.70. There is an obvious synergy in working with key partners to reap an increased value from international relationships.
- 2.71. It is logical therefore that the industries of focus for State Government should also be the primary focus for the City of Hobart (tourism, education, Antarctic and southern oceans, agriculture and aquaculture).
- 2.72. The elevated status of the Lord Mayor in many countries must be recognised as a value creator for the aforementioned partners.
- 2.73. To maintain relevance, Council must agree measures of social, economic and community value which must be monitored regularly and considered against financial costs.

- 2.74. Accordingly the attached action plan has been formulated to address the above.
- 2.75. In respect to the terminology surrounding the relationships, it is considered that in recognition of the long term, strong relationships between the City of Hobart, Yaizu and L'Aquila, these relationships remain as Sister City relationships.
- 2.75.1. This is particularly relevant with both Sister City relationships commemorating the anniversaries of their Sister City connections over the next two years.
- 2.76. With respect to all other existing and potential new relationships, the terminology of Friendship Cities would be appropriate given they do not have the longevity of the Yaizu and L'Aquila relationships.

### **Action Plan Structure**

- 2.77. The action plan shown in Attachment A to this report has been structured with an overarching goal, desired outcome areas and then key actions.
- 2.78. The overall goal of the strategy is that:  
*“Relevant and effective international relationships contribute to the cultural and economic growth of Hobart and its community.”*
- 2.79. It is then divided into 5 outcome areas:
- (i) Knowledge;
  - (ii) Cultural;
  - (iii) Economic;
  - (iv) Civic; and
  - (v) New Opportunities.
- 2.80. In the context of this structure the Council's attention is drawn to two key actions which are considered critical:
- (i) Develop and implement an agreed plan with the State Government that spells out the City's role in relation to State Government Activities.
  - (ii) Develop and implement an agreed plan with UTAS that also makes clear the City's role in assisting UTAS's international growth.
- 2.81. It is suggested that this action plan is refreshed annually, following a yearly report on international relations, taken to the Economic Development and Communications Committee.



### 3. PROPOSAL

- 3.1. It is proposed that Council endorse the Draft International Relations Action Plan shown at Attachment A to this report.
- 3.2. It is proposed that *policy 5.14.01* is amended to address changes in terminology, in that the term ‘Friendship city’ should replace ‘Sister city’ in respect of all relationships, except Yaizu and L’Aquila.
- 3.3. Additionally, it is proposed that different criteria are listed when considering diverse relationships and that the differentiation should be along the lines of whether a relationship is economic, cultural or community development based. Also, a distinction should be made between a full friendship / sister city arrangement and more ‘light touch’ arrangements such as project based cooperative agreements.
- 3.4. It is further proposed that an amendment to *policy 1.01 (Aldermen – Entitlement and Benefits)* is made to approve Aldermanic participation in two international delegations or more if deemed necessary in a four year term.

### 4. STRATEGIC PLANNING IMPLICATIONS

- 4.1. Pursuing international trade relationships is in line with the *Capital City Strategic Plan (2015 - 2025)* Goal 1 - Economic Development, Vibrancy and Culture “*City growth vibrancy and culture comes when everyone participates in city life*”:
  - “1.1.2 *Support the University of Tasmania’s continued growth within the city.*
  - 1.1.5 *Implement the City of Hobart’s Economic Development Strategy.*
  - 1.1.6 *Develop relationships with other cultural and educational institutions as opportunities arise.*
  - 1.2.2 *Partner with stakeholders to promote Hobart as a safe and culturally receptive city with a quality urban and natural environment.*
  - 1.2.3 *Develop a policy position on international relations.*
  - 1.2.4 *Support the Council’s existing sister city relationships with Yaizu, L’Aquila and Xi’an and respond to new opportunities.”*
- 4.2. The development of international relationships is also congruent with Council’s Economic Development Strategy (2013-2018) and its role in working with spheres of government and the community to:
  - “*Support and enhance the cultural life of Hobart.*
  - Facilitate economic growth development and tourism for Tasmania’s capital city and major visitor gateway.*

*Promote the City and build the image of Hobart locally, nationally and internationally.”*

- 4.3. The development of international relationships is also in line with Council’s Multicultural Strategy (2014-2019) in that Council has a unique role in promoting and providing for culturally linguistic diversity in the Hobart municipal area.

## **5. COMMERCIAL OPPORTUNITIES**

- 5.1. These will arise from adopting and delivering the International Relations Action Plan, the outcomes of which will be considered annually by the Economic Development and Communications Committee when evaluating the value of the City’s international relationships.

## **6. FINANCIAL IMPLICATIONS**

### **6.1. Funding Source(s)**

- 6.1.1. Should the Council commit to the actions listed out in the draft action plan; there will be associated costs and a new budget resource.

### **6.2. Impact on Current Year Operating Result**

- 6.2.1. This will largely be dependent on the travel plans of the Aldermen and how many choose to participate.
- 6.2.2. The anticipated cost of return business class airfares and internal Chinese flights between Xi’an, Fuzhou and one other city such as Shanghai are around \$7,200.
- 6.2.3. The cost of return economy class airfares would be approximately \$2,300.
- 6.2.4. Cost of accommodation will be approximately \$3,000 per person for a 10 day trip.
- 6.2.5. The cost of food is predominantly covered by the hosting city / institutions.

### **6.3. Impact on Future Years’ Financial Result**

- 6.3.1. See 6.2.1. This will be dependent on Aldermanic plans. The key notable events in future years are the signing of the friendship city agreement with Fuzhou (2016), 40 year anniversary with Yaizu (2017) and the 20 year anniversary with L’Aquila (2018).

#### 6.4. Asset Related Implications

6.4.1. Not applicable.

### **7. RISK MANAGEMENT IMPLICATIONS**

- 7.1. The development of an international relations strategy is a response to the risk that an unfocused approach to international relations may not deliver the desired outcomes for the economy and community of Hobart.
- 7.2. There is a risk that the City of Hobart may become over committed internationally. The proposed strategy aims to focus action in delivering specific outcomes for the city. The strategy also considers relationships that are less labour intensive than the sister / friendship city arrangement. These will aid in mitigating against the risk of over commitment.

### **8. LEGAL IMPLICATIONS**

- 8.1. None arise from this report. None of the agreements signed with international cities are legally binding.

### **9. ENVIRONMENTAL IMPLICATIONS INCLUDING CLIMATE CHANGE AND SUSTAINABILITY**

- 9.1. The environmental impact of aviation cannot be disputed, with air travel contributing significant greenhouse gas emissions linked to climate change. A small proportion of this can be addressed through the purchase of a 'carbon offset' at the time of buying tickets.
- 9.2. Trips combining visits to a number of cities (e.g. Fuzhou, Xi'an and Yaizu) reduce the necessity for multiple long haul flights which is an economy of scale economically and environmentally.

### **10. SOCIAL IMPLICATIONS**

- 10.1. It is of social importance that the City of Hobart fosters a diverse selection of international relationships based on geography, industry and nature of outcomes (community, culture, economic).
- 10.2. The City establishing Sister or Friendship City Agreements facilitates a broader local understanding and appreciation for different cultures and communities.
- 10.3. Fostering these relationships is also a powerful and respectful message to people within the community who have close cultural ties with the cities in question.

## **11. CUSTOMER IMPLICATIONS**

- 11.1. The community may question the value of international relations if more effective evidence gathering and reporting is not enacted in the short term.

## **12. MARKETING AND BRANDING IMPLICATIONS**

- 12.1. City Marketing contributions to marketing collateral such as investor and international student brochures may be sought alongside other key partners.

## **13. COMMUNICATION AND MEDIA IMPLICATIONS**

- 13.1. Significant press attention has been given to Aldermanic expenses in recent times. It is therefore of paramount importance that the benefits to the city of international relations are communicated accurately and consistently to external media organisations, as well as through Council operated media channels.
- 13.2. Collaboration with key partners such as the State Government and UTAS on consistent messaging is also very important.

## **14. DELEGATION**

- 14.1. The matter is one for the Council.

## **15. CONSULTATION**

- 15.1. The General Manager, Manager Community and Cultural Programs and Community Development Officer – Multicultural were consulted in the preparation of this report.
- 15.2. To date, no consultation has been undertaken with the Yaizu-Hobart Friendship Association and the Abruzzese Association on the matters raised in this report.

## **16. COMMUNICATION WITH GOVERNMENT**

- 16.1. The Department of State Growth and UTAS have both been consulted informally in the preparation of this report.

## **17. CONCLUSION**

- 17.1. Technological advances are making cities and people more connected.
- 17.2. As a result, the City of Hobart has received increased enquiries relating to the development of international relationships.

- 17.3. In considering Council position on international relations, Aldermen must weigh up the costs against the potential cultural, economic and community development value.
- 17.4. Council must consider the role of the City of Hobart. Given the scale of the city and the state, it seems sensible that the city supports the strategic direction set out by State Government in relation to relationships with an economic focus. Adopting a different approach may cause confusion and dilution of desired effect.
- 17.5. Council must consider the maintenance of existing relations, as well as the establishment of potential new ones, the nature of which could deviate from traditional sister / friendship city arrangements.
- 17.6. Council must consider the resource implications of the maintenance and development of international relations, recognising that certain relationships must be developed slowly on a solid foundation to reap economic benefits. Inherent in this is the current policy on Aldermanic travel internationally (1.01).
- 17.7. Finally, Council must consider the governance model of such relationships to ensure that value (community, social and economic) is the focus of all decision making with respect to international relations.

## **18. RECOMMENDATION**

*That:*

- 18.1. *The report (p:\Icomdev\cd divisional\council committees\economic dev & communications\reports\2016\28 april agenda\current draft\international relations strategy report 24032016\_v4.docx) be received and noted.*
- 18.2. *Vj g' Council endorse the actions set out in the Draft International Relations Action Plan shown at Attachment A to this report.*
- 18.3. *The Council authorise a review of existing policy 5.14.01 (Guidelines for Future International Relations) to encompass changing naming conventions of international relations (from Sister City to Friendship City) in respect of all relationships except Yaizu and L'Aquila and the diverse nature of friendships on economic, cultural and community grounds.*

***18.4. The Council authorise an amendment to policy 1.01 (Aldermen – Entitlement and Benefits) to permit Aldermen to participate in two international delegations or more if deemed appropriate by the Council in a four year term, rather than the stated ‘one or more’.***

*As signatory to this report, I certify that, pursuant to Section 55(1) of the Local Government Act 1993, I hold no interest, as referred to in Section 49 of the Local Government Act 1993, in matters contained in this report.*



(Tim Short)

**GROUP MANAGER EXECUTIVE AND ECONOMIC DEVELOPMENT**



(Philip Holliday)

**DIRECTOR COMMUNITY DEVELOPMENT**

- Attachment A: Draft International Relations Action Plan (8)
- Attachment B: Policy 5.14.01 – Guidelines for Future International Relations (3)
- Attachment C: Timeline of International Activities (1)
- Attachment D: Terms of Reference of the Economic Development and Communications Committee (4)

**Attachment A**

Overarching Goal:

**Relevant and effective international relationships contribute to the growth of Hobart and its community.**

Outcome	Actions	Measure / Reporting
<p>1. <b>Knowledge</b> – <i>Hobart has used its friendship city relationships and potential international contacts to increase knowledge and learning for the benefit of its community.</i></p>	<p>1.1. Maintain an active program of communication and visits with Hobart's existing sister cities of Yaizu and L'Aquila.</p> <p>1.1.1 Open discussions with L'Aquila and the Abruzzese Association with regards to the existing sister city arrangement between Hobart and L'Aquila and ongoing intentions.</p> <p>1.2 Maintain an active program of communication and visits with Hobart's existing friendship city (Xi'an) and soon to be friendship city (Fuzhou) for the five year terms of the relationships.</p> <p>1.3. Commit to undertaking sister / friendship city visits at least every two years, or as appropriate where the city makes an equivalent commitment.</p>	<p>Council considers relationships to be active.</p> <p>Discussions commence and reported in annual update to Economic Development and Communications Committee (EDCC).</p> <p>Council considers relationships to be active.</p> <p>Sister / friendship city visits undertaken, economic and cultural value measured (actions 2.1 and 3.1) presented to EDCC in annual update.</p>

*\*All reporting to be done to Economic Development and Communications Committee as part of an annual update report, or more frequently if required.*

*\*\*Different usage of the terms 'friendship' and 'sister' city reflect only historical trends and international preferences, not differing levels of commitment.*

Outcome	Actions	Measure / Reporting
	<p>1.4. Participate in international activities that will provide opportunities for the Council to gain knowledge for the benefit of the City.</p> <p>1.4.1. Consider participation in the biennial World Cities Summit and associated Mayors' Forum in Singapore.</p> <p>1.4.2. Investigate and resolve whether to lead the re-establishment of the Antarctic Gateways Cities Group of Hobart, Christchurch, Ushuaia, Punta Arenas and Cape Town for the purpose of sharing information.</p> <p>1.5. Develop agreed actions with government, education and business sectors on specific outcomes required from existing and potential relationships.</p> <p>1.5.1. Develop and implement an agreed plan with the State Government as to the City's role in supporting State Government policy outcomes in existing and future international trade.</p> <p>1.5.2. Develop and implement an agreed plan with UTAS as to the City's role in supporting UTAS's existing and future international growth.</p>	<p>Council decision to be made.</p> <p>Council decision to be made.</p> <p>Plans finalised and implementation commenced (1.5.1 and 1.5.2). Report to EDCC as part of annual update.</p>

*\*All reporting to be done to Economic Development and Communications Committee as part of an annual update report, or more frequently if required.*

*\*\*Different usage of the terms 'friendship' and 'sister' city reflect only historical trends and international preferences, not differing levels of commitment.*



Outcome	Actions	Measure / Reporting
	1.5.3. Hold an annual forum with Hobart's key business leaders to discuss opportunities for Hobart, overseas.	Report key points to EDCC.
2. <b>Cultural</b> – <i>Hobart has sought to enrich its community through cultural exchange and connection</i>	<p>2.1. Measure the cultural value of international relationships annually and report to the Economic Development and Communications Committee.</p> <p>2.2. Understand the culturally important aspects of Hobart's sister / friendship cities and seek to promote them in Hobart.</p>	<p>Number of cultural events hosted / facilitated relating to the friendship city (e.g. Art exhibition, stand at the Taste of Tasmania etc).</p> <p>Number of school, college, university student / teacher exchanges between Hobart and friendship city.</p> <p>Level of activity of local sister city committees and their engagement with activities.</p> <p>Number of delegations sent to and received from the friendship city.</p> <p>Report on 2.2.1-2.2.3 to EDCC annually.</p>

*\*All reporting to be done to Economic Development and Communications Committee as part of an annual update report, or more frequently if required.*

*\*\*Different usage of the terms 'friendship' and 'sister' city reflect only historical trends and international preferences, not differing levels of commitment.*

Outcome	Actions	Measure / Reporting
	<p>2.2.1. On a biennial basis hold a cultural ‘weekend / day’ for each sister / friendship city, whereby representatives from the sister / friendship city and local community are invited to promote aspects of their city’s culture and life to Hobart and Tasmania. Alternatively, collaborate with existing local activities i.e. Festa Italia festival or the Australian Wooden Boat Festival and The Taste of Tasmania.</p> <p>2.2.2. Promote local community involvement in sister / friendship city activities through relevant associations and community groups.</p> <p>2.2.3. Seek to develop expatriate networks in each of the sister / friendship cities as a means of increasing knowledge and reinforcing the relationship between visits.</p> <p>2.3. Actively engage with UTAS to understand its Global engagement aspirations.</p> <p>2.3.1. Develop and implement an agreed plan with UTAS as to the City’s role in supporting UTAS’s existing and future international growth.</p>	<p>Plan developed and implemented.</p>

*\*All reporting to be done to Economic Development and Communications Committee as part of an annual update report, or more frequently if required.*

*\*\*Different usage of the terms ‘friendship’ and ‘sister’ city reflect only historical trends and international preferences, not differing levels of commitment.*

Outcome	Actions	Measure / Reporting
<p>3. <b>Economic</b> – <i>Hobart has grown the number of economic outcomes achieved from its sister / friendship cities and international relationships</i></p>	<p>3.1. Measure the economic value of international relationships annually and report to the Economic Development and Communications Committee.</p>	<p>Number of meetings with local businesses to discuss how to become 'China ready'.</p> <p>Number of meetings with 'China ready' businesses.</p> <p>Number of LGA based businesses accompanying delegations to sister / friendship city.</p> <p>Number of business referrals / introductions through the Xi'an and Fuzhou government to Hobart / Tasmanian businesses.</p> <p>Number of business referrals / introductions through the State Government and the City of Hobart to Xi'an and Fuzhou based businesses.</p> <p>Development of specific investor marketing material for overseas investors.</p> <p>Development of international student marketing materials in partnership with educational institutions such as UTAS and TasTAFE.</p> <p>Value of business contracts signed.</p> <p>Visitor numbers from sister /friendship cities (and associated spend).</p> <p>Student numbers from sister / friendship cities (and associated spend).</p>

*\*All reporting to be done to Economic Development and Communications Committee as part of an annual update report, or more frequently if required.*

*\*\*Different usage of the terms 'friendship' and 'sister' city reflect only historical trends and international preferences, not differing levels of commitment.*

Outcome	Actions	Measure / Reporting
	<p>3.2. Understand the State Government's policy position on international relations and trade and seek, so far as appropriate, to actively support this.</p> <p>3.2.1. Develop and implement an agreed plan with the State Government as to the City's role in supporting State Government policy outcomes in existing and future international trade.</p> <p>3.2.2. Participate in State Government trade missions where potential value to the City of Hobart is likely in the short, medium or long term.</p> <p>3.3. Hold an annual forum with Hobart's key business leaders to discuss opportunities for Hobart, overseas.</p> <p>3.4. Actively discuss and explore economic opportunities with the City of Xi'an, China based on the action plan attached to the Friendship City Agreement.</p> <p>3.5. Actively discuss and explore economic opportunities with the City of Fuzhou, China.</p> <p>3.6. Engage with Business Events Tasmania and relevant groups in the bidding for and hosting of international events and conferences.</p>	<p>Plan developed and implemented.</p> <p>Economic value (as per 3.1 measured and reported annually).</p> <p>Forum held and feedback from participants measured.</p> <p>Economic value reported (3.1).</p> <p>Economic value reported (3.1).</p> <p>Number of international event bids won.</p>

*\*All reporting to be done to Economic Development and Communications Committee as part of an annual update report, or more frequently if required.*

*\*\*Different usage of the terms 'friendship' and 'sister' city reflect only historical trends and international preferences, not differing levels of commitment.*

Outcome	Actions	Measure / Reporting
	<p>3.7. Actively engage with UTAS to understand its Global engagement aspirations.</p> <p>3.7.1. Develop and implement an agreed plan with UTAS as to the City's role in supporting UTAS's existing and future international growth.</p>	<p>Plan finalised and implemented – number of economic outcomes achieved (3.1).</p>
<p>4. <b>Civic</b> – <i>the City has utilised its status as the Capital City to advance Hobart and Tasmania' international standing.</i></p>	<p>4.1. Continue to hold the annual Antarctic opening of the season reception and seek to broaden the international participation in it.</p> <p>4.2. Commit additional resource to the marking of the 40<sup>th</sup> Anniversary of the friendship with Yaizu in 2017.</p> <p>4.3. Commit additional resource to the marking of the 20<sup>th</sup> Anniversary of the friendship with L'Aquila in 2018.</p> <p>4.4. Host Civic receptions that will advance the City and State's international brand, particularly through the State Government priority sectors of:</p> <ul style="list-style-type: none"> <li>a) Education;</li> <li>b) Tourism;</li> <li>c) Antarctic and Southern Oceans;</li> <li>d) Agriculture; and</li> <li>e) Aquaculture.</li> </ul>	<p>Reception held and participant numbers together with stakeholder feedback.</p> <p>Report plans for both events (4.2 and 4.3) to Community, Culture and Events Committee.</p> <p>Number of receptions held, participant and stakeholder feedback.</p>

*\*All reporting to be done to Economic Development and Communications Committee as part of an annual update report, or more frequently if required.*

*\*\*Different usage of the terms 'friendship' and 'sister' city reflect only historical trends and international preferences, not differing levels of commitment.*

Outcome	Actions	Measure / Reporting
<p>5. <b>New Opportunities</b> – <i>the City has sought out and responded to opportunities to expand diverse international relationships.</i></p>	<p>5.1. Develop on an annual basis for the Council's consideration a list of relevant cities that could be considered for future strategic relationships (these could be friendship city or a lesser commitment such as project based cooperative agreements).</p> <p>5.2. Commence investigations into a community development based relationship with a city in the Asia Pacific region.</p> <p>5.3. Commence investigations into a relationship with one or more of the Antarctic Gateway cities of Cape Town, Punta Arenas and Ushuaia.</p> <p>5.4. Commence investigations into relationships with international cities with distinct similarities / very strong learning opportunities e.g. Portland, U.S.A.</p> <p>5.5. Before agreeing to new sister / friendship city or strategic relationship, undertake a minimum 12 month period of investigation and knowledge gathering into potential linkages with Hobart, based on the criteria set out on Council policy 5.14.01.</p>	<p>Report to Council for all decisions relating to new opportunities (5.1-5.5) using Council policy 5.14.01 – <i>Guidelines for Future International Relations</i> for criteria.</p>

*\*All reporting to be done to Economic Development and Communications Committee as part of an annual update report, or more frequently if required.*

*\*\*Different usage of the terms 'friendship' and 'sister' city reflect only historical trends and international preferences, not differing levels of commitment.*



# Policy Manual

## Attachment B

Title:	Guidelines for Future International Relationships
Subject:	General – Sister Cities
Policy Number:	5.14.01 <a href="#">return to TABLE OF CONTENTS</a>
Adopted by Council:	16/4/2012
Next Review:	November 2015
Responsible Officer:	Director Community Development

1. **Objectives:** To provide guidance to the Council on the future management of existing sister city relationships and potential international relationships in order to attain cultural, social, economic and educational benefits for the City and its Sister City partners and to pursue strategic international alliances supporting local businesses and institutions in achieving economic, educational and tourism benefits for the City.
2. **Background:** This policy was developed as a result of an evaluation of the Council's existing sister city relationships and outlines the criteria against which new proposals should be assessed. The policy was amended to create a second stream of 'Strategic Relationships' which would have a more direct economic focus.
3. **Policy:** That:
  1. Council policy for the establishment of new international relationships be based on a three tiered approach of:
    - (i) Information exchange.
    - (ii) Friendship Agreement or Strategic Relationship Agreement, time limited with clearly defined outcomes and review after three to five years.
    - (iii) Sister City relationship following a successful Friendship or Strategic Relationship Agreement.
  2. On receipt of any new request or proposal for an international relationship, or in the event the Council seeks to establish a relationship each request or proposal would be assessed in accordance with the following criteria, in order of priority:



# Policy Manual

- (i) clear identification of the specific outcomes sought from the relationship;
- (ii) relevance of the relationship in terms of achieving Council's major goals as outlined in the Strategic Plan;
- (iii) the value of the relationship in terms of enhancing economic development, business investment, educational and tourism outcomes for Hobart and Tasmania, including specifically support for local businesses and educational institutions;
- (iv) the value of the relationship in terms of supporting community and cultural linkages;
- (v) willingness and capacity of the business or local community of interest to support the relationship;
- (vi) the potential for mutual learning through exchanges and information sharing to facilitate sustainability and continuous improvement in the development of the Council's economic, social and environmental objectives;
- (vii) the capability of the Council to provide skills and resources to assist in humanitarian and capacity building projects;
- (viii) Council resources (human and financial) required to sustain the relationship to the satisfaction of both parties; and
- (ix) evaluation of any political ramifications through consultation with the Department of Foreign Affairs and local communities.

## **4. Legislation, Terminology and References:**





# Policy Manual

## History

*Council Policies are reviewed annually with amendments to a Policy listed below*

<b>Date Policy first adopted:</b>	13/3/2001
<b>Amendments:</b>	
Amended	16/4/2012
Annual Policy Review (approved by ELT)	14/08/2014

Details of Policy Amendments are located on the [Council Business Centre](#)

**Timeline of International Activities (1977 to 2018)****Key:****Japan****Italy****China (Xi'an)****China (Fuzhou)****China (Fujian Province) / State Government activity**

- **1977** Hobart and Yaizu (Japan) sign a sister city agreement.
- **1981** Tasmania and the Fujian Province (China) sign a sister state agreement.
- **1998** Hobart and L'Aquila (Italy) sign sister city agreement.
- **2005** Dance troupe from Yaizu travels to Hobart to participate in Christmas Pageant.
- **2005** Council visit to L'Aquila to mark a Tasmania ceramic exhibition.
- **2007** Yurikamome Children's Choir (Japanese) perform in Hobart.
- **2009** L'Aquila Earthquake
- **2010** Council worked with Abruzzesse community in Hobart to raise \$60,000 to go towards rebuilding a historic building destroyed in the earthquake.
- **2010** participation in the Beerfest, promoting the sister city relationship and Sapporo Beer (brewed in Yaizu).
- **2011** Yaizu – Japanese Village created at the Australian Wooden Boat Festival.
- **2011** Photographic exhibition displayed at Council exhibiting images of affected areas following the L'Aquila earthquake.
- **2012** Two delegations to and from Yaizu to celebrate 35<sup>th</sup> anniversary of relationship.
- **2012** Stall at Taste of Tasmania showcasing products from Yaizu.
- **2013** Yurikamome Children's Choir (Japanese) perform in Hobart.
- **2013** Letter of Intent signed between Hobart and Xi'an.
- **2014 (September)** Hobart received delegation from Fuzhou to learn more about the city.
- **2015 (March / April)** A delegation from Hobart visited Xi'an and signed a sister city agreement.
- **2015 (March / April)** Delegation also visited Fuzhou to find out more about the city.
- **2015 (April)** A delegation from Fuzhou was received in Hobart and a letter of intent indicating interest in developing a friendship / sister city was signed.
- **2015 (September)** A delegation from Hobart visited a number of cities in China as part of the Premier of Tasmania's trade mission, including Xi'an and Fuzhou.
- **2015** Mayor of Yaizu visited Hobart to discuss 40 year anniversary arrangements with the Lord Mayor.

**FUTURE**

- **2016 (April)** Lord Mayor invited on a State Government delegation to China marking Austrade led 'Australia Week in China' with a 'Tasmania Week in Fujian Province' and the 35<sup>th</sup> Anniversary of the relationship between Tasmania and Fujian Province.
- **2016** 35 year anniversary between Tasmania and Fujian Province.
- **2017** 40 year anniversary with Yaizu.
- **2018** 20 year anniversary with L'Aquila.



## HOBART CITY COUNCIL – Delegations Register

### TERMS OF REFERENCE

#### **Economic Development and Communications Committee**

*The Economic Development and Communications Committee is established by the Council pursuant to Section 23 of the Local Government Act 1993, to assist the Council in carrying out its functions.*

#### **1. Membership**

- 1.1. Membership of the Committee is in accordance with the resolution passed by the Council at its meeting on 9 November 2009, being five (5) Aldermen.
- 1.2. Following each quadrennial election, Aldermen are appointed to the Committee by the Council. A mid-term review of the Committee membership and Terms of Reference will be undertaken in November 2016. Where a resignation may be accepted by the Council or an Alderman may be removed by resolution of the Council, the Council will appoint an Alderman to fill the vacant position.
- 1.3. In the event of a vacancy occurring at a meeting, the Committee may co-opt another Alderman to fill the vacancy pursuant to Section 23 (2) of the *Local Government Act 1993*, Regulation 10 (4) of the *Local Government (Meeting Procedures) Regulations 2005* and in accordance with Council Policy “Council and Council Committees – Meetings: Procedures and Guidelines”.

#### **2. Appointment of Chairman**

- 2.1. In accordance with the Regulation 10 (3) (a) of the *Local Government (Meeting Procedures) Regulations 2005*, and Council Policy “Council and Council Committees – Meetings: Procedures and Guidelines”, the election of the chairman of each of the Council’s committees is reserved to the Council.
- 2.2. Where an appointed chairman may be absent from a Council committee meeting, the provisions of Council Policy “Council and Council Committees – Meetings: Procedures and Guidelines” and Regulation 10 (4) of the *Local Government (Meeting Procedures) Regulations 2005*, apply to appointing the chairman for the meeting.

cont.../



## HOBART CITY COUNCIL – Delegations Register

### Continued

#### **3. Quorum**

- 3.1 A quorum is a simple majority obtained by the attendance of a majority of the membership of the Committee.
- 3.2 In accordance with Council Policy “Council and Council Committees – Meetings: Procedures and Guidelines”, the Lord Mayor or in their absence the Deputy Lord Mayor is an “ex-officio” member of all committees, except where they are an appointed member of that committee, for the purpose of establishing and maintaining a quorum, where the required number of committee members needed to maintain a quorum is deficient.

#### **4. Conduct of Meetings**

- 4.1. Meetings are conducted in accordance with the Provisions of the *Local Government Act 1993*, *Local Government (Meeting Procedures) Regulations 2005* and Council Policy “Council and Council Committees – Meetings: Procedures and Guidelines”.

#### **5. Frequency and Location of Meetings**

- 5.1. Meetings of the Committee are conducted monthly in the Lady Osborne Room at the Town Hall on those dates as adopted by the Council as part of its annual [schedule of meetings](#).
- 5.2. Meetings are also advertised in The Mercury newspaper, in accordance with Regulation 7 of the *Local Government (Meeting Procedures) Regulations 2005*, a minimum of four (4) days and a maximum of fourteen (14) days prior to the scheduled date of the meeting.
- 5.3. Where special meetings may be convened, these are advertised a minimum of two (2) days prior to the meeting date.
- 5.4. Meetings are open to the public, except when the meeting is closed pursuant to Regulation 15 of the *Local Government (Meeting Procedures) Regulations 2005*.

cont.../



## HOBART CITY COUNCIL – Delegations Register

### Continued

#### **6. Committee Functions**

6.1 To consider and make recommendations to the Council in respect to the following matters:

- (i) Economic Development
- (ii) City Marketing and Communications
- (iii) Tourism including the Travel and Information Centre
- (iv) Business Facilitation
- (v) International Relationships

#### **Note:**

The Council, at its meeting held on 27 August 2012, acknowledged that an Alderman may call in any delegated matter, including development applications, before the matter is determined under delegated authority by either a Council committee or a Council officer, provided there is sufficient statutory time to do so.

#### **7. Committee Delegations**

7.1 As provided under delegated authority from the Council pursuant to Section 22 of the *Local Government Act 1993*, to determine issues relating to the following matters:

- (i) the power to expend monies on Council's behalf as Delegation Classification 2 items in the Council's Annual Plan;
- (ii) determination of matters falling within the Committee's Terms of Reference, for which a Council officer has been delegated authority, where such officer chooses not to exercise such authority;
- (iv) to determine applications for Events and Marketing grants and assistance in accordance with Council Policy No. 4-02-11.

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## HOBART CITY COUNCIL – Delegations Register

Continued

**8. Review of Terms of Reference**

- 8.1 The Terms of Reference for Council committees are reviewed following each quadrennial election, and mid-term into the four year period of office of the Council.

**9. View ([Agendas and minutes for the Committee.](#))**

**10. Last Updated:**

**9. RESPONSE TO QUESTIONS RAISED AT THE 2015 ANNUAL GENERAL MEETING – FILE REF: 13-1-14**

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2x's

Memorandum of the Director Community Development of 30 March 2016.

DELEGATION: Committee

*Recommendation:*

*That the information be received and noted.*



13-1-14

(AGM 23112015 - Question)

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2015 responses\agm\_2015 response\_branding strategy.doc

30 March 2016

**MEMORANDUM: ECONOMIC DEVELOPMENT AND COMMUNICATIONS  
COMMITTEE**

**RESPONSE TO QUESTION TABLED AT THE  
ANNUAL GENERAL MEETING**

At the Annual General Meeting conducted on 23 November 2015 the following question was asked by the Council of Hobart Progress Association (CHPA) through a formal submission lodged in relation to the Annual Report.

At the meeting the question were taken on notice. A response is subsequently provided below and has been conveyed to the Council of Hobart Progress Association.

**Question: Future Direction 3.3**

*"We note the introduction of the City of Hobart Branding Strategy, despite the lack of community consultation. Can you please clarify what the Branding Strategy means? When is the City of Hobart branding applicable and when is the Hobart City Council applicable. For instance, the Annual Report is branded the City of Hobart but the report also refers to the Council?"*

**Response:**

A brand strategy aims to create clarity and consistency of understanding about an organisation's values and its services through the disciplined application of graphic design such as a logo and colour palette, as well as the use of images and corporate messages through written and digital communications such as the website, social media or the Capital City News, and the experience that the public has of its service delivery.

Reviews undertaken in 2010 and updated in 2012 found that brand management within the City of Hobart was ineffective and contributed to inefficiencies. This also resulted in confusion about what the Council brand represented, and about its alignment with the Council's 2025 Vision.

MISSION ~ TO ENSURE GOOD GOVERNANCE OF OUR CAPITAL CITY





The City of Hobart brand strategy seeks to deliver financial and operational efficiencies over time, whilst reinforcing a set of values included in the City of Hobart brand profile, adopted by the Council in 2013 and that aligns with the Council's 2025 Vision.

The Hobart City Council is a body incorporated pursuant to the provisions of the *Local Government Act 1993* and is the registered legal entity. The name is used when referring to the meetings and decisions of Aldermen, for example, *"Monday night's Hobart City Council decision"*, and in legal documentation, for example, *"agreement is between the Hobart City Council and Street Paving Tasmania"*.

The City of Hobart is a registered business name of the Council and refers to the organisation which supports and implements Council decisions. The name is used when referring to the organisation as a whole, for example, *"the City of Hobart is reviewing its community grants program"*, or when referring to work undertaken by employees, for example, *"the City of Hobart has begun work on making the street more pedestrian friendly"*.

A handwritten signature in black ink, appearing to read 'P. Holliday'.

(Philip Holliday)

**DIRECTOR COMMUNITY DEVELOPMENT**

**10. ECONOMIC DEVELOPMENT AND COMMUNICATIONS COMMITTEE –  
STATUS REPORT**

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8x's

A report indicating the status of current decisions is attached for the information of Aldermen.

DELEGATION:      Committee

***Recommendation:***

***That the information be received and noted.***

# ECONOMIC DEVELOPMENT AND COMMUNICATIONS COMMITTEE - STATUS REPORT

## OPEN PORTION OF THE MEETING

**November 2014 to April 2016**

Ref.	Title	Report / Action	Action Officer	Comments
1	<b>FUNKY SHOPPING TROLLEY HIRE PROGRAM</b> Council, 10/3/2015, Item 11	That a report be prepared on the feasibility of the Council initiating a 'funky' shopping trolley hire program, potentially to operate from the Council's off-street car parks.	Director Community Development	A report will be provided to the Council in the latter half of the year.
2	<b>CONTEMPORARY WAYFINDING SYSTEM AND CREATIVE HOBART POSTER POLES (ICAP 10) - PROJECT IMPLEMENTATION</b> Council, 13/4/2015, Item 22	That: 1. The introduction of a contemporary wayfinding system be endorsed. 2. The introduction of five Creative Hobart Poster Poles be endorsed.	Director City Planning	Wayfinding signage installation completed. Wayfinding language applications currently being developed. The second of the poster poles has been installed in Collins Street with the third to be installed shortly.
3	<b>CENTENARY OF ANZAC COMMEMORATIONS</b> Council, 13/7/2015, Item 16	That: 1. In light of the Tasmanian Theatre Company being successful in obtaining a \$50,000 grant from the ANZAC Centenary Trust, the Council partner with the Tasmanian Theatre Company to deliver the performance season of The Tree Widows on the Queen's Domain in April 2016, at both the Soldier's Memorial Avenue and the Tasmanian Powder Magazine. 2. Council officers seek additional funding support from other sources such as the Friends of the Soldier's Memorial Avenue and the RSL Tasmania.	Director Community Development	The Tree Widows project was performed on the Soldiers Memorial Avenue for two weeks in April to a total audience of 400 people. The performances had very positive reviews from the media and community groups such as the RSL.  A further report will be provided to the Committee in the latter half of the year.

Ref.	Title	Report / Action	Action Officer	Comments
4	<p><b>DARK MOFO – LIGHTING UP COUNCIL FACILITIES</b></p> <p>Council, 9/6/2015, Item 17</p> <p>Council 11/4/2016 Item 18</p>	<p>That:</p> <ol style="list-style-type: none"> <li>1. The Council approach the Tasmanian Government to request that the Department of State Growth give consideration to lighting the Tasman Bridge red as part of Dark Mofo in 2016.</li> <li>2. A further report be provided exploring the application of more colour capable lighting infrastructure for Salamanca Place and for the cardinal lights in Mawson's Place in time for Dark Mofo in 2016.</li> </ol>	Director Community Development	<ol style="list-style-type: none"> <li>1. The Department of State Growth has advised that the Tasman Bridge will again be illuminated red as part of Dark Mofo.</li> <li>2. A sum of \$100,000 will be listed for consideration in the 2016/2017 budget under the Asset Management Function for upgrading the Mawson Place cardinal lights to programmable colour capable LED lights.</li> </ol> <p>The red lights for Salamanca have been ordered and if planned timeframes for delivery are met then they will be ready for this year's Dark Mofo.</p> <p>A detailed design completed for the Mawson Place lights and proceeding with getting the consultants to undertake detailed design work this financial year.</p> <p>It is expected that the consultants will finish the design work to go to tender by July, with delivery of construction achievable to complete by December 2016.</p>

Ref.	Title	Report / Action	Action Officer	Comments
5	<b>GARAGE SALE TRAIL – COUNCIL PARTICIPATION – 2015-2017</b> Council, 9/6/2015, Item 18	That the City of Hobart participate in the Garage Sale Trail event for a three year term, with the first event to be held on 24 October 2015.	Director Community Development	This event was successfully delivered in 2015. Preparations are underway for the 2016 event.
6	<b>CITY OF HOBART BRAND PROJECT – NEW CORPORATE LOGO</b> Council, 9/6/2015, ITEM 19	That Stage 2 of the City of Hobart brand project, i.e the development of a style guide and associated graphic design files for the new City of Hobart corporate logo, commence in accordance with the Council's resolution of 11 August 2014.	Director Community Development	Stage 2 of the rollout is continuing.
7	<b>ECONOMIC DEVELOPMENT STRATEGY – MID-TERM REVIEW</b> Council, 13/7/2015, Item 19	That the Council agree to a mid-term review of the current Economic Development Strategy following the completion of a 'gaps and opportunities' report.	Group Manager Economic Development	The Gaps and Opportunities report was presented at the last Committee meeting and will now be used in the mid-term review of the Economic Development Strategy.
8	<b>2016 LUNAR NEW YEAR CELEBRATIONS – HOBART</b> Council, 7/9/2015 Item 16	That the Council agree to auspicing a working group to be chaired by Alderman Thomas, to work closely with community groups that organise events and activities for the 2016 Lunar New Year.	Group Manager Economic Development	A report summarising the outcomes and learnings from Lunar New Year 2016 will be provided to this meeting.
9	<b>WI-FI PROPOSAL FOR INNER CITY – UPDATE</b> Council, 7/9/2015 Item 17	That: 1. The Council endorse an Expression of Interest process for the provision of 'free to the public Wi-Fi' in the inner city. 2. A further report be provided to the Council after the results of the expression of interest process have been assessed.	Group Manager Economic Development	Expressions of Interest have been received from potential providers and these are currently being reviewed by officers.  A report will be provided at the earliest opportunity.

Ref.	Title	Report / Action	Action Officer	Comments
10	<b>COMPETITIONS TO MARKET THE CITY AND OTHER RETAIL PRECINCTS</b> Committee, 24/9/2015 Item 5	That the proposals from the findings of the Local Retail Precincts Plan for marketing and promotional opportunities for businesses in the suburban retail precincts be the subject of a report to the Council in the new calendar year.	Director Community Development	A report will be provided to the June Committee meeting.
11	<b>LIGHTING UP COUNCIL FACILITIES - NATIONAL ROAD SAFETY WEEK 2016</b> Council, 7/3/2016 Item 18	That: 1. The Council approve the request of the Road Safety Advisory Council to illuminate the Hobart Town Hall yellow, at its expense, to coincide with National Road Safety Week 2016 from 1 to 8 May 2016. 2. The Council further demonstrate its support of the National Road Safety Week 2016 by illuminating the Elizabeth Mall and the Railway Roundabout Fountain yellow, with the fee of \$100 to be funded from the City Marketing Function in the 2015/2016 Annual Plan.	Director Community Development	The matter is being progressed.
12	<b>BUSINESS EVENTS TASMANIA – ANNUAL FUNDING SUBMISSION 2015/2016</b> Council, 9/6/2015, Item 15	That the Council maintain funding plus an allowance for CPI at \$93,300 and should BET obtain funding from other sources to carry out a feasibility study for the development of a convention centre at Macquarie Point, the Council contribute the amount of \$6,700 to the study.	Group Manager Economic Development	Action is now complete.

Ref.	Title	Report / Action	Action Officer	Comments
13	<b>HOBART EXCEPTIONAL CUSTOMER SERVICE AWARDS</b> Council, 7/3/2016 Item 19	<p>That:</p> <ol style="list-style-type: none"> <li>1. The City of Hobart Exceptional Customer Service Awards, in their current format, be deferred for 2016: <ol style="list-style-type: none"> <li>(i) The Council continue its dialogue with the Hobart Chamber of Commerce in regard to the Chamber's 2016 business awards program, to ensure a customer service component of the program is delivered in 2016;</li> <li>(ii) A further report be provided to the next Economic Development and Communications Committee meeting regarding the continued discussions with the Hobart Chamber of Commerce about the 2016 awards program, and the outcome of such discussions.</li> </ol> </li> <li>2. The Council endorse the development of a proposal for a general business grants program, to be the subject of a further report to the Council in 2016, including an overall approach to business assistance.</li> </ol>	Director Community Development	A report in relation to this matter will be provided to the May Committee meeting.

Ref.	Title	Report / Action	Action Officer	Comments
14	<b>INTERNATIONAL RELATIONS STRATEGY</b> Council, 7/3/2016 Item 20	That: 1. The Council endorse a delegation led by the Lord Mayor to China in April 2016 with the primary purpose of signing the formal friendship agreement with Fuzhou. 2. The delegation comprise the Lord Mayor, Aldermen M Zucco, J R Briscoe and D C Thomas. (i) Given the significance of the visit, the General Manager and another Council officer attend. (ii) The Council agree to meet the cost of a qualified interpreter to accompany the delegation. 3. The delegation visit the cities of Fuzhou, Xi'an and Shanghai. 4. The details of the visit be finalised by the General Manager. 5. It be noted that Alderman Zucco will join the delegation from Asia. 6. The International Relations Strategy be revised to better reflect the increased resources required for City of Hobart delegations. 7. The process for reporting such travel be reviewed to reflect the City of Melbourne model.	Group Manager Economic Development	A report in relation to this matter is listed on this agenda.



Ref.	Title	Report / Action	Action Officer	Comments
15	<b>BICYCLE HIRE AND LOAN SCHEMES</b> Council, 21/3/2016 Item 14	<p>That:</p> <ol style="list-style-type: none"> <li>1. A report be prepared documenting the proposition of Council developing a rental bike service for locals and visitors, acknowledging the private operators that exist in Hobart and whether there is a greater demand than what is presently catered for by the private operators who service the City. A key objective of this investigation is to ensure that Council does not operate this service in competition with local operators and instead, serves to address any gap that may exist with the present service level in the City.</li> <li>2. The report should also include any learning's from international, national and local operators and local government rental bike programs, including the City of Brisbane, the City of Adelaide, the City of Melbourne and the City of Parramatta.</li> <li>3. The report should include recommendations and the feasibility for Council to implement a rental bike service for Hobart and what opportunities exist for Council to partner with the already existing commercial operators in delivering this service. The Council also look at ways to reinvigorate the Art Bike scheme.</li> <li>4. The report further address the costs associated with the recommendations made.</li> <li>5. The report also give consideration to the hire of electric bicycles.</li> </ol>	Group Manager Economic Development	The matter is being progressed and a report will be provided to the July Committee meeting.

Ref.	Title	Report / Action	Action Officer	Comments
16	<b>FEES AND CHARGES 2016/2017 - TASMANIAN TRAVEL AND INFORMATION CENTRE</b> Council, 11/4/2016 Item 16	That the schedule of fees and charges for the Tasmanian Travel and Information Centre marked at Attachment A to item 7 of the Open Economic Development and Communications Committee agenda of 24 March 2016, be adopted for the 2016/2017 financial year.	Director Community Development	Approved by the Council at its 11 April 2016 meeting.  Action is now complete.

## **11. QUESTIONS WITHOUT NOTICE – FILE REF: 13-1-10**

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Pursuant to Section 29 of the Local Government (Meeting Procedures) Regulations 2015, an Alderman may ask a question without notice of the Chairman, another Alderman or the General Manager or the General Manager's representative in accordance with the following procedures endorsed by the Council on 10 December 2012:

1. The chairman will refuse to accept a question without notice if it does not relate to the Terms of Reference of the Council committee at which it is asked.
2. In putting a question without notice, an Alderman must not:
  - (i) offer an argument or opinion; or
  - (ii) draw any inferences or make any imputations – except so far as may be necessary to explain the question.
3. The chairman must not permit any debate of a question without notice or its answer.
4. The chairman, Aldermen, General Manager or General Manager's representative who is asked a question without notice may decline to answer the question, if in the opinion of the intended respondent it is considered inappropriate due to its being unclear, insulting or improper.
5. The chairman may require an Alderman to put a question without notice, to be put in writing.
6. Where a question without notice is asked at a meeting, both the question and the response will be recorded in the minutes of the meeting.
7. Where a response is not able to be provided at the meeting in relation to a question without notice, the question will be taken on notice and
  - (i) the minutes of the meeting at which the question is put will record the question and the fact that it has been taken on notice.
  - (ii) a written response will be provided to all Aldermen, at the appropriate time.
  - (iii) upon the answer to the question being circulated to Aldermen, both the Question and the Answer will be listed on the agenda for the next available ordinary meeting of the committee at which it was asked, whereat it be listed for noting purposes only, with no debate or further questions permitted, as prescribed in Section 29(3) of the Local Government (Meeting Procedures) Regulations 2015.

**12. CLOSED PORTION OF THE ECONOMIC DEVELOPMENT AND  
COMMUNICATIONS COMMITTEE MEETING**

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The following items were discussed:-

- Item No. 1. Minutes of the Closed Portion of the Economic Development and Communications Committee Meeting held on 24 March 2016
- Item No. 2. Consideration of Supplementary Items to the Agenda
- Item No. 3. Indications of Pecuniary and Conflicts of Interest
- Item No. 4. Marketing strategy for the Hobart City Centre – File Ref: 14-2-24 LG(MP)R 15(2)(c)
- Item No. 5. Questions Without Notice – File Ref: 13-1-10