



CITY OF HOBART

# **SUPPORTING INFORMATION REPORTS UNDER SEPARATE COVER**

## **COUNCIL MEETING**

### **OPEN PORTION OF THE MEETING**

**MONDAY, 30 MAY 2022**

**AT 5:00 PM**

**VENUE: COUNCIL CHAMBER, TOWN HALL**

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2/5/2011**14. THE MENZIES RESEARCH INSTITUTE TASMANIA - FEDERAL  
GOVERNMENT BUDGET CUTS – FILE REFS: 13-1-9; 10-6-1**

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ALDERMAN THOMAS

“That a report be prepared to identify and advance at the earliest possible date all options which would:-

1. Express the strong support of the Council to assist the fight being waged by the Menzies Research Institute Tasmania (MRI) to avoid federal government budget cuts to its medical and scientific research programs.
2. Provide the ways and means for the Council to show leadership in assisting the community to support the MRI in its campaign.

cont.../

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Given the imminence of the Federal Government May 2011 Budget, it is time critical that the report be provided urgently and that the Council consider authorising the General Manager to act promptly on its behalf to initiate approved actions to further the purpose of this motion. These actions being designed to help prevent through advocacy, a potential loss of up to 50% of MRI'S recurrent budget for life saving research and development (with attendant loss to the Tasmanian community and its health and wellbeing, the attraction of leading scientific researchers and financial strength).

**Rationale:**

## Background:-

1. MRI is a leading national and global research facility which attracts high calibre researchers and has programs and community initiatives which has led to a deserved Tasmanian icon status.
2. Of particular importance in the Tasmanian context is research carried out into cancer, heart disease, dementia and multiple sclerosis – all diseases which have a high incidence in the Tasmanian population.
3. There is rumour of proposed federal budget cuts in this field from \$715M funding annually to \$400M annually the cuts to be phased in over 3 years and being cuts which would:-
  - (a) stymie, suspend or cease permanently research on life threatening diseases; and
  - (b) interrupt and lead to losses in vital medical research and scientific findings and a loss of scientific expertise from the state.

The suspension and in some cases the permanent loss of critical research projects are also expected to lead to the cancellation of the current highly successful PhD teaching program.

## Purpose of this Motion at this time:-

1. The Council is currently considering the Gehl Report and its recommendations for improving the vitality and sustainability of central Hobart.
2. The report and the Council's current strategic plan lay appropriate emphasis on economic security, employment and resultant increased community facilities (funded in the large part by vibrant economic activities).

cont.../

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3. MRI has through government and private philanthropic funding commitments substantially completed on the outskirts of the CBD a state of the art research and development facility co- located with the University of Tasmania's Medical school.
4. Significant employment opportunities are represented in the new facility as are the realisation of medium and long-term health advances for the Tasmanian community.
5. Through the Federal Government budget processes MRI receives some 50% of its recurrent budget requirements.
6. There is an expectation that the current \$715M research budget of the Federal Government may be cut to \$400M with a long-term critical funding impact on Australian research institutes. In the MRI context a \$10M loss (50% of budget) is anticipated.

## Potential actions that the Council might take:-

1. To work with the Executive Director and Board of MRI to lobby all Tasmanian members of the Federal Parliament to bring all possible pressure on the Federal Treasurer and members of the Federal Cabinet to ensure that MRI is immune from any cut to medical research funding in the forthcoming May 2011 Federal Budget.
2. To provide MRI with all information held by the Council which demonstrates the flow on economic impact that the MRI provides from its innovative community programs and research and development activities (and what the Council sees as the potential economic, social and environmental impact from a rapid scale down in MRI activities).
3. Such further or other positive initiatives that the Council determines appropriate.

## Outcomes:-

Any intervention that the Council is able to bring in terms of lobbying and advocacy will:-

1. Contribute to the health and well being of the local and Tasmanian community.

cont.../

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2. Has the potential to avoid or at the very least moderate the impact of any negative federal budget outcome as foreshadowed in this motion, lend to the stability of other existing forms of investment and employment in the CBD, encourage new investment.
3. Demonstrate the Council's commitment to a sustainable economy and a unique life style represented by the retention in Hobart of leading edge health research and development."

AGENDA

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26 SEPTEMBER 2011

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**MOTIONS OF WHICH NOTICE HAS BEEN GIVEN UNDER REGULATION  
16 (5) OF THE LOCAL GOVERNMENT (MEETING PROCEDURES)  
REGULATIONS 2005**
**10. AUSTRALIAN RESEARCH COUNCIL LINKAGE GRANT – UTAS  
APPLICATION – COUNCIL SUPPORT – FILE REFS: 13-1-9; 10-6-1**

3x's

Attachment          10/P1-3          The Economic, Social and Cultural Impact  
and Potential of MONA in Tasmania:  
Towards a Bilbao Effect.

ALDERMAN HARVEY

“That: 1. Officers prepare an urgent report  
into allocating funding of  
\$10,000 per year for three years  
as an equal contribution with the  
State Government and MONA to  
help fund a research project by  
UTas on 'The Economic, Social  
and Cultural Impact and Potential  
of MONA in Tasmania: Towards  
a Bilbao Effect.'

2. The funding contribution towards  
the project be considered as a  
partnership between the HCC,  
State Government and MONA in  
support of a UTas application for  
an Australian Research Council  
(ARC) Linkage grant that will  
potentially leverage \$250-300,  
000 from the Federal  
Government.

**Rationale:**

Refer to attached document.”

### The Economic, Social and Cultural Impact and Potential of MONA in Tasmania: Towards a Bilbao Effect

The Bilbao Effect is so-named because the sudden, dramatic and sustained turnaround of Bilbao's economic and cultural fortunes was often attributed to the building and launch of a major new art gallery/museum housed in 'celebrity architecture'. Designed by Frank Gehry in 1997, The Guggenheim Museum in Bilbao (GMB), was credited with putting the economically depressed Bilbao 'back on the map' with its record-breaking visitor numbers that secured a massive and sustained tourism-led recovery for the city-region.

Even in the aftermath of 9/11 (2001), when global tourism faltered then crashed, visitor numbers at GMB (930,000) remained almost unaltered from the record-breaking year before. In 2002 they represented a net contribution of \$US 170 million and sustained 4,415 new jobs (Bailey 2002). A visitor survey revealed that 82% came to the city of Bilbao exclusively to see the museum or had extended their stay in the city to visit it.

Reflecting on its success, Frank Gehry was quick to play *down* the arrival of an art gallery, even a very prominent one, for such an incredible economic outcome. Yes, it was an important move and yes GMB became a *sine qua non* centrepiece, but according to Gehry its sustained success depended **most** on building an integrated context within the locality for it to operate in. As he said: "So there was sort of an intent to change the *community* and it worked." In other words, a new gallery may be necessary but it is not sufficient for a Bilbao Effect. It needs a properly thought out, resourced and supportive environment to work its magic.

On the face of it MONA has had an analogous and auspicious beginning since it opened in 2011. It has had unprecedented numbers through its doors, it has become a cultural sensation (recognized and celebrated globally) and it has become a driver of visitation to Tasmania. However, unlike GMB it was not part of a prior integrated city plan but rather it was the ambitious vision of a private individual and it begs the question as to how a city like Hobart and a state such as Tasmania should respond to MONA – as indeed it should. This project is directed at that very task: to understand what is required and to provide practical advice on how to do it.

More specifically, this project will:

1. Identify *why* and *how* MONA works as a museum of art;
2. Conduct an economic, social and cultural assessment of its impact (how it has stimulated a range of other responses) but critically also ,

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3. Investigate how its host city and State can best respond in order to maximise its longer-term potential as an arts and creative city
4. Produce a set of practical solutions to guide the building of an effective integrated strategy

Like the GMB, MONA has established itself as an extraordinary and singular spectacle that has quickly become the stand-out feature of its city and region. However this is not the first time that such an event has happened in Hobart. The building of Sir Roy Ground's Wrest Point Hotel Casino in 1973 is at least comparable. Like MONA, the arrival of Australia's first legal casino to a city on the nation's touristic margin was an audacious and inspired experiment, but it worked. As with MONA now, the sudden arrival of unprecedented numbers of affluent tourists prompted government and business to consider how to capitalise on its good fortune and how to avoid it becoming a short-lived windfall. The upshot was a substantial sequence of investments in Tasmania as a natural and wilderness destination and this became a bedrock feature of Tasmanian tourism. It required a great deal of planned investments which resulted in the establishment of Tasmania as the nation's 'Natural State'. MONA is analogous in that it offers the opportunity for Hobart and Tasmania to consolidate its already substantial assets and cultural capital as an 'art place' and for this art place to be effectively integrated into its natural and heritage tourism portfolios. Tasmanians should learn important lessons from history, particularly when it is their own.

Through the auspices of an Australian Research Council Linkage Grant over three years this project will itself become a conduit for producing a more coordinated and integrated response to the challenge that MONA represents. At present there is a wide range of people, interests, organisations, potential, capabilities and capacities, partnerships and innovations that are not coming together or being brought together. This project will do this. As a result of the project's review of possibilities and potentialities, all parties will be in stronger position to decide how much and where investments should be made and what kind of organisations are required to oversee it.

Tourism theory suggests that Tasmania's greatest asset derives from it being a 'place on the margin' (Shields 1991), a place defined by its difference from the everyday and a place that promises excitement and transformation. Most of its attractions relate in one way or another to its remoteness: its pristine natural wilderness away from population and industrial centres but also its character as a place of banishment and punishment, as evidenced through its concentration of intact convict heritage sites and convict-built colonial architectures. However, places such as Tasmania also prove to be attractive for artists who seek affordable and aesthetic environments away from the metropolis in which to live and work. Though the arts and creative industries as a whole show a strong tendency to locate in large metropolitan centres, there is a persistent counter-tendency towards arts and crafts concentration in regional and sub-regional centres,



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given the right conditions. This has accelerated in the past decade with the development of new communication technologies, a tendency which has expanded to include digital creative industries. Already there is substantially more art activity and creative arts culture in Hobart/Tasmania than in most other regional centres of Australia and with MONA the stage is set for the development of a more critical mass. The challenge is clearly to build a more arts and creative industries environment for MONA and then to find ways of connecting all three forms of visitation.

As with the former development of its 'Natural State', it cannot be assumed that sufficient local expertise exists on the ground to research and advise on the building of a 'State of the Art' - which is why this project brings together two specialists.

**Professor Adrian Franklin**

Adrian Franklin is Professor of Sociology at the University of Tasmania and former Head of Urban Studies at the University of Bristol, UK. Franklin has published widely in the area of urban sociology, policy and urban change as well as in tourism. His recent research has focussed on the sociological and ritual foundations of tourism experience and what it is that makes cities successful. He is author of *City Life* and *Tourism*, as well as numerous books on the decorative arts and collections. He is the Founding Editor of *Tourist Studies* and he is recognised as a leading theorist of tourism in the contemporary period. He has also worked extensively in the media in the area of the arts and collections, he has worked closely with the Powerhouse Museum, Sydney and has curated two major exhibitions.

**Professor Justin O'Connor**

Justin O'Connor is Research Capacity Professor, Creative Industries Faculty, Queensland University of Technology and Visiting Professor, Department of Humanities, Shanghai Jiaotong University and has worked extensively, and closely, with cities (in the UK, Australia and China) seeking to build their creative industries. His work straddles an academic understanding of creative industries and its policy analysis and implementation. Recent books include *After Creative Industries: New Urban Cultures. Sage 2011*, *Arts and Creative Industries. Australia Council, Sydney. October 2010*, *Creative Cities, Creative Economy: Asian European Perspectives*, Springer, Dordrecht. (Ed. With Lily Kong) (2009)

**References**

Ben Hoyle (2008) Frank Gehry: the Bilbao Effect is bulls\*\*t  
*The Times*, July 9  
Bailey Martin, (2002) 'The Bilbao Effect', Forbes.Com  
Shields, Rob (1991) *Places on the Margin*. London: Routledge.  
Franklin Adrian (2010) *City Life*. London: Sage  
Franklin Adrian (2003) *Tourism*. London: Sage

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**TO** : Strategic Governance Committee  
**FROM** : Director Strategy and Governance  
**DATE** : 6 December, 2011  
**SUBJECT** : **INNER CITY ACTION PLAN**  
**FILE** : 11/1374: ECONOMIC DEVELOPMENT - Reporting - ICAP  
ICDP:J (F11/15257)

**1. INTRODUCTION**

- 1.1. To consider a range of actions as a first phase response to the Gehl Architects report – *Hobart 2010, Public Spaces and Public Life – A city with people in mind*.

**2. EXECUTIVE SUMMARY**

- 2.1. In December 2010 Gehl Architects delivered their report *Hobart 2010, Public Spaces and Public Life – A city with people in mind* to the Council.
- 2.2. The Council received the report and determined that there should be an opportunity for the community to comment prior to the Council formally considering the report.
- 2.3. From January 2011 officers of the Council have been working to translate the recommendation in the report to achievable actions.
- 2.4. The outcome is the preparation of an Inner City Action Plan (ICAP), a copy of which forms Attachment 1. The ICAP identifies 15 priority projects/actions that can be progressed as a first phase of projects that start to give life to the vision espoused in the *Hobart 2010, Public Spaces and Public Life – A city with people in mind* report.
- 2.5. It is noted that the projects are concepts at this time and require more detailed planning and design in order to validate the approach. It is also noted that the projects are not in any particular order of priority. This is a matter for the Council to determine based on preference, funding considerations, timing of major developments e.g. Myer, or 3<sup>rd</sup> party involvement.
- 2.6. It is proposed that the Council endorse the projects/actions listed in the ICAP as a basis to begin further planning and design.



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2.7. The initial priority projects include:

AP01 - Upgrading Liverpool St & Collins St, Between Murray St & Elizabeth Street

AP02 - Redesigning the Bus Mall – Collins Street to Macquarie Street

AP07 - Improved Access from the City across Brooker Avenue to the Domain

AP12 - Identify & Record All Retail & Service Businesses in the City

AP13 - Review & Recommend Opportunities to Promote City Living

AP15 - Activating Public Places

2.8. It is proposed that the Council endorse in principle the report *Hobart 2010, Public Spaces and Public Life – A city with people in mind* as the future planning reference for improvements within the inner city area.

### 3. BACKGROUND

- 3.1. In November 2009 the Council commissioned Gehl Architects to undertake a study that sought to assess how people and traffic moved in and across the inner city and how the city and public spaces are used by people. The analysis would provide a basis for developing a range of improvements that would make the city a more pleasant place to be through ease of access, improved public spaces and a activity. In essence to make the inner city a more vibrant and enjoyable destination which would attract more people and underpin the inner city economy.
- 3.2. Through 2010 Gehl Architects undertook the detailed analysis of the city with the assistance of UTAS Architecture students and Council employees. The analysis was undertaken in both summer and winter.
- 3.3. In December 2010 Gehl Architects delivered their report *Hobart 2010, Public Spaces and Public Life – A city with people in mind* to the Council.
- 3.4. The Council received the report and determined that there should be an opportunity for the community to digest the report and to make comment prior to the Council formally considering the report.
- 3.5. An extensive community and stakeholder engagement program took place between February and June 2011 using various media. As a result there was a strong response to the opportunity for comment (1363 responses) and a high level of support for the directions in the report. The outcomes of the consultations were presented to the Strategic Governance Committee in July 2011.



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- 3.6. From January 2011 officers of the Council have been working to translate the recommendation in the report to achievable actions. This has been overseen by a steering committee consisting of all Directors and chaired by the General Manager.
- 3.7. The outcome is the preparation of an Inner City Action Plan (ICAP). The ICAP identifies 15 priority projects/actions that can be progressed as a first phase of projects that start to give life to the vision espoused in the *Hobart 2010, Public Spaces and Public Life – A city with people in mind* report.

**4. PROPOSAL**

- 4.1. The draft ICAP was discussed at a Council workshop on 1 December. The projects included are:
- AP01 - Upgrading Liverpool St & Collins St, Between Murray St & Elizabeth Street
  - AP02 - Redesigning the Bus Mall – Collins Street to Macquarie Street
  - AP03 - Pedestrian & Cyclist Access - Lower Elizabeth Street
  - AP04 - Linking the Hobart Rivulet Park along Collins Street to the City
  - AP05 - Upgrading Elizabeth Mall & Wellington Court
  - AP06 - Develop & Enhance - Campbell Street Educational Precinct
  - AP07 - Improved Access from the City across Brooker Avenue to the Domain
  - AP08 - Castray Esplanade Pedestrian & Cycleway
  - AP09 - Improve Community Facilities – Criterion Street & Mathers Lane
  - AP10 - Evaluate & Recommend a City Wayfinding System
  - AP11 - Develop & Promote an Inner City Courtesy Zone
  - AP12 - Identify & Record All Retail & Service Businesses in the City
  - AP13 - Review & Recommend Opportunities to Promote City Living
  - AP14 - Consideration of Appropriate Development of Salamanca Place
  - AP15 - Activating Public Places
- 4.2. It is noted that the projects are concepts at this time and required more detailed planning and design in order to validate the approach. It is also



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noted that the projects are not in any particular order of priority. This is a matter for the Council to determine based on preference, funding considerations, timing of major developments e.g. Myer, or 3<sup>rd</sup> party involvement.

- 4.3. In the workshop discussion that there was general support for the following projects as early project priorities:

*AP01 - Upgrading Liverpool St & Collins St, Between Murray St & Elizabeth Street.* A priority project to coincide with the redevelopment of the Myer store.

*AP02 - Redesigning the Bus Mall – Collins Street to Macquarie Street.* A priority to improve the operation of the bus mall and the public use and amenity of the facility.

*AP07 - Improved Access from the City across Brooker Avenue to the Domain.* A priority in support of the UTAS re-establishment on the Domain campus.

*AP12 - Identify & Record All Retail & Service Businesses in the City.* A priority in identifying and understanding business activities in the inner city.

*AP13 - Review & Recommend Opportunities to Promote City Living.* A priority in creating more activity and life in the city at all times.

*AP15 - Activating Public Places.* A priority in creating more activity and interest in public spaces and the city as a destination.

- 4.4. It is important to understand that this document is not the total response to the Gehl document but a first response to the 230 recommendations contained in the report.
- 4.5. A number of the major Gehl recommendations have not been included in the ICAP as further testing and modelling is required before they can be advanced, e.g. 2 way street systems, Macquarie Davey Street couplet changes. As the opportunity arises to further evaluate these projects they can be included in the ICAP response.
- 4.6. The projects identified also seek to build on existing Council strategies and provide a focus for improvements across the city.
- 4.7. During the discussion it was noted that some activity/progress had already been made against some of the projects. Attachment 2 provides a summary of actions to date against each project.
- 4.8. It is proposed that the Council endorse the projects/actions listed in the ICAP as a basis to begin further planning and design.



## 5. IMPLEMENTATION

- 5.1. On adoption of the ICAP it would be proposed to commence further planning and design of the priority projects and inclusion in the relevant works programs.
- 5.2. The initial priority projects include:
  - AP01 - Upgrading Liverpool St & Collins St, Between Murray St & Elizabeth Street.
  - AP02 - Redesigning the Bus Mall – Collins Street to Macquarie Street.
  - AP07 - Improved Access from the City across Brooker Avenue to the Domain.
  - AP12 - Identify & Record All Retail & Service Businesses in the City.
  - AP13 - Review & Recommend Opportunities to Promote City Living.
  - AP15 - Activating Public Places.

## 6. STRATEGIC PLANNING IMPLICATIONS

- 6.1. The Gehl report *Hobart 2010, Public Spaces and Public Life – A city with people in mind* report is a key strategic reference for the future development of the inner city area. It is fundamental in underpinning the revitalisation of the inner city and the economy within it.
- 6.2. The Inner City Development Plan is an outcome of the Economic Development Strategy and a key plank in the city's economic wellbeing.
- 6.3. A key element in the project brief was to provide physical translation of the 2025 Vision for Hobart expressed by the community. The Gehl report has sought to provide the vision to do that and the ICAP sets out to begin that task.
- 6.4. The priority projects and actions identified in the ICAP addresses a multitude of strategies and outcomes identified in the Councils Strategic Plan and 2025 Strategic Framework.

## 7. FINANCIAL IMPLICATIONS

### Funding of Projects

- 7.1. The projects included in the ICAP have a “likely capital cost” estimated against them. Some may be funded by the Council, some jointly through partnerships and funding assistance.



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- 7.2. It would be proposed that an active program of identifying suitable grant funding opportunities be established to progressively test for applicable funding support.
- 7.3. Council funded projects may well include a combination of new asset, asset replacement, parking fund or even loan borrowings, depending on the timing, priority and project scope.
- 7.4. There is no provision in the Long Term Financial Management Plan (LTFMP) for these projects. It would need to be funded through existing provisions or as suggested loan borrowings if appropriate.
- 7.5. The impact on the existing work program and LTFMP would also depend on the timeframe in which the Council would seek to action the projects. It was noted at the workshop that a possible time horizon could be 10-12 years with an annual allocation of around \$1.5 - \$2million.

## Impact on operating result

- 7.6. Council will be aware that one of the objectives of the LTFMP is to eliminate the current operating deficit, and move to the recording of a small operating surplus.
- 7.7. At this point in time, it is not possible to estimate the impact on Council's operating result as there is insufficient detail as to the project designs, costs, funding sources and timing. However, some general comments can be made:
  - 7.7.1. To the extent a project can be funded through existing provisions e.g. the new asset program or asset replacement program, there will not be additional financing costs;
  - 7.7.2. Projects over and above existing provisions will incur additional financing costs – be it interest earnings forgone on cash reserves held, or interest expense in the case of additional borrowings;
  - 7.7.3. There will be depreciation expense on assets created; and
  - 7.7.4. Depending on the final projects selected and their design and timing, there may be a need to replace existing assets before the end of their life. In such cases, the asset replaced will still have a carrying value which will need to be extinguished and will thus be accounted for as assets written off.
- 7.8. As further information is known, Council will be kept informed.

**8. LEGAL IMPLICATIONS**

- 8.1. There are no legal implications from endorsing the ICAP.



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

- 9.1. Environmental implications from endorsing the ICAP will only be positive through the support for improved pedestrian movement, cycle infrastructure and reduced traffic impacts.

**10. SOCIAL IMPLICATIONS**

- 10.1. Social implications from endorsing the ICAP will only be positive if the objectives of activating public spaces and improving the user amenity of the city are enhanced.

**11. MARKETING AND BRANDING IMPLICATIONS**

- 11.1. In adopting the ICAP it would be proposed to prepare a marketing and promotion strategy to take the outcomes and priority projects back to the community and to develop approaches to keep the community and stakeholders informed of progress in implementing the projects and actions. A number of approaches could be included such as an official launch of the ICAP, project display boards, web site information, Capital City News, "city flyers."
- 11.2. It would also be intended that as projects are developing in specific areas, e.g. Liverpool Street that trader reference groups be established to ensure participation in the project development and information during project implementation/construction.
- 11.3. It is not intended to undertake further community consultation on the ICAP but consultation will occur with specific projects as they are developed.

**12. COMMUNICATION AND MEDIA IMPLICATIONS**

- 12.1. It would be expected that there will be strong media interest in the outcomes of the ICAP based on the public interest during the visits from Gehl Architects.
- 12.2. It would be proposed that in conjunction with the marketing and promotion strategy a communication and media component be included.

**13. DELEGATION**

- 13.1. Council

**14. CONSULTATION**

- 14.1. ICDP Steering Committee (Executive Leadership Team), CAPTeam (employee representatives), External Reference Group (key stakeholders and interest groups, refer page 75 ICAP report.)





**15. COMMUNICATION WITH GOVERNMENT**

- 15.1. Through involvement on External Reference Group (DIER, Metro, DEDTA, Office of the State Architect, SCWA.)

**16. RECOMMENDATION**

*That:*

- 16.1. *The report: j(c:\documents and settings\deanj\local settings\temporary internet files\content.outlook\omz73unw\inner city development plan - action plan development and reporting to council.doc) be received and noted.*

- 16.2. *Council endorse the projects outlined in the Inner City Action Plan as the basis for future planning within the inner city.*

- 16.3. *The initial priority projects include:*

*AP01 - Upgrading Liverpool St & Collins St, Between Murray St & Elizabeth Street*

*AP02 - Redesigning the Bus Mall – Collins Street to Macquarie Street*

*AP07 - Improved Access from the City across Brooker Avenue to the Domain*

*AP12 - Identify & Record All Retail & Service Businesses in the City*

*AP13 - Review & Recommend Opportunities to Promote City Living*

*AP15 - Activating Public Places*

- 16.4. *Council note the potential impacts on its operating result.*

- 16.5. *A marketing and promotion campaign be developed and referred to the Marketing and Events Committee.*

- 16.6. *The “Hobart 2010, Public Spaces and Public Life – A city with people in mind” report be endorsed in principle as a key strategic reference for the future development of the inner city area.*



(Gary Randall)

**DIRECTOR STRATEGY AND GOVERNANCE**

Attachments: Inner City Action Plan

ICAP Action Projects – Activities carried out to date



# icap

## Inner City Action Plan

**preliminary report to the Hobart City Council**

prepared by the Executive Management Design

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*Eva Ruzicka*

Chairman:

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**icap**

DRAFT

Proposed Inner City Action Plan – Hobart City Co 

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## The Inner City Action Plan

The Inner City Action Plan, provides considerations and recommendations of actions that the Council should assess in determining how to fulfil the recommendations contained in *Hobart 2010 – Public Spaces and Public Life: A city with people in mind.* Gehl Architects 2010 (Gehl 2010...Report).

**The ICAP is a plan for now, the future and a platform for continuing development and study.**

It contains recommendations for individual projects. These are pieces of the greater jig-saw puzzle, progressively being connected to become an active colourful whole.

When the recommended actions are activated;

- Elizabeth Street will provide a vibrant active spine to the City
- Pedestrian will move smoothly between destinations throughout the City
- Cyclists will safely travel to work and play through a thoughtfully shared environment
- Motorist will maintain a significant role in supporting the commerce of the City
- Public transport will be more predictable, more regular and have more destinations
- Sullivans Cove will be even more welcoming and active for more of the time
- An increasing population will reside in new and underutilised City buildings
- The Town & Gown Precinct will expand throughout the northern corner of the City
- Shopping in the City will be revived
- Nightlife will be revived, spaces will be invigorated & more people will enjoy the City.

**The main aim is to attract people and activity into the city.**



## The Gehl 2010 Report Hobart: A City with People in Mind

### Response to Recommendations

The Gehl 2010 Report contains 230 separate recommendations.

These range from major infrastructure projects that would change every street in the City through to socialising recommendations, such as: *'Invite people to stay in the City after working hours...'*

All of the recommendations have been considered, referenced, ranked, commented on and linked to timely proposed actions.

DRAFT

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## The Approach to the ICAP

**The ICAP, is the distillation of Gehl's recommendations from options, through review and challenges to concepts and finally to a suite of actionable proposals.** These actions are described in the Inner City Action Plan (ICAP).

The Gehl 2010 Report is part of the first stage of Hobart's Inner City Development Plan. It provides an extensive range of advice, based extensively on the observations, experience and applications of Gehl Architects.

There is Analysis, Recommendations and Data but there is no detailed consideration of the resources and scheduling required to significantly change the physical infrastructure and socio-cultural interaction in the City.

Careful consideration has been given to the Gehl 2010 Report, particularly in response to the recommendations it contains and to the responses received during the Community Engagement and Stakeholder Consultation.

The Inner City Action Plan completes the first stage of Hobart's Inner City Development Plan.

The second stage will require the ranking of the projects and determining those that will advance to detailed scoping and economic assessment, prior to design, detailed documentation, procurement, allocation, production and operation.

The ICAP endeavours to provide a plan that explains the changes that are required to achieve the more vibrant sustainable city to which the Council aspires.

However, most of the projects will require detailed design and evaluation, broad based scoping, careful economic and resource planning, targeted community engagement and the resolve to provide continual improvement and a sustainable future for the City.

To this end, the ICAP is the road map for Hobart, *a city with people in mind.*



## The Council

**This is an opportunity for the Council to activate its extensive resources and work closely with the wider community if Gehl's vision is to be realised.**

Physical changes are needed across many areas, including:

- Elizabeth Mall needs much better integration with the City's retail offerings. The Mall should be only part of a great City life experience. It is the place to meet friends to start a shopping adventure, to have coffee and to recuperate before pressing on to another activity!
- The Bus Mall is dour and must be renewed in line with a contemporary public transport system.
- The interaction of pedestrians, cyclists, motorists and buses is a muddle. It needs improvement to make it efficient, safe and enjoyable.
- The access to and from the City from the surrounding areas is poorly articulated. Defining the gateways and the connecting linkages to significant destinations around the City is essential.

There may be 230 recommendations but collectively they are about providing a bank of options that can be combined in endless ways, but which hinge upon 12 key recommendations determined in the Gehl 2010 Report. The combination that is decided upon must incorporate the best of Hobart's current attributes with a balanced selection of these recommendations.

Understanding Gehl's report is a challenge because it contains no *"this is how to do it"* recommendations.

Gehl's recommendations are powerful because they are for the Council to decipher, and assemble into value added actions.

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## The Recommended Priority Projects

The ICDP Steering Committee discussed the following projects as those most likely to be supported within the context of recommendations in the Gehl Report, and agreed that the CAPT should consider, develop, scope, assess and cost the proposed projects and include the results in the Inner City Action Plan.

There are many possible program actions able to be generated from the Gehl 2010 Report.

The Project Steering Committee (ELT) and City Action Planning Team (CAPT) made careful and balanced evaluations of a wide range of options before deciding on the following priority list.

Although the engagement with the public and the consultation with the stakeholders generally was overwhelmingly in favour of moving forward with the main recommendations of the Gehl Report it is important to take into account the economic and resource impacts of any actions that follow.

The 15 recommended priority projects have been selected to provide a broad base onto which future projects can be added, designated as follows:

- AP01** Upgrading Liverpool St & Collins St, Between Murray St & Elizabeth Street
- AP02** Redesigning the Bus Mall – Collins Street to Macquarie Street
- AP03** Pedestrian & Cyclist Access - Lower Elizabeth Street
- AP04** Linking the Hobart Rivulet Park along Collins Street to the City
- AP05** Upgrading Elizabeth Mall & Wellington Court
- AP06** Develop & Enhance - Campbell Street Educational Precinct
- AP07** Improved Access from the City across Brooker Avenue to the Domain
- AP08** Castray Esplanade Pedestrian & Cycleway
- AP09** Improve Community Facilities – Criterion Street & Mathers Lane
- AP10** Evaluate & Recommend a City Wayfinding System
- AP11** Develop & Promote an Inner City Courtesy Zone
- AP12** Identify & Record All Retail & Service Businesses in the City
- AP13** Review & Recommend Opportunities to Promote City Living
- AP14** Consideration of Appropriate Development of Salamanca Place
- AP15** Activating Public Places

**Addenda A.1** – Awnings and other shelters in public spaces

**Addenda A.2** - Information Booth and Viewing Gallery to the Hobart Rivulet, Elizabeth Mall

**Addenda A.3** - Connecting Wellington Court to Argyle Street

**Addenda A.4** - Community Engagement Stakeholder Respondents

### Referencing Critical Timelines

It is important to understand that any dates shown in this report indicate the earliest date that preliminary investigation, scoping and concepts would be developed. They are not representative of project completions.

icap


ICAP REFERENCE PLAN



*Hobart – After Gehl, Phase One Projects at a Glance*

Prepared by George Wilkie – Executive Manager City Design,  
Strategy and Governance Division

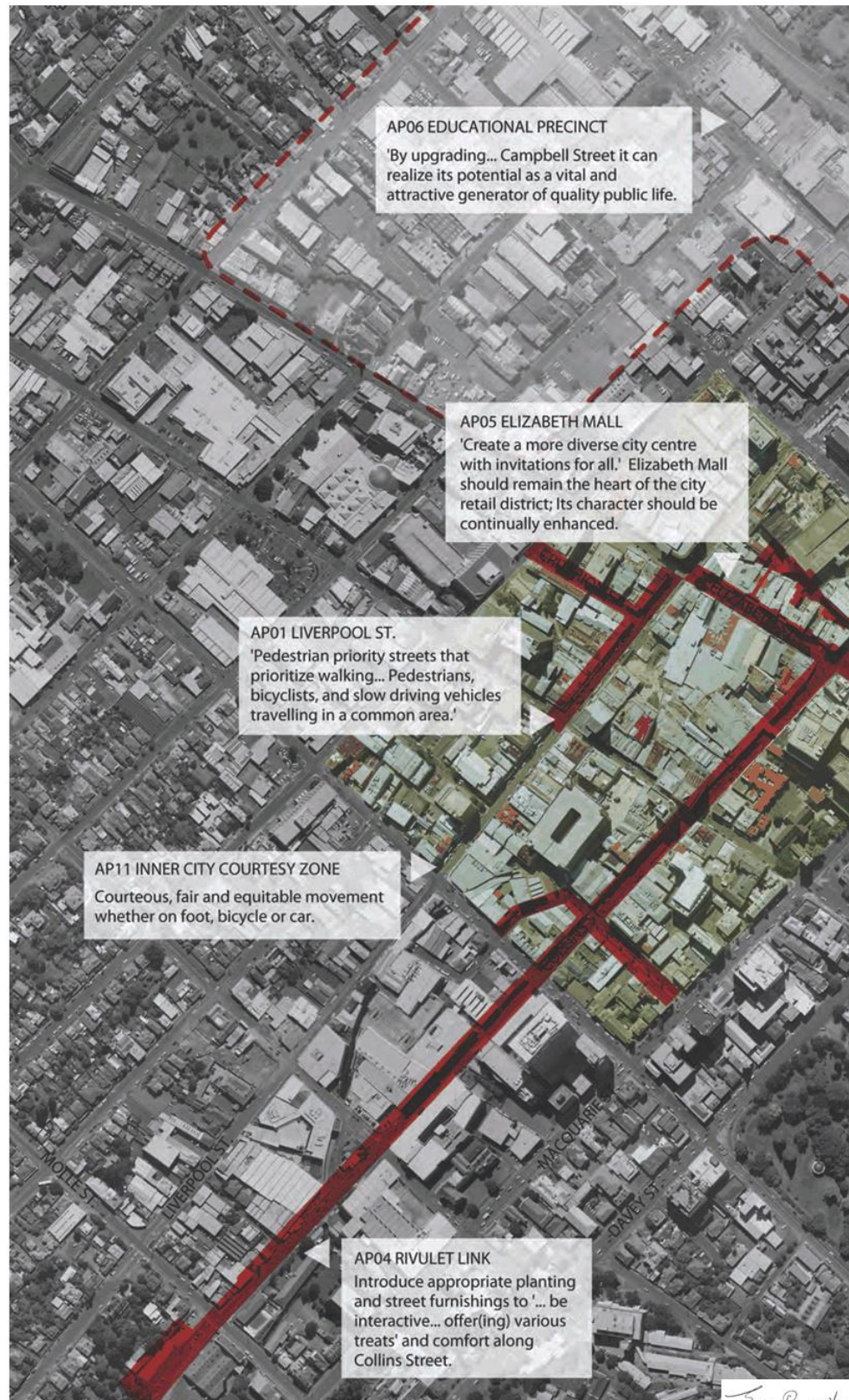
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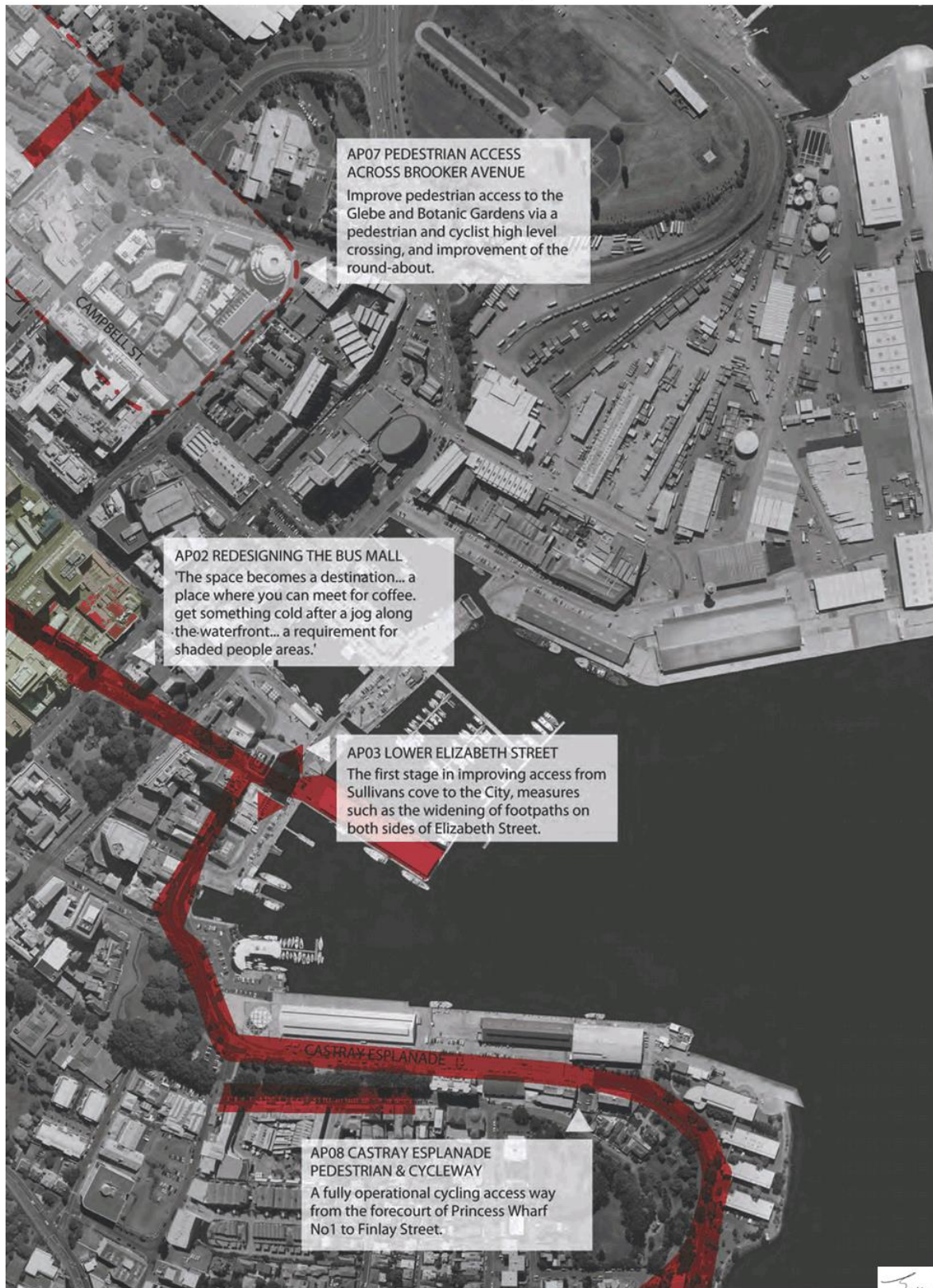


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*Eva Ruzicka*



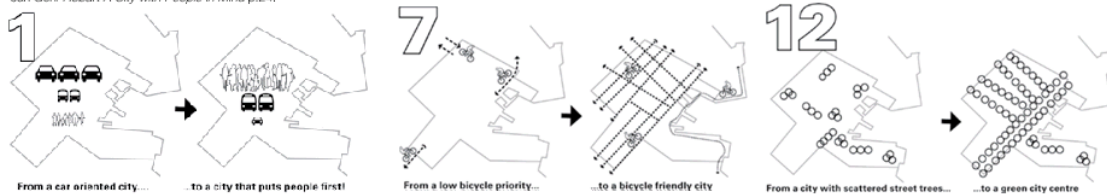
## Action Project One – AP01

### Upgrading Liverpool St & Collins St, between Murray St & Elizabeth St

#### The Challenges, Analysis and Recommendations – Gehl Hobart 2010

*"Streets are everywhere but often their potential as great places to just be [in] is not recognised. To reap their social and recreational potential they must be designed for pedestrians and fit the human scale."*

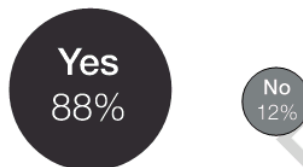
Jan Gehl Hobart A City with People in Mind p.24.



#### Responses to Public Engagement

Do you support this concept?

*Creating a city with dignified connections.*



How important is...?  
5 = High 1 = Low

Creating green city boulevards	4.1
Creating urban city streets	3.9
Creating pedestrian priority streets	4.1
Creating urban fine grain	3.9

#### Gehl Report Comments:

##### Pedestrian priority streets focus on:

Collins St and Liverpool St between Murray St and Elizabeth St as pedestrian priority streets and prioritised walking.

Pedestrians, bicyclists and slow driving vehicles travelling in a common area.

No kerbs have been installed and it is a more negotiating process, than a right of way. These types of streets hold strong restrictions on vehicular traffic in terms of turning options and driving directions. Thus the level of vehicular traffic is low and space is gained for other people activities.

Wide and clearly marked pedestrian crossings along the street support pedestrian flow.

Widespread opportunity for public seating for relaxing and socialising

Small scale greenery and art to add character.

Lighting to ensure orientation, feeling of safety and atmosphere.

Limited short term delivery parking.



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## AP01

### Upgrading Liverpool St & Collins St, Between Murray St & Elizabeth St

#### Considerations

A significant proportion of retail trade takes place within Liverpool Street and Collins Street between Elizabeth Street and Murray Street. Gehl identified Liverpool Street and Collins Street as important streets to be upgraded to increase priority for pedestrians.

Elizabeth Mall is an exclusively pedestrian place during retail trading hours, with limited delivery access in the non-trading periods of the day.

Murray Street currently provides an important vehicle link from areas north of the City, through the City particularly for motorists accessing Salamanca Place and travelling to destinations serviced by Sandy Bay Road and Davey Street. Careful traffic modelling is required to determine alternate routes for this traffic to reduce its impact on Murray Street and to avoid moving the problem to another location.

The upgrading of Liverpool Street will take advantage of the developed Myer Department Store and associated hotel development to ensure that the retail heart of the city demonstrates a sustainable future. The actions recommended to upgrade Liverpool Street, take into account the likely impact on the Inner City retail environment, particularly the blocks bounded by Liverpool Street, Harrington Street, Collins Street & Argyle Street; including Murray Street.

Liverpool Street has been a main across town thoroughfare through the inner city since the earliest days of Hobart Town; it has attracted major development and institutions along its length; including the Royal Hobart Hospital, the Police Headquarters and major retail facilities including the Myer Department Store.

Collins Street; due to having a single traffic lane between Murray and Elizabeth Streets and bus counter flow lane from Argyle Street to service the Bus Mall; has significantly less through traffic than Liverpool Street. There are two important considerations requiring resolution in this section of Collins Street; ensuring responsible goods delivery and pick up from the retailers, including many of those in the Cat and Fiddle Arcade, and determining whether the existing taxi rank is suitably located.

It is no longer considered acceptable to use an inner city street as a vehicle thoroughfare and the Gehl Report recommends that focus be placed upon '*...Collins Street and Liverpool Street between Murray Street and Elizabeth Street...as pedestrian priority streets that prioritize walking. Pedestrians, bicyclists, and slow driving vehicles travelling in a common area.*' (page 96).

Hobart's retail core is effectively a sandwich between Liverpool Street and Collins Street, extending between Argyle and Harrington Streets. The centre of these three city blocks, in Liverpool Street, will be dominated by the proposed five storey high Myer Department Store. This impressive edifice will have one major entry point to the store from Liverpool Street. There is also an entry into the foyer of the 180 room hotel and conference centre to be located above Myer.

Not only will Myer generate significantly more pedestrian movements in Liverpool Street but it will provide through links to a new two level arcade on Murray Street and a connection into the Cat and Fiddle Arcade that provides access to and from Elizabeth Mall, Collins Street and Murray Street.

Immediately across the street from Myer is the recently revitalised Mathers Lane and the proposed Les Lees Arcade, these two links provide access to Mathers Lane Precinct and the Hobart Central Car Park in Melville Street.

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**AP01****Upgrading Liverpool St & Collins St, Between Murray St & Elizabeth St****Recommended Actions**

- AP01.01** Evaluate the likely increase in pedestrian volume due to the changing retail facilities.
- AP01.02** Model the likely pedestrian movement patterns in Liverpool Street, crossing Liverpool Street, passing through the Myer site, using the Liverpool Street/Murray Street intersection and to and from the parking stations.
- AP01.03** Preliminary considerations indicate that the current crossing point should be maintained and an extra crossing point provided south of Criterion Street, these crossing points should be clearly defined.
- AP01.04** The kerb edge barrier fences should be removed from Liverpool Street and Collins Street between Elizabeth Street and Murray Street as a component of improving pedestrian access, reducing the traffic lanes and supporting a pedestrian priority street. The pedestrian movement areas should be increased in width and a suite of furnishings designed and installed.
- AP01.05** Evaluate the impact of reducing the traffic lane in Liverpool Street to a single through lane, including what speed limits and time constraints may be required.
- AP01.06** Evaluate the retail delivery needs of the shops along Liverpool Street and Collins Street and recommend appropriate measures for the location and time restrictions on loading zones. Particular attention is to be made to determine the impact of the new Myer loading dock.
- AP01.07** The proposed hotel will generate taxi and coach traffic. The likely frequency and volume of these vehicles should be evaluated and a scheme of operation agreed with the operator of the hotel to limit the impact of these services on the adjacent retailers and overall public amenity.
- AP01.08** There is no car parking included in the Myer development, shoppers picking up and dropping off of people and goods along Liverpool Street will have to be limited and modified traffic control measures may have to be operated to eliminate on-street queuing.
- AP01.09** The entry into Criterion Street from Liverpool Street should be severely limited, delivery vehicles should be limited to early morning and late evening access, motor cars other than those with private off-street parking should be excluded.
- AP01.10** Areas of Liverpool Street and Collins Street towards Murray Street should be developed as green zones of trees and planting, providing shade to both sides of the street for outdoor dining or just resting and relaxing.
- AP01.11** The street area lighting should be replaced with a modern high efficiency system, a consultant should be engaged to prepare and recommend an appropriate design.
- AP01.12** Improved street furniture should be provided, including bench seating, way-finding maps and interpretive information and suitable refuse bins.
- AP01.13** Due to commercial sensitivity of the Central Retail zone it is important that stakeholders are engaged during the development of design and planning actions for these places.
- AP01.14** During construction of improvements all retailers and other service providers will be kept fully informed of the Council's work schedules.



**AP01**  
**Upgrading Liverpool St & Collins St, Between Murray St & Elizabeth St**

**Action Concepts and References**



Project Reference Code	AP01
Project Key Words Reference	Upgrade Liverpool + Collins Streets
Likely Capital Cost	\$2,000,000 to \$2,500,000
Source of Funding	Council
Critical Timelines	Completion Concurrent with Myer Opening (Stage One)
Perceived Community Support	High

Prepared by George Wilkie – Executive Manager City Design.  
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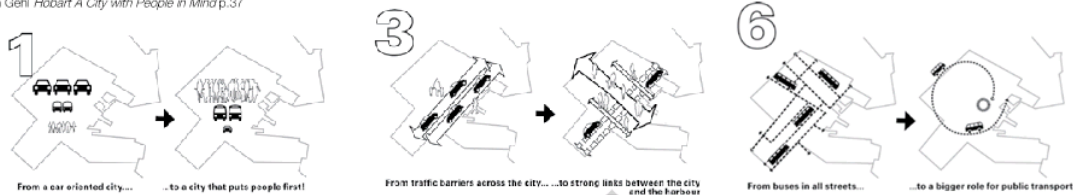
## Action Project Two – AP02

### Redesigning the Bus Mall, between Collins & Macquarie Streets

#### The Challenges, Analysis and Recommendations – Gehl Hobart 2010

*"The quality of the bus system should not be judged by the bus journey alone, but also by the net effect bus traffic has on the public realm and on the walking environment. Often the quality of the public spaces linked to important bus stops or bus routes is poor."*

Jan Gehl Hobart A City with People in Mind p.37



#### Gehl Report Comments:

##### A bigger role for public transport:

##### Rethink and simplify public transport

Investigate how buses (or light rail) can provide a simplified, attractive silent and pollution free public transport service. A future transport system should incorporate a strong sustainable dimension.

Create a system of dedicated city routes and dedicated suburban routes.

Introduce a simple one route shuttle system in the City centre and serve this route by free service buses.

Avoid bus layovers and major bus stops in the City centre by replacing interchanges and layovers to the periphery of the City centre.

Ensure a frequent running 24 hr public transport system with high evening and weekend coverage to support public life activities outside peak periods.

Provide dedicated bus lanes in selected streets i.e.. Davey Street and Macquarie Street, to improve efficiency and reliability of public transport.

Strengthen a sustainable public transport system - no fumes, no noise, green energy.

Ensure that links to and from public transportation nodes, and the nodes themselves, are safe at night with high quality lighting and the presence of people.

Redevelop Elizabeth Street Bus Mall into a more people friendly space and give higher priority to the pedestrian by introducing a pedestrian priority street.

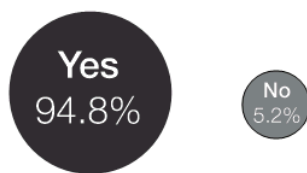
Introduce a free shuttle bus loop connecting the key destinations in the City centre and future parking structures in the periphery of the City

Proposed Inner City Action Plan – Hobart City Co *Eva Ruzicka*

#### Responses to Public Engagement

Do you support this concept?

Considering a Bigger Role for Public Transport



How important is...?

5 = High 1 = Low

Rethinking and simplifying public transport 4.6



## AP02

### Redesigning the Bus Mall, between Collins & Macquarie Streets

#### Considerations

**Redesign the Bus Mall to increase its efficiency and improve its desirability as a people place.**

Work should include a safer system to catch the buses, reduced risk of accidental injury, improved access for all, a modern lighting scheme and promotion of appropriate retail establishments. This would be the First Stage in the upgrading of the public transport system. The final operation and design of the Bus Mall will proceed progressively as Metro modernises its operations. The bus stops along the edges of Franklin Square can only be addressed when a more efficient operational model can be tested and introduced.

**This is a major joint project that will take many years and significant restructuring and expenditure.**

There are five significant stakeholders in this project:

- The Hobart City Council
- The Department of Infrastructure, Energy & Resources (DIER)
- Metro Tasmania Pty Ltd
- The Public Transport Users
- The Tasmanian State Government

The intersections along Elizabeth St and Collins St, Macquarie St and Davey St are dominated by the needs of buses. The particular problem at Collins St is the counter-flow lane between Argyle St and the Bus Mall that is currently required to allow two-way bus movements in the bus mall. The Gehl Report recommends '*Bus traffic is gathered in the middle of the street, but buses are only driving one-way*' (98). The Report also recommends that Collins Street, between the Bus Mall and Murray Street, becomes a pedestrian priority street. These recommendations effectively determine, if Gehl's recommendations are implemented, that the buses would move from Collins Street through the Bus Mall and then turn right into Macquarie Street.

If this routing was implemented, buses would predominantly turn left into Macquarie Street from the Bus Mall, with some buses, at certain times of the day driving across Macquarie Street or turning right into the Macquarie Street counter-flow lane through to Murray Street. Buses in Davey St could continue on to service Sandy Bay, South Hobart and the Southern Outlet, or turn right into Elizabeth Street to complete a circuit.

Metro has indicated that they would be able to operate with two bus lanes one along the Post Office kerb and the other utilising an island platform. Changes to the bus timetables would allow buses to leave the Bus Mall at the traffic light sequencing. Kerb heights are required to suit access requirements.



Jan Gehl Hobart A City with People in Mind p.94

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## AP02

### Redesigning the Bus Mall, between Collins & Macquarie Streets

#### Recommended Actions

- AP02.01** Gehl's recommendations include 'An extended single-surfaced paving across the space...' While this is certainly a worthy recommendation it is recommended that the requirements for disability and less ability access be thoroughly studied prior to deciding on the design for the floor of the Bus Mall.
- AP02.02** Currently the buses load passengers at raised kerbs, this requirement is likely to be required in any new design to ensure universal access on and off the buses. It is possible that raised platforms similar to those used for tram stops in Melbourne would provide safe and appropriate access. Metro will be requested to participate in determining the need and extent of platforms/kerbs.
- AP02.03** The existing passenger waiting shelters are inadequate. They do not provide enough seating and have poor weather protection. They should be removed and a new shelter designed that is self supporting and can be easily relocated if required, provides sufficient seating, and has improved weather protection.
- AP02.04** The route information and time tables must be modernised. A minimum requirement is a system that provides easy to understand information that is accessible to people of all ages and abilities. Progressively a system of electronic signs providing real time information on the arrival times of buses and sufficient information to determine their routes should be designed and installed. Time tables to ensure adequate time separation between bus departures to reduced congestion should be implemented.
- AP02.05** The area lighting system of the Bus Mall must be renewed to ensure the whole space is brightly lit to improve public safety, enhance the desirability of the space for street side businesses and to indicate to people moving from the Cove after dark that this is the entry to the Inner City.
- AP02.06** Gehl recommends that, 'The space becomes a destination...a place where you can meet for coffee ...eat lunch on a bench...get something cold after a jog along the waterfront...' The brief for redesigning the Bus Mall should include a requirement for shaded people places '...with good recreative staying possibilities.' [98]. By increasing the south side footpath to at least 9 metres and planting a row of trees at the kerb line will greatly increase pedestrian movement. A suite of rest and restorative places should be located under the trees and cafes should be induced to provide al fresco service.



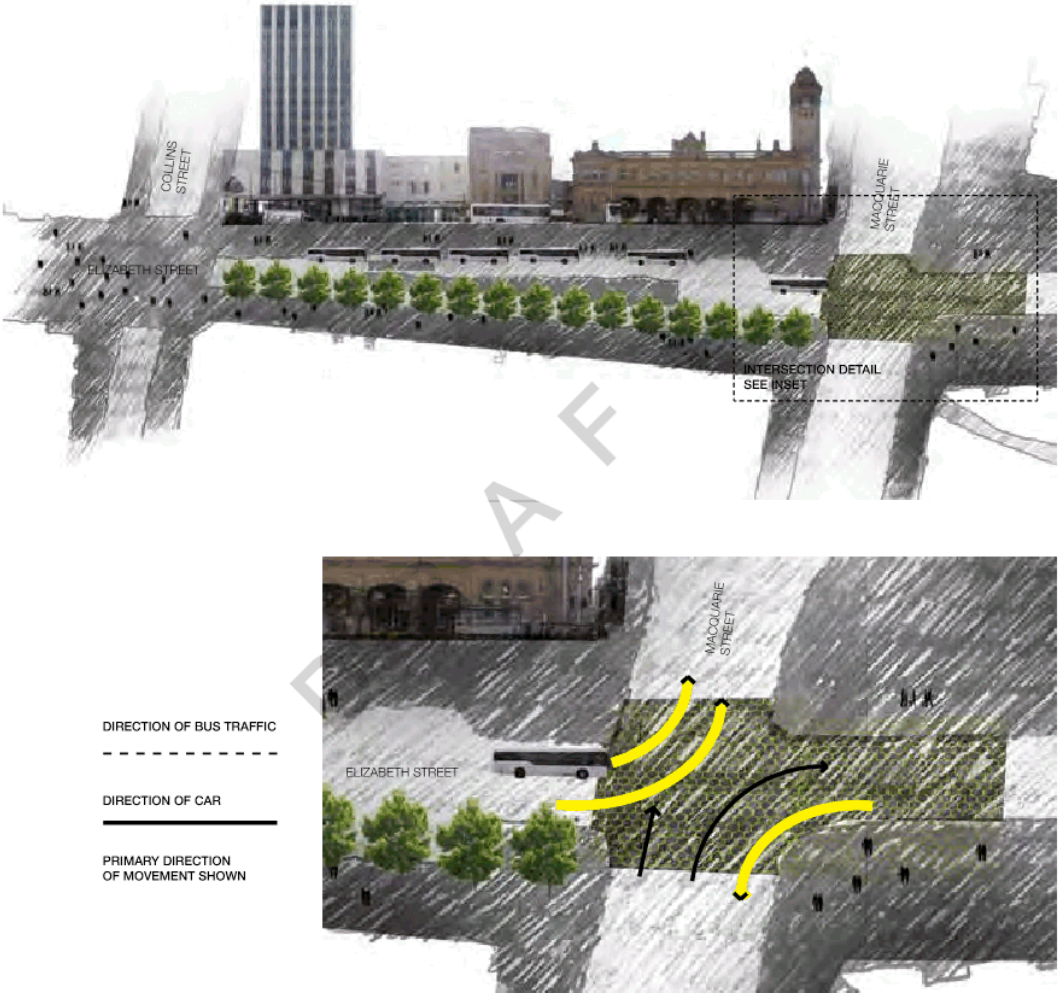
Jan Gehl Hobart A City with People in Mind p.93





**AP02**  
**Redesigning the Bus Mall, between Collins & Macquarie Streets**

**Action Concepts and References**



Project Reference Code	AP02
Project Key Words Reference	Upgrade the Bus Mall
Likely Capital Cost	\$1,500,000 to \$2,000,000
Source of Funding	Council, Metro, DIER & External Grant Funding
Critical Timelines	For Construction after 2015
Perceived Community Support	High

Prepared by George Wilkie – Executive Manager City Design.  
Strategy and Governance Division

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## Action Project Three – AP03 Pedestrian and Cyclist Access - Lower Elizabeth Street

### The Challenges, Analysis and Recommendations – Gehl Hobart 2010

*'A good pedestrian network invites people to walk because it is appealing, comfortable and uninterrupted. Links bring them from one end of the city to the other. A pleasant street scape is appealing in all aspects: it is comfortable, and interesting to walk along and the quality of the facades, ground surface and other street elements is high.'*

Jan Gehl Hobart A City with People in Mind p.22

*'Cycling is like walking – it is about opportunities and convenience. Cycling is an attractive alternative mode of transport – inexpensive as well as an excellent way of exercising and remaining healthy.'*

Jan Gehl Hobart A City with People in Mind p.28



**Gehl Report Comments:**

**Ensure a good city for walking**

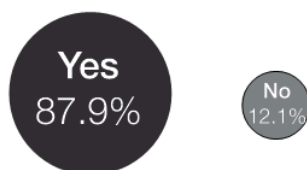
#### Extend and connect the pedestrian network:

Ensure a coherent pedestrian network of convenient walking links to key destinations, public transport and major parking facilities. An extensive pedestrian network consisting of attractive walking routes, car free streets and pedestrian priority streets is the key to a successful city where walking is a competitive transportation mode.

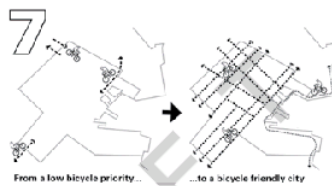
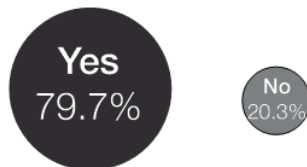
#### Responses to Public Engagement

Do you support these concepts?

*Ensuring a City Centre for Walking*



*Ensuring a city centre for Cycling*



**Gehl Report Comments:**

**Ensure a city centre for cycling**

#### Develop bicycle friendly environments

Develop an active bicycle policy to encourage all user groups to cycle as much as possible. Set a goal for how many people should commute by bicycle to work by 2030 and create a strategy to reach that goal.

Safe streets for cyclists are either when the bicycle is safely separated from the cars or when the motorised traffic is integrated in streets at similar speeds to cyclists.

Complement the streets with dedicated bicycle lanes with bicycle friendly environments so that it is possible to take the bicycle from door to door. Cyclists should be able to go to all major city destinations and destination areas.

Introduce proper and secure bicycle lanes placed between footpaths and parking, preferably at least 1.50 m wide. Be consistent in the placement and design of bicycle lanes. Highlight bicycle lanes through intersections to raise awareness.

Provide dedicated bicycle signals at intersections.

How important is...?

5 = High 1 = Low

<b>Extending and connecting the pedestrian network</b>	<b>4.3</b>
<b>Developing a versatile pedestrian network</b>	<b>4.3</b>
<b>Improving comfort and reducing barriers</b>	<b>4.3</b>



## AP03

### Pedestrian and Cyclist Access - Lower Elizabeth Street

#### Considerations

The widening of the footpaths on both sides of Elizabeth Street from Macquarie Street to Franklin Wharf plus improved pedestrian safety measures across Franklin Wharf to the activities provided on Elizabeth Pier.

The section of Elizabeth Street separating the Town Hall from Franklin Square provides a series of bus stops and significant motorcycle parking places down the middle of the street. There is a fully accessible public toilet on the edge of Franklin Square.

Motorcars are permitted to move in both directions in the Franklin Square section of Elizabeth Street, this leads to delays and congestion when buses turning left out of the Bus Mall into Macquarie Street limited the ability of cars to exit Elizabeth into Macquarie Street. This vehicle congestion detrimentally impacts on pedestrians attempting to cross Macquarie Street – between the Post Office and the Town Hall.

Extend the current cycleway that ends at the Marine Board building across Elizabeth Street and along Morrison Street to a suitable connection with Castray Esplanade.

This is the first stage in improving access between Sullivans Cove and the City. Consideration has been given to other potential links, including Campbell Street, Dunn Place, Argyle Street and Murray Street.

Campbell Street is not currently considered a sufficiently direct route to provide the Cove to City link but it will have a major role in the Education Precinct Action Plan (see AP06).

A walkway is approved by the Council to connect Macquarie Street to Davey Street through Dunn Place to provide improved access to TMAG following the current upgrading program.

Argyle Street is an important motorist link into the City from Davey Street and is used by traffic from Salamanca, Battery Point and Sandy Bay entering the City. This is the major feeder street to the City's largest car park and to the Royal Hobart Hospital – reducing traffic lanes to widen footpaths is very difficult to achieve.

Murray Street is suited to improved pedestrian access and should be upgraded when the new Parliament Square development comes on line. A longer term aim could be to convert the existing Treasury Building into a cultural heritage site with a wide range of public events.

With a cycleway from Evans Street through to Murray Street cyclists will be able to safely by-pass the city centre or use all the streets linking to the city from Campbell Street to Murray Street.



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## AP03

### Pedestrian and Cyclist Access - Lower Elizabeth Street

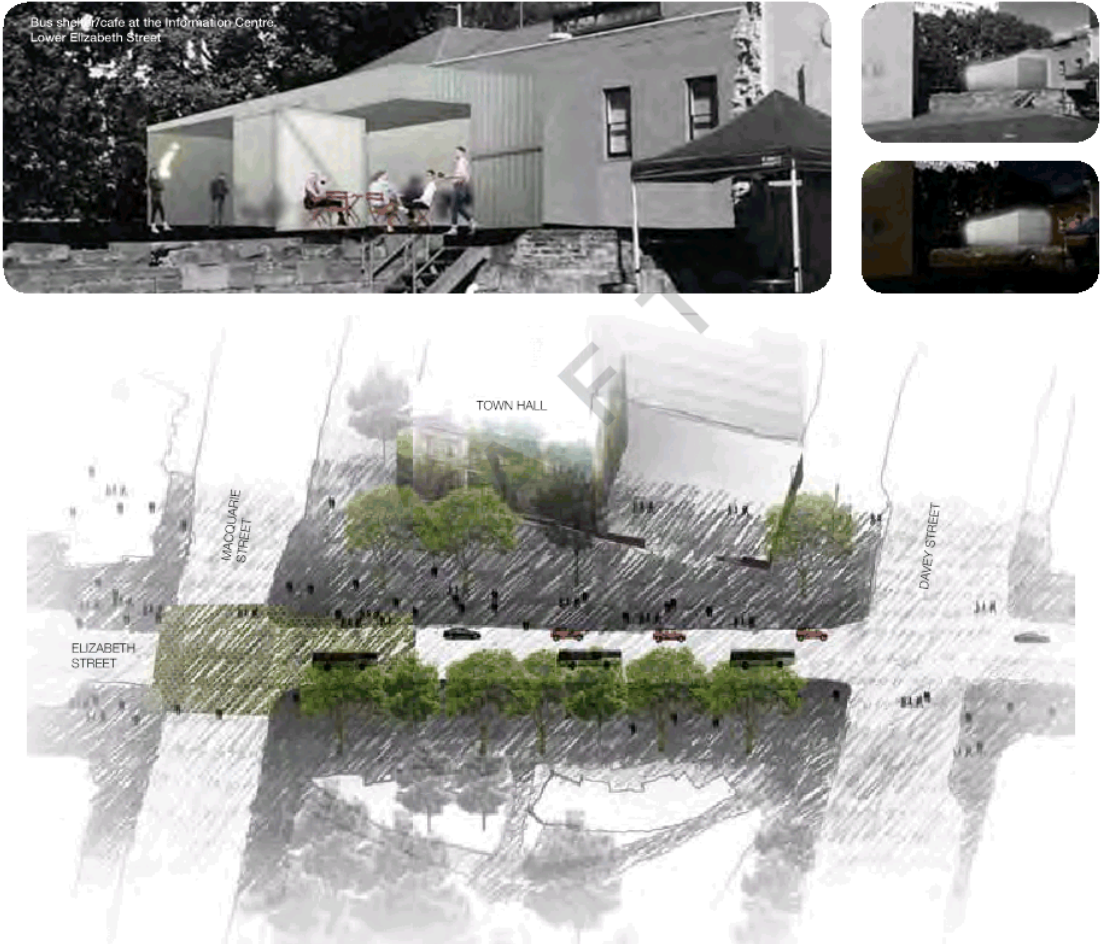
#### Recommended Actions

- AP03.01** The traffic lanes in Elizabeth Street between Macquarie Street and Davey Street should be reduced in width. Approximately seven metres of roadway should be allocated to the exclusive use of buses (turning left into Macquarie Street counter flow lane) and emergency vehicle (no taxis allowed), entering from Davey Street and exiting into Macquarie Street. One vehicle lane for the use of all traffic should operate from Macquarie Street through to Davey Street. This movement system will eliminate right turning vehicles leaving Elizabeth Street and turning into Macquarie Street. This will achieve better pedestrian movements across Macquarie Street and eliminate the conflict between turning buses and cars.
- AP03.02** Elizabeth Street between Davey Street and Morrison Street should be reduced to two active lanes and two kerb side parking lanes. The footpaths should be widened to make use of the reduced width of the traffic thoroughfare.
- AP03.03** The motor cycle parking in Elizabeth Street adjacent to Franklin Square should be removed and relocated to the vacant site (currently used for permit car parking) at the corner of Elizabeth and Morrison Streets. If there is insufficient space in the location extra spaces should be provided in Despard Street and Brookes Street.
- AP03.04** A coach pickup zone should be developed on the north side of Elizabeth street. The whole of this side of the Street will be available for coaches during the peak tourism and cruise-liner periods, at other times short term parking could be provided.
- AP03.05** A combination of parking for people with disabilities, short term parking and a coach zone will be provided along the kerb outside the Hydro offices and the Council Centre.
- AP03.06** Both Elizabeth Street footpaths between Morrison Street and Franklin Wharf should also be widened.
- AP03.07** Extra trees should be planted in Elizabeth Street
- AP03.08** Improved street furniture should be provided, including bench seating, way-finding maps and interpretive information and suitable refuse bins.
- AP03.09** During the peak Cruise Liner season a transportable refreshments concession could be provided at the rear of the Visitor Centre with appropriate Patio style furniture (see montages next page).
- AP03.10** The coach parking adjacent to the visitor information centre will improve the safety of the people waiting for the coaches. If an enclosed shelter was attached to the eastern wall of the Visitors Centre and a new doorway opened through there would be much improved facilities offered to all visitors to the Centre including the Cruise Liner passengers who are the largest users of the coach services.
- AP03.11** Progressively the traffic movements along Franklin Wharf should be reduced and pedestrian priority increased. The first step in this action is to declare a space the width of Elizabeth Street across Franklin Wharf to Elizabeth Pier as 10 kph pedestrian priority zone. No cars should be allowed to park in this zone.
- AP03.12** The existing inner city cycleway terminates at the Morrison Street frontage of the Marine Board building. The kerb on the east side of Morrison Street, from Elizabeth Street to Brooke Street, should be widened to include a safe pedestrian and cycling access-way. The access-way should be at footpath level across Elizabeth and Post Streets. This will ensure slow traffic movements in and out of that section of Elizabeth Street and with the incorporation of a kerb eliminate all traffic turning into Post Street.




AP03  
Pedestrian and Cyclist Access - Lower Elizabeth Street

Action Concepts and References



Project Reference Code	AP03
Project Key Words Reference	Widening of the footpaths on Elizabeth Street
Likely Capital Cost	\$500,000 to \$1,500,000
Source of Funding	Council, Metro, DIER & External Sources
Critical Timelines	For Construction after 2015
Perceived Community Support	High

Prepared by George Wilkie – Executive Manager City Design.  
Strategy and Governance Division

Chairman: 





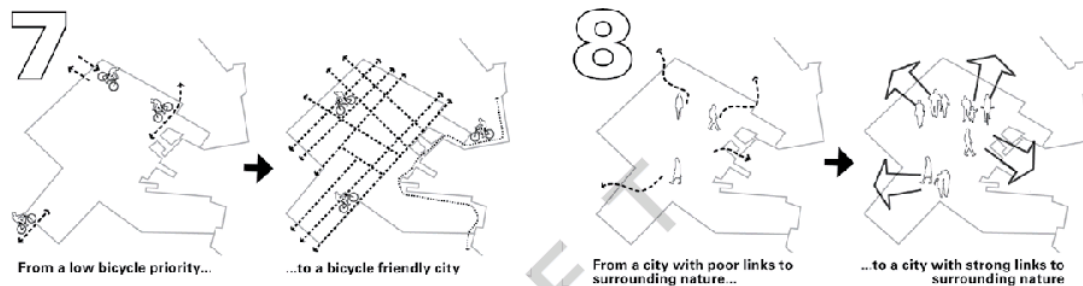
## Action Project Four – AP04

### Linking Hobart Rivulet Park along Collins Street to the City

#### The Challenges, Analysis and Recommendations – Gehl Hobart 2010

*'Hobart has excellent conditions for cycling, with climate and topography presenting few difficulties and an increasing resident population. The street widths in Hobart should make it possible to integrate a superior network of bicycle lanes.'*

Jan Gehl Hobart A City with People in Mind p.38

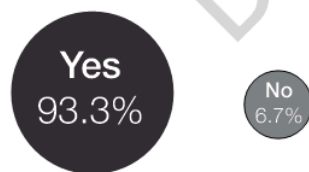


#### Responses to Public Engagement

Do you support these concepts?

*Creating strong connections to surrounding areas.*

*Making the most of Hobart's remarkable setting.*



How important is...?  
(5 High – 1 Low)

Creating strong Connections to surrounding areas	4.2
Strengthening contact between the city centre & the water	4.4
Creating inviting & attractive gateways to city centre	4.2

#### Gehl Report Comments:

##### Create strong connections to surrounding areas

Develop a strategy to connect the City with the vast parklands.

Ensure that these routes are clearly identifiable and well linked to the city centre network.

Strengthen and celebrate the Rivulet linear park connection between the city and Wellington Park.

Make sure the City centre is easy to get to and from by establishing a multitude of attractive routes connecting with the surrounding suburbs...giving priority to pedestrians, cyclists, & public transport.

Ensure that links are followed by recognisable elements to ease way finding, these may be interactive or offer various treats and comfort.



## AP04

### Linking Hobart Rivulet Park along Collins Street to the City

#### Considerations

Provide a suitable cycle and pedestrian link from the Hobart Rivulet Park, at Molle Street along Collins Street to Victoria Street. Consideration should be given to improving pedestrian access to the Centrepunkt Shopping Centre from Victoria Street and the pedestrian crossing point across Molle Street. The access lane linking Collins Street to Macquarie Street should be assessed and improved.

Gehl specifically recommends '*Strengthen and celebrate the Rivulet linear park connection between the city centre and Wellington Park.*' (p.76). The open Space Planning Group engaged Inspiring Place (Landscape Architects) to prepare a master plan for the Hobart Rivulet Park. The master plan has been well received by a wide cross-section of the community and the work will progress in stages.

The important connection point between the Hobart Rivulet Park and the City occurs at the junction of Collins Street at Molle Street. Pedestrians and cyclists using the Hobart Rivulet Park must cross Molle Street to be able to join with Collins Street and hence travel into the City. This intersection has been improved in recent times but the whole operation of this intersection is still unsatisfactory and is further confused by a cycleway marked on the roadway beside the kerb side parked cars.

Two important development sites are adjacent to the Hobart Rivulet Park entry, the Johnstone Brothers, Woollen Factory and the Tepid Baths Building at 212 Collins Street. Both these buildings are likely to be developed in the near future, at the time of preparing this report, pre-application discussions were in progress with the Council for a mixed commercial and residential development on 212 Collins Street. The impact of any development on these sites should be carefully reviewed and all effort made to mitigate poor urban design outcomes.

It is reasonable to expect that there will be a progressive increase in the pedestrian and cyclist traffic using the Hobart Rivulet Park and therefore a similar increase in Collins Street. The section of Collins Street recommended for action has a major component of the Australian Government office in Hobart and the improvements recommended will provide a significant upgrading of the open space at street level.

The pedestrian access to and from Centrepunkt from Collins Street and Harrington Street via Victoria Street is confused, potentially dangerous and is aesthetically and functionally an inappropriate urban environment.

Collins Street is a two-way street from Molle Street to Murray Street; only a single one way lane of traffic is allowed to enter Collins Street beyond Murray Street. The changes recommended in AP01 and AP11 could further reduce motor vehicle traffic in Collins Street.

There is likely to be an increase in cyclists entering the city along Collins Street due to the proposed connection to the upgraded Hobart Rivulet Park, it is important that suitable end of journey bicycle parking is provided in a manner that does not hinder pedestrian access.

A handwritten signature in dark ink, appearing to read 'Eva Ruzicka'.



## AP04

### Linking Hobart Rivulet Park along Collins Street to the City



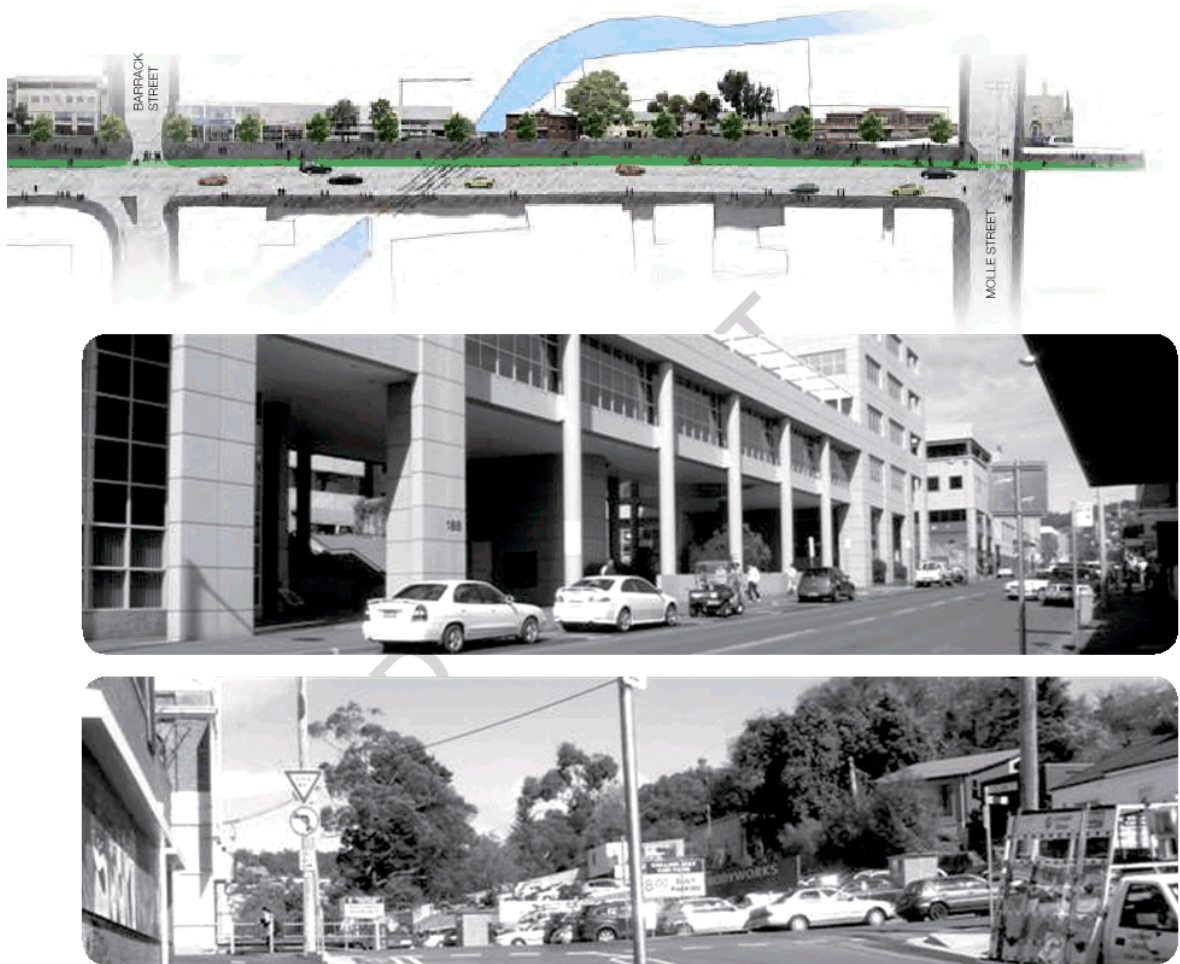
#### Recommended Actions

- AP04.01 Prepare a design to use much of the eastern side of Collins Street between the Hobart Rivulet Park and Victoria Street to provide improved pedestrian and cyclist access.
- AP04.02 Investigate the current parking provisions along this length of Collins Street to ensure suitable provisions are maintained for kerb side parking that is appropriate for the adjacent building activities and uses.
- AP04.03 Introduce appropriate planting and street furnishings to '*... be interactive ... offer(ing) various treats and comfort .*' (p.76) along Collins Street.
- AP04.04 Prepare designs to improve the visual link from the Hobart Rivulet Park, through the Johnstone Brothers, Woollen Factory site, across Molle Street into Collins Street. All effort must be made to reduce the visual blight of the existing car park. Taking into account that this is privately owned land, the Council should continue negotiations with the land owners to gain the best possible outcome. Prepare a design to upgrade the intersection of Collins Street with Molle Street to ensure safe crossing places for people using the Hobart Rivulet Park to access the City. Carefully assess the requirements of pedestrians, cyclists and motorists to give equity to all users.
- AP04.05 Prepare a design to upgrade the intersection of Collins Street with Molle Street to ensure safe crossing places for people using the Hobart Rivulet Park to access the City. Carefully assess the requirements of pedestrians, cyclists and motorists to give equity to all users.
- AP04.06 Design an appropriate concept to enhance the experience of crossing the Hobart Rivulet where it passes under Collins Street. Ensure the view into the Rivulet, at the Collins Street crossing place, is true to the historic character of this ancient waterway and its association with the city. A program of visual enhancement should be undertaken.
- AP04.07 Commence discussions with the operators of Centrepoin shopping centre and the HCC Infrastructure Services Division to consider improvements to the pedestrian and vehicle access system provided by Victoria Street.
- AP04.08 Consider opportunities to support a cyclist's end of journey facility serviced in the vicinity of Collins, Harrington and Victoria Streets. The provision of secure cycle storage with shower rooms and associated facilities is being progressively offered in other Australian Capital Cities.



**AP04**  
**Linking Hobart Rivulet Park along Collins Street to the City**

**Action Concepts and References**



Project Reference Code	AP04
Project Key Words Reference	Link from the Hobart Rivulet Park along Collins St
Likely Capital Cost	\$1,000,000 to \$1,500,000
Source of Funding	Council & Corporate Support
Critical Timelines	For Construction commencing 2014
Perceived Community Support	High

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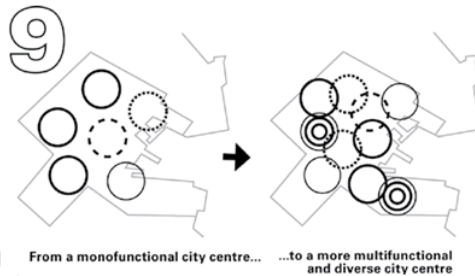
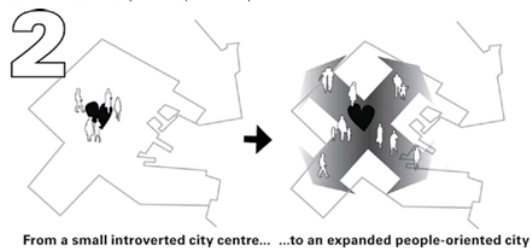


## Action Project Five – AP05 Upgrading Elizabeth Mall and Wellington Court

### The Challenges, Analysis and Recommendations – Gehl Hobart 2010

*'There is enormous potential in working out how more people can be invited to spend more time and engage in different activities while they are in the city. People are there, they just need the proper invitations for them to start doing other things than just walk up and down the Mall. Elizabeth Mall stands out as the special place it is. It is the most people oriented, friendly, car free place in the city, offering more seats than any other place in the city. '*

Jan Gehl Hobart A City with People in Mind p.51



#### Gehl Report Comments:

Create a more diverse city centre with invitations for all.

Create a public realm that is inclusive and that provides invitations for a wide range of users to enjoy and have fun in the public realm.

Make the City centre an intriguing and amusing place in which to be. Make the public life more vibrant and the city more diverse by offering a wider range of activities and destinations for all user groups, especially at night.

In order to increase security in the city it is important to look at the possibilities for different activities to overlap each other during both day and night and to ensure that the public spaces have a flexible design so they can offer many types of activities at the same time.

Intensify the work for inviting people to the city, not only to shop and work but also to have fun; and enjoy the city and fellow citizens. **Help people to use the city in new and different ways.**

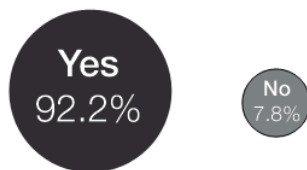
Introduce side by side activities to support interaction e.g. invitations for children in connection to areas for outside serving.

Provide a good balance between commercial staying activities (cafes) and public seating possibilities in the public spaces.

#### Responses to Public Engagement

Do you support this concept?

Creating a more diverse city with invitations for all



How important is...?  
(5 High – 1 Low)

Creating a more diverse city  
centre with invitations for all 4.2

Providing facilities and open space  
that make city living more attractive 4.2



## AP05

### Upgrading Elizabeth Mall and Wellington Court

#### Considerations

Elizabeth Mall should remain the heart of the City Retail District and its character should be continually enhanced. The information kiosk should be replaced with a new information facility incorporating public activity space, a visitor information booth and access to the Hobart Rivulet (see Addenda A.A). Ensure that the proposed improvements to the Cat and Fiddle Arcade from the Elizabeth Mall meet the quality standards that should be achieved in all new retail developments in the City. A new wide plaza style place should be developed to link Elizabeth Mall with Wellington Court, to improve and enhance the access to the Argyle Car Park and the Woolworths Supermarket. The existing link from Wellington Court through to Argyle Street and across to the Royal Hobart Hospital should be assessed and upgraded. *'Create a more diverse city centre with invitations for all.'* (100)

Although Elizabeth Mall has become a confusion of occupation licences and the existing shop fronts are of low impact and behind contemporary trends in other Australian Capitals, there is a reasonable chance that the retail tenants will progressively upgrade their presentation.

A particular visual blight is the excessive size of advertising and shop identification information on the outer edge of the cantilever awnings over many of the shop fronts. The under awning signs are often excessive in area. This over sizing and over colouring of retail shop signs confuses rather than communicates.

Upgrading the Bus Mall will provide some incentive for a quality upgrade by the retailers in Elizabeth Mall, plus the extra competition from the renovated Cat & Fiddle Arcade and the new Myer department store, should have a positive affect

The two Elizabeth Street city blocks north of the Mall have emerged as important retail frontages, with particular emphasis on outdoor and sporting goods. The link to these shops from the Mall is currently unsatisfactory and an improved pedestrian movement system is desirable.

The addition of the Woolworths Supermarket and the Myer Department Store to the City should have a positive impact as retail anchors. In line with these two major forces the City retailing is progressively realigning itself. Product grouping and brand competition are determining increased demand for selective locations.

Retailing is changing. international trends suggest that high profile branding is essential to ensure retail products are purchased. The purchase could be at the brand outlet, within a department store, a discount house or on-line. High profile well located shop fronts will increase in demand; Elizabeth Mall is ideally suited to satisfy this trend.



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Chairman:

*Eva Ruzicka*

**AP05****Upgrading Elizabeth Mall and Wellington Court****Recommended Actions**

- AP05.01** Develop a management plan for the location and operation of occupational licence areas and other potential kiosks and concession facilities in Elizabeth Mall.
- AP05.02** Promote, with planning bonuses if necessary, the development of a wide plaza style linking place between Elizabeth Mall and Wellington Court. Ideally this place should be over eight metres wide, open to the sky and have high open or fully glazed shop fronts. Alternatively the Council should consider purchasing the necessary properties to facilitate this development.
- AP05.03** Consider the removal of solid awnings in Elizabeth Mall to allow better natural light and to promote a more assertive retailing environment.
- AP05.04** Demolish the existing information kiosk and replace it with a new structure that incorporates terraced public space, a custom designed information facility and public access to a viewing place into the Hobart Rivulet.
- AP05.05** Redesign Wellington Court as a truly public space; replace the existing shade structure with new shade structures at a more human scale. Using the existing play sculptures and other activity equipment, design a child friendly adventure space.
- AP05.06** Design and construct an improved connection from Wellington Court through to Argyle Street, by widening and enlarging the existing link through the car park. This should incorporate public rest areas and improved public toilets.
- AP05.07** Consideration should be given to installing a photo-voltaic roof over the car park and to use the power to light the public spaces of Elizabeth Mall, Wellington Court and the proposed linking places.
- AP05.08** Develop a management plan for the location and operation of occupational licence areas and other potential kiosks and concession facilities in Elizabeth Mall.
- AP05.09** Consider promoting residential development around the edges of Wellington Court, this is a location highly suited to down town loft style living.
- AP05.10** Over many years the entourage of furnishings in the Mall has increased in complexity and density and should be reviewed and a fresh design developed to improve facilities for the community, particularly parents and children.

icap

**AP05****Upgrading Elizabeth Mall and Wellington Court****Action Concepts and References**

<b>Project Reference Code</b>	AP05
<b>Project Key Words Reference</b>	Upgrading Elizabeth Mall & Link to Wellington Court
<b>Likely Capital Cost</b>	\$2,000,000 to \$3,000,000
<b>Source of Funding</b>	Council, Commercial Interests & External Sources
<b>Critical Timelines</b>	Progressive from 2013 to 2020
<b>Perceived Community Support</b>	High

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Chairman:





## Action Project Six – AP06

### Develop and Enhance - Campbell Street Educational Precinct

#### The Challenges, Analysis and Recommendations – Gehl...Hobart 2010

*'Students make a strong contribution to the city's vitality and cultural diversity, providing a youthful stimulus and international perspectives. Students come and go Day and night, keeping the city active in the evening. They also tend to engage more overtly with the street scene because they have more time available...'*

Jan Gehl Hobart A City with People in Mind p.43



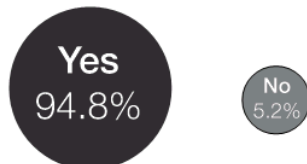
#### Gehl Report Comments:

Encourage more educational institutions in the city centre

#### Responses to Public Engagement

*Creating a more diverse city centre with invitations for all*

Do you support this concept?



*How important is...?*  
(5 High – 1 Low)

Encouraging more education institutions in the city centre

3.6

Today Campbell Street is characterised by traffic noise and pollution, vacant buildings and 'inactive' ground floor facades. But by upgrading this link Campbell Street can realise its potential as an attractive generator of quality public life. As the analysis section indicated, university faculties are concentrated along this street. (ref p.43). By creating a welcoming and charming environment along Campbell Street, people can begin to enjoy public life along this link and spread out into the City centre as a whole. The result will be a dignified city walk. A town and gown walk!

Encourage higher education providers to locate departments and faculties to the city centre. All of the large universities should establish a presence in the City centre.

Focus on inviting departments with students naturally interested in the city and urban life such as architects, planners, sociologists and anthropologists.

Place new educational destinations strategically to strengthen the pedestrian network and create more diverse and lively areas.

Encourage more students to study and live in the City centre; invite several university departments to locate to the city centre and encourage student accommodation to be built in the City centre.



## AP06

### Develop and Enhance - Campbell Street Educational Precinct

#### Considerations

Advance communications with UTAS, Tasmanian Education Department, the Royal Hobart Hospital and other education providers to work together to develop and enhance the education precinct along Campbell Street with potential student residential development in Melville Street and the general area in the northern corner of the City. *"...by upgrading ... Campbell Street [it] can realize its potential as a vital and attractive generator of quality public life."* 'A town & gown walk.'

Jan Gehl Hobart A City with People in Mind p.98

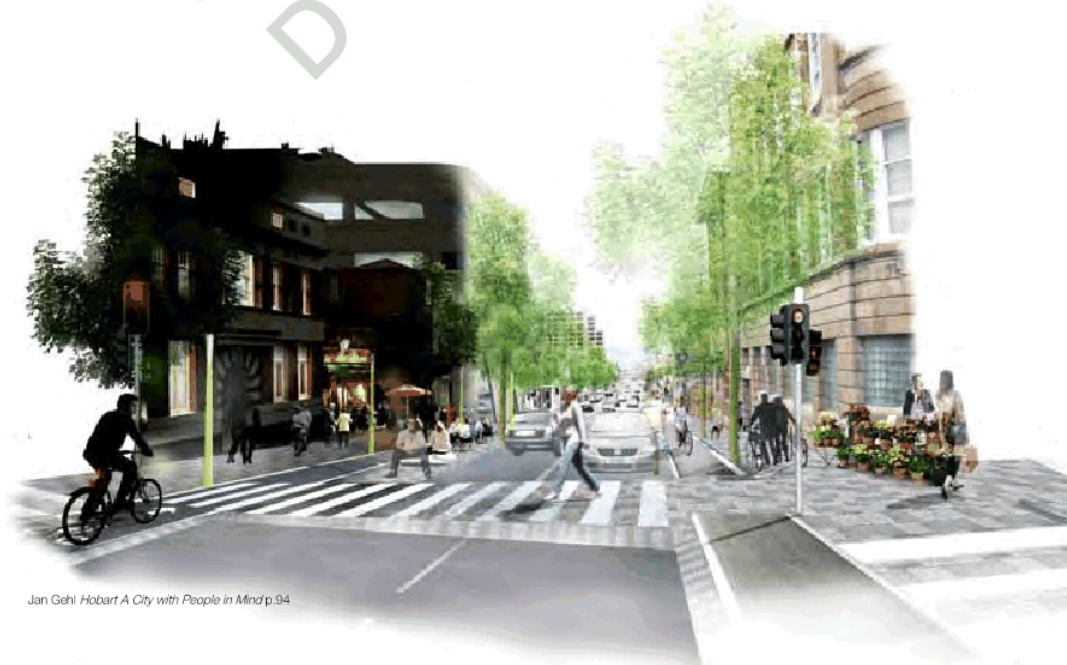
Campbell Street currently provides street frontage to a number of educational institutions including the Menzies Centre (UTAS), the Poly Tech and the TAFE (Tasmania Dept. Ed) plus the Royal Hobart Hospital. These will be augmented by the development of the UTAS Conservatorium of Music adjacent to the Theatre Royal.

Other educational facilities in the City including, the UTAS Art School in Hunter Street (which is the natural extension to Campbell Street), the Drysdale College in Collins Street (with links to Wellington Court), St Mary's College, and Elizabeth Senior Secondary College in Elizabeth Street.

The Domain – Rose Garden historic campus of UTAS is being revitalised and will form part of the UTAS inner city campus.

The education precinct should be defined as an area incorporating; all of Campbell Street/Hunter Street to Brisbane Street in the north, Bathurst Street, Melville Street and Brisbane Street between Campbell Street and Elizabeth Street, the public open space on the City side of Brooker Avenue, and the Domain – Rose Garden campus.

The area bounded by Brisbane, Campbell, Bathurst and Elizabeth Streets has the highest potential for future growth of inner city campus facilities, including; research and teaching spaces, administration offices, student recreation facilities and residential apartments for university staff and students. The potential scale and likely impact is significant, there are currently close to 10,000 students studying within the City. If this was to double in the next few years then over 50,000 square metres of buildings, valued at over \$150,000,000, could be required to be converted or constructed.



Jan Gehl Hobart A City with People in Mind p.94

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## AP06

### Develop and Enhance - Campbell Street Educational Precinct

#### Recommended Actions

- AP06.01** Campbell Street can only fully operate as a component of a city education precinct if it is reinstated as a low speed two-way street between Davey Street and Patrick Street.
- AP06.02** Campbell Street is effectively 18 metres wide; providing the two traffic lanes requires 6.6 metres (2x3.3), 2 cycling lanes 4.2 metres (2x2.1) and one lane that can accommodate some pocket parking 2.4 metres. This totals 14.5 metres leaving 4.8 (say 2x2.4) for footpaths. This configuration should be considered for Campbell Street between Melville Street and Macquarie Street.
- AP06.03** If two cycling lanes are provided in Campbell Street, consideration should be given to removing the cycle lane from Argyle Street.
- AP06.04** The Campbell Street intersections at Collins, Liverpool and Bathurst Streets should be of a cushion design, with pedestrian crossing on the same level and grade as the footpaths. These intersections should remain traffic light controlled but be fitted with countdown timers and a priority system to ensure safe access by pedestrians and cyclists.
- AP06.05** Only small pockets of short term parking, maximum of three vehicles per bay, should be provided for picking up and dropping of people, by bus, car or taxi, and for delivering light package goods. The space between the parking bays should have shade planting and rest seating.
- AP06.06** The Council should work closely with UTAS, the Tasmanian Education Department and other education providers to develop a master plan for the whole of the proposed education precinct. Particular emphasis needs to be placed on; ensuring sufficient property is available to accommodate the projected requirements.
- AP06.07** Currently UTAS students provide a significant demand for rental housing close to the main campus at Sandy Bay. If there is a significant movement of teaching from Sandy Bay into the City it can be expected that the demand for student housing close to Campbell Street will increase in direct proportion to the effective full-time students. This is likely to increase demand for the existing underutilised residential apartments on the upper floors over shops. Whereas the Councils Planning Scheme supports this use problems arise when applications are made that activate the Building Code of Australia and associated regulations. A detailed study on how best to bring this underutilised resource into action should be undertaken; and a suitable *how to* guide published.
- AP06.08** A suitable design for the Council controlled land along the City side of Brooker Avenue, between Brisbane and Liverpool Streets, should be prepared and implemented to provide sunny open space for the students and staff of the education precinct.
- AP06.09** Street trees would further improve the quality of Campbell Street but there is limited kerb side space available, consideration should be made to promoting planting on private and crown land along the street. Further there are green landscaped spaces adjacent to the street, on land used by public authorities (in particular the area adjacent to the Ambulance Headquarters) that could be utilised to provide mini parkland.
- AP06.10** To accommodate the potential reintroduction of student accommodation on the Rose Garden Campus of the Domain, it is considered important that improved, safer and more convenient access be constructed over Brooker Avenue. See AP07.



**AP06****Develop and Enhance - Campbell Street Educational Precinct****Action Concepts and References**

<b>Project Reference Code</b>	AP06
<b>Project Key Words Reference</b>	Develop & enhance Educational Precinct along Campbell St.
<b>Likely Capital Cost</b>	\$1,500,000 to \$2,000,000
<b>Source of Funding</b>	Council, UTAS, Department of Education
<b>Critical Timelines</b>	Progressive from 2014 to 2018
<b>Perceived Community Support</b>	High

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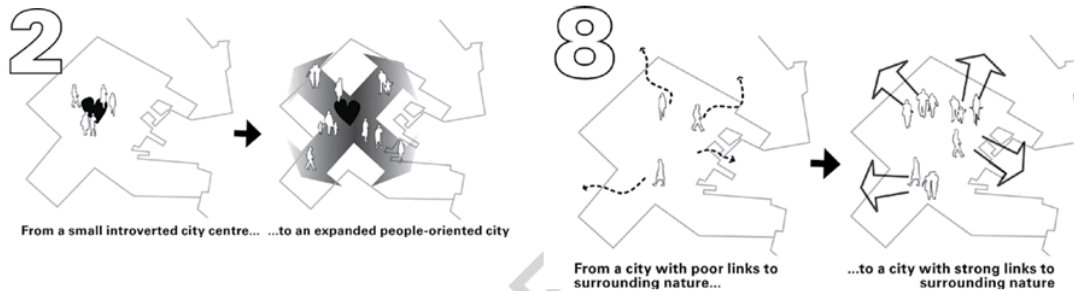
## Action Project Seven – AP07

### Improved Access from the City across Brooker Avenue to the Domain

#### The Challenges, Analysis and Recommendations – Gehl Hobart 2010

*'The barrier effect of Brooker Highway, separating the city with the Queens Domain and the many designations it encompass, should be addressed and convenience for pedestrians and cyclists should be stepped up. Develop a strategy for connecting the city with the Queens Domain. Redevelop the Brooker underpass at the Railway Roundabout into a safe and inviting link.'*

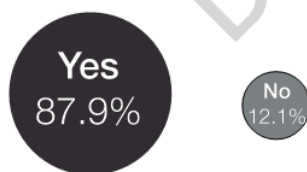
Jan Gehl Hobart A City with People in Mind p.76



#### Responses to Public Engagement

*Ensuring a city centre for walking*

Do you support this concept?



*How important is...?*  
(5 High – 1 Low)

Extending and connecting the pedestrian network	4.3
Developing a versatile pedestrian network	4.3
Improving comfort and reducing barriers	4.3

#### Gehl Report Comments:

##### Create strong connections to surrounding areas

- Develop a strategy to connect the City with the vast parklands...
- Ensure that these routes are clearly identifiable and well linked to the city centre network...
- Ensure that links are followed by recognisable elements to ease way finding, these may be interactive or offer various treats and comfort.
- Create strong and attractive entry points in connection to the entry of the City centre. Create a sense of arrival and invite people to enter the City centre... The most important gateways should signal a change of focus to an increased pedestrian priority.
- Introduce more pedestrian crossings to accommodate desire lines and make detours unnecessary.
- Redevelop the Brooker underpass (at the Railway roundabout) into a safe and inviting link.

icap

**AP07****Improved Access from the City across Brooker Avenue to the Domain**

Consider an improved, safe and universally accessible pedestrian and cyclist high level crossing over Brooker Avenue, with specific regard to linking the Campbell Street education precinct to the re-established UTAS presence on the Domain - Old Rose Garden education site.

This project should be coordinated with any proposed works at the Railway Roundabout.

As discussed in AP06 an enhanced educational precinct is recommended for development along Campbell Street and Brooker Avenue.

Currently the access from Campbell Street to the Domain across Brooker Avenue is limited to the links through the Railway Roundabout and an 'at grade' traffic light controlled crossing from the junction of Bathurst Street with Brooker Avenue.

Although the Railway Roundabout is scheduled for upgrading in the near future its location and current design will make it difficult to achieve the best result to access the Domain Campus. The stair access down to the roundabout from Liverpool Street is adequate but the ramp down from Liverpool Street is too steep to satisfy universal access requirements and would be expensive to upgrade. The access up to the Domain – Rose Garden from the Roundabout is totally unsatisfactory and is likely to need an elevator or moving ramp to satisfy universal access requirements.

The at grade pedestrian crossing is adequate for suitably able people but is much less suitable for people with disabilities.

At the Domain side of the Roundabout and the at grade pedestrian crossing; the pathway to the Hobart Aquatic Centre is of suitable grade but access through the Rose Garden to the UTAS Campus is too steep for all but able bodied people.

The proposed high-level crossing will improve access from the City to and from the Glebe and all of the facilities in the Domain.



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Chairman:

*Eva Ruzicka*





## AP07

### Improved Access from the City across Brooker Avenue to the Domain

#### Recommended Actions

- AP07.01** In association with UTAS and the Tasmanian Education Department prepare a design for an all access pedestrian and cyclist bridge over Brooker Avenue to link the City at Bathurst Street to the Domain – Rose Garden Campus of UTAS.
- AP07.02** Prepare an application for Commonwealth Government funds to carry out this project on the basis that it is a significant component of the development of UTAS as an international provider of tertiary education and that the UTAS Medical School and in particular the Menzies Centre is of significant importance to the City.

#### AP07.03

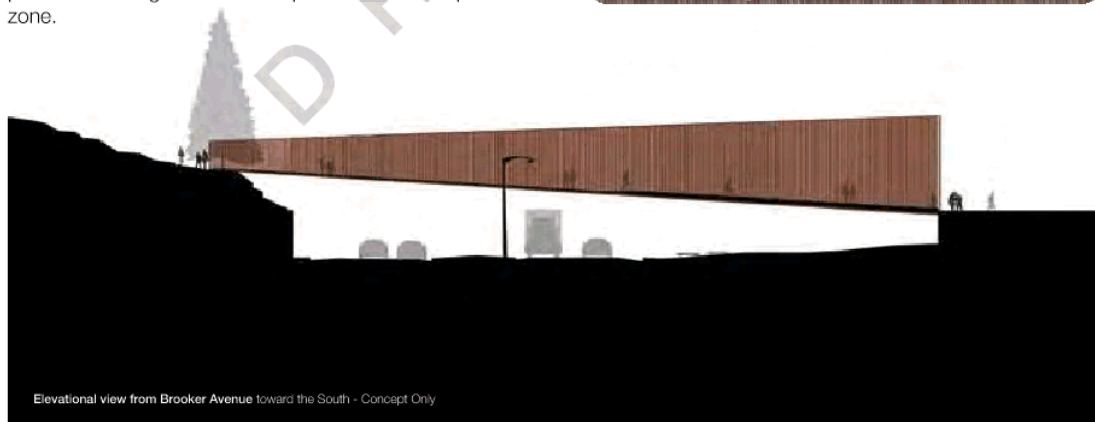
The whole footpath system connecting the educational facilities in the Campbell Street Educational Precinct should be redesigned to improve the at grade access between the educational facilities. This should include connections to the city and all other relevant facilities, including the sporting and recreational facilities in the Queens Domain.

#### AP07.04

A design should be prepared to upgrade access through the Railway Roundabout and this design should include pedestrian linkages to the Macquarie Point development zone.



Moire detail of skin of Bridge



Elevational view from Brooker Avenue toward the South - Concept Only

<b>Project Reference Code</b>	AP07
<b>Project Key Words Reference</b>	Pedestrian + Cyclist High Level Crossing over Brooker Avenue
<b>Likely Capital Cost</b>	\$1,500,000 to \$2,000,000
<b>Source of Funding</b>	Council, UTAS, Department of Education + External Sources
<b>Critical Timelines</b>	Progressive from 2014 to 2018
<b>Perceived Community Support</b>	High

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Chairman:

*Ewa Ruzicka*

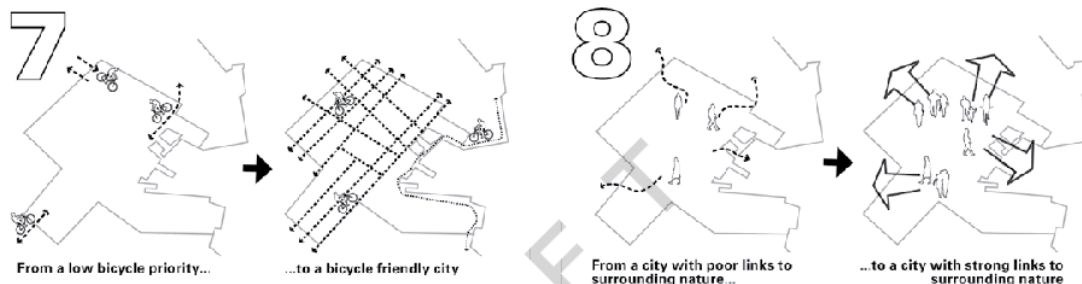


## Action Project Eight – AP08 Castray Esplanade Pedestrian and Cycleway

### The Challenges, Analysis and Recommendations – Gehl Hobart 2010

*'Hobart's City Centre does not invite or encourage people to use bicycles as primary daily transportation. The inconsistent cycling amenities in the city centre have forced people to ride in between buses and cars making it unsafe and hazardous to cycle. Bicycle infrastructure is found in some locations in the city centre, but it does not create a coherent network...the street widths in Hobart should make it possible to integrate a superior network of bicycle lanes.'*

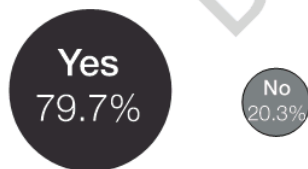
Jan Gehl Hobart A City with People in Mind p.38



### Responses to Public Engagement

*Ensuring a city centre for cycling*

Do you support these concepts?



How important is...?  
(5 High – 1 Low)

Developing a bicycle friendly environment	3.9
Developing a door to door bicycle network	4.4
Raising the comfort for bicyclists	4.2

### Gehl Report Comments:

#### Raise the comfort for bicyclists

Introduce proper and secure bicycle lanes placed between footpaths and parking, preferably at least 1.50 m wide. Be consistent in the placement and design of bicycle lanes. Highlight bicycle lanes through intersections to raise awareness. Provide dedicated bicycle signals at intersections.

Complement the streets with dedicated bicycle lanes with bicycle friendly environments so that it is possible to take the bicycle from door to door. Cyclists should be able to go to all major city destinations and destination areas.

Develop a safe and well connected bicycle network connected to all major destinations and places where people want to go. A consistent, connected bicycle network is essential in establishing an attractive alternative to vehicular traffic or public transport.

Ensure strong connections with cycle routes in the suburbs.





## AP08

### Castray Esplanade Pedestrian and Cycleway

#### Considerations

Continue to work with the property owners and other stakeholders along the Cove side of Castray Esplanade to ensure there is a fully operational cycling access way from the forecourt of Princes Wharf No1 to Finlay Street.

There is consensus by TasPorts, the developers of Princes Wharf One, DIER, UTAS/IMAS, the CSIRO and the Hobart City Council; that continuous space will be provided to allow pedestrians and cyclists to travel from Finlay Street in Battery Point through to the proposed cycleway in Morrison Street.

In recommended action AP03 it is proposed that the current cycleway that terminates adjacent to the Marine Board building be extended along Morrison Street to meet with the proposed cycleway coming along Castray Esplanade.

Castray Esplanade is the major street linking Battery Point to the city; it also provides the major taxi rank for Salamanca Place and Metro has plans to upgrade the bus services to the area.

The Southern side of Castray Esplanade services the Salamanca Lawns, the residential Silos, a number of Colonial period warehouse providing art galleries and residential apartments. There is also an approved development for a boutique hotel between two of the warehouse buildings, this is due to open during 2012.

The remaining frontage is taken up by Princes Park which dates back to colonial times and provides a range of family and relaxation spaces.

The new UTAS/IMAS campus is a component of UTAS campus expansion from the Sandy Bay campus to have a higher inner city presence. Sandy Bay is separated from Castray Esplanade by the Battery Point residential district, and in particular by the very steep hill in Napoleon Street. Until an access-way can be constructed around the foreshore of Battery Point, it is not possible to provide near level easy cycling and walking access from the Sandy Bay campus and the suburban development serviced by Sandy Bay Road.

If Hobart is to provide safe pedestrian and cycling access to the city from the suburbs along the south western shore of the Derwent River a link separating motor traffic from other modes is essential. Castray Esplanade is a critical link in this access system.



Jan Gehl Hobart A City with People in Mind p.105

Prepared by George Wilkie – Executive Manager City Design.  
Strategy and Governance Division

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Chairman:

*Eva Ruzicka*

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**icap****AP08****Castray Esplanade Pedestrian and Cycleway****Recommended Actions**

- AP08.01** Develop a cycleway from Morrison Street to connect to the Castray Esplanade cycleway at the forecourt of Princes Wharf One.
- AP08.02** Mark a cycle route along the edge of the Princes Wharf One decking area and through the area known as the Paddock to link with the forecourt of the IMAS complex.
- AP08.03** Ensure there is an enforceable agreement with UTAS to provide public access for pedestrians and cyclists through their forecourt.
- AP08.04** Develop a new frontage design including pedestrian access, cycleway access and upgraded landscaping along the full length of the CSIRO facilities including access through their car park to Finlay Street. This project would be a joint venture between the CSIRO and the Council, the Council would provide the professional services support and knowledge and the CSIRO would fund the majority of the works.
- AP08.05** A widened footpath has been designed to link the Salamanca Lawns along the Southern edge of Castray Esplanade to Princes Park, where it connects to the existing heritage steps providing access to the park.
- AP08.06** The widened footpath will provide space for food service occupational licences and further enliven the Castray Esplanade.
- AP08.07** A permanent bus turning bay and a new bus waiting facility have been requested by Metro, this will allow them to provide improved service a time of peak activity reducing the reliance on motor cars. This will assist in reducing pressure on car parking spaces and ensure safer travel arrangements for people who have enjoyed alcoholic beverages.

icap

**AP08****Castray Esplanade Pedestrian and Cycleway****Action Concepts and References**

<b>Project Reference Code</b>	AP08
<b>Project Key Words Reference</b>	Upgrading Castray Esplanade
<b>Likely Capital Cost</b>	\$1,000,000 to \$1,500,000
<b>Source of Funding</b>	Council & Corporate Support
<b>Critical Timelines</b>	Ready for Construction during 2013-2015
<b>Perceived Community Support</b>	High

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## Action Project Nine – AP09

### Improve Community Facilities - Criterion Street and Mathers Lane

#### The Challenges, Analysis and Recommendations – Gehl Hobart 2010

**Streets as public space:** 'Streets and squares can act as connectors as well as urban lounges and meeting places. They also play an important role as the scene for activities of a more urban nature than green recreational spaces.'

Jan Gehl Hobart A City with People in Mind p.38

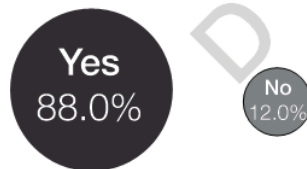
**Unexplored potential of laneways:** 'Laneways offer very different urban space experiences compared to the primary street network – here you have an opportunity to explore. The intimate lanes can create a secondary network in the city with their own separate identities. Lanes have the opportunity to have different identities, where the artistic come together. The city centre lanes have fantastic potential for strengthening the public realm and increasing pedestrian opportunities. The city centre's human scale, quality of materials and network of lanes represent potential not yet fully realised.'

Jan Gehl Hobart A City with People in Mind p.25

#### Responses to Public Engagement

Do you support these concepts?

*Creating a city with dignified connections*



How important is...?  
(5 High – 1 Low)

Creating urban 'fine grain'

3.9

#### Gehl Report Comments:

##### Urban fine grain focus on:

Criterion Street and the laneways as fine grain provides for comfort, engagement and entertainment of pedestrians, inviting a range of popular uses. They also create opportunities for innovation, surprise and unique approaches to both permanent and transient design.

##### Retain and enhance the urban fine grain.

Pedestrian streets and laneways prioritise walking and are often part of a larger network of more or less pedestrianised streets and squares. Together they form a network of various experiences and possibilities for play in a calm and safe environment.

**The most successful of these types of streets are the ones with a multiplicity of activities extending into the evening.**

Small scale greenery and art to add character.

Lighting to ensure orientation, feeling of safety and atmosphere.

Develop a laneway strategy with directions for the City's quiet lanes so pedestrian movement through the City centre is enhanced and mixed use is encouraged.



## AP09

### Improve Community Facilities - Criterion Street and Mathers Lane

#### Considerations

Complete the work that has commenced upgrading Criterion Street and Mathers Lane to provide an inviting place where people can meet, events can be held and culture advanced.

The Council has expended considerable resources over time purchasing and improving the buildings and open space in the Criterion Street/Mathers Lane area.

The foot path in Criterion Street has been widened with high quality paving, this has brought a higher level of street side activity, including two al fresco cafe occupational licences.

The Council owns two buildings in Mathers Lane; the 50 & Better Centre which is currently undergoing minor improvements to its entry and facilities and the CWL building where improvements were recently carried out to; the Catholic Womens' League facilities resulting in a fully functioning community hall and the child care centre located on the first floor was provided with improved security and extra administration space. A small retail unit was added to the building, this is tenanted by the Flower Room community shop.

During this construction the open spaces constituting Mather Lane was reconfigured to provide improved open space, higher personal security and an opportunity to add extra planting and furniture.

A new arcade being constructed through the Les Lees store will added a further link through to Liverpool Street further improving access and permeability to the Mathers Lane precinct.

The Hobart central car park is linked through Mathers Lane and Criterion Street to the retail and commercial centre of the city. The preservation and improvement of these links is essential in reducing the reliance on kerb side parking.



Prepared by George Wilkie – Executive Manager City Design,  
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Chairman:

A handwritten signature in black ink, appearing to read 'Eva Ruzicka'.



## AP09

### Improve Community Facilities - Criterion Street and Mathers Lane

#### Recommended Actions

- AP09.01** Improve the pedestrian linkage from the Hobart Central Car Park through Mathers Lane to Liverpool Street utilising improved signage and way finding principles.
- AP09.02** Remove the brick and steel fence on the Bathurst Street frontage of the site. Remove or revitalise the existing planting and design a new complimentary landscape to improve the visual amenity of the space.
- AP09.03** Remove the mesh fence between Mathers Lane and the car parking spaces and design an appropriate combination of soft and hard landscaping with seating spots. Resurface the parking area and install appropriate wheel stops.
- AP09.04** Relocate a selection of the furnishings currently in the temporary Liverpool Link (Myer Department Store site) to Mathers Lane and Criterion Lane.
- AP09.05** Review the current waste service arrangements to reduce the impact of garbage bins in front of the 50 & Better Centre.
- AP09.06** Design and install seating and planters from Liverpool Link in the open space areas of Mathers Lane.
- AP09.07** Investigate all opportunities to reduce the impact of rubbish bins in Criterion Lane at its junction with Criterion Street.
- AP09.08** A CPTED (Crime Prevention Through Environmental Design) assessment soon to be undertaken may identify other opportunities to improve safety and amenity in the precinct.
- AP09.09** CCTV cameras are to be installed shortly to improve safety and provide surveillance in the Mathers Lane and Criterion Lane areas.
- AP09.10** Engage an urban place making consultant to undertake a community engagement project to rename and create a brand and identity for the Mathers Lane precinct including the CWL Building and 50 & Better Centre. This project would engage with a wide range of stakeholders including: retailers, community tenants, the Playhouse Theatre, ABC Hobart Central Child Care Centre, The Flower Room Cooperative, hirers and customers of the 50 & Better Centre and CWL Building, the State Library, the wider community and Council.
- AP09.11** Consider leasing any premises in the precinct that become vacant and develop a program to further enhance the community focus. As Jan Gehl says, when writing about urban fine grain '...create opportunities for innovation, surprise and unique approaches to both permanent and transient design.'  
Jan Gehl Hobart A City with People in Mind p.25
- AP09.12** The recommended actions have concentrated on the precinct accessed by Criterion Street and Mathers Lane; but it is recommended that studies and action plans be prepared for the other fine grain laneways in the city, including but not limited to: Bidecopes Lane, Purdy's Mart, Harrington Lane and Collins Court (including the Cathedral car park).



**AP09**  
**Improve Community Facilities - Criterion Street and Mathers Lane**

**Action Concepts and References**



Project Reference Code	AP09
Project Key Words Reference	Improve Community Facilities - Criterion Street and Mathers Lane
Likely Capital Cost	Under \$500,000
Source of Funding	Council
Critical Timelines	For Construction during 2013
Perceived Community Support	High

Prepared by George Wilkie – Executive Manager City Design,  
Strategy and Governance Division

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Chairman:





## Action Project Ten – AP10

### Evaluate and Recommend a City Wayfinding System

#### The Challenges, Analysis and Recommendations – Gehl Hobart 2010

*'Wayfinding encompasses all of the ways in which people orient themselves in physical space and navigate from place to place...Hobart city centre is in need of signage and wayfinding strategy. Hobart needs to develop a family of signs that have been designed in a cohesive manner. A cohesive signage manual for the city, focussing on the city centre and major places of interest.'* Jan Gehl Hobart A City with People in Mind p.71

#### **Gehl Report Comments:**

##### **Raise the comfort for bicyclists**

Ensure way-finding for new cyclists and visitors which is equally important for cyclists as well as pedestrians. Estimating distances and proposing possible routes are helpful elements.

##### **Improve possibilities for staying**

Locate new public spaces strategically to strengthen the pedestrian network. Located new public spaces along the main links so that they can provide opportunities for mental and physical pause in the urban landscape. Develop unique and inviting city destination spaces of world class quality e.g. A new Waterfront Square at Mawson Place, Criterion Street, welcome plaza in front of State Library on the corner of Bathurst Street and Murray Street.

##### **Improve the visual qualities by adding elements which increase delights for human senses**

Introduce a better signage - wayfinding system

##### **Create strong connections to surrounding areas**

Ensure that these routes are clearly identifiable and well linked to the city centre network...

Make sure the City centre is easy to get to and from by establishing a multitude of attractive routes connecting with the surrounding suburbs...giving priority to pedestrians, cyclists, & public transport.

Ensure that links are followed by recognisable elements to ease way finding, these may be interactive or offer various treats and comfort.

Create strong and attractive entry points in connection to the entry of the City centre. Create a sense of arrival and invite people to enter the City centre... The most important gateways should signal a change of focus to an increased pedestrian priority.

The gateways should also be linked to the City network, both visually and physically. It should be easy to find your way and orient yourself... A message that signals to motorists that they have now reached a zone where all road users have the same priority.

##### **Extend and connect the pedestrian network**

Create good routes for promenades which encourage people to walk through the expanded City heart. Ensure that the pedestrian network facilitate walking loops rather than only walking from A to B.

##### **Improve comfort and reduce barriers**

Develop and introduce better signs and way-finding elements to support accessibility and orientation





## AP10

### Evaluate and Recommend a City Wayfinding System

#### Considerations

Develop and implement a City Wayfinding System that ensures all people using the city will be provided with easily digestible information to ensure their use of the City is enjoyable, fruitful and productive.

The system must take into account the needs and requirements of all people locals and visitors, cyclists and motorists and most of all pedestrians.

It is particularly important that any wayfinding system should follow the *Principles of Universal Design*:

<b>Equitable use</b>	The design is useful and marketable to people with diverse abilities.
<b>Flexible in use</b>	The design accommodates a wide range of individual; preferences & abilities.
<b>Simple &amp; intuitive use</b>	The design is easy to understand, regardless of the users experience, knowledge, language skills or current concentration level.
<b>Perceptible information</b>	The design communicates all necessary information effectively to the user, regardless of ambient conditions or the user's sensory abilities.
<b>Tolerance for error</b>	The design minimises hazards and adverse consequences of accidental or unintended actions.
<b>Low physical effort</b>	The design can be used efficiently and comfortably with a minimum of fatigue.
<b>Size and space for approach and use</b>	Appropriate size and space is provided for approach, reach, manipulation and use regardless of the user's body size, posture or mobility.

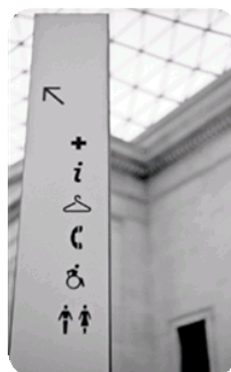
Once visitors are in the city, a place to place wayfinding system should ensure clear directions are communicated.

This system requires differing grades of information;

- a course grade identifying landmark features and high profile destinations,
- a middle grade
- providing alternative routes
- likely destinations and
- a fine grade that provides information on the locations of the closest public toilet or ATM



current signage in Elizabeth St Mall



Proposed model of signage  
clear + legible  
British Museum, Foster + Partners



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Chairman:

*Eva Ruzicka*



## AP10

### Evaluate and Recommend a City Wayfinding System

#### Recommended Actions

A city wayfinding scoping team has been formed during the development of the Inner City Action Plan.

**Wayfinding is a critical action of any city and currently the wayfinding system in and for Hobart is a mismatch set of signs and other paraphernalia that are less than sufficient and a long way below being efficient.**

it is recommended that the currently constituted city wayfinding scoping team be retained and commissioned to continue their work.

The scoping team will:

- AP10.01** Assess the role of key arrival points and destinations including but not limited to; Hobart International Airport, The Cruise Liner disembarkation points, the city parking stations, the Travel + Tourist Information Centre, Elizabeth Mall and the Bus Mall.
- AP10.02** Source and collate detailed demographic data including:
  - All cultural destinations should be identified and ranked
  - All event sites should be identified
  - All emergence and public services should be identified and ranked
  - All parks, squares and other respite places should be identified and ranked
- AP10.03** Prepare a destinations map showing a ranking system that indicates on a scale 1 to 5 the perceived desirability and use a colour code to separate galleries & museums, from parks & squares, from children focus locations, etc. Prepare photographic record of all destinations and file in a fully referenced data bank.
- AP10.04** Prepare a layered route map showing; current bus routes, potential bus routes, current cycling routes both formal and informal, potential cycling routes, current bicycle parking, potential bicycle parking and extended facilities, current pedestrian movement system, potential to improve pedestrian movement system. Also, consider: taxi movements and ranks, facilities for the people with disabilities or mobility restrictions, motorcycle and other novel motorised transport parking.
- AP10.05** Research and report on the; shape, form and types of stationary wayfinding reference systems – including modern three-dimensional maps and audio-visual interactive kiosks.
- AP10.06** Research and report on; electronic information, downloads, applications (apps) and other satellite navigation systems suitable for visitors.
- AP10.07** Prepare a preliminary project brief suitable to be used to gain and assess expressions of interest from consultants that are able to demonstrate their capacity to develop a fully integrated wayfinding system for the inner city, its immediate environs and other specifically identified routes and destinations



**AP10**  
**Evaluate and Recommend a City Wayfinding System**

**Action Concepts and References**




Wayfinding Sydney

Project Reference Code	AP04
Project Key Words Reference	Link from the Hobart Rivulet Park along Collins St
Likely Capital Cost	\$1,000,000 to \$1,500,000
Source of Funding	Council & Corporate Support
Critical Timelines	For Construction during 2014
Perceived Community Support	High

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Chairman: 



## Action Project Eleven – AP11

### Develop and Promote an Inner City Courtesy Zone [The ICCZ]

#### The Challenges, Analysis and Recommendations – Gehl Hobart 2010

*A traffic dominated city: The design and the use of the city's streets lets cars be dominant. This creates unattractive spaces, but also dangerous traffic situations for vulnerable road users.*

*Conflict between vehicles and pedestrians is one of the major problems in cities today. In many cities traffic has steadily increased. It is important to look at traffic in city centres with a critical eye and especially pay attention to the unnecessary through traffic that conflicts with the creation of a lively people friendly city environment. In order to develop a good city for people and to improve the overall city quality the number of private motor vehicles driving through the centre needs to be decreased and/or driving speeds reduced. Other means of transport need to be developed in order to offer people an alternative to the car.*

Jan Gehl Hobart A City with People in Mind p.32

#### **Gehl Report Comments:**

##### **Create inviting and attractive gateways to the City centre**

The gateways should also be linked to the City network, both visually and physically. It should be easy to find your way and orient yourself... A message that signals to motorists that they have now reached a zone where all road users have the same priority.

The gateways should signal a change of focus to an increased pedestrian and cycling priority



Jan Gehl Hobart A City with People in Mind p.93

#### **Considerations**

To consider and implement an Inner City Courtesy Zone, bounded by Macquarie, Campbell, Brisbane and Harrington Streets. Inside this zone all movement whether on foot, on a bicycle or in a car will be courteous, fair and equitable. If this concept can be promoted successfully then the artificial separation of pedestrians, cyclists and motorists will be eliminated.

It is unlikely the community will accept a wholesale reduction or elimination of private motor cars from the inner city. It is however possible to moderate the behaviour of motorists, cyclists and pedestrians.

Currently the demand of car drivers to barge through slow crossing pedestrians at traffic light controlled intersections is all too common. If the lights are green many drivers demand their rights. This attitude needs to be ameliorated.

The need for cyclists to be able to ride freely also needs moderating, if the streets are choked with cars, footpaths are not an alternative – unless the rider dismounts and walks their bike carefully through the pedestrians.

Pedestrians also must consider that cars and bikes are controlled by people just like them.

If the inner city is to continue to provide access to cars, bikes and pedestrians, then everyone must respect each other's needs and take responsibility for a safe courtesy environment.





## AP11

### Develop and Promote an Inner City Courtesy Zone [The ICCZ]

#### Recommended Actions

- AP11.01** Some infrastructural changes will be required at the entry points into the Courtesy Zone and will need information boards indicating that people are entering a special zone. Rumble strips or similar devices will need to be placed across the streets where vehicles enter. Some changes may be required to traffic lights.  
The inner city fences will be removed and street furniture relocated where necessary to ensure safe inter action points are free of obstruction.
- AP11.02** Restrictive measures should be kept to a minimum but parking will be limited to shorter times than currently apply, ensuring both drop of and pick up conditions are reasonably available.  
Commercial loading zones will be limited to specific periods early in the morning and late in the evening to a similar timetable as applies in Elizabeth Mall.  
It is not considered essential that a speed limited be posted but a 30 kph general limit within the Courtesy Zone could be considered or the use of variable illuminated speed signs installed at the entry points to the ICCZ.
- AP11.03** Parking compliance officers working in the ICCZ should have training to ensure they are able to assist in the smooth operation of the ICCZ. It would be their responsibility to inform people of the expected behaviour inside the ICCZ and to demonstrate a high level of personal courtesy.
- AP11.04** The two intersection in Murray Street (at Liverpool and Collins Streets) should allow time for bicycle users to move freely throughout the intersection followed by a pedestrian all directional crossing sequence.
- AP11.05** A public awareness campaign will be required to ensure all of the community is aware of the ICCZ. This should include print and radio messages. Once established a system of alerting travellers from outside of Hobart needs to be implemented, particularly rent-a-car hires.



<b>Project Reference Code</b>	AP11
<b>Project Key Words Reference</b>	Develop and Promote an Inner City Courtesy Zone [The ICCZ]
<b>Likely Capital Cost</b>	Under \$500,000
<b>Source of Funding</b>	Council
<b>Critical Timelines</b>	Commencing in time for the Myer opening
<b>Perceived Community Support</b>	Not directly canvassed in community engagement

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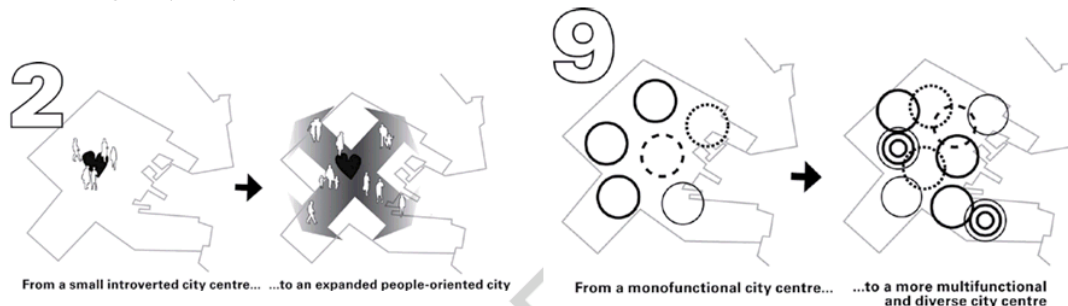
## Action Project Twelve – AP12

### Identify and Record, All Retail and Service Businesses in the City

#### The Challenges, Analysis and Recommendations – Gehl Hobart 2010

*'Wayfinding encompasses all of the ways in which people orient themselves in physical space and navigate from place to place. There are some nice and artistic examples of signage in the city centre of Hobart, but it consists of solitary examples which do not contribute to a cohesive signage and wayfinding network.'*

Jan Gehl Hobart A City with People in Mind p.38

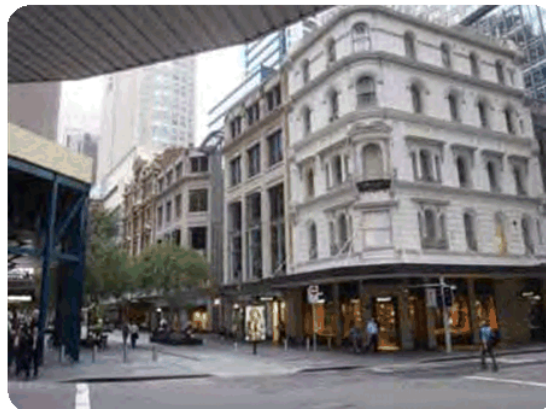


#### Gehl Report Comments: Considerations

Retail will remain the heart beat of the City, we know it is changing and E-retail could have some negative impacts until the necessary adjustments are made to refresh in shop retailing. During this unstable period it is important that the Council maintains a watching brief on movements in the Retail industry, to be aware, responsive but not reactive.



Pitt Street Mall, Sydney



Pitt Street Mall, Sydney





## AP12

### Identify and Record, All Retail and Service Businesses in the City

#### Recommended Actions

**AP12.01** The Council will work with the Hobart Chamber of Commerce and other stakeholders representing the inner city retail and service providers with the aim of achieving economically sustainable city businesses.

**AP12.02** Work has commenced to collect the following information and have it incorporated into the Councils GIS. The information gathered relates to the location, operation, and appearance of all retail outlets and service providers in the Inner City:

**Retail**  
**Services**  
**Building Features**  
**Operation**

Opening Hours, Atmosphere from the Street and Clientele.

It is recommended that this information be assessed by the Council operations who can utilise the information collected.

Any amendments should then be made about the extent and quality of the data collected.

A program to facilitate the accurate and regular collection and updating of the files should then be implemented.

This information will assist in discussions with the retail and service businesses in the city.

**AP12.03** **Retail consumer survey**

The Economic Development Unit has commissioned the Hobart Inner City Consumer Behaviour Research this is a phone contact retail consumer survey to assist in identifying responses from at least one thousand householders in the greater Hobart area.

**AP12.04** **Review process**

The value in the projects listed above is to provide the Council with a clear snapshot of both supply and demand in retail and services sectors in the inner city. This information will be used to develop a detailed retail strategy for the city.

The information will provide the opportunity for the Council; to benchmark the area with other equivalent shopping precincts as well as providing a platform for further data collection over time at will build an ongoing resource for future analysis. The collected data will also allow the Council; to better understand where the gaps are in the business offering in the inner city.

When all the above data is to hand a detailed review will be undertaken and the information tabulated and distributed to interested parties within the Council and to selected parties and organisation who have interest in working with the Council to improve the quality and economic sustainability of the city's retailers and service providers.

<b>Project Reference Code</b>	AP12
<b>Project Key Words Reference</b>	Identify and Record, All Retail and Service Businesses in the City
<b>Likely Capital Cost</b>	Under \$100,000
<b>Source of Funding</b>	Council
<b>Critical Timelines</b>	2012
<b>Perceived Community Support</b>	Not directly canvassed in community engagement

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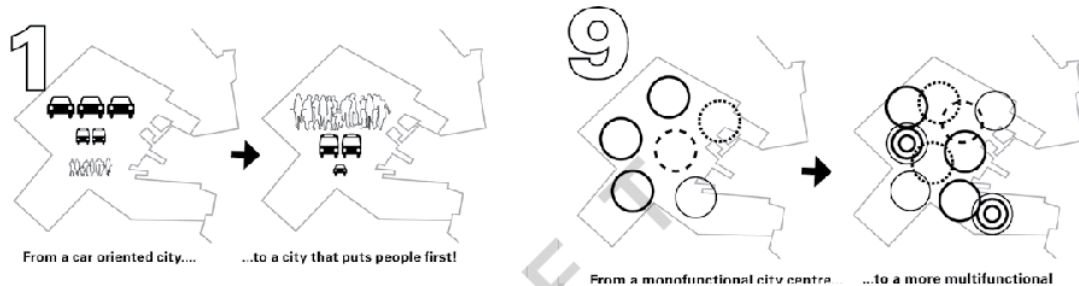
## Action Project Thirteen – AP13

### Review and Recommend Opportunities to Promote City Living

#### The Challenges, Analysis and Recommendations – Gehl Hobart 2010

**Importance of residents in the city centre:** 'Having residents in the city centre means that people live in and care about the city. Residents contribute to the vitality day and night, going about their daily tasks. Particularly in the evening, residents, even in relatively few numbers, create an image of a city lived in and looked after.'

Jan Gehl Hobart A City with People in Mind p.42

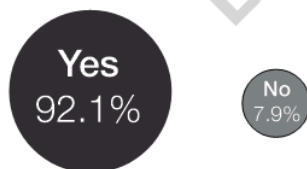


#### Responses to Public Engagement

Do you support these concepts?

*Creating strong connections to surrounding areas.*

*Making the most of Hobart's remarkable setting.*



How important is...?  
(5 High – 1 Low)

Encouraging more residential development 3.8

#### Gehl Report Comments:

**Create a more diverse city centre with invitations for all.**  
Create invitations for the high number of people living in the City centre and create more invitations for people working and studying in the City centre after working hours.

#### Encourage more residential development.

Set a goal for how many residents will live in the city centre by 2030 and create a strategy to reach that goal.

Locate new residential development strategically so that lights from the windows of the dwellings give the pedestrian routes that are used at night a friendly and safe character. Develop housing to ensure that main pedestrian links have functions that overlap time.

Provide private outdoor space in direct relation to the apartments and with visual contact to public space - front gardens, balconies, roof terraces.

Develop functions that support housing and improve the quality of living in the area.

Bring students into the city instead of isolating most of them on campuses. Set a goal for how many students in the City centre by 2030 and create a strategy to reach that goal.

Be creative and use every opportunity to increase the number of residences, including affordable housing and student housing.



## AP13

### Review and Recommend Opportunities to Promote City Living

#### Considerations

Increased residential living within the city can be promoted in two main forms; new medium density dwelling developments or the adaptive reuse of the existing building stock – the latter is likely to be more sympathetic and provide a sound sustainable outcome. The Council must work on a wide front to influence adaptive reuse projects; both by individuals and by property developers. The proposed residential growth strategy could be one component in the concentrated effort that is needed to attract a broad base of residents into the City.

Although the Hobart Planning Scheme provides for residential development in a significant area of the inner city, the area to be designated as the Inner City Residential (Priority) Zone is not clearly defined. A medium density residential area is defined as between 35 to 70 dwellings per hectare (10,000 sqm). If the expected household size is 2.2 persons, that indicates 77 to 154 people per hectare.

Questions requiring consideration in determining the role and need for inner city residential development:

- Who would want to live in Inner Hobart?
- What would be the attraction?
- How much would they pay?
- Would they rent, lease or buy?
- How many sleeping spaces?
- What form of living spaces?
- How can the downsides of strata titling be overcome?
- Is the real estate industry equipped to deal with inner city living?
- Do the current planning rules allow sufficient flexibility?
- Are there ways to increase flexibility?
- Is private open space desirable?
- Is any open space essential?
- Can cars be excluded from consideration?
- Is bicycle storage essential?
- What is the impact of the Building Code of Australia?
- Is there sufficient incentive to adaptively reuse a heritage building?
- What limits should be applied to interventions in heritage buildings?
- Should government subsidise inner city living?
- What role does student house have?
- Should there be a proportion of affordable housing?
- What is the threshold of affordability?
- Can the inner city be adequately defined?
- Should gentrification be encouraged?
- Should families with young children be encouraged to live in the inner city?
- Should post-employment people be encouraged to live in the inner city?



## AP13

### Review and Recommend Opportunities to Promote City Living

#### Recommended Actions

- AP13.01** The Inner City Housing Steering Committee, chaired by the General Manager, continue its deliberations and report to the Council.
- AP13.02** Research is required to determine which properties within the inner city are suitable for residential development.
- AP13.03** Analysis is required to determine what is required to attract residential development in the city.
- AP13.04** Study is required to determine the value of attracting low income residents into the city.
- AP13.05** Study is required to evaluate what incentives are required to attract residents to purchase free market townhouses and apartments in the city.
- AP13.06** The systems of titling suitable for inner city residential developments should be reviewed.
- AP13.07** Methods of offering incentives to developers of quality inner city residential and mixed residential/commercial developments should be considered.
- AP13.08** The Council should be undertaken discussions with the education providers in the city to determine the likely demand for student housing over the next decade. Careful planning should be undertaken to determine by who and how this accommodation can be provided.
- AP13.09** The Council should undertake discussions with the major property owners and developers in the city to determine where and when residential developments are likely to take place, so that supportive policies can be develop and implemented, to ensure economically sustainable development.
- AP13.10** Hobart is a unique city which has grown organically from a colonial settlement to a capital city. The inner city was once a compact town of shops, offices and residences. Progressively commercial and administration buildings have displaced the low rise cottage houses forcing the residential population of the city further and further away from the city centre. For a period the shops grew into department stores and the residents travelled in from their suburbs to shop in the centre. Eventually retailers built shopping centres in the suburbs, this meant that shopping trips to the city were reduced and the activity in the centre of the city slowed down.

Only increasing the inner city residential population can reverse this trend.

The Council should continue to develop a sound residential strategy aimed at providing for a residential mix across a wide socio-economic spectrum.

icap

**AP13****Review and Recommend Opportunities to Promote City Living****Action Concepts and References**

Potential Over-shop Residences - Hobart

<b>Project Reference Code</b>	AP13
<b>Project Key Words Reference</b>	Review and Recommend Opportunities to Promote City Living
<b>Likely Capital Cost</b>	Under \$500,000
<b>Source of Funding</b>	Council, State, Property Owners, Community Organisations and Commercial Entities
<b>Critical Timelines</b>	Continuous activity from 2012
<b>Perceived Community Support</b>	High

Prepared by George Wilkie – Executive Manager City Design,  
Strategy and Governance Division

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## Action Project Fourteen – AP14 Salamanca Place Precinct

### The Challenges, Analysis and Recommendations – Gehl Hobart 2010

#### Gehl Report Comments:

##### **Salamanca Place - the busiest place on a Saturday**

Salamanca Place consists of rows of sandstone buildings, formerly warehouses for the port of Hobart Town that have since been converted into restaurants, galleries, craft shops, offices and retail opportunities. On Saturdays it is home to Salamanca Market, a weekly market organised by the Hobart City Council that has been operating since the 1970's. Local traders sell everything from honey to straw dolls, and buskers provide entertainment and it has become Australia's biggest outdoor market.

##### **Generous space for cars.**

Salamanca Place has a distinctive character, largely as a result of the almost intact row of heritage sandstone warehouses that address the street and the expanse of lawn and trees that separates the warehouses from the Wharf.

Salamanca Place is the main public realm for pedestrians and stationary activity in Hobart, but cars dominate the streetscape. Many modes of traffic are sharing the limited space: pedestrians, bicycles, and cars. The space for traffic is fairly generous and pedestrians and outdoor café seating are cramped on the narrow footpath.

The current intrusion of car parking and the routing of vehicles through the lawns make pedestrian connections particularly difficult. The expansive roadway on Salamanca Place provides short term parking but leaves only a modest footpath, which has become one of the city's most popular outdoor dining areas. There is almost no space left over that can invite staying activities.

Places with benches and outdoor seating could do a lot, as well as smaller spaces where children could play.

**The question to be asked is who does Salamanca Place want to invite, the cars or the pedestrians?** All visitors eventually become pedestrians and they create a vibrant and attractive atmosphere where businesses can flourish and with places people wish to return to.'

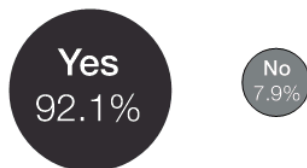
Jan Gehl Hobart A City with People in Mind p.52

#### Responses to Public Engagement

Do you support these concepts?

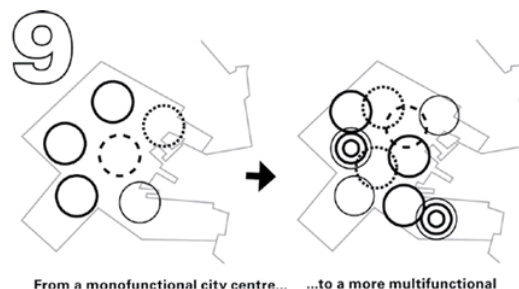
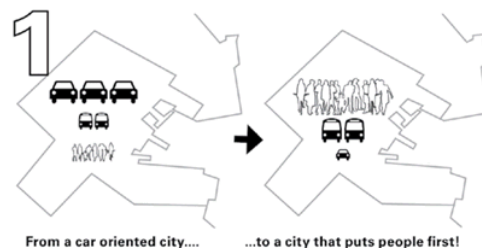
Creating strong connections to surrounding areas.

Making the most of Hobart's remarkable setting.



How important is...?  
(5 High – 1 Low)

Encouraging more residential development 3.8





## AP14

### Salamanca Place Precinct

#### Considerations

The discussion should continue to determine the most suitable uses of the open spaces in Salamanca Place precinct. It is critical that a balance of commerce and culture is maintained and that the facilities remain accessible to the widest profile of the community. The Council must take into account the impact that a significant number of the City's after dark activities have on this area and consider if any increase would adversely affect the desire to revitalise the City. The more the night life activities are concentrated in one place the more difficult it will be to reduce the reliance on all ready over stretched infrastructure.

Development continues to impact on the Salamanca Precinct, the completion of the Princes Wharf One project, the development of UTAS/IMAS, the scheduled development of the Parliament Square development, the upcoming development of the mixed use development in Montpelier Retreat; all impact on the use of the place and dynamics of the local area.

Salamanca Place on Saturday mornings during the markets has the highest population density in Hobart.

This is the place to go to have fun, it is the focus of many events including Taste, Mona Foma, etc. it is flexible; providing activity spaces and at other times car parking.

Planning the future of Salamanca is not going to be an easy task; the demands will be in constant flux. Meeting the needs of the retailers, gallery operators, the food & beverage establishments is as essential as providing public facilities, activities and events.

This is the place where Hobart interacts; it needs to remain flexible in accommodating the community's desires, these will change over time and the Council should monitor the changing demands and be able to act responsively.



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Strategy and Governance Division

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Chairman:

A handwritten signature in dark ink, appearing to read 'Eva Ruzicka'.

# icap

## AP14

### Salamanca Place Precinct

#### Recommended Actions

- AP14.01** Salamanca is where the public realm of the Commonwealth, State and Local Governments interact with the commercial world of commerce and entertainment. All the stakeholders and the community are entitled to have their say about this place, for it is the combination of public resources, commercial activities and public participation that makes Salamanca a success. Hobart City Council has a pivotal role in the management of Salamanca and every proposal for change to the place or its activities, must be carefully evaluated to maintain its balance in providing enjoyment and sustenance for the largest possible majority of the community and visitors.
- AP14.02** To determine the most suitable layout of car parking, vehicle movement and pedestrian safety, the Council should trial a number of parking and aisle configurations before commencing any permanent changes to the road infrastructure in Salamanca Place.
- AP14.03** There has been a significant change to the available car parking spaces in the Salamanca Precinct brought about by the PW1 and IMAS developments. Further changes should be carefully assessed before introduction, although it is likely that changes to the parking spaces in Salamanca Place could be modified to improve pedestrian safety and to meet the requirements of the *Disability Discrimination Act 1992* as administered by the Human Rights and Equal Opportunities Commission:

#### *What is an accessible footpath?*

*A footpath should, as far as possible, allow for a continuous accessible path of travel so that people with a range of disabilities are able to use it without encountering barriers. While a footpath necessarily follows the natural topography of the area, in the best possible circumstances a continuous accessible path of travel along a footpath should:*

*Have a minimum clear width of at least 1.8 metres at the narrowest point and minimum clear height of 2 metres with nothing encroaching into that envelope*

*(These features of a continuous accessible path of travel are taken from current Australian Standards 1428 part 1 and part 2.)*

*In addition the Commission is of the view that the continuous accessible path of travel should extend from the property line with no obstructions or projections in order to provide the best possible guidance line for all users including people with a vision impairment.*



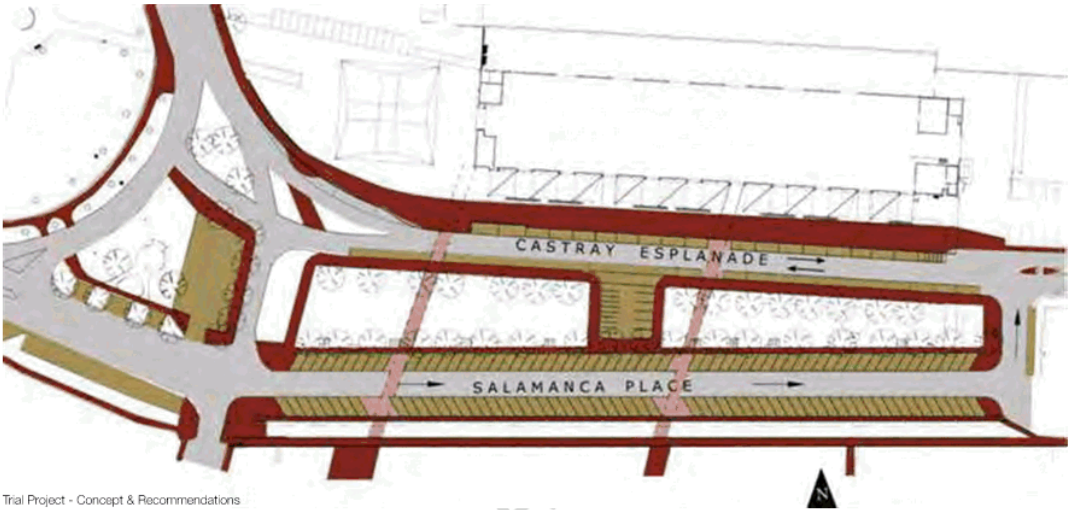
Jan Gehl Hobart A City with People in Mind p.105



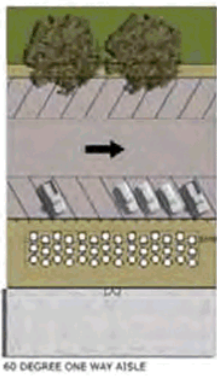


AP14  
Salamanca Place Precinct

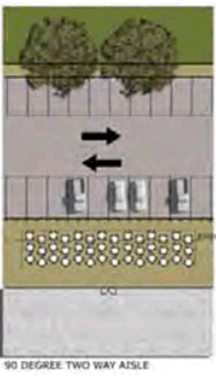
Action Concepts and References



Trial Project - Concept & Recommendations



60 DEGREE ONE WAY AISLE



90 DEGREE TWO WAY AISLE



Perth, Australia

Project Reference Code	AP14
Project Key Words Reference	Determine and Recommend Appropriate Development of Salamanca Place
Likely Capital Cost	\$1,000,000 to \$2,000,000
Source of Funding	Council, State, Property Owners, Community Organisations and Commercial Entities
Critical Timelines	Continuous activity from 2012
Perceived Community Support	Not directly included in the community engagement

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Strategy and Governance Division

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## Action Project Fifteen – AP15 Activating Public Places

### The Challenges, Analysis and Recommendations – Gehl Hobart 2010

#### **Variety of events:**

A broader variety of events in the city centre would invite different users and age groups with different interests. For example; a skating festival, a sing-along festival, fashion week, Hobart by night (lighting festival in public spaces), flea markets, historic walks and the city centre art festival for children, etc.

The positive aspect of events is that they gather a lot of people, which adds life and bustle to the whole area in which they take place.

Jan Gehl Hobart A City with People in Mind p.45

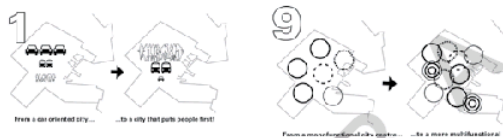
#### **Something is lacking:**

People are not spending a long time in the city centre and their activities while in the city tend to be somewhat the same every time they visit, with shopping as a predominant activity.

This relates to a number of reasons of which one factor has to do with the current quality level of the public spaces. Some public spaces are worn down and in need of a refresh and new thinking regarding the general layout of the space, design profile and the future use. Gehl...P49.

Hardly any children playing: Children playing are good indicators of a city that has been created for all users. Public spaces require extra features in order to invite children and elderly people to use and enjoy them.

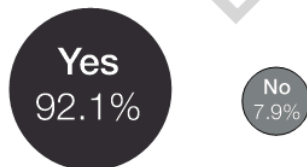
Jan Gehl Hobart A City with People in Mind p.49



#### **Responses to Public Engagement**

Do you support these concepts?

Ensuring a vibrant city centre with versatile public space



How important is...?  
(5 High – 1 Low)

Developing versatile public spaces and celebrating the uniqueness	4.2
Creating a program for events	3.9
Encouraging alternative uses of the city spaces	4.1
Improving possibilities for staying	4.0

#### **Gehl Report Comments:**

##### **Encourage alternative uses of the city spaces**

Identify different types of public spaces to accommodate a wide range of use and activity; some fixed and others more flexible.

Develop more opportunities for recreation in the City centre and improve the quality of existing recreational space.

Introduce and integrate playful elements in the urban design to promote new experiences and invitations to stay.

Invite people to stay in the City after working hours and at weekends, strengthen the recreational possibilities in the City. Integrate elements that invite for physical activities in the public space.

Develop a special winter square; place the City's outdoor icerink on Mawson Place and let the Christmas tree occupy Hobart's Heart on Elizabeth Mall.



## AP15 Activating Public Places

### Considerations

The Gehl Report recommends '*Ensure a vibrant city with versatile public space. The analysis of the public space and life in Hobart can be summarised as – the physical structure is there, but opportunities for a range of activities needs strengthening.*' Jan Gehl *Hobart A City with People in Mind* p.102

**An important way of increasing activities is to promote temporary activity concessions in the City.**

Gehl recommends the following primary spaces needing increased activity:

Elizabeth Mall, Franklin Square, Mawson Place, Parliament Square, St Davids Park, Salamanca Square, Princes Park, Hunter Street, Sullivans Cove Waterfront, Princes Wharf (PW1 Forecourt).

All these spaces have their own special values that should be enhanced by the introduction of extra events, activities, promotions and concessions.

Many cities promote street vendors; Sydney has an extensive array of city owned kiosks selling; flowers, magazines, fruit and vegetables. Copenhagen has its famous ice-cream kiosks and frankfurter stands throughout the City.

In Hobart there are a few vendors but many large spaces, including most of those listed above are vendor free zones. Consideration of developing a concession licence system that would allow colourful mobile food stalls, children's amusements and even temporary sporting attractions; like an ice rink or beach volley ball courts could be considered.

The Council could develop policies and programs that would support activation of public spaces by its own programs and by initiatives of other parties. An essential component of the development of policies and programs is a parallel provision of supporting infrastructure.

The Council directly provides and supports many activities and events within the city and understands the risks associated with these ventures. Gehl applauds all of these actions but notes there are gaps that could be filled by other parties whether with Council support or independently supported.



New Road  
Gehl Architects

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Strategy and Governance Division

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Chairman:

*Eva Ruzicka*



## AP15 Activating Public Places

### Recommended Actions

- AP15.01** Develop a policy position on public place activation. Particularly the need to clarify the relative emphasis of direct delivery by Council, compared to it taking a facilitating role.
- AP15.02** Establish clear policies to include:
- Develop and distribute a user manual for activating open space - including customer service.
  - Establish a clear policy position on street vending. This needs to cover from small scale vendors to large commercial proposals that may impact of quantity and quality of public space.
  - Plan prioritised opportunities, prepare a proactive body of work to identify appropriate sites and make them shovel ready.
  - Develop a system of simplified land use approval – reducing the first barrier to an idea.
- AP15.03** Establish a city activation team to provide inputs from all of the Councils divisions to ensure cohesive management of any proposed activation projects in public places.
- AP15.04** Develop a one-stop information, advice and application/permit facility to service all requests to provide activity projects and facilities in the city.
- AP15.05** Ensure new and renewal infrastructure projects consider providing utility service access points and other facilities to assist in the flexible location of temporary activities in public places and spaces.
- AP15.06** To ensure a well balanced presentation of activation projects to the community, the Council should coordinate and provide a marketing and communication program. It is essential that activation is marketed as delivering benefits for all; projects where the commercial/retail balance could be adversely upset should be carefully assessed before being granted a permit to operate.
- AP15.07** Ensure that the diverse views of the community, including those of private households and business community are sought, considered and acted on.
- AP15.08** Critical to the success of the activation proposal is that the whole community benefits. Whether an activity is operated by the Council, a community group, an individual or a commercial operator they should be assessed to ascertain the extra value they provide to the community; particular attention should be given to widening the range of activities offered to children, young families, family groups, people of lesser fortune and more mature people.
- AP15.09** Examples of early start projects are included for consideration;
- need to identify locations, whether permanent or semi permanent
  - engender a fresh look to an open space
  - hard surface sport events – e.g. street soccer (5 a side) – an asset we have is a lot of good hard surface
  - minor “add ons” to parks (activities and amenities) – bocce – corporate challenges
  - rent a car space – providing infrastructure to facilitate activity
  - changing content – changes and surprises, temporary parks, e.g. ICTC presentation on 3rd wave of parks





AP15  
Activating Public Places

Action Concepts and References



Jan Gehl *Hobart A City with People in Mind* p.105



North Beach, by Rebar San Francisco

Project Reference Code	AP15
Project Key Words Reference	Recommendations - Activating Public Places
Likely Capital Cost	Under \$500,000
Source of Funding	Council, Community Organisations & Commercial entities
Critical Timelines	Continuous activity from 2012
Perceived Community Support	High

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## Other Projects for Consideration in Association with ICAP

The following projects have not been included in the current proposed actions as many require detailed input from third parties, particularly DIER and Metro prior to detailed actions being proposed for implementation. Some other of these projects also require detailed consultation with stakeholders and engagement with the community prior to recommendations for actions being proposed.

### Cars in the City Centre

- Investigate ways of reducing car dominance in the City Centre
- Prepare a long term plan to reduce urban through traffic
- Compare one-way street system with two-way street system
- Provide on-street parking on a strictly needs based system

### Inner City Cycling

- Prepare an inner city cycle route map
- Improve cycleway safety along designated routes
- Provide well located effective cycle parking places
- Evaluate if publicly owned end of journey cyclist facilities are required
- Review external routes required to enter inner city cycle routes

### Inner City Walking

- Prepare an inner city walkers; promenades, places & links map
- Investigate locations for pedestrian priority places
- Improve pedestrian enjoyment in all streets, foot paths & public spaces
- Remove barriers to pedestrian movements wherever possible
- Maximise convenience & safety at all pedestrian street crossings
- Plan to exceed the minimum requirements of disability access codes
- Improve design & increase locations of pedestrian rest & seating areas
- Investigate all possibilities to provide a waterfront walk from Sandy Bay to Cornelian Bay

### Inner City Metro plus public transport

- Discuss and determine the essential bus routes required by Metro
- Investigate with Metro introduce through routing where possible
- Reduce or eliminate counter flow bus routes within the city
- Request Metro to introduce; one-way bus flow in the Bus Mall
- Request Metro to reduce; number and spread of bus stops in the city
- Request Metro to investigate; free bus loop servicing the inner city
- Investigate opportunities to provide a bus / coach interchange
- Request Metro to introduce – next three buses electronic boards
- Investigate opportunities to widen taxi services and rank locations
- Investigate opportunities to improve access to water taxis/ferries
- Investigate opportunities to introduce a light rail system
- Extend bus services into the evening to encourage a night-time city

### Construction of the Hobart Rivulet Park – Cycle & Walkway

### Strategic Planning of the Battery Point Access-way

### Strategic Planning of the Sandy Bay Road access-sharing project

### Strategic Planning to reduce the impact of traffic flow in Davey Macquarie Couplet

### Support review of city car movements to & from and between City parking stations

### To engage productively with Strategic Planning for the Macquarie Point rail yards

### Support sympathetic adaptive reuse of heritage buildings



## Addenda A.1

### Awnings and Other Shelters in Public Space

#### The Challenges, Analysis and Recommendations – Gehl Hobart 2010

##### **Awnings – a significant feature**

*A significant feature of Hobart city centre and its urban structure is the awnings covering large stretches of the footpath. Traditionally there were beautifully detailed lace awnings supported by posts standing in the footpath, but many of these have been replaced by cantilevered box-like canopies to accommodate the introduction of the automobile.*

*Awnings provide protection from rain, wind and sun, but also make the footpath feel darker and less generous. They also block the visual contact with the upper floors of adjacent buildings and views to the sky, thus limiting sensory stimuli to the horizontal plane. The awnings create a somewhat uniform pedestrian experience where the unique visual qualities of a street are not always exposed.*

Jan Gehl Hobart A City with People in Mind p.70

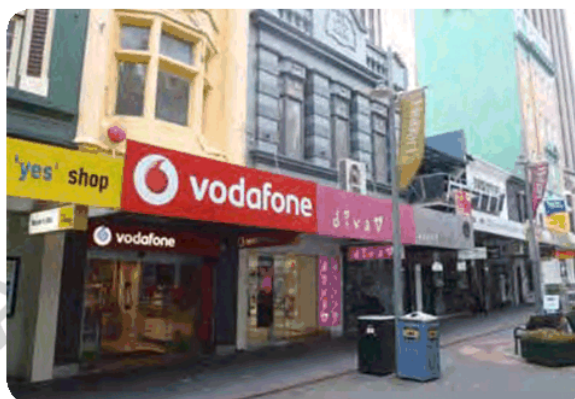
##### **Gehl Report Comments:**

##### **Maintaining a human scale city**

Develop regulations for signage, canopies, etc. in order to prevent inappropriate elements reducing the quality of the architecture and the street environment.

##### **Improve the visual qualities by adding elements which increase delights for human senses**

Replace heavy awning along building lines with light elegant Australian veranda type awnings.



A review of existing awning over shop-fronts and business premises in the city should be undertaken. Preliminary observations indicate the following adverse impacts from many existing awnings, including:

There is inconsistency between awning on adjacent buildings and along the street alignment.

The thickness of the awning edge has is very deep to accommodate excessive signage.

Many awnings extend too close to the street kerb line and show damage due to contact with vehicles.

Under awning signage is haphazard and is excessive in area.

Consideration should be given too:

Requiring all awning owners to; undertake engineering safety assessments of all cantilever awnings in the city to ensure compliance with current regulations and codes.

Developing a new code for the appearance, design and construction of awnings in the city, this code should;

Limit distance awning can cantilever from a building, say 2400mm

Control the height of awnings above footpaths, say not less than 3000mm

Ensure adjacent awnings have a cantilever distance and height above the footpath that is consistent and suitable to the buildings they are attached too.

Limit the thickness of awning edges, say to 320mm

Require all awning edges to be set back from kerb lines, say by at least 450mm

Limit all edge of awning signage to an absolute minimum, say one colour & max 165 high

In some parts of the city including Elizabeth Mall disallow all edge of awning signage

Awnings attached to heritage buildings be subject to specific controls

Support repairs and restoration of existing historic awnings requiring upgrading

Where appropriate consider glazed awning systems

These recommendations will progressively develop a more consistent less offensive awning system in the city while still maintaining sensible weather protection.

Prepared by George Wilkie – Executive Manager City Design.  
Strategy and Governance Division

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Chairman:



## Addenda A.2

### Information Booth and Viewing Gallery to the Hobart Rivulet, Elizabeth Mall

#### The Challenges, Analysis and Recommendations – Gehl Hobart 2010

##### *The Hobart Rivulet*

*The Hobart Rivulet flows down from Mount Wellington and underneath the city of Hobart into the River Derwent,. The lower portion of the Rivulet has been piped through the city and runs below the central city area. In some places of the city centre, the city's historic Rivulet is exposed; through a viewing portal in Elizabeth Mall and in a small open channel in Collins Street. Jan Gehl Hobart A City with People in Mind p.17*

#### Proposal for a replacement Information Centre

There is an existing project brief requesting consideration to investigate and design a new information booth to replace the existing booth.

The new information centre should be designed to give visual dimension to the Mall, provide an interesting visitor focus and incorporate viewing access to the subterranean Hobart Rivulet.

#### Preliminary concepts

The Rivulet transects the Elizabeth Mall towards the northern end of the space. Currently there is a small viewing opening on the east side that allows glimpses into the Rivulet.

This opening does not provide the Rivulet with a strong presence in the mall, and it is proposed to construct a new viewing point to increase public interaction with the important historic component of the city's infrastructure.

The existing information booth was designed for the dual role as a visitor information booth and the police kiosk, is now only used as a general information booth. It is poorly located and its relocation would improve the use of space under the Mall canopy.

Some preliminary design thoughts include the concept of combining a number of functions into the propose structure including the Rivulet viewing feature, the information centre plus an accessible stepped roof to; improve viewing of events in the Mall and to provide a place to sit, talk, view and eat.

This would provide an icon feature in the Mall and provide an important missing feature – the place that is identified as – where you meet friends. It would become the focus point in the Mall and the place from where much of the city's activities emanate.



Original Hobart Rivulet Wellington Bridge



icap

## Addenda A.3

### Connecting Wellington Court to Argyle Street

#### The Challenges, Analysis and Recommendations – Gehl Hobart 2010

##### Linking Wellington Court to Argyle Street.

On page 99 of his report Jan Gehl, points to the space beside the Argyle Street Car Park and recommends – '*Beautify the link and add artistic elements and temporary exhibitions.*'

This is one of his small asides that are almost lost in the bulk of the report, but here is a place calling out for improvements.

There is a dull colourless link that connects Wellington Court through the pay booth area of the Argyle Street Car Park to Argyle Street. It is well used by the public, mostly because it is the only way to pay the parking fees and redeem their car.

To disregard this place is to forsake a significant opportunity to add colour, vibrancy and character to otherwise purely functional infrastructure and service.

Here is a fabulous opportunity to provide a place...

How can; a multi-level car park, with a major public toilet facility, the city cleansing department in its basement and surrounded by vacant spaces full of parked cars and surmounted by the rear of a bland multi-storey educational building – be turned into a -beautiful link with artistic elements?

Gehl suggests temporary exhibitions; this should be considered in conjunction with changes to the sheltered walkway linking Wellington Court to Argyle Street.

Consider:

- More activity
- More space
- More height
- More colour
- More light
- Live music
- Street entertainers
- Fringe exhibitions
- Food vendors
- Flower vendors

There are already high volumes of people and this number will increase with the extra car spaces and the new shopping centre.

It is not a passive place, it is an active place, and the challenge is to extend the quantity and quality of the activities to benefit the community.







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- An Urban Design Framework, a Vision for Perth 2029*, City of Perth WA 2010
- National Urban Policy: Our Cities- building a productive, sustainable and liveable future*, Dept I & T 2011  
Including: Background and Research Paper: *Our Cities- the challenge of change*
- Productivity Commission, *Economic Structure & Performance of the Australian Retail Industry*, Draft Report 2011



## Appendix I

### Community Engagement Stakeholder Respondents who submitted comments

Heart Foundation Tasmania

Waterfront Business Community

Public Health Association Australia (Tasmanian Branch)

Peak Oil Tasmania

Cycling South

Bicycle Tasmania

Glebe Progress Association

DHHS – Population Health

Australian Institute of Landscape Architects Tasmania

Property Council of Australia (Tasmania Division)

DIER – Infrastructure Strategy Division

Australian Institute of Architects

Hobart Chamber of Commerce

Tasports

Hobart Older Persons Reference Group

Presentations made to external organisations and groups

- Safer Hobart Community Partnership – approximately 20 attended
- Denison branch of the Liberal Party of Tasmania – Royal Hobart Yacht Club, approximately 50 attended
- Hobart's Older Person's Advisory Group – approximately 10 attendees
- Council's Access Advisory Committee – approximately 12 attended
- The Glebe Progress Association – Philip Smith Centre, approximately 25 attended
- Australian Institute of Architects – Tasmanian Chapter – Irish Murphy's Meeting Room, approximately 35 attended
- Building Designers Australia – Tasmanian Chapter – The Grange, Campbell Town, approximately 45 attended
- National Local Government Drug and Alcohol Advisory Committee – Hobart Town Hall, approximately 20 attended
- Community Sector Reference Group – Hobart Town Hall, approximately 15 attended
- YouthARC – Representative from years 10-12 local colleges – City Hall, approximately 15 attended

Prepared by George Wilkie – Executive Manager City Design,  
Strategy and Governance Division

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Chairman:



## Appendix II

### The Role of the Steering Committee

The Steering Committee for the Inner City Development Plan includes the General Manager and all of the members of the Executive Leadership Team. Its role is to ensure that the Inner City Development Plan and the Inner City Action Plan provide suitable recommended actions for the urban design of the inner city based on the recommendations provided by the Gehl Report 2010 and their considered opinions.

Nick Heath	<i>General Manager</i>
Heather Salisbury	<i>Deputy General Manager/Director Community Development</i>
Neil Noye	<i>Director Development and Environmental Services</i>
Gary Randall	<i>Director Strategy and Governance</i>
David Spinks	<i>Director Financial Services</i>
Andrew Tompson	<i>Director Infrastructure Services</i>
Roger Viney	<i>Director Parks and Customer Services</i>
John Warner	<i>Director Corporate Services</i>
Michael Street	<i>Deputy Director Infrastructure Services</i>

### Project Management Team

Gary Randall	<i>Director Strategy and Governance</i>
George Wilkie	<i>Executive Manager City Design</i>
Tim Short	<i>Manager Economic Development</i>

### The Role of CAPT

#### The City Action Planning Team

The CAPT has operated for 13 weeks and has discussed many aspects of the Gehl 2010 Report and provided valuable input to the development of the ICAP.

<b>Strategy &amp; Governance</b>	George Wilkie (Chair)	<i>Executive Manager City Design</i>
	Tim Short	<i>Manager Economic Development</i>
<b>Infrastructure Services</b>	Owen Gervasoni	<i>Manager Traffic Engineering</i>
	Nick Dwyer	<i>Manager Road Engineering</i>
	Rebecca Doblo	<i>Landscape Architect</i>
<b>Parks &amp; Customer Services</b>	Rob Mather	<i>Group Manager Open Space</i>
<b>Community Development</b>	Penny Saile	<i>Manager Community Inclusion</i>
<b>Development &amp; Environmental Services</b>	Barry Holmes	<i>Manager City Planning</i>



## Appendix III

### Internal References

#### The City Wayfinding Team

The CWT meets fortnightly and is providing guidance and input into the scope of the proposed City Wayfinding System:

##### Executive Manager

George Wilkie *Executive Manager City Design*

##### Chairman

Ken Betlehem *Urban Designer*

##### Members

Greg Milne *Park Designer*

Kimbra Parker *Community Programs Coordinator*

Jane Castle *Cultural Programs Coordinator*

Mary Haverland *Road Engineer*

Nicholas Booth *Cultural Heritage Officer*

Lisa Padden *Manager Customer Service*

Alison Richardson *City Marketing Manager*

*TTIC Team Leader*

#### The City Marketing Awareness Team

The CMAT met to discuss the links between marketing and the ICAP.

#### The Retail Study, Phase One

A study has commenced to locate (on the GIS), identify and reference all retail and associated services within the City including those located within the arcades and shopping centres.

#### Residential Considerations

The Inner City Housing Steering Committee is chaired by the General Manager and meets regularly to develop a unified Residential Growth Strategy for the City.

### External References

This group was constituted from key stakeholders to provide a point of reference to the considerations and outcomes for the Gehl Report.

#### External Reference Group

##### Peter Curtis

Facilitator/Chairman

##### David Spence

General manager. Infrastructure Policy & Planning  
Dept. Infrastructure, Energy & Resources

##### Paul Barnett

Executive Director, Planning & Development  
University of Tasmania

##### Peter Poulet

State Architect

Office of the State Architect, Tasmanian Government

##### Heather Haselgrove

Chief Executive Officer  
Metro Tasmania

##### Mary Massina

Executive Director  
Property Council of Australia

##### Hadley Sides

Chief Executive Officer  
Sullivans Cove Waterfront Authority

##### Matthew Page

Divisional Secretary  
Property Council of Australia (Tasmanian Division)

##### Matt Clark

President  
Planning Institute of Australia, Tasmanian Division

##### Robert Wallace

Chief Executive Officer  
Tasmanian Chamber of Commerce & Industry

##### Richard Crawford

President  
Australian Institute of Architects, Tasmania

##### Lynne FitzGerald

Director of Cultural Development  
Dept. of Economic Development





## Appendix IV

### Business Reference Group

Jan Gehl made a breakfast time presentation to the following business group; 2 December 2010 on the release of Hobart 2010...

- Darryl Drew Les Lees
- Sue Hickey Slick Promotions
- Andrew Kemp K & D Warehouse, Mitre 10
- Victor Tilley Red Herring Surf
- Peter Stallard Stallards Camera House
- Greg Alomes Tasmanian Planning Commission
- Chris Oakman Portofino
- Graham Tween Colour Copy Centre
- Robert Parker Your Habitat

Peter Curtis facilitated the presentation, the Council was represented by, Aldermen; Thomas, Hayes, Harvey, Zucco; the General Manager, the Director of Strategy and Governance, the Director of Development and Environmental Services, the Executive Manager City Design, the Manager Economic Development and the Economic Development Project Officer.

### Economic Development Advisory Forum

Jan Gehl made a dinner time presentation to the Economic Development Advisory Forum; 2 December 2010 on the release of Hobart 2010...

- Paul Barnett Executive Director, Planning and Development, UTas
- Matt Smith Director, Asset Management ServicesUTas
- Peter Kent GM, Property, Land Use & Infrastructure Development, Dept. Econ. Devel
- Steve Old General Manager, Australian Hotels Association
- Peter Monachetti Hobart CBD Advisory Group
- Charles Scarafioti Nekon Pty Ltd
- John Brennan Tasmania Polar Network
- Mark Devine Commercial Manager, L J Hooker
- Richard Crawford President, Australian Institute of Architects
- Bob Gozzi Hobart Chamber of Commerce

Peter Curtis facilitated the presentation, the Council was represented by, The Deputy Lord Mayor, Aldermen; Christie, Rusicka, Hayes, Harvey; the General Manager, the Director of Strategy and Governance, the Director of Development and Environmental Services, the Director of Parks and Customer Services, the Executive Manager City Design, the Manager Economic Development and the Economic Development Project Officer.

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icap

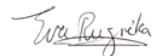
*Distributed to the Inner City Development Plan, Steering Committee – 5 September 2011*  
*Distributed to CAPT, with added pages (11 & 12) Recommended Priority Projects – 7 September 2011*  
*Distributed to Director S&G - 15 November 2011*  
*Distributed to CAPT - FINAL DRAFT 16 November 2011*  
*Distributed to ERG - FINAL DRAFT 16 November 2011*  
*Distributed to ICDP Steering Committee 22 November 2011*  
*Distributed to the Aldermanic Workshop 1 December 2011*

DRAFT

Prepared by George Wilkie – Executive Manager City Design.  
Strategy and Governance Division

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Chairman:









## INNER CITY ACTION PLAN

### Activities carried out to date

#### ICAP Action Projects

##### AP01 Upgrading Liverpool Street and Collins Street

Preliminary scoping and design concepts have been prepared.  
Traffic and Road Engineering Units have actively participated.  
Work all design work can be completed to commence construction concurrent with construction of the first stage of the Myer development.

##### AP02 Redesigning the Bus Mall

There have been meetings with Metro and DIER regarding bus flows, timetabling and routing and there is general agreement that the buses could travel one way along Collins Street from Argyle Street and then through the Bus Mall to Macquarie Street.  
Council officers will continue to meet with representatives of Metro and DIER with a view to carefully model, scope and agree on the best outcome.  
The role of the Bus Mall in an integrated inner city public transport interchange will be investigated and reported to the Council in advance of any recommendation to carryout physical alterations to the Bus Mall.

##### AP03 Pedestrian & Cyclists Access – Lower Elizabeth Street

Preliminary scoping and design concepts have been carried out for the work required to extend the existing cycleway, that terminates at the Marine Board Building, along Morrison Street to connect to the proposed cycleway in Castray Esplanade.  
Other works within this recommended action have been assessed by Traffic and Road Engineering and can be constructed in a relatively short time after the design documentation and financing are in place.

##### AP04 Linking the Hobart Rivulet Park along Collins Street to the City

Preliminary scoping and design concepts have been carried out for the work required to construct a cycleway, along Collins Street to connect the proposed cycleway in the Hobart Rivulet Park to Victoria Street.  
The works recommended in action have been assessed by Traffic and Road Engineering and can be constructed in a relatively short time after the design documentation and financing are in place.

##### AP05 Upgrading Elizabeth Mall & Wellington Court

Preliminary assessment has been made of the likely impact the new Woolworths Supermarket will have on this connection and further monitoring will be carried out to assess preferred pedestrian routes, volumes and other impacts.

##### AP06 Develop and Enhance – Campbell Street Educational Precinct.

There have been discussions between the Council and UTAS as to the likely development requirements for the University along Campbell Street and its close environs.  
There are clear indications that UTAS is prepared to expend significant funds over the next few years to expand its presence both in academic and student housing projects.  
This is a significantly important partnership between the Council and UTAS and the relevant staff of both institutions is essential to achieve the best results for the City and the community as a whole.

##### AP07 Improve Access from the City across Brooker Avenue to the Domain.

A preliminary design concept for the location of a pedestrian and cyclist bridge to link Bathurst Street to the Rose Garden on the Domain has been developed.  
This proposed action would provide high quality access from the Campbell Street campus to the resurrected Rose Garden campus and early indications are that UTAS would favour this development.





## INNER CITY ACTION PLAN

### Activities carried out to date

**AP08 Castray Esplanade Pedestrian and Cycleway**

This proposal has been discussed with all landlords and tenants along the proposed route and preliminary acceptance has been given to the proposed action.  
The final connection will require the construction of IMAS to be completed and some landscape and other modification along and through the CSIRO.

**AP09 Improved Community Facilities – Criterion Street & Mathers Lane**

This is an ongoing development precinct for the Council, in particular the Community Development Division that operates two major inner city community facilities within the precinct; the CWL building and the 50 & Better facility.

Projects in the area will be enhanced by current work to open a shopping arcade through the Les Lees store; from Liverpool Street through to Mathers Lane.

Preliminary scoping exercises have been carried out for a number of urban design projects throughout the precinct and will progress in-line with demand and funding

**AP10 Evaluate and Recommend a City Wayfinding System**

An across divisional team has been working on this project for a few months and will continue their deliberations through to when a suitably scoped brief can be tendered to engage a professional consultant to assist in developing a system for consideration by the Council.

**AP11 Develop & Promote and Inner City Courtesy Zone (the ICCZ)**

This project has been considered by the City Action Planning Team and the ELT Steering Committee. The Inner City Wayfinding Team is working on a methodology to clearly define the ICCZ and to communicate the egress locations.

**AP12 Identify and Record All Retail & Service Businesses in the City**

The majority of first stage of this project is completed and the survey stage has commenced.

**AP13 Review and Recommend Opportunities to Promote City Living**

Some discussion has taken place and the Inner City Housing Steering Committee, chaired by the General Manager, has commenced deliberation.

Discussions have commenced with UTAS to assist it in rolling out a significant number of student housing units in the inner city.

**AP14 Salamanca Place Precinct**

In line with an agreement between the Council and the Salamanca traders; trials will commence in 2012 to determine if the car parking in Salamanca Place can be improved, with benefit to the community and the traders.

**AP15 Activating Public Places**

There will always be requests to provide activities in public places; this action is to improve the information available to applicants.

Ultimately this will allow the Council to better guide and promote activities in public places.

A handwritten signature in black ink, appearing to read 'Eva Ruzicka', is written over the printed name 'Chairman:'.

## Item No. 9 / Page 1

**TO** : General Manager

**FROM** : Director Strategy & Governance

**DATE** : 22 March, 2012

**SUBJECT** : **ECONOMIC DEVELOPMENT STRATEGY MID-TERM REVIEW**

**FILE** : 10-6-1; 12/1655 GR:CH (s:\\_data\economic development\economic development strategy\mid term review 2011\final report for sgc economic development strategy mid-term review 220312.doc)

**1. INTRODUCTION**

- 1.1. The purpose of this report is to provide a mid-term review of Council's Economic Development Strategy (EDS) and to propose new priority areas and actions for the future.

**2. BACKGROUND**

- 2.1. At its meeting on 3<sup>rd</sup> March 2009, it was resolved that '*the Council endorse the Economic Development Strategy 2009 – 2014*'.
- 2.2. The EDS currently focuses on four priority areas:
  - 2.2.1. Development of an Inner City Development Plan;
  - 2.2.2. Facilitating Office Based Activity;
  - 2.2.3. Expanding Higher Education; and
  - 2.2.4. Growing the Research Sector.
- 2.3. It is noted that the Strategy was based on research undertaken by SGS Economics and Planning looking at the gaps and opportunities in the industry make-up of the Hobart City economy. The Strategy also had strong stakeholder consultation through the Council's Economic Development Advisory Forum.
- 2.4. The EDS has a 5 year life from July 2009 to June 2014.
- 2.5. A mid-term review (July 2011) of the EDS has been undertaken to:
  - 2.5.1. Identify the achievement / non-achievement of actions;
  - 2.5.2. Determine the relevance of priority areas and remaining actions; and
  - 2.5.3. Where appropriate, propose new priority areas and actions going forward.

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- 2.6. The Mid-Term Review is **Attachment A** to this report and provides an achievement review (yes or no) and comments for each action.
- 2.7. In summary:
- 2.7.1. The first stage of Hobart Inner City Development Plan is well underway with the Inner City Action Plan endorsed by the Council in December 2011 (it is noted that further stages comprise a Retail Strategy, Office Strategy and Residential Strategy);
  - 2.7.2. Actions under 'Facilitating office based activity' are well underway and will be fully realised in the third stage of Hobart's ICDP through the development of an Office Strategy;
  - 2.7.3. Council has achieved little influence over both the Education and Research sectors. While Council is able to respond to these sectors, it is now understood it is not the lead agency and therefore it is difficult to achieve these actions. However there are still discreet areas where Council may continue to have some impact in these sectors. For example, Council has a successful MOU in place with UTAS and continues to support the Antarctic sector through activities aimed at increasing Hobart's status as a gateway city.
- 2.8. The mid-term review of Council's Strategic Plan 2008-2013 has identified a number of emerging issues relating specifically to economic development and these have been considered in the EDS mid-term review.
- 2.9. In developing the current EDS, the Council recognised that while there are many important economic activities that exist within the City, the Strategy should be based on the areas where the Council could add value and make the most difference.
- 2.10. Therefore, in recognising the current importance of the inner city, it is argued that Council's role in economic development is not industry specific but about strengthening the viability and long term sustainability of the city centre through:
- 2.10.1. Encouraging people to enjoy the inner city by making the public realm a pleasant place to spend time;
  - 2.10.2. Encouraging niche retail which differentiates the inner city from shopping in the suburbs;
  - 2.10.3. Encouraging office workers to be based in and around the CBD;
  - 2.10.4. Encouraging population growth through inner city residential living, and

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2.10.5. Encouraging new investment in Hobart.

**3. PROPOSAL**

- 3.1. It is proposed that this iteration of the Economic Development Strategy takes a new approach based around the development of Hobart's Inner City Development Plan and those emerging issues identified in the mid-term review of the Council's Strategic Plan 2008-2013. This approach is outlined in Attachment A.
- 3.2. It is further proposed that the EDS mid-term review be considered by the Council in an Aldermanic workshop to gain input from Aldermen on emerging issues and Council's future role in economic development.
- 3.3. Given the Economic Development Advisory Forum's (EDAF) involvement in developing the current EDS, it is proposed that members also be asked to provide comment on the mid-term review.

**4. STRATEGIC PLANNING IMPLICATIONS**

- 4.1. There is an element of economic development in each of the Future Directions. However, Future Directions 1 and 7 are most closely aligned with the economic development role of the Council.
  - 4.1.1. Future Direction 1.1 Opportunities for education, employment and fulfilling careers and retaining our young people.
  - 4.1.2. Future Direction 1.2 Lifestyle that will encourage all ages to see the City as a desirable location and lifelong home.
  - 4.1.3. Future Direction 7.1 A destination of choice and a place for business.
  - 4.1.4. Future Direction 7.2 Clever thinking and support for creativity will help build a strong economic future.

**5. FINANCIAL IMPLICATIONS**

- 5.1. None arise from this report.

**6. RISK MANAGEMENT IMPLICATIONS**

- 6.1. None arise from this report.

**7. LEGAL IMPLICATIONS**

- 7.1. None arise from this report.

**8. DELEGATION**

- 8.1. This is a matter for the Council.



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**9. CONCLUSION**

- 9.1. A mid-term review of the EDS has been undertaken to:
- 9.1.1. Identify the achievement / non-achievement of actions;
  - 9.1.2. Determine the relevance of priority areas and remaining actions;  
and
  - 9.1.3. Where appropriate, propose new priority areas and actions going forward.
- 9.2. The mid-term review is Attachment A to this report and proposes that the Economic Development Strategy takes a new approach based around the development of Hobart's Inner City Development Plan and those emerging issues identified in the mid-term review of the Council's Strategic Plan 2008-2013.

**10. RECOMMENDATION**

*That:*

- 10.1. *The report gr:ch(s:\\_data\economic development\economic development strategy\mid term review 2011\final report for sgc economic development strategy mid-term review 220312.doc) be received and noted.*
- 10.2. *The Economic Development Strategy takes a new approach in line with proposed changes identified in the Economic Development Strategy Mid-Term Review.*
- 10.3. *The Economic Development Strategy Mid-Term Review be considered by the Council in an Aldermanic workshop.*
- 10.4. *Council's Economic Development Advisory Forum (EDAF) be given the opportunity to comment on the Economic Development Strategy Mid-Term Review.*



(Tim Short)  
**MANAGER ECONOMIC  
DEVELOPMENT**



(Gary Randall)  
**DIRECTOR STRATEGY &  
GOVERNANCE**

**Attachment A – Mid-Term Review Economic Development Strategy (July 2011)**

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**Attachment A**



**Mid Term Review  
Economic Development Strategy  
2009 – 2014  
July 2011**

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## Introduction

In 2006 the Council engaged SGS Economics and Planning (SGS) to undertake a Gaps and Opportunities Analysis to look at the industry make-up of the Hobart city economy. Following on from this SGS developed a discussion paper on a new Economic Development Strategy for the Council.

In developing the Economic Development Strategy the Council recognised that there are many important economic activities that exist within the City, however the Strategy should be based on the areas where the Council could add value and make the most difference.

As such, the strategy focuses on four priority areas:

- Development of an Inner City Development Plan;
- Facilitating Office Based Activity;
- Expanding Higher Education; and
- Growing the Research Sector.

The Economic Development Strategy has a five year life from July 2009 to June 2014.

An internal mid-term review of the Strategy has been undertaken in order to:

- Identify the achievement / non-achievement of actions;
- Determine the relevance of priority areas and remaining actions; and
- Where appropriate, propose new priority areas and actions going forward.

The Strategy was developed with strong stakeholder consultation through the Council's Economic Development Advisory Forum – a high level external advisory group comprising 20 of the City's key academics, developers, business owners and industry groups. It is proposed that this group now have a significant role in reviewing the Strategy and setting new priority areas and actions.



## Summary of Progress

### Inner City Development Plan

The first stage of Hobart's Inner City Development Plan (ICDP) is well underway with the Inner City Action Plan (ICAP) endorsed by the Council in December 2011. The ICAP represents the first phase of 15 projects developed from the recommendations in the Gehl Architects Report and will form the basis for future planning within Hobart's inner city. The next stage of Hobart's ICDP will be the development of a Retail Strategy which addresses the future of the retail sector in Hobart.

### Facilitating Office Based Activity

Actions are well underway and will be fully realised in the third stage of Hobart's ICDP through the development of an Office Strategy which addresses the future of office space in Hobart's inner city.

### Expanding Higher Education & Growing the Research Sector

Council has achieved little influence over both the Education and Research sectors in attempting to achieve the actions set out in the Economic Development Strategy. While Council is able to respond to these sectors, it is now understood that it is not the lead agency and therefore it is difficult to achieve these actions. However, there are still discreet areas where Council may continue to have some impact in these sectors. For example, through actions listed in the UTAS Memorandum of Understanding, Council's Affordable Housing Strategy and civic receptions in relation to the Antarctic sector and increasing Hobart's status as a gateway city.

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## Inner City Development Plan

Timeframe	Action	Task	Achieved (Yes / No)	Comments
2009	Assess the possible range of demand for additional commercial, retail, residential, educational, health and other space in the City centre for the next 50 years with indications for the longer term based on a range of scenarios. The implications of a range of growth scenarios should be considered from no growth to continued growth and the likely causes of each. This would be based on the combination of past trends, views of the business and development community, and views about the desirable future development of the City from Vision 2025 and other past investigations. It would take into account the relationship of the inner city to the developing outer LGAs in Greater Hobart.	Undertake a scoping study of these issues and develop a brief for a suitably qualified consultancy to undertake the demand projections.	Underway	<p>The Gehl Architects Report <i>Hobart2010 Public Spaces and Public Life – a city with people in mind</i> deals with the public realm and is the first stage of an Inner City Development Plan for Hobart.</p> <p>The next stages of the Inner City Development Plan, as part of the Economic Development Strategy will address:</p> <ul style="list-style-type: none"> <li>• The future of retail (by the end of 2012)</li> <li>• The future of office space (to commence after the Retail Strategy is complete)</li> <li>• The future of residential living (to discuss with Development &amp; Environmental Services Division)</li> </ul>
2010-2012	Determine the implications in terms of number of workers/commuters, mode split possibilities, parking demand, additional infrastructure and services and open space requirements.	Undertake a scoping study of these issues and develop a brief for a suitably qualified consultancy to undertake the demand projections.	Underway	<p>The Gehl Architects Report <i>Hobart2010 Public Spaces and Public Life – a city with people in mind</i> deals with the public realm and is the first stage of an Inner City Development Plan for Hobart.</p> <p>The next stages of the Inner City Development Plan, as part of the Economic Development Strategy will address:</p> <ul style="list-style-type: none"> <li>• The future of retail (by the end of 2012)</li> <li>• The future of office space (to commence after the Retail Strategy is complete)</li> </ul>

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				<ul style="list-style-type: none"> <li>The future of residential living (to discuss with Development &amp; Environmental Services Division)</li> </ul> <p>To discuss with Council's Traffic Unit.</p>	
<b>2010-2012</b>	Identify key constraints and opportunities, and identify the major factors that would determine the preferred development path that may be pursued, including priority uses for the RHH precinct and preferred locations for future office, retail, residential and other development.	Undertake a scoping study of these issues and develop a brief for a suitably qualified consultancy to undertake the demand projections.	Underway	<p>The Gehl Architects Report <i>Hobart2010 Public Spaces and Public Life – a city with people in mind</i> deals with the public realm and is the first stage of an Inner City Development Plan for Hobart.</p> <p>The next stages of the Inner City Development Plan, as part of the Economic Development Strategy will address:</p> <ul style="list-style-type: none"> <li>The future of retail (by the end of 2012)</li> <li>The future of office space (to commence after the Retail Strategy is complete)</li> <li>The future of residential living (to discuss with Development &amp; Environmental Services Division)</li> </ul> <p>It is noted that at the time of writing the Economic Development Strategy, it was proposed that the Royal Hobart Hospital be moved. It is now proposed to be redeveloped.</p>	
<b>2010-2012</b>	Identify the vision and objectives for different sectors within the city centre including retail, private office development, government offices, health, leisure/recreation/the arts, etc.	Once the demand study is completed work with the various industry groups and other stakeholders to develop appropriate sector visions.	Not yet	Task remains valid	
<b>2013</b>	Identify key success factors and formulate	This will follow from the	Not yet	Task remains valid	

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	catalyst projects in strategic locations that can initiate the activity in the short term (up to 5 years) required to achieve the visions and objectives and target specific investors (government or private) that can make them happen.	previous action above.		
<b>2009-2013</b>	The City needs to engage the State Government and other key players throughout the process.	Seek support from the State Government in the development of a CBD development plan.	Yes - ongoing	Department of Economic Development, Tourism and the Arts (DEDTA) are a member of the project's External Reference Group. An MOU between HCC and DEDTA is in effect.
<b>2010</b>	Identify the extent to which government, either the HCC or HCC in concert with the State and Commonwealth governments can achieve the preferred outcome, primarily with the use of non-regulatory approaches.	Seek support from the State Government in the development of a CBD development plan.	Yes - ongoing	Department of Economic Development, Tourism and the Arts (DEDTA) are a member of the project's External Reference Group. An MOU between HCC and DEDTA is in effect.
<b>2013</b>	Identify the investment, infrastructure and other implications of the feasible options and changes – if any – that may be required to the statutory planning scheme.	To be developed once all previous actions are completed.	–	Task remains valid
<b>2013</b>	Present two or more alternate development patterns to the community with the implications of each highlighted.	To be developed once all previous actions are completed.	–	Task remains valid
<b>2013</b>	Select and widely promote a preferred future with establishment of policies (infrastructure including transport investments, etc, and statutory planning if needed) required to steer future development as desired.	To be developed once all previous actions are completed.	–	Task remains valid



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**Facilitating Office Based Activity**

Timeframe	Action	Task	Achieved (Yes / No)	Comments
2009-2014	Track future demand for office space against current and planned supply	Collect and monitor office vacancy data	Yes - ongoing	Property Council of Australia office vacancy data is added to the city data set annually.
		Regularly consult with property owners, developers and industry professionals	Yes - ongoing	MED meets with stakeholders on a regular basis and EDAF meetings are held quarterly.
2009-2010	Identify preferred patterns of development for new office and back office activity within an overall strategic development plan for the City CBD	Consult with developers and property owners	Yes - ongoing	MED meets with stakeholders on a regular basis and EDAF meetings are held quarterly.
		Link with inner city development plan	Not yet	This will form the next stage of the Inner City Development Plan.
2009-2014	Ensure access (traffic, parking, public transport and other modes) is of a high standard and equitable and meets the needs of new developments	Continue to monitor traffic movement and numbers into the City	Yes - ongoing	Traffic movements and number are provided by DIER and monitored by Council's Traffic Engineering Unit. Counts were undertaken as part of the Gehl Report.
		Continue to monitor parking supply and demand	Yes - ongoing	Parking supply and demand is monitored by Council's Parking Operations unit and Infrastructure Services Division.
		Form working group to investigate regional issues concerning access to the	No	Task remains valid.  The Gehl Architects Report reaffirmed this as an issue.

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		CBD including park and ride options.		
2009-2011	Coordinate with the development of other infrastructure, including broadband, power, water, etc. though an integrated infrastructure development plan	Identify any issues or constraints to new development associated with infrastructure issues	Yes - ongoing	Manager Economic Development undertakes regular meetings with developers and no significant issues have been identified. Investigations into the National Broadband Network are being undertaken and the implications are still largely unknown.
2009-2011	Provide a high amenity context for office developments including well planned adjacent retail and service districts, open spaces and appealing meeting/cultural spaces in surrounding areas	Through an inner city development plan and the planning scheme ensure a strategic approach.	Not yet	This will happen as part of the Inner City Development Plan's public spaces, retail and office strategies.
2009-2011	Continue to develop street/block enhancement plans focussing on making the City a more attractive place to visit and work. This will not only involve building public infrastructure, but also working with building owners to outline the benefits to the wider CBD of building façade upgrades and general enhancements.	Consider as part of inner city development plan.	Not yet	This will happen as part of the Inner City Development Plan's public spaces, retail and office strategies.
2009-2010	Provide a promotional package that highlights the City's offer – as part of the wider offer being made by Tasmania – to potential firms looking for a suitable location to be promoted and marketed actively in cooperation with DED and other LGAs.	Establish what the City's "offer" is.  Develop a 5 year marketing strategy accordingly.	No  No	Any communications / promotional packages should be considered as part of the development of a new marketing strategy for Hobart.  Hobart 'investment prospectus' currently being developed.

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**Expanding Higher Education***Actions Specific to UTAS*

Timeframe	Action	Task	Achieved (Yes / No)	Comments
2009	Recommend discussions with the University to develop a memorandum of understanding (MOU), or modifying the approach to make an effective working relationship.	Recommend negotiations with UTAS on an MOU	Yes	MOU between HCC and UTAS signed in September 2009.
		Identify key joint initiatives of benefit to both the City and UTAS	Yes - ongoing	Priority actions currently being worked through in the areas of Economic Development, Professional Development and Infrastructure Development.
200-2010	Potential to support the University's 'University of the Antarctic' initiative.	Seek UTAS's advice as to potential HCC involvement	Yes	HCC involvement in IMAS development as required.
		Seek for inclusion in a MOU	Yes	MOU action: <ul style="list-style-type: none"> <li>'Collaborate on implementation of the UTAS Master Plan as it relates to the Hobart CBD'</li> </ul>
2009-2010	Work actively to engage the University – as one of the largest businesses in the City – in discussions about future investment plans and how they can engage most effectively with other developments planned in the City.	Seek to have included in the MOU	Yes	MOU actions: <ul style="list-style-type: none"> <li>'UTAS to assist in the development of Council's Inner City Development Plan'</li> <li>'Collaborate on implementation of the UTAS Master Plan as it relates to the Hobart CBD'</li> </ul>

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2009	Establish a clear contact for the University within the City management and vice versa.	Self explanatory	Yes	Established as part of the MOU.
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***Actions Specific to All Education***

Timeframe	Action	Task	Achieved (Yes / No)	Comments
2010	Support for encouraging higher levels of participation in higher education of all types as an important social priority for the community. This could include sponsoring an outstanding educational achievement award or other form of public recognition.	Develop a proposal for an appropriate scholarship(s)	No	HCC's scholarship program was reviewed in 2010 and Council resolved to replace this with an internship program in partnership with UTAS. In 2011 HCC jointly funded (with UTAS) a project to develop a proposal / structure for internships. The internship program is expected to begin in 2012.
2009	Documenting the level of benefits from overseas students such as flow on expenditure to tourism, spending while resident in the State, etc (broadly estimated to be at least \$70 million per year) to provide a context for Council's understanding of education's role in the city's economy.	Include in regular set of data collected and maintained by the Council.	Yes - ongoing	Annual data set collected.
2010-2011	Investigation of the needs for student housing of all types, already identified as a critical need, and the specific issues that may need to be addressed where the HCC can play a role. This may include potential use of HCC land and clear policies about preferred location, form or other aspects that will ensure developers have the information they require to prepare projects that will be approved. Promote the opportunity to developers.	Research level of unmet demand for student housing.	No	Task remains valid.  To be considered as part of Council's Affordable Housing Strategy.  Working with UTAS to promote student housing in the CBD through NRAS funding.



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		Work with developers to understand economies of developing student housing.	No	Task remains valid.
<b>2009-2014</b>	Continue to develop initiatives to enhance a harmonious community, which welcomes and celebrates its cultural diversity. This may include monitoring of progress on cultural acceptance, meeting diet and religious needs and events to ensure levels of satisfaction.	Continue Council's partnerships and delivery of strategies in relation to diversity and cultural awareness.	Yes - ongoing	HCC has developed a 'Culturally & Linguistically Diverse Strategy' and is involved in annual 'Harmony Day' celebrations and other initiatives as required.
<b>2010-2011</b>	Confirmation of other issues and the requirements needed to address them from education providers (eg transport) for both local and international students that Council may be able to address through its existing scope of activities.	Work with educational institutions to gain an understanding of the nature of the issues and potential solutions.	No	To discuss with Community Development Division.  To be considered as part of the Campbell Street access issues raised in the Gehl Architects Report.
<b>2011</b>	Joint promotion or inclusion of Hobart City Council promotional material with education promotions.	Work with educational providers to establish level of input required by the Council.  In partnership with providers develop appropriate collateral material	No  No	Any communications / promotional packages should be considered as part of the development of a new marketing strategy for Hobart.
<b>2009-2014</b>	Consideration of the value of support provided to major educational institutions when assessing new sister city or other international relationships.	On an as required basis.	-	Task remains valid.

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**Growing the Research Sector**

Timeframe	Action	Task	Achieved (Yes / No)	Comments
2009-2010	Establish a dialogue with the Science and Technology Industry Council about the future role of the sector and contributions that the City may make.	In conjunction with the State Government department of Economic Development hold a roundtable discussion panel on this issue.	Partly	Discussions have been held with DEDTA. HCC is not the lead agency in relation to the research sector. Investigations suggest that Council does not have a role in this sector other than through normal Council business.  HCC has identified a strong 'civic role' in relation to the research and Antarctic sectors.
2009-2014	Canvass the concepts with key players and determine the level of support for new research activity such as an institute focusing on climate change and another specialising on the temperate oceans to be located in Hobart	In conjunction with the State Government department of Economic Development and other stakeholders seek to gain broad industry points of view on potential areas of new activity.	No	Not a role for HCC.
2011-2012	Based on feedback from above, include consideration of the sector in the strategic land use and infrastructure planning initiatives.	Once the first two actions above have been completed.	No	Not a role for HCC.
2011-2012	Be prepared to provide promotional and other support for attracting research sector conferences and events to Hobart.	In partnership with stakeholders develop appropriate collateral material.	No	Any communications / promotional packages should be considered as part of the development of a new marketing strategy for Hobart.

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## Considerations Going Forward

### The Role of Hobart's Inner City

Hobart's inner city plays a major role as an economic driver for the southern region. Decentralisation of retail and office based activities is a key threat to the city and the dissipation of the critical mass of office workers out of the CBD will undermine the viability and strength of the retail and commercial sectors of the city.

As noted in the Australian Governments State of Australian Cities 2010 report, three quarters of Australians live in our 18 major cities (including Hobart) and generate around 80% of our GDP and employing 75% of our nation's workforce.

This is further supported by the Council of Australian Governments (COAG) agreement of December 2009 on a national objective and set of reforms "to ensure Australian cities are globally competitive, productive, sustainable, liveable and socially inclusive and are well placed to meet future challenges and growth".

In developing the Economic Development Strategy the Council recognised that while there are many important economic activities that exist within the City, the Strategy should be based on the areas where the Council could add value and make the most difference.

As such, it is proposed that the focus of the Economic Development Strategy is now refined in line with the recognised importance of the future of Hobart's inner city.

It is argued that Council's role in 'economic development' is not to be industry specific but to focus attention on encouraging people to enjoy the inner city by the making the public realm a pleasant place to spend time, encouraging niche retail which differentiates the inner city from shopping in the suburbs, encouraging office workers to be based in and around the CBD, encouraging population growth through inner city residential living and encouraging new investment in Hobart.

### Emerging Issues

A mid-term review of the Council's Strategic Plan 2008 – 2013 during 2011 identified several emerging issues relating specifically to economic development. These changes in the external environment will be included in an updated plan and minor modifications have been made to the current priority actions.

## New Priority Areas

It is proposed that the following areas should be considered as part of a revised Economic Development Strategy. They reflect a refocusing toward economic growth of the city, performance in achieving the current Strategy and actions endorsed by the Council over the past year.

### *Inner City Development Plan*

- Implementation of the Inner City Action Plan
- Development of a Retail Strategy which addresses the future of retail in the inner city
- Development of an Office Sector Strategy which addresses the future of office space in the inner city
- Development of a Residential Strategy which addresses the future of inner city residential living
- Development of a Visitor Strategy that investigates Council's role in tourism and destination marketing
- Development of an Investment and Business Attraction Strategy for Hobart

### *Priority Sector Development (as required)*

- Ongoing support in growing Hobart's status as an Antarctic gateway city
- Ongoing support of the tourism sector through the Tasmanian Travel and Information Centre (TTIC)
  - Ongoing development of Hobart as a cruise tourism destination
  - Ongoing development of major events such as AFL games, business events etc.
- Ongoing support in growing the education sector

### *Business Engagement*

- Development of a Business Engagement Strategy that investigates how Council can develop stronger relationships and communicate effectively with the Hobart business community and identifies what support services businesses require
- Undertake a Vitality Study for the Hobart business community to understand the requirements of securing the long-term future of the Hobart CBD

### *Strategic Partnerships*

- Continue to develop relationships with the following key stakeholders through:
  - MOU with UTAS

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- MOU with Hobart Chamber of Commerce
  - Business Events Tasmania
- Pursue relationship with key stakeholders to ensure city growth including:
  - MOU with DEDTA (to include Vitality Study)
  - MOU with Hobart International Airport
- Continue Council's Economic Development Advisory Forum
- Investigation of twin city relationships that provide economic benefits to Hobart and Tasmania
- Continue to work with the State Government to develop a regional vision for economic development
- Continue to the development of the Regional Economic Development Plan (DEDTA)
  - Contribute to the development of the Capital City Plan
  - Contribute to the development of the Capital City Plan
  - Investigation of key strategic sites in the City controlled by the State Government i.e. rail corridor, Hobart port, Railyards etc.





Monday 21 January 2013

## **MEDIA RELEASE**

### **HOBART'S INNER CITY ACTION PLAN FURTHER BOOSTED WITH THE SALE OF MELVILLE STREET CAR PARK**

The City of Hobart has negotiated the sale of the Melville Street Car Park to the University of Tasmania for student accommodation, commercial development and car parking.

Lord Mayor of Hobart Alderman Damon Thomas said the sale involved all three tiers of government and provides a good return for the City's ratepayers. As a Car Park the valuable site is also home to the popular Farm Gate Market which is held every Sunday.

Alderman Thomas says Council research has identified education as a key growth sector and the University of Tasmania has a goal to double its share of the international student market by 2018 and to expand its inner city campus..

"Since the signing of the Memorandum of Understanding with UTAS, the Council has developed a closer working relationship around the needs of education. Our goal has always been to assist the UTAS further grow educational facilities within the city and achieve one of our own goals of increasing the residential population of the inner city," said Alderman Thomas.

"While our State has been subjected to heavy economic pressures in recent times, Hobart has been immersed in a period of exciting growth. The sale of the Melville Street land helps the Council achieve some of the key ideals in our Inner City Action Plan in activating the inner city making for better support for business and a more vibrant and active city."

“The sale of the Melville Street land will also involve the relocation of the Farm Gate Market when the site becomes unavailable later this year. The Council has been working with the market operator to identify an alternative location.”

“While the Farm Gate Market is not operated by the Council, the Council is aware of how the community has embraced the Market and the positive benefits it brings to the city each Sunday. Council officers have been working with the Market operator to identify alternative locations when the Melville Street site becomes unavailable in late 2013.

“Today’s announcement of the purchase of the site by the University of Tasmania is good news for our City and I congratulate the Vice Chancellor of UTAS, Professor Peter Rathjen for the vision and foresight to pursue this development and the State Government and Federal Government for their financial support to UTAS.”

“This latest project by UTAS further enhances the prosperity of our city with major developments such as Parliament Square, Myer and the Royal Hobart Hospital all scheduled to commence in 2013,” Alderman Thomas said.

Ends.

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(document1)

2 October, 2013

**MEMORANDUM: LORD MAYOR  
DEPUTY LORD MAYOR  
ALDERMEN**

## **ECONOMIC DEVELOPMENT STRATEGY 2013-2018**

The draft Economic Development Strategy 2013-2018 was considered by the Strategic Governance Committee at its meeting of the 6<sup>th</sup> August 2013. The Committee deferred further consideration of the draft on the following basis:

*That the matter be deferred for Officers to review the following sections of the draft strategy document:*

- 1. Section 3.3.1 – To define the context of the Council supporting major developments and the flow on effect in encouraging and supporting small business activity.*
- 2. Section 3.3.5 – To investigate hosting a forum to explore possible initiatives to enhance the Digital Economy.*
- 3. Section 4.1.2 – To consider the future opportunities for the Tasmania Tourism and Information Centre and to resolve the Council's role in tourism in the context of the State Government and other Councils' roles.*

A revised draft strategy is attached to this memorandum. For the sake of clarity all changes are in “track changes format” and in red.

Briefly, in relation to point one above, the strategy has been amended at section 3.3.1 to delete the word major and replace it with significant. There is also a further supporting explanatory paragraph in this section of the strategy to explain what is meant by the term significant. Rather than referring to an obviously large development this section of the strategy now also notes that the development could be relatively small, but still have a significant outcome.

MISSION ~ TO ENSURE GOOD GOVERNANCE OF OUR CAPITAL CITY.

Created: 03/10/2013 Updated: 14/02/2013



revised eds 021013.docx

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Point 2 above has been accommodated in section 4.3.5.

Point 3 above has been accommodated in section 4.1.2.

There is now also a more detailed reference to small business assistance in section 3.4.1 and section 4.4.1.

The revised draft strategy is resubmitted for consideration.

***Recommendation******That:***

- 1. The Council adopt the Economic Development Strategy 2013-2018.***
- 2. The strategy be forwarded to key stakeholders for comment.***



(Gary Randall)  
**DIRECTOR CORPORATE SERVICES**



(Tim Short)  
**MANAGER ECONOMIC  
DEVELOPMENT**

Attachment A      Revised Economic Development Strategy 2013-2018 in  
Revisions Format

Attachment B      Report tabled to Strategic Governance Committee meeting 6  
August 2013.



## **Economic Development Strategy 2013-2018**

- ✓ Reinforce and expand the economic foundations of our city
- ✓ Build strength and resilience into our communities
- ✓ Understand our customers as city businesses, property owners, investors, workers, residents, visitors, shoppers, students, and the regional and state-wide communities
- ✓ Leverage our status as the Capital City

Endorsed by the Council xx ~~August~~ October 2013



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# 1 Introduction

## 1.1 Economic Development and Local Government

The essence of economic development at the Local Government level is about building resilience into communities, by reinforcing and expanding the economic foundations that support the well-being and capacity of a community to sustain itself over the long term. It is not simply to generate income and rate revenue to Councils from development.

Well-being and capacity are generated through sustained employment and balanced communities, in terms of the range of services and facilities that support families, attract population growth and provide sufficient lifelong opportunities for a “cradle to grave” lifestyle.

As State and Federal politicians become less accessible to communities, and local services are divested by governments or centralised, local councils are being expected to respond in a more direct manner and in a more prominent leadership capacity. The pressures on local councillors are becoming more demanding, particularly at times of community uncertainty, upheaval or distress.

The expectation of the local council from the community in terms of supporting their economic sustainability is well founded. Local Government, by nature of its local representatives, is best placed to understand the current capacity, opportunities and threats faced by individual communities to their long term sustainability.

As a result an effective Local Government will:

- Understand the economic drivers for a local or regional community;
- Understand the weaknesses, vulnerabilities and opportunities within communities;
- Seek to broaden the economic base and minimise impacts through promotion of local strengths, opportunities and benefits, and assist with developments, activities, services and events ~~wether~~ whether through facilitation, partnerships or direct provision;
- Establish strategic alliances and relationships with existing or potential businesses or markets both domestic and international; and
- Create networks within communities to build relevance, engagement and participation.

Councils that perform this role effectively will understand that economic development requires an organisational and community commitment, not simply an “at the time” response.

In meeting these criteria, a Council will need to maintain resource capacity and integration within its organisation, and at times, across Councils if it is to support regional, state and national goals. It will require an understanding that economic sustainability is a synergy of a number of Council functions and activities, including development facilitation, events, marketing, strategic relationships, community engagement, infrastructure planning and provision, land use planning, community development, strategic planning and long term financial planning and management.

The challenge for Local Government is to maintain sufficient resource capacity and capability within all functions to deliver a strategic and consistent response.

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It is clear that future Councils will be expected to take the wider view of economic development to encompass economic sustainability. Communities will expect higher levels of participation and leadership from Councils in securing their well being. This will be more so in the rural and remote communities as traditional industries and business retract or cease to exist, the population gravitates to the major population centres for employment, and community services and support are cutback or devolved.

Economic sustainability will require a new way of thinking if these communities particularly are to survive to a point of achieving a secure and long term future.

It will be expected that a modern Local Government will facilitate that outcome.

Hobart City Council (2013) *Exploring the roles of Local Government Discussion Paper*. DPAC, Division of Local Government, Security and Emergency Services, Hobart.



## 2 Our Role in Economic Development

### 2.1 Current role

The previous Economic Development Strategy had a five year life from July 2009 to June 2014 and focused on four priority areas:

- Development of an Inner City Development Plan;
- Facilitating Office Based Activity;
- Expanding Higher Education; and
- Growing the Research Sector.

A mid-term review of the Strategy was undertaken in order to:

- Identify the achievement / non-achievement of actions;
- Determine the relevance of priority areas and remaining actions; and
- Where appropriate, propose new priority areas and actions going forward.

The review recognised the current importance of the inner city as the primary economic driver for the region. As a result, it is argued that Council's role in economic development is not about being industry specific but about strengthening the viability and long term sustainability of the inner city by focusing attention on encouraging people to enjoy the inner city. This will result from making the public realm an engaging place to spend time, encouraging new investment, encouraging niche business which differentiates the inner city from shopping in the suburbs, encouraging office workers to be based in and around the CBD, and encouraging population growth through inner city residential living.

In developing a new Economic Development Strategy, the Council recognises that while there are many important economic activities that exist within the City, the Strategy should be based on the areas where the Council can add value and make the most difference.

### 2.2 Future Role

By aligning the results of the midterm review with criteria outlined in section 1, it is apparent that there are a number of current activities that will continue to deliver economic development outcomes into the future. Through discussions with the Aldermen there are also a number of additional activities that will be pursued or enhanced to increase the economic benefits to the city, region and state.

Current and future (*italics*) activities include:

*Understand the economic drivers for a local or regional community;*

- Collection and analysis of city data and trends
- Visitor services
- *Visitor attraction*

*Understand the weaknesses, vulnerabilities and opportunities within communities;*

- Inner City Action Plan

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*Seek to broaden the economic base and minimise impacts through promotion of local strengths, opportunities and benefits, and assist with developments, activities, services and events whether through facilitation, partnerships or direct provision;*

- Facilitation of ~~major~~-significant city developments
- Higher education
- Retail Strategy
- Office Strategy
- Digital economy

*Establish strategic alliances and relationships with existing or potential businesses or markets both domestic and international;*

- Engagement with the inner city business community and support for small business
- Antarctic sector development
- International relations

*Create networks within communities to build relevance, engagement and participation.*

- Partnerships with key strategic stakeholders

### 2.3 Our Focus

In recognising our future role in economic development it is appropriate that we redefine our general intent or daily focus as:

- Reinforcing and expanding the economic foundations of the city
- Building strength and resilience into our communities
- Understanding our customers as city businesses, property owners, investors, workers, residents, visitors, shoppers, students, and the regional and state-wide communities
- Leveraging our status as the Capital City

We recognise that our activities and this strategy are targeted to achieving these results.

## 3 Strategic Objectives for Economic Development

### 3.1 Understand the economic drivers for a local or regional community

#### 3.1.1 Collection and analysis of city data and trends

This is an important responsibility for Local Government. It is imperative that the Council understands the dynamics of activity in the City. This understanding helps in better decision making. To do this the Council needs to collect, interrogate and interpret a range of data that describe the activity of the City. This will range from areas such as employment data, office space vacancy, visitor numbers through to population and demographics. It is also important that the Council makes this data widely available so that our stakeholders can also use it to make informed decisions.

#### 3.1.2 Visitor services

The Council currently offers a number of visitor services. Through the Economic Development Unit this is most notably through the Council's Tasmanian Travel and Information Centre on the corner of Davey and Elizabeth Streets. Council's objective in supporting this function is to support the 800+ businesses that the Centre regularly books visitors into, for activities and accommodation. The Centre has the capacity to book 1,500 individual tourism businesses across Tasmania that have listed themselves in the tourism database. The Council sees the support of the City's tourism businesses through the Centre as an important role.

Additionally, the Council provides the welcome to an increasing number of cruise ships that are now calling into Hobart each summer season. In 2012/13 there were 36 cruise ship visits to Hobart. These ships are now bringing in excess of 100,000 passengers and crew to the City and region each year, and the Council's aim is to ensure these visitors find it easy to make their way into the City and are well informed about the City's and the region's offer.

Council's involvement in the visitor centre and cruise ship arrival provides a unique insight into what visitors are seeking and their perceptions of Hobart and this will provide an ongoing source of evidence for the Council.

#### 3.1.3 Visitor attraction

The Council recognises that increased visitation is important for the City; it benefits a range of business sectors and creates vibrancy in the City. The Council wishes to increase visitor numbers to Hobart through increased investment in the City, international relationships and major events / experiences. The Council needs to ensure that visitor experiences are meaningful and enjoyable to encourage repeat visitation and positive word of mouth.

The continued development of Hobart as a hub for visitors through the growth of events and attractions is an important goal for the City. Council will continue its role through operating its own events such as the Taste and Salamanca Market but importantly will continue to focus on how it facilitates other events, such as Dark MOFO, the Australian Wooden Boat Festival, AFL football and so on.

### 3.2 Understand the weaknesses, vulnerabilities and opportunities within communities

#### 3.2.1 Inner City Action Plan

The most significant outcome from the previous EDS was the development of Hobart's Inner City Action Plan (ICAP), commencing with the work undertaken by Gehl Architects. The importance of this outcome has been to reinforce Council's traditional role as place manager and to ensure that Hobart is *a City with people in mind*. By creating a vibrant, attractive and sustainable inner city, both social and economic outcomes are achieved. As such, the ICAP is a plan for Hobart's inner city now and in to the future.

The ICAP contains a selection of key recommendations from the Gehl Architect's Report, *Hobart 2010 Public Spaces and Public Life - a city with people in mind*. It outlines 15 recommended projects designed to attract people and activity into Hobart and to create a vital, dynamic city centre.

The projects will bring life and energy to our city. As they take shape, inner Hobart will become more people-focused, with well-designed public spaces, a pedestrian network that enables smooth movement between city destinations, and an urban environment that encourages cycling as a safe, alternative mode of transport. Traffic will flow more smoothly and our public transport system will become more usable, efficient and reliable.

Our inner city destinations will be rejuvenated and enhanced. Elizabeth Street will develop as a vibrant, active spine to the city, and Sullivans Cove will continue to grow as an accessible and welcoming destination. Hobart's shopping and nightlife will be invigorated, our educational precinct will be strengthened, and inner city living will emerge as an appealing and practical option.

The ICAP is the first stage of the Council's response to the Gehl Report and forms the basis for future planning and development for the inner city. As further recommendations from the Gehl Report are tested and approved, more projects will be introduced to continue to realise our community's exciting vision for Hobart.

### 3.3 Seek to broaden the economic base and minimise impacts through promotion of local strengths, opportunities and benefits, and assist with developments, activities, services and events whether through facilitation, partnerships or direct provision

#### 3.3.1 Facilitation of ~~major~~-significant city developments

Hobart is a unique city in terms of capital cities in Australia. A relatively small population means that the economy is finely balanced. ~~Major~~-Significant developments are rarely built as speculative ventures and most developers will seek a pre commitment from a large tenant such as government or large retail anchor before commencing a new building.

In this context, the Council recognises that it has an important role to facilitate ~~major~~ such developments to occur as they are the nucleus upon which much of the city is built and relies. Council has a Major Developments Assistance Policy, which guides the Council in determining how best to facilitate a major development, and indeed what is considered 'major' in the context of that Policy.

However the Council recognises that a development may not be major in terms of its existing policy but still be important or significant enough to warrant Council's assistance. In this context a significant development may not be a major office building or retail magnet for the city. Rather it may be a smaller development that nevertheless generates a significant outcome in terms of movement of people, spending of money, strengthening a local neighbourhood or underpinning a strategic objective of Council. In response to this need, Action 4.3.1 in the next section of this strategy notes that a new policy will be developed for a more holistic development facilitation position for the City.

Moreover, the Council has a role in investing in key infrastructure projects that will act as a seed from which development can grow. The Inner City Action Plan is Council's priority focus in this area but other infrastructure projects will be contemplated by the Council across the City.

#### 3.3.2 Higher education

The ongoing growth of UTAS is important to the City. The growth in student numbers provides a direct benefit to the City through spend, and the growth in international students also has flow through to increased visitation through relatives visiting and repeat visitation into the future. This area has a strong link to the Council's pursuit of future international relationships outlined later in this strategy.



UTAS is also on a pathway of increasing its presence in the inner city through developments such as IMAS, the Medical Sciences precinct, the Domain precinct, and recently, student accommodation in Melville Street.

The growth of higher education through UTAS has many flow on benefits into our community. There is investment; increased international visitation; but also the education of our community itself is an important outcome for the City and the Council will strive to support the ongoing and increased presence of UTAS in the City.

### 3.3.3 Retail Strategy

The retail industry is a significant contributor to Hobart's economy and employment, and there have been significant new developments to the Hobart CBD landscape in recent years. In 2011, retail trade was Hobart's fourth largest industry sector by employment, and there were 345 businesses operating in the retail trade sector in Hobart; the fourth largest sector in terms of the number of businesses. The Council must understand the dynamics of this sector in order to create a one-stop shopping experience distinct from any other shopping centre and to ensure the future of retail in the inner city.

### 3.3.4 Office Strategy

Research indicates that more than 50% of the City's workforce is office based. Therefore the City is highly reliant on the office sector and associated service industries that support them. The Council must understand the dynamics of this sector to ensure the future of office space in the inner city.

### 3.3.5 Digital economy

Tasmania has a unique first to market opportunity in relation to the National Broadband Network. This creates opportunities to increase the efficiency of HCC's service delivery as well as to create a digital economy which benefits Hobart's businesses and presents an opportunity for a range of new investment not previously contemplated.

## 3.4 Establish strategic alliances and relationships with existing or potential businesses or markets both domestic and international

### 3.4.1 Engagement with the inner city business community and support for small business

The ongoing implementation of the Council's Inner City Action Plan is a key strategy for the Council as a whole. Ongoing communication with the City's businesses through this project will be essential. The Council has started a more formal process of engagement

with a trader advisory group for the redevelopment of Liverpool Street. Moving forward, the Council will seek to continue to grow its engagement with the wider inner city business community [and small business in particular](#) through such mechanisms as the Memorandum of Understanding with the Hobart Chamber of Commerce, and project specific engagement through the Inner City Action Plan process.

[Through better engagement with small businesses the Council will seek to understand how the Council can better facilitate small business stability and growth. The Council already operates the Tasmanian Travel and Information Centre which directly supports over 800 independent tourism businesses in the state by providing an advertising medium direct to visitors. The Council recognises the importance of a diverse economy and that small business underpins this diversity.](#)

### 3.4.2 Antarctic sector development

The Antarctic sector continues to grow as one of the City's and the region's key competitive advantages. In this area, the Council's objective is to facilitate the ongoing growth of this sector. The State Government and the Tasmanian Polar Network play the lead role in this industry, however Council continues to have an important role.

This is in particular, the Council's civic role and providing the 'welcome' to visiting Antarctic nations. It is important that our own and visiting Antarctic programs see Hobart and Tasmania as a welcoming and well connected step off point to Antarctica. Already the Council hosts an annual reception to open the Antarctic season in October each year. Antarctic expeditioners and crew from Antarctic vessels are invited from the Australian and French Antarctic programs to participate.

Furthermore, through key strategic and international city to city relationships the Council will continue to seek new opportunities for the City and State.

### 3.4.3 International relations

The Council has determined that it is important to seek an element of investment from outside of Tasmania and Australia. To this end, the Council is desirous of establishing key economic relationships, particularly with cities in China and Korea.

The Australian Government's White Paper, *Australia in the Asian Century* clearly establishes a role for local government in international relations.

The Australian Government's White Paper, *Australia in the Asian Century*, states:

*Work with and through all levels of government, business, institutions and the community to promote Australian interests in the region*

*Support stronger relationships between State and Territory and local governments and their counterparts in the region including by broadening and promoting sub-national relationships as well as the value of sister-city and sister-state relationships.*

The Council will build strong networks in Tasmania and overseas to assist in creating the right relationships with appropriate cities that will benefit our community through tourism, research and education, culture and arts, and investment.

### **3.5 Create networks within communities to build relevance, engagement and participation**

#### **3.5.1 Partnerships with key strategic stakeholders**

The Council needs to work in an environment of cooperation and collaboration. There are many stakeholders and communities that create outcomes that impact upon the City. The Council will work with these stakeholders for the benefit of the City and will seek to grow existing, and where appropriate, establish new partnerships with key groups within and outside the City.

## 4 Action Plan

The tasks in this section are ascribed as being high, medium or low priority. This does not reflect their relative importance but simply the time frame in which they will be delivered.

High = one to two years

Medium = two to four years

Low = four to five years

### 4.1 Understand the economic drivers for a local or regional community

#### 4.1.1 Collection and analysis of city data and trends

Collect and maintain accurate and timely data about Hobart

Tasks	Priority
<ul style="list-style-type: none"> <li>Establish outcomes required from use of data</li> </ul>	High
<ul style="list-style-type: none"> <li>Confirm which data sets provide the information required</li> </ul>	High
<ul style="list-style-type: none"> <li>Establish process for regular collection</li> </ul>	High
<ul style="list-style-type: none"> <li>Collect and monitor and interpret data</li> </ul>	High
<ul style="list-style-type: none"> <li>Share data and interpretation as appropriate</li> </ul>	High

#### 4.1.2 Visitor services

Council will continue to grow key visitor services through the Tasmanian Travel and Information Centre, including provision of the welcome to Hobart message for cruise ship arrivals.

Tasks	Priority
<ul style="list-style-type: none"> <li>Continue to operate the Tasmanian Travel and Information Centre <a href="#">and develop ongoing strategic and operational plans for the Centre's future operation</a></li> </ul>	High
<ul style="list-style-type: none"> <li><del>Develop ongoing strategic and operational plans for the Centre's future operation.</del> <a href="#">Examine the future opportunities for the Centre including funding models and the Centre's role in the context of the region and State.</a></li> </ul>	High

• Maintain the relevance of the Centre's offer to visitors and businesses through research and feedback	High
• Maintain an active involvement in Cruise Down Under so as to strengthen our strategic understanding of the cruise ship industry.	Medium
• As part of the TTIC's role develop and grow cruise ship arrivals through an active "on the wharf" welcome.	High
• Investigate the roll out of free to the public WiFi in the inner city	High

#### 4.1.3 Visitor attraction

*Resolve Council's role in tourism and destination marketing*

Tasks	Priority
• Define what Council means by a 'visitor'	High
• Define the roles of the various tourism bodies	High
• Identify the range of services and activities that Council currently provides for visitors <ul style="list-style-type: none"> <li>○ i.e. visitor services &amp; information, tourism product, infrastructure, marketing / promotion, strategic partnerships</li> </ul>	High
• Analyse visitor trends & expectations	Medium
• Identify any gaps and areas of opportunity to improve visitor experiences in Hobart	Medium
• Determine Council's role in relation to visitors and destination marketing	Medium
• What are the actions required to achieve this?	Medium

## 4.2 Understand the weaknesses, vulnerabilities and opportunities within communities

#### 4.2.1 Inner City Action Plan

The continued role of the Economic Development Unit in the roll out of ICAP is to maintain the key relationships with the business and institutional stakeholders involved.

Tasks	Priority
• Continue to coordinate the engagement process with the	High



Liverpool Street Trader advisory group throughout the implementation of the redevelopment of Liverpool Street.	
<ul style="list-style-type: none"> <li>Provide active support to the Development and Environmental Services Division in coordinating key stakeholder engagement on future ICAP projects.</li> </ul>	High

### 4.3 Seek to broaden the economic base and minimise impacts through promotion of local strengths, opportunities and benefits, and assist with developments, activities, services and events ~~wether~~whether through facilitation, partnerships or direct provision

#### 4.3.1 Facilitation of ~~major~~significant city developments

*Council will facilitate and support new, innovative and key development and infrastructure across a range of sectors in the City.*

Tasks	Priority
<ul style="list-style-type: none"> <li>Develop a holistic and consistent policy position on Council's facilitation of new development in the City               <ul style="list-style-type: none"> <li>The policy will cover commercial and residential development outcomes.</li> <li>The policy will address Council's role in infrastructure development that can act as a catalyst for development.</li> </ul> </li> </ul>	High
<ul style="list-style-type: none"> <li>Understand and define what options are open to the Council in seeking to <b>assist</b> and <b>facilitate</b> development.</li> </ul>	High
<ul style="list-style-type: none"> <li>Seek appropriate data as required to inform the Council on the impact of major city development.</li> </ul>	Medium

#### 4.3.2 Higher education

Higher Education is important to Hobart through not just the University as developer and as a business but equally importantly through the intellectual and creative capacity it creates in our community.

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Tasks	Priority
<ul style="list-style-type: none"> <li>Facilitate the University's continued expansion into the inner City of Hobart for research, teaching and residential purposes.</li> </ul>	Medium
<ul style="list-style-type: none"> <li>Utilise Council's international relationships to add value to the University's and senior secondary schools' international student intake.</li> </ul>	High / Medium
<ul style="list-style-type: none"> <li>Understand the goals for the Education Sector in relation to future expansion and growth particularly in the area of international education.</li> </ul>	High/Medium

#### 4.3.3 Retail Strategy

*Develop a Retail Strategy which addresses the future of retail in the inner city*

Tasks	Priority
<ul style="list-style-type: none"> <li>Benchmark study of other Council's retail strategies</li> </ul>	High
<ul style="list-style-type: none"> <li>Review of relevant HCC strategies / policies</li> </ul>	High
<ul style="list-style-type: none"> <li>Analysis of existing data sets – supply and demand</li> </ul>	High
<ul style="list-style-type: none"> <li>Retail audit and business environment study</li> </ul>	High
<ul style="list-style-type: none"> <li>External consumer behaviour research</li> </ul>	High
<ul style="list-style-type: none"> <li>Initial consultation with retail industry (through Hobart Chamber of Commerce)</li> </ul>	High
<ul style="list-style-type: none"> <li>Consolidation of all research and development into a 'discussion paper' which will:               <ul style="list-style-type: none"> <li>Identify Council's role                   <ul style="list-style-type: none"> <li>City Design – ICAP</li> <li>City Marketing – marketing / promotion</li> <li>Economic Development – business attraction, services for businesses, facilitation of strategy implementation</li> <li><b>Planning</b></li> </ul> </li> <li>Identify role for external stakeholders                   <ul style="list-style-type: none"> <li>Key industry groups – facilitation of strategy implementation</li> <li>Retailers – retail offering &amp; product mix</li> <li>Developers – supply of retail floor space</li> <li>Centre Managers – retail mix</li> </ul> </li> </ul> </li> </ul>	Medium

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**4.3.4 Office Strategy***Maintain an understanding of the pattern on office space demand and supply*

Tasks	Priority
<ul style="list-style-type: none"> <li>Conduct analysis of office space supply and demand for the next 5-10 years</li> </ul>	Medium
<ul style="list-style-type: none"> <li>Identify whether there is a surplus or deficit               <ul style="list-style-type: none"> <li>A surplus will result in actions around attracting tenants</li> <li>A deficit will result in actions around attracting development</li> </ul> </li> <li>Development of new office space if required – planning scheme, development assistance, land opportunities</li> </ul>	Medium
<ul style="list-style-type: none"> <li>Determine what actions are required to either attract tenants or attract development</li> </ul>	Medium

**4.3.5 Digital economy***Explore the development of a digital economy strategy for Hobart's inner city*

Tasks	Priority
<ul style="list-style-type: none"> <li>Understand the timing and location of the roll-out of the NBN in Hobart</li> </ul>	High
<ul style="list-style-type: none"> <li>Understand the impact the NBN will have for Council and the Hobart business and general community</li> </ul>	High
<ul style="list-style-type: none"> <li><u>Host a forum(s) that includes key stakeholders involved in the uptake and use of the NBN to assist the Council to better understand what the opportunities are and how to maximise benefits for the Council and for the community.</u></li> </ul>	High
<ul style="list-style-type: none"> <li>Research comparable cities with regard to their approach to the digital economy</li> </ul>	Medium
<ul style="list-style-type: none"> <li>Determine Council's role in relation to the digital economy</li> </ul>	Medium

#### 4.4 Establish strategic alliances and relationships with existing or potential businesses or markets both domestic and international

##### 4.4.1 Engagement with the inner city business community and support for small business

Ongoing engagement with the City's business community will lead to more informed decision making by Council.

Tasks	Priority
<ul style="list-style-type: none"> <li>Support the growth of the Hobart Chamber of Commerce through an ongoing and active dialogue</li> </ul>	Medium
<ul style="list-style-type: none"> <li>Renew the memorandum of understanding with the Hobart Chamber of Commerce in 2013 and seek to incorporate actions that will benefit inner city businesses</li> </ul>	High
<ul style="list-style-type: none"> <li>Engage the business community on specific inner city projects such as those contained in the Council's Inner City Action Plan</li> </ul>	Medium
<ul style="list-style-type: none"> <li><a href="#">In conjunction with the State Government, seek to undertake a vitality study of business in the City</a></li> </ul>	

##### 4.4.2 Antarctic sector development

Ongoing promotion of Hobart's capabilities and support of Government and business in the Antarctic sector

Tasks	Priority
<ul style="list-style-type: none"> <li>Continue Council's membership of the Tasmanian Polar Network (TPN) and seek to add value to the TPN through Council's resources and networks.</li> </ul>	High
<ul style="list-style-type: none"> <li>Participate in the State Government led "Tasmanian Antarctic Group"</li> </ul>	High
<ul style="list-style-type: none"> <li>Continue to hold and develop on an annual basis the official opening of the Antarctic Season Function in October each year.</li> <li>Seek feedback to maintain the function's relevance.</li> </ul>	Medium
<ul style="list-style-type: none"> <li>Utilise Council's international relationships to promote Hobart's capabilities as an Antarctic gateway and to support the local Antarctic industry.</li> </ul>	Medium

##### 4.4.3 International relations

Council will develop international relationships that are relevant to and provide opportunity for all sectors of our community.

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Tasks	Priority
<ul style="list-style-type: none"> <li>Develop a policy and criteria to assess and manage future international relationships that ensure such relationships are meaningful and outcomes focused for the benefit of the Council, its international partner and the community</li> </ul>	High
<ul style="list-style-type: none"> <li>Continue to develop a relationship with Shanghai Pudong through a Memorandum of Understanding (MOU)</li> </ul>	Medium
<ul style="list-style-type: none"> <li>Investigate the potential of a relationship with a city(s) in Korea</li> </ul>	Medium
<ul style="list-style-type: none"> <li>Investigate and respond to requests for further relationships with international cities that have potential economic outcomes for Hobart</li> </ul>	Medium

## 4.5 Create networks within communities to build relevance, engagement and participation

### 4.5.1 Partnerships with key strategic stakeholders

The Council will achieve more for the community if it works in partnership with its stakeholders

Tasks	Priority
<ul style="list-style-type: none"> <li>Actively manage and renew as appropriate existing memorandums of understanding with:               <ul style="list-style-type: none"> <li>Hobart International Airport</li> <li>Hobart Chamber of Commerce</li> <li>Business Events Tasmania</li> <li>Department of Economic Development Tourism and the Arts</li> <li>The Tasmanian Museum and Art Gallery</li> <li>Launceston City Council</li> </ul> </li> </ul>	High
<ul style="list-style-type: none"> <li>Re-establish an active memorandum of understanding with UTAS</li> </ul>	High
<ul style="list-style-type: none"> <li>Develop a new format and focus for the Council's Economic Development Advisory Forum (EDAF)</li> </ul>	High
<ul style="list-style-type: none"> <li>Use feedback from Council's Strategic Plan review process conducted with stakeholder groups to better understand which other groups Council needs to more actively engage with in Economic Development matters.</li> </ul>	Medium



## Appendix 1

## 5 Whole of Council Approach

This Economic Development Strategy is part of a whole of Council approach in recognition of the fact that many of Council's day to day activities have an economic development outcome to the City. Appendix 1 outlines a range of activities undertaken across Council that contribute to economic development activities and underpin the intent outlined above.

This Strategy will not impact upon the delivery of these services and activities but recognises their importance and contribution.

In the context of this strategy the table below demonstrates that many of the activities Council undertakes, although ostensibly for another purpose, clearly contribute to the economic development of the City and underpin the various criteria outlined in Section 6 of this strategy.

The table demonstrates that economic development is a whole of Council activity by virtue that all divisions are involved in delivery.

As such the Council must continue to maintain and build upon these services and activities.

Division	Activity	Outcome	Actions
Community Development	Taste of Tasmania Festival	Deliver a high profile annual event, of major regional economic significance	The Taste of Tasmania will continue to bring visitors and associated economic value to the city.
	Salamanca Market	Salamanca Market plays an important role in employing many people, and attracting thousands of people into the city each Saturday.	Council to continue to facilitate market. Salamanca Market Governance to be reviewed
	Grants Program	Shift from grants to partnerships, providing a greater economic outcome for Council	Refer to Cultural Strategy
	Public Art	Enhances the look and feel of the city, building a sense of place.	Refer to Cultural Strategy
	City Marketing	City Marketing has a role in the promotion of Hobart, the promotion of retail, and building relationships with the business community	Development of City Marketing Strategy Updating of City Brand
	HECSA	Provides opportunity for wide-spread interaction with business community and Council.	Review HECSA annually
Parks and Customer Services	Mount Wellington	A major tourist attraction for the State, but also provides plentiful opportunity for approx	Refer to Wellington Park Management Plan

		70 businesses that operate on the mountain.	
	Open Spaces	Improve the amenity of the city, and allow the use of the city's natural environment.	
	Parking	Provides a place for people to park to access businesses within the CBD.	Refer to Parking Strategy
	Parking Enforcement	Maintain a high turnover of vehicles through the city, whilst regulating against abuse of parking.	Refer to Parking Strategy Revenue raised has been used to improve other aspects of the city.
	THAC	Regional role Improved amenity Attraction of major sporting events	SGS Economics Report
	AFL	Increased intrastate and interstate visitation to Hobart Provide regional event in Hobart.	Review sponsorship as required. North Melbourne Football Club Tasmanian 2012 Report estimates \$2.2m in visitor expenditure
	Domain Tennis Centre	Provides International standard venue for Hobart, and facilitates high profile events.	Continue to host International events, bringing visitors to Hobart.
	Queen's Domain	Regional role Public amenity	Domain Master Plan
	Playgrounds	Localised economic benefit to surrounding businesses, yet people travel from outside the city to playgrounds.	Continue to provide high quality public amenities of regional value.
<b>Development and Environmental Services</b>	ICAP	Improved public realm to encourage people into the city and economic turnover	Complete identified priority ICAP projects.
	Strategic Planning	Sustainable development of the city	To encourage and facilitate the provision of a diverse range of developments that enables the population of the City of Hobart to grow as a community
	Development Appraisal	Custodian of the city, and manager of the urban environment.	Maintain the interests of the city going forward.
	Environmental	Maintenance of safe food	Food handler training

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	Health	handling premises Smoke free areas, including public areas and outdoor dining	Educating, warning and penalising individuals or businesses as required for breaching.
<b>Infrastructure Services</b>	Traffic Engineering	Effective access to and promoting movement through the city.	Maintain on-street parking supply to meet community needs. Work with developers on CBD redevelopment planning and implementation.
	Civil Works	Timely and effective civil works and maintenance	Works within the CBD and near retail centres undertaken with consideration of traders' requirements. Regular ongoing maintenance.
<b>Strategy and Governance (Corporate Services)</b>	Tasmanian Travel and Information Centre	State wide support of tourism businesses and regional dispersal of visitors	Refer to TTIC Strategic Plan.
	MOUs	Greater engagement with strategic partners for the benefit of the city	Implement annual priority in specific MOUs Review relevance and need for MOUs as they expire. Identify new strategic partners.
	Regional Development	Development of Hobart's status as the capital city	Continue to emphasise Hobart's importance as the centre for administration and government in Tasmania.
	Antarctic sector development	Development of Hobart's status as an Antarctic gateway city	Civic Role Maintain membership of TPN Maintain an active role in the sector
	Higher education	Development of Hobart's status as a destination of choice for higher education. Increased presence of UTAS in the inner city.	Re-establish the MOU with UTAS. Through ICAP, work with UTAS to increase its presence in the inner city.
	Tourism	Tourism is a major economic driver for the state and city. Plays a major role in attracting events and visitors.	Council to continue to promote tourism ventures within the city

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International Relationships	Increased foreign investment in Hobart.	Refer to specific actions
Major City Developments	Increased rates base Increased investment in the city	Continue facilitation of major city developments

Appendix 2

## 6 Context and Implementation

### Hobart 2025 – a 20 Year Strategic Framework

Hobart 2025 was an extensive community visioning process that produced a framework for Council's long term strategic planning. This Economic Development Strategy sits with the context of the City of Hobart's overall strategic direction.

#### FUTURE DIRECTIONS

The focus of this Strategic Framework is on delivering results in response to each of the key themes within the vision. Key themes, arising from community consultation, demonstrate aspects of the city that the community values now as well as aspects that the community seeks to achieve for Hobart in 2025. The future direction statements and outcomes arise from this information.

Within that vision there are seven overarching future direction statements, three of which are most relevant to the Economic Development Strategy:

#### FD1 – OFFERS OPPORTUNITIES FOR ALL AGES AND A CITY FOR LIFE

##### *Future Direction:*

In 2025 Hobart will be a city that provides opportunities for education, employment and fulfilling careers; a city that is able to retain its young people and provide a lifestyle that will encourage all ages to see the city as a desirable location and lifelong home.

#### FD3 – IS WELL GOVERNED AT A REGIONAL AND COMMUNITY LEVEL

##### *Future Direction:*

In 2025 Hobart will be a city that works effectively to lead an integrated approach to the planning and development of the metropolitan region. Partnerships will be created with governments, the private sector and local communities to achieve significant regional, city and community goals.

#### FD7 – IS DYNAMIC, VIBRANT AND CULTURALLY EXPRESSIVE

##### *Future Direction:*

In 2025 Hobart will be a city that is a destination of choice and a place for business. Clever thinking and support for creativity will help build a strong economic foundation, and entertainment, arts and

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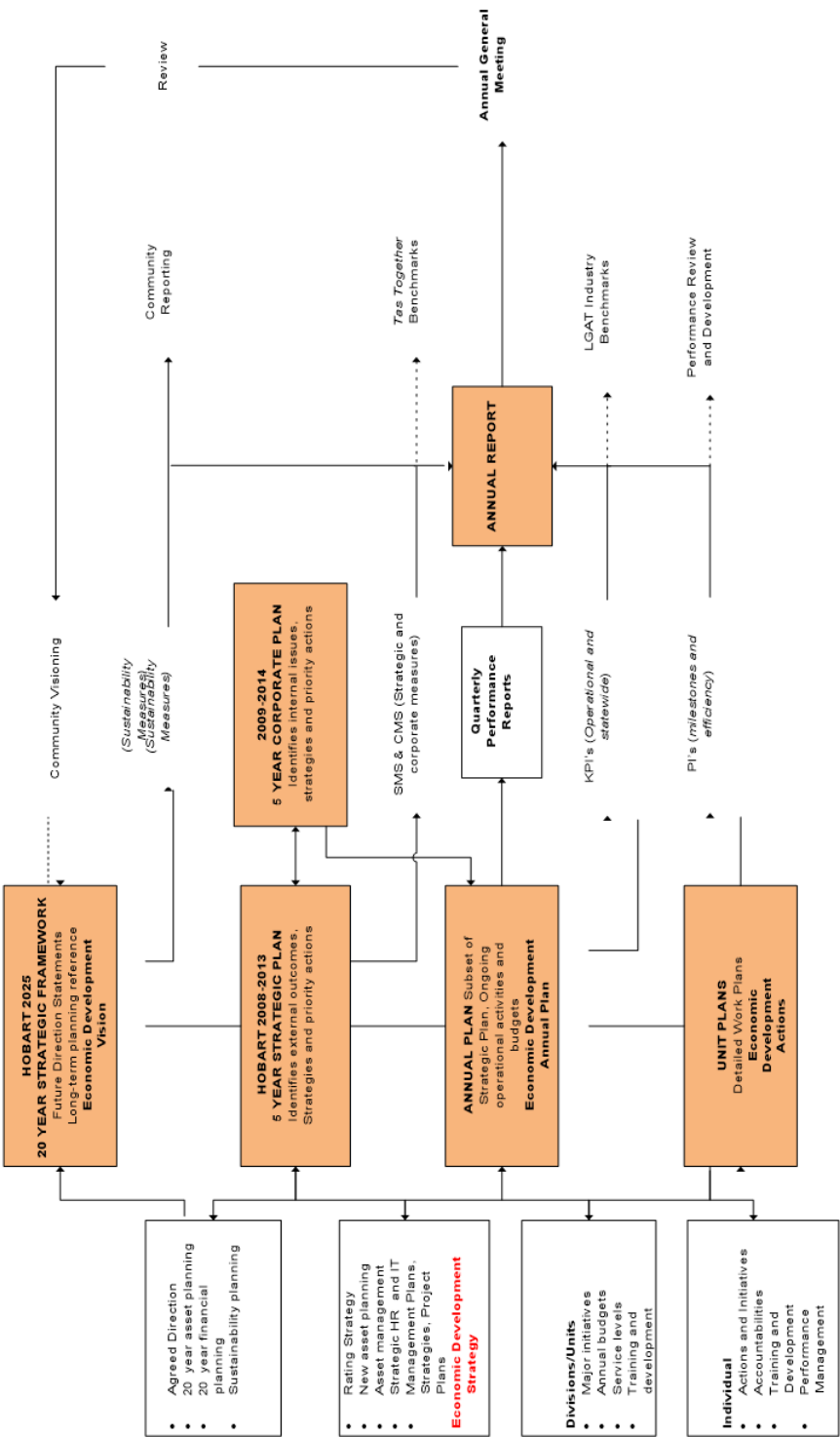
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cultural activities promote the distinctive character of the city. Lifestyle opportunities and strong communities will ensure a vibrancy and way of life that is Hobart.

While other initiatives across Council are recognised as delivering economic development outcomes, the actions outlined in this document represent the focus for the Economic Development Unit going forward.

The diagram below indicates the position of the Strategy within Council's overall strategic planning and reporting framework.





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**TO** : General Manager

**FROM** : Manager Economic Development

**DATE** : 31 July, 2013

**SUBJECT** : **ECONOMIC DEVELOPMENT STRATEGY 2013-2018**

**FILE** : 10-6-1 PC:PC (s:\\_data\economic development\council and committee reports\sgc\report for sgc eds 2013-18 310713.docx)

**Attachment B**

## 1. INTRODUCTION

- 1.1. The purpose of the report is to present to the Council the proposed Economic Development Strategy 2013-2018 (the Strategy).

## 2. BACKGROUND

- 2.1. At its meeting on 17 December 2007, Council resolved:

*2.1.1. That the Council endorse the 'SGS Economics and Planning Hobart Economic Development Strategy Discussion Paper', as the basis for a new economic development strategy for the next five years; and*

*2.1.2. That a formal strategy document be developed from the discussion paper and be presented to the Council prior to undertaking any wider community consultation.*

- 2.2. At its meeting on 10 March 2009, Council resolved that:

*2.2.1. The Council endorse the Economic Development Strategy 2009 – 2014.*

- 2.3. The EDS previously focused on four priority areas:

2.3.1. Development of an Inner City Development Plan;

2.3.2. Facilitating Office Based Activity;

2.3.3. Expanding Higher Education; and

2.3.4. Growing the Research Sector.

- 2.4. It is noted that the Strategy was based on research undertaken by SGS Economics and Planning looking at the gaps and opportunities in the industry make-up of the Hobart City economy. The Strategy also had strong stakeholder consultation through the Council's Economic Development Advisory Forum.

- 2.5. The EDS had a 5 year life from July 2009 to June 2014.

- 2.6. A mid-term review (July 2011) of the EDS was undertaken to:
  - 2.6.1. Identify the achievement / non-achievement of actions;
  - 2.6.2. Determine the relevance of priority areas and remaining actions;  
and
  - 2.6.3. Where appropriate, propose new priority areas and actions going forward.
- 2.7. The Mid-Term Review was presented to the Council at a workshop in September 2012.
- 2.8. In summary:
  - 2.8.1. The first stage of Hobart Inner City Development Plan is well underway with the Inner City Action Plan endorsed by the Council in December 2011 (it is noted that further stages comprise a Retail Strategy, Office Strategy and Residential Strategy);
  - 2.8.2. Actions under 'Facilitating office based activity' are well underway and will be fully realised in the third stage of Hobart's ICDP through the development of an Office Strategy;
  - 2.8.3. Council has achieved little influence over both the Education and Research sectors. While Council is able to respond to these sectors, it is now understood it is not the lead agency and therefore it is difficult to achieve these actions. However there are still discreet areas where Council may continue to have some impact in these sectors. For example, Council had a successful MOU in place with UTAS and continues to support the Antarctic sector through activities aimed at increasing Hobart's status as a gateway city.
- 2.9. The mid-term review of Council's Strategic Plan 2009-2014 has identified a number of emerging issues relating specifically to economic development and these have been considered in the EDS mid-term review.
- 2.10. In developing the previous EDS, the Council recognised that while there are many important economic activities that exist within the City, the Strategy should be based on the areas where the Council could add value and make the most difference. This same approach has been adopted in the attached strategy.
- 2.11. Therefore, in recognising the current importance of the inner city, it is submitted that Council's role in economic development is not industry specific but about strengthening the viability and long term sustainability of the city centre through:

- 2.11.1. Encouraging people to enjoy the inner city by making the public realm a pleasant place to spend time;
- 2.11.2. Encouraging niche retail which differentiates the inner city from shopping in the suburbs;
- 2.11.3. Encouraging office workers to be based in and around the CBD;
- 2.11.4. Encouraging new investment in Hobart.
- 2.12. As part of the mid term review process a workshop was held with Aldermen in September 2012. Key themes to come from that workshop were:
  - Targeted tourism
    - Tapping into the Asian market
    - Major sporting events – tourism
    - Increase in spending from the Asian market
    - Export research & development opportunities to China
    - Student tourism – visiting friends and relatives
    - Work with UTAS to sell Hobart as a study location
    - Cruise ship visitor experience
    - Conference tourism
  - Future of the Railyards site
    - HCC needs to be represented on the authority
    - This development should enhance the CBD, not detract from it
  - Business attraction and investment strategy – targeted marketing to attract businesses we want to see in the City
  - Research sector / higher education
  - Arts & cultural sector
  - Role of LG vs State Government – ‘we can’t be everything to everyone’
  - Major sporting events – cricket world cup
  - Translation of Council collateral into Asian languages

- Specialist shops – differentiate Hobart’s shopping experience
  - Population growth as part of ICDP
    - Opportunities for people to move to Hobart from interstate
    - Need jobs, residential accommodation to support this
  - Regional land use strategy
- 2.13. As a result of the workshop and the significant changes in Hobart over the life of the previous strategy Officers were of the view that a new strategy should be written rather than retrofitting these ideas into the existing strategy framework.
- 2.14. An updated Economic Development Strategy for the period 2013 – 2018 has been developed (**Attachment A**).
- 2.14.1. The new strategy addresses the themes raised above. Some are explicitly addressed while others will be borne out through related actions in the strategy.
- 2.15. Council should note that many of the objectives outlined in the 2013-2018 strategy are on-going tasks, and the Economic Development unit are continuing to meet these objectives.
- 2.16. The new Strategy contains six sections:
- 2.16.1. The Introduction defines Economic Development, and how a modern Local Government Authority should approach Economic Development.
- 2.16.2. The second section defines the current and future roles that the City of Hobart takes in Economic Development, and gives some definition to the future areas of focus for the City.
- 2.16.3. The third section of the Strategy outlines the strategic objectives for the Economic Development Unit.
- 2.16.4. The Strategy’s fourth section is an action plan, identifying specific tasks and giving a priority level and timeframe for each project.
- 2.16.5. The fifth section discusses Economic Development as a whole of Council approach, and recognises the importance that regular Council activities have on the economic outcome for Hobart. This section highlights the work that many Council units undertake that adds to economic development.
- 2.16.6. The sixth section provides the context for the Strategy, in relation to Council’s existing strategic framework.



- 2.17. The Strategy identifies five key objectives for the period of 2013-2018, which are:
  - 2.17.1. Understand the economic drivers for a local or regional community.
    - 2.17.1.1. Collection and analysis of city data and trends
    - 2.17.1.2. Visitor services
    - 2.17.1.3. Visitor attraction
  - 2.17.2. Understand the weaknesses, vulnerabilities and opportunities within communities.
    - 2.17.2.1. Inner City Action Plan
  - 2.17.3. Seek to broaden the economic base and minimise impacts through promotion and assist with developments, activities, services and events.
    - 2.17.3.1. Facilitation of major city developments
    - 2.17.3.2. Higher education
    - 2.17.3.3. Retail Strategy
    - 2.17.3.4. Office Strategy
    - 2.17.3.5. Digital economy
  - 2.17.4. Establish strategic alliances and relationships with existing or potential businesses or markets.
    - 2.17.4.1. Engagement with the inner city business community
    - 2.17.4.2. Antarctic sector development
    - 2.17.4.3. International relations
  - 2.17.5. Create networks within communities to build relevance, engagement and participation.
    - 2.17.5.1. Partnerships with key strategic stakeholders
- 2.18. Progress on the achievement of the Strategy's outcomes will be reported through Council's existing annual reporting framework.

### **3. PROPOSAL**

- 3.1. It is proposed that the Economic Development Strategy 2013-2018 be adopted and its actions implemented.

**4. IMPLEMENTATION**

- 4.1. The Council endorse the proposed Economic Development Strategy 2013-2018.

**5. STRATEGIC PLANNING IMPLICATIONS**

- 5.1. The Strategy meets a number of objectives of the Strategic Plan. However, the Strategy is most closely aligned with Future Directions 1 and 7.

*Future Direction 1.1* Opportunities for education, employment and fulfilling careers and retaining our young people.

*Future Direction 1.2* Lifestyle that will encourage all ages to see the City as a desirable location and lifelong home.

*Future Direction 7.1* A destination of choice and a place for business.

*Future Direction 7.2* Clever thinking and support for creativity will help build a strong economic future.

**6. FINANCIAL IMPLICATIONS**

- 6.1. The Strategy presents a significant body of work.
- 6.2. Its implementation will need to be actively managed within the existing resources of the Economic Development Unit.
- 6.3. Implementation of the Strategy and its actions will be factored in to future annual plans.

**7. RISK MANAGEMENT IMPLICATIONS**

- 7.1. None arise from this report.

**8. LEGAL IMPLICATIONS**

- 8.1. None arise from this report.

**9. SOCIAL IMPLICATIONS**

- 9.1. The implementation of the strategy will lead to a number of social outcomes over its life.

**10. COMMUNICATION AND MEDIA IMPLICATIONS**

- 10.1. The adoption of the new strategy will present a media opportunity and it is proposed a media release be prepared.

**11. DELEGATION**

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8/10/2013

11.1. This is a matter of Council.

## 12. CONSULTATION

12.1. General Manager, Director Corporate Services.

## 13. CONCLUSION

13.1. The Economic Development Strategy has been updated to cover the period of 2013-2018, and is Attachment A to this report.

13.2. The Strategy has six sections, and presents five key strategic objectives, both of which have been discussed previously in this report.

13.3. Progress of achievement of actions will be reported through Council's annual reporting framework.


## 14. RECOMMENDATION

*That:*

14.1. *The report PC:pc(s:\\_data\economic development\council and committee reports\sgc\report for sgc eds 2013-18 310713.docx) be received and noted.*

14.2. *The Council adopt the Economic Development Strategy 2013-2018.*

*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.*



(Gary Randall)  
**DIRECTOR CORPORATE  
SERVICES**



(Tim Short)  
**MANAGER ECONOMIC  
DEVELOPMENT**

Attachment(s)

Attachment A – Economic Development Strategy 2013-2018

SGC Agenda

Item No. 6 / Page 37

8/10/2013

**TO** : General Manager

**FROM** : Manager Economic Development

**DATE** : 31 July, 2013

**SUBJECT** : **ECONOMIC DEVELOPMENT STRATEGY 2013-2018**

**FILE** : 10-6-1 PC:PC (s:\\_data\economic development\council and committee reports\sgc\report for sgc eds 2013-18 310713.docx)

## 1. INTRODUCTION

- 1.1. The purpose of the report is to present to the Council the proposed Economic Development Strategy 2013-2018 (the Strategy).

## 2. BACKGROUND

- 2.1. At its meeting on 17 December 2007, Council resolved:
- 2.1.1. *That the Council endorse the 'SGS Economics and Planning Hobart Economic Development Strategy Discussion Paper', as the basis for a new economic development strategy for the next five years; and*
- 2.1.2. *That a formal strategy document be developed from the discussion paper and be presented to the Council prior to undertaking any wider community consultation.*
- 2.2. At its meeting on 10 March 2009, Council resolved that:
- 2.2.1. *The Council endorse the Economic Development Strategy 2009 – 2014.*
- 2.3. The EDS previously focused on four priority areas:
- 2.3.1. Development of an Inner City Development Plan;
- 2.3.2. Facilitating Office Based Activity;
- 2.3.3. Expanding Higher Education; and
- 2.3.4. Growing the Research Sector.
- 2.4. It is noted that the Strategy was based on research undertaken by SGS Economics and Planning looking at the gaps and opportunities in the industry make-up of the Hobart City economy. The Strategy also had strong stakeholder consultation through the Council's Economic Development Advisory Forum.
- 2.5. The EDS had a 5 year life from July 2009 to June 2014.

- 2.6. A mid-term review (July 2011) of the EDS was undertaken to:
  - 2.6.1. Identify the achievement / non-achievement of actions;
  - 2.6.2. Determine the relevance of priority areas and remaining actions;  
and
  - 2.6.3. Where appropriate, propose new priority areas and actions going forward.
- 2.7. The Mid-Term Review was presented to the Council at a workshop in September 2012.
- 2.8. In summary:
  - 2.8.1. The first stage of Hobart Inner City Development Plan is well underway with the Inner City Action Plan endorsed by the Council in December 2011 (it is noted that further stages comprise a Retail Strategy, Office Strategy and Residential Strategy);
  - 2.8.2. Actions under 'Facilitating office based activity' are well underway and will be fully realised in the third stage of Hobart's ICDP through the development of an Office Strategy;
  - 2.8.3. Council has achieved little influence over both the Education and Research sectors. While Council is able to respond to these sectors, it is now understood it is not the lead agency and therefore it is difficult to achieve these actions. However there are still discreet areas where Council may continue to have some impact in these sectors. For example, Council had a successful MOU in place with UTAS and continues to support the Antarctic sector through activities aimed at increasing Hobart's status as a gateway city.
- 2.9. The mid-term review of Council's Strategic Plan 2009-2014 has identified a number of emerging issues relating specifically to economic development and these have been considered in the EDS mid-term review.
- 2.10. In developing the previous EDS, the Council recognised that while there are many important economic activities that exist within the City, the Strategy should be based on the areas where the Council could add value and make the most difference. This same approach has been adopted in the attached strategy.
- 2.11. Therefore, in recognising the current importance of the inner city, it is submitted that Council's role in economic development is not industry specific but about strengthening the viability and long term sustainability of the city centre through:



- 2.11.1. Encouraging people to enjoy the inner city by making the public realm a pleasant place to spend time;
- 2.11.2. Encouraging niche retail which differentiates the inner city from shopping in the suburbs;
- 2.11.3. Encouraging office workers to be based in and around the CBD;
- 2.11.4. Encouraging new investment in Hobart.
- 2.12. As part of the mid term review process a workshop was held with Aldermen in September 2012. Key themes to come from that workshop were:
  - Targeted tourism
    - Tapping into the Asian market
    - Major sporting events – tourism
    - Increase in spending from the Asian market
    - Export research & development opportunities to China
    - Student tourism – visiting friends and relatives
    - Work with UTAS to sell Hobart as a study location
    - Cruise ship visitor experience
    - Conference tourism
  - Future of the Railyards site
    - HCC needs to be represented on the authority
    - This development should enhance the CBD, not detract from it
  - Business attraction and investment strategy – targeted marketing to attract businesses we want to see in the City
  - Research sector / higher education
  - Arts & cultural sector
  - Role of LG vs State Government – ‘we can’t be everything to everyone’
  - Major sporting events – cricket world cup
  - Translation of Council collateral into Asian languages

- Specialist shops – differentiate Hobart’s shopping experience
  - Population growth as part of ICDP
    - Opportunities for people to move to Hobart from interstate
    - Need jobs, residential accommodation to support this
  - Regional land use strategy
- 2.13. As a result of the workshop and the significant changes in Hobart over the life of the previous strategy Officers were of the view that a new strategy should be written rather than retrofitting these ideas into the existing strategy framework.
- 2.14. An updated Economic Development Strategy for the period 2013 – 2018 has been developed (**Attachment A**).
- 2.14.1. The new strategy addresses the themes raised above. Some are explicitly addressed while others will be borne out through related actions in the strategy.
- 2.15. Council should note that many of the objectives outlined in the 2013-2018 strategy are on-going tasks, and the Economic Development unit are continuing to meet these objectives.
- 2.16. The new Strategy contains six sections:
- 2.16.1. The Introduction defines Economic Development, and how a modern Local Government Authority should approach Economic Development.
- 2.16.2. The second section defines the current and future roles that the City of Hobart takes in Economic Development, and gives some definition to the future areas of focus for the City.
- 2.16.3. The third section of the Strategy outlines the strategic objectives for the Economic Development Unit.
- 2.16.4. The Strategy’s fourth section is an action plan, identifying specific tasks and giving a priority level and timeframe for each project.
- 2.16.5. The fifth section discusses Economic Development as a whole of Council approach, and recognises the importance that regular Council activities have on the economic outcome for Hobart. This section highlights the work that many Council units undertake that adds to economic development.
- 2.16.6. The sixth section provides the context for the Strategy, in relation to Council’s existing strategic framework.

- 2.17. The Strategy identifies five key objectives for the period of 2013-2018, which are:
  - 2.17.1. Understand the economic drivers for a local or regional community.
    - 2.17.1.1. Collection and analysis of city data and trends
    - 2.17.1.2. Visitor services
    - 2.17.1.3. Visitor attraction
  - 2.17.2. Understand the weaknesses, vulnerabilities and opportunities within communities.
    - 2.17.2.1. Inner City Action Plan
  - 2.17.3. Seek to broaden the economic base and minimise impacts through promotion and assist with developments, activities, services and events.
    - 2.17.3.1. Facilitation of major city developments
    - 2.17.3.2. Higher education
    - 2.17.3.3. Retail Strategy
    - 2.17.3.4. Office Strategy
    - 2.17.3.5. Digital economy
  - 2.17.4. Establish strategic alliances and relationships with existing or potential businesses or markets.
    - 2.17.4.1. Engagement with the inner city business community
    - 2.17.4.2. Antarctic sector development
    - 2.17.4.3. International relations
  - 2.17.5. Create networks within communities to build relevance, engagement and participation.
    - 2.17.5.1. Partnerships with key strategic stakeholders
- 2.18. Progress on the achievement of the Strategy's outcomes will be reported through Council's existing annual reporting framework.

### **3. PROPOSAL**

- 3.1. It is proposed that the Economic Development Strategy 2013-2018 be adopted and its actions implemented.

**4. IMPLEMENTATION**

- 4.1. The Council endorse the proposed Economic Development Strategy 2013-2018.

**5. STRATEGIC PLANNING IMPLICATIONS**

- 5.1. The Strategy meets a number of objectives of the Strategic Plan. However, the Strategy is most closely aligned with Future Directions 1 and 7.

*Future Direction 1.1* Opportunities for education, employment and fulfilling careers and retaining our young people.

*Future Direction 1.2* Lifestyle that will encourage all ages to see the City as a desirable location and lifelong home.

*Future Direction 7.1* A destination of choice and a place for business.

*Future Direction 7.2* Clever thinking and support for creativity will help build a strong economic future.

**6. FINANCIAL IMPLICATIONS**

- 6.1. The Strategy presents a significant body of work.
- 6.2. Its implementation will need to be actively managed within the existing resources of the Economic Development Unit.
- 6.3. Implementation of the Strategy and its actions will be factored in to future annual plans.

**7. RISK MANAGEMENT IMPLICATIONS**

- 7.1. None arise from this report.

**8. LEGAL IMPLICATIONS**

- 8.1. None arise from this report.

**9. SOCIAL IMPLICATIONS**

- 9.1. The implementation of the strategy will lead to a number of social outcomes over its life.

**10. COMMUNICATION AND MEDIA IMPLICATIONS**

- 10.1. The adoption of the new strategy will present a media opportunity and it is proposed a media release be prepared.

**11. DELEGATION**

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8/10/2013

11.1. This is a matter of Council.

## 12. CONSULTATION

12.1. General Manager, Director Corporate Services.

## 13. CONCLUSION

13.1. The Economic Development Strategy has been updated to cover the period of 2013-2018, and is Attachment A to this report.

13.2. The Strategy has six sections, and presents five key strategic objectives, both of which have been discussed previously in this report.

13.3. Progress of achievement of actions will be reported through Council's annual reporting framework.

## 14. RECOMMENDATION

*That:*

*14.1. The report PC:pc(s:\\_data\economic development\council and committee reports\sgc\report for sgc eds 2013-18 310713.docx) be received and noted.*

*14.2. The Council adopt the Economic Development Strategy 2013-2018.*

*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.*



(Gary Randall)  
**DIRECTOR CORPORATE  
SERVICES**



(Tim Short)  
**MANAGER ECONOMIC  
DEVELOPMENT**

Attachment(s)

Attachment A – Economic Development Strategy 2013-2018



SGC Agenda

Supplementary Item No. 16 / Page 1

02/12/2014

**TO** : The General Manager

**FROM** : Group Manager Executive & Economic Development

**DATE** : 19 November, 2014

**SUBJECT** : **6 MONTHLY ECONOMIC DEVELOPMENT STRATEGY  
PROGRESS REPORT**

**FILE** : 10-6-1 :RN (document1).

## 1. INTRODUCTION

- 1.1. The draft Economic Development Strategy 2013-18 was presented to Council at the Strategic Governance Committee on October 8<sup>th</sup> 2013 where the following was resolved:

*That:*

1. *The Council adopt the Economic Development Strategy 2013-2018.*
2. *The strategy be forwarded to key stakeholders for comment.*

*be adopted as amended by the following:*

1. *The Economic Development Strategy document be amended by the following:*
  - (i) *The Council's Memorandum of Understanding with the Glenorchy City Council be included in section 4.5.1 of the document; and*
  - (ii) *Section 4.4.3 of the document be updated to reflect the Council's priorities in respect to international relationships.*
2. *The Committee be provided with six-monthly updates on the progress of the strategy.*

- 1.2. As per Council's resolution, the Strategy was forwarded to 15 key stakeholders in January of this year.

- 1.2.1. Only one response was received, from the Macquarie Point Development Corporation, commending the Council on the Strategy and stating a desired commitment to continue to work together.

- 1.3. This report responds to Council resolution 2 above.

## 2. BACKGROUND

- 2.1. The revised Draft Economic Development Strategy was presented to the Strategic Governance Committee on October 8<sup>th</sup> 2013 who resolved to adopt the strategy with minor amendments listed and with the request that six monthly updates be provided on the progress of the strategy. The adopted Economic Development Strategy is included as **Attachment A**. This is currently being worked into a corporate format.
- 2.2. This report will consider the Economic Development Unit's work against the strategy since the last report to Strategic Governance Committee on 6 May 2014. It should be noted that a full time vacancy in the unit has now been filled although this was not until 28 August. Prior to this, the post was either filled on a part time basis or vacant.
- 2.3. Second Six Monthly Update:

Ref: 3.1.1: Collection and analysis of city data and trends

The ABS (Australian Bureau of Statistics) data 2011 has been interpreted and the business pages of the City of Hobart website have been refreshed.

Ref: 3.1.2: Visitor Services

The City of Hobart has continued to successfully operate the Tasmanian Travel and Information Centre through a busy winter season. From May to October 2014, visitor numbers through the door were up 6% from the same period last year (approx 66,000).

Ref: 3.2.1: Inner City Action Plan (ICAP)

The Liverpool Street Trader Advisory Group continued to be advised of key Council decisions relating to redevelopment of Liverpool Street.

Key projects identified in ICAP are currently in progress including the revitalisation of Liverpool Street (between Elizabeth Street and Murray Street) and improvements to Collins Court.

Ref 3.3.1: Facilitation of Significant City Developments

The Economic Development Unit has continued to facilitate key private sector developments in the City.

An internal position paper has been drafted in relation to the way in which The City of Hobart supports businesses of all sizes. It is expected this will be presented to the Finance Committee for consideration in the February or March 2015 round of meetings.

## Ref: 3.3.2: Higher Education

The City of Hobart recognises the importance of UTAS to the prosperity of the City, both in terms of the development of infrastructure assets (IMAS \$45m investment, Medical Science Precinct \$148m, student apartments \$70m, Academy of Creative Industries and Performing Arts \$80m) and intellectual assets (highly skilled people). The City of Hobart has worked hard to facilitate such development where possible. For example, on November 28<sup>th</sup> 2014 a funding bid was submitted for the Battery Point Foreshore Accessway which will provide students and other users a safe and scenic route between the Sandy Bay Campus and the CBD.

## Ref: 3.4.2: Antarctic Sector Development

The City of Hobart welcomed Antarctic Crew and expeditioners to yet another successful opening of the season reception. Over 70 attended an evening hosted by the Lord Mayor.

## Ref: 3.4.3: International Relations

The City of Hobart has continued to progress the development of international relations over the last 6 months. Two delegations have been hosted from the cities of Xi'an and Fuzhou. Council has resolved that a sister city relationship will be signed with Xi'an in the near future and that consideration will be given in early 2015 as to how the relationship with Fuzhou may be developed.

The City of Hobart also worked with State Government to ensure that the huge occasion of the visit from the President of China, Xi Jinping was a resounding success. Activities included the design and erection of a number of banners, maintenance of floral displays, cooperation with police and security services around the closure of roads and Mount Wellington and the hosting of a meeting of all Chinese Community Groups to communicate information on the visit and interactions beyond this date.

## Ref: 3.5.1: Partnerships with key strategic stakeholders

The City of Hobart has been strengthening relationships with a number of key partners including Business Events Tasmania with whom a new MOU is due to be signed in early 2015, following approval from Council.

The Economic Development Unit has worked closely with the TCBA (Tasmanian Chinese Business Association) that has provided preliminary introductions to Chinese cities interested in forming relationships. Representatives of TCBA have also provided interpretation services during visits from Chinese delegations.

Council representatives have continued to meet with Launceston City Council and Hobart International Airport Pty Ltd as set out in the respective MOUs.

Membership of the Tasmanian Polar Network has been renewed and meetings are regularly attended by Group Manager Executive & Economic Development and the Aldermanic representative – Alderman Ruzicka.

Partnership support has continued to be provided to UTAS in a number of ways. The Town Hall venue and funding was provided to host a lunch as part of the Polar Law Symposium. This 3 day conference was coordinated by IMAS and is the first time it has ever taken place in the Southern Hemisphere. The Economic Development unit has also been represented at a number of UTAS hosted lectures including 'Clever Cities, Creative Spaces: Igniting Investment, Jobs and Growth' in November. As mentioned previously, a funding bid was submitted in November for an accessway that will have significant positive impacts on the way in which many UTAS students and staff members travel between campuses and the City. Although the partnership between UTAS and the City of Hobart is strong, it must be noted that the relationship is not currently governed and structured by and MOU (the existing MOU has expired). The redevelopment and renewal of such a mechanism would be considered beneficial to this relationship.

2.4. Other Activities (not specifically included in Economic Development Strategy)

The Economic Development Unit has also continued to undertake significant ad-hoc activities in supporting the following development projects:

- Battery Point Foreshore Accessway – liaising with colleagues and consultants to submit a Federal funding bid for in excess of \$5.m;
- Battery Point Slipways – Work as part of officer group to review best way forward;
- Wifi - Liaison with colleagues and consultants to devise free wifi scheme for Hobart CBD;
- Business Assistance Policy – consideration of the most appropriate way in which businesses of all sizes can be supported in the City.

**3. PROPOSAL**

- 3.1. It is proposed that Council receive and note the second of the six monthly updates on the progress of the Economic Development Strategy.
- 3.2. It is also proposed that an MOU is developed to govern and further strengthen the relationship between the City of Hobart and UTAS.

**4. IMPLEMENTATION**

- 4.1. The Economic Development Unit will continue to implement the Economic Development Strategy, reporting progress every six months.
- 4.2. The General Manager and Economic Development Unit will seek to meet with representatives from UTAS to commence the redevelopment of an MOU.

**5. STRATEGIC PLANNING IMPLICATIONS**

- 5.1. 1.1.2 of the Council's Annual Plan 2014-15 states that Council will:

*Develop and commence implementation of a priority action plan for delivery of the 2013-2018 Economic Development Strategy.*

**6. COMMERCIAL OPPORTUNITIES**

- 6.1. The Economic Development Unit represents one of Council's touch points with business. One key role of the unit is to facilitate commercial opportunities both domestically and internationally. By virtue of the nature of the unit, commercial opportunities will arise where otherwise they would not.

**7. FINANCIAL IMPLICATIONS**

- 7.1. The Economic Development Unit has been allocated a budget for 2014/15 which is \$455,710.
- 7.2. Impact on Current Year Operating Result
  - 7.2.1. Delivery against the Economic Development Strategy is done within the unit's budget.
- 7.3. Impact on Future Years' Financial Result
  - 7.3.1. Delivery against the Economic Development Strategy will be done within the unit's budget.
- 7.4. Asset Related Implications

- 7.4.1. There are no asset related implications resulting from the delivery of the Economic Development Strategy at the macro level. Asset implications are considered for every proposal submitted to Council by the Economic Development Unit.

## **8. RISK MANAGEMENT IMPLICATIONS**

- 8.1. While the Economic Development Unit must be responsive to market changes and demand, there is a danger that the priorities of the Economic Development Strategy can become relegated as 'urgent' situations arise. This can result in a loss of focus. To mitigate this, a recent restructure has resulted in an extra resource to aid in the delivery against strategy.

## **9. LEGAL IMPLICATIONS**

- 9.1. There are no legal implications resulting from the delivery of the Economic Development Strategy at the macro level. Legal implications are considered for every proposal submitted to Council by the Economic Development Unit.

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

- 10.1. There are no environmental implications resulting from the delivery of the Economic Development Strategy at the macro level. Such implications are considered for every proposal submitted to Council by the Economic Development Unit.

## **11. SOCIAL IMPLICATIONS**

- 11.1. There are no social implications resulting from the delivery of the Economic Development Strategy at the macro level. Such implications are considered for every proposal submitted to Council by the Economic Development Unit.

## **12. CUSTOMER IMPLICATIONS**

- 12.1. There are no customer implications resulting from the delivery of the Economic Development Strategy at the macro level. Such implications are considered for every proposal submitted to Council by the Economic Development Unit.

## **13. MARKETING AND BRANDING IMPLICATIONS**

- 13.1. There are no marketing and branding implications resulting from the delivery of the Economic Development Strategy at the macro level. Such implications are considered for every proposal submitted to Council by the Economic Development Unit.



**14. COMMUNICATION AND MEDIA IMPLICATIONS**

- 14.1. There are no communication and media implications resulting from the delivery of the Economic Development Strategy at the macro level. Such implications are considered for every proposal submitted to Council by the Economic Development Unit.

**15. DELEGATION**

- 15.1. This matter is one for Council.

**16. CONSULTATION**

- 16.1. The General Manager.

**17. CONCLUSION**

- 17.1. The Council endorsed the draft Economic Development Strategy 2013-18 on October 8<sup>th</sup> 2013.
- 17.2. Council requested six monthly progress updates.
- 17.3. This is the second six monthly update.

**18. RECOMMENDATION**

*That:*

- 18.1. *The report :lk(document2) be received and noted.*
- 18.2. *That the General Manager is authorised by to draft a new MOU between the City of Hobart and University of Tasmania and the draft be presented to Council for final approval.*

*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 & ECONOMIC DEVELOPMENT**

Attachment A

Economic Development Strategy 2013-18



## **Economic Development Strategy 2013-2018**

- ✓ Reinforce and expand the economic foundations of our city
- ✓ Build strength and resilience into our communities
- ✓ Understand our customers as city businesses, property owners, investors, workers, residents, visitors, shoppers, students, and the regional and state-wide communities
- ✓ Leverage our status as the Capital City

Endorsed by the Council 14 October 2013

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02/12/2014

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## 1 Introduction

### 1.1 Economic Development and Local Government

The essence of economic development at the Local Government level is about building resilience into communities, by reinforcing and expanding the economic foundations that support the well-being and capacity of a community to sustain itself over the long term. It is not simply to generate income and rate revenue to Councils from development.

Well-being and capacity are generated through sustained employment and balanced communities, in terms of the range of services and facilities that support families, attract population growth and provide sufficient lifelong opportunities for a “cradle to grave” lifestyle.

As State and Federal politicians become less accessible to communities, and local services are divested by governments or centralised, local councils are being expected to respond in a more direct manner and in a more prominent leadership capacity. The pressures on local councillors are becoming more demanding, particularly at times of community uncertainty, upheaval or distress.

The expectation of the local council from the community in terms of supporting their economic sustainability is well founded. Local Government, by nature of its local representatives, is best placed to understand the current capacity, opportunities and threats faced by individual communities to their long term sustainability.

As a result an effective Local Government will:

- Understand the economic drivers for a local or regional community;
- Understand the weaknesses, vulnerabilities and opportunities within communities;
- Seek to broaden the economic base and minimise impacts through promotion of local strengths, opportunities and benefits, and assist with developments, activities, services and events whether through facilitation, partnerships or direct provision;
- Establish strategic alliances and relationships with existing or potential businesses or markets both domestic and international; and
- Create networks within communities to build relevance, engagement and participation.

Councils that perform this role effectively will understand that economic development requires an organisational and community commitment, not simply an “at the time” response.

In meeting these criteria, a Council will need to maintain resource capacity and integration within its organisation, and at times, across Councils if it is to support regional, state and national goals. It will require an understanding that economic sustainability is a synergy of a number of Council functions and activities, including development facilitation, events, marketing, strategic relationships, community engagement, infrastructure planning and provision, land use planning, community development, strategic planning and long term financial planning and management.

The challenge for Local Government is to maintain sufficient resource capacity and capability within all functions to deliver a strategic and consistent response.



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It is clear that future Councils will be expected to take the wider view of economic development to encompass economic sustainability. Communities will expect higher levels of participation and leadership from Councils in securing their well being. This will be more so in the rural and remote communities as traditional industries and business retract or cease to exist, the population gravitates to the major population centres for employment, and community services and support are cutback or devolved.

Economic sustainability will require a new way of thinking if these communities particularly are to survive to a point of achieving a secure and long term future.

It will be expected that a modern Local Government will facilitate that outcome.

Hobart City Council (2013) *Exploring the roles of Local Government Discussion Paper*. DPAC, Division of Local Government, Security and Emergency Services, Hobart.

## 2 Our Role in Economic Development

### 2.1 Current role

The previous Economic Development Strategy had a five year life from July 2009 to June 2014 and focused on four priority areas:

- Development of an Inner City Development Plan;
- Facilitating Office Based Activity;
- Expanding Higher Education; and
- Growing the Research Sector.

A mid-term review of the Strategy was undertaken in order to:

- Identify the achievement / non-achievement of actions;
- Determine the relevance of priority areas and remaining actions; and
- Where appropriate, propose new priority areas and actions going forward.

The review recognised the current importance of the inner city as the primary economic driver for the region. As a result, it is argued that Council's role in economic development is not about being industry specific but about strengthening the viability and long term sustainability of the inner city by focusing attention on encouraging people to enjoy the inner city. This will result from making the public realm an engaging place to spend time, encouraging new investment, encouraging niche business which differentiates the inner city from shopping in the suburbs, encouraging office workers to be based in and around the CBD, and encouraging population growth through inner city residential living.

In developing a new Economic Development Strategy, the Council recognises that while there are many important economic activities that exist within the City, the Strategy should be based on the areas where the Council can add value and make the most difference.

### 2.2 Future Role

By aligning the results of the midterm review with criteria outlined in section 1, it is apparent that there are a number of current activities that will continue to deliver economic development outcomes into the future. Through discussions with the Aldermen there are also a number of additional activities that will be pursued or enhanced to increase the economic benefits to the city, region and state.

Current and future (*italics*) activities include:

*Understand the economic drivers for a local or regional community;*

- Collection and analysis of city data and trends
- Visitor services
- *Visitor attraction*

*Understand the weaknesses, vulnerabilities and opportunities within communities;*

- Inner City Action Plan

*Seek to broaden the economic base and minimise impacts through promotion of local strengths, opportunities and benefits, and assist with developments, activities, services and events whether through facilitation, partnerships or direct provision;*

- Facilitation of significant city developments
- Higher education
- *Retail Strategy*
- *Office Strategy*
- *Digital economy*

*Establish strategic alliances and relationships with existing or potential businesses or markets both domestic and international;*

- Engagement with the inner city business community and support for small business
- Antarctic sector development
- *International relations*

*Create networks within communities to build relevance, engagement and participation.*

- Partnerships with key strategic stakeholders

## 2.3 Our Focus

In recognising our future role in economic development it is appropriate that we redefine our general intent or daily focus as:

- Reinforcing and expanding the economic foundations of the city
- Building strength and resilience into our communities
- Understanding our customers as city businesses, property owners, investors, workers, residents, visitors, shoppers, students, and the regional and state-wide communities
- Leveraging our status as the Capital City

We recognise that our activities and this strategy are targeted to achieving these results.

## 3 Strategic Objectives for Economic Development

### 3.1 Understand the economic drivers for a local or regional community

#### 3.1.1 Collection and analysis of city data and trends

This is an important responsibility for Local Government. It is imperative that the Council understands the dynamics of activity in the City. This understanding helps in better decision making. To do this the Council needs to collect, interrogate and interpret a range of data that describe the activity of the City. This will range from areas such as employment data, office space vacancy and visitor numbers through to population and demographics. It is also important that the Council makes this data widely available so that our stakeholders can also use it to make informed decisions.

#### 3.1.2 Visitor services

The Council currently offers a number of visitor services. Through the Economic Development Unit this is most notably through the Council's Tasmanian Travel and Information Centre on the corner of Davey and Elizabeth Streets. Council's objective in supporting this function is to support the 800+ businesses that the Centre regularly books visitors into, for activities and accommodation. The Centre has the capacity to book 1,500 individual tourism businesses across Tasmania that have listed themselves in the tourism database. The Council sees the support of the City's tourism businesses through the Centre as an important role.

Additionally, the Council provides the welcome to an increasing number of cruise ships that are now calling into Hobart each summer season. In 2012/13 there were 36 cruise ship visits to Hobart. These ships are now bringing in excess of 100,000 passengers and crew to the City and region each year, and the Council's aim is to ensure these visitors find it easy to make their way into the City and are well informed about the City's and the region's offer.

Council's involvement in the visitor centre and cruise ship arrival provides a unique insight into what visitors are seeking and their perceptions of Hobart and this will provide an ongoing source of evidence for the Council.

#### 3.1.3 Visitor attraction

The Council recognises that increased visitation is important for the City; it benefits a range of business sectors and creates vibrancy in the City. The Council wishes to increase visitor numbers to Hobart through increased investment in the City, international relationships and major events / experiences. The Council needs to ensure that visitor experiences are meaningful and enjoyable to encourage repeat visitation and positive word of mouth.

The continued development of Hobart as a hub for visitors through the growth of events and attractions is an important goal for the City. Council will continue its role through operating its own events such as the Taste and Salamanca Market but importantly will continue to focus on how it facilitates other events, such as Dark MOFO, the Australian Wooden Boat Festival, AFL football and so on.

## 3.2 Understand the weaknesses, vulnerabilities and opportunities within communities

### 3.2.1 Inner City Action Plan

The most significant outcome from the previous EDS was the development of Hobart's Inner City Action Plan (ICAP), commencing with the work undertaken by Gehl Architects. The importance of this outcome has been to reinforce Council's traditional role as place manager and to ensure that Hobart is *a City with people in mind*. By creating a vibrant, attractive and sustainable inner city, both social and economic outcomes are achieved. As such, the ICAP is a plan for Hobart's inner city now and in to the future.

The ICAP contains a selection of key recommendations from the Gehl Architect's Report, *Hobart 2010 Public Spaces and Public Life - a city with people in mind*. It outlines 15 recommended projects designed to attract people and activity into Hobart and to create a vital, dynamic city centre.

The projects will bring life and energy to our city. As they take shape, inner Hobart will become more people-focused, with well-designed public spaces, a pedestrian network that enables smooth movement between city destinations, and an urban environment that encourages cycling as a safe, alternative mode of transport. Traffic will flow more smoothly and our public transport system will become more usable, efficient and reliable.

Our inner city destinations will be rejuvenated and enhanced. Elizabeth Street will develop as a vibrant, active spine to the city, and Sullivans Cove will continue to grow as an accessible and welcoming destination. Hobart's shopping and nightlife will be invigorated, our educational precinct will be strengthened, and inner city living will emerge as an appealing and practical option.

The ICAP is the first stage of the Council's response to the Gehl Report and forms the basis for future planning and development for the inner city. As further recommendations from the Gehl Report are tested and approved, more projects will be introduced to continue to realise our community's exciting vision for Hobart.

### **3.3 Seek to broaden the economic base and minimise impacts through promotion of local strengths, opportunities and benefits, and assist with developments, activities, services and events whether through facilitation, partnerships or direct provision**

#### **3.3.1 Facilitation of significant city developments**

Hobart is a unique city in terms of capital cities in Australia. A relatively small population means that the economy is finely balanced. Significant developments are rarely built as speculative ventures and most developers will seek a pre commitment from a large tenant such as government or large retail anchor before commencing a new building.

In this context, the Council recognises that it has an important role to facilitate such developments to occur as they are the nucleus upon which much of the city is built and relies. Council has a Major Developments Assistance Policy, which guides the Council in determining how best to facilitate a major development, and indeed what is considered 'major' in the context of that Policy.

However the Council recognises that a development may not be major in terms of its existing policy but still be important or significant enough to warrant Council's assistance. In this context a significant development may not be a major office building or retail magnet for the city. Rather it may be a smaller development that nevertheless generates a significant outcome in terms of movement of people, spending of money, strengthening a local neighbourhood or underpinning a strategic objective of Council. In response to this need, Action 4.3.1 in the next section of this strategy notes that a new policy will be developed for a more holistic development facilitation position for the City.

Moreover, the Council has a role in investing in key infrastructure projects that will act as a seed from which development can grow. The Inner City Action Plan is Council's priority focus in this area but other infrastructure projects will be contemplated by the Council across the City.

#### **3.3.2 Higher education**

The ongoing growth of UTAS is important to the City. The growth in student numbers provides a direct benefit to the City through spend, and the growth in international students also has flow through to increased visitation through relatives visiting and repeat visitation into the future. This area has a strong link to the Council's pursuit of future international relationships outlined later in this strategy.



UTAS is also on a pathway of increasing its presence in the inner city through developments such as IMAS, the Medical Sciences precinct, the Domain precinct, and recently, student accommodation in Melville Street.

The growth of higher education through UTAS has many flow on benefits into our community. There is investment; increased international visitation; but also the education of our community itself is an important outcome for the City and the Council will strive to support the ongoing and increased presence of UTAS in the City.

### 3.3.3 Retail Strategy

The retail industry is a significant contributor to Hobart's economy and employment, and there have been significant new developments to the Hobart CBD landscape in recent years. In 2011, retail trade was Hobart's fourth largest industry sector by employment, and there were 345 businesses operating in the retail trade sector in Hobart; the fourth largest sector in terms of the number of businesses. The Council must understand the dynamics of this sector in order to create a one-stop shopping experience distinct from any other shopping centre and to ensure the future of retail in the inner city.

### 3.3.4 Office Strategy

Research indicates that more than 50% of the City's workforce is office based. Therefore the City is highly reliant on the office sector and associated service industries that support them. The Council must understand the dynamics of this sector to ensure the future of office space in the inner city.

### 3.3.5 Digital economy

Tasmania has a unique first to market opportunity in relation to the National Broadband Network. This creates opportunities to increase the efficiency of HCC's service delivery as well as to create a digital economy which benefits Hobart's businesses and presents an opportunity for a range of new investment not previously contemplated.

## 3.4 Establish strategic alliances and relationships with existing or potential businesses or markets both domestic and international

### 3.4.1 Engagement with the inner city business community and support for small business

The ongoing implementation of the Council's Inner City Action Plan is a key strategy for the Council as a whole. Ongoing communication with the City's businesses through this project will be essential. The Council has started a more formal process of engagement

with a trader advisory group for the redevelopment of Liverpool Street. Moving forward, the Council will seek to continue to grow its engagement with the wider inner city business community and small business in particular through such mechanisms as the Memorandum of Understanding with the Hobart Chamber of Commerce, and project specific engagement through the Inner City Action Plan process.

Through better engagement with small businesses the Council will seek to understand how the Council can better facilitate small business stability and growth. The Council already operates the Tasmanian Travel and Information Centre which directly supports over 800 independent tourism businesses in the state by providing an advertising medium direct to visitors. The Council recognises the importance of a diverse economy and that small business underpins this diversity.

#### 3.4.2 Antarctic sector development

The Antarctic sector continues to grow as one of the City's and the region's key competitive advantages. In this area, the Council's objective is to facilitate the ongoing growth of this sector. The State Government and the Tasmanian Polar Network play the lead role in this industry; however Council continues to have an important role.

This is in particular, the Council's civic role and providing the 'welcome' to visiting Antarctic nations. It is important that our own and visiting Antarctic programs see Hobart and Tasmania as a welcoming and well connected step off point to Antarctica. Already the Council hosts an annual reception to open the Antarctic season in October each year. Antarctic expeditioners and crew from Antarctic vessels are invited from the Australian and French Antarctic programs to participate.

Furthermore, through key strategic and international city to city relationships the Council will continue to seek new opportunities for the City and State.

#### 3.4.3 International relations

The Council has determined that it is important to seek an element of investment from outside of Tasmania and Australia. To this end, the Council is desirous of establishing key economic relationships, particularly with cities in China and Korea.

The Australian Government's White Paper, *Australia in the Asian Century* clearly establishes a role for local government in international relations.

The Australian Government's White Paper, *Australia in the Asian Century*, states:

*Work with and through all levels of government, business, institutions and the community to promote Australian interests in the region*

*Support stronger relationships between State and Territory and local governments and their counterparts in the region including by broadening and promoting sub-national relationships as well as the value of sister-city and sister-state relationships.*

The Council will build strong networks in Tasmania and overseas to assist in creating the right relationships with appropriate cities that will benefit our community through tourism, research and education, culture and arts, and investment.

### **3.5 Create networks within communities to build relevance, engagement and participation**

#### **3.5.1 Partnerships with key strategic stakeholders**

The Council needs to work in an environment of cooperation and collaboration. There are many stakeholders and communities that create outcomes that impact upon the City. The Council will work with these stakeholders for the benefit of the City and will seek to grow existing, and where appropriate, establish new partnerships with key groups within and outside the City.

## 4 Action Plan

The tasks in this section are ascribed as being high, medium or low priority. This does not reflect their relative importance but simply the time frame in which they will be delivered.

High = one to two years

Medium = two to four years

Low = four to five years

### 4.1 Understand the economic drivers for a local or regional community

#### 4.1.1 Collection and analysis of city data and trends

Collect and maintain accurate and timely data about Hobart

Tasks	Priority
<ul style="list-style-type: none"> <li>Establish outcomes required from use of data</li> </ul>	High
<ul style="list-style-type: none"> <li>Confirm which data sets provide the information required</li> </ul>	High
<ul style="list-style-type: none"> <li>Establish process for regular collection</li> </ul>	High
<ul style="list-style-type: none"> <li>Collect and monitor and interpret data</li> </ul>	High
<ul style="list-style-type: none"> <li>Share data and interpretation as appropriate</li> </ul>	High

#### 4.1.2 Visitor services

Council will continue to grow key visitor services through the Tasmanian Travel and Information Centre, including provision of the welcome to Hobart message for cruise ship arrivals.

Tasks	Priority
<ul style="list-style-type: none"> <li>Continue to operate the Tasmanian Travel and Information Centre and develop ongoing strategic and operational plans for the Centre's future operation</li> </ul>	High
<ul style="list-style-type: none"> <li>Examine the future opportunities for the Centre including funding models and the Centre's role in the context of the region and State.</li> </ul>	High
<ul style="list-style-type: none"> <li>Maintain the relevance of the Centre's offer to visitors and</li> </ul>	High

businesses through research and feedback	
<ul style="list-style-type: none"> <li>• Maintain an active involvement in Cruise Down Under so as to strengthen our strategic understanding of the cruise ship industry.</li> </ul>	Medium
<ul style="list-style-type: none"> <li>• As part of the TTIC's role develop and grow cruise ship arrivals through an active "on the wharf" welcome.</li> </ul>	High
<ul style="list-style-type: none"> <li>• Investigate the roll out of free to the public WiFi in the inner city</li> </ul>	High

#### 4.1.3 Visitor attraction

*Resolve Council's role in tourism and destination marketing*

Tasks	Priority
<ul style="list-style-type: none"> <li>• Define what Council means by a 'visitor'</li> </ul>	High
<ul style="list-style-type: none"> <li>• Define the roles of the various tourism bodies</li> </ul>	High
<ul style="list-style-type: none"> <li>• Identify the range of services and activities that Council currently provides for visitors <ul style="list-style-type: none"> <li>○ i.e. visitor services &amp; information, tourism product, infrastructure, marketing / promotion, strategic partnerships</li> </ul> </li> </ul>	High
<ul style="list-style-type: none"> <li>• Analyse visitor trends &amp; expectations</li> </ul>	Medium
<ul style="list-style-type: none"> <li>• Identify any gaps and areas of opportunity to improve visitor experiences in Hobart</li> </ul>	Medium
<ul style="list-style-type: none"> <li>• Determine Council's role in relation to visitors and destination marketing</li> </ul>	Medium
<ul style="list-style-type: none"> <li>• What are the actions required to achieve this?</li> </ul>	Medium

## 4.2 Understand the weaknesses, vulnerabilities and opportunities within communities

#### 4.2.1 Inner City Action Plan

The continued role of the Economic Development Unit in the roll out of ICAP is to maintain the key relationships with the business and institutional stakeholders involved.

Tasks	Priority
<ul style="list-style-type: none"> <li>• Continue to coordinate the engagement process with the Liverpool Street Trader advisory group throughout the</li> </ul>	High

implementation of the redevelopment of Liverpool Street.	
<ul style="list-style-type: none"> <li>Provide active support to the Development and Environmental Services Division in coordinating key stakeholder engagement on future ICAP projects.</li> </ul>	High

### 4.3 Seek to broaden the economic base and minimise impacts through promotion of local strengths, opportunities and benefits, and assist with developments, activities, services and events whether through facilitation, partnerships or direct provision

#### 4.3.1 Facilitation of significant city developments

*Council will facilitate and support new, innovative and key development and infrastructure across a range of sectors in the City.*

Tasks	Priority
<ul style="list-style-type: none"> <li>Develop a holistic and consistent policy position on Council's facilitation of new development in the City <ul style="list-style-type: none"> <li>The policy will cover commercial and residential development outcomes.</li> <li>The policy will address Council's role in infrastructure development that can act as a catalyst for development.</li> </ul> </li> </ul>	High
<ul style="list-style-type: none"> <li>Understand and define what options are open to the Council in seeking to <b>assist</b> and <b>facilitate</b> development.</li> </ul>	High
<ul style="list-style-type: none"> <li>Seek appropriate data as required to inform the Council on the impact of major city development.</li> </ul>	Medium

#### 4.3.2 Higher education

Higher Education is important to Hobart through not just the University as developer and as a business but equally importantly through the intellectual and creative capacity it creates in our community.

Tasks	Priority
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<ul style="list-style-type: none"> <li>Facilitate the University's continued expansion into the inner City of Hobart for research, teaching and residential purposes.</li> </ul>	Medium
<ul style="list-style-type: none"> <li>Utilise Council's international relationships to add value to the University's and senior secondary schools' international student intake.</li> </ul>	High / Medium
<ul style="list-style-type: none"> <li>Understand the goals for the Education Sector in relation to future expansion and growth particularly in the area of international education.</li> </ul>	High/Medium

#### 4.3.3 Retail Strategy

*Develop a Retail Strategy which addresses the future of retail in the inner city*

Tasks	Priority
<ul style="list-style-type: none"> <li>Benchmark study of other Council's retail strategies</li> </ul>	High
<ul style="list-style-type: none"> <li>Review of relevant HCC strategies / policies</li> </ul>	High
<ul style="list-style-type: none"> <li>Analysis of existing data sets – supply and demand</li> </ul>	High
<ul style="list-style-type: none"> <li>Retail audit and business environment study</li> </ul>	High
<ul style="list-style-type: none"> <li>External consumer behaviour research</li> </ul>	High
<ul style="list-style-type: none"> <li>Initial consultation with retail industry (through Hobart Chamber of Commerce)</li> </ul>	High
<ul style="list-style-type: none"> <li>Consolidation of all research and development into a 'discussion paper' which will:               <ul style="list-style-type: none"> <li>Identify Council's role                   <ul style="list-style-type: none"> <li>City Design – ICAP</li> <li>City Marketing – marketing / promotion</li> <li>Economic Development – business attraction, services for businesses, facilitation of strategy implementation</li> <li><b>Planning</b></li> </ul> </li> <li>Identify role for external stakeholders                   <ul style="list-style-type: none"> <li>Key industry groups – facilitation of strategy implementation</li> <li>Retailers – retail offering &amp; product mix</li> <li>Developers – supply of retail floor space</li> <li>Centre Managers – retail mix</li> </ul> </li> </ul> </li> </ul>	Medium

**4.3.4 Office Strategy***Maintain an understanding of the pattern on office space demand and supply*

Tasks	Priority
<ul style="list-style-type: none"> <li>Conduct analysis of office space supply and demand for the next 5-10 years</li> </ul>	Medium
<ul style="list-style-type: none"> <li>Identify whether there is a surplus or deficit               <ul style="list-style-type: none"> <li>A surplus will result in actions around attracting tenants</li> <li>A deficit will result in actions around attracting development</li> </ul> </li> <li>Development of new office space if required – planning scheme, development assistance, land opportunities</li> </ul>	Medium
<ul style="list-style-type: none"> <li>Determine what actions are required to either attract tenants or attract development</li> </ul>	Medium

**4.3.5 Digital economy***Explore the development of a digital economy strategy for Hobart's inner city*

Tasks	Priority
<ul style="list-style-type: none"> <li>Understand the timing and location of the roll-out of the NBN in Hobart</li> </ul>	High
<ul style="list-style-type: none"> <li>Understand the impact the NBN will have for Council and the Hobart business and general community</li> </ul>	High
<ul style="list-style-type: none"> <li>Host a forum(s) that includes key stakeholders involved in the uptake and use of the NBN to assist the Council to better understand what the opportunities are and how to maximise benefits for the Council and for the community.</li> </ul>	High
<ul style="list-style-type: none"> <li>Research comparable cities with regard to their approach to the digital economy</li> </ul>	Medium
<ul style="list-style-type: none"> <li>Determine Council's role in relation to the digital economy</li> </ul>	Medium

#### 4.4 Establish strategic alliances and relationships with existing or potential businesses or markets both domestic and international

##### 4.4.1 Engagement with the inner city business community and support for small business

Ongoing engagement with the City's business community will lead to more informed decision making by Council.

Tasks	Priority
<ul style="list-style-type: none"> <li>Support the growth of the Hobart Chamber of Commerce through an ongoing and active dialogue</li> </ul>	Medium
<ul style="list-style-type: none"> <li>Renew the memorandum of understanding with the Hobart Chamber of Commerce in 2013 and seek to incorporate actions that will benefit inner city businesses</li> </ul>	High
<ul style="list-style-type: none"> <li>Engage the business community on specific inner city projects such as those contained in the Council's Inner City Action Plan</li> </ul>	Medium
<ul style="list-style-type: none"> <li>In conjunction with the State Government, seek to undertake a vitality study of business in the City</li> </ul>	

##### 4.4.2 Antarctic sector development

Ongoing promotion of Hobart's capabilities and support of Government and business in the Antarctic sector

Tasks	Priority
<ul style="list-style-type: none"> <li>Continue Council's membership of the Tasmanian Polar Network (TPN) and seek to add value to the TPN through Council's resources and networks.</li> </ul>	High
<ul style="list-style-type: none"> <li>Participate in the State Government led "Tasmanian Antarctic Group"</li> </ul>	High
<ul style="list-style-type: none"> <li>Continue to hold and develop on an annual basis the official opening of the Antarctic Season Function in October each year.</li> <li>Seek feedback to maintain the function's relevance.</li> </ul>	Medium
<ul style="list-style-type: none"> <li>Utilise Council's international relationships to promote Hobart's capabilities as an Antarctic gateway and to support the local Antarctic industry.</li> </ul>	Medium

##### 4.4.3 International relations

Council will develop international relationships that are relevant to and provide opportunity for all sectors of our community.

Tasks	Priority
<ul style="list-style-type: none"> <li>Develop a policy and criteria to assess and manage future international relationships that ensure such relationships are meaningful and outcomes focused for the benefit of the Council, its international partner and the community</li> <li>Seek to establish an advisory group to the Council on matters of international relations and trade particularly with reference to China and South Korea</li> </ul>	High
<ul style="list-style-type: none"> <li>Based on the signed letter of intent between the City of Hobart and Xi'an, actively pursue a friendship city relationship with the City of Xi'an, China</li> </ul>	High
<ul style="list-style-type: none"> <li>Develop and implement an annual plan of activity and exchange between Hobart and Xi'an</li> </ul>	High
<ul style="list-style-type: none"> <li>Work with Hobart and Tasmanian businesses and industry to explore opportunities as a result of the relationship with Xi'an</li> </ul>	High
<ul style="list-style-type: none"> <li>Continue to develop a relationship with Shanghai Pudong through a Memorandum of Understanding (MOU)</li> </ul>	High
<ul style="list-style-type: none"> <li>Investigate the potential of a relationship with a city(s) in South Korea</li> <li>Continue to investigate the potential of a relationship with the City of Pohang, South Korea, through better understanding the opportunities that may exist between the two cities and its respective communities.</li> </ul>	High
<ul style="list-style-type: none"> <li>Investigate and respond to requests for further relationships with international cities that have potential economic outcomes for Hobart</li> </ul>	Medium

## 4.5 Create networks within communities to build relevance, engagement and participation

### 4.5.1 Partnerships with key strategic stakeholders

The Council will achieve more for the community if it works in partnership with its stakeholders

Tasks	Priority
<ul style="list-style-type: none"> <li>Actively manage and renew as appropriate existing memorandums of understanding with: <ul style="list-style-type: none"> <li>Hobart International Airport</li> </ul> </li> </ul>	High

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<ul style="list-style-type: none"> <li>○ <b>Hobart Chamber of Commerce</b></li> <li>○ <b>Business Events Tasmania</b></li> <li>○ <b>Department of Economic Development Tourism and the Arts</b></li> <li>○ <b>The Tasmanian Museum and Art Gallery</b></li> <li>○ <b>Launceston City Council</b></li> <li>○ <b>Glenorchy City Council</b></li> </ul>	
<ul style="list-style-type: none"> <li>• Re-establish an active memorandum of understanding with UTAS</li> </ul>	High
<ul style="list-style-type: none"> <li>• Develop a new format and focus for the Council's Economic Development Advisory Forum (EDAF)</li> </ul>	High
<ul style="list-style-type: none"> <li>• Use feedback from Council's Strategic Plan review process conducted with stakeholder groups to better understand which other groups Council needs to more actively engage with in Economic Development matters.</li> </ul>	Medium

## Appendix 1

## 5 Whole of Council Approach

This Economic Development Strategy is part of a whole of Council approach in recognition of the fact that many of Council's day to day activities have an economic development outcome to the City. Appendix 1 outlines a range of activities undertaken across Council that contribute to economic development activities and underpin the intent outlined above.

This strategy will not impact upon the delivery of these services and activities but recognises their importance and contribution.

In the context of this strategy the table below demonstrates that many of the activities Council undertakes, although ostensibly for another purpose, clearly contribute to the economic development of the City and underpin the various criteria outlined in Section 6 of this strategy.

The table demonstrates that economic development is a whole of Council activity by virtue that all divisions are involved in delivery.

As such the Council must continue to maintain and build upon these services and activities.

Division	Activity	Outcome	Actions
Community Development	Taste of Tasmania Festival	Deliver a high profile annual event, of major regional economic significance	The Taste of Tasmania will continue to bring visitors and associated economic value to the city.
	Salamanca Market	Salamanca Market plays an important role in employing many people, and attracting thousands of people into the city each Saturday.	Council to continue to facilitate market. Salamanca Market governance to be reviewed
	Grants Program	Shift from grants to partnerships, providing a greater economic outcome for Council	Refer to Cultural Strategy
	Public Art	Enhances the look and feel of the city, building a sense of place.	Refer to Cultural Strategy
	City Marketing	City Marketing has a role in the promotion of Hobart, the promotion of retail, and building relationships with the business community	Development of City Marketing Strategy Updating of City Brand
	HECSA	Provides opportunity for wide-spread interaction with business community and Council.	Review HECSA annually
Parks and Customer Services	Mount Wellington	A major tourist attraction for the State, but also provides plentiful opportunity for approx	Refer to Wellington Park Management Plan



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		70 businesses that operate on the mountain.	
	Open Spaces	Improve the amenity of the city, and allow the use of the city's natural environment.	
	Parking	Provides a place for people to park to access businesses within the CBD.	Refer to Parking Strategy
	Parking Enforcement	Maintain a high turnover of vehicles through the city, whilst regulating against abuse of parking.	Refer to Parking Strategy Revenue raised has been used to improve other aspects of the city.
	THAC	Regional role Improved amenity Attraction of major sporting events	SGS Economics Report
	AFL	Increased intrastate and interstate visitation to Hobart Provide regional event in Hobart.	Review sponsorship as required. North Melbourne Football Club Tasmanian 2012 Report estimates \$2.2m in visitor expenditure
	Domain Tennis Centre	Provides International standard venue for Hobart, and facilitates high profile events.	Continue to host International events, bringing visitors to Hobart.
	Queen's Domain	Regional role Public amenity	Domain Master Plan
	Playgrounds	Localised economic benefit to surrounding businesses, yet people travel from outside the city to playgrounds.	Continue to provide high quality public amenities of regional value.
<b>Development and Environmental Services</b>	ICAP	Improved public realm to encourage people into the city and economic turnover	Complete identified priority ICAP projects.
	Strategic Planning	Sustainable development of the city	To encourage and facilitate the provision of a diverse range of developments that enables the population of the City of Hobart to grow as a community
	Development Appraisal	Custodian of the city, and manager of the urban environment.	Maintain the interests of the city going forward.
	Environmental	Maintenance of safe food	Food handler training

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	Health	handling premises Smoke free areas, including public areas and outdoor dining	Educating, warning and penalising individuals or businesses as required for breaching.
<b>Infrastructure Services</b>	Traffic Engineering	Effective access to and promoting movement through the city.	Maintain on-street parking supply to meet community needs. Work with developers on CBD redevelopment planning and implementation.
	Civil Works	Timely and effective civil works and maintenance	Works within the CBD and near retail centres undertaken with consideration of traders' requirements. Regular ongoing maintenance.
<b>Corporate Services</b>	Tasmanian Travel and Information Centre	State wide support of tourism businesses and regional dispersal of visitors	Refer to TTIC Strategic Plan.
	MOUs	Greater engagement with strategic partners for the benefit of the city	Implement annual priority in specific MOUs Review relevance and need for MOUs as they expire. Identify new strategic partners.
	Regional Development	Development of Hobart's status as the capital city	Continue to emphasise Hobart's importance as the centre for administration and government in Tasmania.
	Antarctic sector development	Development of Hobart's status as an Antarctic gateway city	Civic Role Maintain membership of TPN Maintain an active role in the sector
	Higher education	Development of Hobart's status as a destination of choice for higher education. Increased presence of UTAS in the inner city.	Re-establish the MOU with UTAS. Through ICAP, work with UTAS to increase its presence in the inner city.
	Tourism	Tourism is a major economic driver for the state and city. Plays a major role in attracting events and visitors.	Council to continue to promote tourism ventures within the city
	International	Increased foreign investment in	Refer to specific

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Relationships	Hobart.	actions
Major City	Increased rates base	Continue facilitation of
Developments	Increased investment in the city	major city developments

Appendix 2

## 6 Context and Implementation

### Hobart 2025 – a 20 Year Strategic Framework

Hobart 2025 was an extensive community visioning process that produced a framework for Council's long term strategic planning. This Economic Development Strategy sits with the context of the City of Hobart's overall strategic direction.

#### FUTURE DIRECTIONS

The focus of this Strategic Framework is on delivering results in response to each of the key themes within the vision. Key themes, arising from community consultation, demonstrate aspects of the city that the community values now as well as aspects that the community seeks to achieve for Hobart in 2025. The future direction statements and outcomes arise from this information.

Within that vision there are seven overarching future direction statements, three of which are most relevant to the Economic Development Strategy:

#### FD1 – OFFERS OPPORTUNITIES FOR ALL AGES AND A CITY FOR LIFE

##### *Future Direction:*

In 2025 Hobart will be a city that provides opportunities for education, employment and fulfilling careers; a city that is able to retain its young people and provide a lifestyle that will encourage all ages to see the city as a desirable location and lifelong home.

#### FD3 – IS WELL GOVERNED AT A REGIONAL AND COMMUNITY LEVEL

##### *Future Direction:*

In 2025 Hobart will be a city that works effectively to lead an integrated approach to the planning and development of the metropolitan region. Partnerships will be created with governments, the private sector and local communities to achieve significant regional, city and community goals.

#### FD7 – IS DYNAMIC, VIBRANT AND CULTURALLY EXPRESSIVE

##### *Future Direction:*

In 2025 Hobart will be a city that is a destination of choice and a place for business. Clever thinking and support for creativity will help build a strong economic foundation, and entertainment, arts and cultural activities promote the distinctive character of the city. Lifestyle opportunities and strong communities will ensure a vibrancy and way of life that is Hobart.

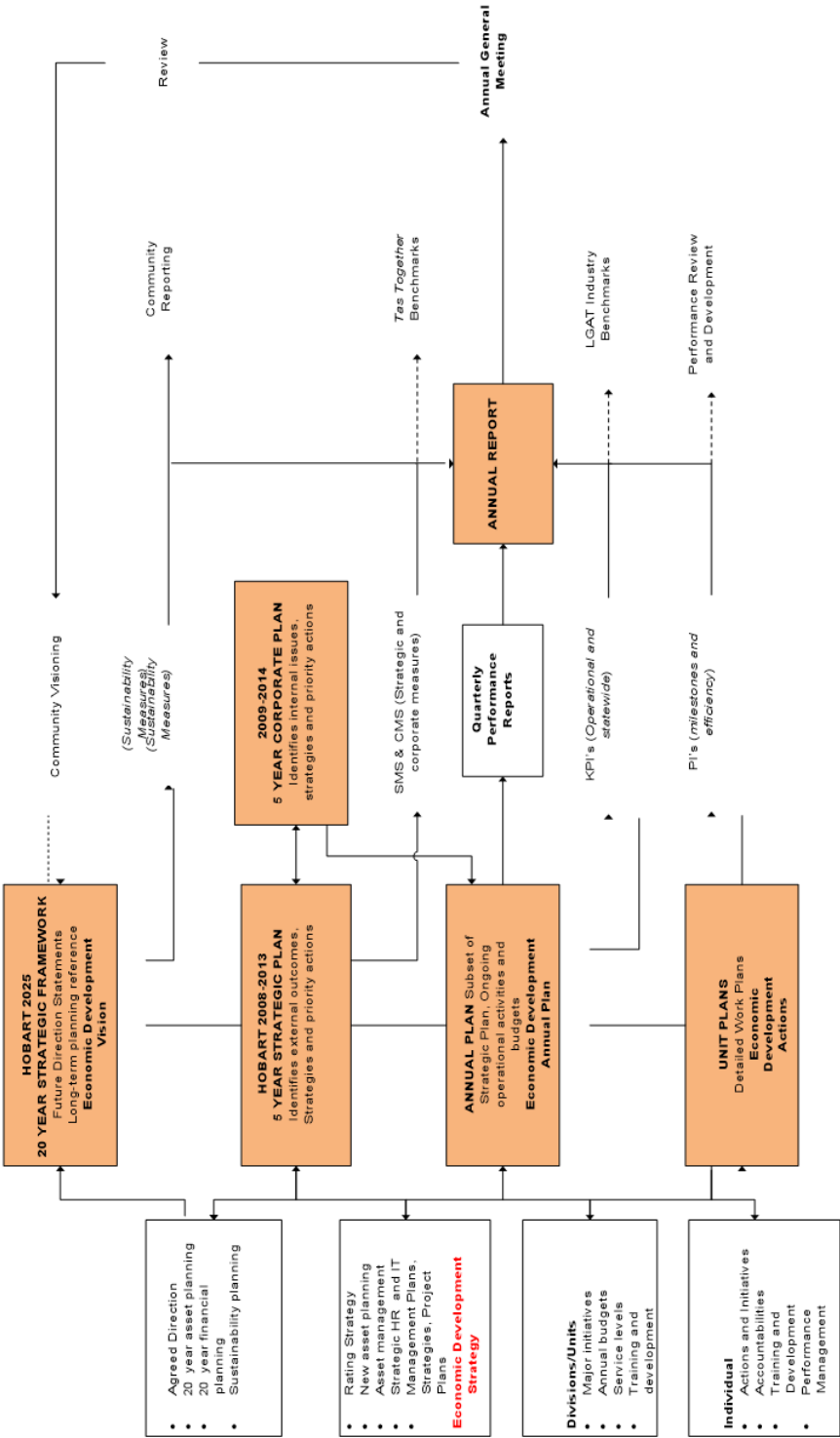
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While other initiatives across Council are recognised as delivering economic development outcomes, the actions outlined in this document represent the focus for the Economic Development Unit going forward.

The diagram below indicates the position of the Strategy within Council's overall strategic planning and reporting framework.



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25/6/2015

**TO** : The General Manager

**FROM** : Group Manager Executive & Economic Development

**DATE** : 10 June, 2015

**SUBJECT** : **6 MONTHLY ECONOMIC DEVELOPMENT STRATEGY  
PROGRESS REPORT**

**FILE** : 10-6-1

## 1. INTRODUCTION

- 1.1. The draft Economic Development Strategy 2013-18 was presented to Council at the Strategic Governance Committee on October 8<sup>th</sup> 2013 where the following was resolved:

*That:*

- 1. The Council adopt the Economic Development Strategy 2013-2018.*
- 2. The strategy be forwarded to key stakeholders for comment.*

*be adopted as amended by the following:*

- 1. The Economic Development Strategy document be amended by the following:*
  - (i) The Council's Memorandum of Understanding with the Glenorchy City Council be included in section 4.5.1 of the document; and*
  - (ii) Section 4.4.3 of the document be updated to reflect the Council's priorities in respect to international relationships.*
- 2. The Committee be provided with six-monthly updates on the progress of the strategy.*

- 1.2. This report responds to Council resolution 2 above.

## 2. BACKGROUND

- 2.1. The revised Draft Economic Development Strategy (EDS) was presented to the Strategic Governance Committee on October 8<sup>th</sup> 2013. Council resolved to adopt the strategy with minor amendments listed and with the request that six monthly updates be provided with regards



to its delivery. The adopted Economic Development Strategy is included as **Attachment A**.

- 2.2. This report will present the third update of the Economic Development Unit's work against the EDS, the previous report to Strategic Governance Committee having been on 2<sup>nd</sup> December, 2014.
- 2.3. This report will also consider the potential need for a mid-term review of the existing strategy, given a number of significant economic changes that have occurred since its endorsement.
  - 2.3.1. It is proposed that this mid-term review not only considers changes to the existing strategy but will also seek to define Economic Development within the context of Hobart City Council.
- 2.4. This report was discussed at the Executive Leadership Team meeting on 4<sup>th</sup> June, 2015.

### 3. THIRD SIX MONTHLY UPDATE AND DISCUSSION

- 3.1. The following section is a consideration of what has been delivered against the EDS over the last 6 months. The references (e.g. 4.1, 4.2 etc) link to those listed in the Action Plan included in the EDS. Proposals (highlighted in **red**) are included in sections where it is felt appropriate that Council consider a change to the EDS. The proposals are initial thoughts from the Economic Development Unit that will either be challenged or validated through a formal mid-term review process (which may include an Aldermanic workshop).

**Ref: 4.1 Understand the economic drivers for a local or a regional economy.**

*Ref: 4.1.1 Collection and analysis of city data and trends.*

The last significant consideration of city specific economic data was conducted in 2006 by SGS Economics. 'Hobart Gaps and Opportunities' documented the current economic base of the City of Hobart (Local Government Area), the relative contributions of different sectors and their key linkages. From this, gaps and growth opportunities were identified as a means of providing areas of focus for Council activity. It is felt that this may be the most appropriate starting point to inform a mid-term review of the EDS.

**Proposal 1:** *Council authorise a significant examination of the economy of the City of Hobart. Where possible, this should include a consideration of the current economic base, the contribution of different sectors and their linkages, as well as potential economic gaps and opportunities for the city, inner city and precincts.*

The following have been identified in Council's recent 'local retail precincts plan' and should form the basis of precincts to be considered in the study:

- Sandy Bay Road (main shopping precinct Sandy Bay between Byron Street and Ashfield Street)
- Elizabeth Street (between North Hobart and the CBD)
- Lower Sandy Bay (between Long Point Road and Beach Road)
- South Hobart (Macquarie Street)
- New Town (New Town Road)
- Lenah Valley (Augusta Road)
- Battery Point (Hampden Road)

The proposed study is critical in informing a mid-term review of the EDS, a valuable reference point for comparison to the 2006 report, not to mention any undertaken in the future. The proposed report would help to challenge and galvanise initial thoughts from the Economic Development Unit on changes to the current EDS (listed in this report as 'Proposals 2-10).

In addition to the comprehensive gaps and opportunities analysis proposed above, it is suggested that Council consider the way in which data is collected and communicated.

The 'Business' section of the Hobart City Council website contains a significant amount of economic data, much of which is derived from the five yearly census. To further complement this, the following is proposed:

**Proposal 2:** *Council provides a 'City Health Check' snapshot every 6 months that reports on fewer aspects that are currently published on the business pages of the website. It will comprise a blend of census data and data captured more frequently by Hobart City Council and partners.*

**Suggested** measures are:

- unemployment rate (quarterly)
- office vacancy rate (annually)
- number of businesses (reported less than annually (sporadically) by ABS)
- numbers of shoppers (based on parking statistics, monthly)
- numbers of development applications (monthly)

- numbers of visitors
- % of vacant ground floor retail units in key precincts (based on 6 monthly counts).

**Ref: 4.1.2: Visitor Services**

Through an internal board, the Council continues to oversee the operation of the Tasmanian Travel & Information Centre (TTIC). The TTIC receives funding of \$150,000 per annum via a grant deed delivered by Tourism Tasmania and has provided a performance report to Tourism Tasmania for every year it has received its funding. 2016 is the final financial year of this current grant deed.

From December 2014 to May 2015, visitor numbers through the door were 155,564, up 7% from the same period last year (approx 10,748).

Considerable work has been undertaken with regards to the prospect of a free Wi-Fi scheme in the inner city. A consultancy has provided a comprehensive report on a number of aspects such as existing infrastructure in Hobart and potential delivery models etc. In Closed Committee in March 2015, it was resolved that further investigation into the potential of a 'blanket Wi-Fi scheme' be conducted, with a further report expected in due course.

**Ref 4.1.3: Visitor Attraction**

Two of the objectives within 4.1.3 are based on defining the 'visitor' and the roles of the various tourism bodies. These tasks have not been completed to date because it is felt that they would represent a duplication of effort. State Government has defined both the 'visitor' and 'visitor economy' which includes tourism, visiting friends and family, business events and the higher education sector.

***Proposal 3:*** *That the objective around defining the 'visitor' is removed from the Economic Development Strategy and Council aligns with the State Government definition of 'visitor' and 'visitor economy'.*

**Ref: 4.2 Understand the weaknesses, vulnerabilities and opportunities within communities****Ref: 4.2.1: Inner City Action Plan (ICAP)**

Actions relating to 4.2.1 set out Economic Development's

coordinating role in terms of stakeholder engagement on ICAP projects.

The Development and Environmental Services Division (DESD) to date has coordinated its own stakeholder engagement without the support of Economic Development. The Principal Advisor Media & Community Relations has provided specific assistance with the redevelopment of Liverpool Street on a business by business basis and via the Liverpool Street Trader Advisory Group.

Discussions with DESD have led to the suggestion that the following be a more appropriate role for the Economic Development Unit:

***Proposal 4:** That the role of the Economic Development Unit in 'actively supporting and coordinating stakeholder engagement' be removed and replaced with the 'provision of economic analysis to inform decision making in relation to ICAP projects and response to stakeholder input'.*

***Proposal 5:** That the Economic Development Unit has a role in communicating promotional information relating to developments in the City. From these developments arise opportunities for existing and new local businesses and further investment. For example, DAs have been granted for the provision of 846 new hotel beds in the city over the last 2 years. Much of this information will be derived from the Inner City Health Check data (proposal 2) and also in partnership with the Development and Environmental Services Division.*

It is expected that Economic Development will provide this support not only to ICAP projects but also major projects in the pipeline, including the 'Network Operation Plan' as identified in Council's Annual plan 2014-15.

#### **Ref 4.3 Seek to broaden the economic base and minimise impacts**

##### **Ref 4.3.1: Facilitation of Significant City Developments**

This activity is one of the most resource intensive for the Economic Development Unit. Much time is spent working to facilitate key private sector developments in the City. Key recent examples are, the Myer, Vodafone and Argyle Street (hotel) developments.

Two actions within 4.3.1 relate to Council understanding what options are open to it in terms of assisting and facilitating

development. Council in February 2015 resolved in essence to cease to offer any future development assistance until a new policy was drawn up and that the new policy should only offer assistance in the form of a rates freeze. After lengthy consideration of a number of models based on international research and best-fit, officers are in the process of finalising a report for Committee in July 2015.

Ref 4.3.2: Higher Education

The City of Hobart recognises the importance of UTAS to the prosperity of the City, both in terms of the development of infrastructure assets (IMAS \$45m investment, Medical Science Precinct \$148m, student apartments \$70m, Academy of Creative Industries and Performing Arts \$80m) and intellectual assets (highly skilled people). With this in mind, the City of Hobart is currently developing a draft MOU to govern this pivotal relationship.

Representatives from the Economic Development Unit have also been involved in key events and meetings aimed at feeding into and understanding future plans for developing the expansion of the broader international education sector (including UTAS and other providers). Examples include meetings with the Executive Manager, Tasmanian Government Education and Training International (Department of Education) and the AIE (Australian International Education) 2025 event (April 2015) coordinated by Austrade.

Ref: 4.3.3: Retail Strategy

The formulation of a retail strategy arose as part of the Inner City Development Plan, which in turn flowed from the formulation of Hobart's 2025 Vision. As the fourth largest employment sector in the City, it seems logical that the EDS should include specific actions around retail. In advocating an initial gaps and opportunities analysis (proposal 1) however, this report recommends a more holistic approach to considering the future of the inner city, which may amongst other things examine the role of retail. The essence of a report considering the future of the inner city will be driven by the initial data analysis referred to in proposal 1 and other sources such as input from the business community.

***Proposal 6:*** *That Council considers funding a report that examines the future of the inner city, how it might address potential risks and capitalise on opportunities over the next decade. This will replace both the retail strategy and office*



*strategy in providing a more holistic approach to the future of the inner city. This report will utilise the data capture and analysis advocated in proposal 1. There are many current topics that may arise in this report, including the night time economy, utilisation of above awning space, the impact of internet shopping on retail traders etc. These topics will be driven by the analysis referred to in proposal 1, combined with local on the ground knowledge of the inner city.*

#### Ref 4.3.4: Office Strategy

Similar to above, the need for an office strategy arose from the Inner City Development Plan and to date; this has not been delivered.

Previous Economic Development Strategy 2009-2014 highlighted the importance of office space to the economy of Hobart, given that the majority of workers in the city were office based and the office vacancy rates had dropped from 15% to less than 2% from 2001 to 2006. This situation has moved on somewhat and been subject to significant fluctuations. For instance, at the start of 2012, Hobart had one of the lowest vacancy rates nationally at 5.9%, rising to one of the highest vacancy rates nationally (9.4% by the start of 2013).

Most recent figures have shown a rise from January 2014 (7.3%) to 8.9% in January 2015 and it is clear that over 50% of the workforce (as in 2006) are still office based.

Regardless of the office vacancy rates, existing EDS highlights an active role for Council in this realm. A surplus of office space would see Council acting to attract tenants and with a deficit, Council would be seeking to attract development.

Council must consider whether it is within its remit to be seeking to attract office space developments or whether it is more appropriate to focus on core business, i.e. ensuring the city is a place where people seek to work, live and visit.

***Proposal 6:*** *That Council considers funding a report that examines the future of the inner city, how it might address potential risks and capitalise on opportunities over the next decade. This will replace both the retail strategy and office strategy in providing a more holistic approach to the future of the inner city. This report will utilise the data capture and analysis advocated in proposal 1.*

#### Ref 4.3.5: Digital Economy



The focus of the EDS with regard to the 'digital economy' is very heavily focused on the NBN rollout and the perceived impact that this would have on the community. A consultant report conducted recently for Council, examining different Wi-Fi models for the inner city highlighted the fact that a range of fibre optic and copper based connectivity services are present in Hobart.

***Proposal 7:** That Council reconsider actions in relation to the digital economy and include this in the revised Economic Development Strategy, only if it is identified as a significant 'opportunity' in the analysis advocated in proposal 1.*

**Ref: 4.4 Establish strategic alliances and relationships with existing or potential businesses or markets, both domestic and international**

Ref: 4.4.1: Engagement with inner city business community and support for small business

It is evident that there are numerous touch points with business around Council, including City Marketing, Community Development, Environmental Health, Planning and the Tasmanian Travel and Information Centre. The Economic Development Unit has a number of strong relationships with large local and international players in the economy of the City of Hobart, including developers and institutions. Relationships with smaller organisations are less advanced.

***Proposal 8:** That the Economic Development Unit presents an options paper to Council considering the unit's role in business engagement within the broader setting of what Council currently does. Examples of such roles include a facilitator of business to business exchange, communicator of information, coordinator of key information fed from business to Council departments etc. This report will also consider the way in which Council supports small business, examining the potential of providing business assistance to those operating or starting up in key sectors brought to light in the proposed gaps and opportunities study (proposal 1).*

Ref: 4.4.2: Antarctic Sector Development

The City of Hobart continues to play an active role in the Tasmanian Polar Network and welcomes Antarctic Crew and expeditioners each year to the Council coordinated opening of the season reception (with 70 attending in 2014).

## Ref: 4.4.3: International Relations

Since the last 6 monthly update, representatives of Council visited the Chinese cities of Xi'an, Fuzhou, Shanghai and Beijing.

During this trip, a Sister City agreement was signed with Xi'an by the Lord Mayor Alderman Sue Hickey in the presence of the Honourable Will Hodgman MP Premier of Tasmania. Xi'an, most famous as the location of the Terracotta Army, has a number of notable similarities to Hobart. With this in mind, the two cities will commit to promoting people-to-people exchange, as well as strengthening business and economic opportunities in the areas of education, research, agriculture, tourism, culture and the arts and festivals and events. The first two joint projects currently being considered are in the realms of education (promotion of relationships between schools) and synergies around festivals in the two cities.

A return delegation from the city of Fuzhou was welcomed in April 2015 to Hobart. During this visit, a letter of intent was signed between the two cities with a view to examining further the potential of becoming Sister / Friendship Cities over the next 12-18 months. Fuzhou is the capital city of the Fujian Province which has enjoyed a sister state relationship with Tasmania for 34 years. Areas of exchange include science and technology, culture, education, agriculture, aquaculture, forestry and tourism.

Three significant meetings took place in Beijing. Lord Mayor was invited to dinner at the Great Hall of the People with President Xi Jinping and Madame Peng. Discussions took place with the Beijing Film Academy in relation to a film festival being staged in Hobart and an introduction took place between City of Hobart delegates and the Chinese International Chamber of Commerce.

City of Hobart delegates undertook two main activities in Shanghai. The first was attending with the Premier a 'Tasmania in Shanghai' networking function. This was to further strengthen the contacts made through the TASINVEST meeting held in Hobart in 2014 to coincide with the visit from President Xi Jinping. The second was a tour of Bangde College at which leaders discussed the ongoing importance of the relationship between Bangde and Tasmania.

It is clear that within the last 6-12 months, the development of relationships in China has been the Economic Development

Unit's single largest focus and has thus required a significant proportion of the unit's time.

***Proposal 9:** Council endorse the formulation of a strategy guiding the City of Hobart's international relationships, including a policy review for sister cities.*

**Ref: 4.5: Create networks within communities to build relevance, engagement and participation**

**Ref: 4.5.1: Partnerships with key strategic stakeholders**

The City of Hobart has been strengthening relationships with a number of key partners including Business Events Tasmania with whom a new MOU for 2014-2017 has been signed.

Council representatives have continued to meet with Launceston City Council and Hobart International Airport Pty Ltd as set out in the respective MOUs.

A MOU with the University of Tasmania is also in the development process.

Membership of the Tasmanian Polar Network has been renewed and meetings are regularly attended by Group Manager Executive & Economic Development and the Aldermanic representative – Alderman Reynolds.

Since the last 6 month report to Council, the City of Hobart collaborated with UTAS, State Government and local business in completing an important trade mission to China. This included a visit to the University of Science and Technology (Xi'an) at which both the Deputy Lord Mayor and the Vice Chancellor of UTAS officially addressed students and officials.

This recent trade mission is illustrative of a broader relationship that has recently been developing between the City of Hobart and State Government. Historically there has been an MOU between the Economic Development Unit (HCC) and the Department of Economic Development (State Government). It is felt that the current relationship has extended beyond this at an Aldermanic and Officer level, encompassing the Department of Education, Antarctic Tasmania, Department of State Growth and the Department of Premier and Cabinet. For this reason, it may be more appropriate for an MOU to be developed that is organisation wide for both the State Government and the City of Hobart.

**Proposal 10:** That Council look to strengthen and expand its relationship with the State Government across the board, with an MOU that governs all touch points including the Department of Education, Antarctic Tasmania, Department of State Growth and Department of Premier and Cabinet.

Other Activities (not specifically included in Economic Development Strategy)

The Economic Development Unit has also continued to undertake a number of ad-hoc activities in supporting the following development projects. The most significant is the support provided to small business through a number of means including signposting and acting as conduit within the Council.

#### 4. PROPOSAL

- 4.1. It is proposed that Council receive and note the third of the six monthly updates on the progress of the Economic Development Strategy.
- 4.2. It is also suggested that Council note proposals 1-10, introduced in this report and summarised in the following table:

Proposal Reference	Economic Development Strategy Reference	Proposal Description	Delivery Timeline
<b>Proposal 1</b>	4.1.1 – Collection and analysis of city data and trends.	Council authorise a significant examination of the economy of the City of Hobart. Where possible, this should include a consideration of the current economic base, the contribution of different sectors and their linkages, as well as potential economic gaps and opportunities for the city, inner city and precincts.	Complete by November 2015
<b>Proposal 2</b>	4.1.1 – Collection and analysis of city data and trends.	Council provides a ‘City Health Check’ snapshot every 6 months that reports on fewer aspects that are currently	First data set published by August 2015.

		published on the business pages of the website. It will comprise a blend of census data and data captured more frequently by Hobart City Council and partners.	
<b><i>Proposal 3</i></b>	4.1.3 – Visitor Attraction	That the objective around defining the ‘visitor’ is removed from the Economic Development Strategy and Council aligns with the State Government definition of ‘visitor’ and ‘visitor economy’.	July 2015
<b><i>Proposal 4</i></b>	4.2.1 – Inner City Action Plan (ICAP)	That the role of the Economic Development Unit in ‘actively supporting and coordinating stakeholder engagement’ be removed and replaced with the ‘provision of economic analysis to inform decision making in relation to ICAP projects and response to stakeholder input’.	Ongoing.
<b><i>Proposal 5</i></b>	4.2.1 – Inner City Action Plan (ICAP)	That the Economic Development Unit has a role in communicating promotional information relating to developments in the City. From these developments arise opportunities for existing and new local businesses and further investment.	First promotional drive completed by end of 2015.
<b><i>Proposal 6</i></b>	4.3.3 – Retail Strategy	That Council considers funding a report that examines the future of	First quarter 2016.

	4.3.4 – Office Strategy	the inner city, how it might address potential risks and capitalise on opportunities over the next decade. This will replace both the retail strategy and office strategy in providing a more holistic approach to the future of the inner city. This report will utilise the data capture and analysis advocated in proposal 1.	
<b>Proposal 7</b>	4.3.5 – Digital Economy	That Council reconsider actions in relation to the digital economy and include this in the revised Economic Development Strategy, only if it is identified as a significant ‘opportunity’ in the analysis advocated in proposal 1.	Second quarter 2016.
<b>Proposal 8</b>	Ref: 4.4.1: Engagement with inner city business community and support for small business	That the Economic Development Unit presents an options paper to Council considering the unit’s role in business engagement within the broader setting of what Council currently does.  This report will also consider the way in which Council supports small business, examining the potential of providing business assistance to those operating or starting in key sectors brought to light in the proposed	By September 2015.



		gaps and opportunities study (proposal 1).	
<b>Proposal 9</b>	Ref: 4.4.3 International Relations	Council endorse the formulation of a strategy guiding the City of Hobart's international relationships, including a policy review for sister cities.	End of 2015.
<b>Proposal 10</b>	4.5.1 – Partnerships with key strategic stakeholders	That Council look to strengthen and expand its relationship with the State Government across the board, with an MOU that governs all touch points including the Department of Education, Antarctic Tasmania, Department of State Growth and Department of Premier and Cabinet.	End of 2015.

- 4.3. That Council endorse the progression of a mid-term review of the Economic Development Strategy (2013-18).

## 5. IMPLEMENTATION

- 5.1. The Economic Development Unit will continue to implement the Economic Development Strategy, reporting progress every six months.
- 5.2. Quotes will be sought for the completion of a study considering the current economic base, the contribution of different sectors and their linkages, as well as potential economic gaps and opportunities for the city, inner city and precincts (proposal 1).

## 6. STRATEGIC PLANNING IMPLICATIONS

- 6.1. 1.1.2 of the Council's Annual Plan 2014-15 states that Council will:

*Develop and commence implementation of a priority action plan for delivery of the 2013-2018 Economic Development Strategy.*

## 7. COMMERCIAL OPPORTUNITIES

- 7.1. The Economic Development Unit represents one of Council's touch points with business. One key role of the unit is to facilitate commercial opportunities both domestically and internationally. By virtue of the nature of the unit, commercial opportunities will arise where otherwise they would not.

## **8. FINANCIAL IMPLICATIONS**

- 8.1. The Economic Development Unit has been allocated a budget for 2014/15 which is \$455,710.
- 8.2. Impact on Current Year Operating Result
- 8.2.1. Delivery against the Economic Development Strategy is done within the unit's budget.
- 8.2.2. The gaps and opportunities analysis study will be funded from the 2014/15 Economic Development budget.
- 8.3. Impact on Future Years' Financial Result
- 8.3.1. Delivery against the Economic Development Strategy will be done within the unit's budget.
- 8.4. Asset Related Implications
- 8.4.1. There are no asset related implications resulting from the delivery of the Economic Development Strategy at the macro level. Asset implications are considered for every proposal submitted to Council by the Economic Development Unit.

## **9. RISK MANAGEMENT IMPLICATIONS**

- 9.1. While the Economic Development Unit must be responsive to market changes and demand, there is a danger that the priorities of the Economic Development Strategy can become relegated as 'urgent' situations arise. This can result in a loss of focus. Regular updates to Council relating to delivery against strategy can aid in alleviating this.
- 9.2. There is a risk that work conducted against a five year strategy can become dated and less relevant as times change. This report advocates a mid-term review of existing Economic Development Strategy. This is a risk mitigation in itself.

## **10. LEGAL IMPLICATIONS**

- 10.1. There are no legal implications resulting from the delivery of the Economic Development Strategy at the macro level. Legal implications

are considered for every proposal submitted to Council by the Economic Development Unit.

**11. ENVIRONMENTAL IMPLICATIONS INCLUDING CLIMATE CHANGE AND SUSTAINABILITY**

11.1. None, environmental implications are considered for every proposal submitted to Council by the Economic Development Unit.

**12. SOCIAL IMPLICATIONS**

12.1. None, such implications are considered for each individual proposal submitted to Council by the Economic Development Unit.

**13. CUSTOMER IMPLICATIONS**

13.1. Business representatives and other stakeholders will be consulted as part of the process of the initial study (proposal 1).

13.2. Business representatives and other stakeholders will also be consulted as part of the proposed economic development mid-term review process.

**14. MARKETING AND BRANDING IMPLICATIONS**

14.1. There are no marketing and branding implications resulting from the delivery of the Economic Development Strategy at the macro level. Such implications are considered for every proposal submitted to Council by the Economic Development Unit.

**15. COMMUNICATION AND MEDIA IMPLICATIONS**

15.1. None specifically arising from this report.

**16. DELEGATION**

16.1. This matter is one for Council.

**17. CONSULTATION**

17.1. The General Manager.

17.2. Executive Leadership Team.

**18. CONCLUSION**

18.1. The Council endorsed the draft Economic Development Strategy 2013-18 on October 8<sup>th</sup> 2013.

18.2. Council requested six monthly progress updates.

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- 18.3. This is the third six monthly update.
- 18.4. Given significant changes to the economic climate, a mid-term review of the current Economic Development Strategy (2013-18) is proposed.
- 18.5. The first step in this mid-term review would be to commission a 'gaps and opportunities' report that will document the current economic base, the contribution of different sectors and their linkages, as well as potential economic gaps and opportunities for the city, inner city and precincts..
- 18.6. The data and observations from the gaps and opportunities report will be used to clarify thinking on current proposals for changes to the Economic Development Strategy (proposals 2-10 in this report). Such thinking will be used to enrich the mid-term review.

**19. RECOMMENDATION***That:**19.1. The report :lk(document2) be received and noted.**19.2. That Council agree to a mid-term review of the current Economic Development Strategy following the completion of a 'gaps and opportunities' report.*

*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 & ECONOMIC DEVELOPMENT**

Attachment

A - Economic Development Strategy 2013-18



## **Economic Development Strategy 2013-2018**

- ✓ Reinforce and expand the economic foundations of our city
- ✓ Build strength and resilience into our communities
- ✓ Understand our customers as city businesses, property owners, investors, workers, residents, visitors, shoppers, students, and the regional and state-wide communities
- ✓ Leverage our status as the Capital City

Endorsed by the Council 14 October 2013

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## 1 Introduction

### 1.1 Economic Development and Local Government

The essence of economic development at the Local Government level is about building resilience into communities, by reinforcing and expanding the economic foundations that support the well-being and capacity of a community to sustain itself over the long term. It is not simply to generate income and rate revenue to Councils from development.

Well-being and capacity are generated through sustained employment and balanced communities, in terms of the range of services and facilities that support families, attract population growth and provide sufficient lifelong opportunities for a “cradle to grave” lifestyle.

As State and Federal politicians become less accessible to communities, and local services are divested by governments or centralised, local councils are being expected to respond in a more direct manner and in a more prominent leadership capacity. The pressures on local councillors are becoming more demanding, particularly at times of community uncertainty, upheaval or distress.

The expectation of the local council from the community in terms of supporting their economic sustainability is well founded. Local Government, by nature of its local representatives, is best placed to understand the current capacity, opportunities and threats faced by individual communities to their long term sustainability.

As a result an effective Local Government will:

- Understand the economic drivers for a local or regional community;
- Understand the weaknesses, vulnerabilities and opportunities within communities;
- Seek to broaden the economic base and minimise impacts through promotion of local strengths, opportunities and benefits, and assist with developments, activities, services and events whether through facilitation, partnerships or direct provision;
- Establish strategic alliances and relationships with existing or potential businesses or markets both domestic and international; and
- Create networks within communities to build relevance, engagement and participation.

Councils that perform this role effectively will understand that economic development requires an organisational and community commitment, not simply an “at the time” response.

In meeting these criteria, a Council will need to maintain resource capacity and integration within its organisation, and at times, across Councils if it is to support regional, state and national goals. It will require an understanding that economic sustainability is a synergy of a number of Council functions and activities, including development facilitation, events, marketing, strategic relationships, community engagement, infrastructure planning and provision, land use planning, community development, strategic planning and long term financial planning and management.

The challenge for Local Government is to maintain sufficient resource capacity and capability within all functions to deliver a strategic and consistent response.

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It is clear that future Councils will be expected to take the wider view of economic development to encompass economic sustainability. Communities will expect higher levels of participation and leadership from Councils in securing their well being. This will be more so in the rural and remote communities as traditional industries and business retract or cease to exist, the population gravitates to the major population centres for employment, and community services and support are cutback or devolved.

Economic sustainability will require a new way of thinking if these communities particularly are to survive to a point of achieving a secure and long term future.

It will be expected that a modern Local Government will facilitate that outcome.

Hobart City Council (2013) *Exploring the roles of Local Government Discussion Paper*. DPAC, Division of Local Government, Security and Emergency Services, Hobart.

## 2 Our Role in Economic Development

### 2.1 Current role

The previous Economic Development Strategy had a five year life from July 2009 to June 2014 and focused on four priority areas:

- Development of an Inner City Development Plan;
- Facilitating Office Based Activity;
- Expanding Higher Education; and
- Growing the Research Sector.

A mid-term review of the Strategy was undertaken in order to:

- Identify the achievement / non-achievement of actions;
- Determine the relevance of priority areas and remaining actions; and
- Where appropriate, propose new priority areas and actions going forward.

The review recognised the current importance of the inner city as the primary economic driver for the region. As a result, it is argued that Council's role in economic development is not about being industry specific but about strengthening the viability and long term sustainability of the inner city by focusing attention on encouraging people to enjoy the inner city. This will result from making the public realm an engaging place to spend time, encouraging new investment, encouraging niche business which differentiates the inner city from shopping in the suburbs, encouraging office workers to be based in and around the CBD, and encouraging population growth through inner city residential living.

In developing a new Economic Development Strategy, the Council recognises that while there are many important economic activities that exist within the City, the Strategy should be based on the areas where the Council can add value and make the most difference.

### 2.2 Future Role

By aligning the results of the midterm review with criteria outlined in section 1, it is apparent that there are a number of current activities that will continue to deliver economic development outcomes into the future. Through discussions with the Aldermen there are also a number of additional activities that will be pursued or enhanced to increase the economic benefits to the city, region and state.

Current and future (*italics*) activities include:

*Understand the economic drivers for a local or regional community;*

- Collection and analysis of city data and trends
- Visitor services
- *Visitor attraction*

*Understand the weaknesses, vulnerabilities and opportunities within communities;*

- Inner City Action Plan

*Seek to broaden the economic base and minimise impacts through promotion of local strengths, opportunities and benefits, and assist with developments, activities, services and events whether through facilitation, partnerships or direct provision;*

- Facilitation of significant city developments
- Higher education
- *Retail Strategy*
- *Office Strategy*
- *Digital economy*

*Establish strategic alliances and relationships with existing or potential businesses or markets both domestic and international;*

- Engagement with the inner city business community and support for small business
- Antarctic sector development
- *International relations*

*Create networks within communities to build relevance, engagement and participation.*

- Partnerships with key strategic stakeholders

## 2.3 Our Focus

In recognising our future role in economic development it is appropriate that we redefine our general intent or daily focus as:

- Reinforcing and expanding the economic foundations of the city
- Building strength and resilience into our communities
- Understanding our customers as city businesses, property owners, investors, workers, residents, visitors, shoppers, students, and the regional and state-wide communities
- Leveraging our status as the Capital City

We recognise that our activities and this strategy are targeted to achieving these results.



## 3 Strategic Objectives for Economic Development

### 3.1 Understand the economic drivers for a local or regional community

#### 3.1.1 Collection and analysis of city data and trends

This is an important responsibility for Local Government. It is imperative that the Council understands the dynamics of activity in the City. This understanding helps in better decision making. To do this the Council needs to collect, interrogate and interpret a range of data that describe the activity of the City. This will range from areas such as employment data, office space vacancy and visitor numbers through to population and demographics. It is also important that the Council makes this data widely available so that our stakeholders can also use it to make informed decisions.

#### 3.1.2 Visitor services

The Council currently offers a number of visitor services. Through the Economic Development Unit this is most notably through the Council's Tasmanian Travel and Information Centre on the corner of Davey and Elizabeth Streets. Council's objective in supporting this function is to support the 800+ businesses that the Centre regularly books visitors into, for activities and accommodation. The Centre has the capacity to book 1,500 individual tourism businesses across Tasmania that have listed themselves in the tourism database. The Council sees the support of the City's tourism businesses through the Centre as an important role.

Additionally, the Council provides the welcome to an increasing number of cruise ships that are now calling into Hobart each summer season. In 2012/13 there were 36 cruise ship visits to Hobart. These ships are now bringing in excess of 100,000 passengers and crew to the City and region each year, and the Council's aim is to ensure these visitors find it easy to make their way into the City and are well informed about the City's and the region's offer.

Council's involvement in the visitor centre and cruise ship arrival provides a unique insight into what visitors are seeking and their perceptions of Hobart and this will provide an ongoing source of evidence for the Council.

#### 3.1.3 Visitor attraction

The Council recognises that increased visitation is important for the City; it benefits a range of business sectors and creates vibrancy in the City. The Council wishes to increase visitor numbers to Hobart through increased investment in the City, international relationships and major events / experiences. The Council needs to ensure that visitor experiences are meaningful and enjoyable to encourage repeat visitation and positive word of mouth.

The continued development of Hobart as a hub for visitors through the growth of events and attractions is an important goal for the City. Council will continue its role through operating its own events such as the Taste and Salamanca Market but importantly will continue to focus on how it facilitates other events, such as Dark MOFO, the Australian Wooden Boat Festival, AFL football and so on.

### 3.2 Understand the weaknesses, vulnerabilities and opportunities within communities

#### 3.2.1 Inner City Action Plan

The most significant outcome from the previous EDS was the development of Hobart's Inner City Action Plan (ICAP), commencing with the work undertaken by Gehl Architects. The importance of this outcome has been to reinforce Council's traditional role as place manager and to ensure that Hobart is *a City with people in mind*. By creating a vibrant, attractive and sustainable inner city, both social and economic outcomes are achieved. As such, the ICAP is a plan for Hobart's inner city now and in to the future.

The ICAP contains a selection of key recommendations from the Gehl Architect's Report, *Hobart 2010 Public Spaces and Public Life - a city with people in mind*. It outlines 15 recommended projects designed to attract people and activity into Hobart and to create a vital, dynamic city centre.

The projects will bring life and energy to our city. As they take shape, inner Hobart will become more people-focused, with well-designed public spaces, a pedestrian network that enables smooth movement between city destinations, and an urban environment that encourages cycling as a safe, alternative mode of transport. Traffic will flow more smoothly and our public transport system will become more usable, efficient and reliable.

Our inner city destinations will be rejuvenated and enhanced. Elizabeth Street will develop as a vibrant, active spine to the city, and Sullivans Cove will continue to grow as an accessible and welcoming destination. Hobart's shopping and nightlife will be invigorated, our educational precinct will be strengthened, and inner city living will emerge as an appealing and practical option.

The ICAP is the first stage of the Council's response to the Gehl Report and forms the basis for future planning and development for the inner city. As further recommendations from the Gehl Report are tested and approved, more projects will be introduced to continue to realise our community's exciting vision for Hobart.

### 3.3 Seek to broaden the economic base and minimise impacts through promotion of local strengths, opportunities and benefits, and assist with developments, activities, services and events whether through facilitation, partnerships or direct provision

#### 3.3.1 Facilitation of significant city developments

Hobart is a unique city in terms of capital cities in Australia. A relatively small population means that the economy is finely balanced. Significant developments are rarely built as speculative ventures and most developers will seek a pre commitment from a large tenant such as government or large retail anchor before commencing a new building.

In this context, the Council recognises that it has an important role to facilitate such developments to occur as they are the nucleus upon which much of the city is built and relies. Council has a Major Developments Assistance Policy, which guides the Council in determining how best to facilitate a major development, and indeed what is considered 'major' in the context of that Policy.

However the Council recognises that a development may not be major in terms of its existing policy but still be important or significant enough to warrant Council's assistance. In this context a significant development may not be a major office building or retail magnet for the city. Rather it may be a smaller development that nevertheless generates a significant outcome in terms of movement of people, spending of money, strengthening a local neighbourhood or underpinning a strategic objective of Council. In response to this need, Action 4.3.1 in the next section of this strategy notes that a new policy will be developed for a more holistic development facilitation position for the City.

Moreover, the Council has a role in investing in key infrastructure projects that will act as a seed from which development can grow. The Inner City Action Plan is Council's priority focus in this area but other infrastructure projects will be contemplated by the Council across the City.

#### 3.3.2 Higher education

The ongoing growth of UTAS is important to the City. The growth in student numbers provides a direct benefit to the City through spend, and the growth in international students also has flow through to increased visitation through relatives visiting and repeat visitation into the future. This area has a strong link to the Council's pursuit of future international relationships outlined later in this strategy.

UTAS is also on a pathway of increasing its presence in the inner city through developments such as IMAS, the Medical Sciences precinct, the Domain precinct, and recently, student accommodation in Melville Street.

The growth of higher education through UTAS has many flow on benefits into our community. There is investment; increased international visitation; but also the education of our community itself is an important outcome for the City and the Council will strive to support the ongoing and increased presence of UTAS in the City.

### 3.3.3 Retail Strategy

The retail industry is a significant contributor to Hobart's economy and employment, and there have been significant new developments to the Hobart CBD landscape in recent years. In 2011, retail trade was Hobart's fourth largest industry sector by employment, and there were 345 businesses operating in the retail trade sector in Hobart; the fourth largest sector in terms of the number of businesses. The Council must understand the dynamics of this sector in order to create a one-stop shopping experience distinct from any other shopping centre and to ensure the future of retail in the inner city.

### 3.3.4 Office Strategy

Research indicates that more than 50% of the City's workforce is office based. Therefore the City is highly reliant on the office sector and associated service industries that support them. The Council must understand the dynamics of this sector to ensure the future of office space in the inner city.

### 3.3.5 Digital economy

Tasmania has a unique first to market opportunity in relation to the National Broadband Network. This creates opportunities to increase the efficiency of HCC's service delivery as well as to create a digital economy which benefits Hobart's businesses and presents an opportunity for a range of new investment not previously contemplated.

## 3.4 Establish strategic alliances and relationships with existing or potential businesses or markets both domestic and international

### 3.4.1 Engagement with the inner city business community and support for small business

The ongoing implementation of the Council's Inner City Action Plan is a key strategy for the Council as a whole. Ongoing communication with the City's businesses through this project will be essential. The Council has started a more formal process of engagement

with a trader advisory group for the redevelopment of Liverpool Street. Moving forward, the Council will seek to continue to grow its engagement with the wider inner city business community and small business in particular through such mechanisms as the Memorandum of Understanding with the Hobart Chamber of Commerce, and project specific engagement through the Inner City Action Plan process.

Through better engagement with small businesses the Council will seek to understand how the Council can better facilitate small business stability and growth. The Council already operates the Tasmanian Travel and Information Centre which directly supports over 800 independent tourism businesses in the state by providing an advertising medium direct to visitors. The Council recognises the importance of a diverse economy and that small business underpins this diversity.

#### 3.4.2 Antarctic sector development

The Antarctic sector continues to grow as one of the City's and the region's key competitive advantages. In this area, the Council's objective is to facilitate the ongoing growth of this sector. The State Government and the Tasmanian Polar Network play the lead role in this industry; however Council continues to have an important role.

This is in particular, the Council's civic role and providing the 'welcome' to visiting Antarctic nations. It is important that our own and visiting Antarctic programs see Hobart and Tasmania as a welcoming and well connected step off point to Antarctica. Already the Council hosts an annual reception to open the Antarctic season in October each year. Antarctic expeditioners and crew from Antarctic vessels are invited from the Australian and French Antarctic programs to participate.

Furthermore, through key strategic and international city to city relationships the Council will continue to seek new opportunities for the City and State.

#### 3.4.3 International relations

The Council has determined that it is important to seek an element of investment from outside of Tasmania and Australia. To this end, the Council is desirous of establishing key economic relationships, particularly with cities in China and Korea.

The Australian Government's White Paper, *Australia in the Asian Century* clearly establishes a role for local government in international relations.

The Australian Government's White Paper, *Australia in the Asian Century*, states:

*Work with and through all levels of government, business, institutions and the community to promote Australian interests in the region*

*Support stronger relationships between State and Territory and local governments and their counterparts in the region including by broadening and promoting sub-national relationships as well as the value of sister-city and sister-state relationships.*

The Council will build strong networks in Tasmania and overseas to assist in creating the right relationships with appropriate cities that will benefit our community through tourism, research and education, culture and arts, and investment.

### **3.5 Create networks within communities to build relevance, engagement and participation**

#### **3.5.1 Partnerships with key strategic stakeholders**

The Council needs to work in an environment of cooperation and collaboration. There are many stakeholders and communities that create outcomes that impact upon the City. The Council will work with these stakeholders for the benefit of the City and will seek to grow existing, and where appropriate, establish new partnerships with key groups within and outside the City.



## 4 Action Plan

The tasks in this section are ascribed as being high, medium or low priority. This does not reflect their relative importance but simply the time frame in which they will be delivered.

High = one to two years

Medium = two to four years

Low = four to five years

### 4.1 Understand the economic drivers for a local or regional community

#### 4.1.1 Collection and analysis of city data and trends

Collect and maintain accurate and timely data about Hobart

Tasks	Priority
<ul style="list-style-type: none"> <li>Establish outcomes required from use of data</li> </ul>	High
<ul style="list-style-type: none"> <li>Confirm which data sets provide the information required</li> </ul>	High
<ul style="list-style-type: none"> <li>Establish process for regular collection</li> </ul>	High
<ul style="list-style-type: none"> <li>Collect and monitor and interpret data</li> </ul>	High
<ul style="list-style-type: none"> <li>Share data and interpretation as appropriate</li> </ul>	High

#### 4.1.2 Visitor services

Council will continue to grow key visitor services through the Tasmanian Travel and Information Centre, including provision of the welcome to Hobart message for cruise ship arrivals.

Tasks	Priority
<ul style="list-style-type: none"> <li>Continue to operate the Tasmanian Travel and Information Centre and develop ongoing strategic and operational plans for the Centre's future operation</li> </ul>	High
<ul style="list-style-type: none"> <li>Examine the future opportunities for the Centre including funding models and the Centre's role in the context of the region and State.</li> </ul>	High
<ul style="list-style-type: none"> <li>Maintain the relevance of the Centre's offer to visitors and</li> </ul>	High

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businesses through research and feedback	
<ul style="list-style-type: none"> <li>Maintain an active involvement in Cruise Down Under so as to strengthen our strategic understanding of the cruise ship industry.</li> </ul>	Medium
<ul style="list-style-type: none"> <li>As part of the TTIC's role develop and grow cruise ship arrivals through an active "on the wharf" welcome.</li> </ul>	High
<ul style="list-style-type: none"> <li>Investigate the roll out of free to the public WiFi in the inner city</li> </ul>	High

#### 4.1.3 Visitor attraction

*Resolve Council's role in tourism and destination marketing*

Tasks	Priority
<ul style="list-style-type: none"> <li>Define what Council means by a 'visitor'</li> </ul>	High
<ul style="list-style-type: none"> <li>Define the roles of the various tourism bodies</li> </ul>	High
<ul style="list-style-type: none"> <li>Identify the range of services and activities that Council currently provides for visitors               <ul style="list-style-type: none"> <li>i.e. visitor services &amp; information, tourism product, infrastructure, marketing / promotion, strategic partnerships</li> </ul> </li> </ul>	High
<ul style="list-style-type: none"> <li>Analyse visitor trends &amp; expectations</li> </ul>	Medium
<ul style="list-style-type: none"> <li>Identify any gaps and areas of opportunity to improve visitor experiences in Hobart</li> </ul>	Medium
<ul style="list-style-type: none"> <li>Determine Council's role in relation to visitors and destination marketing</li> </ul>	Medium
<ul style="list-style-type: none"> <li>What are the actions required to achieve this?</li> </ul>	Medium

## 4.2 Understand the weaknesses, vulnerabilities and opportunities within communities

#### 4.2.1 Inner City Action Plan

The continued role of the Economic Development Unit in the roll out of ICAP is to maintain the key relationships with the business and institutional stakeholders involved.

Tasks	Priority
<ul style="list-style-type: none"> <li>Continue to coordinate the engagement process with the Liverpool Street Trader advisory group throughout the</li> </ul>	High

implementation of the redevelopment of Liverpool Street.	
<ul style="list-style-type: none"> <li>Provide active support to the Development and Environmental Services Division in coordinating key stakeholder engagement on future ICAP projects.</li> </ul>	High

### 4.3 Seek to broaden the economic base and minimise impacts through promotion of local strengths, opportunities and benefits, and assist with developments, activities, services and events whether through facilitation, partnerships or direct provision

#### 4.3.1 Facilitation of significant city developments

*Council will facilitate and support new, innovative and key development and infrastructure across a range of sectors in the City.*

Tasks	Priority
<ul style="list-style-type: none"> <li>Develop a holistic and consistent policy position on Council's facilitation of new development in the City <ul style="list-style-type: none"> <li>The policy will cover commercial and residential development outcomes.</li> <li>The policy will address Council's role in infrastructure development that can act as a catalyst for development.</li> </ul> </li> </ul>	High
<ul style="list-style-type: none"> <li>Understand and define what options are open to the Council in seeking to <b>assist</b> and <b>facilitate</b> development.</li> </ul>	High
<ul style="list-style-type: none"> <li>Seek appropriate data as required to inform the Council on the impact of major city development.</li> </ul>	Medium

#### 4.3.2 Higher education

Higher Education is important to Hobart through not just the University as developer and as a business but equally importantly through the intellectual and creative capacity it creates in our community.

Tasks	Priority
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<ul style="list-style-type: none"> <li>Facilitate the University's continued expansion into the inner City of Hobart for research, teaching and residential purposes.</li> </ul>	Medium
<ul style="list-style-type: none"> <li>Utilise Council's international relationships to add value to the University's and senior secondary schools' international student intake.</li> </ul>	High / Medium
<ul style="list-style-type: none"> <li>Understand the goals for the Education Sector in relation to future expansion and growth particularly in the area of international education.</li> </ul>	High/Medium

#### 4.3.3 Retail Strategy

*Develop a Retail Strategy which addresses the future of retail in the inner city*

Tasks	Priority
<ul style="list-style-type: none"> <li>Benchmark study of other Council's retail strategies</li> </ul>	High
<ul style="list-style-type: none"> <li>Review of relevant HCC strategies / policies</li> </ul>	High
<ul style="list-style-type: none"> <li>Analysis of existing data sets – supply and demand</li> </ul>	High
<ul style="list-style-type: none"> <li>Retail audit and business environment study</li> </ul>	High
<ul style="list-style-type: none"> <li>External consumer behaviour research</li> </ul>	High
<ul style="list-style-type: none"> <li>Initial consultation with retail industry (through Hobart Chamber of Commerce)</li> </ul>	High
<ul style="list-style-type: none"> <li>Consolidation of all research and development into a 'discussion paper' which will:               <ul style="list-style-type: none"> <li>Identify Council's role                   <ul style="list-style-type: none"> <li>City Design – ICAP</li> <li>City Marketing – marketing / promotion</li> <li>Economic Development – business attraction, services for businesses, facilitation of strategy implementation</li> <li><b>Planning</b></li> </ul> </li> <li>Identify role for external stakeholders                   <ul style="list-style-type: none"> <li>Key industry groups – facilitation of strategy implementation</li> <li>Retailers – retail offering &amp; product mix</li> <li>Developers – supply of retail floor space</li> <li>Centre Managers – retail mix</li> </ul> </li> </ul> </li> </ul>	Medium

**4.3.4 Office Strategy***Maintain an understanding of the pattern on office space demand and supply*

Tasks	Priority
<ul style="list-style-type: none"> <li>Conduct analysis of office space supply and demand for the next 5-10 years</li> </ul>	Medium
<ul style="list-style-type: none"> <li>Identify whether there is a surplus or deficit               <ul style="list-style-type: none"> <li>A surplus will result in actions around attracting tenants</li> <li>A deficit will result in actions around attracting development</li> </ul> </li> <li>Development of new office space if required – planning scheme, development assistance, land opportunities</li> </ul>	Medium
<ul style="list-style-type: none"> <li>Determine what actions are required to either attract tenants or attract development</li> </ul>	Medium

**4.3.5 Digital economy***Explore the development of a digital economy strategy for Hobart's inner city*

Tasks	Priority
<ul style="list-style-type: none"> <li>Understand the timing and location of the roll-out of the NBN in Hobart</li> </ul>	High
<ul style="list-style-type: none"> <li>Understand the impact the NBN will have for Council and the Hobart business and general community</li> </ul>	High
<ul style="list-style-type: none"> <li>Host a forum(s) that includes key stakeholders involved in the uptake and use of the NBN to assist the Council to better understand what the opportunities are and how to maximise benefits for the Council and for the community.</li> </ul>	High
<ul style="list-style-type: none"> <li>Research comparable cities with regard to their approach to the digital economy</li> </ul>	Medium
<ul style="list-style-type: none"> <li>Determine Council's role in relation to the digital economy</li> </ul>	Medium

#### 4.4 Establish strategic alliances and relationships with existing or potential businesses or markets both domestic and international

##### 4.4.1 Engagement with the inner city business community and support for small business

Ongoing engagement with the City's business community will lead to more informed decision making by Council.

Tasks	Priority
<ul style="list-style-type: none"> <li>Support the growth of the Hobart Chamber of Commerce through an ongoing and active dialogue</li> </ul>	Medium
<ul style="list-style-type: none"> <li>Renew the memorandum of understanding with the Hobart Chamber of Commerce in 2013 and seek to incorporate actions that will benefit inner city businesses</li> </ul>	High
<ul style="list-style-type: none"> <li>Engage the business community on specific inner city projects such as those contained in the Council's Inner City Action Plan</li> </ul>	Medium
<ul style="list-style-type: none"> <li>In conjunction with the State Government, seek to undertake a vitality study of business in the City</li> </ul>	

##### 4.4.2 Antarctic sector development

Ongoing promotion of Hobart's capabilities and support of Government and business in the Antarctic sector

Tasks	Priority
<ul style="list-style-type: none"> <li>Continue Council's membership of the Tasmanian Polar Network (TPN) and seek to add value to the TPN through Council's resources and networks.</li> </ul>	High
<ul style="list-style-type: none"> <li>Participate in the State Government led "Tasmanian Antarctic Group"</li> </ul>	High
<ul style="list-style-type: none"> <li>Continue to hold and develop on an annual basis the official opening of the Antarctic Season Function in October each year.</li> <li>Seek feedback to maintain the function's relevance.</li> </ul>	Medium
<ul style="list-style-type: none"> <li>Utilise Council's international relationships to promote Hobart's capabilities as an Antarctic gateway and to support the local Antarctic industry.</li> </ul>	Medium

##### 4.4.3 International relations

Council will develop international relationships that are relevant to and provide opportunity for all sectors of our community.



Tasks	Priority
<ul style="list-style-type: none"> <li>Develop a policy and criteria to assess and manage future international relationships that ensure such relationships are meaningful and outcomes focused for the benefit of the Council, its international partner and the community</li> <li>Seek to establish an advisory group to the Council on matters of international relations and trade particularly with reference to China and South Korea</li> </ul>	High
<ul style="list-style-type: none"> <li>Based on the signed letter of intent between the City of Hobart and Xi'an, actively pursue a friendship city relationship with the City of Xi'an, China</li> </ul>	High
<ul style="list-style-type: none"> <li>Develop and implement an annual plan of activity and exchange between Hobart and Xi'an</li> </ul>	High
<ul style="list-style-type: none"> <li>Work with Hobart and Tasmanian businesses and industry to explore opportunities as a result of the relationship with Xi'an</li> </ul>	High
<ul style="list-style-type: none"> <li>Continue to develop a relationship with Shanghai Pudong through a Memorandum of Understanding (MOU)</li> </ul>	High
<ul style="list-style-type: none"> <li>Investigate the potential of a relationship with a city(s) in South Korea</li> <li>Continue to investigate the potential of a relationship with the City of Pohang, South Korea, through better understanding the opportunities that may exist between the two cities and its respective communities.</li> </ul>	High
<ul style="list-style-type: none"> <li>Investigate and respond to requests for further relationships with international cities that have potential economic outcomes for Hobart</li> </ul>	Medium

## 4.5 Create networks within communities to build relevance, engagement and participation

### 4.5.1 Partnerships with key strategic stakeholders

The Council will achieve more for the community if it works in partnership with its stakeholders

Tasks	Priority
<ul style="list-style-type: none"> <li>Actively manage and renew as appropriate existing memorandums of understanding with:               <ul style="list-style-type: none"> <li>Hobart International Airport</li> </ul> </li> </ul>	High

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<ul style="list-style-type: none"> <li>○ Hobart Chamber of Commerce</li> <li>○ Business Events Tasmania</li> <li>○ Department of Economic Development Tourism and the Arts</li> <li>○ The Tasmanian Museum and Art Gallery</li> <li>○ Launceston City Council</li> <li>○ Glenorchy City Council</li> </ul>	
<ul style="list-style-type: none"> <li>• Re-establish an active memorandum of understanding with UTAS</li> </ul>	High
<ul style="list-style-type: none"> <li>• Develop a new format and focus for the Council's Economic Development Advisory Forum (EDAF)</li> </ul>	High
<ul style="list-style-type: none"> <li>• Use feedback from Council's Strategic Plan review process conducted with stakeholder groups to better understand which other groups Council needs to more actively engage with in Economic Development matters.</li> </ul>	Medium

## Appendix 1

## 5 Whole of Council Approach

This Economic Development Strategy is part of a whole of Council approach in recognition of the fact that many of Council's day to day activities have an economic development outcome to the City. Appendix 1 outlines a range of activities undertaken across Council that contribute to economic development activities and underpin the intent outlined above.

This strategy will not impact upon the delivery of these services and activities but recognises their importance and contribution.

In the context of this strategy the table below demonstrates that many of the activities Council undertakes, although ostensibly for another purpose, clearly contribute to the economic development of the City and underpin the various criteria outlined in Section 6 of this strategy.

The table demonstrates that economic development is a whole of Council activity by virtue that all divisions are involved in delivery.

As such the Council must continue to maintain and build upon these services and activities.

Division	Activity	Outcome	Actions
Community Development	Taste of Tasmania Festival	Deliver a high profile annual event, of major regional economic significance	The Taste of Tasmania will continue to bring visitors and associated economic value to the city.
	Salamanca Market	Salamanca Market plays an important role in employing many people, and attracting thousands of people into the city each Saturday.	Council to continue to facilitate market. Salamanca Market governance to be reviewed
	Grants Program	Shift from grants to partnerships, providing a greater economic outcome for Council	Refer to Cultural Strategy
	Public Art	Enhances the look and feel of the city, building a sense of place.	Refer to Cultural Strategy
	City Marketing	City Marketing has a role in the promotion of Hobart, the promotion of retail, and building relationships with the business community	Development of City Marketing Strategy Updating of City Brand
	HECSA	Provides opportunity for wide-spread interaction with business community and Council.	Review HECSA annually
Parks and Customer Services	Mount Wellington	A major tourist attraction for the State, but also provides plentiful opportunity for approx	Refer to Wellington Park Management Plan

		70 businesses that operate on the mountain.	
	Open Spaces	Improve the amenity of the city, and allow the use of the city's natural environment.	
	Parking	Provides a place for people to park to access businesses within the CBD.	Refer to Parking Strategy
	Parking Enforcement	Maintain a high turnover of vehicles through the city, whilst regulating against abuse of parking.	Refer to Parking Strategy Revenue raised has been used to improve other aspects of the city.
	THAC	Regional role Improved amenity Attraction of major sporting events	SGS Economics Report
	AFL	Increased intrastate and interstate visitation to Hobart Provide regional event in Hobart.	Review sponsorship as required. North Melbourne Football Club Tasmanian 2012 Report estimates \$2.2m in visitor expenditure
	Domain Tennis Centre	Provides International standard venue for Hobart, and facilitates high profile events.	Continue to host International events, bringing visitors to Hobart.
	Queen's Domain	Regional role Public amenity	Domain Master Plan
	Playgrounds	Localised economic benefit to surrounding businesses, yet people travel from outside the city to playgrounds.	Continue to provide high quality public amenities of regional value.
<b>Development and Environmental Services</b>	ICAP	Improved public realm to encourage people into the city and economic turnover	Complete identified priority ICAP projects.
	Strategic Planning	Sustainable development of the city	To encourage and facilitate the provision of a diverse range of developments that enables the population of the City of Hobart to grow as a community
	Development Appraisal	Custodian of the city, and manager of the urban environment.	Maintain the interests of the city going forward.
	Environmental	Maintenance of safe food	Food handler training

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	Health	handling premises Smoke free areas, including public areas and outdoor dining	Educating, warning and penalising individuals or businesses as required for breaching.
<b>Infrastructure Services</b>	Traffic Engineering	Effective access to and promoting movement through the city.	Maintain on-street parking supply to meet community needs. Work with developers on CBD redevelopment planning and implementation.
	Civil Works	Timely and effective civil works and maintenance	Works within the CBD and near retail centres undertaken with consideration of traders' requirements. Regular ongoing maintenance.
<b>Corporate Services</b>	Tasmanian Travel and Information Centre	State wide support of tourism businesses and regional dispersal of visitors	Refer to TTIC Strategic Plan.
	MOUs	Greater engagement with strategic partners for the benefit of the city	Implement annual priority in specific MOUs Review relevance and need for MOUs as they expire. Identify new strategic partners.
	Regional Development	Development of Hobart's status as the capital city	Continue to emphasise Hobart's importance as the centre for administration and government in Tasmania.
	Antarctic sector development	Development of Hobart's status as an Antarctic gateway city	Civic Role Maintain membership of TPN Maintain an active role in the sector
	Higher education	Development of Hobart's status as a destination of choice for higher education. Increased presence of UTAS in the inner city.	Re-establish the MOU with UTAS. Through ICAP, work with UTAS to increase its presence in the inner city.
	Tourism	Tourism is a major economic driver for the state and city. Plays a major role in attracting events and visitors.	Council to continue to promote tourism ventures within the city
	International	Increased foreign investment in	Refer to specific

Relationships	Hobart.	actions
Major City	Increased rates base	Continue facilitation of
Developments	Increased investment in the city	major city developments

Appendix 2

## 6 Context and Implementation

### Hobart 2025 – a 20 Year Strategic Framework

Hobart 2025 was an extensive community visioning process that produced a framework for Council's long term strategic planning. This Economic Development Strategy sits with the context of the City of Hobart's overall strategic direction.

#### FUTURE DIRECTIONS

The focus of this Strategic Framework is on delivering results in response to each of the key themes within the vision. Key themes, arising from community consultation, demonstrate aspects of the city that the community values now as well as aspects that the community seeks to achieve for Hobart in 2025. The future direction statements and outcomes arise from this information.

Within that vision there are seven overarching future direction statements, three of which are most relevant to the Economic Development Strategy:

#### FD1 – OFFERS OPPORTUNITIES FOR ALL AGES AND A CITY FOR LIFE

##### *Future Direction:*

In 2025 Hobart will be a city that provides opportunities for education, employment and fulfilling careers; a city that is able to retain its young people and provide a lifestyle that will encourage all ages to see the city as a desirable location and lifelong home.

#### FD3 – IS WELL GOVERNED AT A REGIONAL AND COMMUNITY LEVEL

##### *Future Direction:*

In 2025 Hobart will be a city that works effectively to lead an integrated approach to the planning and development of the metropolitan region. Partnerships will be created with governments, the private sector and local communities to achieve significant regional, city and community goals.

#### FD7 – IS DYNAMIC, VIBRANT AND CULTURALLY EXPRESSIVE

##### *Future Direction:*

In 2025 Hobart will be a city that is a destination of choice and a place for business. Clever thinking and support for creativity will help build a strong economic foundation, and entertainment, arts and cultural activities promote the distinctive character of the city. Lifestyle opportunities and strong communities will ensure a vibrancy and way of life that is Hobart.



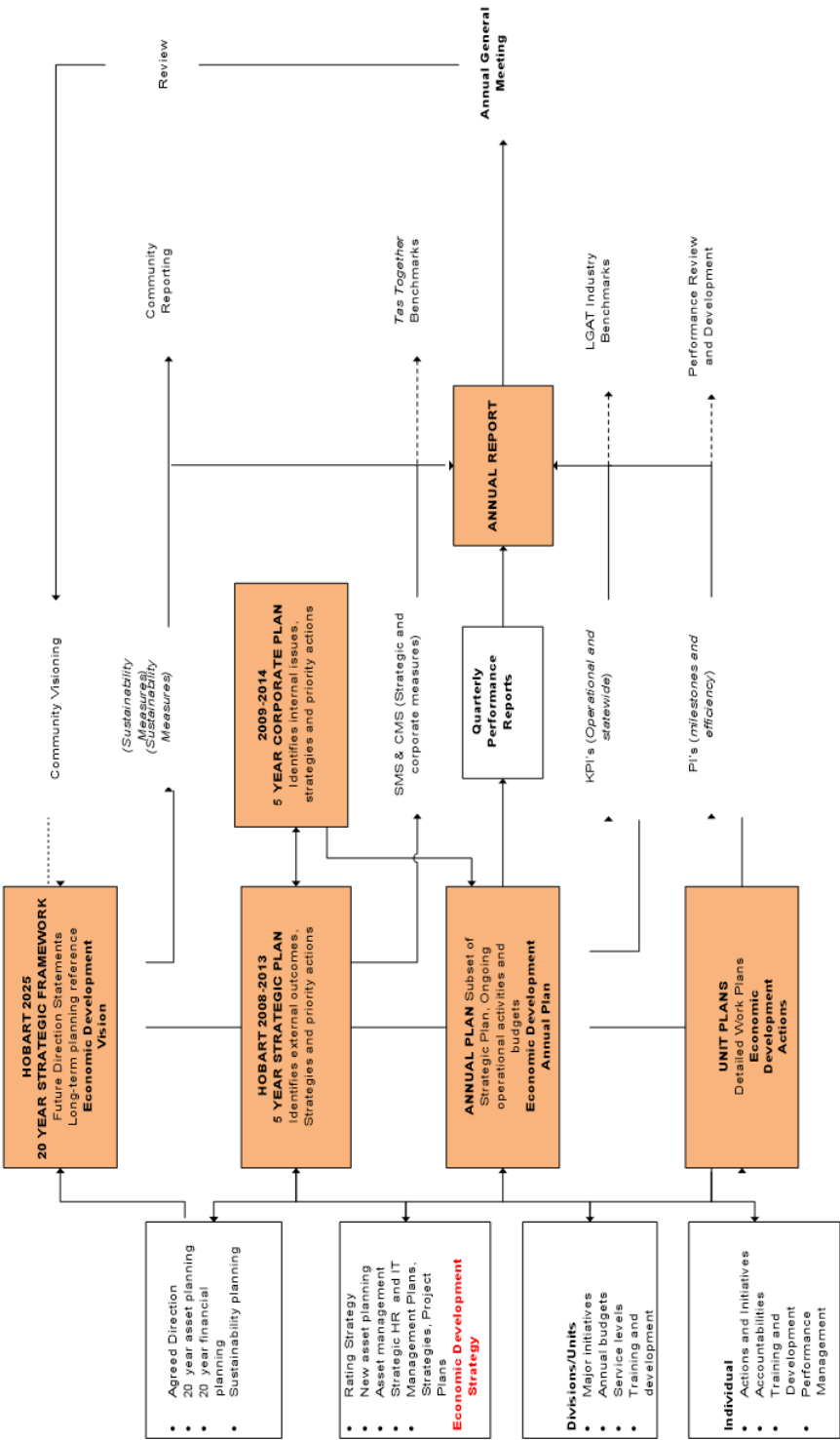
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While other initiatives across Council are recognised as delivering economic development outcomes, the actions outlined in this document represent the focus for the Economic Development Unit going forward.

The diagram below indicates the position of the Strategy within Council's overall strategic planning and reporting framework.



GOVERNANCE COMMITTEE AGENDA  
(OPEN PORTION OF THE MEETING)  
1/9/2015

**6. DRAFT MEMORANDUM OF UNDERSTANDING BETWEEN THE CITY OF  
HOBART AND THE UNIVERSITY OF TASMANIA 2015-2018 – FILE REF:  
10-6-2**

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11x's

Report of the Group Manager Executive and Economic Development of 20 August  
2015 and attachment.

DELEGATION: Council

GC Agenda

Item 6 / Page 1

1/9/2015

**TO** : General Manager

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

**DATE** : 20 August, 2015

**SUBJECT** : **DRAFT MEMORANDUM OF UNDERSTANDING BETWEEN THE CITY OF HOBART AND THE UNIVERSITY OF TASMANIA 2015 - 2018**

**FILE** : 10-6-2 PJS:S (s:\reports\penny\mou#2withutas-2015to2018-august15.docx)

## **1. INTRODUCTION**

- 1.1. The purpose of this report is to present the draft Memorandum of Understanding between the City of Hobart and the University of Tasmania 2015 – 2018 for Aldermanic consideration and approval.
- 1.1.1. The Memorandum of Understanding has been developed in response to a Council resolution of 15 December 2014, inter alia:
- “That the General Manager be authorised to draft a new Memorandum of Understanding between the City of Hobart and University of Tasmania with the draft to be submitted to the Council for final approval.”*
- 1.1.2. The draft Memorandum of Understanding is provided at **Attachment A**.

## **2. BACKGROUND**

- 2.1. Should the Council so resolve, this would be the second Memorandum of Understanding (MOU) that the Council has had with the University of Tasmania (the University), the first being a three year MOU signed in September 2009.
- 2.2. The initial MOU reflected the period in which it was developed; it focussed on investigating collaborative approaches in areas of common educational and economic strategic interest, with activities relating to:
- the Council’s Economic Development Strategy;
  - the Inner City Development Plan;
  - increasing international and interstate students;
  - the University’s Master Plan for the Hobart CBD;
  - the development of education and accommodation facilities;
  - scholarship and bursary programs; and
  - professional development for Council staff.

- 2.3. In commencing the development of the second MOU, staff from both organisations met in January to map out the broad areas of common interest that may be included in the second MOU.
- 2.4. This process was assisted by a staff workshop that was held February, involving officers from all areas of the Council who had an interest or involvement with the University as part of their role.
  - 2.4.1. The outcomes of this workshop resulted in a range of potential areas of interest, which formed the basis of ongoing discussions with the University, resulting in the draft MOU that is now before the Council for consideration.
- 2.5. The draft is endorsed by senior officers from both organisations.
- 2.6. The draft MOU recognises and acknowledges the importance of both organisations to the educational, social, cultural and economic health and wellbeing of the City of Hobart.
- 2.7. The MOU's objective is to contribute to the creation of a city that is dynamic, vibrant and attractive through the University's engagement with the economic, cultural and intellectual life of the City.
- 2.8. It has five guiding principles and clear governance arrangements that include:
  - annual meetings between the Lord Mayor of Hobart and the University's Vice-Chancellor, accompanied by senior staff from both organisations;
  - officer meetings, co-chaired by the Council's General Manager and the University's Chief Operating Officer, to ensure effective implementation of the agreed activities outlined in the MOU Schedule; as well as
  - relevant Council and University staff collaborating directly on joint projects and activities.
- 2.9. The areas of common interest that are included in the Schedule to the MOU are:
  - Governance and Relationships;
  - Community Partnerships;
  - Infrastructure Development;
  - Implications of New (University) Developments;
  - Property Management;
  - Connectivity;
  - Internships and Student Engagement;
  - Communication and Promotion Strategies; and
  - Organisational Support.

- 2.10. The University's approval process for the draft MOU provides for its presentation to the University Council on 11 September 2015.
- 2.11. In anticipation of approval by both bodies, an event for the signing of the MOU has been tentatively set for Friday 9 October 2015 at a University site on the Domain.
  - 2.11.1. This event would be followed by the first annual meeting between the Lord Mayor and Vice-Chancellor.

### **3. PROPOSAL**

- 3.1. It is proposed that the draft Memorandum of Understanding 2015 – 2018 between the City of Hobart and the University of Tasmania be approved and adopted.
- 3.2. Should the Council so resolve and the draft Memorandum also be approved by the University Council, it is further proposed that the MOU be signed by both parties at a media event hosted by the Council on 9 October 2015.

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

- 4.1. The development and the content of the second MOU between the City of Hobart and the University reflects many aspects of a number of Priority Areas of Activity (PAA) in the Council's current Strategic Plan, in particular PAA One – *Economic Development, Vibrancy and Culture*; PAA Two – *Urban Management* and PAA Four – *Strong, Safe and Healthy Communities*.

### **5. FINANCIAL IMPLICATIONS**

- 5.1. None are foreseen.

### **6. RISK MANAGEMENT IMPLICATIONS**

- 6.1. None are foreseen.

### **7. LEGAL IMPLICATIONS**

- 7.1. While a statement of intent and goodwill to effectively engage and collaborate with one another, the MOU is not legally binding on either party.

### **8. SOCIAL IMPLICATIONS**

- 8.1. Successful implementation of the MOU has the potential for a range of positive social inclusion outcomes – educational, cultural and economic.



**9. MARKETING AND BRANDING IMPLICATIONS**

- 9.1. The strong and close relationship between the Council and the University provides a number of marketing and branding opportunities for the city.
  - 9.1.1. Some specific joint strategies are articulated in the Communication and Promotion Strategies section in the MOU Schedule.

**10. COMMUNICATION AND MEDIA IMPLICATIONS**

- 10.1. The signing of the MOU will provide a media opportunity of mutual benefit to both the Council and the University to clearly articulate how both organisations will work together in the next three years to enhance the further development of a vibrant, dynamic and attractive city, strongly based on the University's presence and engagement in the city's economic, cultural and intellectual life.

**11. DELEGATION**

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

**12. CONSULTATION**

- 12.1. The author has consulted with the General Manager and Group Manager Executive and Economic Development in the preparation of this report.
- 12.2. In developing the MOU, the following were consulted: the General Manager and ELT, Group Manager Executive and Economic Development, Group Manager Open Space, Group Manager Rates and Procurement, Executive Manager City Design, Manager Community and Cultural Programs, Manager Events and Salamanca Market, Manager Legal and Governance, Manager Traffic Engineering, Manager City Marketing, Manager THAC, Principal Advisor Learning and Development, Projects and Executive Officer – Lord Mayor, Project Officer Corporate Services, Community Activation Coordinator, Cultural Programs Coordinator, Economic Development Officer, Community Development Officer – Multicultural and Community Safety Officer.
  - 12.2.1. From the University, the Provost and Deputy Vice-Chancellor, Chief Operating Officer, Chief of Staff - Office of the Vice-Chancellor, Executive Director - Commercial Services and Development and Associate Director Strategy and Policy – Commercial Services and Development were consulted in the development of the MOU.

**13. CONCLUSION**

- 13.1. The first Memorandum of Understanding between the Council and the University operated from 2009 to 2012.
- 13.2. In December 2014, the Council resolved that a new MOU be developed.
- 13.3. Council and University officers have been liaising during the course of the year to draft the second MOU.
- 13.4. This MOU has clearly established objectives, guiding principles and governance arrangements and a Schedule that clearly articulates the common areas of interest that the Council and University will work on together over the next three years.
- 13.5. Subject to Council and University Council approval, a formal MOU signing event has been tentatively set for Friday 9 October 2015, hosted by the Council.

**14. RECOMMENDATION**

*That:*

- 14.1. *The report PJS:s(s:\reports\penny\mou#2withutas-2015to2018-august15.docx) be received and noted.*
- 14.1. *The draft Memorandum of Understanding 2015 – 2018 between the City of Hobart and the University of Tasmania be approved and adopted.*
- 14.2. *Subject to approval by the University Council, the Memorandum of Understanding be signed by both parties at a media event hosted by the Council on 9 October 2015.*

*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.*

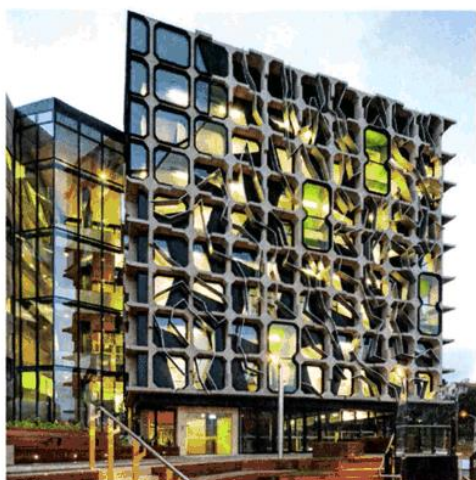


(Tim Short)

**GROUP MANAGER EXECUTIVE AND ECONOMIC DEVELOPMENT**

Attachment A: Draft Memorandum of Understanding 2015 – 2018 between the City of Hobart and the University of Tasmania.

**MEMORANDUM OF UNDERSTANDING**  
**2015 - 2018**  
**BETWEEN THE UNIVERSITY OF TASMANIA**  
**AND THE CITY OF HOBART**



## INTRODUCTION

This Memorandum of Understanding (MOU) between the City of Hobart (the City) and the University of Tasmania (the University) builds on the achievements of the 2009-2012 MOU

It is being entered into with the recognition and acknowledgement of the importance of both organisations to the educational, social, cultural and economic health and wellbeing of the City of Hobart.

The MOU has the objective of contributing to the creation of a city that is dynamic, vibrant and attractive through the University's engagement with the economic, cultural and intellectual life of the City of Hobart.

## PURPOSE

The purpose of this MOU between the City and the University is to develop further the strong existing relationship between our two organisations and to identify common strategic objectives and areas of interest.

It also establishes the process that will support the identification and effective achievement of a range of projects and activities over the next three years (2015 to 2018). This is detailed in the Schedule attached to this MOU.

## GUIDING PRINCIPLES

In order to effectively realise positive outcomes from this MOU, the City and the University will:

- Establish a framework for collaboration between the two organisations;
- Adopt a cooperative approach to working together for mutual organisational, student and broader community benefit,
- Pursue areas of common strategic interest,
- Actively participate in joint initiatives, projects and activities; and
- Identify and address common areas of concern that may emerge during the life of the MOU

## GOVERNANCE ARRANGEMENTS

To facilitate working together:

- The Lord Mayor of Hobart and the Vice-Chancellor, University of Tasmania, accompanied by Hobart City Council's General Manager and the Chief Operating Officer, University of Tasmania, will meet annually to identify areas of common strategic interest;
- The Council's General Manager and the University's Chief Operating Officer will co-chair regular meetings of relevant Council and University staff to ensure effective implementation of agreed activities outlined in the attached Schedule; and
- Relevant Council and University staff will collaborate directly as required on joint projects and activities.

## DURATION OF MOU

This MOU is valid for three years from the date of signing.

## SIGNED

  
Lord Mayor of Hobart  
Alderman Sue Hickey

  
Vice-Chancellor, University of Tasmania  
Professor Peter Rathjen

9 October 2015

**SCHEDULE TO THE 2015-2018  
MEMORANDUM OF UNDERSTANDING (MOU)****AREAS OF COMMON INTEREST**

The MOU will address, but is not necessarily confined to, matters that fall into the following general areas of mutual interest:

**GOVERNANCE AND RELATIONSHIPS**

- Establishing a clear understanding of each organisation's vision and plans for the future and identifying shared objectives;
- Enhancing relationships and developing an engagement protocol at higher political and strategic levels;
- Identifying operational units and key staff contacts for specific projects in infrastructure, community partnerships, events and training opportunities and other activities; and
- Building partnerships for supporting development of joint proposals for funding bids from State and Australian Government programs for agreed developments/initiatives.

**COMMUNITY PARTNERSHIPS**

- Youth based initiatives:
  - o Implementing the City of Hobart / University of Tasmania Student Ambassador Program;
  - o Biannual participation in the University's student expos (Youth Arts and Recreation Centre / Bush Adventures Program);
  - o Engagement in the Council's democratic processes, for example the General Manager's Roll;
  - o Encouraging utilisation and active student engagement in the Council's recreational facilities – the Doone Kennedy Hobart Aquatic Centre (DKHAC), Youth Arts and Recreation Centre (Youth ARC); and
  - o Investigating the potential to actively involve students in City initiatives, such as its arrangement with North Melbourne Football Club.
- Events:
  - o Use of University spaces for community events, for example the Melville Street Plaza, the Domain, Sandy Bay Campus;
  - o Closer collaboration on national initiatives, for example, Harmony Day activities;
  - o Council support for the University 125th anniversary;
  - o Access, and conditions of access, to University facilities as part of specific events, for example, the Institute of Marine and Antarctic Studies (IMAS) forecourt and building for The Taste of Tasmania; and
  - o Investigating opportunities for Tasmanian Travel and Information Centre (TTIC) involvement in University events.
- Health and safety:
  - o Jointly responding to community safety issues around student residential communities; and
  - o Joint promotion of community health initiatives, including participation in University health research programs, such as DKHAC support for University research into individuals using gyms and fitness instructors.

**INFRASTRUCTURE DEVELOPMENT**

- Enhancing the positive impact of major University developments in the Hobart CBD:
  - o Creative Industries and Performing Arts Development;
  - o Student Apartments, Melville Street; and
  - o Further development of the Domain Campus.
- Joint infrastructure developments
  - o Brooker pedestrian and bike bridge (a City of Hobart Inner City Action Plan (ICAP) project);
  - o The development of 'support infrastructure' within the areas being developed by the University, and
  - o Scoping the development of the 'Town and Gown Precinct' (ICAP) around Campbell Street after the completion of the Royal Hobart Hospital development.
- Joint identification of 'urban pockets of availability' – property potentially available for University development other than on the waterfront.

**IMPLICATIONS OF NEW DEVELOPMENTS**

- Student Apartments, Melville Street:
  - o Promoting positive community perceptions of the impact;
  - o Encouraging development of student friendly and appropriate offerings in services, retail, business, activities and events; and
  - o Meeting contractual obligations – car park management, investment of sale funds in public infrastructure
- Development of the Inner City generally: extension and delineation of the Hobart City cultural precinct following completion of the Creative Industries and Performing Arts Development and enhanced use of Council facilities such as City Hall;
- Revitalisation of the Domain, the University's historical home, as a vibrant educational and public precinct; and
- Continued communication and engagement for proposed redevelopments to ensure alignment of existing master planning, such as the City of Hobart Queens Domain Master Plan.

**PROPERTY MANAGEMENT**

- Sandy Bay campus - consolidation of teaching, research and student services on main campus between Churchill Avenue and Sandy Bay Road, and potential re-zoning of the Sandy Bay Campus;
- Providing information on the disposal of significant property assets such as the sale of the Conservatorium preceding relocation to the Creative Industries and Performing Arts Development; and
- Rates regime – establishment of clear, agreed guidelines based upon applicable law.

**CONNECTIVITY**

- Work together on initiatives to improve connectivity between:
  - o Sandy Bay campus and the Sandy Bay shopping precinct, including reconsideration of the 'Well lit Passage' proposal to create a safe and accessible pathway of travel; and
  - o Sandy Bay campus to the Inner City.
- Joint involvement/support on specific improvements
  - o Developing the IMAS forecourt to enhance the safety and utility of the Castray Cycleway,
  - o Movement in and around Battery Point and its foreshore;
  - o Potential for public use of University 'end of trip' bike facilities; and
  - o Assessing walking and cycling implications resulting from the Creative Industries and Performing Arts Development and Melville Street development.
- Ensure safe movement through the City and between University facilities more generally.



**INTERNSHIPS AND STUDENT ENGAGEMENT**

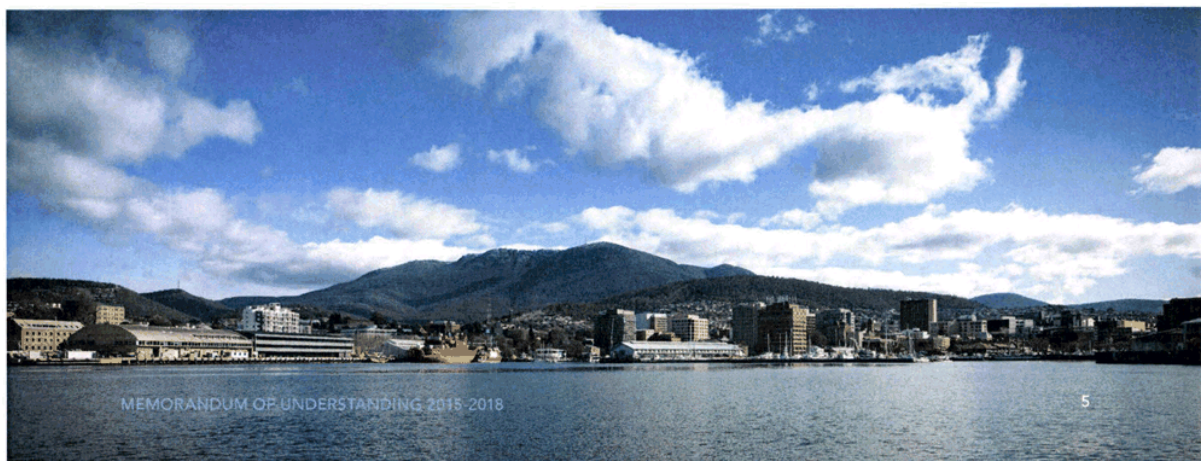
- Fostering the existing internship program;
- Investigating the potential for the development of a whole-of-Council internship framework, in consultation with the University, including support for a whole-of-University Internship program, to ensure best practice outcomes for students and the City;
- Through Hobart's sister cities, seek to add value to the University's international student strategy;
- Developing further opportunities for student vacation work placements across disciplines;
- Engaging students on specific projects, such as design;
- Maintaining existing involvement by students from Arts, Business, Architecture, Engineering, as well as looking at other opportunities, including marketing, tourism, public relations;
- Exploring co-teaching opportunities for University and Council staff;
- Investigating study opportunities for Council staff, including development of targeted teaching programs; and
- Seeking a strengthening of the integration and coordination of activities related to international students.

**COMMUNICATION AND PROMOTION STRATEGIES**

- Developing a joint communication and promotion protocol, with defined responsibilities for each party, that includes:
  - o The development of key messages to enhance positive perceptions relating to major University developments in the City;
  - o Value adding to the University's promotional strategy on building international and interstate student intake, by developing co-promotion and marketing;
  - o The development of student-specific collateral that ensures students feel welcome and get the best experience in the City of Hobart; and
  - o The identification of a role for the TTIC in the 'visiting family and friends' market to ensure best experience of the City.

**ORGANISATIONAL SUPPORT**

- Developing responses, as required, to meet specific needs of each organisation, including, by way of example:
  - o Providing paid work experience opportunities with the Council for University students;
  - o Academic input into Council activities; and
  - o Commissioning of research projects to assist the Council to meet its strategic objectives, including specifically the development of qualitative and quantitative measures to assist the Council to assess the value of its sister city / friendship agreements.



FC Agenda

Item No. 6 / Page No. 1

15/9/2015

**TO** : General Manager

**FROM** : Group Manager Executive & Economic Development

**DATE** : 7 September, 2015

**SUBJECT** : **ANTARCTIC CITIES PROJECT - UTAS FUNDING REQUEST**

**FILE** : 10-6-5 LK:LK (s:\\_data\economic development\council and committee reports\1\_march 2015 onwards\finance\antarctic gateway project\finance committee\_15092015\_antarctic gateway project utas funding request\_v1.docx)

## 1. INTRODUCTION

- 1.1. The Council has been requested to consider contributing to the funding and in kind support of an Antarctic Cities project, focussing on developing the profiles of the Antarctic Gateway Cities of Hobart, Punta Arenas, Christchurch, Ushuaia and Cape Town.

## 2. BACKGROUND

- 2.1. The Council has been approached to contribute financial and in kind funding to an Antarctic Cities project (**Attachment A**). The overarching theme is to develop new ways of understanding and presenting Hobart's relationship to Antarctica and the four other gateways of Punta Arenas, Christchurch, Ushuaia and Cape Town.
- 2.2. The project, lead principally by UTAS and Western Sydney University aims to address the following three questions:
  - How might the Gateway Cities re-brand themselves in relation to Antarctica?
  - How can citizen engagement (particularly among young people) in the Gateway Cities be enhanced?
  - What role does the Antarctic connection have for local, national and global tourism to the Gateway Cities?
- 2.3. There are two levels of involvement, Group 1 and Group 2 cities.
  - 2.3.1. Contributors from Group 1 cities (Hobart, Punta Arenas and Christchurch) will work closely with the project team to ensure that their goals are embedded in the project during the early stages, with the overarching aims highlighted in 2.4.
  - 2.3.2. Group 2 cities (Ushuaia and Cape Town) will not contribute funding, with the research limited to working with a small group

of experts and involving their young people in the project via an online game.

- 2.4. See Attachment A for full description of aims of the project for group 1 cities (summarised below):

**Aims of the Project**

- 2.4.1. Identify possibilities and obstacles for reconceptualising the five Southern Rim urban centres as custodial Antarctic cities.
  - 2.4.2. Evaluate best practices of how the Antarctic sector can engage communities, including tourists, both locally and globally.
  - 2.4.3. Evaluate the opportunities and barriers for engaging youth in thinking about the future of Hobart and its relation to Antarctica.
  - 2.4.4. Develop effective sustainability tools, guidelines and frameworks linking global commons, Antarctic values and urban planning.
- 2.5. Five specific outcomes for the city have also been identified (Attachment A). These are summarised as follows:

**Outputs for the City of Hobart**

- 2.5.1. A connectedness index that will demonstrate the nature of the city's links to Antarctica across a range of indicators including economic and cultural. This will aid the City of Hobart and other partners in drawing comparisons to other Antarctic gateways and provide evidence to feed into strategic decisions affecting the relationship of the city with Antarctica.
- 2.5.2. A sustainability profile for Hobart allowing the city to evaluate the city's strengths (See **Attachment B** for an example of such a profile).
- 2.5.3. Scenario projection process focussing on the city's future relationship with Antarctica which could be fed into long term strategic planning.
- 2.5.4. An online game seeking to promote exchanges of 15-25 year olds in all five gateway cities. Output from this game will be the visions of young people around the future of their cities and their relationships to Antarctica. This could again be fed into long term strategic planning.
- 2.5.5. Social network analysis as a process of linking Hobart to other Gateway Cities in productive dialogue.

- 2.6. Should Council opt to partner in this project, its contribution will be included in the overall funding bid to the Antarctic Research Council (ARC), which will be submitted in early November 2015.
- 2.6.1. Under this funding scheme, ARC commits funding that quadruples any partner cash commitments which constitutes a significant multiplier.
- 2.6.2. The total value of partner contributions (cash and in kind) must match ARC funding.
- 2.7. Key project partners are:
- University of Tasmania
  - Western Sydney University
  - Institutions in Hobart, Christchurch and Punta Arenas including the University of Magallanes and Instituto Antartico Chileno.
- 2.8. The project is the product of 18 months of planning and incorporates a team of experienced researchers. Biographies of the team are attached (**Attachment C**), with a brief summary of the key members who met with Council Officers below:
- 2.8.1. The Lead Chief Investigator is Juan Francisco Salazar (Western Sydney University) who has worked extensively on Antarctic Research projects, including being sponsored by the Chilean Antarctic Institute to conduct 3 fieldwork seasons in the Antarctic Peninsula.
- 2.8.2. Chief Investigator Elizabeth Leane (IMAS / UTAS) has published 3 books about Antarctica and over 50 research publications. She has been awarded an ARC Future Fellowship "Integrating the Humanities into Antarctic Studies" (2012-16) and has been lead CI of two ARC Discovery Grants.
- 2.8.3. Chief Investigator Paul James (Western Sydney University) was Director of the United Nations Global Compact, Cities Programme (2007–2014). Paul is an Honorary Professor at King's College London, and a Fellow of the Royal Society of the Arts (London). He has delivered invited addresses in over thirty countries and is author or editor of 31 books. He has been an advisor to a number of agencies and governments including the Helsinki Process and the Canadian Prime Minister's G20 Forum.

### **Funding**

- 2.9. The total value of the project will be dependent on partner contributions the cash element of which will then be quadrupled by ARC. A number

of scenarios have been considered by the project team (**Attachment D**) which would result in the total project value being between \$720,000 and \$1,080,000.

- 2.10. The City of Hobart has been requested to contribute \$15,000 - \$20,000 in cash per annum for three financial years, starting in 2016/17. This represents a total cash contribution of between \$45,000 and \$60,000.
- 2.11. Additionally, in kind funding has been requested to the value of \$15,000 - \$20,000 per annum for three financial years, starting in 2016/17.
  - 2.11.1. In kind contributions can include staff time and the provision of access to specific equipment, workspace etc.
- 2.12. The University of Magallanes (Punta Arenas) has committed \$15,000 p/a in cash and \$15,000 p/a in kind. Instituto Antartico Chileno (INACH) are contributing \$30,000 p/a in kind.
- 2.13. \$30,000 p/a in kind funding has been confirmed by Antarctic Tasmania.
- 2.14. Cash contributions cannot be made by the Australian universities (due to ARC funding stipulations) but contributions of staff time are accounted for in the project documentation.

### 3. PROPOSAL

- 3.1. It is proposed that Council provides partner funding and in kind support to this Antarctic Cities project.
- 3.2. It is widely recognised that the Antarctic sector is significant in both Tasmania and Hobart from a social and economic perspective. It is also something unique to this State.
  - 3.2.1. A 2012 report commissioned by the State Government calculated that the Antarctic sector contributed \$187.4m to GSP, employing 1185 at an average wage of \$118,400, nearly twice the average Tasmanian wage.
- 3.3. A number of scenarios have been considered by the project team (Attachment D) which include and exclude Christchurch as a Group 1 city and show cash and in kind contributions from the City of Hobart at \$15,000 and \$20,000 p/a.
- 3.4. Council may consider alternative contributions to those requested. It must be noted that cash contributions are matched four fold by ARC and so attract a more generous multiplier than in kind contributions.

#### 4. IMPLEMENTATION

- 4.1. Should the Council opt to contribute to this project, confirmation in writing must be provided to the project team by 1 October 2015, to be included in the funding bid.
  - 4.1.1. The confirmation letter must also include details of how the funding proposal fits with the Council's overall strategic plan, in addition to the project's value to the City of Hobart. This can be formulated in conjunction with the project team.
- 4.2. Should the funding bid be successful (determined by July 2016), the project will be carried out between August 2016 and December 2019. The completion of the project will coincide with the bicentenary of the discovery of Antarctica and will be linked to related activities planned in Hobart and other Antarctic cities.

#### 5. STRATEGIC PLANNING IMPLICATIONS

- 5.1. Contributing to this project is in line with Hobart 2025 – A Strategic Framework.

*FD 1: Offers opportunities for all ages and a city for life.*

*What the Community would like Hobart to be like in 2015:*

*Retaining young people; opportunities in education, work and life; University of Tasmania as a premier university in southern hemisphere; greater education options and opportunities for young people, including housing and employment; recognised nationally and internationally as the gateway to the Antarctic.*

- 5.2. Partnering in this project also fulfils elements of the City of Hobart's Economic Development Strategy (2013-18):

*3.3 Seek to broaden the economic base and minimise impacts.*

*3.3.2 Higher Education*

*3.4 Establish strategic alliances and relationships with existing or potential businesses or markets both domestic and international.*

*3.4.2 Antarctic sector development.*

#### 6. COMMERCIAL OPPORTUNITIES

- 6.1. One of the three main questions this project seeks to answer is how Hobart might re-brand itself in relation to Antarctica. An increased awareness globally of Hobart as a gateway into Antarctica would be likely to attract more tourists to the city. The knock on effect of increased visitation would be wide reaching, including increased spend in hotels, restaurants, retail establishments etc.



**7. FINANCIAL IMPLICATIONS**

## 7.1. Funding Source(s)

7.1.1. Funding would be allocated from the Economic Development budget for the next three financial years, starting in 2016/2017.

## 7.2. Impact on Current Year Operating Result

7.2.1. None, funding is sought for the financial years 2016/2017, 2017/2018 and 2018/2019.

## 7.3. Impact on Future Years' Financial Result

7.3.1. Funding for this project of up to \$40,000 p/a in both cash and in kind support would be listed for consideration in the 2016/2017, 2017/2018 and 2018/2019 budgets.

## 7.4. Asset Related Implications

7.4.1. Not applicable.

**8. RISK MANAGEMENT IMPLICATIONS**

8.1. Financial and in-kind support for this project is dependent on ARC funding, which is not guaranteed.

8.2. There is a risk that the benefits to the City of Hobart are not in line with the level of support provided. This is mitigated by the fact the funding bid to ARC involves a submission by each of the contributors about what they expect from the project. This will aid in setting expectations early and clearly.

8.3. There is a risk that other projects come forward over the next three years that cannot be supported through the economic development budget as the funds have already been allocated to this project.

**9. LEGAL IMPLICATIONS**

9.1. A legal agreement would be signed between Western Sydney University and the City of Hobart setting out how Council would expect the cash contributions to be spent.

**10. ENVIRONMENTAL IMPLICATIONS INCLUDING CLIMATE CHANGE AND SUSTAINABILITY**

10.1. Antarctica is inextricably linked to global environment. Any way in which the community (specifically the young people) of Hobart and Tasmania can be encouraged to feel more connected to Antarctica is likely to increase the concern for the way in which they regard and treat the environment.

**11. SOCIAL IMPLICATIONS**

- 11.1. This project specifically aims to increase the way in which the young people of Hobart and the other gateway cities think and interact with Antarctica which is likely to have strong positive social implications.
- 11.2. This project also seeks to increase links between the cities. Facilitating the development of international relationships for the community is likely to have strong positive social outcomes also.

**12. MARKETING AND BRANDING IMPLICATIONS**

- 12.1. One of the key questions addressed by this project is how the gateway cities brand themselves as global gateways. It is thus very likely that the outputs of this project can be fed into the City's marketing and branding thinking.

**13. COMMUNICATION AND MEDIA IMPLICATIONS**

- 13.1. There will be valuable opportunities to communicate good news stories relating to Antarctica and the young people of all five global Antarctic Gateway Cities. This may be done through a variety of media, including Capital City News, local newspapers through media channels of partner cities (which will increase the exposure of Hobart internationally).

**14. DELEGATION**

- 14.1. This matter is one for the Council.

**15. CONSULTATION**

- 15.1. General Manager
- 15.2. Director Community Development.

**16. CONCLUSION**

- 16.1. It is widely recognised that the Antarctic sector is significant to both Tasmania and Hobart from a social and economic perspective. It is also something unique to this State.
- 16.2. Most recent calculations estimated the sector to be worth \$187.4m to the State economy.
- 16.3. Support for the Antarctic and higher education sectors are clearly mentioned in the City of Hobart's 25 year Vision and the current economic development strategy (2013-18).
- 16.4. Up to \$40,000 per annum cash and in kind contributions have been requested for three years (commencing in 2016/17). This represents a

total contribution from the City of Hobart of between \$90,000 and \$120,000 to support this Antarctic Cities Project.

- 16.5. Specific outputs for the City of Hobart include a connectedness index, sustainability profile, scenario projections an online game promoting the connectedness of young people and social network analysis. All of these could be used to inform strategic thinking around the City's relationship with Antarctica.
- 16.6. The City will also benefit from increased links with the other four Antarctic Gateways, not to mention increased links between the community (specifically young people) and Antarctica.

## **17. RECOMMENDATION**

*That:*

- 17.1. *The report LK:lk(s:\\_data\economic development\council and committee reports\1\_march 2015 onwards\finance\antarctic gateway project\finance committee\_15092015\_antarctic gateway project utas funding request\_v2.docx) be received and noted.*
- 17.2. *The Council provide up to \$40,000 total cash and in kind funding per annum to the Antarctic Cities project for the financial years 2016/2017, 2017/2018 and 2018/2019, to be funded from the Economic Development Budget Function.*

*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 & ECONOMIC DEVELOPMENT**

Attachments

Attachment A: Funding request letter from UTAS

Attachment B: Example sustainability profile

Attachment C: Project team biographies

Attachment D: Funding scenarios



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FACULTY OF ARTS

Attachment A

Mr Tim Short  
Group Manager Executive and Economic Development  
Hobart City Council

**Re: Antarctic Cities and the Global Commons: Rethinking the Gateways**  
*(Australian Research Council Linkage Project 2016)*

Dear Tim,

Thank you again for the opportunity to discuss this exciting international project with you and Lucy Knott. We strongly believe that Hobart City Council has a pivotal role to play in the project and we invite you to consider becoming a key partner with us. The research is a partnership between the University of Western Sydney, the University of Tasmania and a number of other institutions in Hobart, Christchurch and Punta Arenas.

Before outlining the possible nature of the partnership, allow us firstly to outline the project, and secondly to indicate how it might benefit Hobart.

**Project Summary**

Antarctica is a key part of the future of the planet. Over the next thirty years Antarctica will become one of the most contested sites on the globe in relation to resource management, ecological sustainability and scientific enquiry. Hobart and the other Gateway Cities should be central to the dialogue over the future of the southern continent. They should be sites of focus as cultural custodians of the future of Antarctica, with all the implications that has for economic, ecological, cultural and political engagement.

However, the danger for the Gateway Cities is that they become reduced to transport hubs with some infrastructure support. The notion of a 'Gateway City' has certain continuing functionality and usefulness as a development strategy, but it is limited. Apart from interested practitioners, it has neither captured the imagination of local residents (particularly youth) nor global observers, including most tourists.

This project will develop new ways of understanding and presenting Hobart's relationship to Antarctica and the four other Antarctic 'gateways': Punta Arenas, Christchurch, Ushuaia, and Cape Town. The research will examine how these 'Antarctic cities' might reorient themselves to each other, to Antarctica, and to other key engaged cities around the world such as Shanghai and Seoul (in Hobart's case). In doing so, the project will contribute to local, national and global thinking of these cities as an interdependent Southern Rim network — a network focussed on the Antarctic but stretching around the world.

**The project addresses three main questions:**

- How might the Gateway Cities re-brand themselves in relation to Antarctica?
- How can citizen engagement (particularly among young people) in the Gateway Cities be enhanced?
- What role does the Antarctic connection have for local, national and global tourism to the Gateway Cities?

This project is the product of 18 months of planning and incorporates a team of experienced researchers (see attachment 1). It draws on the proven approach Circles of Social Life (see <http://www.circlesofsustainability.org/>) to develop a set of effective tools, guidelines and frameworks to think about urban planning, economic development and sustainability of Hobart as an 'Antarctic city'.

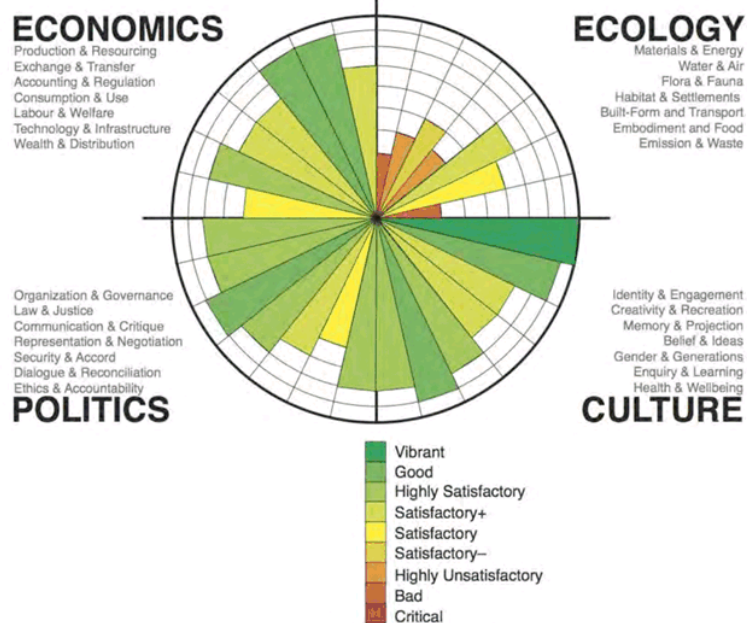
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# Circles of Sustainability<sup>1</sup>

## Urban Profile Process

v3.3 2013<sup>2</sup>

## CIRCLES OF SUSTAINABILITY

Ultimately we want to facilitate a way for all the Gateway Cities to re-imagine themselves as custodians of the values of Antarctica — international co-operation, scientific collaboration, minimal human impact, and protection of wilderness. We aim to re-centre the map of the world in the minds of Hobart's residents and visitors: to frame Hobart as a central node of a network of global cities surrounding a vitally important global commons, Antarctica.

If awarded ARC funding, the project will be carried out between August 2016 and December 2019. The completion of the project will coincide with the bicentenary of the discovery of Antarctica and will be linked to related activities planned in Hobart and the other Antarctic cities.

#### Aims of the Project

1. To identify possibilities and obstacles for reconceptualizing the five Southern Rim urban centres as custodial Antarctic cities, creating new urban links and encouraging relationships between Antarctic gateway cities. (This accords with the City of Hobart emphasis on 'international relations'.)
2. To evaluate best practices of how the Antarctic sector — science, government, industry, museums — can engage communities, including tourists, both locally and globally. (This accords with the City of Hobart *Strategic Plan 2014–2019* on 'Antarctic Sector Development'.)
3. To evaluate the opportunities and barriers for engaging youth in thinking about the future of Hobart and its relation to Antarctica. (This accords with the City of Hobart *Youth Strategy 2014–2019*.)
4. To develop effective sustainability tools, guidelines and frameworks linking global commons, Antarctic values and urban planning. These could be used by the Hobart City Council in effective decision-making and policy delivery on future urban planning strategic frameworks beyond 2025. (This accords with the City of Hobart *Strategic Plan 2014–2019* on 'Antarctic Sector Development'.)

#### Specific Outcomes for Hobart

- An *Antarctic Connectedness Index* that will demonstrate the nature of the city's links to Antarctica across a comprehensive range of indicators: economic, ecological, cultural and political. The *Index* will provide an evidence-based means to show Hobart's centrality to considerations about Antarctica, in comparison to other cities.
- A parallel *Sustainability Profile* for Hobart (and the other Gateway cities) that will allow the municipality to argue from an evidence-based standpoint about the city's strengths. (See attachment 2 for a generic example of a summary diagram of the profile.)
- A scenario projection process focussed on the Gateway Cities' potential future relationship to Antarctica, involving key participants from Hobart. This will provide guidance as the city rethinks *Hobart 2025*.
- An online game to promote avenues for debating future scenarios of Antarctica in relation to Hobart and the other Antarctic Cities. This game will link local-global exchanges and flows of knowledge across the Southern Ocean rim. It will be a multiplayer online game played by young people between 15–25 years old across the five cities and will be capable of supporting large numbers of players simultaneously. The game will ask players to find solutions to future challenges faced by these cities and Antarctica. It could be adapted as an interactive public display, in (for example) TMAG's *Islands to Ice* exhibition. The data collected will inform young people's visions of the futures of their cities and the relationship to the Antarctic, and will allow us to identify potential champions and leaders to invite to form a possible Youth Antarctic Forum based in Hobart and with representatives in all Antarctic cities.
- A social network analysis as a process for linking Hobart to the other Gateway Cities in productive dialogue about how these cities might support each other. This extends the existing MOU signed between the 5 cities.



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These outcomes will contribute significantly and directly to the Council's long-term vision for a sustainable city across the four domains of social life: economics, politics, culture and ecology.

This project will strengthen Hobart's already world-class Antarctic research sector by supporting and investing in the expertise and intellectual capital that already exists, and extending it substantially beyond the current emphasis on scientific research. Antarctic Tasmania has already promised support for the project.

Many of Hobart City Council's strategic plans such as the *Hobart 2025 Strategic Framework* are examples of positive attempts to develop good governance practices that will shape Hobart's future. *Hobart 2025* presents a shared vision of what Hobart should be like a quarter of the way into the twenty-first century: a city that offers opportunities for all ages and a city for life; is recognised for its natural beauty and quality of environment; is well governed at a regional and community level; demonstrates quality development and urban management; is highly accessible through sustainable transport options; builds strong and healthy communities through diversity, participation and empathy; and is dynamic, vibrant and culturally expressive.

The outcomes of this research will elucidate the ways in which, by 2025, Hobart may also have a distinct ecological, cultural and economic connectedness to Antarctica that will add to the uniqueness of the city.

### **The Role of the Hobart City Council**

The proposal will be submitted to the Australian Research Council (ARC) in early November. Under the Linkage scheme, the ARC commits funding that quadruples any partner commitments. Thus, for a small investment, the Council will receive a large return.

We are aiming for a project between A\$600,000 and A\$900,000, depending on partner contributions. If the Hobart City Council were able to commit between \$15,000 and \$20,000 cash contribution per annum for three years, beginning in the 2016/17 financial year, this overall project budget should be possible. We have already secured a contribution of this size this from Chilean Partner organisations. We would also hope that the Hobart City Council could make an in-kind contribution. Attachment 3 explains the Linkage funding scheme and outlines options for the size and nature of contributions.

In order for the Hobart City Council to be a partner, we would need commitment in writing by 1 October. This should detail the outcomes expected from the research; the Council's involvement, including cash and in-kind contribution; how the proposal fits into Council's overall strategic plan; and the project's value to Council (see attachment 4 for a template). We will happily support the drafting of this letter.

We are excited about this project and hope that we can work together with you and our international partners to bring it to fruition. We look forward to hearing from you.

Yours sincerely,



**Assoc. Prof. Elizabeth Leane (for the Research Team)**

**Att: (1. Research team details – 2p)**

**(2. Urban Profile Process Summary Diagram – example – 1p)**

**(3. ARC Linkage Funding Explanation – 2p)**

**(4. Letter of Support Template – 1p)**

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**Attachment C****Research Team****Lead Chief Investigator Juan Francisco Salazar**

Associate Professor Juan F. Salazar is a cultural anthropologist and media scholar in the School of Humanities and Communication Arts, University of Western Sydney. He has been a research member of the Institute for Culture and Society since 2006. His ongoing research on and in Antarctica began in 2010 with a UWS Grant titled *Picturing Antarctica: Emerging agendas for cultural research in Antarctica* (2011-2012). With sponsorship from the Chilean Antarctic Institute he has conducted 3 fieldwork seasons in the Antarctic Peninsula (2012-2014), work that has led to numerous publications and the writing/directing of the feature documentary film *Nightfall on Gaia*. Juan is a member of the executive committee of the Humanities and Social Sciences Expert Group of the Scientific Committee for Antarctic Research (SCAR) of which he was co-chair between 2012-2014. Between 2008 and 2010 he was a Chief Investigator in the international ARC Linkage Project *Hot Science, Global Citizens: The Agency of the Museum Sector in Climate Change Debates* with partner organisations from Australia and the United States, leading to several research publications and a parliamentary briefing (Australian Parliament) in 2011. In 2015 he completed the ARC Linkage Project in central Australia titled *Digital archives, data diversity and discoverability: the Strehlow Collection as knowledge resource for remote indigenous communities*.

**Chief Investigator Paul James**

Professor Paul James is Director of the Institute of Culture and Society (ICS) at the University of Western Sydney. He was Director of the United Nations Global Compact, Cities Programme (2007–2014). He is a world figure in the area of urban sustainability. Current ongoing work includes Metropolis and other organisations to develop an alternative model of urban development called 'Circles of Sustainability'. It is elaborated in a book called *Urban sustainability in theory and practice: circles of sustainability* (2015). Paul is Research Director of Global Reconciliation, an Honorary Professor at King's College London, and a Fellow of the Royal Society of the Arts (London). He is an editor of *Arena Journal*, as well as an editor/board-member of nine other international journals, including *Globalizations* and *Global Governance*. He has delivered invited addresses in over thirty countries and is author or editor of 31 books including *Globalism, nationalism, tribalism* (Sage, 2006). He has been an advisor to a number of agencies and governments including the Helsinki Process, the Canadian Prime Minister's G20 Forum, and the Commission on Reception, Truth and Reconciliation in East Timor. His work for the Papua New Guinea Minister for Community Development became the basis for their Integrated Community Development Policy.

**Chief Investigator Elizabeth Leane**

Elizabeth Leane is Associate Professor of English and ARC Future Fellow at the School of Humanities and the Institute for Marine and Antarctic Studies, University of Tasmania. She is co-director of the Faculty of Arts' Environment Research Group. She has been awarded an ARC Future Fellowship "Integrating the Humanities into Antarctic Studies" (2012-16) and has been lead CI of two ARC Discovery Grants "Creatures of the Ice: A Cultural Analysis of Human-Animal Relations in Antarctica" (2008-10) and "Antarctic Imaginations: A Study of Creative Responses to the Continent for Science" (2004-06). She was a recipient of an Australian Antarctic Arts Fellowship 2003-04 and is currently co-chair (with Daniela Liggett) of the SCAR Humanities and Social Sciences Expert Group. Elizabeth has published three books about Antarctica and over 50 research publications in literary studies and cultural studies. She coordinates the online bibliography repository "Representations of Antarctica" a resource list of Antarctic-related poetry, drama, fiction, film, and literary/cultural criticism.

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**Chief Investigator Liam Magee**

Dr Liam Magee is a Senior Research Fellow at ICS. Liam's principal research interests focus on the application of social methods and information technology to the areas of urban development and sustainability. His doctoral dissertation, completed in 2010, examined the importance of cultural assumptions in the emerging world of interconnected knowledge systems, including emerging systems such as the Semantic Web. His current work extends this research into the areas of urban development and sustainability. Liam is presently investigating how online games, simulations and other information technologies can facilitate greater clarity and visibility of sustainability objectives among urban communities and stakeholder groups. This research includes study of the underlying technological requirements for such tools (data structures and visualisation), as well as the social research methods for evaluating those tools in practice.

**Partner Investigator – Christchurch - Daniela Liggett**

Dr. Daniela Liggett is a Lecturer at Gateway Antarctica (The University of Canterbury) and is currently the co-chair of the SCAR Humanities and Social Sciences Expert Group. She holds a PhD in Antarctic Studies from the University of Canterbury. Her research work focuses on environmental management and tourism regulation in extreme environments and wilderness regions, values in decision-making, Antarctic tourism, interdisciplinary polar research, Antarctic governance issues, and international regimes, as well as interdisciplinary methodologies.

**Partner Investigator – Punta Arenas - Elias Barticevic**

Mr Elías Barticevic is a science journalist and Head of the **Communications and Education Department** at INACH (Instituto Antártico Chileno) from 2004-2014, where he was responsible for public relations and educational activities related to Antarctica, including overseeing the development of the Punta Arenas Antarctic Tourism Circuit and directing the Antarctic School Fair and Antarctic School Expedition. He is currently a higher degree research candidate at the University of Chile developing research on Punta Arenas as an Antarctic city. In 2013, he was a visiting fellow at the Institute of Culture and Society, University of Western Sydney working with A/Prof. Juan F. Salazar on a comparative study on Antarctic cultural economies between Hobart and Punta Arenas.

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**Attachment D****Australian Research Council (ARC) Linkage Funding Arrangements**

The Linkage Projects scheme requires that Partner Organisations make a contribution in cash and/or in kind to the project. The combined Partner Organisation contributions for a proposal (i.e. the total of the cash and in-kind contributions of the Partner Organisations) must at least match the total funding requested from the ARC. At least 25% of the funding amount requested from the ARC must be matched as cash from the combined Partner Organisation contributions.

At present, we have:

- confirmed commitment: \$15,000 cash p.a. and \$45,000 p.a. in-kind from Chilean Partners (Instituto Antártico Chileno and the University of Magallanes).
- under request: another \$5,000 p. a. cash and \$5000 p. a. in-kind from the Punta Arenas City Council.
- confirmed commitment: \$30,000 p.a. in-kind from Antarctic Tasmania.
- under request from Christchurch partners, including Christchurch City Council and Antarctica New Zealand: ~ \$15,000 p.a. cash and \$30,000 p.a. in kind.

We are also in conversation with the Bookend Trust and the Tasmanian Polar Network, from whom we hope to receive small cash and/or in-kind contributions.

Below, we have outlined three scenarios, based on the possible contributions from the HCC, Punta Arenas City Council, and the Christchurch partners.

**Option 1:** Punta Arenas partners commit \$15,000 cash p.a. and \$45,000 in-kind p.a. (confirmed); Antarctic Tasmania commits \$30,000 in-kind p.a. (confirmed); HCC commits \$15,000 p.a. cash and \$15,000 p.a. in-kind (under request); and no Christchurch partners commit cash (under this scenario, Christchurch will become a second-tier city in the project).

Contribution	Year 1	Year 2	Year 3	Total
<b>Cash</b>				
Hobart	15,000	15,000	15,000	45,000
Punta Arenas	15,000	15,000	15,000	45,000
				<b>90,000</b>

Contribution	Year 1	Year 2	Year 3	Total
<b>In-kind</b>				
Hobart	45,000	45,000	45,000	135,000
Punta Arenas	45,000	45,000	45,000	135,000
				<b>270,000</b>

Total ARC funding request: \$360,000 (\$90,000 x 4)

Total Partner Cash contribution: \$90,000 (leaving \$270,000 in-kind required to match ARC contribution)

**Total Project: \$450,000 cash + \$270,000 in-kind = \$720,000**

**Option 2:** Punta Arenas partners commit \$15,000 p.a. cash and \$45,000 p.a. in-kind (confirmed); Antarctic Tasmania commits \$30,000 in-kind p.a. (confirmed); HCC commits \$15,000 p.a. cash and \$15,000 p.a. in-kind (under request); and Christchurch partners commit \$15,000 p.a. cash and \$45,000 p.a. in-kind (under request).

Contribution	Year 1	Year 2	Year 3	Total
<b>Cash</b>				
Hobart	15,000	15,000	15,000	45,000
Punta Arenas	15,000	15,000	15,000	45,000

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Christchurch	15,000	15,000	15,000	45,000
				<b>135,000</b>

Contribution	Year 1	Year 2	Year 3	Total
<b>In-kind</b>				
Hobart	45,000	45,000	45,000	135,000
Punta Arenas	45,000	45,000	45,000	135,000
Christchurch	45,000	45,000	45,000	135,000
				<b>405,000</b>

Total ARC funding request: \$540,000 (\$135,000 x 4)

Total Partner Cash contribution: \$135,000 (leaving \$405,000 in-kind required to match ARC contribution)

**Total Project: \$675,000 cash + \$405,000 in-kind = \$1,080,000**

**Option 3:** INACH and U Magallanes together commit \$15,000 p.a. cash and \$45,000 in-kind p.a. (confirmed); Punta Arenas City Council commits \$5,000 p.a. cash and \$5,000 in-kind (under request); Antarctic Tasmania commits \$30,000 in-kind p.a. (confirmed); HCC commits \$20,000 p.a. cash and \$10,000 p.a. in-kind (under request); and Christchurch partners commit \$20,000 p.a. cash and \$45,000 p.a. in-kind (under request).

Contribution	Year 1	Year 2	Year 3	Total
<b>Cash</b>				
Hobart	20,000	20,000	20,000	60,000
Punta Arenas	20,000	20,000	20,000	60,000
Christchurch	20,000	20,000	20,000	60,000
<b>Total</b>				<b>180,000</b>

Contribution	Year 1	Year 2	Year 3	Total
<b>In-kind</b>				
Hobart	40,000	40,000	40,000	120,000
Punta Arenas	50,000	50,000	50,000	150,000
Christchurch	45,000	45,000	45,000	135,000
<b>Total</b>				<b>405,000</b>

Total ARC funding request: \$585,000

Total Partner Cash contribution: \$180,000 (leaving \$405,000 in-kind required to match ARC contribution)

**Total Project: \$765,000 cash + \$405,000 in-kind = \$1,170,000****The in-kind contributions could (for example) include the following:**

- Consultation with a key individuals in the City of Hobart as we develop the terms of the project.
- Costs of access to unique databases that show the kind of engagement that Hobart has with Antarctica.
- Advice regarding key individuals in Hobart with whom we should be working.
- Support with venues for major events.
- Meeting costs (staff time, travel and venue expenses).
- Marketing costs for promotional activities.
- Analytical and other services - fraction of salary costs (including on-costs) at internal rates.
- Travel costs associated with fieldwork .
- Travel costs for meetings between university personnel & Partner Organisation staff.

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**REPORT TITLE: ANTARCTIC CITIES PROJECT COMPLETION****REPORT PROVIDED BY:** Senior Advisor Economic Development  
Manager Economic Development Engagement and  
Strategy  
Director Community Life**1. Report Purpose and Community Benefit**

- 1.1. The purpose of this report is to present the final Antarctic Cities Project (the Antarctic Project) report to the Council.
- 1.2. The Antarctic Cities Project Report and appendices are to this report as:

**Attachment A** – Antarctic Cities Project - Final Report**Attachment B** – Antarctic Cities Report Volume 2 - Urban Sustainability Profiles**Attachment C** - Antarctic Cities Project Report Volume 3 - Antarctic Connectivity Index

- 1.3. The Antarctic Project received City of Hobart support between the 2016–17 and 2018–19 financial years.

Many of the recommendations from the Antarctic Project would require a broader role beyond civic support from the City. This report considers the Antarctic Project recommendations along with the significance of the Antarctic element of the City Deal in potentially shaping a new role for the City of Hobart in relation to Antarctica.

- 1.4. The benefit to the community is that they are informed of the outputs and next steps flowing from the Council funded Antarctic Project.

The community are also informed of the growth / evolution of the City of Hobart's strategic position in relation to Antarctica.

**2. Report Summary****City of Hobart's Role in Relation to Antarctica**

- 2.1. Hobart is one of only five global gateways to Antarctica.
- 2.2. As an Antarctic Gateway City, the Council's role in relation to the Antarctic sector has largely been a civic one. The City has celebrated and supported the sector in the following ways:
  - 2.2.1. Staging of the Annual Opening of the Antarctic Season Reception - a gathering of expeditioners and those who support the Antarctic sector.



- 2.2.2. Membership of the Tasmanian Polar Network (TPN) – a network of businesses and scientific organisations serving commercial and scientific activity in the Antarctic and Southern Ocean.
- 2.2.3. \$20,000 funding and \$20,000 p/a in-kind support for the Antarctic Project from 2016–19.

### The Antarctic Cities Project Summary

- 2.3. The main aims of the Antarctic Project as set out in the final report (Attachment A – pg. 11). In short, are:
- Assess how the five Antarctic gateway cities can work together as custodians of Antarctica rather than gateways.
  - Rethink the position of the gateway cities not as far-flung ports but as interlinked members that can learn from and benefit each other.
  - To generate impact and contribute directly to the Antarctic strategic planning and policy considerations of the cities of Hobart and Christchurch.
- 2.4. The key **outputs** of the project are summarised below and discussed in more detail later in this report:
- Urban sustainability profiles for Hobart, Christchurch and Punta Arenas.
  - An Antarctic connectivity index.
  - Two surveys of citizens' perceptions and attitudes towards Antarctica across the five cities.
  - The *Antarctic Futures* online game.
  - The Antarctic Youth Coalition.
  - A draft charter of principles for Antarctic cities.
- 2.5. The **outcomes** from this Antarctic Project are many and listed in Attachment A (pg 12). Those most relevant to the City of Hobart are:
- Heightened understanding of the cities' connectivity to Antarctica.
  - Greater connection between the Antarctic gateway cities and their citizens.
  - The Antarctic Cities Youth Expedition (a global first).

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- Launching the Antarctic Youth Coalition (a global first).
  - Understanding the uses and application of an Antarctic connectivity index.
  - An early draft of a charter of principles as a starting point to investigating collaboration with other Antarctic cities.
  - An economic multiplier effect in the local economy.
- 2.6. Now the project has been completed, the onus to continue the positive momentum lies largely with the governments (local and state or equivalent) and educational institutions in each city, as well as the Antarctic Youth Coalition.
- 2.7. The Antarctic Project Report made **16 recommendations** (Attachment A pg. 27) to guide the actions of the above stakeholders. Those most relevant to the City of Hobart are:
- 1.2. *Positioning a mutual relationship to Antarctica as a central part of the five cities' urban collective identity and practice.*
  - 1.3. *Building upon cultural and political strengths in the five cities to develop a more publicly celebrated sensibility of Antarctic custodianship within each city.*
  - 1.5. *Developing an Antarctic Custodial Network with the five cities as core participants.*
  - 2.1. *An Antarctic Mayors Permanent Forum is held every two years in each of the cities. The forum would have a targeted agenda of fostering Antarctic custodianship with a sustainability focus linked to the UN Agenda 2030 and the Principles for Antarctic Connectivity.*
  - 2.2. *An ongoing mechanism of exchange is established between the Antarctic offices and city planning departments in the five cities. This might also include ongoing spaces for dialogue and exchange between the Antarctic cities on the interrelated themes of urban sustainability practices and Antarctic custodianship.*
  - 2.3. *Continued formal support and expansion of the Antarctic Youth Coalition is confirmed, including through funding incentives and respect for its mandate of self-governance.*
  - 2.5. *An economic incubator fund is established, directed towards sustainable business initiatives led by young people (aged 18–29), with advisory boards comprising industry, science, and government representatives.*
  - 2.6. *Each of the cities regularly revisits its urban sustainability profile and develops policy recommendations based in the sustainability challenges mapped by those profiles.*

- 3.1. *The administration of Antarctic city surveys is continued beyond the two surveys already administered in 2018 and 2020.*
- 3.2. *The Urban Sustainability Profiles are used to inform policy recommendations based in the sustainability challenges mapped by those profiles.*
- 3.4 *The extended Principles for Antarctic Connectivity are used for public discussion and debate in each of the Antarctic cities and refined as guides for practice.*
- 2.8. The aforementioned recommendations stemming from the Antarctic Project Report bring in to question the current role of the City of Hobart in relation to Antarctica.
- 2.9. Coupled with the significance of the [City Deal](#) for Greater Hobart and the City's role as a key partner in delivering the Antarctic elements of the deal, now appears an opportune time for the City to consider the its role and whether this needs to grow from being purely civic.
- 2.10. It is proposed that the City reconsiders the way in which it supports the Antarctic sector and brings a further report to the Council articulating this new role.

### 3. **Recommendation**

#### ***That:***

1. ***The Antarctic Cities Project Final Report is received.***
2. ***The City of Hobart recognises the need for its role in supporting the Antarctic sector to broaden, arising as a result of the City Deal and recommendations made in the Antarctic Cities Project Final Report.***
3. ***The City of Hobart commits to reconsidering and developing its strategic role in supporting Antarctica which may include:***
  - (i) ***Leading and driving discussions with the other Antarctic Gateway Cities of Cape Town, Christchurch, Punta Arenas and Ushuaia about how the cities may collaborate.***
  - (ii) ***Supporting the Antarctic Youth Coalition to become a sustainable member organisation for young people across the gateway cities.***
  - (iii) ***Evaluating the changing nature of Hobart's relationship with Antarctica and whether the term 'custodian' is more representative of this relationship than 'gateway'.***
  - (iv) ***How the City will fulfil its role as a partner in the City Deal in delivering an Antarctic and Science Precinct at Macquarie Point.***

- (v) *How the City engages with other key stakeholders in the sector through bodies such as the Tasmanian Antarctic Gateway Advisory Committee (TAG).*
  - (vi) *Reconsidering how the City engages with the community on Antarctic matters based on feedback through the two surveys conducted as part of the Antarctic Cities Project.*
4. *A report will be brought back to the Council highlighting proposals to more strategically align the City's activities with respect to its link to Antarctica and the Antarctic industry in Tasmania.*

#### 4. Background

##### Role of the City of Hobart – Antarctica

- 4.1. Hobart is one of five global Antarctic gateway cities. There other four are Cape Town (South Africa), Christchurch (New Zealand), Punta Arenas (Chile) and Ushuaia (Argentina).
- 4.2. As a gateway, the City's current role when it comes to Antarctic matters is one largely of promotion and celebration.
  - 4.2.1. The City's most significant support for the sector is through the staging of the Opening of the Antarctic Season Reception which takes place annually in October. The focus of the evening is on the expeditioners, welcoming them to Hobart and bidding them a safe and productive season.

The reception is a much enjoyed event as it provides a rare opportunity for a large number of sector stakeholders and expeditioners to gather together at one time in a relaxed atmosphere, to reconnect and exchange information and stories.
  - 4.2.2. The City promotes its Antarctic gateway status in a number of other ways including via the [corporate website](#), street banners and asset lighting, social media and City News.
  - 4.2.3. The City of Hobart is a member of the Tasmanian Polar Network. The [Tasmanian Polar Network](#) (TPN) is a unique network of businesses and scientific organisations that have a common focus on serving commercial and scientific activity in the Antarctic and Southern Ocean.

TPN members and the secretariat share information pertaining to the sector which is a useful connection for the City.

The network advises the Tasmanian Government on Antarctic matters and represents its members in lobbying, particularly for funding for the sector.

#### **Antarctic Cities Project**

- 4.3. The City of Hobart on 21 September 2015 resolved *inter alia* that:

*The Council provide up to \$40,000 total cash and in-kind funding, per annum, to the Antarctic Cities project for the financial years 2016-17, 2017-18 and 2018-19, to be funded in each year from the Economic Development Function, subject to the successful funding bid by the Antarctic Cities project to the Antarctic Research Council.*

- 4.4. The City committed \$20,000 cash and up to \$20,000 in-kind funding for the three year duration of this project.

- 4.5. Funding by the Antarctic Research Council of \$389,335 was confirmed which enabled the project to go ahead.

- 4.6. Key project partners were:

- University of Tasmania
- Western Sydney University
- Institutes in Hobart, Christchurch and Punta Arenas including the University of Magallanes, Instituto Antartico Chileno and Antarctic Tasmania (Tasmanian Government).

- 4.7. There were two levels of involvement in the project, Group 1 and Group 2 cities.

Contributors from Group 1 cities (Hobart, Punta Arenas and Christchurch) worked closely with the project team to ensure that their goals were embedded in the project during the early stages.

Group 2 cities (Ushuaia and Cape Town) did not contribute funding, with the research limited to working with a small group of experts and involving their young people in the project via an online game.

#### Key Academic Contributors

- 4.8. The Lead Chief Investigator was Juan Francisco Salazar (Western Sydney University) who has worked extensively on Antarctic Research projects, including being sponsored by the Chilean Antarctic Institute to conduct three fieldwork seasons in the Antarctic Peninsula.
- 4.9. Chief Investigator Elizabeth Leane (IMAS / UTAS) has published three books about Antarctica and over 50 research publications. She has been awarded an ARC Future Fellowship "Integrating the Humanities into Antarctic Studies" (2012-16) and has been Lead Chief Investigator of two ARC Discovery Grants.

Professor Leane will present elements of the final project report to this Economic Development and Communications Committee.

#### Project Aims

4.10. The aims of the project as set out in the final report (Attachment A – pg. 11) were:

- To assess how five Antarctic gateway cities can act collectively as global custodians of Antarctica and explore the possibilities of a commensurate shift in urban practices and imaginaries from gateway to custodial cities.
- To propose a systematic rethinking of both the engagement and outlook of five Antarctic gateway cities – not as five far-flung ports but as members of an interlinked southern-rim network that can learn from and benefit each other.
- To generate impact and contribute directly to the Antarctic strategic planning and policy considerations of the cities of Hobart and Christchurch.

4.11. As a key partner, the Council supported the above overarching aims and was able to share feelings around Council specific aims that were subsequently incorporated into the project.

4.12. Historically, one of the Council's primary concerns in relation to Antarctica has been that of the connectivity of the community with this place. Anecdotally, many community members' only connection with Antarctica has been via the presence of the Aurora Australis. The Council were interested to test this and hear more from the community about their feelings or connectivity via the two surveys undertaken as part of this project.

At officer level, the Council was also interested to broaden its connections with the other gateway cities, something that had largely lapsed since the signing of a statement of intent in 2009.

#### **Outputs of the Project**

4.13. The Antarctic Project generated a number of outputs described below:

##### Urban sustainability profiles for Hobart, Christchurch and Punta Arenas.

4.14. Volume two of the Antarctic Project report details in full the background to urban sustainability profiles as well as the questionnaire that led to the development of Hobart's profile. This is Attachment B to this report.

4.15. Sustainability profiles of the cities were developed "...based on the premise that the cities needed to understand their own strengths and weaknesses...in order to reach out to Antarctica without a false sense of what was possible..." (Attachment B, Volume 2, pg. 1)

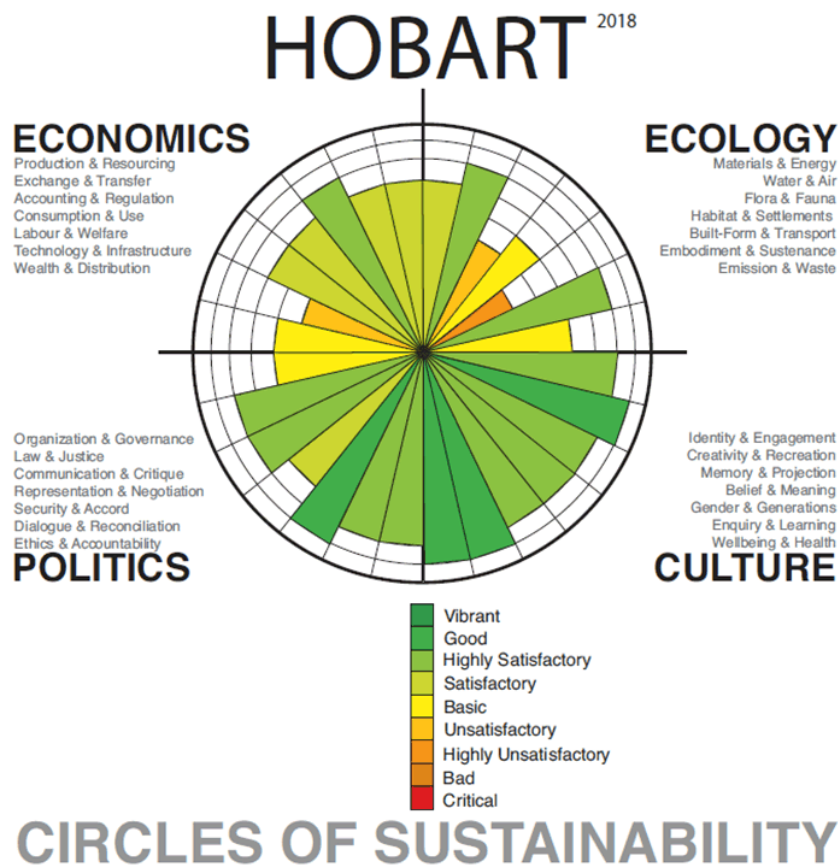


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- 4.16. Using a pre-designed profile template, sustainability assessments were produced for Hobart, Christchurch and Punta Arenas using a nine point scale against a series of qualitative questions. Questions related to economics, ecology, politics and culture and were considered by key experts from each city.
- 4.17. One hundred and thirty-five experts took part in the Urban Profile and Index workshops across the cities, including 57 in Hobart over two workshops.
- 4.18. The following profile for Hobart was generated:



- 4.19. The profiles allow for identification of strengths and weaknesses in each city relating to their sustainability and connection to the Antarctic region.

It is apparent from the profile that Hobart's strengths when it comes to connectivity predominantly lie in culture and politics. Ecology and economics are the weaker areas for the city, particularly when it comes to embodiment and sustenance and technology and infrastructure.

Attachment B sets out in detail the responses to questions in each of the four categories (economics, ecology, culture and politics) that led to the profile above.

- 4.20. This kind of profiling is useful to stakeholders such as the Tasmanian State Government (Antarctic Tasmania) in setting their strategic direction. This is also useful to organisations such as the Tasmanian Polar Network and the City of Hobart as a member when lobbying the Federal government for support for particular Antarctic activities.

Should the City of Hobart at any point seek to expand its support of the sector beyond the civic (i.e. staging the Antarctic Reception and broadening community awareness of Hobart's status as an Antarctic gateway), this profile would assist the City in targeting its activities for the greatest benefit.

- 4.21. The Antarctic Project report recommends that:

*2.6 Each of the cities regularly revisits its urban sustainability profile and develops policy recommendations based on the sustainability challenges mapped by these profiles. (Attachment A pg. 28).*

This kind of activity is something that could be undertaken should the Council resolve to broaden its role in supporting Antarctica.

#### An Antarctic connectivity index

- 4.22. As set out in Attachment C (Volume 3 – Antarctic Connectivity Index 2021 – pg. 1) in reference to the connectivity between the cities and Antarctica:

*There has been no previous way of assessing the level of this connectivity in more than a return-on-investment form.*

- 4.23. The index "...seeks to understand the level and nature of the connections across the world to the Antarctic region." (Attachment C pg. 1).
- 4.24. The index is a participatory tool that can be used to measure positive connectivity with Antarctica by city planners, businesses, cultural organisations, environmental NGOs and policy makers. Connectivity is measured across four domains of engagement: ecological, economic, political and cultural.

- 4.25. This is an innovative instrument developed through collaboration involving a number of Antarctic experts from universities, government agencies and the private sector. 116 experts in total across the cities were brought together to develop the key questions and critical issues upon which the indicators were developed.
- 4.26. The connectivity index tool was designed to a 'working draft' stage with the recommendation that the cities use it to "...for public discussion and debate in each of the Antarctic cities and refined as guides for practice."
- 4.27. Volume 3 (Attachment C) of the final project report provides guidelines for how a city might bring experts together facilitating 'dialogue and debate' to populate Hobart's connectivity profile.

#### Two Community Surveys

- 4.28. The Antarctic Project report (Attachment A pg. 73) explains the rationale for the community surveys, this being:

*...to address a perceived gap. Citizens' views have largely been overlooked in discussions of how Antarctic connections are perceived by, and how they impact upon, the cities' residents.*

- 4.29. The first survey (Circles of Social Life Survey 2018) asked 50 questions about residents' perceptions and attitudes in relation to Antarctica. 300 people were surveyed in each of the three cities of Hobart, Christchurch and Punta Arenas.
- 4.30. The main findings from this survey are in Attachment A (pg. 76). The most significant finding for the City of Hobart arose in the cluster of questions about Hobart as an Antarctic city (see chart below). The strongest response in this set of questions was to the statement:

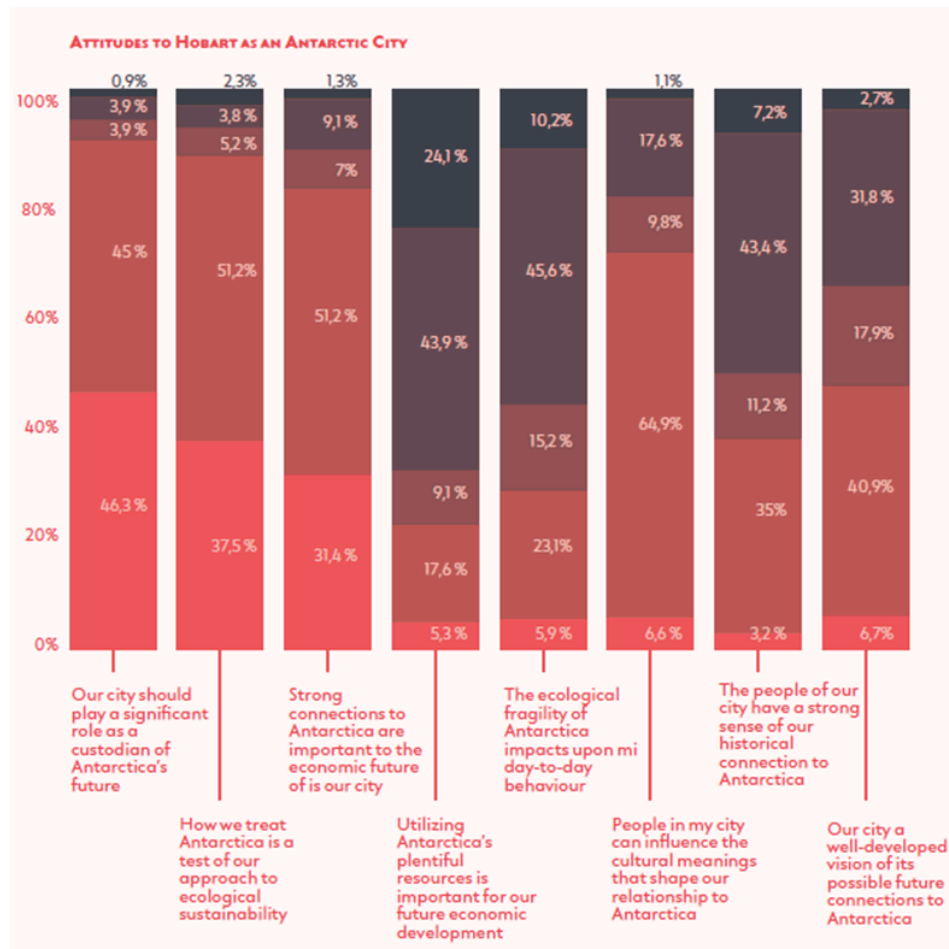
*Our city should play a significant role as a custodian of Antarctica's future.*

Over 90 per cent of people agreed with this statement with nearly 50 per cent strongly agreeing.

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- 4.31. The second survey "Antarctic Urban Identities Online Survey 2020" focussed on residents of all five gateway cities over the age of 18. Topics of research in this survey are listed fully in Attachment A (pg. 85) and include detecting opportunities for the evaluation and design of public policies for local governments and identifying, strengthening and generating points of cooperation between cities.
- 4.32. 1,659 surveys were conducted across the five cities (276 in Hobart).
- 4.33. Some of the key themes to emerge were:
- Widespread agreement across the five cities that that Antarctic is 'important' or 'very important' for their respective cities.
  - High percentage of respondents expressing that they felt 'responsible' or 'very responsible' for the future of the Antarctic.

- Room for improvement in engagement and communication with young people on Antarctic matters with 66 per cent feeling a 'little informed' or 'not at all informed' about the Antarctic.
  - When asked what might help the people of their city to identify with the Antarctic, the top answer in the 18-29 age bracket was 'increasing my city's engagement with Antarctic conservation.'
  - There is a broad consensus that 'the local government must lead the development of a plan to integrate Antarctica into the future of my city'.
- 4.34. Although the Antarctic Project report mostly reports on responses of all of the cities together, Council officers have access to the full (anonymised) data set for Hobart to aid more in depth analysis.

The Antarctic Futures online game.

- 4.35. This bilingual [game](#) was developed in house through a process of co-design with young people from each city as a means of youth engagement. The game's goal was to allow players to experiment first-hand with how different global policy responses to climate change would impact the world. The game was intended to entertain and encourage a reflection of serious matters.
- 4.36. Seven workshops were run of which three were in Hobart. One hundred and three young people in total took part (47 from Hobart).
- 4.37. Between July 2019 and August 2020, nearly 500 people played the game
- 4.38. An associated resource pack has been designed to help teachers and facilitators adapt the game to a variety of learning contexts.
- 4.39. Despite the success of the game as a technical output, getting young people outside of the Antarctic Project to play the game had very limited success. Further work can be done to promote usage, particularly through local schools.

The Antarctic Youth Coalition.

- 4.40. A central aim of the Antarctic Project was to:
- ...foster community engagement and particularly youth engagement in Antarctic issues on a local and global scale.*
- In each of the cities, a young person was selected via a competitive process as a youth ambassador to visit the Antarctic peninsula region (accessed via Punta Arenas).

## 4.41. The Antarctic Youth Ambassadors are introduced below:

4.42. While in Antarctica, the ambassadors took part in a number of workshops which helped them to develop a mission, vision and plan for the [Antarctic Youth Coalition](#).

## 4.43. The mission of the coalition was:

*To build a network of young custodians across the five Antarctic gateway cities, advocating for Antarctica's future by promoting sustainable communities and urban identities.*

4.44. The ambassador for Hobart is Ms. Chloe Power. Chloe holds a Master's degree in Marine and Antarctic Science from UTAS. She works as an expedition guide and her passion is science communication. Chloe works closely with City of Hobart on Antarctic matters. Most recently, she has been asked to be a panel member on the upcoming Antarctic themed [City Talk](#) in partnership with the University of Tasmania.



A draft charter of principles for Antarctic cities.

- 4.45. A draft Charter of Principles (below) was developed by the Antarctic Cities project team. The intent of this early draft was for it to be used to inform future discussions between the gateway cities.

## The Principles in Summary

The Principles for Antarctic Cities are intended to work for cities, institutions, and even individuals, as a guide for engaging with the Antarctic region, whether in Antarctica or anywhere else in the world. At the top level, the principles are expressed as simply as possible in terms of the four domains of ecology, economics, politics, and culture. Going deeper, the second level of principles elaborates the first.

These principles are opportunities for the cities to realize greater ecological, economic, political, and cultural value through custodial responsibilities as caring cities with a privileged position as global Southern Oceanic Rim cities.



### Ecology

Ecological engagement with the Antarctic should be directed towards developing deeper and more integrated human engagement with the natural world.



### Economics

Economic engagement with the Antarctic should contribute to prosperity for all, organized primarily around fulfilling social needs.



### Politics

Political engagement with the Antarctic should have a primary emphasis on engaged and negotiated civic involvement, supported by clear and consistent legal frameworks, working towards justice for all, including the natural denizens of Antarctica.



### Culture

Political engagement with the Antarctic should actively promote vibrant cultural interchange, including supporting ongoing processes for dealing with the uncomfortable intersections of identity and difference, inclusion and exclusion.

- 4.46. The City of Hobart invited the Mayors of the gateway cities to visit Hobart in August 2020 during the hosting of a number of globally significant Antarctic conferences and meetings. The intent of the invitation was to discuss in person the relationship between the cities and the potential of endorsing a charter of principles.



As a result of COVID-19, this gathering did not take place.

Conversations between Hobart and Christchurch officers have since occurred as a first step towards developing a charter of principles.

#### **Outcomes of the Project**

- 4.47. Ten outcomes are listed in the final report (Attachment A, pg. 12). Those most relevant to the City are discussed as follows:

4.47.1. *Heightened understanding of the cities' connectivity to Antarctica.*

The Urban Sustainability Profiles provide a clear pictorial snapshot based on local expertise of Hobart's strengths and weaknesses when it comes to sustainability and connection to Antarctica.

This information is useful to the City in its continuous consideration of Hobart's relationship with Antarctica and the City's role in strengthening and supporting it. This is because it clearly sets out perceived strengths and weaknesses of those most engaged in the sector when it comes to Hobart's connection to Antarctica.

4.47.2. *Greater connection between the Antarctic gateway cities and their citizens and aspirations.*

The Antarctic Project has provided an opportunity for the City to leverage relationships that have been formed in order to drive the project. This led to the Council supporting the invitation of the other Antarctic City Mayors to Hobart in August 2020 during the Scientific Committee on Antarctic Research (SCAR) / Council of Managers of National Antarctic Programs (COMNAP) to discuss collaboration opportunities which unfortunately had to be cancelled as a result of COVID-19.

Officers are confident that the relationships formed as a result of this project will go on to support any collaborations between the gateway cities for many years. The project team including Professor Salazar and Professor Leane are very well connected with the Antarctic cities and will continue to be a source of information for Council officers after this project is finalised.

4.47.3. *Launching a global first Antarctic Youth Coalition.*

The Antarctic Youth Coalition was launched in February 2020 and is still in its early stages of development. The Lord Mayor of Hobart is connecting with this group in late July and it is anticipated that the relationship between the City and the Coalition will progress from this point.

From a Council perspective, through the staging of the annual opening of the Antarctic season reception, connection with those working in the sector is strong. Connection with other groups such as the younger community members is harder to establish which adds to the potency of this coalition.

4.47.4. *An understanding of the uses and application of an Antarctic connectivity index.*

Officers at the City of Hobart were involved in the development of the connectivity index which is a tool that can be used at any point in time to evaluate the connection between Hobart and Antarctica across four indicators (political, economic, ecological and cultural). This can both be used as a tool for encouraging dialogue with Antarctic stakeholders and as a means of appraising the City's (and other stakeholders') actions in supporting the connection with Antarctica.

4.47.5. *An early draft of a charter as a starting point to instigate collaboration with other Antarctic gateway cities.*

As mentioned previously, a draft charter has been developed as a conversation starter between the five gateway cities.

4.47.6. *A demonstrated economic multiplier effect in the local economy.*

Even without attributing a dollar value to the outcomes of the project, the project was able to demonstrate an economic multiplier in the local economy from Council's cash contributions. For the Council input of \$60,000 cash, the project reinvested \$205,000 in the local economy over three years.

4.48. The Antarctic Project Report made 16 **recommendations** (Attachment A pg. 27) to guide the actions of the above stakeholders. These were grouped into three broad subject areas and actions. The most relevant recommendations to the City of Hobart are as follows and have been reshaped and included in the overall recommendations of this report.

1) *That "custodianship" be translated from an academic concept to an active theme of urban identification with high public awareness and institutional support in the five cities.*

1.2. *Positioning a mutual relationship to Antarctica as a central part of the five cities' urban collective identity and practice.*

1.3. *Building upon cultural and political strengths in the five cities to develop a more publicly celebrated sensibility of Antarctic custodianship within each city.*

1.5. *Developing an Antarctic Custodial Network with the five cities as core participants.*

2) *That all five cities work to establish an international alliance in the form of an Antarctic Custodial Network through a number of specific supporting mechanisms towards a shared long-term vision of promoting action to foster Antarctic custodianship.*

2.1. *An Antarctic Mayors Permanent Forum is held every two years in each of the cities. The forum would have a targeted agenda of fostering Antarctic custodianship with a sustainability focus linked to the UN Agenda 2030 and the Principles for Antarctic Connectivity.*

2.2. *An ongoing mechanism of exchange is established between the Antarctic offices and city planning departments in the five cities. This might also include ongoing spaces for dialogue and exchange between the Antarctic cities on the interrelated themes of urban sustainability practices and Antarctic custodianship.*

2.3. *Continued formal support and expansion of the Antarctic Youth Coalition is confirmed, including through funding incentives and respect for its mandate of self-governance.*

2.5. *An economic incubator fund is established, directed towards sustainable business initiatives led by young people (aged 18–29), with advisory boards comprising industry, science, and government representatives.*

2.6. *Each of the cities regularly revisits its urban sustainability profile and develops policy recommendations based in the sustainability challenges mapped by those profiles.*

3) *That the methods, instruments and findings of the project continue to be funded, maintained, and adapted.*

3.1. *The administration of Antarctic city surveys is continued beyond the two surveys already administered in 2018 and 2020. We recommend surveys continue to be administered every two years (2022, 2024, etc.) in the five cities. This will build a longitudinal and comparative database of Antarctic city attitudes and knowledge that can be used to inform and evaluate research and policy. The two-year time frame echoes an existing successful Quality of Life survey administered in New Zealand since 2012.*

3.2. *The Urban Sustainability Profiles are used to inform policy recommendations based in the sustainability challenges mapped by those profiles.*

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*3.4 The extended Principles for Antarctic Connectivity are used for public discussion and debate in each of the Antarctic cities and refined as guides for practice.*

## **5. Proposal and Implementation**

- 5.1. It is proposed that the Council considers its role in how it supports the Antarctic sector.
- 5.2. Should the Council endorse the recommendations in this report, officers will use the Antarctic Project research as well as what is known of Council's role in the City Deal project to consider how the Antarctic sector is supported. Recommendations will then be brought back to the Council.

## **6. Strategic Planning and Policy Considerations**

- 6.1. Council support for this project is in line with the *City of Hobart Capital City Strategic Plan 2019-29*.
- 4.5.3 *Acknowledge, celebrate and support Hobart's position as a gateway to the Antarctic and Southern Ocean.*

## **7. Financial Implications**

- 7.1. Funding Source and Impact on Current Year Operating Result
  - 7.1.1. None. Financial contributions were made to the Antarctic Project in 2016–17, 2017–18 and 2018–19.
- 7.2. Impact on Future Years' Financial Result
  - 7.2.1. Should the Council support the concept of the City broadening its support for the Antarctic sector, this may have resource implications. These will be discussed in subsequent reports.
- 7.3. Asset Related Implications
  - 7.3.1. Not applicable

## **8. Legal, Risk and Legislative Considerations**

- 8.1. The project was governed via a legal agreement between Western Sydney University and the City of Hobart setting out how the Council contributions would be spent.
- 8.2. Any subsequent arrangements between the gateway cities (e.g. a charter of principles) would not be legally binding.

## **9. Environmental Considerations**

- 9.1. The significant engagement aspect of the Antarctic project, particularly through surveys and the development and playing of the on-line game

have encouraged the community to share their opinions or develop further thoughts relating to climate change and the vulnerability of Antarctica.

#### 10. Social and Customer Considerations

- 10.1. As observed in the final project report (Attachment A – pg 73):

*...In all five cities there is evidently a high level of political and economic investment in growing their Antarctic profiles, but the voices of city residents themselves usually remain largely absent from this dialogue at both a regional and national level.f*

Three hundred people in Greater Hobart were surveyed as part of this project which broadened the conversations beyond those who work in the sector.

Young people were also engaged. One hundred and thirteen young people in Hobart took part in the project as on-line game testers and entrants to the two competitions that took place.

#### 11. Marketing and Media

- 11.1. This project has received significant media coverage in Tasmania, nationally and internationally. This is listed fully in Attachment A, pg.168 – 175.

#### 12. Community and Stakeholder Engagement

- 12.1. As articulated by the project team (Attachment A - Final report pg 15):

*Over these four years of research, we engaged with city officials, Antarctic stakeholders from government, industry and science, youth groups, and a myriad of citizens who live in these five unique cities. We invited everyone we collaborated with to look at the map of the globe from a different perspective: placing Antarctica at the centre...*

- 12.2. Public engagement on this project in Greater Hobart alone included two workshops with 57 urban and Antarctic experts, two surveys of residents (300 from Greater Hobart), three youth scenario planning and game design workshop with 47 young people (on the design and testing of an on-line game) and a competition for primary school students to articulate their connection to Antarctica (10 young people from Hobart took part by showing their photographs at the 2018 Australian Antarctic Festival).

The project also launched the Antarctic Youth Coalition during the sponsored trip to the Antarctic Peninsula in 2020 (The Antarctic Cities Youth Expedition) where one young leader from each city was selected through a competitive selection process, to visit international research stations. Close to 100 young people applied for the opportunity (56 of which were from Hobart).

- 12.3. Key engagement figures across the five cities are well summarised below (Attachment A - Final Report pg 13).



### 13. Delegation

- 13.1. This matter is one for the Council.

*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.*



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Lucy Knott  
**SENIOR ADVISOR ECONOMIC  
DEVELOPMENT**





Luke Doyle  
**MANAGER ECONOMIC  
DEVELOPMENT ENGAGEMENT AND  
STRATEGY**




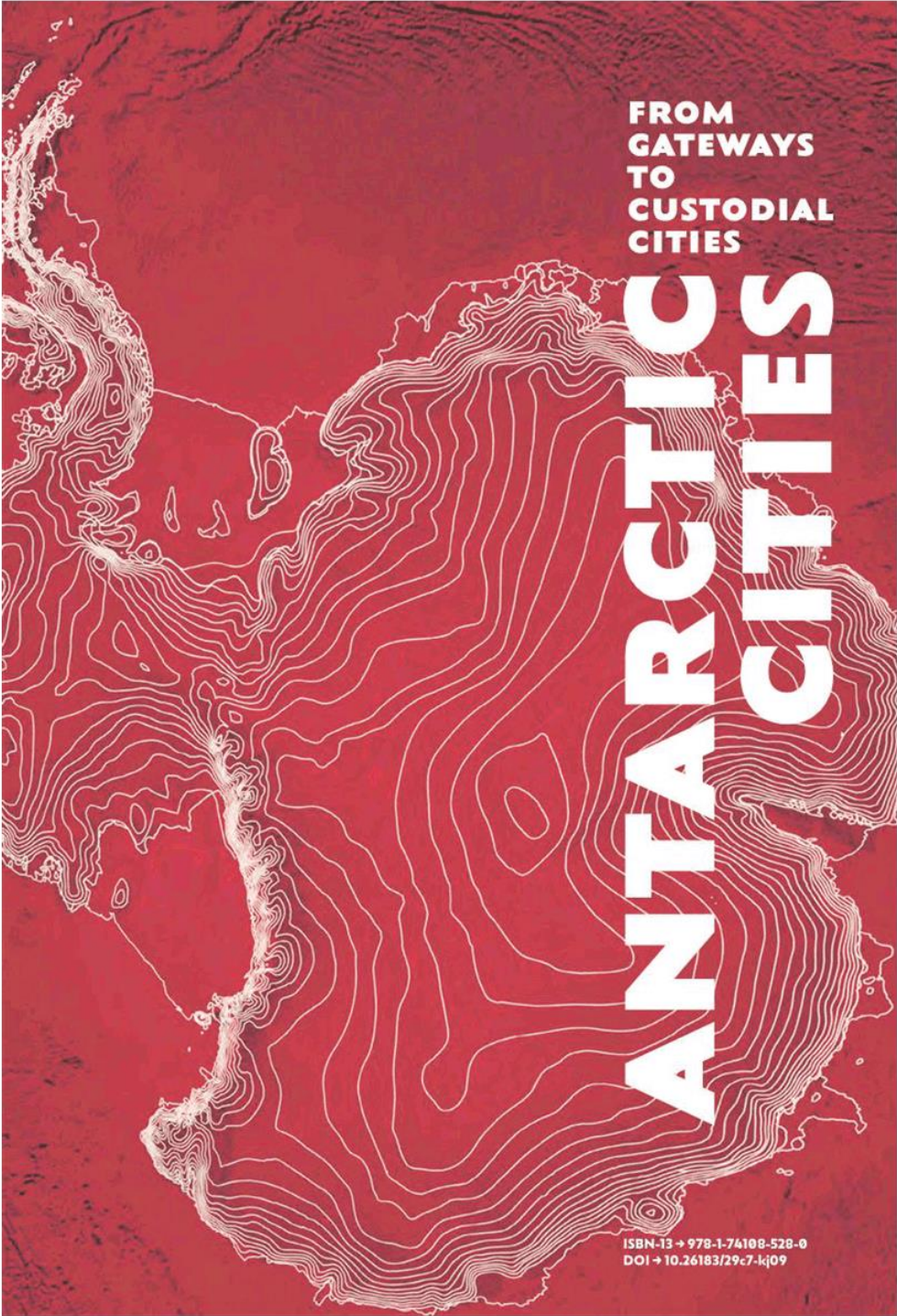
Tim Short  
**DIRECTOR COMMUNITY LIFE**

Date: 16 September 2021  
File Reference: F21/87765

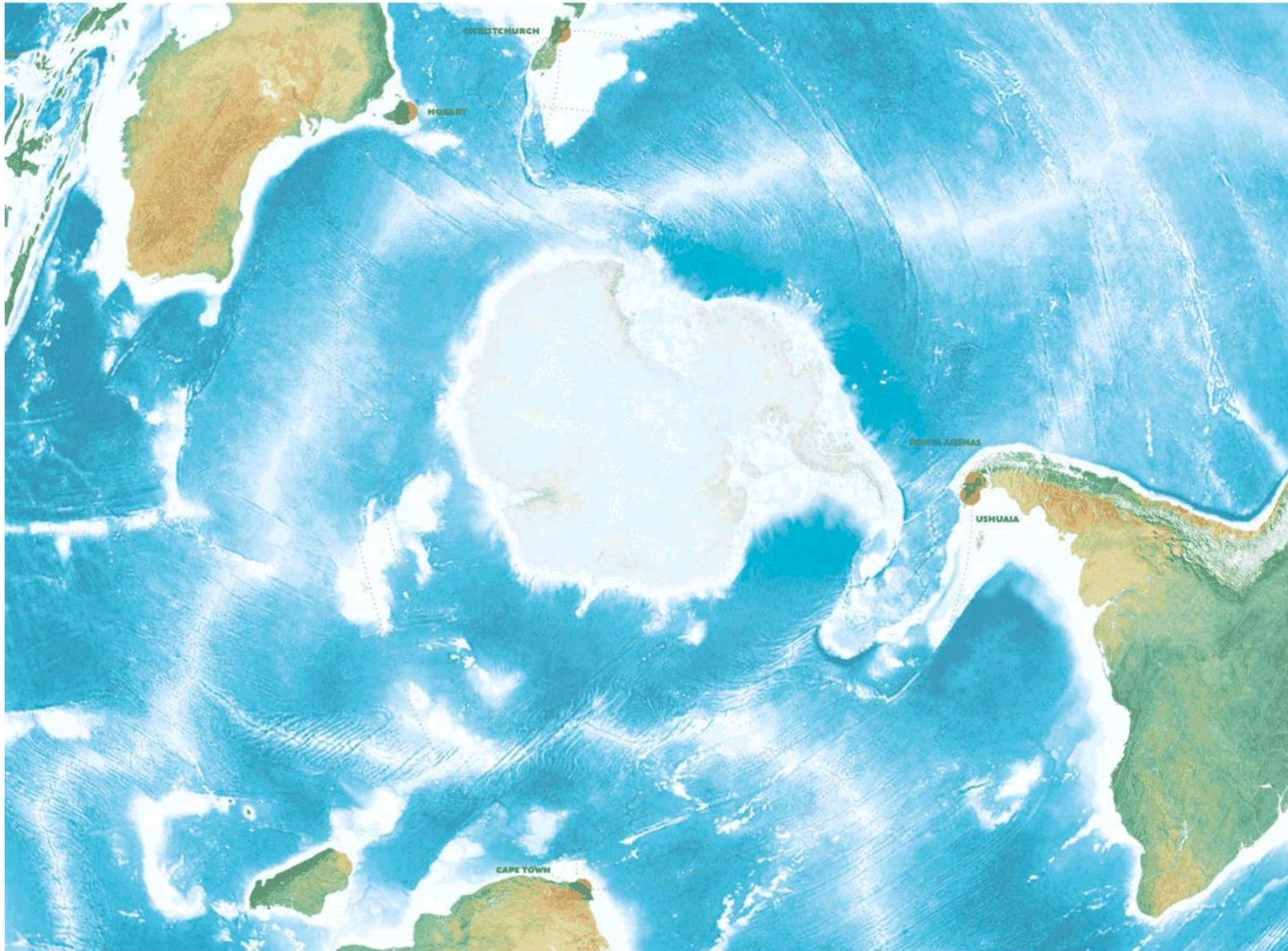
Attachment A: Antarctic Cities Project - Final Report 

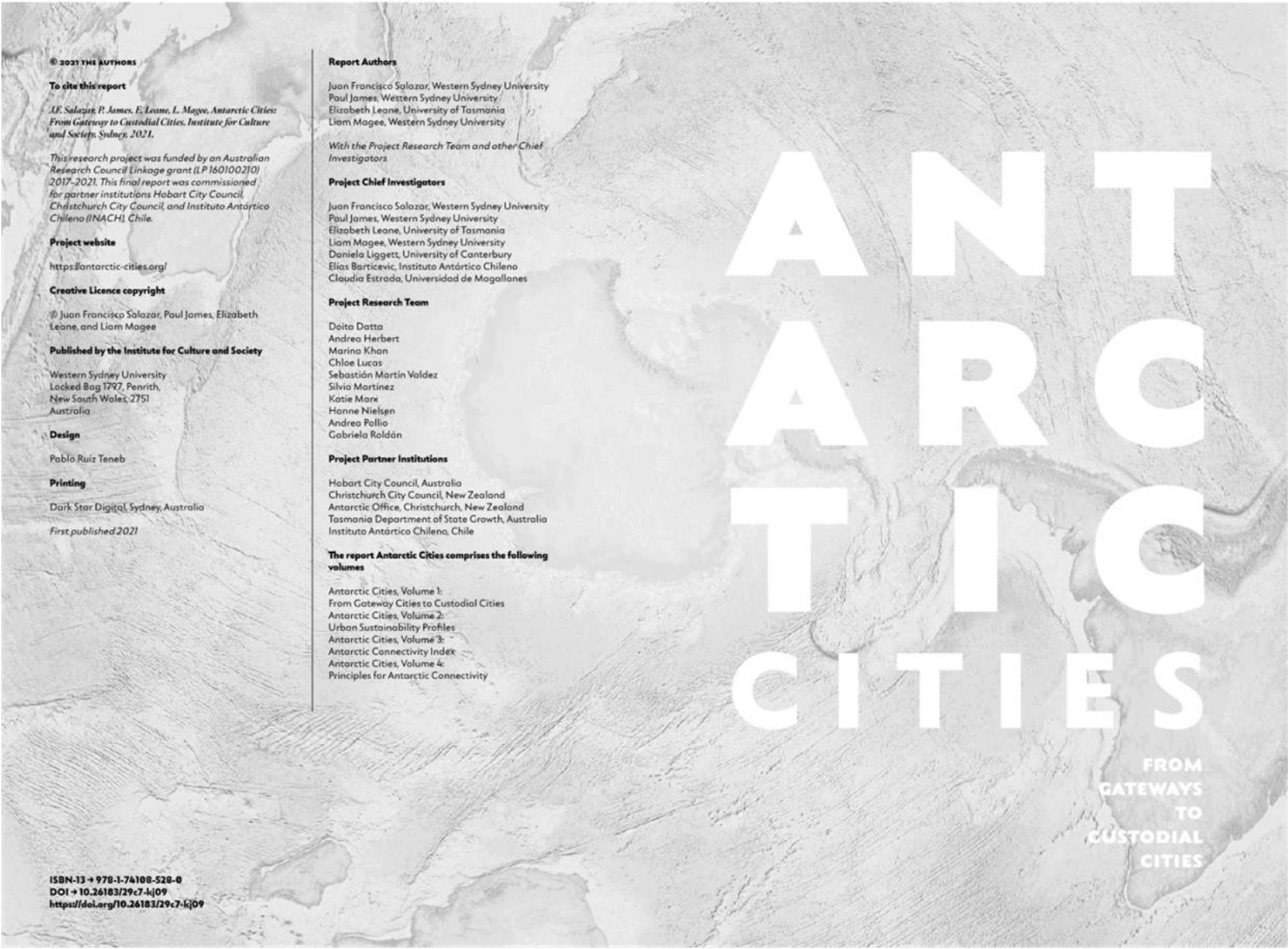
Attachment B: Antarctic Cities Report Volume 2 - Urban Sustainability Profiles  


Attachment C: Antarctic Cities Project Report Volume 3 - Antarctic Connectivity  
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EXECUTIVE SUMMARY	ANTARCTIC CITIES	1
<p>Antarctic gateway cities are urban centres that can embody the values associated with Antarctica—international co-operation, scientific innovation, environmental protection—and act as global stewards of the South Polar region. As Antarctic custodial cities these urban centres can strengthen an existing interlinked southern-rim network, to better learn from and benefit each other. The project has sought to shift the emphasis on the role and responsibilities of nation-states in Antarctica and pay attention to the roles and responsibilities of these five cities formally recognized as the Antarctic gateway cities. Most importantly, the Antarctic Cities project has sought to summarize this change in conception and function by interchanging 'gateway' with 'custodian'. In this context, it seeks to inform decision-makers and citizens on how their Antarctic gateway cities can best effect a cultural, political, ecological, and economic transition towards becoming Antarctic custodial cities.</p>		
<p><b>FIGURE 1.1.</b> Mount Wellington or kunanyi, overlooking the city of Hobart. ©Photo: Public Domain, Wikimedia.org.</p> <p><b>FIGURE 1.2.</b> A panoramic view of Christchurch City. ©Photo: Public Domain, Wikimedia.org.</p> <p><b>FIGURE 1.3.</b> The Arturo Prat pier looking towards the Strait of Magellan, Punta Arenas. 2018. ©Photo: René Quinan.</p> <p><b>FIGURE 1.4.</b> The iconic Table Mountain, also called <i>Huriotaxu</i> (Khoekhoe) or <i>Tafelberg</i> (Afrikans) overlooking the city of Cape Town. ©Photo: Public Domain, Wikimedia.org.</p> <p><b>FIGURE 1.5.</b> A Panoramic view of Ushuaia with the Fuegian Andes in the background. ©Photo: Public Domain, Wikimedia.org.</p>		

Key Aims

THE KEY AIMS OF THE PROJECT INCLUDED THE FOLLOWING:

- To assess how five Antarctic gateway cities can act collectively as global custodians of Antarctica and explore the possibilities of a commensurate shift in urban practices and imaginaries from gateway to custodial cities.
- To propose a systematic rethinking of both the engagement and outlook of five Antarctic gateway cities—not as five far-flung ports but as members of an interlinked southern-rim network that can learn from and benefit each other.
- To generate impact and contribute directly to the Antarctic strategic planning and policy considerations of the cities of Hobart and Christchurch.

Key Outputs

THE KEY OUTPUTS OF THE PROJECT ARE AS FOLLOWS:

- Urban sustainability profiles for Hobart, Christchurch, and Punta Arenas.
- An Antarctic connectivity index.
- Two surveys (n=1,659) of citizens' perceptions and attitudes towards Antarctica across the five cities.
- The *Antarctic Futures* online game.
- The Antarctic Youth Coalition.
- A draft charter of principles for Antarctic cities.



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Key Outcomes

- The key outcomes were far-reaching, and include the following:
- **Informing the cities** of Hobart and Christchurch's Antarctic gateway strategies, providing context and comparison across the five gateway cities with the potential to tell a wider story of these special cities.
  - **Heightened understanding** of the cities' connectivity to Antarctica.
  - **Greater connection** between the Antarctic gateway cities and their citizens and aspirations.
  - **Importance of online** serious games as educational tools to debate Antarctic futures.
  - **The Antarctic Cities Youth Expedition** provided a unique experience for five young people from the gateway cities—an experience that has acted as a catalyst in their development as future Antarctic leaders. This was a global first, representing an innovation in thinking about the relationship between the Antarctic, the urban centres that surround it, and the people who live in them.
  - **Launching a global first Antarctic Youth Coalition** linked to local decision-makers and community groups.
  - **An understanding of the uses** and application of an Antarctic connectivity index.
  - **An early draft of a charter** as a starting point to instigate collaboration with other Antarctic gateway cities.
  - **A demonstrated economic multiplier effect** in the local economy, including the creation of casual jobs in Hobart, Christchurch, and Punta Arenas.
  - **Extensive academic research outputs** including 13 publications (a co-authored book under contract; 6 journal articles; 2 book chapters, and 9 academic and public presentations).



FIGURE 1.6. Hobart's waterfront at Sullivan's Cove. In the left, the icebreaker *Aarona Australis*, which served for over three decades to support the Australian Antarctic Program. The ship returned from its last voyage to Antarctica in March 2020. © Photo: Public Domain, Wikimedia.org.

FIGURE 1.7. The Christchurch Tram and the Regent Theatre in Cathedral Square, two icons of Christchurch city. © Photo: Public Domain, Wikimedia.org.

FIGURE 1.8. Street art in Punta Arenas. © Photo: Public Domain, Wikimedia.org.

Key Engagement  
and Impact Figures  
at a Glance



A total of 155 urban and Antarctic experts took part in stakeholders' workshops in four Antarctic gateway cities: Hobart (2017 and 2018), Christchurch (2017), Punta Arenas (2017), and Ushuaia (2019). These stakeholders represented over 70 industry, government, scientific, and community organizations.



More than 60 young people took part in stakeholders' workshops in the five Antarctic gateway cities.

A total of 2,559 residents were surveyed through two online surveys in 2018 and 2020 in the five cities.



More than 500 people played the game internationally.



Over 150 media pieces with coverage in the five cities and internationally, across radio, the press, national television, social media, and the web.



Two multi-authored pieces published in *The Conversation* in 2016 and 2020 to launch and conclude the project attracted more than 40,000 readers at time of publication of this report.



An estimated 250 people visited the Antarctic Cities project booth at the 2018 Australian Antarctic Festival in Hobart.

A public panel with project industry partners was held at the SCAR Standing Committee on Humanities and Social Sciences conference *Depths and Surfaces: Understanding the Antarctic Region through the Humanities and Social Sciences*, University of Tasmania, Hobart, 5–7 July 2017.

A series of mayoral and councillor briefs were held in Hobart (2017, 2018, 2019, and 2020) and Christchurch (2017 and 2019).



A commissioned essay written by Jamie Graham-Blair.



INTRODUCTION

ANTARCTIC CITIES

2

## 2. Introduction

**Antarctic Cities is an engaged research project that ran from March 2017 to March 2021 in six cities in five countries.** The project involved a team of 24 researchers, of which 16 were women. Thirteen of the researchers were based in Australia (Hobart and Sydney) and 11 were based internationally (Christchurch, Punta Arenas, Ushuaia, and Cape Town).

We regard our project as a form of commoning practice. In developing this broad interdisciplinary research, we have aimed, in the words of Louise Crabtree (2019), to 'create and sustain a space for ourselves, our teams, and our work cultures to be transformed by the work that we do'. We have attempted to foreground the work of experienced and emerging researchers in several countries, bringing diverse voices into the research space in meaningful ways and through a myriad of participatory and co-designed research methodologies, via the recognition of co-creation in intellectual property and authorship and of increasingly diverse practices of research dissemination. The researchers in the team were Australian, New Zealander, Argentine, Chilean, South African, German, Italian, and Pakistani.

Over these four years of research, we engaged with city officials, Antarctic stakeholders from government, industry, and science, youth groups, and a myriad of citizens who live in these five unique cities. We invited everyone we collaborated with to look at the map of the globe from a different perspective: placing Antarctica at the centre. The area is considered in international law as one of four global commons, and it has effectively been governed through the Antarctic Treaty System (ATS) since 1959. The ATS establishes the region as a natural reserve, devoted to peace and science. These have been translated into the three so-called intrinsic Antarctic values of nature conservation, peace, and scientific co-operation.

The Antarctic Cities project is underpinned by an engaged research ethos developed at the Institute for Culture and Society, Western Sydney University (James, 2019). Throughout the duration of this project, we have practised this mode of engaged research, which we regard as 'an orientation to others, including those with whom we are researching and those who are involved in the area in which we are researching' (James, 2019).



**FIGURE 2.1.** A Humpback whale diving in Antarctic waters in front of Collins Glacier during the Antarctic Cities Youth Expedition in February 2020. © Photo: F. Corra.

**FIGURE 2.2.** Trinity Church, a Russian Orthodox Church built in 2004 at the Bellingshausen station, King George Island, Antarctica. © Photo: J.F. Salazar.

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This approach is guided  
by seven principles:

- Principle 1.** Engaged research is developed through relations of reciprocity.
- Principle 2.** Engaged research is long term and future-oriented, even as it begins with the present and takes seriously the constitutive importance of the past.
- Principle 3.** Engaged research is conducted in relation to lived places, recognizing that places are stretched across various extensions of spatiality from the local to the global.
- Principle 4.** Engaged research works critically to understand the human condition, but it does so by working at the intersection of the social and the natural.
- Principle 5.** Engaged research seeks to work through difference rather than dissolve that difference.
- Principle 6.** Engaged research recognizes that knowledge and enquiry are bound up with power and practice.
- Principle 7.** Engaged research is sensitive to the issue that methodological decisions have ethical and practical consequences, both for understanding and practising in the world.



Bringing these seven principles to life we can positively show how the Antarctic Cities project thrived in developing future-oriented long-term collaborations grounded in relation to lived places in the Southern Oceanic Rim, spanning globally across five countries and six cities. We acknowledge that the five cities are emplaced in traditionally owned or otherwise occupied and used lands, territories, waters, and coastal seas where Indigenous people continue uphold their responsibilities and distinctive spiritual relationship with their land now and for future generations. The Antarctic Cities project succeeded in its intent to always pay attention to the interplay between social and environmental conditions in the connections of these urban centres to Antarctica and the urban sustainability of the cities themselves. We worked with a research impact ethos in mind across cultural and political differences, recognizing that knowledge and enquiry about the role and responsibilities of a network of Antarctic custodian cities will always be bound up in complex local political and economic factors.



**FIGURE 2.3.** Melting icebergs have become a symbol of climate change and the fragility of the Antarctic. ©Photo: Public Domain Wikimedia.

**FIGURE 2.4.** A couple of penguins on Ardley Island, Antarctic Peninsula region. ©Photo: J.F Salazar.

**FIGURE 2.5.** A large iceberg floating in the Southern Ocean. ©Photo: Public Domain Wikimedia.


“*The notion of custodial cities mobilized throughout this project is partly inspired in First Peoples’ knowledge systems which for many generations have refined—and engaged with—a diversity of embedded, reciprocal, and holistic social ecological practices of care and management of land and sea.*”



Drawing from recent work on research impact as ethos (Rickards, *et al.*, 2020) that develops a typology of three generations of research impact cultures in academic institutions, this project aimed from the outset to complement academic rigour. First, it showed the research relevance of urban polar studies, making it more publicly accessible while also inviting end users, specifically local councils, to adopt some of the methodological approaches and tools developed. This is what Rickards, *et al.* (2020) call first-generation research impact. Secondly, it positioned our engaged research approach with key partners from very early on, to ensure that the research proposal would create value for and with research partners, enhancing the research impact literacy across the partner institutions. This is what the authors call second-generation impact research. But most importantly, our project was from the outset purposefully designed to foster ‘synergies, insights and learning’ (Rickards, *et al.*, 2020) across the project as a whole, but most significantly across the diverse subsets of discrete projects, most notably the *Antarctic Futures* game and the Antarctic Youth Coalition.

The notion of custodial cities mobilized throughout this project is partly inspired in First Peoples’ knowledge systems which for many generations have refined—and engaged with—a diversity of embedded, reciprocal, and holistic social ecological practices of care and management of land and sea. This was also the reason to invite marine and Antarctic scientist, cultural practitioner, visual artist, and climate activist Jamie Graham-Blair to contribute to the project with a commissioned essay on Indigenous perspectives on Antarctica. We pay respect to First Peoples’ ecological knowledges and acknowledge that across their vast diversity, it is possible to recognize how these are always attached to place and territory and entail custodianship obligations. The notion of custodianship of Antarctica that we mobilize here aims to learn and put into practice these principles. We regard citizens who identify as belonging to these places (Antarctic cities) as engaged and inspired to speak for the Antarctic region.

Christchurch is the first of the five cities to develop an Antarctic gateway strategy outlining the city’s involvement in the Antarctic region. In their 2018 strategy they identify three principles underpinning the city’s engagement with the Antarctic region: *kaitiakitanga*, a Māori concept which relates to guardianship and protection of the environment; *manaakitanga*, a Māori concept to describe the process of showing respect, generosity, and care for others; and *exploration*, to highlight the city of Christchurch’s long history of exploration from early Māori to more recent waves of migration, through to its current profile as a city that is open to and keen to explore new ideas, ways of doing things, and experiences.

 **Figure 2.6.** Tourists at Palover Point, Two Hummock Island, Antarctic Peninsula region. © Photo: E. Leane.





### Reimagining Gateway Cities as Custodial Cities

As has been discussed in more detail elsewhere for instance Leane, *et al.*, 2021, which we have drawn on throughout this section, **Antarctic 'gateway' cities have been primarily considered as entry and exit points through which people and goods flow on their way to and from Antarctica** – essentially logistical facilitators of traffic with concomitant economic benefits. Our research shows that this interpretation limits our understanding of these cities' relationship to Antarctica. Rather, the concept should embrace forms of connectivity that include the experiences of residents of the cities as well as their temporary visitors, and that stretch beyond the economic domain to incorporate political, ecological and cultural dimensions.

INTRODUCTION	ANTARCTIC CITIES	2
<p>In this sense, our project makes a contribution to research on gateways internationally. The term gateway is not a new one. Even fifty years ago, the term had already appeared in “innumerable publications poured out by urban promotional groups” (Burghardt, 1971: 269). Within the scholarly literature, the term was initially analysed through the lens of urban geography research, described as a city “in command of the connection between [a] tributary area and the outside world” (Burghardt, 1971: 269). In nature gateway cities, of which polar and Antarctic gateways are a subset, this tributary is typically some form of nature reserve – Mariposa, California, for example, is the gateway to Yosemite National Park (Line and Costen, 2017). The academic literature encompasses a wide range of gateways, from those focussed on trade, in which the tributary area is an economic region (Huff, 2012), to “immigrant gateway cities” (Knapp and Vojnovic, 2016). Emphasis, however, has shifted from an initial emphasis on concrete measures such as transport and logistics to a focus on the less tangible factors. For example, residents’ perceptions are important where the needs of commerce, environment and community potentially conflict (Frauman and Banks, 2011), or where tourism branding exercises ignore the values and identities of local citizens (Keitumetse and Pampiri, 2016). Nonetheless, this shift towards a broader understanding of the term has created concern among some scholars, with C. Michael Hall criticising the diffuseness of the term as it is now applied both in the scholarly literature and as a branding device, arguing for a ‘more robust categorisation of gateways’ that draws on empirical measures (2015, 273).</p> <p>Within Antarctic-specific contexts, the term ‘gateway’ has attracted a considerable body of literature since the turn of the twenty-first century from diverse disciplinary perspectives, ranging from tourism studies (Hall 2000; Muir, Jabour, and Carlsen 2007) to literary studies (Leane 2016). Academic research on Antarctic gateways often focusses on individual cities, with uneven attention across the five: Cape Town features relatively little in the secondary literature, while Hobart is disproportionately present, perhaps due to the high number of Antarctic researchers based in the city. Both within and beyond this literature, increasing attention is being paid to gateway geopolitics. Given that these cities are located in specific national contexts that provide their own and other nationals with access to the internationally governed space of the southernmost continent, they have been associated with a “gatekeeping” function: the gateway allows a particular state to control other states’ access the Antarctic region, enacting a “performance of national authority over others through legal and administrative measures associated with air and sea-port state jurisdiction” (Dodds, 2017: 26; see also Dodds and Salazar, 2021). Gateways are also places which a nation’s extraterritorial claims can be propagated and justified to local</p>		

citizens and visitors through (for example) heritage sites and museum exhibits (Elzinga, 2013; Leane, Winter, and Salazar, 2016). It is no coincidence that four of the five Antarctica gateways are located in states – Australia, New Zealand, Chile and Argentina – that claim territorial sovereignty in Antarctica. In the case of the South American gateway states, this situation is complicated by the overlapping nature of the two territorial claims, which both also overlap with territory claimed by the United Kingdom. On occasion, underlying 'gateway geopolitics' come to the surface, as occurred in Ushuaia on the thirtieth anniversary of the Falklands/ Malvinas war, when Argentina put a sudden ban on cruise ships chartered by British companies (Herbert, 2014: 221–236). However, even where territorial claims do not overlap, geopolitics can be explicitly evident in debates over gateway identity. The promotion of Hobart as a point of access for the Chinese Antarctic program has at times provoked strong political responses expressed in the local media. In Hobart's case, these debates are stoked by the presence in the city of the Commission for the Conservation of Antarctic Marine Living Resources (1959). The Commission hosts an annual meeting that has increasingly been the focus of public attention due to the continued failure to progress recent Marine Protected Area proposals, which have been repeatedly opposed by Russian and China (see e.g. Sylvester and Brooks, 2020). The need for Antarctic 'gateway diplomacy' (Dadds and Hemmings 2020) has become increasingly prominent as regions and states deal with differing commercial, environmental and geopolitical interests.

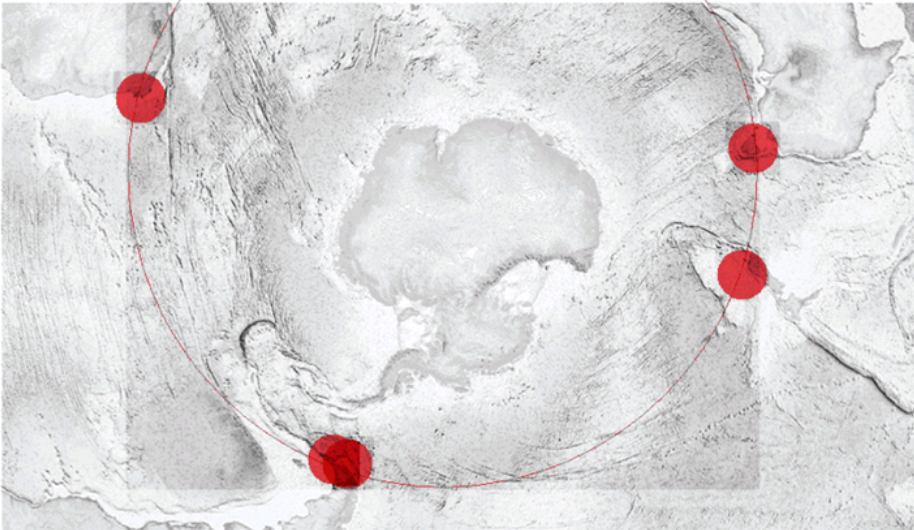
While this geopolitical focus expands understandings of the meanings and functions of Antarctic gateways, there remains relatively little emphasis on the experiences and views of actual residents of the cities. Exceptions include Herbert's study of placemaking in Ushuaia, which "looks beyond the image presented to tourists to explore frictions among residents, the city council, and touristic enterprises" (2014: xii; see also Herbert, Liggett, and Frame, 2020); and Roldán's work on Antarctic identity in gateway citizens, which explores sociocultural as well as economic and historical factors, and proposes an expanded definition of gateways that emphasises the particular city's "dynamic community" (2020). The qualitative methods employed in these studies – ethnographic and interview-based respectively – complement the range of tools and activities, including the quantitative surveys, undertaken in the present project.

In the context of this shift towards community in understandings of gateways, the 2018 Christchurch Antarctic City Strategy is particularly salient. The Strategy leaned substantially towards the notion of Christchurch as a "custodian city" and fostering a

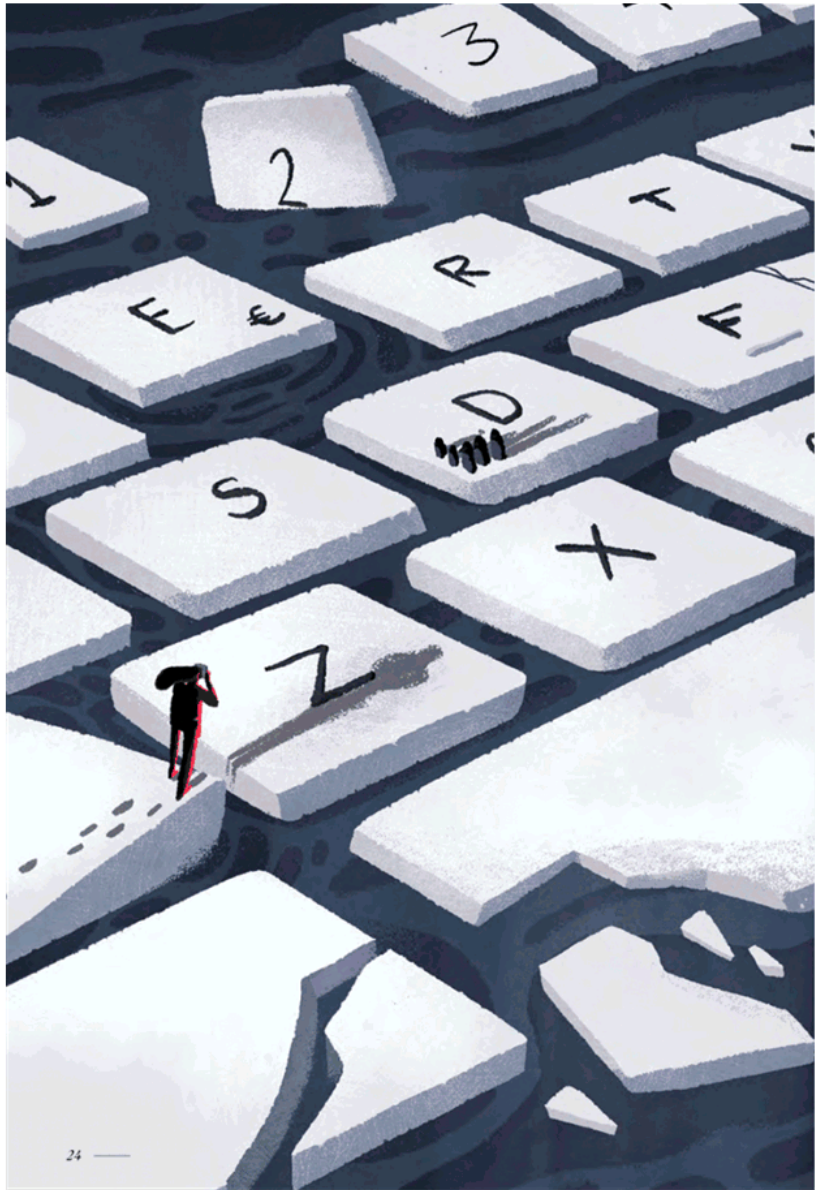
reimagining of this city's interpretation for its future role with the Antarctic. As Roldán (2017) notes "the real value and opportunity for Christchurch and New Zealand in the custodian role is where there is active engagement with all our communities and where we use the international Antarctic relationships and enabling infrastructure to create a point of 'competitive difference' for the city. Only then can we be a thought leader and influencer on Antarctic and Southern Ocean issues." In this line, and as Eric Assendelft notes, this "concept completely reorients the role of an Antarctic gateway city not just as a thoroughfare but as an urban centre and nation that embodies the values associated with Antarctic custodianship: international cooperation, scientific innovation and ecological protection. Acknowledging this role, Christchurch and New Zealand become guardians, global custodians of the Antarctic" (2017: 27).



*Our research shows that this interpretation limits our understanding of these cities relationship to Antarctica.*







INSIGHTS AND RECOMMENDATIONS

ANTARCTIC CITIES

3

### 3. Insights and Recommendations

#### Key Insights

Our urban sustainability and Antarctic connectivity index stakeholders' workshops, conducted between 2017 and 2018 in all five cities, brought together Antarctic science, government, and industry with urban planning decision-makers to discuss challenges and opportunities for rethinking policy strategies. While tourism and other economic benefits of Antarctic proximity will ensure healthy competition between the cities, these events drew attention to the need for ongoing collaboration across this emergent network.

A number of project indicators convey the importance of connectivity and custodianship among Antarctic Cities youth. More than 60 young people contributed to scenario workshops that informed development of the *Antarctic Futures* game, and more than 500 people have played the game. Forty-seven videos were submitted for the Antarctic Youth Coalition just in Hobart, with another 40 submitted by youth in Christchurch, Punta Arenas, and Ushuaia. Yet the 2020 survey results show much greater concern and despondency among 18-29-year-olds than any other group.

Despite cultural and linguistic differences, residents across all cities are connected by a shared sense of polar identity. The commonality of concerns and identity provide the basis for communities, local governments, and scientific and cultural institutions to work together to reimagine the Antarctic city as a custodian rather than a gateway. Both surveys (2,559 residents) show that Antarctica matters immensely and is recognized and positively valued by the public in all five cities. There is widespread agreement across the five cities that the Antarctic is "important" or "very important" for their respective cities. There is citizen support for the role of science, civil society, and local government and the relevance of cultural institutions and scientific centres.

❶—Many organizations and citizens in all five cities drew inspiration from the idea of a custodial Antarctic network spanning the Southern Ocean Rim.

❷—Young people care passionately about the Antarctic but are pessimistic about its future.

❸—Antarctic cities' residents are concerned about the sustainability of their cities and the Antarctic.


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The five cities vary in their distance from major centres of global trade and politics. Their status waxes and wanes in importance alongside global interest in the environmental and economic value of the Antarctic continent. Building a sense of future across economic, ecological, political, and cultural dimensions—for young people in particular—depends upon the multilateral co-ordination of care and custodianship within and across the five Antarctic cities.

Our project was (knowingly) complex to set up and administer, and we ran into various issues with local government and university staff turnover, shifting degrees of interest, and the time poverty that afflicts all organizations (including participating universities, governments, institutional partners, and young people we looked to include). Several technological shifts—the rise of Zoom during COVID-19, the use of Facebook as an increasingly common research platform, the project's use of social media and digital games—point to ways to address this challenge at least partially.

❶—The sustainability of Antarctic Cities is intimately connected with the sustainability of Antarctica itself.

❷—A key challenge in fostering Antarctic city-to-city collaborations lies in the logistics of co-ordination across time zones, languages, and differing degrees of local government sovereignty and interest in Antarctic issues.



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Key Recommendations

❶—That “custodianship” be translated from an academic concept to an active theme of urban identification with high public awareness and institutional support in the five cities. Specific recommendations include the following:

- 1.1. Developing policy support for initiatives at the interface between Antarctic and urban-planning sectors.
- 1.2. Positioning a mutual relationship to Antarctica as a central part of the five cities’ urban collective identity and practice.
- 1.3. Building upon cultural and political strengths in the five cities to develop a more publicly celebrated sensibility of Antarctic custodianship within each city.
- 1.4. Developing an Antarctic Custodial Network with the five cities as core participants.
- 1.5. Considering the different sensitivities of particular cities, e.g. greater concerns about culture preservation, economic futures, and political corruption in Punta Arenas, and greater concern about environmental conservation in Hobart (as captured in our 2018 survey).

⑨—That all five cities work to establish an international alliance in the form of an Antarctic Custodial Network through a number of specific supporting mechanisms towards a shared long-term vision of promoting action to foster Antarctic custodianship. Specific recommendations include the following:

- 2.1. An Antarctic Mayors Permanent Forum is held every two years in each of the cities. This forum would have a targeted agenda of fostering Antarctic custodianship with a sustainability focus linked to the UN Agenda 2030 and the Principles for Antarctic Connectivity.
- 2.2. An ongoing mechanism of exchange is established between the Antarctic offices and city planning departments in the five cities. This might also include ongoing spaces for dialogue and exchange between the Antarctic cities on the interrelated themes of urban sustainability practices and Antarctic custodianship.
- 2.3. Continued formal support and expansion of the Antarctic Youth Coalition is confirmed, including through funding incentives and respect for its mandate of self-governance.
- 2.4. An Antarctic research, development, and knowledge network is established, comprising universities (including University of Tasmania, University of Canterbury, and Universidad de Magallanes), industry, and communities. Each university could host an urban reference group to co-ordinate local and regional research agendas.
- 2.5. An economic incubator fund is established, directed towards sustainable business initiatives led by young people (aged 18–29), with advisory boards comprising industry, science, and government representatives.
- 2.6. Each of the cities regularly revisits its urban sustainability profile and develops policy recommendations based in the sustainability challenges mapped by those profiles.
- 2.7. A common bilingual English-Spanish Antarctic education resource kit is co-developed for the five cities and made available to schools and universities.



⑩—That the methods, instruments, and findings of the project continue to be funded, maintained, and adapted. Specific recommendations include the following:

- 3.1. The administration of Antarctic city surveys is continued beyond the two surveys already administered in 2018 and 2020. We recommend surveys continue to be administered every two years (2022, 2024, etc.) in the five cities. This will build a longitudinal and comparative database of Antarctic city attitudes and knowledge that can be used to inform and evaluate research and policy. The two-year time frame echoes an existing successful Quality of Life survey administered in New Zealand since 2012.
- 3.2. The Urban Sustainability Profiles are used to inform policy recommendations based in the sustainability challenges mapped by those profiles.
- 3.3. The *Antarctic Futures* online game and education resource pack is used in primary, secondary, and tertiary education contexts.
- 3.4. The extended Principles for Antarctic Connectivity are used for public discussion and debate in each of the Antarctic cities and refined as guides for practice.







**FIGURE 3-1.** The Western Sydney University and University of Tasmania research teams with research partners from Hobart City Council, Department of State Growth, Christchurch Antarctic Office Hobart, and INACH. Hobart, July 2017.

**FIGURE 3-2.** Launch of the *Antarctic Cities and the Global Commons* project at Hobart City Council, July 2017. From left to right: Cr of City of Hobart; Jane Eldershaw (Department of State Growth); Lucy Knott (Hobart City Council); Juan Francisco Salazar (Western Sydney University); Paul James (Western Sydney University); Elizabeth Leane (University of Tasmania); Daniela Liggett (University of Canterbury); Liam Magee (Western Sydney University).

**FIGURE 3-3.** Institute for Marine and Antarctic Studies, University of Tasmania, at Salamanca Place, Hobart, June 2018. ©Photo: J.F. Salazar.

**FIGURE 3-4.** First meeting at IMAS, University of Tasmania, of the research team and research partners from Hobart City Council, Department of State Growth, Christchurch Antarctic Office Hobart, an INACH. Hobart, July 2017.



**FIGURE 3-5.** Members of the research team with local authorities and partners. Punta Arenas, November 2017. From left to right: Liam Magee (Western Sydney University); Claudia Estrada (Universidad de Magallanes); former Premier of Magallanes Region Jorge Fies; Paul James (Western Sydney University); Juan Francisco Salazar (Western Sydney University) and Elias Barticevic (INACH).

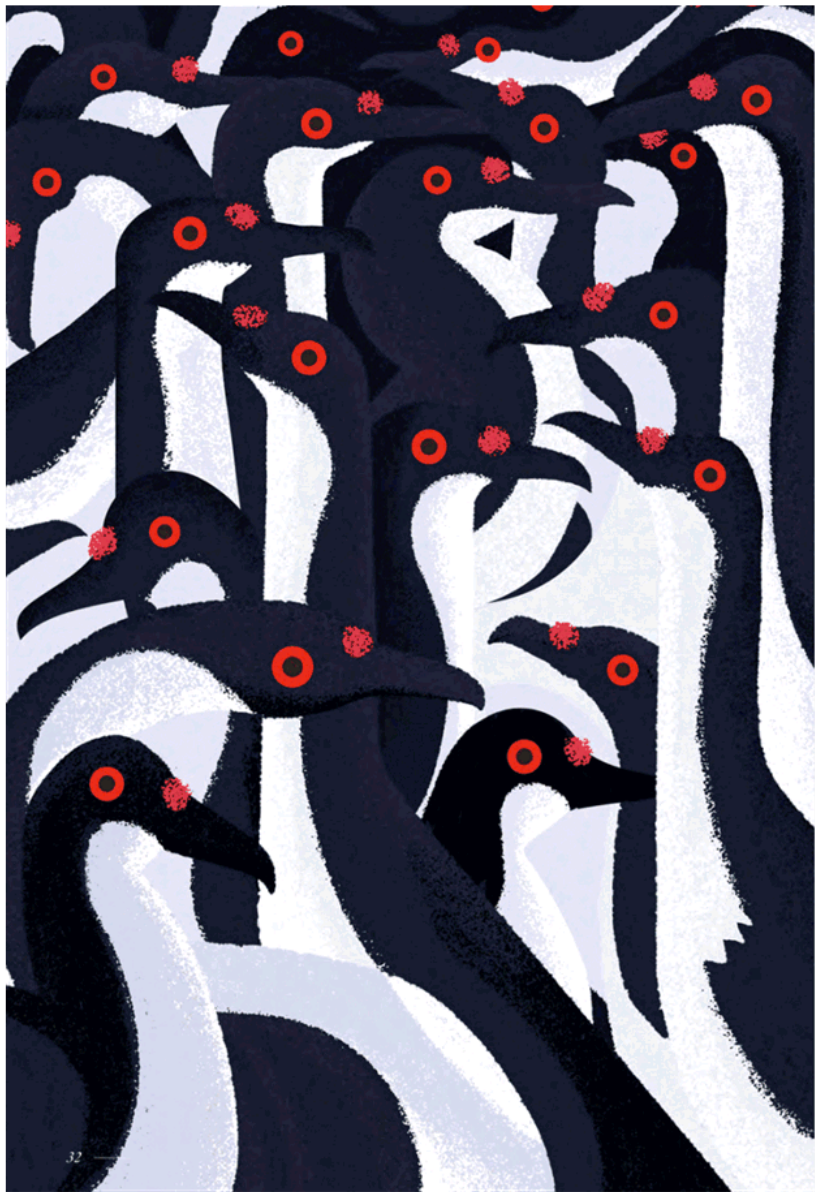


**FIGURE 3-6.** Alice Queen, Deputy Head of Mission, Australian Embassy in Chile, launching the project in Punta Arenas in November 2017.



**FIGURE 3-7.** Public Forum on Antarctic Cities with project research team and partners in Hobart, 5 July 2018. From left to right: Cr Anna Reynolds, Mayor, City of Hobart; Elias Barticevic (INACH); Tim Short (Hobart City Council); Chloé Dear (Christchurch Antarctic Office); Gabriela Roldán (University of Canterbury); Juan Francisco Salazar (Western Sydney University).





## 4. Background, Aims, and Outputs

### Background to the Antarctic Cities Project

Over a two-year period, 2014–2015, the core team from Western Sydney University began discussions both amongst ourselves and with potential partners about the future of the Antarctic gateway cities and their global engagement with Antarctica. Our strong sense was that as pressures on the continent continued to increase, the five gateway cities would become critical to its future. Initial meetings with the University of Tasmania and Hobart City Council to co-develop a research project on Antarctic gateway cities were held in the second half of 2015. We envisaged the project as the first substantial comparative program to investigate how the gateway cities might both reimagine and intensify their relations to Antarctica and each other. This meant reaching out beyond Hobart around the Southern Oceanic Rim to Christchurch, Punta Arenas, Cape Town, and Ushuaia.

In association with partners in Hobart, Christchurch, and Punta Arenas, a Linkage grant application was submitted to the Australian Research Council (ARC) in early 2016. The grant was awarded in late 2016 and an agreement was signed between the host institution, Western Sydney University, and the co-host, University of Tasmania, with partner organizations Hobart City Council, the Department of State Growth (Tasmanian Government), the University of Canterbury, the Antarctic Office within Christchurch City Council, the Chilean Antarctic Institute, and the University of Magallanes.

The core research team was Professor Juan Francisco Salazar (Western Sydney University, lead investigator), Professor Paul James (Western Sydney University), Professor Elizabeth Leane (University of Tasmania), Associate Professor Liam Magee (Western Sydney University), and partner investigators Associate Professor Daniela Liggett (University of Canterbury), Professor Claudia Estrada (Universidad de Magallanes), and Elías Barticevic (Instituto Antártico Chileno). They went on to lead a team of 15 researchers from six cities in five countries. The ARC-funded part of the project ended in March 2021, and this Final Report details our findings and recommendations.

### Research Team

**Juan Francisco Salazar** is an environmental anthropologist and Professor in the School of Humanities and Communication Arts at Western Sydney University, where he is also a fellow of the Institute for Culture and Society (ICS).

**Paul James** is a Professor in the Institute for Culture and Society at Western Sydney University. He is author or editor of many books, including *Urban Sustainability in Theory and Practice* (with Liam Magee, Andy Scerri, and Manfred Steger, Routledge).

**Elizabeth Leane** is a Professor of English and Associate Dean (Research Performance) in the College of Arts, Law and Education at the University of Tasmania. Her books include *South Pole: Nature and Culture* (Reaktion) and *Antarctica in Fiction* (Cambridge University Press).

**Liam Magee** is an Associate Professor in the Institute for Culture and Society at Western Sydney University. He is author of *Interwoven Cities* (Palgrave Macmillan) and *Towards a Semantic Web* (Elsevier).

**Daniela Liggett** is an Associate Professor and an Antarctic social scientist at the University of Canterbury. Her work explores a range of matters related to the human engagement with Antarctica, with a focus on environmental governance, tourism regulation, and science-policy interaction.

**Claudia Estrada** is a Professor of social psychology at Universidad de Magallanes, where she teaches and researches in various aspects of the field.

**Elias Borticevic** is a journalist and social scientist from the Chilean Magallanes Region with much interest and experience in science communication and social valuation. He has participated in research around the relationship between science, society, and cultural development related to Antarctica. He is currently head of the Competitive Projects section of INACH.

**Doita Datta** is a research assistant with a background in psychology and economics, who has worked in the public health, social sciences, and humanities sectors.

**Dr. Andrea Herbert** is an anthropologist and researcher at Gateway Antarctic, University of Canterbury.

**Marina Khan** is a PhD candidate at the Institute for Culture and Society at Western Sydney University. Marina's research explores diverse aspects of international migration and mobility. She also a co-producer of a research communication podcast called Blab Coats.

**Dr Chloe Lucas** is a human geographer at the University of Tasmania. Her research explores the social dimensions of climate change, including the ways that communication, values, and cultural context can drive social understanding and adaptation to changing climatic extremes.

**Dr Sebastián Martín Valdez** is a social anthropologist at the Institute for Culture and Society, Western Sydney University. His research interests include human rights, political anthropology, Latin American studies, and sustainability science.

**Silvia Martínez** is an administrator at Western Sydney University and Spanish-English interpreter and translator. She has provided administrative and linguistic support to the project since 2017 and interpreting services to organizations within the Antarctic Treaty System over a number of years.

**Katie Marx** is a PhD student from the University of Tasmania researching the different connections between Hobart residents and Antarctica. She has a professional background in community development and is interested in how place attachment and social capital influence our relationship with the world's wild spaces.

**Dr Hanne Nielsen** is a Lecturer in Antarctic law and governance at the University of Tasmania's Institute for Marine and Antarctic Studies. She specializes in representations of Antarctica in cultural production, the commercial history of the far south, and Antarctica as a workplace.

**Dr Andrea Pollio** is a Marie Skłodowska-Curie research fellow, jointly at the African Centre for Cities, University of Cape Town (South Africa), and the Polytechnic University of Turin (Italy). His focus is on the interface between urban transformation, development expertise, and technological innovation in Africa.

**Dr Gabriela Roldán** is a social researcher at Gateway Antarctica, University of Canterbury. She specializes in Antarctic gateways and human engagements with Antarctica. Gabriela's other research interests are in polar geopolitics, Antarctic tourism management and practices, and the popularization of Antarctic education.

BACKGROUND, AIMS, AND OUTPUTS

ANTARCTIC CITIES

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**FIGURE 4.1.** Detail of the *Aurora Australis* icebreaker in Hobart, July 2018. © Photo: P. James.

**FIGURE 4.2.** Graffiti on an earthquake damaged building, Christchurch, October 2018. © Photo: P. James.



Partners

**Tim Short** is Director, Community Life, Hobart City Council  
**Lucy Knott** is Senior Advisor, Economic Development, Community Life, Hobart City Council  
**Karen Rees** is Director, Antarctic Tasmania and Regional Economic Development Coordination, Tasmania Department of State Growth (from 2018)  
**David Kennedy** is Head, Christchurch Antarctic Office (from 2018)  
**Sue McFarlane** is Manager, Relationships, Christchurch Antarctic Office (from 2018)

**Jane Eldershaw** is Project Manager, Antarctic Tasmania and Regional Co-ordination, Tasmania Department of State Growth  
**Eric Assendelft** Antarctic Office, Canterbury City Council (until 2018)  
**Chloë Dear**, Manager, Public Engagement, The Antarctic Office, Canterbury City Council (until 2018)  
**Ria Oliver**, Antarctic Legacy of South Africa, Stellenbosch University, South Africa

Antarctic Youth Coalition Ambassadors

**Chloe Power**, Hobart, Australia  
**Katia Macias**, Punta Arenas, Chile  
**Caleb Fraser**, Christchurch, New Zealand  
**Florencia Garro**, Ushuaia, Argentina  
**Rudzani Silima**, Cape Town, South Africa

Core Partner Organizations

**City of Hobart**, Australia  
**Tasmanian Government**, Department of State Growth, Australia  
**University of Canterbury**, New Zealand  
**Christchurch City Council**, New Zealand  
**Antarctic Office, Christchurch**, New Zealand  
**Instituto Antártico Chileno**, Chile  
**Universidad de Magallanes**, Chile

Other Partners and Sponsors

**Municipality of Ushuaia**, Argentina  
**Bookend Trust**, Hobart, Australia  
**Qube Ports**, Hobart, Australia  
**Gateway Antarctica**, Christchurch, New Zealand  
**Latin American Centre for Asia-Pacific Excellence**, Wellington, New Zealand  
**South African National Antarctic Programme**, Cape Town, South Africa  
**Antarctic Legacy of South Africa**, Stellenbosch University, South Africa  
**Department of Science and Innovation**, Pretoria, South Africa  
**National Research Foundation**, Pretoria, South Africa

Project Aims

The project aimed to work through the many issues that would enable or limit the potential for the five Antarctic gateway cities to act collectively as global custodians of Antarctica.

As its overarching goal, the project set out to explore the possibilities of a shift in urban practices and imaginaries from the condition of being a gateway city to becoming a custodial city. This crucial reorientation would mean changes in practice in those gateway cities that allow the world to see the Antarctic cities not just as thoroughfares and transport hubs but also as urban centres that might embody the cosmopolitan values associated with Antarctic values: international co-operation, scientific innovation, and environmental conservation.

The project had the following aims:

1. To rethink polar gateway research through a comparative appraisal of local/national Antarctic imaginaries, regional Antarctic city-to-city relations, and global Antarctic city-to-city mobilities.
2. To identify the possibilities and obstacles for reconceptualizing the Southern Oceanic Rim cities as a custodial Antarctic network, creating new links and encouraging relationships between Antarctic gateway cities.
3. To bring together the Antarctic sectors (science, government, and industry) of each city, fostering links with communities to engage both locally and globally with different views on the role of gateway cities.
4. To develop a set of sustainability tools, guidelines, and principles through an integrated framework that supports a broad custodial network. This involves first developing these practical tools and guidelines with local government councils, regional development agencies, and national Antarctic programs as a basis for monitoring and assessing that relationship. This platform of tools, guidelines, and principles guides practice and aids the cities in drawing comparisons with other Antarctic gateways and in providing evidence to feed into strategic decisions affecting the relationship of the city with Antarctica.
5. To design an online serious game that encourages young urban citizens to consider sustainability scenarios, effective decision-making, and policy delivery for these five cities in relation to Antarctica.
6. To evaluate opportunities and barriers for developing the first intercity Antarctic Youth Coalition in support of stronger community and youth engagement in Antarctic affairs and custodianship locally and globally.



**FIGURE 4-3:** Antarctic iceberg  
© Photo: Public Domain  
Wikimedia.

**FIGURE 4-4:** Cape Town  
looking towards Table  
Mountain. © Photo: P. James.

There were two levels of involvement in the project: Group 1 and Group 2 cities. Contributors from Group 1 cities (Hobart, Punta Arenas, and Christchurch) worked closely with the project team to ensure that their goals were embedded in the project during the early stages. Group 2 cities (Ushuaia and Cape Town) did not contribute funding, with the research limited to working with a small group of experts and involving their young people in the project via an online game.

While many critical issues intervened to complicate these aims and qualify our ambitions—in particular the COVID-19 crisis, which deferred the meetings of mayors and slowed down the last stages of field research—the outcomes have been strong.

Over the course of the project, our partners and us have proposed a systematic rethinking of both the engagement and outlook of five Antarctic gateway cities—not as five far-flung ports competing for the same Northern Hemisphere commerce but as members of an interlinked Southern Oceanic Rim network that can learn from and benefit each other. We have developed a platform of integrated methods, tools, principles, and datasets that can support co-operative and ongoing research projects on and in Antarctic cities in their unique connection to Antarctica. This includes tools for evaluating the link between the sustainability of the cities and their connection to the Antarctic region.

In summary, the research has come to inform both decision-makers and citizens on how the Antarctic gateway cities can best effect cultural, political, ecological, and economic transitions towards becoming Antarctic custodial cities.

## Project Outputs

1. *Urban sustainability profiles* have been developed for Hobart, Christchurch, and Punta Arenas, allowing organizations in those cities to argue from an evidence-based standpoint about the city's strengths and weaknesses regarding its sustainability planning strategies. Both the profiles and the associated Antarctic Connectivity Index (Output 2) can be used to inform industry, government, and community on key drivers of sustainability and Antarctic connections and to track the impacts of tools, policies, and practical interventions.
2. An *Antarctic connectivity index* has been developed to an in-principle stage that could potentially be used to demonstrate the nature of the cities' links to Antarctica across a comprehensive set of economic, ecological, cultural, and political indicators. The index is an instrument that provides an evidence-based means of showing the centrality of these cities in considerations of Antarctica. To bring the index to its current level, extensive consultation was conducted with experts in the three main case study cities—Hobart, Christchurch, and Punta Arenas (see chapter 5 and volume 3 of this report). To take the index to an operational stage it will need to be refined through compiling available data from the cities, testing the index's parameters, and trialling comparisons across the five cities.
3. A *scenario projection process* was developed with youth groups through workshops in Hobart, Christchurch, and Punta Arenas, focusing on future trajectories of engagement with Antarctica. The process involved youth groups from each of these cities and was linked directly to the development of the online serious game *Antarctic Futures* (see Output 4 below).
4. The *Antarctic Futures* open-source game was co-designed and co-developed with youth groups in the five gateway cities between June 2017 and November 2019. It was initially intended to promote local-global exchanges and flows of knowledge about Antarctica among youth in the five cities. The game asks players to find solutions to future challenges faced by these cities and Antarctica and invites players to explore future scenarios of Antarctica and the gateway cities in which they live. The game has the potential to be repurposed for general exhibition at local museums and science centres in each city.



*The index is an instrument that provides an evidence-based means of showing the centrality of these cities in considerations of Antarctica.*



*The Antarctic Futures open-source game was co-designed and co-developed with youth groups in the five gateway cities*



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5. A set of principles, *Principles for Antarctic Cities*, has been developed for engagement in the Antarctic region, drawing upon the expertise of Antarctic specialists in Hobart and Christchurch. With further consultation and reworking, these principles could potentially provide both high-level and detailed operational guidance to cities in their future engagement with and in the Antarctic region.
6. An *Antarctic Youth Coalition* was launched with a charter in King George Island, Antarctic Peninsula, in February 2020, with the supported participation of a youth ambassador/ leader selected from each of the five gateway cities. Coordinated as part of the Chilean Antarctic Institute's 56th Antarctic Expedition, the coalition was formed with the aim of instigating an enduring network and legacy of young people committed to pursuing positive custodial work for the Southern Ocean region.
7. A set of academic, media, and online publications have been developed outlining ethical values and responsibilities. These are part of the larger process of establishing a new global ethos of care towards the Antarctic, targeting young people in custodial cities, policy-makers, and Antarctic stakeholders.



*An Antarctic Youth Coalition was launched with a charter in King George Island, Antarctic Peninsula, in February 2020.*

**FIGURE 4-5.** The Arturo Prat pier in Punta Arenas. © Photo: J.F Salazar.

**FIGURE 4-6.** Daffodil lawn in Hagley Park, Christchurch. © Photo: Public Domain Wikimedia.

**FIGURES 4-7.** South polar skua, Antarctica. © Photo: INACH.





## 5. The Urban Sustainability of the Antarctic Cities

**The Antarctic cities of Hobart, Christchurch, Punta Arenas, Cape Town, and Ushuaia are complex and rapidly changing urban centres.** Despite their relatively small size in terms of population and GDP (with Cape Town being the largest of the cities), these cities are the global hubs of the scientific, diplomatic, and logistical co-operation underpinning most of the world's interactions with the Antarctic and the Southern Ocean. As such, they are of strategic importance in supporting Antarctic global sustainability strategies. However, in order to reach out as custodians of this remote region—a region that most people living in those cities will never see in person—and also to generalize the process of engagement and care beyond the scientific and governance cohorts in those cities, the cities need to also understand themselves more deeply and systematically. As research in other areas attests, any generalized imaginary of planetary sustainability tends to start at home—even when dealing with large structural considerations or engagement at a distance. The ecological aphorism 'think locally, act globally' may be reductive in attempting to give a sense of this relation between where one lives and what it means share Planet Earth, but it contains an element of truth. In order to reach out beyond the local to a remote region or a global commons it is important also to take the local seriously.

Thus, our motivating hypothesis for employing the urban sustainability profile process was that the cities needed to map and understand their own sustainability in order to understand their capabilities for custodianship. They needed to understand their own strengths and weaknesses—ecologically, economically, politically, and culturally—in order to reach out to Antarctica without a false sense of what was possible and without romanticizing what custodianship entails. For example, tensions over economic sustainability, such as an unbalanced economic dependence on the logistics profits or tourist returns that come from being a gateway city, could skew local political decision-making or cultural perceptions about how the city should relate sustainably to Antarctica. Put in more general terms, care beyond one's borders is strengthened by a culture, politics, economy, and ecology of local care.



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**FIGURE 5.1** Macquarie Point 2017. © Photo: Public Domain, Wikimedia.org

**FIGURE 5.2** Punta Arenas view from La Cruz Hill. © Photo: P. Ruiz

The urban profiles presented in this report provide a practical monitoring tool to assess urban sustainability in the context of a changing global environment. We consulted with local policy-makers and expert panels in Christchurch, Hobart, and Punta Arenas to undertake comprehensive sustainability assessments of the cities. The insights offered by the stakeholders were triangulated and refined through existing data—peer-reviewed articles, policy reports, and statistics from each city—and then circulated among participants for a second round of assessment. It is expected that the findings of these monitoring processes will provide the basis for future collaboration within and between the cities, serving as a platform to identify common goals and challenges and guiding sustainability transitions in the cities.

The implementation of a collaborative approach has been critical throughout this project, and the conduct of the urban profile process was no exception. By effectively engaging with both local and external experts, as well as local constituents and policy-makers, the project brought together relevant actors of the Antarctic sector in each city, laying the ground to build stronger communities of practice.

The sustainability assessments and available data for each city indicate some common areas of concern (for a discussion of the method used see Volume 2 of this report). Overall, participant cities scored poorly on issues pertaining to the ecological domain and received high scores on issues related to the cultural domain. These cultural strengths linked to the sense that people have in the cities that their existing relation to Antarctica is something to build upon (see Chapter 7 'Informed Citizens in the Antarctic Cities'). The status of biodiversity, the prevailing modes of transport, the level of carbon emissions, and the generation of hard waste received the lowest scores in Hobart,

Christchurch, and Punta Arenas. On the other hand, experts assigned the highest scores to the quality of water and air in the urban area (ecological domain), the sense of bodily integrity and wellbeing, and the sense of belonging and identification with the local area (cultural domain). It is most likely the case that the quality of water and air is explained by the cities being provincial cities in relatively pristine subpolar regions without significant polluting industries (a condition that has not always been the case in provincial regions, particularly in relation to water pollution), but the sense of cultural wellbeing, belonging, and identification is a more complex and positive phenomenon to be built upon.

Cross-sectional evidence suggests that urban form and low residential density have important sustainability implications across domains in the three cities. As the sustainability assessment covered a wide range of themes, we will only summarize them here (refer to Volume 2 for more detail on the most relevant findings).

In the following sections of this chapter, we describe the background and methods underlying the development of the urban profiles. We then present the main findings resulting from the assessments, paying special attention to the strengths and challenges that are common to the three cities. Importantly, the profiles are based on a dynamic monitoring method called Circles of Social Life (James, *et al.*, 2015) which can be repurposed to address more targeted sustainability concerns or urban planning goals. The findings we present here offer a baseline reference to guide future monitoring and assessments. The profiles also provide a collaborative assessment model to engage key stakeholders in the design and implementation of sustainability monitoring actions.



**FIGURE 5-3.** Hobart bookstore shopfront display. ©Photo: P. James 2018.

**FIGURE 5-4.** Hobart's stakeholders working on the Urban Sustainability Profile, IMAS, July 2017.

**FIGURE 5-5.** Members of the research team after a workshop session in Ushuaia, September 2019.

**FIGURE 5-7.** The urban sustainability profiles reported by the La Prensa Austral newspaper, Punta Arenas, February 2019.

**FIGURE 5-6.** A woman reads the early newspaper on a cold spring morning in Punta Arenas. ©Photo: P. James 2018.



### Background to the Urban Sustainability Profiles

The potential of cities as drivers of sustainable change has been recognized in prominent international forums and documents, including the Paris Agreement on climate change and the United Nations (UN) Sustainable Development Goals (UN, 2015a, 2015b). Moreover, the renewed attention granted to cities has been accompanied by a burst of data about many aspects of urban life. Following the UN's call for a 'data revolution' (UN IEAG, 2014), there has been an exponential increase in the volume and types of information available for policy-making, ranging from geospatial data and social network activity to various forms of remote sensing devices and digital surveillance. While more and better data is certainly needed to guide sustainability policies (see, for example, *Nature Sustainability*, 2018), the most pressing issue is actually the unevenness of data collection and the lack of alignment between datasets between cities and across time.

To fully harness the so-called 'data revolution' and the potential of cities as global agents of change we still need to overcome significant challenges. We suggest that the urban profiles presented here respond to three critical issues that are high on the global sustainability agenda. First, they address an urgent need to improve the interfaces between science and policy-making. While it is tempting to think that more and better information will improve policy decisions and frameworks, experience shows that this is far from automatic. In fact, as has been widely documented (Holden, 2013; Moreno Pires, Magee and Holden, 2017; Klopp and Petretta, 2017), the proliferation of datasets and indicators do not always lead to evidence-based policy-making. We believe that one way to overcome this issue is by effectively engaging decision-makers in the design and implementation of

monitoring tools—including tools which produce qualitative, comparative and subjective (though informed by expertise) evidence across different sustainability dimensions. The sustainability assessment process conducted in all cities for the present project involved several stages of consultation and collaboration with experts, policy-makers, and local constituents, facilitating the implementation of the tool and setting the stage for future monitoring actions.

The profiles also respond to the challenge of enhancing the global/local interface of sustainability affairs. The proposed assessment process entails framing cultural, political, economic, and ecological problems in a way that is context-sensitive but also able to influence policy beyond the city's boundaries. Given their status as Antarctic gateways, the participant cities are in a privileged position to translate global sustainability aspirations into meaningful policies and programs at the city level. Conversely, monitoring actions and policies established by the gateway cities have the potential to influence the global sustainability agenda towards the Antarctic and the Southern Ocean.

A third key strength of the urban profile process is related to the use of data. By consulting with local experts and developing a systematic qualitative assessment, the profile assessment process helps to overcome two key obstacles related to existing databases: first, the panels can provide guidance on the vast amounts of existing datasets and indicator systems regarding aspects of urban life, and secondly, local experts offer valuable input when there is a lack of high-quality data. In this case, there was significant disparity in terms of the amount and quality of available data for each city, and the advice offered by local city planners and scientists was crucial to build a solid comprehensive assessment of the respective urban regions.



# The Urban Profile Method

We conducted three Urban Profile Process assessments, one for each of the main participant cities. The assessments are based on a nine-point scale and guided by a systematic series of qualitative questions organized around a four-domain model: ecology, economics, politics, and culture (for details on the process and the results see the accompanying volume to the present report, *Antarctic Cities, Volume 2: Urban Sustainability Profiles*).

We sought to measure were four basic questions across the four domains of social life:

This was then linked in other interpretative work in response to the question, 'Why is this relevant to understand the city's connection to the Antarctic region?'

Again, in other interpretative work we built upon the data derived from this question to ask, 'Why is this relevant to understand the city's connection to the Antarctic region?' This further connecting question refers to the extent to which an urban community can engage holistically in economic activities relevant to the Antarctic sector and be confident about pressures concerning the sustainability of their local economies without turning Antarctica into a mere resource, particularly in the face of changing structures and pressures in and beyond their locale.

This is connected to the same implied extended question: 'Why is this relevant to understand the city's connection to the Antarctic region?' Here the urban profile can be elaborated on to give an understanding of the extent to which members of communities can sustainably participate and collaborate meaningfully in structures and processes of power that affect them and others. Active and creative political participation in Antarctic matters depends upon a political milieu of active and creative engagement in general.

The implied extended question here refers to the extent to which communities are able to maintain and develop their Antarctic heritage, celebrate Antarctic festivals, and cultivate a sense of Antarctic custodianship-for-itself rather than instrumentally for other purposes—for example, for making money through unsustainable tourism. Tourism can be an honourable industry, but research has shown, for example, that festivals conducted just for return on investment counterproductively quickly either become unviable or have unintended negative consequences for local communities (Mulligan, *et al.*, 2007).



At what level and how sustainable is the ecological resilience of the urban region?

At what level and how sustainable is the economic prosperity of the urban region?

At what level and how sustainable is the political engagement of people in the city?

Finally, at what level and how sustainable is the cultural vitality of the urban region?

As the assessment process moves forward, these four basic questions are disaggregated into second- and third-level variables. Each of the four domains of social life includes seven subdomains which, in turn, have 49 third-level questions (making a total of 196 variables across the whole circle). By answering all subdomain questions, it is possible to generate a simple graphic representation of the assessment, which can be used both for communication purposes and for visualizing the planning process (see Figures 5.5–5.7 below).

# The Expert Panels and Workshops

The assessment process involved three main stages. First, we conducted workshops with expert panels in the three participant cities (Hobart: July and October 2017; Christchurch: October 2017; and Punta Arenas: November 2017). A total of 31 participants took part in the two Hobart workshops, 16 in Christchurch, and 17 in Punta Arenas.

→ At the expert workshops we attempted to respond to four basic questions across the four domains of social life—ecological, economic, political, and cultural:

→ At what level and how sustainable is the ecological resilience of the urban region and why is this relevant to understand the city's connection to the Antarctic region?

→ At what level and how sustainable is the economic prosperity of the urban region and why is this relevant to understand the city's connection to the Antarctic region? The basic question here refers to the issue of the extent to which local urban communities can engage in activities relevant to the Antarctic sector and be confident about the sustainability of their local economies in the face of changing structures and pressures in and beyond their locale.

→ At what level and how sustainable is the political engagement of the city's people and why is this relevant to understand the city's

connection to the Antarctic region? Here the urban profile gives an understanding of the extent to which members of communities can participate and collaborate meaningfully in structures and processes of power that affect them and others. This includes political participation in Antarctic matters of concern.

→ Finally, at what level and how sustainable is the cultural vitality of the urban region and why is this relevant to understand the city's connection to the Antarctic region? This refers to the extent to which communities are able to maintain and develop their Antarctic heritage, celebrate Antarctic festivals, and cultivate a sense of Antarctic custodianship.

The workshops had a duration of half a day. We divided participants in four groups according to their main area of expertise, with facilitators and scribes in each group, and asked them to answer the questions from the urban profile templates. Based on these answers the assessment panels produced a simple graphic representation of the sustainability of each city (see Figures 5.8–5.10 below).

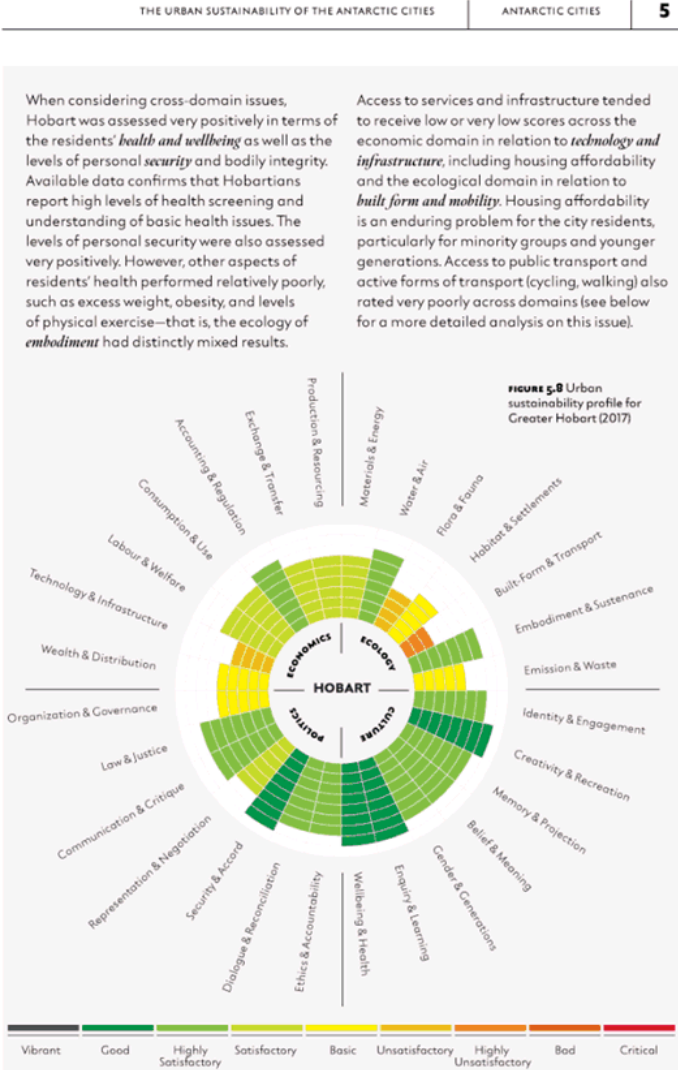
Finally, the core team put together a final version of the assessment, incorporating the experts' commentaries and clarifications as well as updated statistics and data. The assessment process for each city took between 12 and 18 months, and it involved refining and revising the initial results as well as continued consultations with the assessment panels in each city.



### Key Findings of the Hobart Profile Process

Hobart received very high scores in the cultural domain, scoring at least 7 (highly satisfactory) in all subdomain indicators. The city was also assessed very positively with regards to the political and economic domains. The ecological domain, on the other hand, received relatively low scores, with four subdomains out of seven scoring 5 (basic) or lower. The most salient results of Hobart's sustainability assessment are as follows:

The city received very high scores on cultural subdomain indicators linked to *enquiry and learning* as well as *creativity and recreation*. Hobart has relatively high rates of university graduates (above the national average) and is a global hub for Antarctic science and research. The city has a vibrant cultural scene, with high rates of attendance and participation in the arts and cultural events. It hosts important museums and cultural institutions, including the Museum of Old and New Art (MONA), which has become an international drawcard, attracting tourists to Hobart and amplifying the existing cultural scene, with the resultant rise in visitor numbers known as the 'MONA effect'.





**ECONOMICS**

- Production & Resourcing
- Exchange & Transfer
- Accounting & Regulation
- Consumption & Use
- Labour & Welfare
- Technology & Infrastructure
- Wealth & Distribution

**POLITICS**

- Organization & Governance
- Law & Justice
- Communication & Critique
- Representation & Negotiation
- Security & Accord
- Dialogue & Reconciliation
- Ethics & Accountability

**ECOLOGY**

- Materials & Energy
- Water & Air
- Flora & Fauna
- Habitat & Settlements
- Built-Form & Transport
- Embodiment & Sustenance
- Emission & Waste

**CULTURE**

- Identity & Engagement
- Creativity & Recreation
- Memory & Projection
- Belief & Meaning
- Gender & Generations
- Enquiry & Learning
- Wellbeing & Health



### Key Findings of the Christchurch Profile Process

As the graphic representation of Christchurch's profile shows (Figure 5.9 below), the city received high or very high scores on issues pertaining to the cultural, economic, and political domains, while the protection of the natural environment and ecologically sustainable processes tended to receive poorer scores (4 out of 7 subdomains were assessed as 'basic', 'unsatisfactory' or 'highly unsatisfactory'). The most salient and distinctive results of Christchurch's sustainability assessment included the following points:

- ↳ The city was particularly strong on the economic and cultural domains, with all subdomain indicators scoring at least 6 ('satisfactory').
- ↳ When considering cross-domain issues, the city performed very well on indicators linked to transparency (*accounting and regulation* in the economic domain; *ethics and accountability* and *law and justice* in the political domain). New Zealand has a reputation of financial and institutional transparency worldwide, and the sustainability assessment confirmed that the city of Christchurch is part of that wider culture.

↳ The city also performed very well on issues related to *equity and welfare*, scoring 'satisfactory' (6 out of 9) or higher in all cases (see *labour and welfare* and *wealth and distribution* in the economic domain; *negotiation and reconciliation* in the political domain; and *gender and generations* and *belief and meaning* as well as *wellbeing and health* in the cultural domain).

↳ The 2011 and 2012 earthquakes had a negative impact on several aspects of the city's sustainability across domains, including issues of equity, health, and wellbeing. For example, data suggests that the earthquakes disproportionately affected women and minority groups on indicators linked to housing and unemployment. Likewise, the earthquakes had enduring effects on the mental health of many local residents, and this challenged the city's capacity to provide counselling and support. Moreover, evidence also shows that the earthquakes negatively affected the image of the local government, electoral turnout, and the level of satisfaction with participation in decision-making.

FIGURE 5.9 Urban sustainability Profile for Greater Christchurch



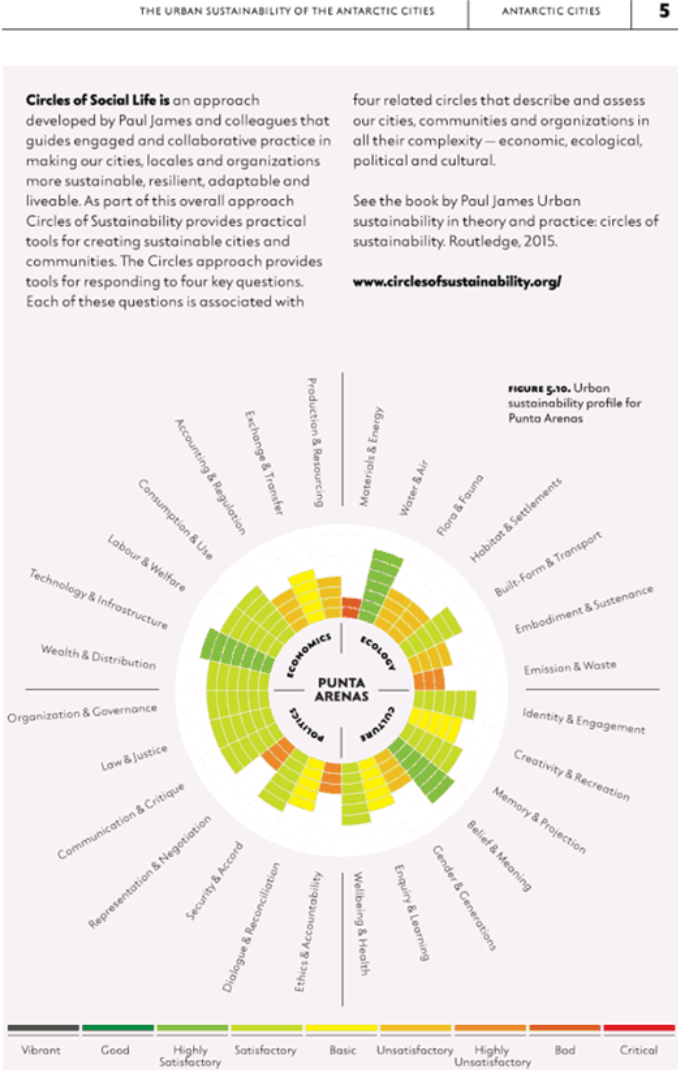
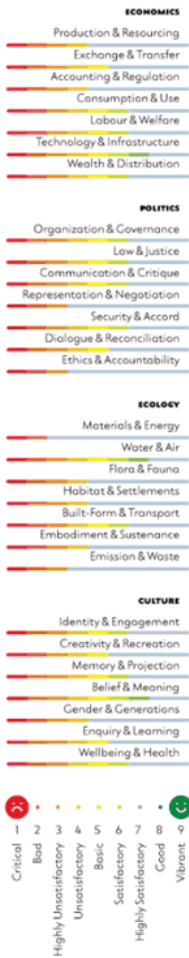




### Key Findings of the Punta Arenas Profile Process

Punta Arenas received higher scores on cultural subdomain indicators (with the exception of 'gender and generations') and lower scores on the political and ecological domains (with the exception of 'water and air').

When considering cross-domain issues, indicators linked to cultural, economic, and gender equity tended to receive low scores (*representation and negotiation*—political domain; *gender and generations*—cultural domain; the relative equity of wage levels for different groups/the relative equity of access to secure employment in the area across differences of gender, age, and ethnicity—economic domain). The city reports relatively high rates of domestic violence, and data suggests that this is increasing. Available data also suggests significant disparities across differences of gender and ethnicity when considering wage levels and access to secure employment. Moreover, ethnic conflicts have escalated in Chilean Patagonia in recent years, particularly in the Araucanía and Bio-Bio regions.





Comparative Findings between  
Hobart, Christchurch, and Punta  
Arenas

While the profiles cover a wide range of sustainability affairs, the qualitative assessments and available data for each city indicate some common areas of concern. At a general level, all three cities received lower scores on issues pertaining to the ecological domain and higher scores on issues related to the cultural domain. This is clearly expressed in the graphic representations of the urban profiles (Figures 5.8–5.10 above).

Lowest scores in the three cities:

- Resilience of regional ecosystems to urbanization
- Status of biodiversity
- Degree of dependence on cars
- Level of carbon emissions
- Generation of hard waste.

Highest scores in the three cities:

- Quality of water and air in the urban area
- Sense of bodily integrity and wellbeing
- Sense of belonging and identification with the local area
- Sense of home and place
- Levels of personal security.

Some relevant insights, however, are not immediately apparent in the graphs and require a more detailed analysis. Although the results are not conclusive, cross-sectional evidence suggests that the urban form and residential density of the cities have important sustainability implications across domains in the three cities. Crucially, all three cities have low residential densities and relatively spread urban areas.

The debate about the significance of urban form, in terms of a city's shape, density, and configuration, on the sustainability of cities has a long history (Breheny, 1992; Williams, Burton, and Jenks, 2000; Neuman, 2005; Bay and Lehmann, 2017). Researchers and urban planners have considered the impact of urban form on several aspects of sustainability affairs, such as transport and mobility, physical activity and health, energy use, housing affordability, biodiversity, social equity, and accessibility as well as the overall quality of life and liveability (James, *et al.*, 2015; Magee, 2015).

In general terms, we found a correlation across domains in the three cities in the direction proposed by the 'compact city' argument, at least in terms of transport, access, and energy use. Third-level indicators linked to the prevalent modes of transport, the levels of carbon emissions, carbon footprint of the urban area, level of physical activity of city residents, and access to certain goods and services (public transport, affordable housing, recreational opportunities) tended to receive low scores in the assessment process. On the other hand, certain indicators, linked to what Marketta Kyttä and her colleagues (2016) call 'experiential and wellbeing outcomes', performed relatively well in the three cases. These include sense of belonging and identification with the local area, sense of home and place, perceived levels of personal safety, level of social trust in other people, sense of bodily integrity and wellbeing, and participation in civic activities.



As we discuss in detail in the following pages, these results do not apply uniformly to all gateway cities. Housing affordability, for instance, seems to be an especially pressing problem for Hobart but not for Christchurch and Punta Arenas. In addition, some correlations do not necessarily express a simple causal relationship between indicators. The relative lack of physical activity might be related to urban sprawl and the low rates of active modes of transport (cycling, walking), but it is unclear how other factors may also play a role in this matter—for example, weather conditions and seasonality. In sum, the findings we present here are not definitive conclusions, but they do sketch clearly some areas of concern that are common to the three cities.



FIGURE 5.11. Tramway in Christchurch. Transport systems are a key concern in the three participant cities. © Photo: Public Domain, Wikimedia.org.



### Built Form and Mobility

Perhaps one of the most intensely debated issues in urban sustainability is the relationship between urban form, residential density, and the prevalent modes of transport. Although the debate is far from over, most studies tend to suggest that 'compact' cities, with a mix of uses in close proximity, achieve the most sustainable and efficient outcomes in terms of mobility and transportation. Contained urban layouts reduce travel demands because people do not need to cover long distances to get to work or to access services and facilities. Higher population densities can also support more efficient public transport systems and, through improved urban design and adequate infrastructure, encourage active forms of mobility such as cycling and walking.

Notably, indicators linked to the prevailing modes of transport scored particularly badly in all cities. The 'degree of dependence on cars' was considered 'critical' and received the lowest score possible in all cases (scoring 1 out of 9). The qualitative assessments provided by the panels in each city were confirmed by existing data.

In Christchurch, about 72 per cent of trips are made by car (47 per cent as driver; 25 per cent as passenger). In addition, the use of public transport has declined significantly in recent years, and it is estimated that private vehicle trips are growing at a rate of 1 per cent a year. Public transport travel times and reliability in Christchurch are a key problem that limits the use and effectiveness of buses in the urban area. In particular, land-use patterns associated with demographic change are not adequately aligned with transport infrastructure, which results in congestion on key corridors and peak time delays reinforcing private vehicle use.

The assessment panel in Hobart outlined a similar situation. While car dependence has decreased in recent times, private cars still represent around 67 per cent of all weekday trips in the Hobart local government area, and this figure rises to 75 per cent when considering Greater Hobart. The city's topography, including the river and the mountains, inhibits good public transport options. Buses provide the only form of public transportation across the wider Hobart area. Available data suggests that a significant number of people walk and ride bicycles once in the city, but access to the city from the outer suburbs is by car. On average, around 75 per cent of all weekday trips in Greater Hobart are made by car (either as driver or passenger); around 20 per cent are made on foot; and only 4 per cent are made by public transport (City of Hobart, 2017: 28).



*The assessment panel in Hobart outlined a similar situation. While car dependence has decreased in recent times, private cars still represent around 67 per cent of all weekday trips in the Hobart local government area*



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Private cars are also the preferred mode of transport in Punta Arenas. The city has one of the highest motorization rates in Chile with around one car for every two residents: a total of 56,242 motorized vehicles. A recent study indicates that 62 per cent of all trips in Punta Arenas are made by private car and 21 per cent by public transport, while active forms of transport (walking or cycling) represented only 12.6 per cent of trips. In the last 15 years, trips by private car have increased 322 per cent.

### Level of Physical Activity and Obesity Rates

During the workshops, participants expressed some degree of concern about the relatively high obesity rates and the lack of physical activity in the three cities. In Hobart and Christchurch, the 'level of physical activity' of city residents was considered 'basic' (scoring 5 out of 9), whereas in Punta Arenas it was considered 'bad' (scoring 2 out of 9). While we do not attempt to establish a simple causal relationship between low residential density and lack of physical activity (in fact, Chile, Australia, and New Zealand show high obesity rates among OECD countries at the national level), a detailed analysis of the profiles does indicate a correlation between land-use patterns, prevailing transport modes, and lack of physical activity.

In Punta Arenas, experts showed concerns about the physical health of city residents (scoring 4 out of 9). According to available data, the population of the Magallanes Region (which includes Punta Arenas) shows both high obesity rates and high physical inactivity rates. In the Magallanes Region, the rates of obesity and excess weight among children under 6 were 13.6 per cent and 26.4 per cent respectively (above the national averages of 11.3 per cent and 23.1 per cent). In addition, the region reported the highest rates of obesity among postpartum women (43.44 per cent) (Ministerio de Salud, 2016). This is highly significant given that Chile has one of the highest obesity rates among children and young people in Latin America—the national averages are 11.9 per cent for boys and 12.4 per cent for girls (Ministerio de Salud, 2016).

Obesity rates are also relatively high in Christchurch. Data from 2016–2017 for the Canterbury Region shows that the prevalence of obesity in adults is 29.4 per cent, slightly lower than the national average (31.2 per cent). However, this represents a 6-point increase from the previous survey (for the period 2011–2012). Of respondents over 15 years old, 49.8 per cent indicated being physically active (at least 150 minutes of moderate-intensity or equivalent physical activity per week) (Canterbury Wellbeing Index, 2018).



*Chile has one of the highest obesity rates among children and young people in Latin America*



Hobart also reported high obesity rates and low physical activity rates in the population. According to the 2017–2018 figures, Tasmanians have the highest levels of excess weight and obesity in Australia; more than two-thirds (70.9 per cent) of adults were overweight or obese, with more than one-third (36 per cent) categorized as overweight and over one-third (34.8 per cent) as obese (Australian Bureau of Statistics, 2018).

These findings support recent research (Giles-Corti, *et al.*, 2019) which suggests that low-density residential areas tend to show high levels of car dependency, lower rates of active transport modes (such as cycling and walking), and higher rates of excess weight and obesity in adults and adolescents.

An important factor to ponder is weather and seasonality. In fact, all three cities are exposed to harsh weather conditions and strong seasonality, which may have a negative impact on the levels of participation in physical activity among elders, adults, and adolescents (on this issue see, Tucker and Gilliland, 2007; Chan and Ryan, 2009).



**FIGURE 5.12** Sumner, Christchurch, New Zealand. ©Photo: Public Domain, Wikimedia.org.

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Resilience of Regional Ecosystems

Another important area of preoccupation in the three cities was the resilience of regional ecosystems (scoring 3 in Christchurch and 4 in Hobart and Punta Arenas), particularly regarding the state of biodiversity in the urban area (2 in Christchurch and Hobart, 3 in Punta Arenas) and the rate of extinction of native plants (3 in Punta Arenas, 4 in Christchurch, 6 in Hobart).

It is still not fully understood what type of urbanization pattern minimizes disruption of regional ecosystems, partly because most research has focused on specific neighbourhoods or municipalities and few studies at the city scale (Lin and Fuller, 2013; Sushinsky, *et al.*, 2013). Most studies indicate that high-density, compact developments have a severe impact on local biodiversity within built areas and, therefore, might result in a relatively high rate of local extinctions, although limited to a small area. Sprawling urbanization patterns, on the other hand, create low-density suburbs spread over a larger area, which tend to result in fewer local extinctions within urbanized areas. However, the ecological impact will be more extended and, therefore, affect larger tracts of natural landscapes. While more studies are needed, recent research indicates that high-density developments with large interstitial green spaces tend to result in lower ecological impact, relative to population size (Sushinsky, *et al.*, 2013; Geschke, *et al.*, 2018).

Sense of Belonging and Identification with the Urban Area

This indicator was assessed very positively in Hobart and Punta Arenas (scoring 9 in Punta Arenas and 8 in Hobart), while in Christchurch it was assessed as 'satisfactory' (6 out of 9). In recent years, sustainability science has paid increasing

attention to the role of place attachment and the citizens' sense of belonging given their potential to encourage ecological stewardship (Chapin and Knapp, 2015; Garcia-Martín, Plieninger, and Bieling, 2018; Halliwell, 2019). Research suggests that place attachment can be a powerful motivation driving conservation actions and the protection of the local environment. The Antarctic gateway cities—with their unique natural environments and cultural histories strongly connected to the Antarctic—seem to be in a particularly privileged position to explore how a strong sense of belonging may help promote sustainable practices and ecological stewardship. Crucially, these findings are consistent with the two surveys conducted in the gateway cities (see chapter 7 'Informed Citizens in the Antarctic Cities').

Level of Personal Security

Overall, the subdomain 'security and concord' was considered 'good' in Christchurch and Hobart (scoring 8) and 'satisfactory' in Punta Arenas (scoring 6). The vast majority (95 per cent) of greater Christchurch residents feel safe in their homes after dark, with 73 per cent saying they feel very safe. Only 4 per cent feel very or a bit unsafe (Canterbury Wellbeing Index, 2019: 45).

Housing Affordability

The affordability of housing for all scored particularly low in Hobart and Ushuaia (scoring 3, 'highly unsatisfactory'), while in Christchurch and Punta Arenas it was considered 'satisfactory' (scoring 6). One key aspect to understanding the housing problem in Hobart and Ushuaia is the role of tourism and temporary rents in the cities' real-estate markets (see Sommer, Welch, and Goess, 2018).





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THE ANTARCTIC CONNECTIVITY INDEX | ANTARCTIC CITIES | 6

## 6. The Antarctic Connectivity Index

### Background to the Index

The Antarctic Connectivity Index is an innovative and comprehensive instrument developed through a collaborative stakeholder process involving a number of Antarctic experts from universities, government agencies, and the private sector. It seeks to assist in developing collective engagement and provide an evidence-based means for action by showing the centrality of cities in relation to Antarctica—and, in comparison to each other.

The index is a diagnostic tool to assess Antarctic urban connections and guide local governance actions. This first stage of its development has taken it a working-draft stage. It still needs to be operationalized, and one of our recommendations is that the Antarctic cities take this on by testing the tool with data from their own cities.

As is the case of other similar indices, the Antarctic Connectivity Index design is 'a quantitative framework based on qualitative rating descriptions and a participatory assessment methodology, enabling local contextual interpretations of the indicators while maintaining a robust universal framework for city comparison and benchmarking' (Rogers, *et al.*, 2020). The index has the following capacities and design rationale:

- The index is a benchmarking tool that enables cities to measure their level of positive connectivity to the Antarctic region across four domains of engagement: ecological, economic, political, and cultural. It is therefore more holistic than most indices in building the variables for the index on a tested and systematic matrix of domains and subdomains of social life. For example, the Global Connectivity Index reduces connectivity to information and communications technologies, all within the economic domain.
- The index is designed as a participatory tool to be used by city planners and policy-makers, businesses, cultural organizations, and environmental NGOs to define, assess, and operationalize a city's Antarctic connections. This makes it very different from other indices which are organized top-down with much of data being held commercial-in-confidence.
- The index is a tool developed co-operatively as a co-design process, part of the Australian Research Council project Antarctic Cities in collaboration with the cities of Christchurch, Hobart, and Punta Arenas, along with Cape Town and Ushuaia. This is also unusual for index development.

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### Why this index?

- It has become increasingly important for Antarctic gateway cities to better understand, quantify and qualify their types of connections to the Antarctic.
- It is critical to track the impacts of policy and practice interventions on the rapidly changing Antarctic environment that is very much a barometer of global change, and to identify emerging critical issues through a tool that measures positive connectivity.
- It is important to treat the engagement of gateway cities to the Antarctic region holistically as a combination of economic, ecological, political, and cultural connections.



FIGURE 6.1 The Mawson's Huts Replica Museum on the Hobart waterfront. © Photo: J.F Salazar 2017.

FIGURE 6.2 Stakeholders workshop on the Antarctic Connectivity Index in Christchurch, October 2017.

FIGURE 6.3 The International Antarctic Centre, Christchurch. © Photo: J.F Salazar.

## Index Questions, Indicators, and Means of Measurement

TABLE 6.1. Questions, Indicators, and Measurements

Domain	Question	Indicator	Measurement
Environmental connectivity	To what extent do the city's connections with the Antarctic enhance the ecological flourishing of the region?	The extent to which the city supports the biosecurity and environmental monitoring of the Antarctic.	The level of material support for the biosecurity of the Antarctic.  Proportion of the overall annual budget of national/federal and local government authorities spent on programs in managing material flows between the city and Antarctica calculated as a percentage.  The level of knowledge, monitoring, and modelling of biogeographic and climatic patterns in the Antarctic. Arithmetic mean of:  1. The number of variables monitored and modelled by scientists travelling to the Southern Ocean and the Antarctic. 2. The number of monitoring initiatives launched/monitored from the city (weather stations; remote sensing projects; monitoring of human impact; invasive species monitoring).
Economic connectivity	How consequential is the Antarctic to the economic prosperity of the city?	The range of livelihoods available in the area that derive from the city's connection to the Antarctic.	The percentage of people in the city employed in jobs related to the Antarctic. Proportion of all jobs in the city calculated as a percentage.  The level of income for the city from Antarctic-related activities. Percentage calculated as a proportion of the overall annual income of the city—i.e., gross metropolitan product (the value of all final goods and services produced within a metropolitan statistical area during a year).
Cultural connectivity	To what extent is the Antarctic embedded in the cultural life of the city?	The level of cultural engagement with the Antarctic, manifested in the life of the city.	The number of cultural sites in the city that relate to the Antarctic. Number of sites per capita.  The intensity of Antarctic-related conferences and cultural events, exhibitions, and archives held in the city. Intensity measured as a proportion of the total of cultural events in the city per capita.
Political connectivity	How important is the Antarctic to the political engagement of the city?	The level of political engagement with the Antarctic region managed through the city.	The number and size of national Antarctic programs that operate through the city. One unit for each nation-state that operates a national program in Antarctica divided by the relative size of the program measured by number of scientists, logistical personnel, and administrators.  The proportion of all levels of government budget allocated to Antarctic-related programs in the city. Measured as the proportion of total government budget devoted to the Antarctic that is allocated to the city to run programs in that city or through that city into Antarctica as a percentage.

### What is the general question guiding the index?

Usually indices leave the question that they are measuring as a general thematic. This means that much is taken for granted. Here the *general question* is the core consideration for judging the quality of connectivity. Because this is a positive index, in effect treating higher levels of connectivity as normatively better, the question guides all aspects of index development.

Following this general question, we ask a question in relation to each of the domains: ecology, economics, politics, and culture.

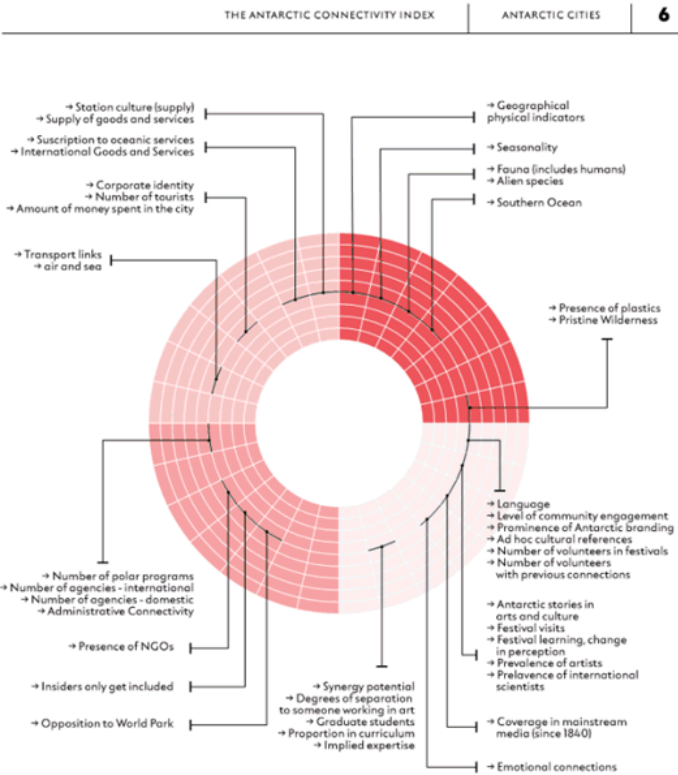


**Question:** How do the city's connections to the Antarctic region enhance the sustainable future of the Antarctic while also enhancing the city's own urban future?

### Key Findings from the Hobart Connectivity Workshop

Participants highlighted several aspects of the index that may be useful for the city and the experts:

- **The index will help to monitor change** over time;
- **The index will provide evidence to lobby** (at different government levels) in favour of Antarctic-related policies and investment (in research, community engagement, diplomacy, etc.);
- **The index legitimizes and validates work done by Council**, such as data produced by experts working for the city (for example, in relation to climate change and the Antarctic and how this has a real impact in Hobart). It helps to move away from a parochial understanding of climate change issues;
- **The index makes visible the cultural importance of the Antarctic** in the community. 'Antarctic identity' came up in community engagement activities (community vision); and
- **The index is a useful tool to guide a shift from Antarctic gateway** to a sense of environmental custodianship. Cities have a special connection with, responsibility towards, the Antarctic.



GRAPH 6.1. Mapping critical issues for establishing Hobart's Antarctic connections. Hobart, 2017.



**Key Findings from the Christchurch Connectivity Workshop**

The Christchurch expert workshop on Antarctic connectivity, which was held in October 2017, emphasized the city's history of Antarctic exploration by suggesting that the components making up the index be *cultural engagement* (30 per cent), *cultural landscape* (40 per cent), and cultural authenticity (30 per cent). Here, cultural engagement is determined based on what proportion of a city's population is regularly (annually) involved in arts and cultural events related to Antarctica (including education), either as creators or consumers. Cultural landscape captures how many places of Antarctic cultural significance exist in a city, including historic monuments, and cultural authenticity indicates what proportion of a city's population have been to Antarctica.

**The Christchurch experts also identified that an Indigenous voice is presently missing in the Antarctic Connectivity Index and should be added. It could capture, for instance, the number of Indigenous words and narratives related to Antarctica.**







# 7. Informed Citizens in the Antarctic Cities

There is a growing body of literature that has examined these cities' historical, economic, touristic, cultural, and geopolitical relationships to Antarctica. These analyses have focused primarily on the perspectives and impacts of explorers, scientists, artists, and tourists moving through the cities—an approach that the label 'gateway', with its suggestion of a thoroughfare, encourages (Leane, *et al.*, 2021).

The rationale for undertaking two surveys of citizens' perceptions during the duration of this four-year project was to address a perceived gap. Citizens' views have largely been overlooked in discussions of how Antarctic connections are perceived by, and how they impact upon, the cities' residents. Therefore, through two complementary surveys, first the Circles of Social Life Survey in 2018 (n=900), conducted in Hobart, Christchurch, and Punta Arenas, and second the Antarctic Urban Identities Online Survey in 2020 (n=1,659) conducted in the five cities, we aimed to examine these cities' diverse connections to the far south, along with the opportunities and tensions these generate. The Circles of Social Life Survey placed greater emphasis on measuring citizens' attitudes towards the sustainability of their cities, mirroring the urban sustainability profiles described in chapter 5. Both surveys were designed to elicit citizens' opinions about their city's forms of connectedness to the continent to its south and therefore have parallels with the Antarctic connectivity index in the previous section (chapter 6). We sought to gauge the degree and kind of engagement that residents have with Antarctic issues, as well as their level of concern about decisions made about the city's relationship with Antarctica in a broad range of areas.

Across both surveys' results, it is evident that the city's Antarctic connections go well beyond the economic and logistical benefits that characterize the traditional idea of a gateway city (Hall, 2015). Most strikingly, citizens in Hobart, Christchurch, Punta Arenas, and Ushuaia feel a strong sense of custodianship towards the Antarctic region—a quality poorly captured by the term 'gateway' (Leane, *et al.*, 2021).



*All five Antarctic gateway cities have similar yet distinct visions of their relation to the Antarctic region which often might signal a potential disconnect between the gateway ambitions held by state and federal government and those held by the cities' residents. In all five cities there is evidently a high level of political and economic investment in growing their Antarctic profiles, but the voices of city residents themselves usually remain largely absent from this dialogue at both a regional and national level.*

# Circles of Social Life Survey 2018

Three surveys comprising 50 questions about residents' perceptions and attitudes were implemented in Hobart (n=300, April–July 2018), Christchurch (n=300, October 2018), and Punta Arenas (n=300, December 2017) to investigate how citizens understand their city's relationship with Antarctica. The surveys aimed to better understand the relation that citizens of the Antarctic cities have to Antarctica.

## Method and Instrument

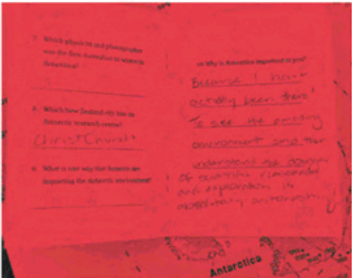
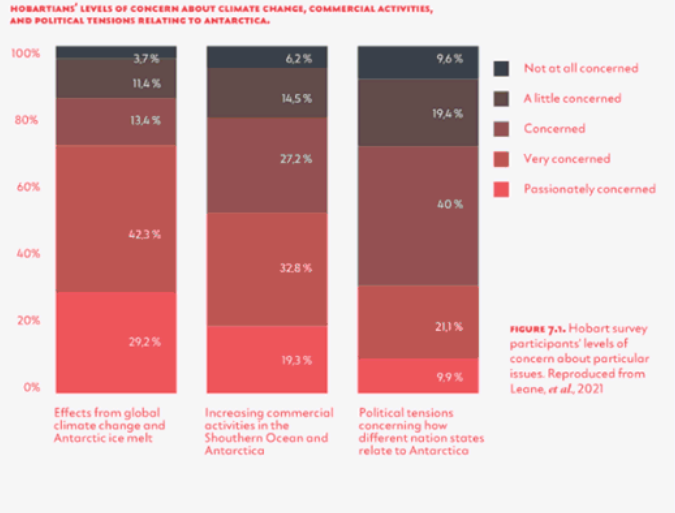
While the same survey questionnaire was used in the three cities, responses were collected differently in each case.

In Christchurch and Hobart, quotas were set for the sample in accordance with the most recent census data to ensure statistical representativeness by age, gender, and location. In both cities the surveys were administered via computer-assisted telephone interviewing (CATI) in September 2018 and were largely delivered by phone (landline and mobile). Participants were included on the basis of self-identifying as a resident of Greater Christchurch (population 502,000) or Greater Hobart (population 226,000) and being over the age of 18. Surveys were completed anonymously for both Christchurch (n=300; female 51.3 per cent; age range 40–49 years 52.7 per cent) and Hobart (n=300; female 48.0 per cent; age range 40–49 years 63.3 per cent).

For Punta Arenas, the study area considered was the *comuna* of Punta Arenas (Punta Arenas city). Responses were collected through face-to-face interviews in November 2017 (n=380; female 51.9 per cent; age range 40–49 years 40.8 per cent). The three cities had equivalent distributions in terms of educational level and household perception of their financial status (comfortable: Punta Arenas 78.2 per cent, Christchurch 71.3 per cent, Hobart 70.3 per cent).

The survey questionnaire was based on the Circles of Social Life methodology (James, *et al.*, 2015), which is used to measure indicators of urban sustainability, adaptability, and liveability. It included 11 items (5-point Likert scales) that measured Antarctic concerns (4), perception of connectivity (4), importance of interrelation (3), and 8 enquiring into activities linked to Antarctica (yes/no answers). Two groups of items were used in this study to assess satisfaction with the city's social life (18 items) as well as concerns relating to social life (11 items).

The results of these surveys illustrate how at the southernmost reaches of the globe, five 'Antarctic cities' are discovering a shared identity in relation to a fragile frozen continent. Some results show that residents of these three cities are concerned about the effects of global climate change and Antarctic ice melt. Additionally, they indicate that the majority of its inhabitants engage daily in activities related to the Antarctic, such as reading or hearing something in the news pertaining to Antarctica. With some differences, the three cities indicated that they should play a significant role in the custodianship of Antarctica's future. A significant majority of respondents agreed that our treatment of Antarctica is a test of our approach to ecological sustainability (78 per cent) (something we explored through the urban sustainability profiles approach), and that strong Antarctic connections are important for the economic future of the three cities (76 per cent). It is interesting to note how across all cities, ecological custodianship and economic connections are not contradictory.



FIGURES 7.2 AND 7.3. School children learning about Antarctica and the project at our booth during the Australian Antarctic Festival, Hobart, 2-5 August 2018. ©Photo: J.F. Salazar.



## Key Findings of the Hobart Survey

The Hobart survey was conducted entirely by CATI through a professional provider, with a randomized sample of landline and phone numbers provided by Sample Pages (a sampling company) and subject to quota sampling. A minimum of 10 female and 10 male participants were required in each of six age brackets (18–19, 20–29, 30–39, 40–49, 50–59, 60+), with even distribution across Greater Hobart postcodes. Surveys were anonymous and conducted according to University of Tasmania ethics approval, with no identifying information retained. As in the other cities surveyed, the sample included a high proportion of educated and affluent people (63 per cent with a university degree, 72 per cent describing themselves as 'comfortable'). This is out of proportion with census data, although not unusual for optional surveys. The Hobart survey was quantitative only, so could not capture the nuances of individuals' sense of connection with Antarctica. More detail on the methodology is available in Elizabeth Leane *et al.*'s article (2021). This summary, including figures, is based on that publication.

Survey participants reported strong levels of connection to Antarctica overall (Leane, *et al.*, 2021). While the news media was by far the most common source of engagement with Antarctica in the previous year, over a third of those surveyed had participated in a form of cultural activity related to Antarctica, over one in six had experienced an Antarctic tourism-related activity (this could include local attractions such as the Mawson's Huts Replica Museum), and about one in eight had reported involvement in an economic activity.

**Concerns related to Antarctic issues (see Figure 7.4) focused primarily on global climate change and ice melt, with 29 per cent of people 'passionately concerned' and 42 per cent 'very concerned' about the issue, and only 4 per cent reporting no concern at all.** This aligns with

concern about climate change more generally, about which 86 per cent of Hobartians surveyed were 'concerned,' 'very concerned,' or 'passionately concerned'—a higher level than that expressed by Australians in surveys conducted nationally (Leane, *et al.*, 2021). Commercial activities related to the Antarctic were the next biggest cause for concern, with over 50 per cent of people 'passionately concerned' or 'very concerned'. Political tensions around different nation-states' relationship to Antarctica were a third source of concern, although people felt less strongly about this issue, with the largest group of 40 per cent of people choosing the middle option on the Likert scale, 'concerned'. Hobart's hosting of the Secretariat for the Commission for the Conservation of Antarctic Marine Living Resources (CCAMLR) may have had a role in this, as the survey was undertaken during a period when debates around marine protected areas in Antarctica were current, which may have influenced local news reporting.

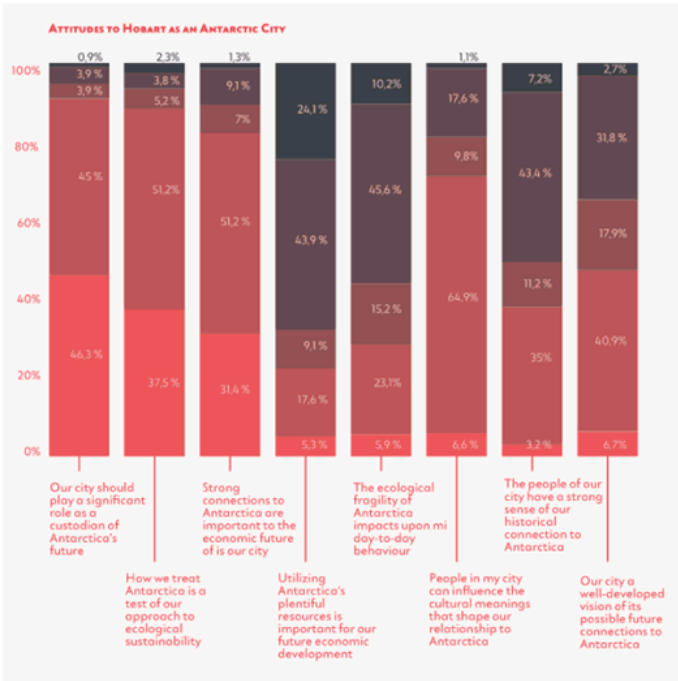
Attitudes towards Hobart as an Antarctic city formed another cluster of statements to which survey participants were asked to respond. Just over 20% (23% per cent) agreed or strongly agreed that utilizing Antarctica's resources is important for economic development, even while a large majority, 83 per cent, considered (agreed or strongly agreed) that Antarctic connections were important to the city's economic future. Hobartians, then, see no contradiction between protecting Antarctica's resources while using the city's Antarctic connection as an economic resource in itself. Citizens felt able to influence the cultural meanings shaping Hobart's relationship with Antarctica (72 per cent agreed or strongly agreed), although results were less positive on the issue of whether citizens have a strong sense of historical connection to the continent (38 per cent). 45 per cent agreed or strongly agreed that the city has a well-

developed vision of its possible future connections to Antarctica. These results are largely unaffected by age, education, and gender.

The strongest finding in this set of statements was in relation to the question of whether 'Our city should play a significant role as a custodian of Antarctica's future'. Over ninety per cent of people agreed with this proposition, with nearly 50 per cent strongly agreeing. This represents the highest level of agreement with any of the

questions asked in the survey. By contrast, only 29 per cent agreed or strongly agreed that a sense of Antarctica's ecological fragility had an impact on their day-to-day behaviour, suggesting that this sense of custodianship does not at present readily transfer into practical action within the urban setting.

FIGURE 7.4. Attitudes to Hobart as an Antarctic City. Reproduced from Leane, *et al.* 2021



## Key Findings of the Christchurch Survey

Following an approach similar to that taken in Hobart, a CATI survey was undertaken in Christchurch between 8 and 25 September 2018. The survey was largely taken by phone (landline and mobile), but a small number of face-to-face interviews were conducted to ensure representativeness. Three hundred residents of Greater Christchurch, which includes Christchurch City, Selwyn District, and Waimakariri District, all over the age of 18, were surveyed.

Originally, the survey had been intended to be run from late August to early September, but at that time the news media prominently featured the removal from office of the CEO of Antarctica New Zealand. To avoid this news unduly influencing the responses, the decision was made to delay the survey until media attention had shifted to other matters. Nonetheless, the survey results highlighted that the recent drama around the dismissal of the CEO of Antarctica New Zealand was still fresh in the memory of a number of survey participants, who specifically recounted this news in response to Question 15 of the survey, which asked 'In what context did you hear Antarctica mentioned in the news most recently?'

The latter question was only included in Christchurch. It proved to be one of the most interesting open-ended questions in the survey and gave us an indication of the level of awareness and knowledge on Antarctic issues among the interviewed residents. While about 40 per cent of the survey participants did not recall anything, they considered worth mentioning, the remaining 60 per cent provided more or less detailed responses reflecting specific news items that can be grouped into a dozen themes: science, climate change, politics, economics, arts, logistics, tourism, fishing, heritage, iconic people or organizations, personal connections, and other.

**Issues around climate change, and in particular the breakup of ice shelves and declining mass balance of the Antarctic ice sheet, which goes hand in hand with the warming of the region, featured prominently in respondents' recollection of Antarctic news items.** These are all issues that New Zealand's Antarctic science community is very invested in, judging by research funding awarded, for instance through the Antarctic Science Platform or the Deep South National Science Challenge, and media coverage of research supported by Antarctica New Zealand. Biological research did not receive the same attention in the survey as geophysical science and drilling projects, and the respondents' main references to the Antarctic environment recounted its unique and untouched character along with aspects related to ecosystem disruptions and pressures through, for example, pollution, 'rubbish', or plastics, and evidenced in, for instance, declining penguin populations—presumably related to regional warming and habitat shifts, although this was not specifically mentioned. Interestingly, a couple of respondents also specifically commented on the paucity of scientific knowledge in an Antarctic context, although no information was provided on why this was considered particularly noteworthy or what knowledge was being referred to.

Survey participants also seemed to have a very good recollection of news about economic uses of Antarctica, with five participants referring to plans of a Dubai engineering company to develop a system by which Antarctic icebergs could be towed to Dubai to relieve the city's pressure on drinking water. Having this rather unusual news item being picked up by participants is not a great surprise since it featured prominently in the New Zealand news media in early September (see <https://www.stuff.co.nz/world/middle-east/106941489/plan-to-tow-icebergs-from-antarctica-to-parched-dubai>).

More unusually, and incorrectly, two references were made to oil exploration and deep-sea drilling for oil in the Antarctic. The main focus of economic-related news items that research participants remembered revolved around fishing and tourism, with particular reference to the plane crash into Mt Erebus in 1979 that killed 257 people, a tragedy that is still relatively fresh in the minds of many New Zealanders, not least due to the related media coverage, memorial flights, and the then planned commemorative service for the forty-year anniversary of the disaster in 2019. News about scientific whaling expeditions organized by Japan seemed to have lingered in the memory of our research participants as well, with five respondents referring to whaling. Similarly, toothfish fisheries, the commercialization of toothfish in the USA, and illegal or unreported fishing in the Southern Ocean were mentioned as having been recently featured in the news.

The quantitative data collected in the survey indicate a shared concern for the Antarctic environment and the potential impact of climate change as well as human activities, such as fishing and tourism, on the Antarctic and the Southern Ocean. The survey participants saw a clear connection between Antarctica and the economic future of Christchurch and felt that the city should play a significant role in asserting its place as an Antarctic custodian.

The vast majority of respondents had not participated in city council planning with regard to Antarctica, which is hardly surprising since such planning processes are generally reserved for city councillors, the city's officials, and vocal stakeholder groups. A surprising number of respondents (25 per cent) had, however, been involved in tourism activities relating to Antarctica. Whilst Heritage Expeditions, a New Zealand owner-operator of Antarctic and Arctic expedition cruises, is based in Christchurch, it is likely that the existence of the International Antarctic Centre significantly contributed to the high number of survey respondents who have been involved in Antarctic tourism activities. Similarly, more than 20 per cent of participants had attended an Antarctic-focused art exhibition, festival, or cultural activity, which is also not too surprising since the Canterbury Museum houses a dedicated Antarctic history and science section, and the Christchurch Art Gallery and the city's annual Antarctic Season Opening festivities provide opportunities for the cities' residents to engage in activities celebrating the city's links to the Antarctic.



### Key Findings of the Punta Arenas Survey

A total of 450 people in Punta Arenas voluntarily participated in the study, selected by accidental non-random sampling using as inclusion criteria being over 18 years of age (M=28.7, SD=12.3) and self-categorized as inhabitants of the city of Punta Arenas. Participants were contacted at their places of study and work and invited to take part in the study. The questionnaire was self-administered.

Regarding concerns about Antarctic-related issues, the results indicate that **participants are primarily interested in the effects of climate change and ice melting**, and secondly in the consensual definition of the role of the Antarctic territory as a symbol of the common future. Political tensions and trade issues are seen as less important (SEE TABLE 7.1).

When evaluating the relationship between the Antarctic gateway city and the Antarctic Territory, the participants point out that there is no historical connection with the Antarctic and that both the cultural infrastructure on Antarctic issues and the strategic vision of the potential future link are poorly achieved. Regarding the evaluation of connectivity, people say that the city should have a role as guardian of the Antarctic, although they also state that this relationship is important for the economic future (SEE TABLE 7.1).

Regarding the actions related to commitment to the Antarctic, it is evident that only the practice of reading or listening to news about Antarctica has been carried out by more than two-thirds of the participants. All the other proposed actions are carried out by less than a third of the sample, with participation in economic or planning activities related to Antarctica being the two least selected (SEE TABLE 7.2).

When analyzing the level of adherence to Antarctic issues globally and the evaluation of the social life of the gateway city, we see that in the case of concern for Antarctic issues, the ecological and cultural dimensions are the most important. In the case of connectivity, the economic dimension is the most important, although the other three also show high averages. In the case of the relationship with the Antarctic, all the dimensions are in the non-adherence zone, indicating that this aspect of the link with the Antarctic is perceived to be poorly developed (SEE TABLE 7.3). The global measurement of the quality of social life shows high averages, except for the evaluation of optimism, where only the cultural dimension is high, with an intermediate average for optimism related to the ecological dimension and low satisfaction in the political and economic dimensions.

The relationships between Antarctic concerns and satisfaction with social life indicate that there are positive relationships between the latter and concern for the Antarctic in all its dimensions. In other words, the more satisfied a person is with his or her social life, the more interested he or she is in Antarctic issues, and vice versa. This type of correlation between social life and positive attitude towards Antarctic issues is also present with lesser but significant strength (SEE TABLE 7.4).

INFORMED CITIZENS IN THE ANTARCTIC CITIES

ANTARCTIC CITIES

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TABLE 7.1: Summary of results in Punta Arenas.

ANTARCTIC THEMES	M	DS	RANGE
Concern for Antarctica			
1. Effects of climate change and Antarctic ice melt.	3.50	1.00	Very interested
2. Discrepancies about what Antarctica means as a symbol of our common future.	3.13	1.05	Very interested
3. Political tensions regarding how different nation-states relate to Antarctica.	3.00	1.15	Interested
4. The increasing growth of commercial activities in the Southern Ocean and Antarctica.	2.76	1.10	Little interested
PERCEPTION OF ANTARCTICA			
1. The people of our city have no real historical connection to Antarctica.	3.74	1.00	Agree
2. The local government makes decisions considering the connections between the city and Antarctica.	3.00	0.91	Does not agree or disagree
3. Our city has sufficient cultural infrastructure, supporting our commitment to Antarctica.	2.81	1.04	Disagree
4. Our city has a well-developed vision of its possible future ties with Antarctica.	2.72	1.05	Disagree
ANTARCTIC CONNECTIVITY			
1. Our city should have an important role as a guardian city for the future of Antarctica.	4.16	1.15	Totally agree
2. Having strong connections to Antarctica is important for the economic future of our city.	3.85	0.90	Agree
3. Utilizing Antarctica's abundance of resources is important for future economic development.	3.26	1.12	Agree

TABLE 7-3f Actions and engagement with Antarctica.		
ACTIONS IN THE PAST 12 MONTHS	YES	NO
1. Reading or hearing something in the news regarding Antarctica.	78.7	21.3
2. Attending an art exhibition, festival, or cultural activity related to Antarctica.	28.7	71.3
3. Participating in a scientific conference or meeting about Antarctica.	20.3	79.7
4. Participating in a tourist activity related to Antarctica.	15.7	84.3
5. Participating in a community meeting or forum related to Antarctica.	14.7	85.3
6. Signing a petition or going to a protest regarding Antarctica.	07.0	93.0
7. Participating in an economic activity related to Antarctica.	06.3	93.7
8. Participating in a council planning process related to Antarctica.	06.0	94.0

TABLE 7-3g Analysis of adherence to Antarctic issues and social life according to dimensions of analysis.												
THEMES	ECOLOGICAL			CULTURAL			POLITICAL			ECONOMIC		
	DT	P		DT	P		DT	P		DT	P	
ANTARCTIC THEMES (AT)												
1. AT Concern	3.50	1.00	.01	3.13	1.05	.04	3.00	1.15	n.s.	2.76	1.01	.04
2. AT Perception	1.21	0.41	.01	1.64	0.26	.01	1.91	0.20	.01	1.94	0.41	.01
3. AT Connectivity	3.19	0.81	.01	3.32	0.61	.01	3.28	0.62	.01	3.56	0.82	.01
SOCIAL LIFE (SL)												
1. SL Satisfaction	3.43	0.98	.01	3.45	1.01	.01	3.58	0.90	.01	3.43	0.67	.01
2. SL Optimism	3.00	0.68	n.s.	3.42	0.67	.01	2.64	0.20	.01	2.40	0.67	.01
3. SL Worries	3.65	0.84	.01	3.33	0.89	.01	3.35	0.97	.01	3.34	0.85	.01
4. SL Attitude	3.36	0.57	.01	3.65	0.55	.01	3.48	0.53	.01	3.57	0.82	.01

TABLE 7-4f Correlations between domains of Antarctic interest and social life.									
	ANTARCTIC CONCERN (AC)				SOCIAL LIFE (SL)				
	1.1.	1.2.	1.3.	1.4.	2.1.	2.2.	2.3.	2.4.	
1.1. AC Ecological	-	.56**	-.60**	-.53**	-.14**	-.01**	-.41**	-.21**	
1.2. AC Cultural		-	-.63**	-.56**	-.02**	-.14**	-.44**	-.27**	
1.3. AC Political			-	-.63**	-.08**	-.05**	-.50**	-.20**	
1.4. AC Economic				-	-.03**	-.10**	-.41**	-.24**	
2.1. SL Satisfaction					-	-.14**	-.44**	-.27**	
2.2. SL Optimism						-	-.14**	-.45**	
2.3. SL Worries							-	-.30**	
2.4. SL Attitude								-	

\* Statistically significant,  $p < .05$   
 \*\* Statistically significant,  $p < .01$

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Comparisons Between  
the Three Cities

We compared all responses for 61 variables between the three cities, using a common test for statistical significance (one-way ANOVA). The default assumption in such tests is that responses do *not* differ between the cities. In most cases, this assumption held: there is remarkable similarity (statistically speaking) across the three cities. Only six variables showed statistically significant differences across this test.

The differences however are telling. Nearly the majority of Punta Arenas respondents (49 per cent) agreed that utilizing Antarctica's plentiful resources is important for a city's future economic development, while the majority of Hobart respondents disagreed (69 per cent). Christchurch respondents were more evenly divided (40 per cent agreed, while 48 per cent disagreed). This concurs with responses to levels of concern about increasing commercial activities in the Southern Ocean and Antarctica: 43 per cent of Punta Arenas respondents expressed little or no concern, compared to 29 per cent for Christchurch and 20 per cent for Hobart. These results are reversed for levels of concern about an incapacity to meet local needs for basic resources such as energy, food, or water. A minority of Christchurch (24 per cent) and Hobart (37 per cent) respondents expressed high degrees of concern, compared with 51 per cent for Punta Arenas respondents.

Conversely the majority of Christchurch and Hobart respondents agreed they had enough 'cultural infrastructure' to support Antarctic engagement (69 and 61 per cent respectively), while a significant percentage (37 per cent)

of Punta Arenas respondents did not agree. These sentiments are echoed in terms of levels of concern about 'globally transferred cultural values'—46 per cent of Punta Arenas respondents said they were very or passionately concerned. In comparison, Christchurch (18 per cent) and Hobart (16 per cent) respondents expressed less concern.

Finally, Punta Arenas respondents expressed greatest concern about the corruption of local political institutions: 51 per cent stated they were very or passionately concerned, compared with 37 per cent for Hobart and 24 per cent for Christchurch.

What is the picture that emerges from these results? It is a slightly contradictory one: on the one hand, Punta Arenas respondents seem less concerned about the environmental effects of Antarctic commercial activities, and this is perhaps explained by greater anxiety about their city's economic future. On the other, they are most concerned about the lack of local Antarctic cultural institutions, the encroachment of global culture, and local corruption. Hobart appears moderately concerned about corruption, but also the least concerned about the city's economic future and most concerned about economic exploitation of Antarctica. Christchurch in many ways appears situated between the other two cities.

These results are broadly consistent with the urban sustainability self-assessments and profiles, suggesting reasonable reliability of both methods. While our overall recommendations point toward the need to develop custodial networks in all and also between the Antarctic cities, **these results point toward the need for sensitivity and awareness about the different concerns expressed by their residents.**

Antarctic Urban  
Identities Online  
Survey 2020

This section presents the results of an international survey focusing on residents over 18 years old living in the five Antarctic cities: Punta Arenas (Chile), Ushuaia (Argentina), Cape Town (South Africa), Hobart (Australia), and Christchurch (New Zealand). More specifically, the survey focused on citizens' perceptions about critical aspects of the relations between their cities and the Antarctic. The results presented here provide useful data to inform policy-making in the gateways and advance the broader objectives established by the project, which include:

- **Multidimensional connections:** Identify opportunities and challenges linked to the conceptualization of gateway cities, in pursuit of a rethinking of the relationship that considers not only the economic and political issues but also the social, environmental, and cultural dimensions.
- **Social imaginaries:** Understand and work around the social imaginaries of the population of the five cities.
- **Public policies:** Detect opportunities for the evaluation and design of public policies of local governments linked to the role of these cities.
- **Intercity co-operation:** Identify, strengthen, and generate points of co-operation between cities with a common and unifying factor, closely linked to the values of the Antarctic Treaty: peace, co-operation, and conservation.
- **Protection and sustainability:** Deepening the relationship between the protection of Antarctica and the sustainability of the custodian cities.



FIGURE 7-5. Poster in Spanish highlighting key results of our 2020 Antarctic urban identity survey. Designed by the Chilean Antarctic Institute (INACH).

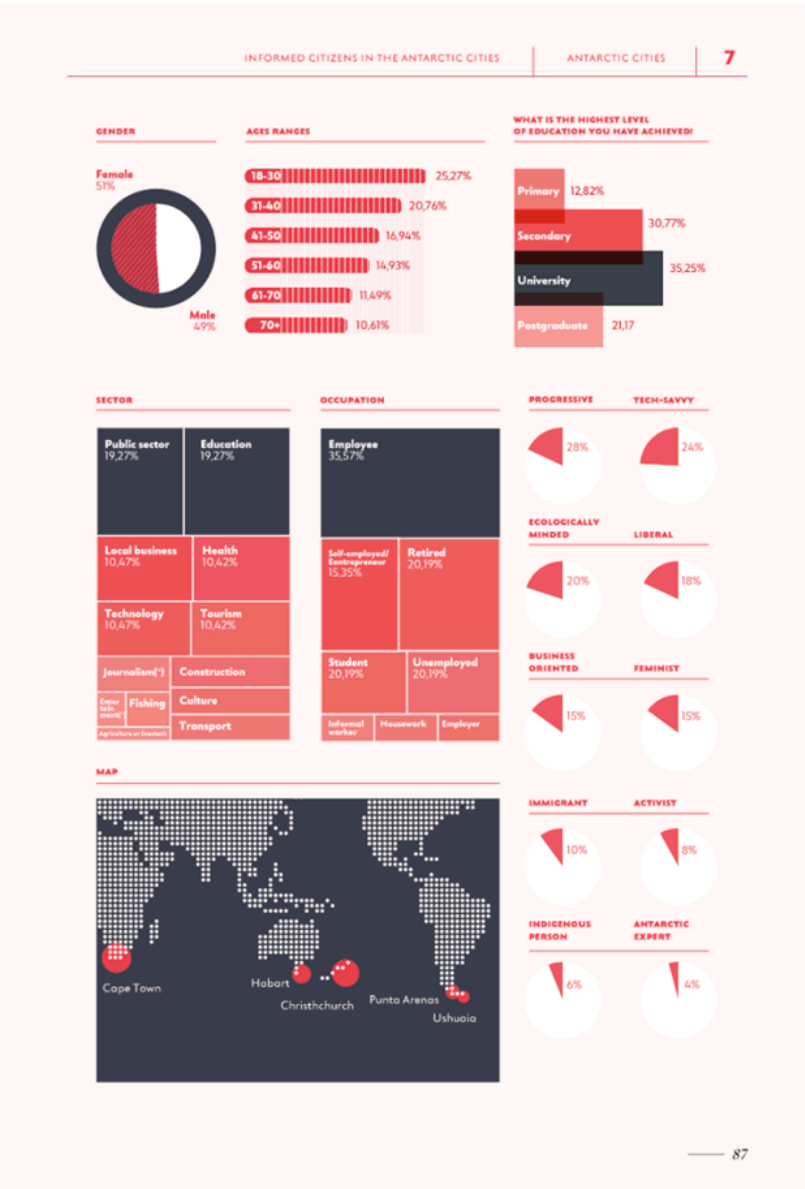
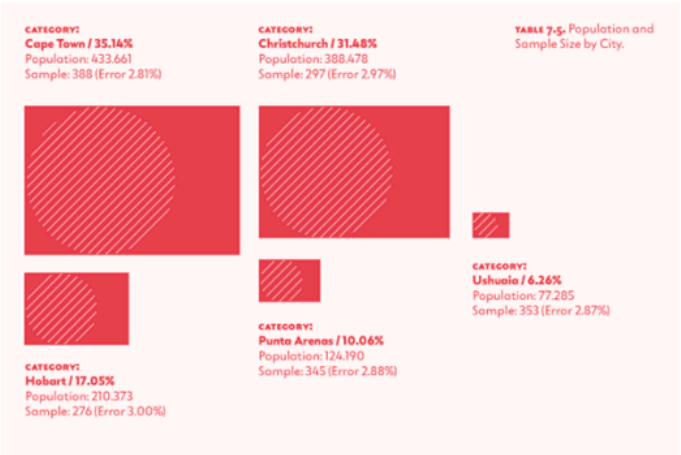
Methodology

We conducted the online survey in the five cities between the 27 June and 15 July 2020. The survey was implemented by a contractor, StatKnows, based in Santiago, Chile, following a sample inference methodology for online surveys. The process involved applying artificial intelligence to conduct systematic research on the public information of 2,932,764 people, to identify multidimensional characteristics of the population under study. Based on this research, we defined a sample population of 1,659 people. In technical terms, we employed a stratified probabilistic sampling with allocations proportional to the size of biphase selection.

The estimated overall sampling error reached 1.33 per cent, with a 95 per cent confidence level. By city, the maximum error was 3 per cent, also at a 95 per cent confidence level.

UNIVERSE:  
1,233,987  
(search: 2,932,764)  
SAMPLE SIZE:  
1,659  
REFERENCE PERIOD:  
27 June to 15 July 2020  
SAMPLING ERROR:  
1.33 per cent

TABLE 7.6. Demographics and sample population profile.



In general terms, the key insights from this survey conducted in the five Antarctic cities show that **there is widespread agreement across the five cities that the Antarctic is 'important' or 'very important' for their respective cities**. Ushuaia showed the highest percentage of respondents who attached importance to the Antarctic for their urban identity (over 80 per cent). While Cape Town was in the fifth place, almost two in three of its residents consider the Antarctic important or very important for their city's identity.

Participants from the five cities positively assessed the connection with the Antarctic continent and acknowledged its importance for their respective cities. Likewise, a high percentage of respondents expressed feeling responsible or very responsible for the future of the Antarctic. There is widespread agreement in the five cities around the Antarctic values of peace, co-operation, and conservation, which can act as unifying and inspirational values guiding intercity co-operation and policy-making.

There is a shared Antarctic identity among citizens in all cities, despite cultural and socio-economic differences.

It was not only those involved in Antarctic-related jobs or activities who expressed a commitment to the protection of the Antarctic. Only 13 per cent of respondents declared themselves to have a job related to the Antarctic, but 71 per cent considered that the Antarctic was 'important' or 'very important' for their respective cities. In general terms, women and Age Group 2 (30–39 years old) tend to attach more importance to the Antarctic than men and young people (aged 18–29).

The environment is considered as a high priority for the present and future of the Antarctic gateways. Crucially, expression of environmental priorities was not limited to 'environmental activists'.

There is an urgent need to include a gender approach in environmental and Antarctic policies. The survey results indicate that women tend to place higher priority on the environmental aspects of the relation between their cities and the Antarctic. In addition, women tended to show a higher sense of responsibility for the future of the Antarctic.

The results also indicate there is ample room for improving communication and engagement with young people (aged 18–29) in relation to Antarctic-related activities. While 66 per cent of respondents expressed feeling 'little informed' or 'not at all informed' about the Antarctic, this figure jumps to 83 per cent among people aged 18–29. In addition, a higher percentage of respondents in this segment tended to express 'pessimism' or

'indifference' towards the future of the Antarctic. However, when asked about what might help the people of their city to identify with the Antarctic, this group particularly favoured 'increasing my city's engagement with Antarctic conservation', well over other options such as creating more Antarctic-related jobs or supporting Antarctic-related cultural activities. Likewise, a relatively high percentage of people in this segment tended to identify as 'ecologically minded' and considered that a stronger connection between their city and the Antarctic 'drives us to take care of the environment'.



*There is a shared  
Antarctic identity among  
citizens in all cities,  
despite cultural and socio-  
economic differences.*



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ATTACHMENT A



TABLE 7-7. The most important connections between the gateway cities and the Antarctic.

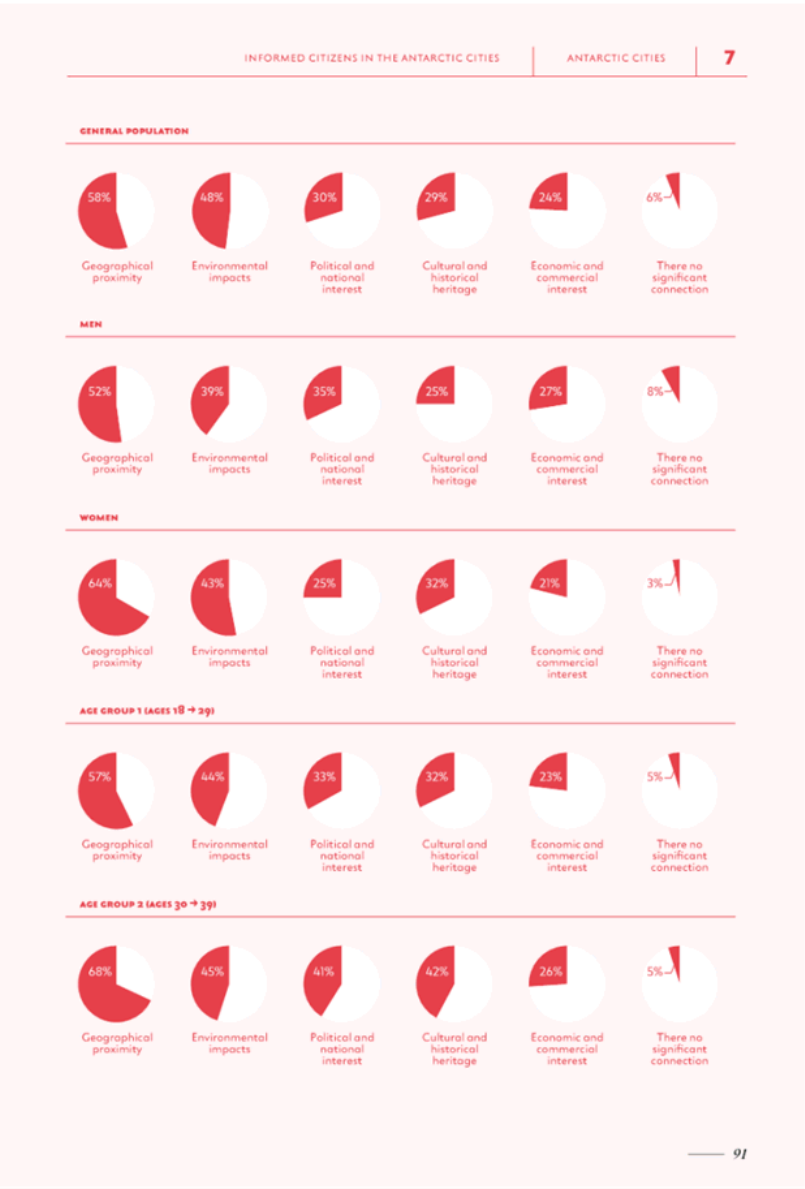
Multidimensional  
Connections

The first question asked what citizens thought the most important connections between their city and Antarctica were, with the option of choosing up to three pre-given options. In all five cities, participants considered 'geographical proximity' as the single most important connection between their city and the Antarctic continent, followed by 'environmental impacts'. In all cities, 'environmental impacts' has double the importance of 'economic and commercial interest'. At the general population level, 'political and national interest' reaches a similar percentage as 'cultural and historical heritage.' When considering these two options in each

city, 'political and national interest' prevails in all cases, except for Hobart. Crucially, only 6 per cent of the population considers 'there is no significant connection' between their city and Antarctica. In no city does this group exceed 7 per cent.

When considering specific segments of the population, the relevance of 'environmental impacts' climbs from 48 per cent to 55 per cent among Group 2 (ages 30–39) and to 57 per cent among women.

On the other hand, only 39 per cent of male respondents considered 'environmental impacts' as one of the most relevant connections with the Antarctic. Likewise, 'economic and commercial interest' jumps from 24 per cent to 27 per cent among men.





Information

We then asked how informed residents felt about the relationship between their city and Antarctica. At the general population level, **over 50 per cent of respondents feel they are 'little informed' about the connection between their city and the Antarctic.** Moreover, those who feel 'not at all informed' or 'little informed' are double those who feel 'fairly' and 'very informed'. Although in the minority, citizens of Christchurch feel more informed, while the citizens of Cape Town feel less informed. Women feel less informed than men.

The percentage of people who feel 'not at all informed' and 'little informed' rises considerably among the Age group 1 (ages 18-29). The difference with the Age group 2 (ages 30-39) is significant. Only people above the age of 70 feel more informed than the Youth 2 group. In addition, people over the age of 70 is the only group in which 'fairly' and 'very informed' combined (52.55 per cent) tops 'not at all informed' and 'little informed' combined (47.45 per cent).

'Internet in general' is considered the most reliable source of information across the five cities, followed by 'cultural institutions' and 'written press'. Only in Punta Arenas does 'cultural institutions' take the place, over 'Internet in general', while only in Christchurch does 'written press' come higher than 'cultural institutions'. This could be an opportunity for the Antarctic sector to promote cultural/scientific communication work which the community considers to be reliable.

TABLE 7-8. How informed people feel about their city's relationship with the Antarctic.

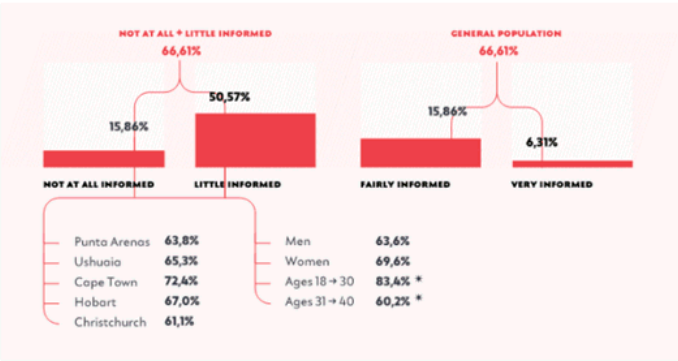


TABLE 7-9. Most trusted sources of information about the Antarctic.

Engagement

In terms of engagement in Antarctica-related activities, we asked residents to identify in which of the following they had been involved in the past three years.

Half of the population across the five cities declares they have not participated in Antarctic-related activities in the last three years. Among those who have been involved, the explanation 'I attended an art exhibition, festival, or cultural activity' comes out on top, followed by 'My job is (or was) related to Antarctica'.

Hobart has the highest percentage of people who declared not having participated in any Antarctic-related activity and the lowest percentage of people who declared working or having worked in relation to Antarctica. In Punta Arenas the percentage of people who say they have attended an art exhibition, festival, or cultural activity is lower than in the other cities.

In Cape Town, the percentage of people who say they have signed a petition or public letter is higher, as is the percentage of people who say they have been part of a tourist activity linked with Antarctica.







### Social Imaginaries

The vast majority of respondents across the five cities consider Antarctica to be 'important' or 'very important' for their respective cities.

Ushuaia showed the highest percentage of respondents who attached importance to the Antarctic for their city identity (over 80 per cent). While Cape Town reached the fifth place, almost two out of three of its residents consider the Antarctic important or very important for their city's identity.

In response to a question of why it might be important for their city to develop an identity in relation to Antarctica, 'It drives us to take care of the environment' comes out on top by a significant margin and was the most selected option in the five cities. In Cape Town it reaches the highest percentage, with 65 per cent. Crucially, only 4 per cent of respondents considered that 'it is not important' for the city to develop an Antarctic identity.

It is also the most selected option in all age segments. In Youth 2 it reaches the highest percentage, with 67 per cent.

More so than other segments of the population, men favour options linked to economic and commercial activities, such as 'It generates more jobs' and 'It attracts more tourists'. More women picked the option 'It drives us to take care of the environment', and they also tended to select options which are more directly linked to identity.

All options achieved higher percentages in Age group 2 than in Age group 1, with the exception of 'It is not important'.

'Teaching more about Antarctica' is the most favoured answered at the general population level and in all specific subsets, apart from Age group 1 (ages 18-29). Interestingly enough, the highest percentage in this segment was reached by 'increasing my city's engagement

with Antarctic conservation'. This could be an opportunity to further engage with this segment. On the other hand, Age group 2 (ages 30-39) favoured the creation of Antarctic-related jobs as a way of strengthening the city's Antarctic identity.

We asked residents to evaluate how responsible they and their families and friends felt for the future of the Antarctic region.

A sense of responsibility for the future of Antarctica prevails in all five cities. Women and Age group 2 (ages 30-39) tended to more often express a sense of responsibility towards the Antarctic continent.

### Public Policies

There is broad consensus that 'the local government must lead the development of a plan to integrate Antarctica into the future of my city', and that the private sector, scientific institutions, and civil society 'should play an important role' in this. The highest level of agreement is reached regarding the relevant role that scientific institutions should play: 96 per cent.

No significant differences between cities are recognized.

Twenty per cent of the population identify as 'ecologically minded', but, importantly, those who identify in this category are not the only ones to prioritize environmental issues:

- Faced with options that include other basic needs, 24 per cent choose 'Environment' among the issues that should be prioritized.
- 'Environmental impacts' reaches 48 per cent in the question about the most important connections to prioritize.
- 'It drives us to care for the environment' reaches 57 per cent for the question about the potential importance for their city of developing an identity in relation to Antarctica.



# Considering gender and broad age groups:

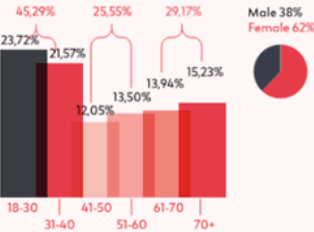
- Women identify as 'Ecologically minded' more than men.
- Most people who identify as 'Ecologically minded' are young (Youth 1+2). The young population has the same relative weight within the general population as within the population that identifies as ecologically minded.
- In contrast, adults aged 41-60 have are less likely to identify as 'Ecologically minded.'
- Relative percentages of people who identify as ecologically minded jump back up among adults aged 61 or older.

## ECOLOGICALLY MINDED

Ecologically minded 20%



## AGES RANGES



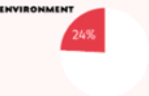
# Antarctic values

There is broad consensus about Antarctic values in all five cities.

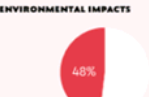
TABLE 7.16. Segments of the population that prioritize environmental issues.

## GENERAL POPULATION

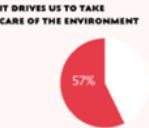
Which of these issues do you think your city should prioritise?



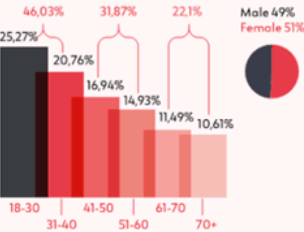
What do you think are the most important connections?



Why might it be important for your city to develop an identity in relation to Antarctica?



## AGES RANGES



## INFORMED CITIZENS IN THE ANTARCTIC CITIES

## ANTARCTIC CITIES

7

TABLE 7.17. The Antarctic values of peace, co-operation, and conservation should be present in the way of living in my city.

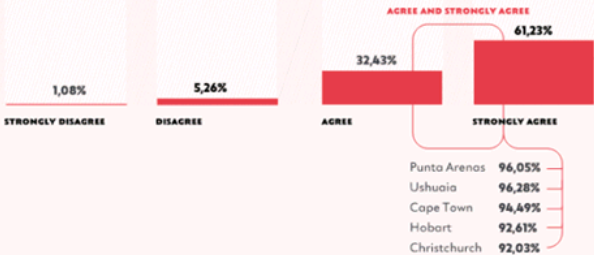


TABLE 7.18. Engagement with the Antarctic among young people.

	YOUTH 1 AGES 18-29	YOUTH 2 AGES 30-39
→ Connections between the city and Antarctica: <b>Environmental impacts</b> (prioritisation)	44%	55%
→ Connections between the city and Antarctica: <b>Cultural and historical heritage</b> (prioritisation)	32%	42%
→ "Fairly and very informed" About Antarctica	17%	40%
→ Antarctica is <b>fairly important</b> or <b>very important</b> to their city's identity	66%	74%
→ Developing an identity in relation to Antarctica <b>drives us to take care of the environment</b> (prioritisation)	58%	67%
→ Developing an identity in relation to Antarctica <b>creates a unique urban brand</b> (prioritisation)	35%	42%
→ Developing an identity in relation to Antarctica reinforces <b>citizens place to attachment</b> (prioritisation)	27%	39%
→ Developing an identity in relation to Antarctica <b>builds pride</b> (prioritisation)	8%	17%
→ "Fairly and very responsible" for the future of Antarctica	47%	61%
→ "Hope" about the future of Antarctica	22%	34%
→ "Ecologically minded"	19%	21%
→ "Activist"	9%	10%
→ Intercities cooperation as an Antarctic value to be prioritised	7%	17%
→ "Indifference" about the future of Antarctica	16%	9%



# 8. Anticipating the Future of Antarctica: The Antarctic Futures Game

The *Antarctic Futures* game was developed as a key component of the youth engagement strategy of this Australia Research Council Linkage Project. As a 'serious game'—a game intended both for entertainment and for reflection on serious matters—it was meant to elicit a debate among urban youth about the role that gateway cities play or may in future play in relation to the Antarctic in an era of global environmental change. By translating scenario-based futures into a playable experience, the game's goal was to foreground the centrality of Antarctic futures in such scenarios, while engaging urban youth from the five gateway cities in its design process.

The bilingual English and Spanish game was developed in-house through a process of co-design with young people from each city. Its goal was to allow players to experiment first-hand with the impacts different global policy responses to climate change would have on the world. The game was intended to entertain and to encourage reflection on serious matters. Seven workshops were run, of which three were in Hobart, with 103 young people taking part.

*Antarctic Futures* is now a dynamic and educational resource, one that can be used to raise issues such as climate change and environmental policy. An associated resource pack has been designed to help teachers and facilitators adapt the game to a variety of learning contexts.

Development of a serious game was decided at the very outset of the project, based on evidence that such games are a promising area of experimentation for informing, educating, and engaging with young people about the causes and consequences of environmental change.

Games help to make concrete what can be abstract and intimidating aspects of climate science. Considering possible futures of Antarctica is a common part of the making of scientific scenarios that aim to communicate the consequences of climate change to wider





audiences. From melting ice sheets to the disappearance of polar species and rising sea levels, Antarctica is central in scenario-based climate-change communication. However, scientists themselves have acknowledged that whilst scenarios are a staple for expressing climate change to the public, their potential for civic engagement may be limited. Importantly, scientific scenarios often maintain a distinction between producers (the scientists) and receivers (the public). Games can help break down that distinction (Pollio, Magee and Salazar, 2020; Khan, Magee, Pollio and Salazar, 2021).

The development of the *Antarctic Futures* online game involved four baseline premises:

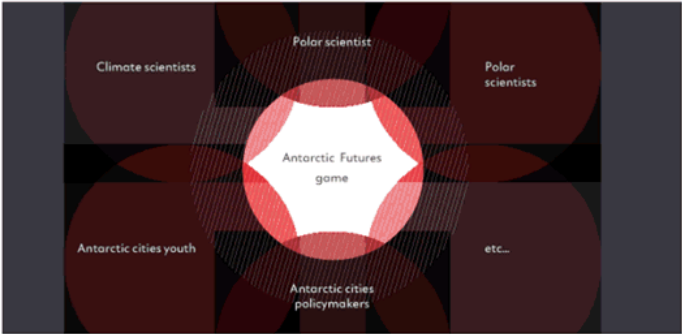
1. Antarctic futures are a common feature of climate change scenarios.
2. Climate change scenarios are useful, but also limited, because they require a degree of expertise in climate science.
3. Serious games are promising tools in bridging the gap between different communities, including that between scientists and young people.
4. The development of a serious game can be based on co-design as a strategy to engage youth in the Antarctic gateway cities.



**FIGURE 8.2.** Storyboarding the game. Scenarios workshop with young people in Christchurch, 2018.

In the context of the development of *Antarctic Futures*, we opted for a co-design approach for four interrelated reasons: to bridge different communities that are not usually in contact; to use the design process for deeper forms of engagement with the Antarctic cities' youth; to improve the usability of the final outcome; and to use the co-design process itself as a research tool to test the assumptions, opportunities, and limitations of the research project as a whole, and of the game as an engagement tool more specifically.

**FIGURE 8.2.** Antarctic Futures as a boundary object.



**FIGURE 8.3.** Timeline of Phase 1 activities.

## Developing a Functioning Prototype

The first phase of game development consisted of three separate workshops over a period of 12 months (September 2017–August 2018). The aim of this phase was to develop a functioning prototype of the game based on the input of young people from Hobart, Christchurch, and Punta Arenas.

Storyboarding the Game

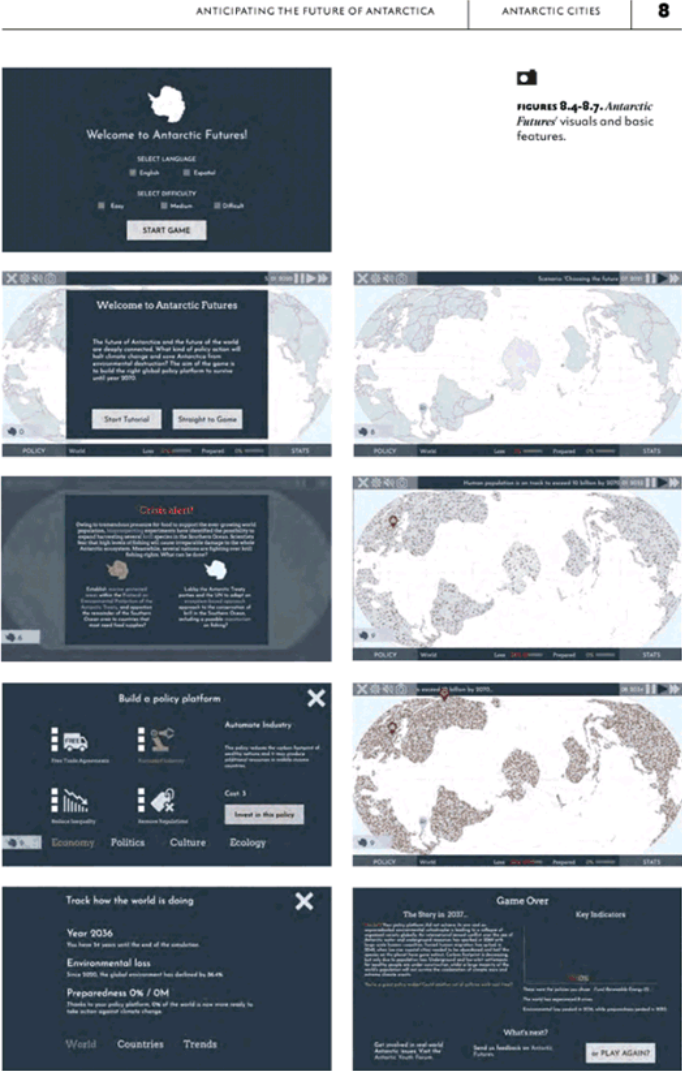
The purpose of the first two workshops was to storyboard the game: to develop a basic plot that would frame and outline the basic mechanics of the gameplay. The first session was held at the Antarctic Centre in Christchurch in September 2017, while the second took place at the offices of INACH (Instituto Antártico Chileno / Chilean Antarctic Institute) in Punta Arenas in November 2017.

During these first two co-design sessions, participants helped shape an overall narrative for the game and mapped out key decisions concerning game genre and platform. Participants were especially interested in making Antarctic futures central to the game experience and in combining climate science, adventure, and urban aspirations in the game plot.

Prototype Development

After the first two workshops, we examined a number of existing game options. We selected the game *Plague Inc.* as a reference point for our own game design—a successful game that made use of a minimalist and, from a design perspective, cost-effective set of interface elements. *Plague Inc.* blends simulation and strategic role-play, where the player adopts the persona of a virus or bacteria charged with spreading itself across the world and wiping out humanity. In our version, we recast this misanthropic premise to a philanthropic one, where the player must use a minimal set of resources and policy options to arrest the effects of climate change.

For the third and last workshop of the first co-design phase, we created a prototype, a playable game which intentionally lacked the polish of a finished product. The model we adopted was a highly simplified version of the simulation scenario developed by Rintoul, *et al.* (2018). By default, when the game runs, the climate slowly degrades, in line with a 'business-as-usual' scenario. By selecting a combination of policy options, made available as the game simulation unfolds, the player can influence the rate of degradation, leading to, if the game is played well, a best-case scenario of minimal long-term climate impact. The game was built upon Cocos2d-x, an open-source multiplatform game framework, and a web version was published on a private server for the third workshop.





Prototype Testing

We eventually conducted the third co-design workshop in August 2018 in Hobart, Tasmania. We recruited nine participants in total, all aged 18 to 25. Once briefed about the overall purpose of the serious game in relation to the broader engagement aims of the project, we provided a short introduction to the scenarios discussed by Rintoul, *et al.* (2018) in order to contextualize the narrative on which the game prototype was based. The main section of the workshop involved dividing the participants into three small groups, ensuring each group included people with a mix of limited and considerable gaming experience. Using a toolkit of prompts as well as coloured markers, we asked the teams to prototype on paper alternative versions of the existing game shown earlier (Figure 8.8). The objective of the activity was to validate, and eventually rethink, on the basis of the responses, two of the interface choices that underpinned the game prototype.



FIGURE 8.8. Toolkit and materials used for the prototype testing workshop, Hobart, August 2018.

Testing and Improving the Beta Version

After the first co-design phase, which ended with the testing of a prototype in August 2018, the second phase of game development involved

two main steps: the development of the game's beta version, based on the feedback obtained over the course of Phase 1, and the testing of the beta version, which took place between July 2019 and November 2019, over three subsequent workshops.

FIGURE 8.9. Timeline of Phase 2 activities.

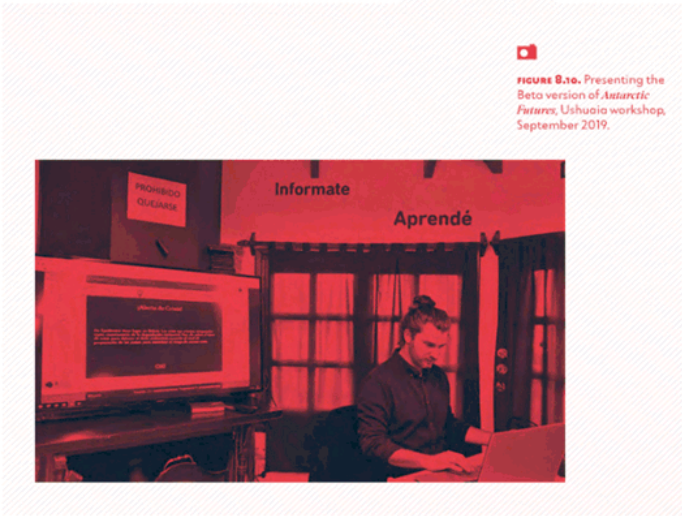
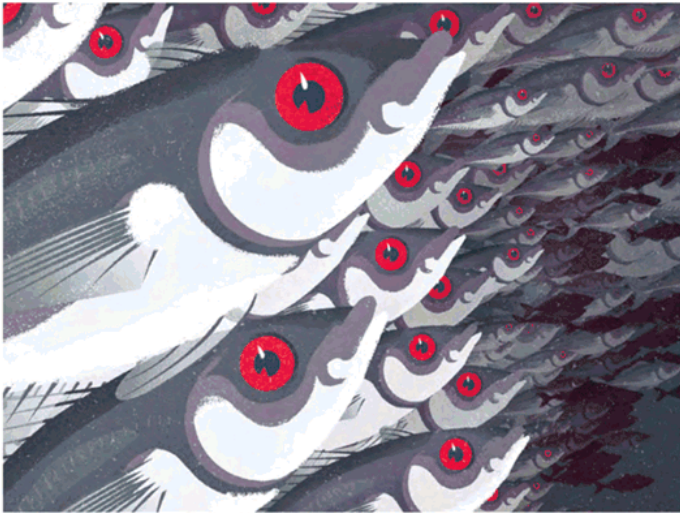


FIGURE 8.10. Presenting the Beta version of *Antarctic Futures*, Ushuaia workshop, September 2019.

### Key Findings

The inclusion of a game was an ambitious aspect of the project, and one which proved successful in engaging youth in both the design and eventual launch of the game (Pollia, Magee and Salazar, 2020; Khan, *et. al* 2021). Between July 2019 and August 2020, nearly 500 people played the game, and we received valuable feedback from project staff and the Antarctic Youth Coalition at two follow-up evaluation workshops in 2020. Promotion of the game took place through social media accounts—principally on Instagram, but also Twitter and Facebook—and followers grew steadily over the same period.

Despite its success as a technical output and a process of youth engagement, we noted that several aspects were less successful. We struggled to build a 'critical mass' of youth in cities to play the game, beyond those connected to the project through social media and connections. We also tried several times to connect the game with curriculum at the tertiary and secondary levels in Hobart. This is a matter for further work. While there remains scope for further engagement with the game through both direct promotion and organizational connections, these relative failures underline challenges in developing digital assets like games for pro-social and pro-environment purposes—and the commensurate need for adequate planning for marketing, promotion, and support.



### Conclusions

- 1 Online games are an important way of engaging youth in Antarctic custodianship. They can be developed at a comparatively low cost and can serve to build interest in wider issues. This is particularly important given our final conclusion in relation to the survey, namely the need to improve communication and engagement with young people (aged 18–30) in relation to Antarctic-related activities.
- 2 *Antarctic Futures* is an open-source asset, now owned by the Antarctic cities themselves. It can be employed in several ways:
  - As learning materials in secondary and tertiary school environments. The accompanying resource pack can be used by teachers and facilitators to encourage debate about Antarctic custodianship.
  - As an 'icebreaker' activity in non-educational workshops and meetings—community, council, industry—to instigate discussion about Antarctic and other environmental issues.
  - As the basis for extensions or adaptations by game developers and designers in Antarctic cities.
- 3 Co-design was employed across multiple Antarctic cities to encourage youth contribution to games and other resources. Aside from the direct benefit to the design process itself, these workshops themselves built a nascent cross-city community that fed into the Antarctic Youth Coalition and other project activities.
- 4 Given the differences in time zones, language, and culture between the five Antarctic cities, resources need to be allocated to marketing, promotion, and support. Facebook and other social media platforms allow for relatively low-cost targeting of communities and can be used both to sustain *Antarctic Futures* itself and to promote future initiatives in support of Antarctic custodianship.





THE ANTARCTIC YOUTH COALITION | ANTARCTIC CITIES | 9

## 9. Antarctic Custodians and Youth Engagement: The Antarctic Youth Coalition

As an integral aspect of the research design of this project we contemplated an Antarctic Cities Youth Expedition through which each city might select a youth leader to represent it in a youth forum to take part in Antarctica. As part of the project, we were able to invite five young people to the Antarctic Peninsula in early February 2020, sponsored by the Chilean Antarctic Institute (INACH) as part of their 56th Antarctic Expedition in 2020. Local government, industry, and NGO sponsors generously gave either direct financial or in-kind support: in Ushuaia, the Municipality of Ushuaia; in Cape Town, the South African National Antarctic Programme (SANAP), Antarctic Legacy of South Africa (ALSA), and Department of Science and National Research Foundation (NRF); in Hobart, Qube Ports and Bookend Trust; and in Christchurch, the Christchurch Antarctic Office and the Latin America Centre of Asia-Pacific Excellence (CAPE). Their generous donations not only made the AYCE possible but also confirmed the high level of local investment in cross-city youth collaboration and custodianship in the Antarctic sector.

A central aim of the Antarctic Cities project was to foster community engagement and particularly youth engagement in Antarctic issues, on a local and global scale. The project was therefore designed to culminate in the creation of an Antarctic youth coalition that would catalyse youth-led collaboration to address the challenges facing Antarctica's future. As urban centres connected to and through Antarctica, the five gateway cities are ideal places from which to build such an initiative. Drawing on the energy and innovative thinking of young people, a youth forum or coalition could progress the idea of Antarctic custodianship—a sense of care, protection, and responsibility toward the continent—in, between, and beyond these cities.

This core component of the Antarctic Cities project was several years in the making, emerging from early discussions between Juan Francisco Salazar, who would eventually lead the project, and Elias Barticevic, then head of communications and education at

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**FIGURE 9.3.1.** The founding members of the Antarctic Youth Coalition. From left to right: Florencia Garro (Ushuaia representative); Caleb Fraser (Christchurch representative); Rudzani Silima (Cape Town representative); Katia Macias (Punta Arenas representative) and Chloe Power (Hobart representative).

**FIGURE 9.3.2.** The youth ambassadors and members of the research team with the Director of the Chilean Antarctic Institute (INACH), Dr. Marcelo Leppe. ©Photo:INACH.



the Chilean Antarctic Institute (INACH), who would become a partner investigator in the project. Both had a long history of involvement with INACH's Feria Antártica Escolar (School Antarctic Festival), an initiative designed to engage the country's youth in polar research through an annual science fair and Antarctic expedition. First-hand, they had seen the transformative impacts that this work was having on young adults from across Chile. On the other side of the world, the Youth Arctic Coalition had also recently been launched, with a mission to provide a platform for youth participation in Arctic governance and decision-making. In 2014, Juan and Elias met Anna Reynolds, who was at that time an alderman for Hobart City Council and has since become mayor. The three discussed what would become one of the project's driving questions: *how can we empower a new generation of Antarctic leaders, and what role might the five Antarctic cities play in this?*

Out of these exchanges the idea of an Antarctic Youth Coalition (AYC) solidified, as a means of activating young people the five gateways and creating new connections between these cities and the continent that ties them together. Several years later, putting this idea into motion would become one of the project's key achievements.

The Antarctic Cities project proposed a very ambitious plan to seed the AYC. In each of the five cities, one young person (aged between 18 and 29) was selected via a competitive process as a 'youth ambassador'. With the generous logistical support of INACH and partners in Hobart, Ushuaia, New Zealand and South Africa, the five ambassadors then travel together, via the Antarctic city of Punta Arenas, to the Chilean Julio Escudero Station in King George Island (known in Chile as Isla Rey Jorge and in Argentina as Isla 25 de Mayo) in the Antarctic Peninsula region in February 2020. Travelling together with researchers and partners involved in the project, they spent a week gaining direct experience of the Antarctic region, visited some of the numerous international bases scattered around King George Island and absorbed the values and cultures of these bases, as well as learning more

about each other's experiences and the Antarctic Cities project. This proposed experience was the basis of the 2020 Antarctic Cities Youth Expedition (ACYE).

While in Antarctica, the initiative featured a series of strategic planning workshops, which allowed the young leaders to formulate a mission, vision, and plan for the Antarctic Youth Coalition's development. Cape Town, Christchurch, Hobart, Punta Arenas, and Ushuaia all have long histories as places where people gather to discuss Antarctic issues. The ACYE sought to provide a new perspective by flipping this model to bring together a group of people in Antarctica to workshop the development of the five cities. In this sense, the ACYE was a global first, representing an innovation in thinking about the relationship between the Antarctic, the urban centres that surround it, and the people who live in them.

*How can we empower a new generation of Antarctic leaders, and what role might the five Antarctic cities play in this?*





Recruitment

The recruitment of the five youth ambassadors occurred through July, August, and September of 2019. Christchurch, Hobart, Punta Arenas, and Ushuaia conducted a competitive recruitment process via public callout, video application, and/or interview, while Cape Town chose to draw upon an existing pool of young student leaders through the South African government's SEAmester Class Afloat program. The call for applicants went out far and wide, with the project seeking to recruit a team that could go beyond the traditional demographics of Antarctic science and reflect the true diversity of the gateway cities.

In total, the project received more than 80 applications, a testament to the strength of Antarctic attachment and level of talent within the younger generation in the gateway cities. Environmental concern was a significant motivating factor for many applicants, as was a sense of pride in their city's role as a gateway. These twin concepts united in an almost

universally expressed desire amongst applicants to deepen their city's connection with Antarctica as well as the connections between the five cities.

While science students and graduates were well represented, the applicants nonetheless made up a very diverse group. Artists, athletes, engineers, teachers, and many others were among those eager to represent their cities. A number of the applicants were already familiar with the project through their involvement in workshops around the Antarctic Futures online game. We were surprised and inspired by the number and range of ideas for connection presented by the applicants, from street art to Antarctic cafés. At the same time, we also noted several comments about the relative lack of Antarctic participation opportunities currently available within the gateway cities.

These unsolicited opinions from young people in the cities reaffirmed the need for a regionally framed and globally connected platform enabling them to lead a new ethos of care towards the Antarctic.



*'I think there's been a discourse that only scientists can influence what's happening in Antarctica. I believe, though, that everyday citizens like you and I can not only appreciate its richness but also be custodians of the Antarctic.'*—ACYE applicant

*When I was 12 years old, I wrote a book about Antarctica. It was called The Madrid Protocol and it was about the owner of a large corporation beginning to mine in Antarctica and be had to be stopped by a 16-year-old heroine. Obviously.'*—ACYE applicant

*'All of us who live in Hobart have a sense of connection and a sense of fascination with the [icebreaker] Aurora Australis because we've grown up with it. It's part of the waterfront landscape down there. But we don't ever really interact with it. It's not accessible to us.'*—ACYE applicant



**FIGURE 9.2.8.** The Antarctic Cities Youth Expedition team undertaking activities at Collins Glacier and Bellingshausen Dome, King George Island, Antarctica, February 2020. ©Photos: E. Leane and J.F. Salazar

*'While Christchurch has suffered, Antarctica is seriously suffering with climate change. Christchurch has a need and an appetite to address this. We should incorporate the environmental needs of Antarctica while we consider our local environments.'*—ACYE applicant



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# The Antarctic Cities Youth Expedition

After an intensive and closely contested selection process, the five Antarctic Cities Youth Expedition members—who would become the Antarctic Youth Coalition Ambassadors—were introduced to the world in September 2019.

Attitudes towards Antarctica depend on stories, images and sounds that are circulated through culture, so it is important that we understand what ideas are being encoded in these cultural products and how they reflect and impact on other aspects of human relationships to Antarctica, including science, geopolitics and tourism

**Christchurch**  
Caleb Fraser  
LAW/CHEMISTRY STUDENT,  
UNIVERSITY OF CANTERBURY

**Cape Town**  
Rudzani Silima  
OCEANOGRAPHY STUDENT,  
NELSON MANDELA UNIVERSITY

**Punta Arenas**  
Katia Macías  
ENGLISH TEACHER,  
SCOUT LEADER

**Ushuaia**  
Florencia Garro  
PHOTOGRAPHER  
AND HOSPITALITY WORKER

**Hobart**  
Chloe Power  
MARINE SCIENTIST,  
ANTARCTIC TOUR GUIDE

The Antarctic Cities Youth Expedition that led to the launch of an Antarctic Youth Coalition is a unique example of youth participation in global political affairs and planetary stewardship.

'I hope to use this combination [of degrees] to better understand chemistry-based processes that are negatively impacting the environment and to act as an environmental diplomat that encourages the implementation of laws driven by sustainability – I strongly believe that the youth are the future leaders of our planet and that educating them on the importance of Antarctica and inspiring them to develop sustainable practices is more important than ever.'

'Often, Cape Town's status as a gateway city to Antarctica is only made known to scientists in polar research. The flow of information to the general public [is] stifled by scientific jargon. My role in the AYC, I hope, would be one that will help narrow the gap between Antarctic research and the global youth. One that will help spark curiosity about our polar oceans, the mechanisms that drive them, and how these have an impact on our very own livelihoods. [One that will] inspire a generation of scientists and help foster an attitude of custodianship for the white continent by young people.'

'My personal goal is teaching my students about the importance of Antarctica and spreading that message to my community. I consider myself as a natural, committed, and organized young leader who looks forward to learning more about Antarctica and promoting the Coalition not only within my city but also across the globe. I am working to create visual support for our project and for the history and culture of my city.'

'My ancestral heritage strongly ties me to Tierra del Fuego, where I enjoy skiing in the mountains and exploring the native southern beech forests. Antarctica is a place I connect with emotionally and intellectually with a sense of responsibility for its management and protection. I aspire to develop a greater knowledge of the Antarctic continent in my hometown. I'm really proud to be a founding member of the Antarctic Youth Coalition, an organization being formed with a commitment based on the three values that determine Antarctica: peace, collaboration, and science.'

'I have an immense passion for science communication and aim to help bridge the gap between the scientific community and the wider public. I hope to inspire youth in particular to the amazing things that science entails, especially that of Antarctica. I aspire to create a strong sense of connectedness between Hobart and the icy continent and am beyond excited to be a part of this incredible coalition of like-minded Antarctic lovers!'



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In the period between their selection and the departure of the expedition, the five youth ambassadors began their process of collaboration, meeting online to exchange their past experiences and hopes for the future.

While the AYCE was always ambitious, the Antarctic Cities team and the youth ambassadors had no way of anticipating the global events of late 2019 and early 2020—events that at times threatened to delay or prevent the expedition's departure. Initial plans for the ambassadors' travel to dovetail with the youth activities associated with COP25 climate talks in Santiago in late November 2019 had to be abandoned in the face of mounting civil unrest in Chile. The following month the first reports appeared of a new virus in Wuhan, China. By early in the new year, the novel coronavirus—soon to be dubbed COVID-19—was becoming a global concern. While these national and global events complicated the AYCE logistics, they also foregrounded urgent political and social issues, which the five ambassadors discussed at length, and reinforced the need for the kind of international connectedness that the AYCE was designed to produce.

After nearly six years of planning and development, and despite the growing global turmoil, the Antarctic Cities Youth Expedition was confirmed for a mid-February 2020 departure. The five youth ambassadors, along with project lead Juan Francisco Salazar and Hobart-based chief investigator Elizabeth Leane, arrived in Punta Arenas from their far-flung departure points on 9 and 10 February 2020. The sixth member of the expedition, Elias Barticevic (INACH), was already in Antarctica, where he had taken up the role of base leader at Julio Escudero Station over the summer.

Staying at a local hostel, the youth ambassadors spent two days exploring Punta Arenas' rich Antarctic connections, undertaking INACH's safety and environmental briefings, kitting out, and getting to know one another. Several Antarctic icebreakers were in port, reinforcing Punta Arenas' identity as a gateway through which many national Antarctic programs transit. The AYCE, however, would be travelling by plane with Antarctic Airways (a subsidiary of DAP), a long-established private Chilean airline that transports tourists as well as researchers with national programs.

King George Island (KGI), the AYCE's destination, is an ideal location from which to think about the values of environmental protection and international collaboration. KGI is the largest of the group of islands called the South Shetlands, which lie to the northwest of the tip of the Antarctic Peninsula. Escudero Station is located on the Fildes Peninsula, at the island's southwestern end. These islands were one of the first places in Antarctica to receive human visitors, and are also, like the rest of the Antarctic Peninsula,



FIGURE 9-3A. Satellite image of the Antarctic Peninsula.

FIGURE 9-3B. The team lands at Teniente March airfield, King George Island, Antarctica on 12 February 2020.

FIGURE 9-4A. Our residence in Antarctica, Julio Escudero Station (INACH), King George Island.

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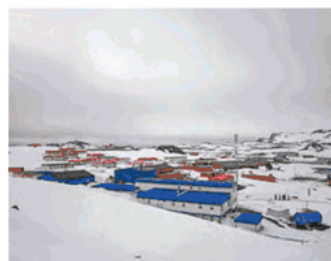
now bearing the brunt of human impact. In the days before the expedition departed, reports had appeared in the global media of a heatwave in the Antarctic Peninsula region, with record temperatures being set. Elias had sent the AYCE team photographs of Escudero that showed a muddy landscape very different from the snowy scenes they had imagined from images taken in previous, cooler seasons. These changes were very much in the youth ambassadors' minds as they travelled. KGI is also more densely and diversely populated than perhaps anywhere else in Antarctica: in addition to Chile, nine countries have permanent research bases there, four of them within relatively easy visiting distance of Escudero. In addition, KGI is itself considered an Antarctic gateway, given the number of tourists who fly in or out of its airport as part of fly-cruise experiences.

Flying to Antarctica is always weather dependent. The AYCE team travelled to Punta Arenas Airport on 12 February, only to return to the city again after the flight was postponed due to low visibility at King George Island. They were sharing the plane with a large group of tourists travelling with the Chilean air-cruise tourist operator Antarctica XXI, who, like them, were bused back to their accommodation. At about 5am the following morning, they boarded their aircraft, and after a smooth two-hour flight disembarked at the airfield on King George Island.

Arrival in Antarctica is often an emotional experience, even for veterans of many journeys. Of the youth ambassadors, only Chloe Power had been to Antarctica before, but she as much as anyone was overwhelmed by her initial moments in King George Island:

The team visited Ardley Island, the site of a gentoo penguin colony, Collins Glacier, part of the Arctowski Ice Cap, the Russian station Bellingshausen, the Uruguayan Artigas Base, and the South Korean King Sejong Station in Marion Bay. While at Bellingshausen Station, Russian glaciologist, Bulat Mavlyudov, kindly offered to take the team to see his research on the dome. While the formal activities of the ACYE gave the

youth ambassadors unique insight into living and working in Antarctica and the values that drive these activities, these were complemented by more spontaneous experiences. Eating, sleeping, and working in a station co-occupied by scientists and tradespeople from a wide variety of nations provided many opportunities for mind-expanding conversations.



**FIGURE 9-48.** Panoramic view of Julio Escudero Station and Villa Las Estrellas, Fildes Peninsula, King George Island. ©Photo: E. Barticevic.

*‘Those first footsteps in Antarctica were unreal. I looked around and the rest of my team’s faces were filled with joy. We had made it! After months of planning, postponing, and waiting—we were finally here, on the most beautiful part of the planet.’—Chloe*



## Planning the Antarctic Youth Coalition in Antarctica

Whenever the ACYE team members were not visiting a base or learning about the research being undertaken at Escudero, they were workshopping ideas to progress the Antarctic Youth Coalition. Using a systematic process developed by Juan Salazar together with Antarctic Cities research assistant and PhD candidate Katie Marx, the youth ambassadors developed mission and vision statements, alongside a set of actions to guide their steps on their return. During this process we collaborated with Proboscis Studio in London and director Giles Lane who designed the interactive diaries that each of the five young ambassadors had to complete.

This process evolved into the Antarctic Youth Coalition strategic plan (See Appendix 3). The activities undertaken during the expedition were designed to foster first-hand awareness of the values underpinning human endeavour in the Antarctic. Each youth representative diligently kept a diary throughout their experience, and through this they were able to discern three key themes of the human-Antarctic relationship that went on to become core pillars of the strategic plan.





**FIGURE 9-5.** The AYCE team presenting the Antarctic Youth Coalition to researchers and personnel at Julio Escudero station.

**FIGURE 9-6.** The AYCE team at Collins Glacier in King George Island, Antarctic Peninsula.

**FIGURE 9-6a.** The AYCE team at Collins Glacier in King George Island, Antarctic Peninsula.

**FIGURE 9-7.** Caleb Fraser, Katia Macias and Rudzani Silima with Chilean scientist Jeremy Donaire at Julio Escudero Station.

**FIGURE 9-8.** Caleb Fraser and Katia Macias working on the AYCE strategic plan at Julio Escudero Station.

**FIGURE 9-9.** The AYCE team Bellingshausen Station. In the background, Trinity Church.

## Theme 1: International co-operation and collaboration

The Antarctic Cities Youth Expedition brought together a group of people who spoke different languages, with different nationalities on their passports. This was part of a purposeful effort to dissolve boundaries and give members the opportunity to learn from and connect with different perspectives and cultures. In particular, the chance to visit a number of international bases left a profound impression on the expeditioners.

Expeditioners also used this as a chance to reflect on issues such as diversity in polar research and the dynamics between nationalism and internationalism, sharpening their sense of what they wanted to achieve through the AYCE.

'As a black female South African visiting a Chilean base I was the only person of my hue. It was very unsettling at first... I raised this concern with my project leader, Juan, and [he] made me feel a little at ease, although this is something that needs to be addressed.'  
—Rudzani



'Visiting each base was like peeking into the homes and culture of each of the different nationalities. And all the bases were so hospitable. It really felt like Antarctica was an international space. In the words of some wise South African, unity in diversity.'—Rudzani

'Algunos tienen muy arraigado el sentimiento de territorialidad. Y es chocante. Me gusta pensarlo como un paraíso de paz y ciencia— porque es lo que es! El Tratado Antártico es algo que TODOS (el mundo entero) debería tener muy en claro.'—  
Florencia

'They [at the Uruguayan base] raised the flags of each of our countries, which was so special and bumbling.'—Chloe

Theme 2: Care and protection  
of our environment

The ACYE application process revealed a strong current of environmental concern and connection between the five cities. This theme continued to be of critical importance on the expedition itself, with Antarctica recording record high temperatures during the team's time on KGI.

'The lack of snow was very apparent and showed that the warming of our planet is occurring even in the most remote places.'—Chloe

With three of the five AYCE youth ambassadors—Caleb, Rudzani, and Florencia—having Indigenous heritage, all of the group felt strongly about the need to incorporate Indigenous perspectives into the AYC vision. They wanted the AYC to explore how Indigenous ways of knowing, relating, and living in the environment can inform the ethos of care and custodianship for Antarctica that the group aims to foster. These ideas became incorporated into the emerging AYC strategic plan.



*'We arrived around 7:30 with a bag full of dreams and expectations, yet first thing I saw—NO SNOW AT ALL! It was quite sad to see this place like that.'*—Katia

*'We finally reached the glacier, and according to Juan, who was here six years ago, the glacier has retreated significantly. Evidence that Antarctica is warming.'*—Rudzani

*'We finally reached the glacier, and according to Juan, who was here six years ago, the glacier has retreated significantly. Evidence that Antarctica is warming.'*—Rudzani

Theme 3: Science and learning

The expeditioners' observations around scientific research and the exchange of knowledge in Antarctica acted as the final strand to tie their experiences together. Through the processes and values enshrined in the Antarctic Treaty, science provides a platform for international collaboration. Sitting at the forefront of climate science, research in Antarctica also plays a crucial role in our response to the world's mounting environmental challenges.

On their visits to various international bases, expeditioners had the chance to observe Antarctic science in situ and gain some hands-on experience in areas like glaciology and soil chemistry analysis. For the expeditioners, this opportunity highlighted both the importance of this work and the need for more accessibility and diversity within Antarctic research.



*'Bulat [Russian glaciologist] taught us how he measures the glacier; he uses a bur (a tool) to do the boles.'*—Katia

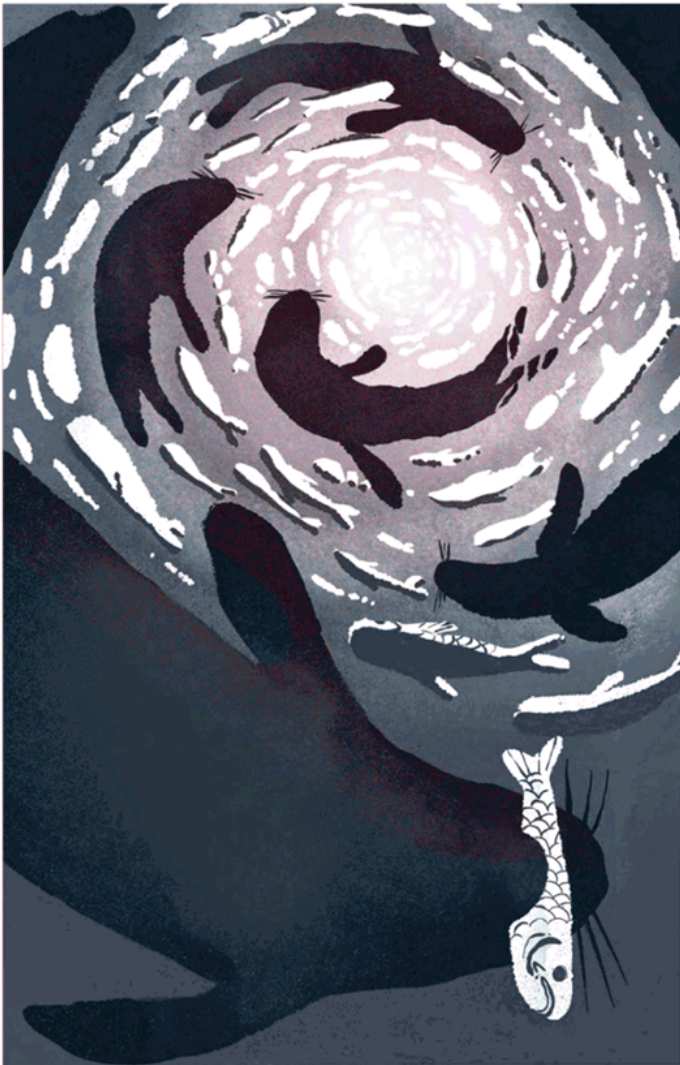
*'Despite so many different cultures and nationalities, it feels like a big Antarctic family. A network of people using their passion and knowledge to contribute to Antarctica's protection and science. Exactly what I want to do with my team as part of the exciting Antarctic Youth Coalition. Watch this space!!!'*—Chloe



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A transformative experience

After six days on the island, the Antarctic Cities Youth Expedition came to an end. Although the youth ambassadors were hoping for snow, fog, or any other conditions that might keep them in Antarctica for longer, the weather was clear for their departure on 19 February. Back in Punta Arenas they spent a further two days continuing to develop the AYC strategic plan, meeting with the Chilean Antarctic Institute and the Magallanes regional government, and participating in interviews with the Chilean media—an experience that would be repeated locally as each youth ambassador returned to their home city. To date, the team has featured in more than 60 media stories in Argentina, Australia, Chile, New Zealand, and South Africa, demonstrating a high level of public interest in both the expedition and what comes next.

For their part, the five youth representatives have emerged with new knowledge, stronger connections, and a determination to contribute to the future of Antarctica and the cities that surround it.



FIGURE 9.11. Detail from Chloe Power's travel journal.



*'Mi corazón abierto para recibir toda esa experiencia y mi interés y respeto por todos los proyectos científicos que nos mostraron. Ahora nos toca trabajar duro para difundirlo.'*—Florencia

*'It's like a jigsaw puzzle. All the pieces are slowly coming together. Now we've experienced a bit of Antarctica—we know a little bit about what life is like on a research station, the science that is happening, the wildlife that is found here, and how warming can affect the environment; we can use this knowledge and our first-hand experiences to help promote the importance of Antarctica to our home cities. To hopefully create a movement of people to not only protect the future of Antarctica but the future of our gateway cities and generations to come.'*—Chloe

The Antarctic Cities Youth Expedition provided a unique experience for five young people from the gateway cities—an experience that has acted as a catalyst in their development as future Antarctic leaders. They now face the challenge of harnessing the momentum from the expedition to create a platform for ongoing youth engagement in the Antarctic cities—the Antarctic Youth Coalition (AYC). The planning workshops held during the expedition resulted in the development of mission and vision statements to define what the AYC aims to achieve, along with a series of actions and goals that were further refined in the subsequent months through consultation with key project partners. Through this process, the project team has worked with the expedition members to create a strategic plan that will drive the development of the AYC (see below).

With many nations going into lockdown only weeks after the ACYE's return, the youth ambassadors and their mentors had to adapt

quickly to the new situation. Planned face-to-face events with young people in their cities had to be postponed while the COVID-19 emergency progressed, and lockdowns took place across the world. Regular Zoom meetings between the ambassadors, and with the larger Antarctic Cities group, were instigated. Although the pandemic meant that the initial development of the coalition looked different from what the ambassadors had imagined while in Antarctica, the changes and delays also provided time for them to think carefully about their next steps and strengthened their adaptability as a group.

In late July, by which time Hobart and Christchurch had passed through the worst of the initial COVID-19 emergency, the youth ambassadors were able to present their AYC mission and vision to the mayor of Hobart

SEE FULL STRATEGY  
IN APPENDIX 4

“

*‘Definimos acciones para poner en marcha a nuestro regreso. Va a ser un gran desafío. Implica mucha responsabilidad y tiempo a dedicarlo. Pero tengo la seguridad que vamos a lograr algo amazing.’—Florencia*

*‘Even though our cities are all so different, I think we really have some great ideas to help connect them better.’—Chloe*

*‘Now the real project begins... ANTARCTIC YOUTH COALITION.’—Katia*

alongside senior representatives from the Christchurch City Council, Antarctica New Zealand, Antarctic Tasmania, and the Australian Antarctic Division as well as the Antarctic Cities project team. The presentation was extremely well received, with all the representatives expressing their strong support and willingness to be approached for further resourcing and expertise. In order to thrive the coalition will indeed need the continuing goodwill of these as well as other partners who can work with the youth in the five cities to bring its goals to fruition.

The Antarctic Cities Youth Expedition gave the AYC its impetus, providing a bonding and life-changing experience for the five youth ambassadors. The coalition is now moving into the next phase of growing its numbers and bringing on board a diverse group of young people and older allies to progress its vision of an enduring network of Antarctic custodians encompassing the five cities.



**FIGURE 9.12** AYC representative from Ushuaia Florencia Garro presenting at the Youth Panel Forum for the United Nations' 75th anniversary celebrations.



**FIGURE 9.13** Rudzani Silima interviewed by Chilean media in Punta Arenas while Katia Macias translates.

**FIGURE 9.14** Chloe Power at a ABC Hobart radio talking about AYC and her experience in Antarctica.





# 10. From Gateways to Custodial Cities

On the first day of December each year, Antarctica Day recognizes and celebrates the icy continent and its unique governance system. Marking the anniversary of the Antarctic Treaty's adoption on 1 December 1959, it is a day for reflecting on our relationship to a place most have never visited.

The treaty is framed by a spirit of global co-operation. Antarctica is the one region where the international community has sought to look beyond national and corporate self-interest. Article IV of the Antarctic Treaty acknowledges that Antarctica does not belong to any one country, stating that 'no acts or activities taking place while the present treaty is in force shall constitute a basis for asserting, supporting or denying a claim to territorial sovereignty in Antarctica or create any rights of sovereignty in Antarctica'. Nonetheless, in practice the Antarctic region is the subject of intense commercial and geopolitical interest.

Up until recently, cities have rarely been considered in relation to Antarctica, other than as ports of entry or egress. Yet five cities standing on the Southern Oceanic Rim—Cape Town, Christchurch, Hobart, Punta Arenas, and Ushuaia—together have a unique opportunity to change the future of Antarctica.

A statement of intent to bring the cities together and promote peaceful co-operation was signed in Christchurch in 2009. Though it expired 18 months later, in the period since then the 'Antarctic gateway' status of several of the cities has continued to be reinforced by various city and national government policies. These cities have also put forward visions for enhancing and capitalizing on their Antarctic identities, a key part of their relationship to the world. As partners in the present Antarctic Cities project, they have been part of a process to strengthen Antarctic connections and a sense of guardianship and caring for Antarctica in and across these cities. The framework encompasses the cities' own urban sustainability strategies within a wider concern for the planet.

The rationale of this report has been to rethink the political, cultural, economic, and ecological positions of these cities from an Antarctic perspective by inverting the map and connecting these Southern Oceanic Rim cities. One practical outcome is the coming together of these cities to form an interlinked network that can learn from and benefit each other. The network of local

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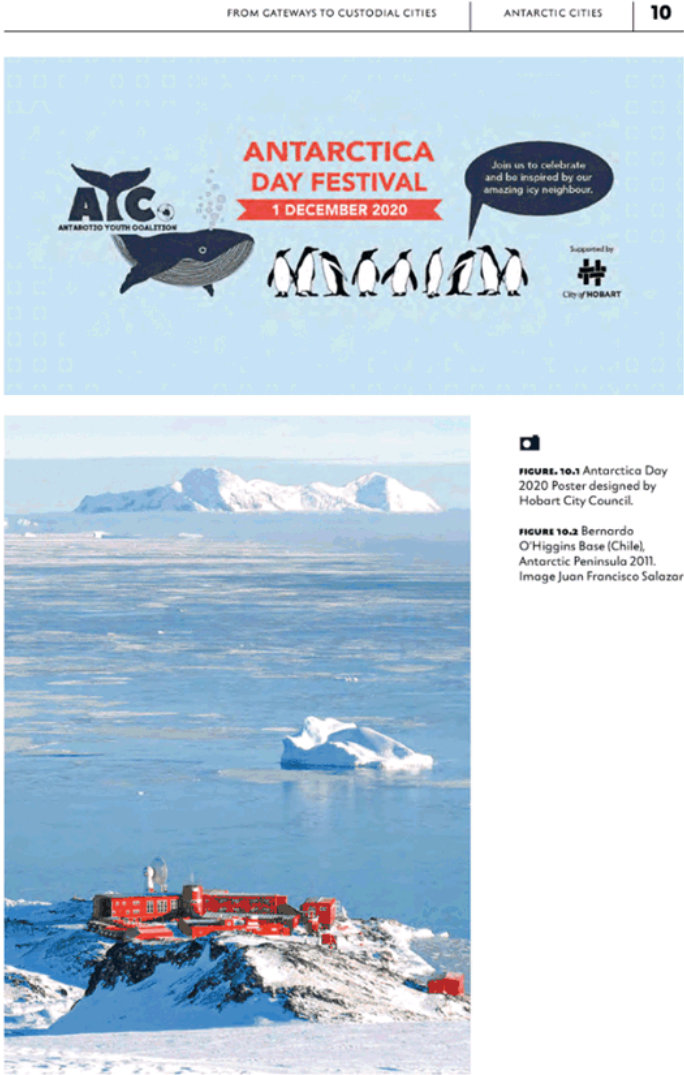
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government, national Antarctic programs, youth groups, and polar organizations has so far produced *Antarctic Futures*, an educational online serious game, and founded the Antarctic Youth Coalition, launched in February 2020 during an expedition to Antarctica, and now steered by five young leaders each representing one of the five cities.

Together we have also been drafting a charter of principles for Antarctic connectivity to instigate dialogue and co-operation. Drawing from both Christchurch's Antarctic Gateway Strategy' and the Tasmanian Antarctic Gateway Strategy, this charter sets down principles to guide sustainable and custodial urban practice. It recognizes Antarctica's significance for the economies of these cities and charts ways forward for future sustainable development. It celebrates the unique polar heritage of these cities and emphasizes the crucial role of youth organizations for engaging with the future of Antarctica. And it acknowledges that human connections with Antarctica extend well beyond the last two centuries, embracing Indigenous conceptions of caring for country, land, and water.

**At a local level, the City of Christchurch has begun to move towards a custodianship model by basing their 2018 Antarctic strategy on two key principles:**

- ↳ Embracing the Māori principle of *kaitiakitanga*—meaning guardianship, protection, preservation, or sheltering, and a customary way of managing the environment based on the traditional Māori worldview—to guide the city's involvement in the Antarctic region by caring for and respecting the environment.
- ↳ Championing sustainability by taking a leadership role in sustainable actions for the benefit of the Antarctic region and the city.



**FIGURE 10.1** Antarctica Day 2020 Poster designed by Hobart City Council.

**FIGURE 10.2** Bernardo O'Higgins Base (Chile), Antarctic Peninsula 2011. Image Juan Francisco Salazar

# A Charter of Principles for Antarctic Cities

The Principles for Antarctic Cities take as their foundation the values associated with the Antarctic Treaty System in the context of the UN Sustainable Development Goals. It is an initiative to bring together cities together in ways that outline a common vision, narrative, and priorities.

## Preamble

**Recognizing that Antarctica is governed internationally by the Antarctic Treaty System**, and that, under this Treaty, Antarctica is recognized by the Protocol on Environmental Protection as 'a natural reserve, devoted to peace and science'.

Recognizing that Antarctica, as one of four recognized global commons under the principle of the **common heritage of humankind**, is a key to the future of our planet.

Recognizing that the United Nations has set 17 goals to change our world. Goal 11 concerns cities explicitly—'**Make cities inclusive, safe, resilient and sustainable**'—but all 17 goals pertain to cities in some way.

**Recognizing that five cities**—Cape Town, Christchurch, Hobart, Punta Arenas, and Ushuaia—together play a vital role in humanity's engagement with the South Polar Region. Most travel to the Antarctic region is funnelled through these five formally recognized international 'gateways'. Each of these cities are in zones with intense interconnectivity to the Antarctic, and they co-ordinate all significant engagement with the region. Each of these cities is formed by long and complex histories of engagement with the Antarctic going back to the nineteenth century.

**Recognizing the spirit of the Statement of Intent signed in 2009** between the Southern Oceanic Rim gateway cities to the Antarctic: Cape Town, Christchurch, Hobart, Punta Arenas, and Ushuaia.

Recognising that **young people in these cities need to be supported as custodians** and innovators to secure the future of Antarctica.

**Recognising the significance of Antarctica to the economies of our cities**, our urban heritage, tourism, scientific capability and education.

**Now, therefore, we the undersigned cities proclaim these Principles for Antarctic Cities as providing guidance for practical action.**

# The Principles in Summary

The Principles for Antarctic Cities are intended to work for cities, institutions, and even individuals, as a guide for engaging with the Antarctic region, whether in Antarctica or anywhere else in the world. At the top level, the principles are expressed as simply as possible in terms of the four domains of ecology, economics, politics, and culture. Going deeper, the second level of principles elaborates the first.

These principles are opportunities for the cities to realize greater ecological, economic, political, and cultural value through custodial responsibilities as caring cities with a privileged position as global Southern Oceanic Rim cities.



## Ecology

Ecological engagement with the Antarctic should be directed towards developing deeper and more integrated human engagement with the natural world.



## Economics

Economic engagement with the Antarctic should contribute to prosperity for all, organized primarily around fulfilling social needs.



## Politics

Political engagement with the Antarctic should have a primary emphasis on engaged and negotiated civic involvement, supported by clear and consistent legal frameworks, working towards justice for all, including the natural denizens of Antarctica.



## Culture

Political engagement with the Antarctic should actively promote vibrant cultural interchange, including supporting ongoing processes for dealing with the uncomfortable intersections of identity and difference, inclusion and exclusion.



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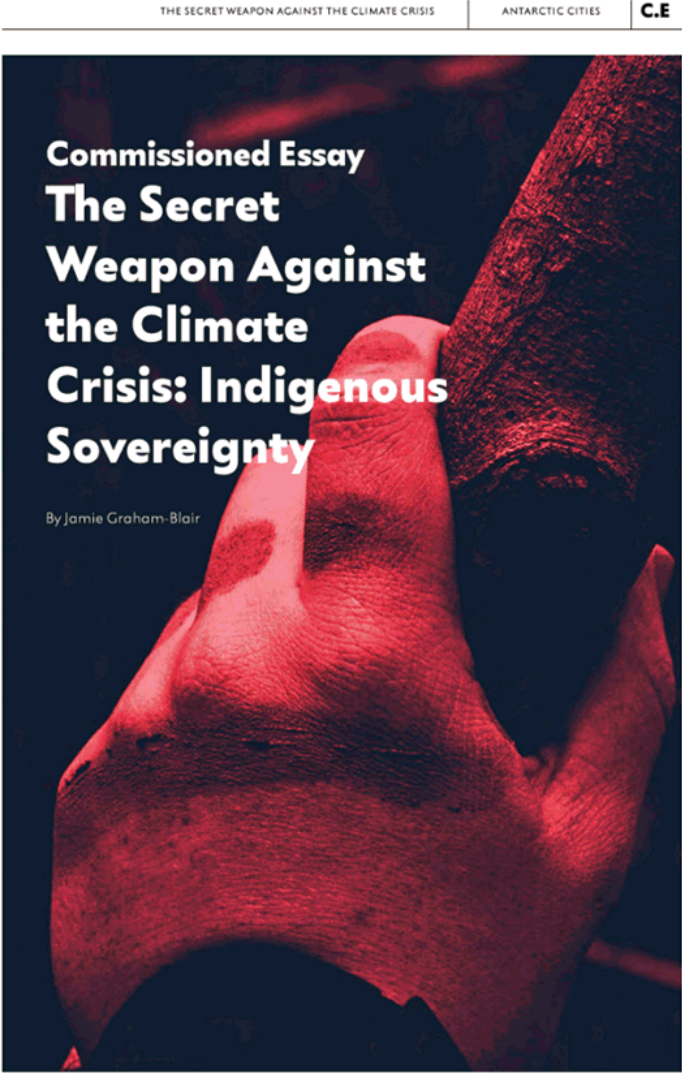
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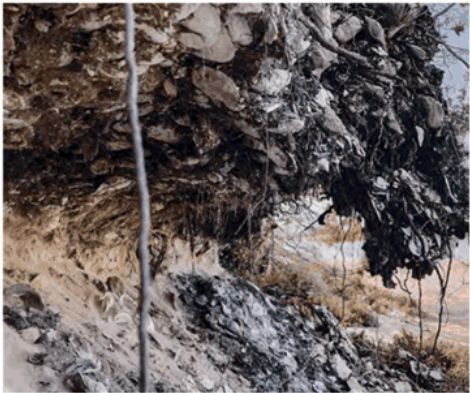
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The anthropogenic climate crisis is here, and it has the potential to be one of the most rapid periods of transformation in human history (Nolan *et al.*, 2018). It's likely that you already know that it is the greenhouse gases released into the air from our growing hunger for energy and resources that is trapping extra heat on planet Earth at rates not seen in our species existence (Wuebbles and Jain, 2001). But did you know that that added heat is already changing the oceans (Barnett, T., 2001), the chemistry of our atmosphere (Isaksen *et al.*, 2009), our biological systems (Rosenzweig *et al.*, 2008), ocean chemistry and productivity (Rost, Zondervan and Wolf Gladrow, 2008) and global food production (Ray *et al.*, 2019). We are beginning to see an immense amount of change around the world due to atmospheric pollution amongst many other human induced changes, and one place which has the lowest human activity on the planet, Antarctica, is showing these changes very clearly (Turner *et al.*, 2009).



A cultural living site, eroded by rising sea waters

Five cities, Cape Town (South Africa), Christchurch (New Zealand), Hobart (Australia), Punta Arenas (Chile) and Ushuaia (Argentina) all serve as gateways to the Antarctic, hubs for scientific research and the Southern Oceans tourism industry and fisheries. These cities have many things in common, but one commonality is that they are home to strong communities of resilient Indigenous cultures and peoples as well as colonial histories rife with environmental vandalism. These First Nations communities have all held a sustainable and ancient connection to the Southern Ocean and indeed the Antarctic for millennia and as such have much to offer in modern climate change discussions and decision-making processes should these gateway cities choose to listen to them. Of the global population, Indigenous people make up about 5%, yet are protectors of roughly 80% of the world's remaining biodiversity (Raygorodetsky, 2020). Not only are they some of the world's staunchest protectors of natural ecosystems but have also navigated through periods of natural climate change in the past and as such should be included in all conversations surrounding modern climate justice, Antarctic custodianship and governance. This essay at its core will venture towards highlighting the connections between these observed and predicted changes, the dispossession of Indigenous people and their knowledge systems, conservation methodologies and philosophies, and how empowering the return of these practices across local and global scales will help protect not only the Antarctic, but the world from the impacts of Anthropogenic climate change.

Before the secrets of Indigenous land care are revealed however, the physical and ecological impacts of climate change on Antarctica must be understood, even if only at the most basic level.

## The Antarctic and its Global Influence Under a Warming Climate

Antarctica is one of the world's most remote continents and is presenting the impacts of climate change in many unique and complex ways (Holland, P. *et al.* 2019, Lee, J. *et al.*, 2017 & Melbourne-Thomas J. *et al.* 2016). The Antarctic has seemingly slipped out of public consciousness amongst the chaotic noise of our modern lives so you may think that it is some far away, inconsequential place that does not affect us, an almost alien icy world detached from our own, but you couldn't be further from the truth. On average, it is the coldest, driest and highest place on Earth, with enormous mountain ranges and billions of tonnes of ice covering most of the land all year round. The meteorological and ecological patterns in the Southern Ocean have massive influence on our global climate (Mikolajewicz, 1998) and biosphere. The brilliant bright sea-ice that grows with the plummeting temperatures each winter helps to bounce solar radiation back into space (Wendler *et al.*, 2004) keeping the planet cool. Thousands of different animals, whales (Kasamatsu, 2000), birds and seals (Ainley and DeMaster,



1990) migrate to the Antarctic every year to feed on phytoplankton and invertebrates (Garrison, 1991 & Michels *et al.*, 2011) that bloom each spring as that same sea ice melts (Lizotte, 2001 & Smith and Nelson, 1985) as well as in hyper productive polynyas (Smith and Gordon, 1997).

Some of these animals, namely krill and some fish species, are consumed by humans and as such contribute to the instrumental and economic value of the region (Croxall and Nicol, 2004). Some Antarctic creatures are not found anywhere else on the planet and are

highly specialised to polar conditions, so rely on the health and function of Antarctica for their own wellbeing and survival. Many of these organisms perform important ecosystem functions, such as nutrient cycling, oxygen and primary production as well as carbon sequestration, which ensure balance within the local ecosystems (Reid, Croxall, Briggs and Murphy, 2005, Reid and Croxall, 2001) and climate (Hoppe *et al.*, 2017 & Falkowski, 1998). It is an incredible place full of mystery and wonder, that keeps our planet healthy so we ourselves can be healthy from afar (Nicol and Foster, 2016).

Another key function of the Southern Ocean and Antarctica is the momentum it lends to the thermohaline circulation of the global ocean (Mikolajewicz, 1998) via the formation of the globally significant Antarctic Bottom Water (AABW) (Johnson, 2008, Orsi, Johnson and Bullister, 1999 & Marshall and Speer, 2012). Each austral winter freezing of sea water goes through an incredibly important chemical process called brine rejection, where heavy and highly saline water is pushed out of newly forming ice crystals. This process is observed to be strongest in polynyas (Morales Maqueda, 2004) in coastal regions of Antarctica and is chemically distinctive depending on where it forms. These AABW production zones however are faltering under warmer temperatures (Silvano *et al.*, 2018). As this super dense water mass falls out of the surface waters it forms a super cold-water mass which is high in oxygen and dense enough to draw down dissolved atmospheric CO<sub>2</sub> (Stephens and Keeling, 2000) as it sinks. This AABW is one of the reasons we have global circulation of oceanic water (Bindoff, Rintoul and Massom, 2000 & Jacobs, 2004) and it is a massively important form of global heat redistribution and climate regulation (Purkey and Johnson, 2010 & Levitus *et al.* 2005). It should now be obvious that an increase of greenhouse gases like CO<sub>2</sub> and subsequent rising temperatures of the atmosphere and oceans would wreak havoc on these incredibly important climate and ecosystem processes (Silvano *et al.*, 2018 & Tavares and De Melo, 2004).

To summarise, the Antarctic region is full of endemic life, complex biogeochemical cycles and its naturally wild seasonal variations have global consequences that support us and the trophic systems we depend



A view of the Southern Ocean from Ship Stern Bluff in Southern Tasmania, common spot to sight Orcas migrating from Antarctica

on from afar. Antarctica itself cares for the global marine system and as beings that depend on a healthy ocean (Rice and García, 2011), we must take our relationship with Antarctica more seriously. Our relationship with industry, non-renewable energy and carbon intensive food production is damaging the Antarctic, which as a regulator of our planet will result in negative consequences for us as a global community.

## Growing Global Connection to Country: How Indigenous Sovereignty can combat Climate Change and Protect Antarctica

I will not speak on behalf of other cultures as that would be to colonise the voices and experiences of other Indigenous peoples who have much to add to this conversation themselves. However, in my culture as a *rawlwoolway pakana*, a Tasmanian Aboriginal person from the North-East of Tasmania (*lutruwita*), we hold our own set of responsibilities and relationships. We carry duties to our native environments, both land and sea (colloquially called "country" or *milaythina* in *palawa kani*) that are based on our ancient systems of kinship. As custodians of multigenerational relationships within the natural world based on reverence, reciprocity and responsibility to those who came before us we act as caretakers and custodians of our traditional homelands. These connections have helped us to not just survive but thrive for over 42,000 years. Through at least two glacial maximums and subsequent interglacial periods we have adapted and been active in the management and farming of the land and surrounding marine ecosystems with minimal negative consequences given our cultural longevity. Yet within 200 years of British invasion and control of our land we have seen an immeasurable amount of death and destruction visit our land (Woinarski, Burbidge and Harrison, 2015), with numerous culturally significant species now extinct due to over-exploitation, introduced species competition, urbanisation and the outlawing of cultural practices carefully designed over millennia to care for *milaythina*. Our very way of life was threatened with the arrival of the Europeans and the damage done to our community was so swift and severe that for over a century it was a common misconception that we were an extinct race of people (Lehman, 2000). The usurpation of our sustainable and natural lifestyles has led to a great ecological upheaval and every continent on planet earth holds a similar story. This environmental degradation however, given the right management is not irreversible (Marsden-Smedley and Kirkpatrick, 2000), at least not yet.

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Understanding, the difference between Indigenous and colonial ethics and knowledge systems can truly help us to see how industrialisation, colonialism, and environmental degradation are inextricably linked and how Indigenous sovereignty can be weaponised in the global fight to protect Antarctica and the world from anthropogenic climate change.

Firstly, the modern Euro-centric culture which my people have been forced to study and abide by for generations (Harman, 2013), works by social conventions that limit harm to other rational and autonomous beings based on an empathic system of rights and values.

Human rights exist based on the idea that as a species we are highest on a hierarchical scale of "importance" due to our apparent rationality, self-awareness, and empathic natures. We don't like to hurt others because we can (for the most part) relate to and understand that hurt. But in doing so we allow ourselves to view other non-human beings as less valuable, absolving us of guilt when we harm these "others" in our quest to make our personal lives easier, fairer and fuller. In our western worldview we designate personhood as the ultimate reasoning

 Dolerite structures at the summit of Kunanyi/Mt. Wellington in the south of Tasmania. Geological remnants of the separation of Antarctica and Australia nearly 40 ma.

to treat others well. It can be argued that during the invasion of Tasmania, Darwin's theory of evolution was weaponised against us, where academics and anthropologists labelled us as the missing link, a less evolved form of homo sapien and as such inferior to the white man. This is an obvious example of denial of personhood in order to absolve the colonisers of guilt when attempting genocide and large scale dispossession (Ryan, 2013), and an example that still continues today in various forms.

Compare that to Indigenous systems of ethics where we see country and the connections within it, as most important.

Our cultural longevity here on this island of lutruwita is largely attributed to community- wide responsibility for ecological health while conforming to the needs of the environments we occupied as self-aware and active parts within it. We named the land our mother and assigned it not just intrinsic value but familial value as well, giving her a form of personhood even higher than our own. We cared for country because we knew she would care for us in return, and it was our responsibility to do so as we were part of a system that depended on her. This included understanding its natural cycles, seasons and moods in order to best care for her.

This puts us, as humans, on the same level as all other beings that also depend on country for survival. The trees, the birds, the snakes, the insects, the fungi, the kangaroos, marine life, seasonal visitors and long-term residents, everything. We all had a right to exist freely, we all had a part to play within milaythina and were respected as complex components of the same system, coexisting and supporting each other for an incredibly long period of time. To protect these beings from ourselves and greedy individuals, we engaged in a system of totems, law, and seasonal migrations. Most plants and animals that enacted important ecosystem functions had a tribal group or entire nation/ language group assigning them personhood and kinship, who were charged with protecting them. Meaning that across not just the island of lutruwita but the entire continent existed a complex and precise network of thousands of tribal groups working together to conserve and protect all beings and cycles of country.

Knowledge of material uses of resources, ecological significance of animals and plants and spiritual connections were carried along geographical pathways, trade routes, and ancient songlines by ceremonies. Rituals tied to ecology, language and morality, enacted at seasonal gatherings which explained the importance of kin and country to younger generations. These ceremonies, with music, dance, family gathering, celebration and feasting were our "school" lessons, they held all the knowledge and resources necessary to provide life and



productivity to country and ourselves in perpetuity, passed not only between generations but between tribes as needed.

So, when the British arrived and began forcefully eliminating and outlawing our ancient practices, the entire continent-wide cultural structure suffered. The whole system of kinship was put out of balance and so was the ecological relationships of the non-human environment. Not only was there attempted genocide, but ecocide as well, which we view as one and the same. This ecocide packaged and sold to the masses as settlement, economic growth and human progress not only continues to unfold around us today but has touched every landmass on planet earth and is now being labelled as the sixth mass extinction (Ceballos *et al.*, 2015).

**This ecocide of course reached Antarctica in the 1800's.**

If you are familiar with Antarctica's short human history you would know that, not unlike Tasmania's British history, some of the earliest visitors were commercial whalers and sealers. The expansion of these commercial ventures to the global south at the expense of Indigenous beings was treated as an international competition between colonial states. Many of these exploited species are still recovering from this competition nearly two centuries later (Trathan and Reid, 2009) and some may never recover.

While the pakana women of Iutruwita were expert sealers themselves (to the point of being prized possessions of the European sealers who arrived in the early 1800's (McMahon, 1976)), they adhered to strict seasonal catch limit regulations fine-tuned over millennia and avoided over-exploitation of natural marine resources, as any efficient and sustainable

consumer would. As did the men in their maintained hunting for land mammals such as Kangaroo and Emu. Another method of ensuring sustainable usage of local resources was to move about the island with the seasons, methodically following native roads. During these seasonal migrations sacred sites were maintained and varying methods of sustainable agriculture was practiced as the weather and environmental indicators dictated. However, our methods of sustainability didn't simply apply to catch limits and mobility to reduce our impact, we utilised one of the most powerful tools known to man to do a lot of the hard work for us.

The implementation of Indigenous fire regimes to care for landscapes is now a growing topic of conversation and research regarding climate adaption, and rightly so. The ancient practice of shaping landscapes and farming a range of ecotypes and crop species with the use of

fire has been observed across the entire continent of Australia, and a growing number of studies are identifying its role in increasing biodiversity (Bliege Bird *et al.*, 2008), associated water quality (Cardinale, 2011) reduction of bushfire risk, intensity and frequency (Bowman *et al.*, 2011) and carbon sequestration (Robinson *et al.*, 2016, Walsh, Russell-Smith and Cowley, 2014 & Jackson, Palmer, McDonald and Bumpus, 2017). Our movement through country was often guided by what needed to be burnt, what food sources were available, astronomical events and ecological indicators within the environment. All of which was contained within stories and ceremony passed down for more than thousands of generations. This to me highlights how western academic systems are still attempting to catch up to the power of ancient Indigenous knowledge in caring for country, and how in tune to our environments we truly were.



King Mairenner shells, collected to create traditional necklaces. Have come under threat from invasive species shifting due to warmer climate and higher ocean acidity.



Moving Forward Towards Climate Justice and Antarctic Preservation with Indigenous Guidance

Climate change is surely here and set to be the greatest challenge the human race will ever face. Industrial processes and expansion of consumerist behaviours and philosophies around the globe are pushing us further and further towards a number of tipping points, which if we reach will be irreversible (Lenton, 2011). Had First Nations communities retained sovereignty and control of their own landscapes and ecosystems over the past handful of centuries, there would be a drastically lower level of environmental degradation compared to the world we live in today. While this is an interesting thought to entertain, it isn't our reality. Given the dire circumstances we face however, it is time to seriously consider our options when moving forward into planetary uncertainty.

Our current system of human dominance and infinite economic growth at the expense of our life support services is not sustainable.

We truly need policy, economic, social and spiritual change to mitigate and adapt to the incoming changes laid before us, not only that but we need innovative and new ideas to face these new and unprecedented times. Antarctica, an isolated continent, due to its climate and ecology will bear the brunt of a wide range of anthropogenic influences, including warming, melting, lower productivity, a decreased ability to reflect solar energy and reduced thermohaline circulation, which will all form a feedback system to perpetuate these negative changes even further. While we may not be able to enact every aspect of traditional culture, we can draw from the principles behind the practices, for example it would be an incredible feat to turn an entire sedentary urban population into a nomadic community, but returning to seasonal indicators for land management purposes may be a more attainable goal.

Perhaps returning to traditional burning regimes based on weather and botanical indicators, or seasonal based pollution regulations in order to encourage health of migrating Antarctic species (Whales and birds) as they pass by the gateway cities. Another potential idea could be a push to give Antarctica the same legal rights as a human similar to Whanganui River in

Aotearoa/New Zealand or The Ganga and Yamuna Rivers in India, in order to enshrine its intrinsic and instrumental value in our modern law system. If we wish to avoid the worst of the damage to this relatively untouched global treasure, we must act now and in creative and groundbreaking ways to reduce carbon emissions, protect remaining biodiversity, and think more holistically when it comes to our place in the world like many Indigenous peoples around the world. A global shift in perspective is no mean feat but should the five Antarctic gateway cities team up and advocate for such a philosophical and spiritual movement, for the protection of the Antarctic that they find themselves inextricably connected to then we will be one step closer to avoiding the worst of the climate catastrophe and the First Nations people whose land these cities are built upon may find some justice, recognition and peace in the process.

Indigenous people are resilient, and the world must relearn to walk in tune with the natural world as we have for millennia, if not to heal our shared and damaged past, but so that we can weather the coming storm together.



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ACADEMIC PUBLICATIONS AND PRESENTATIONS	ANTARCTIC CITIES	A.1
<h2>Appendix 1. Academic Publications and Presentations</h2>		
<h3>Books</h3> <p>Salazar JF, E. Leane, P James and L Magee. <i>Antarctic Cities</i>. University of Nebraska Press (contracted, forthcoming late 2022).</p>	<h3>Journal Articles</h3> <p>Salazar JF, E Leane, E Barticevic, G. Roldán, C Fraser, C Power, K Macias, F. Garro and R Silima. (forthcoming 2022) <i>The Antarctic Youth Coalition: Experiments in cultural polar diplomacy</i>. <i>The Polar Journal</i>. Vol 12 No. 2.</p> <p>Leane, E, C Lucas, H Nielsen, D Datta, K Marx, J F Salazar (In Press 2021) <i>From gateway to custodian city: Understanding urban residents' sense of connectedness to Antarctica</i>. <i>Geographical Research</i>.</p> <p>Khan, M, Magee, L, Pollio, A., &amp; Salazar, J. F. (2021). <i>Counter-fun, scholarly legitimacy, and environmental engagement – or why academics should code games</i>. <i>First Monday</i>, 26(2). <a href="https://doi.org/10.5210/fm.v26i2.11427">https://doi.org/10.5210/fm.v26i2.11427</a></p> <p>Pollio, A., Magee, L, and Salazar, J. F. 2021 <i>The making of Antarctic futures: Participatory game design at the interface between science and policy</i>. <i>Futures</i>, 125, 102662.</p> <p>Nielsen, H, Lucas, C and Leane, E. 2019. <i>"Rethinking Tasmania's regionality from an Antarctic perspective: flipping the map"</i>, <i>M/C Journal</i>, 22 (3) pp. 1-7. Available at <a href="http://journal.media-culture.org.au/index.php/mcjournal/article/view/1528">http://journal.media-culture.org.au/index.php/mcjournal/article/view/1528</a></p>	
<h3>Book Chapters</h3> <p>Dodds, K, and J.F Salazar 2021. "Gateway Geopolitics: Assembling Infrastructure, Policies and Tourism in Hobart and Australian Antarctic Territory/East Antarctica", In Córdoba Azcárate, Matilde, Mostafanezhad, Mary and Norum, Roger (Eds.), <i>The Geopolitics of Tourism: Assemblages of Power, Mobility and the State</i>. Phoenix: University of Arizona Press.</p> <p>Leane, E, and Nielsen, H. 2019. "Gateway Tourism": Exploring Antarctica in Tasmania." <i>The State and Future of Tourism in Tasmania</i>. Ed. Anne Hardy and Can Seng Ooi. Hobart: 40 South.</p>		



## Non-academic publications

Salazar, J.F, E Leane, K Marx, Liam Magee, Marina Khan, Paul James 2020 '**Custodians of Antarctica: how 5 Gateway Cities are embracing the icy continent**'. *The Conversation* 1 December. Available at <https://theconversation.com/custodians-of-antarctica-how-5-gateway-cities-are-embracing-the-icy-continent-148006>

Salazar, J.F and E. Barticevic **Reimagining Antarctic 'Gateway' Cities. 2020. *Ilala* No. 6 pp. 22-24.**

Roldan, G. 2017. **Custodians of Antarctica: Rethinking the Role of the Antarctic Gateway Cities** *Antarctic*, vol.35, no. 3. pp 34-35.

Salazar, J.F, P. James, E. Leane, L.Magee. 2016. **Five cities that could change the future of Antarctica.** *The Conversation* 16 October. Available at <https://theconversation.com/five-cities-that-could-change-the-future-of-antarctica-66259>

## Academic Conference Papers

Claudia Estrada "**Identidad Regional Ecológica (IRE) en Magallanes**". *Knowledge/Culture/Ecologies International Conference*. Santiago, Chile 15-18 November 2017.

Elizabeth Leane "**Antarctic Cities and the Global Commons: Rethinking the Gateways**", *ACHRC Humanities in the Region symposium*, 10-11 May 2018, Launceston (part of the 'Antarctic Cultures and Collaborations' presentation that also included Rebecca Hingley)

Elizabeth Leane "**Antarctic Cities: Rethinking the Gateways**" *SCAR Open Science Conference*, 15-26 July 2018, Davos. Co-authored with Juan Salazar and others.

Liam Magee "**Games of Life: Simulating the City and the Anthropocene with Ludic Media**" *Knowledge/Culture/Ecologies International Conference*, Santiago, Chile 15-18 November 2017.

Paul James "**Developing an Urban Sustainability Profile**" *Knowledge/Culture/Ecologies International Conference*. Santiago, Chile 15-18 November 2017.

Juan Francisco Salazar "**Antarctic Cities and the Global Commons: Rethinking the Gateways**", *SCAR Standing Committee on Humanities and Social Sciences Conference*. Ushuaia, Argentina, 3-5 April 2019. Co-authored with Elizabeth Leane and others.

Juan Francisco Salazar "**Antarctic Cities and the Global Commons**". *Knowledge/Culture/Ecologies International Conference*. Santiago, Chile 15-18 November 2017.

## Public presentations

Elizabeth Leane and Juan Salazar, "**Gateway Citizens: What Hobartians think about Antarctica**." *Australian Antarctic Festival*, 2-5 Aug. 2018, Hobart. Co-delivered.

Elizabeth Leane "**Antarctic Cities and the Global Commons: Rethinking the Gateways**", presentation to the *Tasmanian Polar Network*, 6 June 2019, Hobart. Co-authored with Juan Salazar and others.



LIST OF PARTICIPATING STAKEHOLDERS

ANTARCTIC CITIES

A.2

HOBART 2017 AND 2018

<b>CENTRAL AND LOCAL GOVERNMENT</b>	Department of State Growth Guy Green Former Governor of Tasmania Hobart City Council	
<b>ANTARCTIC STAKEHOLDERS</b>	Antarctic Science Foundation Australian Antarctic Division CCAMLR Tasmanian Polar Network	
<b>EDUCATION, AND RESEARCH</b>	ACE CRC Institute for Marine and Antarctic Studies University of Tasmania  ABC Radio Australian Antarctic Festival	Bookend Trust Mawson's Huts Foundation MONA Tasmanian Museum and Art Gallery Tourism Tasmania
<b>INDUSTRY/ECONOMIC DEVELOPMENT</b>	EDO Tasmania EPA Tasmania Icetek Icewall Macquarie Point Development Corporation	Pure Antarctica Qube Ports RED Sustainability TasPort

CHRISTCHURCH 2017

<b>CENTRAL AND LOCAL GOVERNMENT</b>	Christchurch City Council Christchurch Antarctic Office Mayor Leanne Dalziel	Deputy Mayor Andrew Turner Cr Sara Templeton Cr Vicki Buck
<b>ANTARCTIC STAKEHOLDERS</b>	Gateway Antarctica International Antarctic Centre Antarctica NZ	
<b>EDUCATION, AND RESEARCH</b>	Landcare Research Lincoln University University of Canterbury	SAFER - Subantarctic Foundation for Ecosystems Research
<b>TOURISM AND CULTURE</b>	Botanic Gardens Christchurch Art Gallery Curious Minds	Heritage Expeditions Ltd
<b>INDUSTRY/ECONOMIC DEVELOPMENT</b>	Canterbury Development Corp Canterbury Employers' Chambers of Commerce CIAL Constantia Consulting Earth Sea Sky Healthy Families Canterbury	Innovation & Sustainability Initiative Trust Fund Latin America Centre for Asia Pacific Excellence (LatAm CAPE) (Wellington, NZ) Ngai Tahu Otago Ltd

PUNTA ARENAS 2017

<b>CENTRAL AND LOCAL GOVERNMENT</b>	CORFO Jorge Ffies Former Premier of Magallanes	Ministerio de Cultura Ministerio de Vivienda y Urbanismo
<b>ANTARCTIC STAKEHOLDERS</b>	Departamento Antártico Ejército de Chile INACH	
<b>EDUCATION, AND RESEARCH</b>	Centro de Estudios Hemisfericos y Polares Centro IDEAL- UACH Escuela Manuel Bulnes	Fundación CEQUA GAIA Antártica Universidad de Magallanes
<b>TOURISM AND CULTURE</b>	Museo Nao Victoria Fundación AMA Torres del Paine INIA Kampenaike	
<b>INDUSTRY/ECONOMIC DEVELOPMENT</b>	ACROPAT Antarctica XXI Centro de Rehabilitación Cruz del Sur Salta Austral	

USHUAIA 2019

<b>CENTRAL AND LOCAL GOVERNMENT</b>	Dirección Provincial de Puertos Gobierno Tierra del Fuego Municipalidad de Ushuaia	
<b>EDUCATION, AND RESEARCH</b>	CADIC- CONICET Universidad Nacional de Tierra del Fuego	
<b>TOURISM AND CULTURE</b>	Asociación Profesionales de Turismo Cámara de Turismo Ushuaia Cámara Hotelera y Gastronómica de TdF	Dirección de Museos de la Provincia INFUETUR Oficina Antártica Museo Provincial del Fin del Mundo Tierra Arte
<b>INDUSTRY/ECONOMIC DEVELOPMENT</b>	ANTARTUR Asociación Bahía Encerrada Asociación Maneken	

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### School Engagement (Hobart)

In mid-2018, the Hobart Antarctic Cities team collaborated with Bookend Trust to co-develop an exhibition that would encourage local high-school students in Hobart to reflect on the relationship between their city and Antarctica in creative ways.

Working primarily with Year 8 (13-14-year-old) students at Taroona High School, we asked students to tell us in photo-stories how they experience the connection between the Hobart and the far south. Eight of the submissions were displayed at the Australian Antarctic Festival in August 2018 and at the Opening of the Season event in October 2018. Two of the students also addressed the attendees of the latter event. A sample of the work displayed is below. A similar youth engagement process could be used in any or all cities via social media such as Instagram.



### → List of key project engagement activities (by city)

LOCATION	ACTIVITY	DATE	PARTICIPANT NUMBERS
Antarctica	Antarctic Youth Expedition (AYCE)	Feb 2020	5
Cape Town	Youth workshop (online game)	Oct 2019	11 (aged 18-26)
Cape Town	Survey of residents' perceptions of Antarctica	July 2020	388
Christchurch	Urban and Antarctic experts' workshop (urban profiles + connectivity index)	Oct 2017	44
Christchurch	Youth workshop (scenarios planning and online game)	Oct 2017	17 (aged 18-26)
Christchurch	Survey 1 on residents' perceptions of Antarctica	Sept 2018	300
Christchurch	Presentation of interim report to Christchurch City Council Innovation and Sustainable Development Committee	Sept 2018	9 Councillors including Deputy Mayor
Christchurch	Launch of ACYE competition	Aug 2019	N/A
Christchurch	Presentation of interim report at University of Canterbury	Feb 2020	N/A
Christchurch	Survey 2 of residents' perceptions of Antarctica	July 2020	297
Hobart	Urban and Antarctic experts' workshop 1 (urban profiles + connectivity index)	July 2017	39
Hobart	Urban and Antarctic experts' workshop 2 (urban profiles + connectivity index)	Oct 2017	17
Hobart	Youth workshop 1 (scenarios planning and online game)	April 2018	18 (aged 18-26)
Hobart	Survey 1 on residents' perceptions of Antarctica	April–May 2018	300
Hobart	Launch of children's photo exhibition	June 2018	12
Hobart	Youth workshop 2 (online game co-design)	Aug 2018	13 (aged 18-26)
Hobart	Australian Antarctic Festival (stand and presentations)	Aug 2018	100
Hobart	Presentation of interim report to Tasmanian Polar Network	June 2019	2
Hobart	Connectivity index workshop with City of Hobart and Department of State Growth	July 2019	7
Hobart	Youth workshop 3 (online game co-design)	July 2019	16 (aged 18-26)
Hobart	Launch of ACYE competition	Aug 2019	N/A
Hobart	Survey 2 on residents' perceptions of Antarctica	July 2020	276
Punta Arenas	Urban and Antarctic experts' workshop (urban profiles + connectivity index) Event was opened by the Australian Ambassador to Chile and the Premier of the Region of Magallanes.	Nov 2017	34
Punta Arenas	Youth workshop (scenarios planning and online game)	Nov 2017	17 (aged 16-26)
Punta Arenas	Survey 1 on residents' perceptions of Antarctica	Dec 2017	300
Punta Arenas	Presentation of interim report at Universidad de Magallanes	June 2019	N/A
Punta Arenas	Launch of ACYE competition	Aug 2019	5
Punta Arenas	Survey 2 on residents' perceptions of Antarctica	July 2020	345
Ushuaia	Urban and Antarctic experts' workshop (urban profiles + connectivity index)	Sept 2019	37
Ushuaia	Launch of ACYE competition	Sept 2019	8
Ushuaia	Youth workshop 1 (online game)	Sept 2019	11 (aged 18-26)
Ushuaia	Survey on residents' perceptions of Antarctica	July 2020	353
Total			409

→ Research participant numbers at a glance

Youth workshops	
Cape Town (Oct 2019)	11
Christchurch (Oct 2017)	17
Hobart (April 2018, Aug 2018, July 2019)	47
Punta Arenas (Nov 2017)	17
Ushuaia (Sept 2019)	11
Subtotal	103
Urban and Antarctic expert workshops	
Christchurch (Oct 2017)	44
Hobart (July 2017, Oct 2017)	57
Punta Arenas (Nov 2017)	34
Ushuaia (Sept 2019)	11
Subtotal	146
Surveys on residents' perceptions of Antarctica	
Cape Town (2020)	388
Christchurch (2018 + 2020)	597
Hobart (2018 + 2020)	576
Punta Arenas (2017 + 2020)	645
Ushuaia (2020)	353
Subtotal	2559
Total	2808

→ Research participant numbers at a glance

Youth workshops	
Cape Town (Oct 2019)	11
Christchurch (Oct 2017)	17
Hobart (April 2018, Aug 2018, July 2019)	47
Punta Arenas (Nov 2017)	17
Ushuaia (Sept 2019)	11
Subtotal	103
Urban and Antarctic expert workshops	
Christchurch (Oct 2017)	44
Hobart (July 2017, Oct 2017)	56
Punta Arenas (Nov 2017)	34
Ushuaia (Sept 2019)	15
Subtotal	149
Surveys on residents' perceptions of Antarctica	
Cape Town (2020)	300
Christchurch (2018 + 2020)	600
Hobart (2018 + 2020)	600
Punta Arenas (2018 + 2020)	600
Ushuaia (2020)	300
Subtotal	2400
Total	2652

→ Overall number of participants in the project through workshops, surveys, competitions and expedition.

LOCATION	ACTIVITY	DATE	PARTICIPANT NUMBERS
Antarctica	Antarctic Youth Expedition (AYCE)	Feb 2020	N/A
Cape Town	Launch of AYCE competition	Aug 2019	N/A
Cape Town	Youth workshop (online game)	Oct 2019	11 (aged 18-26)
Cape Town	Survey of residents' perceptions of Antarctica	July 2020	300
Christchurch	Urban and Antarctic experts' workshop (urban profiles + connectivity index)	Oct 2017	44
Christchurch	Youth workshop (scenarios planning and online game)	Oct 2017	17 (aged 18-26)
Christchurch	Survey 1 on residents' perceptions of Antarctica	Apr - May 2018	300
Christchurch	Presentation of interim report to Christchurch City Council	Sept 2018	N/A
Christchurch	Launch of ACYE competition	Aug 2019	N/A
Christchurch	Presentation of interim report at University of Canterbury	Feb 2020	N/A
Christchurch	Survey 2 of residents' perceptions of Antarctica	July 2020	300
Hobart	Urban and Antarctic experts' workshop 1 (urban profiles + connectivity index)	July 2017	40
Hobart	Urban and Antarctic experts' workshop 2 (urban profiles + connectivity index)	Oct 2017	17
Hobart	Youth workshop 1 (scenarios planning and online game)	April 2018	18 (aged 18-26)
Hobart	Survey 1 on residents' perceptions of Antarctica	Apr - May 2018	300
Hobart	Launch of children's photo exhibition	June 2018	N/A
Hobart	Youth workshop 2 (online game co-design)	Aug 2018	13 (aged 18-26)
Hobart	Australian Antarctic Festival (stand and presentations)	Aug 2018	N/A
Hobart	Presentation of interim report to Tasmanian Polar Network	June 2019	N/A
Hobart	Connectivity index workshop with City of Hobart and Department of State Growth	July 2019	7
Hobart	Youth workshop 3 (online game co-design)	July 2019	16 (aged 18-26)
Hobart	Launch of ACYE competition	Aug 2019	N/A
Hobart	Survey 2 on residents' perceptions of Antarctica	July 2020	300
Punta Arenas	Urban and Antarctic experts' workshop (urban profiles + connectivity index). Event was opened by the Australian Ambassador to Chile and the Premier of the Region of Magallanes.	Nov 2017	34
Punta Arenas	Youth workshop (scenarios planning and online game)	Nov 2017	17 (aged 16-26)
Punta Arenas	Survey 1 on residents' perceptions of Antarctica	Dec 2017	300
Punta Arenas	Presentation of interim report at Universidad de Magallanes	June 2019	N/A
Punta Arenas	Launch of ACYE competition	Aug 2019	N/A
Punta Arenas	Survey 2 on residents' perceptions of Antarctica	July 2020	300
Ushuaia	Urban and Antarctic experts' workshop (urban profiles + connectivity index)	Sept 2019	15
Ushuaia	Launch of ACYE competition	Sept 2019	N/A
Ushuaia	Youth workshop 1 (online game)	Sept 2019	11 (aged 18-26)
Ushuaia	Survey on residents' perceptions of Antarctica	July 2020	300
Total			2653





## Appendix 3. Media Strategy

In 2018 we developed the project website and a Twitter account which as of today has 500 followers. A discussion forum was developed on the project website in August 2019 during the testing stage, where workshop participants were invited to discuss and provide feedback on the game. This was followed by a draft social media strategy where aspects of the project were divided into four groups for posts:

### The Antarctic Cities Youth Expedition (ACYE)

Images and updates from The Antarctic Cities Youth Expedition (ACYE) and updates on the formation of The Antarctic Youth Coalition (AYC). The posts included images of the selected representatives, their video applications, live updates from the expedition, and an Instagram live series called AYC Live Sessions. A specific Instagram Account and Facebook page was subsequently created by the AYC, which is being moderated and managed by the five ACYE representatives.

The Antarctic Cities Youth Expedition to Antarctica from 12-19 February, led by Juan Francisco Salazar and Elizabeth Leane (University of Tasmania) as part of the Antarctic Cities and the Global Commons: Rethinking

the Gateways ARC Linkage Project, received widespread coverage within Australia and internationally including multiple interviews for Hobart representative Chloe Power on ABC Radio upon her return from the trip. The 2020 coverage of the research concluded with an article in The Conversation on 1 December, Antarctica Day, sharing findings from the project.

The Game: Images and interactive media from the Antarctic Futures game in the form of screenshots, Instagram stories and mini quizzes.

### 2. General Antarctic 2. Project Updates

The key platforms used were Twitter and Instagram based on popularity and the project's focus on youth engagement. While a weekly post/WWng schedule was designed initially, most content was posted in an organic fashion as new events or updates took place.

A Discord server was also set up for the Antarctic Futures game.



### Media Coverage 2017 to 2020

There was wide media coverage of the project with many of the interviews handled by Juan Francisco Salazar, with Elizabeth Leane, Liam Magee, Paul James, Elias Barticevic, Daniela Liggett, Chloe Lucas, and Gabriela Roldán contributing, along with the Youth Ambassadors: Chloe Power, Katia Macias, Caleb Fraser, Florencia Garra, and Rudzani Silima.

### → Detailed coverage of the Antarctic Cities Youth Expedition 2020

LOCATION	MEDIA	DATE
Australia national	Press, the Conversation, Five cities that could change the future of Antarctica, <a href="https://theconversation.com/five-cities-that-could-change-the-future-of-antarctica-">https://theconversation.com/five-cities-that-could-change-the-future-of-antarctica-</a>	October 2016
Hobart	Press, University of Tasmania, Antarctic Cities project underway, <a href="https://www.media.utas.edu.au/general-news/all-news/antarctic-cities-project-underway">https://www.media.utas.edu.au/general-news/all-news/antarctic-cities-project-underway</a>	July 2017
Tasmania	Broadcast, Southern Cross Tasmania, interview about the launch of the Antarctic Cities ARC project investigating the role of gateway cities to Antarctica	July 2017
Sydney	Broadcast, ABC news Sydney—News, The World and Evenings programs, interview about the launch of the Antarctic Cities ARC project investigating the role of gateway cities to Antarctica	July 2017
Melbourne	Broadcast, ABC news - Melbourne, interview about the launch of the Antarctic Cities ARC project investigating the role of gateway cities to Antarctica	July 2017
Regional NSW	Broadcast, ABC news—regional NSW, interview about the launch of the Antarctic Cities ARC project investigating the role of gateway cities to Antarctica	July 2017
Brisbane	Broadcast, ABC news - Brisbane, interview about the launch of the Antarctic Cities ARC project investigating the role of gateway cities to Antarctica	July 2017
Adelaide	Broadcast, ABC news - Adelaide, interview about the launch of the Antarctic Cities ARC project investigating the role of gateway cities to Antarctica	July 2017
Perth	Broadcast, ABC news - Perth, interview about the launch of the Antarctic Cities ARC project investigating the role of gateway cities to Antarctica	July 2017
Regional Queensland	Broadcast, ABC news—Regional QLD, interview about the launch of the Antarctic Cities ARC project investigating the role of gateway cities to Antarctica	July 2017
Hobart	Broadcast, ABC news - Hobart, interview about the launch of the Antarctic Cities ARC project investigating the role of gateway cities to Antarctica	July 2017
Canberra	Broadcast, ABC news - Canberra, interview about the launch of the Antarctic Cities ARC project investigating the role of gateway cities to Antarctica	July 2017
Regional Victoria	Broadcast, ABC news—Regional Victoria, interview about the launch of the Antarctic Cities ARC project investigating the role of gateway cities to Antarctica	July 2017
Regional West Australia	Broadcast, ABC news—Regional WA, interview about the launch of the Antarctic Cities ARC project investigating the role of gateway cities to Antarctica	July 2017

MEDIA STRATEGY		ANTARCTIC CITIES	A.3
LOCATION	MEDIA	DATE	
Australia national	Press, ABC, How does Hobart fare in battle to be 'gateway to Antarctica?' <a href="https://www.abc.net.au/news/2017-07-05/international-competition-to-be-gateway-to-antarctica/8679924">https://www.abc.net.au/news/2017-07-05/international-competition-to-be-gateway-to-antarctica/8679924</a>	July 2017	
UAE national	Press, Dotemirates: How does Hobart fare in battle to be 'gateway to Antarctica?'	July 2017	
Virgin Island national	Press, Angle Press: How does Hobart fare in battle to be 'gateway to Antarctica?'	July 2017	
Vietnam national	Press, OIA News: How does Hobart fare in battle to be 'gateway to Antarctica?'	July 2017	
USA national	Press, Capital Bay: How does Hobart fare in battle to be 'gateway to Antarctica?'	July 2017	
Hobart	Radio, ABC Radio Hobart, How does Hobart compare as a gateway city to Antarctica? Transport lets us down, <a href="https://www.abc.net.au/radio/hobart/programs/breakfast/hobart-gateway-city/8675848">https://www.abc.net.au/radio/hobart/programs/breakfast/hobart-gateway-city/8675848</a>	July 2017	
Hobart	Press, The Mercury, New-found Antarctic Appreciation,	July 2017	
Hobart	Press, Hobart Observer, Opening the gate to the Antarctic,	August 2017	
Dunedin	Press, Campus Review, Pan continental project seeks to break Antarctic ice, <a href="https://www.dropbox.com/home/Antarctic%20per%20cent20Cities">https://www.dropbox.com/home/Antarctic per cent20Cities</a>	November 2017	
Punta Arenas	Press, La Prensa Austral, Investigan el desafío de reimaginar el rol de las ciudades puertales de entrada a la Antártica / Investigating the challenge of reimagining the role of the Antarctic gateway cities, <a href="https://laprensaaustral.cl/cronica/investigacion-el-desafio-de-reimaginar-el-rol-de-las-ciudades-puertas-de-entrada-a-la-antartica/">https://laprensaaustral.cl/cronica/investigacion-el-desafio-de-reimaginar-el-rol-de-las-ciudades-puertas-de-entrada-a-la-antartica/</a>	November 2017	
Punta Arenas	Press, La Prensa Austral "Aquí existe una alta conciencia de la Antártica" / "A high consciousness of Antarctica exists here", <a href="https://laprensaaustral.cl/cronica/la-existe-una-alta-conciencia-de-la-antartica/">https://laprensaaustral.cl/cronica/la-existe-una-alta-conciencia-de-la-antartica/</a>	November 2017	
Viña del Mar	Press, Centro de estudios hemisfericos y polares newsletter, Antarctic gateway cities workshops	December 2017	
Hobart	Radio, ABC Radio Hobart, Associate Professor Juan Francisco was interviewed on ABC Radio Hobart's 'Breakfast' program about the Antarctic Cities and the Global Commons project—which is reimagining gateways to the Antarctic,	April 2018	
Australia national	Press, Crikey, Professor Juan Francisco Salazar will present "Life in Antarctica: meditations, speculations, ethnographies" at the University of Sydney, <a href="https://www.crikey.com.au/2018/09/14/worm-wentworth-dave-sharma/">https://www.crikey.com.au/2018/09/14/worm-wentworth-dave-sharma/</a>	September 2018	
Australia national	Radio, ABC Radio National, ABC Radio National interviewed Professor Paul James who discussed a research project supporting the stewardship of the Antarctic region by five key stakeholders,	January 2019	
Canada national	Radio, CBC Radio One 1230AM (CFFB), CBC Radio One 88.5FM (CBME), CBC Radio One 91.5FM (CBO), CBC Radio One 1140AM (CBI) and CBC Radio One 1400AM (CBG), syndication of ABC radio interview with Professor Paul James who discussed a research project supporting the stewardship of the Antarctic region by five key stakeholders	January 2019	
Punta Arenas	Press, El Mostrador, Antropología de los hielos: investigadora estudiará por primera vez si existe una identidad antártica / Anthropologist of the ice: researcher studies for the first time whether an Antarctic identity exists, <a href="https://www.elmostrador.cl/cultura/2019/05/28/antropologia-de-los-hielos-investigadora-estudiar-por-primera-vez-si-existe-una-identidad-antartica/">https://www.elmostrador.cl/cultura/2019/05/28/antropologia-de-los-hielos-investigadora-estudiar-por-primera-vez-si-existe-una-identidad-antartica/</a>	May 2019	

## Item No. 6.1

Agenda (Open Portion)  
Economic Development & Communications Committee Meeting - 23/9/2021Page 113  
ATTACHMENT A

LOCATION	MEDIA	DATE
Chile national	Press, Chilean Antarctic Institute, "Mi interés es saber si existe una identidad antártica" / "My interest is to know if an Antarctic identity exists", <a href="http://www.inach.cl/inach/p=26702">http://www.inach.cl/inach/p=26702</a>	May 2019
Hobart	Radio, ABC Radio Hobart, <a href="https://www.abc.net.au/radiohobart/programs/breakfastre-you-18-to-29-live-in-hobart-and-want-to-go-to-antarctica/11365178">https://www.abc.net.au/radiohobart/programs/breakfastre-you-18-to-29-live-in-hobart-and-want-to-go-to-antarctica/11365178</a>	July 2019
Chile national	Press, Chilean Antarctic Institute, "Creo que las ciencias sociales tienen un rol muy importante que hacer al estudio de la Antártica" / "I believe that the social sciences have a very important role to play in the study of Antarctica", <a href="http://www.inach.cl/inach/p=26968">http://www.inach.cl/inach/p=26968</a>	July 2019
San Antonio	Press, Canal 2, Proyecto liderado por un antropólogo chileno está replanteando el rol que cumplen las ciudades más cercanas al Continente Blanco / Project led by a Chilean anthropologist is rethinking the role played by the cities closest to the white continent, <a href="http://www.cablenoticias.cl/2019/07/15/proyecto-liderado-por-un-antropologo-chileno-esta-replanteando-el-rol-que-cumplen-las-ciudades-mas-cercanas-al-continente-blanco/">http://www.cablenoticias.cl/2019/07/15/proyecto-liderado-por-un-antropologo-chileno-esta-replanteando-el-rol-que-cumplen-las-ciudades-mas-cercanas-al-continente-blanco/</a>	July 2019
Punta Arenas	Press, Radio Magallanes, "Creo que las ciencias sociales tienen un rol muy importante que hacer al estudio de la Antártica" / "I believe that the social sciences have a very important role to play in the study of Antarctica", <a href="http://www.radiomagallanes.cl/noticia.php?id_not=87120">http://www.radiomagallanes.cl/noticia.php?id_not=87120</a>	July 2019
Punta Arenas	Press, Radio Polar, "Creo que las ciencias sociales tienen un rol muy importante que hacer al estudio de la Antártica" / "I believe that the social sciences have a very important role to play in the study of Antarctica", <a href="http://www.radiopolar.com/noticia_151321.html">http://www.radiopolar.com/noticia_151321.html</a>	July 2019
Chile national	Press, Chilean Library of Congress, Gabriela Roldán: "En Nueva Zelanda hay una fuerte actividad de educación antártica" / Gabriela Roldán: "In New Zealand there is strong Antarctic education", <a href="https://www.bcn.cl/observatorioasiapacifico/noticias/gabriela-roldan-ciudades-antarticas-christchurch">https://www.bcn.cl/observatorioasiapacifico/noticias/gabriela-roldan-ciudades-antarticas-christchurch</a>	July 2019
South Africa national	Press, Antarctic Legacy of South Africa, South African to join Antarctic Cities Youth Expedition 2019, <a href="https://blogs.sun.ac.za/antarcticlegacy/2019/08/30/south-african-to-join-antarctic-cities-youth-expedition-2019/">https://blogs.sun.ac.za/antarcticlegacy/2019/08/30/south-african-to-join-antarctic-cities-youth-expedition-2019/</a>	August 2019
Ushuaia	Press, Sur54.com, Sur54 reports on the Antarctic Cities Youth Expedition which will take one young person from each gateway city to Antarctica in December 2019 as part of the Institute for Culture and Society's Antarctic Cities and the Global Commons ARC project	August 2019
Hobart	Press, University of Tasmania, Hobart woman wins once in a lifetime trip, <a href="https://www.utas.edu.au/news/news-items/hobart-woman-wins-once-in-a-lifetime-antarctic-trip">https://www.utas.edu.au/news/news-items/hobart-woman-wins-once-in-a-lifetime-antarctic-trip</a>	July 2019
Hobart	Press, The Mercury, Chloe on an ice date to Antarctica, <a href="https://www.themercury.com.au/subscribe/news/young-imas-scientist-chloe-power-one-of-five-globally-to-advocate-for-antarctica-as-part-of-the-antarctic-cities-youth-expedition">https://www.themercury.com.au/subscribe/news/young-imas-scientist-chloe-power-one-of-five-globally-to-advocate-for-antarctica-as-part-of-the-antarctic-cities-youth-expedition</a>	September 2019
Melbourne	Press, The Herald Sun, Chloe on an ice date to Antarctica, <a href="https://www.themercury.com.au/subscribe/news/young-imas-scientist-chloe-power-one-of-five-globally-to-advocate-for-antarctica-as-part-of-the-antarctic-cities-youth-expedition">https://www.themercury.com.au/subscribe/news/young-imas-scientist-chloe-power-one-of-five-globally-to-advocate-for-antarctica-as-part-of-the-antarctic-cities-youth-expedition</a>	September 2019
Brisbane	Press, The Courier Mail, Chloe on an ice date to Antarctica, <a href="https://www.themercury.com.au/subscribe/news/young-imas-scientist-chloe-power-one-of-five-globally-to-advocate-for-antarctica-as-part-of-the-antarctic-cities-youth-expedition">https://www.themercury.com.au/subscribe/news/young-imas-scientist-chloe-power-one-of-five-globally-to-advocate-for-antarctica-as-part-of-the-antarctic-cities-youth-expedition</a>	September 2019
Geelong	Press, The Geelong Advertiser, Chloe on an ice date to Antarctica, <a href="https://www.themercury.com.au/subscribe/news/young-imas-scientist-chloe-power-one-of-five-globally-to-advocate-for-antarctica-as-part-of-the-antarctic-cities-youth-expedition">https://www.themercury.com.au/subscribe/news/young-imas-scientist-chloe-power-one-of-five-globally-to-advocate-for-antarctica-as-part-of-the-antarctic-cities-youth-expedition</a>	September 2019
Darwin	Press, The NT News, Chloe on an ice date to Antarctica, <a href="https://www.themercury.com.au/subscribe/news/young-imas-scientist-chloe-power-one-of-five-globally-to-advocate-for-antarctica-as-part-of-the-antarctic-cities-youth-expedition">https://www.themercury.com.au/subscribe/news/young-imas-scientist-chloe-power-one-of-five-globally-to-advocate-for-antarctica-as-part-of-the-antarctic-cities-youth-expedition</a>	September 2019

LOCATION	MEDIA	DATE
Adelaide	Press, The Advertiser, Chloe on an ice date to Antarctica, <a href="https://www.themercury.com.au/subscribe/news/young-imas-scientist-chloe-power-one-of-five-globally-to-advocate-for-antarctica-as-part-of-the-antarctic-cities-youth-expedition">https://www.themercury.com.au/subscribe/news/young-imas-scientist-chloe-power-one-of-five-globally-to-advocate-for-antarctica-as-part-of-the-antarctic-cities-youth-expedition</a>	September 2019
Sydney	Press, The Daily Telegraph, Chloe on an ice date to Antarctica, <a href="https://www.themercury.com.au/subscribe/news/young-imas-scientist-chloe-power-one-of-five-globally-to-advocate-for-antarctica-as-part-of-the-antarctic-cities-youth-expedition">https://www.themercury.com.au/subscribe/news/young-imas-scientist-chloe-power-one-of-five-globally-to-advocate-for-antarctica-as-part-of-the-antarctic-cities-youth-expedition</a>	September 2019
Cairns	Press, Cairns Post, Chloe on an ice date to Antarctica, <a href="https://www.themercury.com.au/subscribe/news/young-imas-scientist-chloe-power-one-of-five-globally-to-advocate-for-antarctica-as-part-of-the-antarctic-cities-youth-expedition">https://www.themercury.com.au/subscribe/news/young-imas-scientist-chloe-power-one-of-five-globally-to-advocate-for-antarctica-as-part-of-the-antarctic-cities-youth-expedition</a>	September 2019
Ushuaia	Press, El Diario del Fin de Munda, Se realizan en Ushuaia talleres sobre el rol de las ciudades antárticas / Workshops are held in Ushuaia about the role of Antarctic cities, <a href="https://www.eldiariodelfindeelmundo.com/noticias/2019/09/20/83730-se-realizan-en-ushuaia-talleres-sobre-el-rol-de-las-ciudades-antarticas">https://www.eldiariodelfindeelmundo.com/noticias/2019/09/20/83730-se-realizan-en-ushuaia-talleres-sobre-el-rol-de-las-ciudades-antarticas</a>	September 2019
Ushuaia	Press, La Contratapa, Se realizan en Ushuaia talleres sobre el rol de las ciudades antárticas / Workshops are held in Ushuaia about the role of Antarctic cities, <a href="https://lacontratapa.elpdf.com/nota/665/se-realizan-en-ushuaia-talleres-sobre-el-rol-de-las-ciudades-antarticas/">https://lacontratapa.elpdf.com/nota/665/se-realizan-en-ushuaia-talleres-sobre-el-rol-de-las-ciudades-antarticas/</a>	September 2019
Ushuaia	Press, Crítica Sur, Vuoto recibió a la investigadora especialista en ciudades puerta de entrada a la Antártida / Vuoto receives specialist researcher in Antarctic gateway cities, <a href="https://criticasur.com.ar/nota/21119/vuoto_recibia_a_la_investigadora_especialista_en_ciudades_puerta_de_entrada_a_la_antartida/">https://criticasur.com.ar/nota/21119/vuoto_recibia_a_la_investigadora_especialista_en_ciudades_puerta_de_entrada_a_la_antartida/</a>	September 2019
Christchurch	Press, University of Canterbury, Canterbury student heads to Chile, Antarctica to join Youth Expedition, <a href="https://www.canterbury.ac.nz/news/2019/canterbury-student-heads-to-chile-antarctica-to-join-youth-expedition.html">https://www.canterbury.ac.nz/news/2019/canterbury-student-heads-to-chile-antarctica-to-join-youth-expedition.html</a>	October 2019
Christchurch	Press, Scoop Independent News, Canterbury student heads to Chile, Antarctica, <a href="https://www.scoop.co.nz/stories/ED1910/500009/canterbury-student-heads-to-chile-antarctica.htm">https://www.scoop.co.nz/stories/ED1910/500009/canterbury-student-heads-to-chile-antarctica.htm</a>	October 2019
Ushuaia	Press, Crítica Sur, Florencia Garra, la fueguina elegida para un proyecto internacional en la Antártida / Florencia Garra, the Fuegian chosen for an international project in Antarctica, <a href="https://criticasur.com.ar/nota/23151/florencia_garra_la_fueguina_elegida_para_un_proyecto_internacional_en_la_antartida">https://criticasur.com.ar/nota/23151/florencia_garra_la_fueguina_elegida_para_un_proyecto_internacional_en_la_antartida</a>	January 2020
Ushuaia	Press, Crítica Sur, Elegida para proyecto en la Antártida: funcionarios municipales recibieron a Florencia Garra / Chosen for a project in Antarctica: council workers recieved Florencia Garra, <a href="https://criticasur.com.ar/nota/23228/elegida_para_proyecto_en_la_antartida_funcionarios_municipales_recibieron_a_florencia_garra/">https://criticasur.com.ar/nota/23228/elegida_para_proyecto_en_la_antartida_funcionarios_municipales_recibieron_a_florencia_garra/</a>	January 2020
Sydney	Press, Western Sydney university, Research sends five young people on expedition to care for Antarctica's future, <a href="https://www.westernsydney.edu.au/newscentral/news_central/more_news/stories/research_sends_five_young_people_on_expedition_to_care_for_antarcticas_future">https://www.westernsydney.edu.au/newscentral/news_central/more_news/stories/research_sends_five_young_people_on_expedition_to_care_for_antarcticas_future</a>	February 2020
Chile national	Press, Chilean Ministry of Foreign Affairs, Jóvenes de ciudades antárticas culminan exitosa experiencia en el continente blanco / Youth from the Antarctic Cities conclude a successful experience in the white continent, <a href="https://minrel.gob.cl/jovenes-de-ciudades-antarticas-culminan-exitosa-experiencia-en-el-minrel/2020-02-21/14406.html">https://minrel.gob.cl/jovenes-de-ciudades-antarticas-culminan-exitosa-experiencia-en-el-minrel/2020-02-21/14406.html</a>	February 2020
Punta Arenas	Press, Ovejero Noticias, Impregnados del «espíritu antártico» retornan jóvenes líderes de las cinco ciudades puertas de entrada a la Antártica / Young leaders from the five gateway cities return full of Antarctic spirit, <a href="https://www.ovejeronoticias.cl/2020/02/impregnados-del-espiritu-antartico-retornan-jovenes-lideres-de-las-cinco-ciudades-puertas-de-entrada-a-la-antartica/">https://www.ovejeronoticias.cl/2020/02/impregnados-del-espiritu-antartico-retornan-jovenes-lideres-de-las-cinco-ciudades-puertas-de-entrada-a-la-antartica/</a>	February 2020

LOCATION	MEDIA	DATE
Puerto Varas	Press, Grafelbergnoticias, Empapados del espíritu antártico retornan jóvenes líderes de las cinco ciudades puertas de entrada al Continente Blanco / Young leaders from the five gateway cities return saturated in Antarctic spirit, <a href="http://grafelbergnoticias.blogspot.com/2020/02/empapados-del-espiritu-antartico.html">http://grafelbergnoticias.blogspot.com/2020/02/empapados-del-espiritu-antartico.html</a>	February 2020
Santiago/Puerto Montt	Press, Aqua, Jóvenes de ciudades antárticas culminan exitosa experiencia en el continente blanco / Youth from the Antarctic cities conclude a successful experience in the white continent, <a href="https://www.aqua.cl/2020/02/21/jovenes-de-ciudades-antarticas-culminan-exitosa-experiencia-en-el-continente-blanco/">https://www.aqua.cl/2020/02/21/jovenes-de-ciudades-antarticas-culminan-exitosa-experiencia-en-el-continente-blanco/</a>	February 2020
Punta Arenas	Press, La Prensa Austral, Cinco jóvenes de las "ciudades puerta de entrada a la Antártica" llegaron a Punta Arenas tras su expedición al continente helado / Five youth from the "Antarctic gateway cities" arrive in Punta Arenas after their expedition to the frozen continent, <a href="https://laprensaaustral.cl/cronica/cinco-jovenes-de-las-ciudades-puerta-de-entrada-a-la-antartica-llegaron-a-punta-arenas-tras-su-expedicion-al-continente-helado/">https://laprensaaustral.cl/cronica/cinco-jovenes-de-las-ciudades-puerta-de-entrada-a-la-antartica-llegaron-a-punta-arenas-tras-su-expedicion-al-continente-helado/</a>	February 2020
Punta Arenas	Press, El Pingüino, Jóvenes buscan crear un Foro Juvenil Antártico Internacional / Youth seek to create an international Antarctic Youth Forum, <a href="https://elpinguino.com/noticia/2020/02/21/jovenes-buscan-crear-un-foro-juvenil-antartico-internacional/">https://elpinguino.com/noticia/2020/02/21/jovenes-buscan-crear-un-foro-juvenil-antartico-internacional/</a>	February 2020
Punta Arenas	Press, Radio Magallanes, Empapados del espíritu antártico retornan jóvenes líderes de las cinco ciudades puertas de entrada al Continente Blanco / Young leaders from the five gateway cities return saturated in Antarctic spirit, <a href="http://www.radiomagallanes.cl/noticia.php?id_not=89780">http://www.radiomagallanes.cl/noticia.php?id_not=89780</a>	February 2020
Viña del Mar	Press, Radio Festival, Empapados del espíritu antártico retornan jóvenes líderes de las cinco ciudades puertas de entrada al Continente Blanco / Young leaders from the five gateway cities return saturated in Antarctic spirit, <a href="https://www.radiofestival.cl/empapados-del-espiritu-antartico-retornan-jovenes-lideres-de-las-cinco-ciudades-puertas-de-entrada-al-continente-blanco/">https://www.radiofestival.cl/empapados-del-espiritu-antartico-retornan-jovenes-lideres-de-las-cinco-ciudades-puertas-de-entrada-al-continente-blanco/</a>	February 2020
Chile national	Press, Ciencia en Chile, Empapados del espíritu antártico retornan jóvenes líderes de las cinco ciudades puertas de entrada al Continente Blanco / Young leaders from the five gateway cities return saturated in Antarctic spirit, <a href="http://www.cienciaenchile.cl/empapados-del-espiritu-antartico-retornan-jovenes-lideres-de-las-cinco-ciudades-puertas-de-entrada-al-continente-blanco/">http://www.cienciaenchile.cl/empapados-del-espiritu-antartico-retornan-jovenes-lideres-de-las-cinco-ciudades-puertas-de-entrada-al-continente-blanco/</a>	February 2020
Chile national	Press, Diario TV, Jóvenes de ciudades antárticas culminan exitosa experiencia en el continente blanco / Youth from the Antarctic cities conclude a successful experience in the white continent, <a href="http://diariotv.cl/jovenes-de-ciudades-antarticas-culminan-exitosa-experiencia-en-el-continente-blanco/">http://diariotv.cl/jovenes-de-ciudades-antarticas-culminan-exitosa-experiencia-en-el-continente-blanco/</a>	February 2020
Punta Arenas	Press, Radio Polar, Empapados del espíritu antártico retornan jóvenes líderes de las cinco ciudades puertas de entrada al Continente Blanco / Young leaders from the five gateway cities return saturated in Antarctic spirit, <a href="http://radiopolar.com/noticia_155659.html">http://radiopolar.com/noticia_155659.html</a>	February 2020
Punta Arenas	Press, PatagoniaD, Jóvenes de ciudades antárticas culminan exitosa experiencia en el continente blanco / Youth from the Antarctic cities conclude a successful experience in the white continent, <a href="http://patagoniad.com/2020/02/23/retornan-jovenes-lideres-de-las-cinco-ciudades-puertas-de-entrada-al-continente-blanco/">http://patagoniad.com/2020/02/23/retornan-jovenes-lideres-de-las-cinco-ciudades-puertas-de-entrada-al-continente-blanco/</a>	February 2020
Chile national	Press, EPA News, Empapados del espíritu antártico retornan jóvenes líderes de las cinco ciudades puertas de entrada al Continente Blanco / Young leaders from the five gateway cities return saturated in Antarctic spirit, <a href="https://leponews.cl/magallanes-empapados-del-espiritu-antartico-retornan-jovenes-lideres-de-las-cinco-ciudades-puertas-de-entrada-al-continente-blanco/">https://leponews.cl/magallanes-empapados-del-espiritu-antartico-retornan-jovenes-lideres-de-las-cinco-ciudades-puertas-de-entrada-al-continente-blanco/</a>	February 2020
Chile national	Press, Diario Sostenible, Empapados del espíritu antártico retornan jóvenes líderes de las cinco ciudades puertas de entrada al Continente Blanco / Young leaders from the five gateway cities return saturated in Antarctic spirit, <a href="https://www.dariosostenible.com/2020/02/empapados-del-espiritu-antartico-retornan-jovenes-lideres-de-las-cinco-ciudades-puertas-de-entrada-al-continente-blanco/">https://www.dariosostenible.com/2020/02/empapados-del-espiritu-antartico-retornan-jovenes-lideres-de-las-cinco-ciudades-puertas-de-entrada-al-continente-blanco/</a>	February 2020

MEDIA STRATEGY		ANTARCTIC CITIES	A.3
LOCATION	MEDIA	DATE	
Punta Arenas	Broadcast, TVN Red Austral, <a href="https://www.facebook.com/redaustral/videos/485516468803608/?v=485516468803608">https://www.facebook.com/redaustral/videos/485516468803608/?v=485516468803608</a> (at 20:20)	February 2020	
Punta Arenas	Broadcast, ITV Patagonia, <a href="https://www.youtube.com/watch?v=4egtEY8jPzP&amp;feature=youtu.be">https://www.youtube.com/watch?v=4egtEY8jPzP&amp;feature=youtu.be</a>	February 2020	
Punta Arenas	Broadcast, El Pingüino TV, <a href="https://www.youtube.com/watch?v=4GECXvLUIU&amp;feature=youtu.be">https://www.youtube.com/watch?v=4GECXvLUIU&amp;feature=youtu.be</a> (at 9:04)	February 2020	
Punta Arenas	Broadcast, social media page—the Intendencia Región de Magallanes y Antártica Chilena, <a href="https://www.facebook.com/watch/?v=248095752875528">https://www.facebook.com/watch/?v=248095752875528</a>	February 2020	
Sydney	Radio, 2SER Radio, 2SER radio interviews Professor Juan Francisco Salazar on the Antarctic Cities Youth Expedition and current challenges faced by Antarctica, including warming of the continent, <a href="https://2ser.com/sending-5-young-people-to-antarctica-antarctic-cities-youth-expedition/">https://2ser.com/sending-5-young-people-to-antarctica-antarctic-cities-youth-expedition/</a>	February 2020	
Sydney	Radio, 2SER Radio, 2SER radio interviews Chloe Power, the young leader from Hobart, about the Antarctic Cities Youth Expedition and the plans for the project to develop an Antarctic Youth Coalition, <a href="https://2ser.com/young-hobart-scientist-returns-from-antarctic-expedition/">https://2ser.com/young-hobart-scientist-returns-from-antarctic-expedition/</a>	February 2020	
Australia national	Radio, SBS Spanish Radio, <a href="https://www.sbs.com.au/language/spanish/audial/proyecto-envia-a-5-jovenes-a-la-antartida">https://www.sbs.com.au/language/spanish/audial/proyecto-envia-a-5-jovenes-a-la-antartida</a>	February 2020	
Newcastle	Radio, ABC 1223 Newcastle	February 2020	
Australia national	Radio, ABC Radio National, ABC Radio National Life Matters interviews Chloe Power, the young leader from Hobart, about the Antarctic Cities Youth Expedition and the plans for the project to develop an Antarctic Youth Coalition, <a href="https://www.abc.net.au/radionational/programs/lifematters/taking-care-of-antarctica-one-city-at-a-time/11998446">https://www.abc.net.au/radionational/programs/lifematters/taking-care-of-antarctica-one-city-at-a-time/11998446</a>	February 2020	
Louceston	Press, The Examiner, Five young people on research expedition to Antarctica to discuss its future, <a href="https://www.examiner.com.au/story/6611143/young-people-on-research-expedition-to-antarctica/">https://www.examiner.com.au/story/6611143/young-people-on-research-expedition-to-antarctica/</a>	February 2020	
Punta Arenas	Press, La Prensa Austral, Profesora de Inglés representará a Magallanes en Foro Juvenil de Ciudades Antárticas / English teacher will represent the Magallanes in Youth Antarctic Cities Forum, <a href="https://laprensaaustral.cl/cronica/profesora-de-ingles-representara-a-magallanes-en-foro-juvenil-de-ciudades-antarticas/">https://laprensaaustral.cl/cronica/profesora-de-ingles-representara-a-magallanes-en-foro-juvenil-de-ciudades-antarticas/</a>	February 2020	
Ushuaia	Press, Critica Sur, La fuguina Florencia Garro completó su paso por la expedición juvenil a la Antártida / Fugian Florencia Garro completed her step for the youth expedition to Antarctica, <a href="https://criticasur.com.ar/nota/23626/la-fuguina-florencia-garro-completo-su-paso-por-la-expedicion-juvenil-a-la-antartida/">https://criticasur.com.ar/nota/23626/la-fuguina-florencia-garro-completo-su-paso-por-la-expedicion-juvenil-a-la-antartida/</a>	February 2020	
Punta Arenas	Press, social media - MiraLap, <a href="https://www.facebook.com/miralap.cl/posts/2524024634537477/">https://www.facebook.com/miralap.cl/posts/2524024634537477/</a>	February 2020	
Christchurch	Press, Off Ice—Christchurch Antarctic Office, Gateway cities youth expedition to Antarctica,	March 2020	
Hobart	Radio, ABC Radio Hobart, 936 ABC Hobart interviews young Hobart representative, Chloe Power, about the recent Antarctic Cities Youth Expedition	March 2020	
Christchurch	Press, ChristchurchNZ, From Ball to Antarctica, <a href="https://www.christchurchnz.com/news/from-ball-to-antarctica">https://www.christchurchnz.com/news/from-ball-to-antarctica</a>	May 2020	
Hobart	Podcast, Cambridge Science and Policy (University of Cambridge), Science & Policy for Antarctica: Space, and the Deep Ocean: Human Experience, Available via Google Podcasts	April 2021	

→ Detailed coverage of the Antarctic Cities  
Youth Expedition 2020

DATE	MEDIA	DETAILS	ESTIMATED POTENTIAL REACH
3 February	The Examiner—online and print	Article: Five young people on research expedition to Antarctica to discuss its future Juan Francisco Salazar and Elizabeth Leane are quoted	48,000 (print) 97,364 (online)
7 February	SBS Spanish Radio	Interview with Juan Francisco Salazar	Unknown
8 February	ZSER	Interview with Juan Francisco Salazar	10,176
25-29 February and 20 March		Interviews with Chloe Power	Newcastle: 15,000 Life Matters: 409,990 for online version (broadcast unknown) ZSER: 10,176 Hobart: 44,200
3-25 February	Chilean coverage: online by The Ministry of Foreign Affairs, Ovejero Noticias, Grafelbergnoticias, Aqua, La Prensa Austral, Radio Magallanes, El Pinguino, Radio Festival, Ciencia en Chile, Diario TV, Radio Polar, Patagonia D, EPA News, Diario Sustentable, and broadcast by TVN Red Austral, ITV Patagonia, El Pinguino TV, Redes Sociales Intendencia Región de Magallanes y Antártica Chilena	Coverage of the expedition and research	La Prensa Austral: 156,535 Radio Magallanes: 8,568 El Pinguino: 80,948 Aqua: 53,067 Grafelbergnoticias: 1,538
17 September	The Daily Telegraph, syndicated to The Advertiser, The Mercury, Ntnews.com.au, Herald Sun, The Courier-Mail, Geelong	Coverage on the findings	The Daily Telegraph: 3,263,485 7 syndications: 7,623,582
3 February	The Examiner—online and print	Article: Five young people on research expedition to Antarctica to discuss its future Juan Francisco Salazar and Elizabeth Leane are quoted	48,000 (print) 97,364 (online)
7 February	SBS Spanish Radio	Interview with Juan Francisco Salazar	Unknown
8 February	ZSER	Interview with Juan Francisco Salazar	10,176
25-29 February and 20 March		Four separate radio interviews: 1233 ABC Newcastle, ABC Radio National Life Matters, ZSER, 936 ABC Hobart. Syndicated nationally to ABC stations.	Newcastle: 15,000 Life Matters: 409,990 for online version (broadcast unknown) ZSER: 10,176 Hobart: 44,200

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17 September	The Daily Telegraph, Syndicated to The Advertiser, The Mercury, Ntnews.com.au, Herald Sun, The Courier-Mail, Geelong	Coverage on the findings	The Daily Telegraph: 3,263,485 7 syndications: 7,623,582
		Advertiser, Cairns Post	
19-26 November	Chilean coverage: La Prensa Austral, El Pinguino, Radio Polar	Coverage of the youth coalition and research	La Prensa Austral: 201,365 El Pinguino: 138,524 Radio Polar: 71,896
1 December	The Conversation	'Custodians of Antarctica: how 5 Gateway Cities are embracing the icy continent' by Juan Francisco Salazar, Elizabeth Leane and Katie Marx (University of Tasmania), Liam Magee, Marina Khan, Paul James	Actual reads: 5,100 (as at 30 April 2021—via The Conversation)

# Appendix 3. Antarctic Youth Coalition Strategy

AUTHORS: KATIE MARX, CALEB FRASER, KATIA MACÍAS, CHLOE POWER, FLORENCIA GARRO, RUDZANI SILIMA, ELIZABETH LEANE, JUAN FRANCISCO SALAZAR

## Antarctic youth coalition cities connecting through Antarctica

### Strategic Overview

We are a membership-based organisation for people living in the Antarctic gateway cities of Cape Town (South Africa), Christchurch (New Zealand), Hobart (Australia), Punta Arenas (Chile) and Ushuaia (Argentina). The Antarctic Youth Coalition is youth-led and youth-focused; however, we welcome support from people of all ages.

### Our Vision

We want cities to come together to embrace the values of Antarctica for the protection of our shared futures.

### Our Mission

To build a network of young custodians across the five Antarctic gateway cities, advocating for Antarctica's future by promoting sustainable communities and connected urban identities.

### Our focus

Our focus is the five Antarctic cities and the young people who live within them. We believe that by activating and empowering Antarctic youth we can create a sustainable future for Antarctica and the southern parts of the world.

ANTARCTIC YOUTH COALITION STRATEGY

ANTARCTIC CITIES

A.3

## Antarctic values

### 1 → International Cooperation and Collaboration

King George Island is a clear example of people from different cities and countries coming together to work towards a common goal - understanding Antarctica and the role it plays in our planet. We visited, participated in scientific work, and learnt from people at a Chilean, Russian, Korean and Uruguayan base. Science between these bases was shared, allowing their work to contribute to a better understanding of Antarctica and a better future for the continent.

We want to bring this value back to our cities, maintaining communication between the gateways and sharing ideas on how together, we can act as custodians for Antarctica to protect the future that we share.



"We want cities to come together to embrace the values of Antarctica for the protection of our shared futures." Below are some values that we observed on our founding expedition to King George Island/ Isla 25 de Mayo and that capture the overall spirit of the Antarctic. We believe our cities can learn from these values and apply them to create a more connected, sustainable future.





## 2 → Care and Protection of our Environment

'Take only memories, leave nothing but footprints' is a mantra that applies strongly to Antarctica, the most pristine and fragile environment on planet Earth. Being respectful to the environment around us was critical. However, our world is connected; our actions in our home cities can, and do impact the condition of the Antarctic environment. In order to effectively care for and protect Antarctic ecosystems, sustainable practices need to extend beyond what we do in Antarctica and into what we do in our everyday lives.

## 3 → Science and Learning

Since the signing of the Antarctic Treaty in 1959, Antarctica has been a continent dedicated to scientific research. This science has led to many breakthroughs in the understanding of our planet and our changing climate. However, the purpose and benefits of valuing science in Antarctica can only be maintained through effective science communication and education in our cities. We want to make sure this science is clear, informative and accessible. Sometimes science and thus the importance of our connection to Antarctica, can be filled with jargon and overwhelming amounts of words on a page. We hope to encapsulate the scientific values of the Antarctic by ensuring that science, our connections to Antarctica, and the role we play as custodians are effectively shared with our cities and youth.



## Strategic goals and objectives

### → Strategic goals

**SG1 → BUILD YOUTH ENGAGEMENT NETWORKS IN THE FIVE GATEWAY CITIES**

#### OBJECTIVE 1A

Grow membership, source funding and develop organisational structure.

#### OBJECTIVE 1B

Form an online community in which members can interact and information can be shared.

#### SUCCESS INDICATOR 1

**A)** Formation of developed and effectively functioning, city-based memberships that are overseen by an international leadership team.

**B)** Evidence that the Antarctic Youth Coalition is recognised and supported by stakeholders and youth in the gateway cities.

**SG2 → CREATE NEW CONNECTIONS BETWEEN THESE ANTARCTIC CITIES**

#### OBJECTIVE 2A

Host international events across the cities.

#### OBJECTIVE 2B

Design a common visual identity across cities.

#### OBJECTIVE 2C

Create a series of online short stories on Antarctic cities and Antarctic values.

#### SUCCESS INDICATOR 2

Evidence of any strengthened social, cultural, ecological or political links established and acknowledged in the gateway cities.

**SG3 → FOSTER A SENSE OF ANTARCTIC CUSTODIANSHIP IN THESE CITIES**

#### OBJECTIVE 3A

Incorporate Indigenous stories, knowledges and draw from principles of caring for land/territory/country.

#### OBJECTIVE 3B

Encourage sustainable urban practices in our cities.

#### OBJECTIVE 3C

Design an education and communication strategy including bilingual materials for engaging a range of communities.

#### SUCCESS INDICATOR 3

Interaction with our membership indicating an increased understanding of what it means to be a custodian and an increase in their sustainable practices.



ANTARCTIC FUTURES RESOURCE PACK | ANTARCTIC CITIES | A.4

# Appendix 4. Antarctic Futures Resource Pack

AUTHORS: MARINA KHAN AND ANDREA POLLIO

## Introduction

Antarctic Futures is a serious game developed as a part of the Antarctic Cities project.

The game is an educational research output of the project. It translates the complexity of understanding future climate scenarios for Antarctica and the world into a playable experience.

The development of the game through participatory co-design served as an important methodological tool for engaging young people as key actors in issues surrounding environmental change. The scenarios players encounter in the game allow them to experience first-hand how different policy responses to climate issues affect the future of our planet.

The game is web-based and designed for relatively short group or individual player experiences. It is loosely modelled on a successful game, Plague Inc., but focuses on short, casual play - ideal for classrooms or workshops, where it can act as a stimulus to discussion, debate and reflection.

## Overview

The aim of Antarctic Futures is to communicate the complexity of global climate issues and their responses to the wider audience by encouraging players to reflecting upon the following key aspects:

**Policy:** Players develop a policy platform based on global economic, political, cultural and ecological interests. Some of these interests' conflict, and players will need to think about what a coherent policy platform looks like.

**Crisis Management:** Players respond to global environmental crises and increase the world's preparedness to minimise the risk and impact of further crises.

**Decision-making:** Players make critical policy investment decisions based on environmental events and track their effects on the world.

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ANTARCTIC FUTURES RESOURCE PACK		ANTARCTIC CITIES	A.4
<h3>Theoretical Underpinnings</h3> <p>Antarctic Futures and its development through participatory co-design has been conceived as a “boundary object” (Van Pelt, et al., 2015), in that it engages multiple stakeholders, disciplines, institutions and fields. In allowing knowledge translation and public communication through gameplay, Antarctic Futures connects multiple social worlds and facilitates a space for critical discourse between a variety of stakeholders, including researchers, youth, industry partners and policy makers.</p> <p>Antarctic Futures draws upon the work of Rintoul, et al. (2018) that uses climate scenarios to consider and discuss plausible alternative futures for Antarctica and resulting effects on the world over the next 50 years. The timescale of the game allows players to consider and reflect upon how choices made today will play out over a 50-year trajectory. While the outcome is shaped by the perspective of a single player, the game acknowledges and incorporates diverse play approaches keeping in mind the diversity in human experiences and values. The organisation of policies is adapted from a model of social sustainability put forward in Urban Sustainability: From Theory to Practice (James, et al., 2015).</p>	<h3>Methodology</h3> <p>Antarctic futures is embedded in the Circles of Sustainability approach as an overarching methodology which offers an integrated method for practically responding to complex issues of sustainability, resilience, adaptation, and liveability.</p> <p>In situating its position as a boundary object, Antarctic Futures was developed through participatory co-design and community consultations with scientists, policy-makers, practitioners, and young people from Antarctic Cities. Between 2017 and 2019 the project team ran a series of workshops in Hobart, Christchurch, Punta Arenas, Ushuaia and Cape Town. The co-design process also allowed us to test game design and usability across various stages of its development (ideation, prototyping, beta testing) in a variety of cultural, social and political contexts.</p>	<h3>Ecological Understanding</h3> <p>Antarctic Futures builds the player’s ability to communicate and apply key ecological concepts focusing on individuals, institutions, society, species and ecosystems. It also develops players’ understanding of how natural systems interface with social systems. The scenarios embedded in the game seek to evoke players’ environmental sensitivity in terms of responsible attitudes towards policy and environmental action. Players actively participate in environmental action through considering, recognizing and choosing between different value perspectives to resolve global problems.</p>	<h3>Critical and Creative Thinking</h3> <p>Critical and creative thinking involves the ability to recognize, establish and support decisions alongside generating new ideas and approaches to solve problems. Antarctic Futures requires players to constantly respond to the changing global environment. Players have to strategize and reason about complex situations and decisions that they are faced with. Players can also apply critical and creative thinking to achieve particular goals, or to embody specific personas within the game. See Section x for more details.</p>
	<h3>Learning Objectives</h3> <p>The goal of Antarctic Futures is to support the development of skills and capabilities ranging from scientific knowledge to critical thinking and reflexivity in diverse educational settings. These may include university or online courses, research methods workshops or team building activities to name a few. Some specific learning outcomes are outlined below.</p>	<h3>Socio-Political Knowledge</h3> <p>Antarctic Futures develops players’ understanding and awareness of the interconnectedness between social, political, economic and ecological issues in shaping our environmental future. Players can experience first-hand how human cultural activities and societal systems are intertwined with and influence our environment.</p>	<h3>Environmentally Responsible Behaviours</h3> <p>The core mission of Antarctic Futures is to ‘save the world from an environmental catastrophe’. This requires players to practise environmentally responsible behaviours (REB) in policy selection, crisis management and decision making in the game. The locus is also placed on players personal ethics and social responsibility to bring change through their individual behaviours.</p>
		<h3>Reflexivity</h3> <p>Reflexivity refers to the relationship between cause and effect, particularly in relation to human belief and value systems. Antarctic Futures provides players an opportunity to reflect and consider the consequences of their decisions not only throughout the game but also also post play when players can see a snapshot of the policies and strategies they adopted.</p>	

Aspects of the Game

Antarctic Futures engages players to consider and reflect upon four interconnected aspects that need to be managed simultaneously throughout the game. These include resource accumulation, policy selection, managing progress, and decision making.

Resource Accumulation

In order to build a successful policy platform, players must accumulate resources. Resources can be accumulated through effective crisis management. Crises are unexpected global events, occurring due to environmental loss. Throughout the game, players are faced with global crises that need urgent response. For every positive response to emerging crises, players will obtain resources that may be used to invest in future policies.

Decision making

Antarctic Futures prompts players to make critical decisions at various levels. Throughout the game, players will have to decide how to use limited resources towards competing policy goals. Players will also be faced with options for crisis management and will have to choose the most suitable solution for arising problems. These challenges encourage players to consider the consequences of their decisions and reflect on ethical action in a range of complex scenarios.

Policy

Following the Circles of Sustainability approach, the policy platform in Antarctic Futures guides the process of responding to complex problems and challenges associated with building long-term global sustainability. Here, sustainability is understood in relation to global economic, political, cultural, and ecological policies (Fig. 1). Players must accumulate and allocate sufficient resources to invest in effective policies based on the overall progress of the world.

Tracking progress

Beginning in 2019, the aim of Antarctic Futures is to build the right global policy platform to survive until the year 2070. Throughout the game, players will have the opportunity to monitor and track world progress and respond through investing in policies accordingly (Fig. 3). Statistics on global progress will provide players an overview of remaining years, environmental loss, and global preparedness at any given point of time in the game. Players will also be able to view how specific countries are responding to selected policies and review global trends on loss and preparedness.

ANTARCTIC FUTURES RESOURCE PACK

ANTARCTIC CITIES

A.4





Instructions

Aim of the game

The future of Antarctica and the future of the world are deeply connected. Players have to devise a policy strategy that will halt climate change and save Antarctica from environmental destruction. The aim of the game is to build the right policy platform to survive until the year 2070.

The Antarctic Futures interface appears as an interactive world map. The flickering green dots represent the Antarctic gateway cities of Hobart, Christchurch, Punta Arenas, Ushuaia and Cape town (Fig. 3).

In 2019, the global policy mission begins in Chile. Players have until 2070 to save the Antarctic continent. The aim is to invest in policies that will reduce the effect of climate change, arrest environmental loss, and increase resilience and preparedness of each country.



FIGURE 3: Welcome to Antarctic Futures

FIGURE 3: Antarctic Futures Interface

Tutorial

The tutorial provides a virtual overview of the interface and functionalities of Antarctic Futures. For first time players, we recommend beginning the game by selecting the tutorial option (Fig 2).

Collect Resources

The lilac icons below represent resources that can be used to build a policy platform. Click on them when they appear on the screen, and the resources will be added to your wallet. You can check the amount of resources you have on the bottom left side of your screen.



Invest in Policies

The Policy tab on the bottom left opens the policy menu (Fig 3). Here you can invest resources and build your strategy. Click on the different policy options to see how they will affect the world. Remember that not all policies are equally effective in each country. Your aim is to build a suite of policies that complement each other for the most effective outcome.

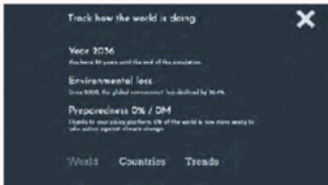


FIGURE 4: Build a policy platform - Economy

FIGURE 5: Track how the world is doing

Track how the world is doing

The Stats tab on the bottom right corner of the screen provides a global view of your progress and the effectiveness of your policy platform (Fig. 4). At any point in the game, you can click on Stats to check how much time has passed, the rate of environmental loss, and the extent of the world's preparedness. You can also check stats on loss and preparedness for each country and track global trends.



Keep an eye on the message bar at the top to be aware of unexpected events and adapt your policy strategy.

As the game progresses, red/green dots will start appearing on the world map. Red dots denote environmental loss and green dots represent preparedness.



## Settings

Some crises are more specific and are designed as quizzes (Fig. 5). Players have to choose between two options for the most effective solution. You can click on the embedded hyperlinks to learn more about these issues and support your choice. Click on the Antarctica icon to select your option. The game is automatically paused during crisis alerts so you can read about them, learn more through the embedded hyperlinks, and make a decision.



**FIGURE 6:** Crisis Alert quiz



**figure 8:** Start Game screen

## Sound

Use the **and** on the top left corner of the game interface to turn music on/off (Fig. 4).



## Snapshot


The camera icon on the top left menu can be used to capture a snapshot of the game at any point. The image will be downloaded into your computer (Fig. 4).



## Pace

You can pause or control the speed of the game by clicking on these buttons on the top right corner of your screen. The game is automatically paused during crisis alerts so you can read about them, learn more through the embedded hyperlinks, and make a decision (Fig. 4).



At any point in the game use the  button on the top left corner of the screen to adjust background colour, change language (English and Spanish) and choose your preferred country fill option.



## Learn with Antarctic Futures

The collaborative nature of Antarctic Futures makes it a valuable educational resource that can be used in a variety of settings including but not limited to climate change, environmental policy and ecological sustainability.

Here are some examples of how the game can be used in different learning contexts:

### Scenario 1 → Classroom

Students participate in guided play sessions facilitated by the teacher/tutor/instructor. The facilitator may begin the session by providing a quick tutorial through the game interface and choosing a level for the game. Depending on the size of the class, students may be divided into groups with a lead player or play the game individually on their own device for 10-15 minutes. Students may take notes on the following questions. Some of this information will appear on the game over screen.

- Which policies were selected or prioritised and why?
- Which policies were rejected and why?
- What was your % of preparedness at the halfway mark around 2045?
- At what point in the timeline did you reach 90% preparedness?
- What were the most challenging decisions you had to make?
- What were your loss/preparedness indicators at the end of the game?

Some points for a broader classroom discussion may include:

A discussion of key terms, concepts and documents such as 'moratorium', 'Antarctic treaty' and 'marine protected areas'.  
A discussion of each of the policy groups and implications of individual policies  
How digital simulation games like Antarctic Futures may/may not be useful in influencing human behaviours on issues of environment and climate change. How human cultural activity impacts our global environment. A discussion on the feedback form for future development of the game.

### Further activities

Students can get involved in real world Antarctic issues by joining the Antarctic Youth Coalition. Students can provide feedback on the development of the game.

### Assignments

Students may write a reflection on their play experience.  
Students may write an essay incorporating one or multiple aspects of the game.  
Students may design/develop their own version of the game

### Scenario 2 → Ice-breaking session

Participants are divided into teams. The facilitator may begin the session by providing a quick tutorial through the game interface and choosing a level for the game. The teams nominate a lead player and engage in structured role play sessions, and make decisions in the game based on the role they are

→ Team building activity: types of targets and agendas that can be set. For example, the goal is to reach 80% preparedness to take action against climate change.

→ The facilitator explains that each team has to define a strategy in advance. To make a decision, the lead player pauses that game. Each team discusses what action/quiz answer to take. After the game, results are shared with the other teams.

### Another possible ice-breaking activity is a role-playing session.

Each team is assigned a persona (e.g. climate change sceptic, environmentalist, etc.) and the lead player plays the game according to how the character would play. For example, a climate change sceptic will try to maximize resources, whilst an environmentalist would try to invest in climate friendly policies. The personas are decided upon by the facilitator. Game cards can be created accordingly.  
Each team develops a gaming strategy depending on the persona assigned to them. During the game, to make a decision, the lead player pauses that game. Each team discusses what action/quiz answer to take. After the game, results are shared with the other teams.

### Further activities

Participants can get involved in real world Antarctic issues by joining the Antarctic Youth Coalition.  
Participants can provide feedback on the development of the game.

### Scenario 3 → Team building activity

Participants may be divided into teams depending on the size of the group. The facilitator may begin the session by providing a quick tutorial through the game interface and choosing a level for the game. The facilitator also assigns a particular goal or sets a target for the play session. This may include, but is not limited to:

→ Achieving a certain % preparedness to take action against climate change

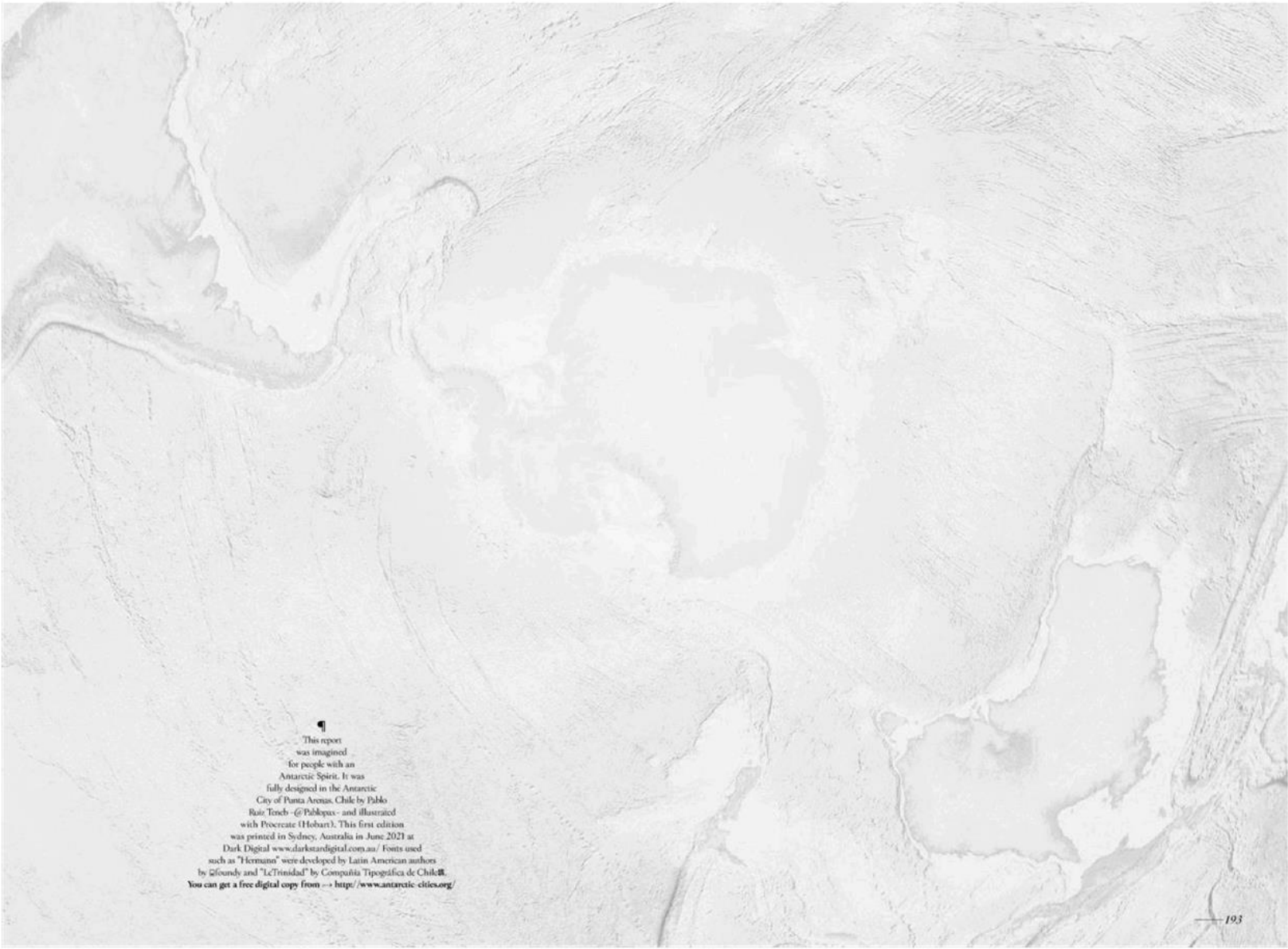
→ Minimising environmental loss to a certain %

→ Achieving an assigned preparedness goal by a certain time

Team members may take notes during the play session. At the end of the play session, the group engages in a facilitated discussion on the types of strategies adopted to reach the assigned goals, and the challenges they faced, and whether these strategies supported them in winning the game.

### Further activities

The group can get involved in real world Antarctic issues by joining the Antarctic Youth Coalition. Participants can provide feedback on the development of the game.





# ANTARCTIC CITIES

## FROM GATEWAYS TO CUSTODIAL CITIES

The notion of custodianship that we present in this report aims to underpin the principles that could guide these five cities' engagement with the Antarctic region. The notion draws from First Nations' knowledge systems which for

hundreds of generations have engaged with a diversity of embedded, reciprocal, and holistic social-ecological practices of care and management of land, sea and sky. The Antarctic region faces unprecedented challenges and these

Southern Oceanic Rim cities, as they rethink their urban sustainability, are called to play a leading role as a network of cities that might shape how Antarctica is imagined, engaged with, and experienced by the Antarctic citizens of these cities. In association with university and local government partners in Hobart, Christchurch, and Punta Arenas, we have aimed to work through the many issues that would enable the potential for the five Antarctic gateway cities to act collectively as global custodians of Antarctica.

WESTERN SYDNEY  
UNIVERSITY



INACH



City of HOBART



Tasmanian  
Government



The  
Antarctic  
Office



CIC Agenda 24/2/2016

Item No. 6

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**TO** : City Infrastructure Committee

**FROM** : Director City Planning

**DATE** : 16 February 2016

**SUBJECT** : **ICAP AP07 – BROOKER AVENUE SHARED BRIDGE**

**FILE** : 30-1-59 ND (p:\icap\brooker bridge committee report 160216.doc)

## 1. INTRODUCTION

- 1.1. The purpose of this report is to present the proposed Brooker Avenue shared bridge connecting the CBD with the Queens Domain via Bathurst Street and the Rose Garden. This proposal was identified both in the Hobart 2010 Public Spaces and Public Life – A City With People In Mind by Gehl Architects and then subsequently within the Inner City Action Plan (ICAP) as Action Plan 07.
- 1.2. Architects Terroir have undertaken the design brief for the project and have finalised a proposal for consideration by the Council.

## 2. EXECUTIVE SUMMARY

- 2.1. The report presents the proposed Brooker Avenue shared bridge connecting the CBD with the Queens Domain via Bathurst Street and the Rose Garden. This proposal was identified both in the Hobart 2010 Public Spaces and Public Life – A City With People In Mind by Gehl Architects and then subsequently within the Inner City Action Plan as Action Plan 07.
- 2.2. Architects Terroir were commissioned through a public tender process to undertake the design brief. The proposal is for a three metre wide shared pedestrian and cycling bridge that provides a connection from Bathurst Street for both the public, and students and staff from the Medical Science buildings, with the Domain and the Domain House campus. The proposed bridge is a single span truss construction which will be clad in two layers of perforated metal “skin”. Access points to the bridge are DDA compliant and the bridge has been designed for use by both pedestrians and cyclists and connects into the existing path network on the Queens Domain.



- 2.3. Because the bridge “lands” within the Bathurst Street road reserve it restricts the area available for vehicle lanes to three. While this will facilitate the current network needs there may be a need in the future to have a two way arrangement in the street necessitating a further lane. To achieve this at some future stage it is proposed to negotiate future road widening over a section of land on the TAFE site between the current boundary and the building edge to accommodate a footpath.
- 2.4. Preliminary consultation has been held with both the Glebe Progress Association and the Queens Domain Advisory Committee and both entities were very supportive of the proposal. The University of Tasmania were also consulted extensively during the design process and have endorsed the proposed concept.

### **3. BACKGROUND**

- 3.1. The Hobart 2010 Public Spaces and Public Life – A City with People In Mind report was commissioned by the Hobart City Council and prepared by world renowned Gehl Architects. The report outlined a proposal to fundamentally shift the focus of the city from a city centre where priority was given to vehicle movement to a place where greater emphasis was placed on pedestrian and cycling amenity and where there was greater focus on places for people to rest and enjoy.
- 3.2. Of the many recommendations a number focused on providing better connections of the CBD for pedestrians and cyclists to the surrounding areas including the waterfront, Hobart Rivulet Linear Park and the Queens Domain.
- 3.3. The Inner City Action Plan was developed in 2011 to respond to the numerous recommendations of Gehl Architects and distil the recommendations into a number of manageable projects for the Council to implement over a number of years. AP07 was recommended to significantly improve the access from the city centre across Brooker Avenue to the Queens Domain in the form of a shared bridge.
- 3.4. The University of Tasmania also advocated improved connection between the Medical Science buildings and its Domain House Campus and negotiated with the Council during the process of acquiring the Council’s Melville Street carpark site for its student housing complex to progress the AP07 project.

#### 4. PROPOSAL

- 4.1. The proposal is for a three metre wide shared pedestrian and cycling bridge that provides a connection from Bathurst Street for both the public, and students and staff of the Medical Science buildings, with the Domain and the Domain House campus.
- 4.2. The proposed bridge is a single span truss construction which will be clad in two layers of perforated metal “skin”. Access points to the bridge are DDA compliant and the bridge has been designed for use by both pedestrians and cyclists and connects into the existing path network on the Queens Domain. The design incorporates viewing windows to key vistas from the bridge including along Bathurst Street to the foothills of kunanyi/Mt Wellington and to the Railway Roundabout and beyond. Importantly the proposed bridge will not obscure the view of the picturesque Railway Roundabout. The bridge also connects directly into level 1 of the Medical Science 2 building.
- 4.3. One arm of the bridge on the Domain side is proposed to “land” just inside of the Domain House property boundary to facilitate DDA compliant access to the Nursing School building and access for cyclists travelling west. It will be necessary to ensure public access to this arm of the bridge from the adjacent new footpath to ensure access to the bridge cannot be precluded in any future ownership change that may occur.
- 4.4. The proposal is for the Council to endorse the proposed shared bridge as outlined in **Attachment A** to be lodged as a planning application under the *Land Use Planning and Approvals Act 1993*.
- 4.5. The application will then be publically advertised allowing the wider community to comment and for the proposal to be assessed under the *Hobart Interim Planning Scheme 2015*.
- 4.6. The proposal would require the loss of ten on street carparking spaces in Bathurst Street to maintain a similar lane configuration as currently exists. These spaces are short term and a number are included within a clear way.
- 4.7. Council’s Director City Infrastructure has advised that the proposed bridge alignment needs to provide for Bathurst Street being turned into a two way with either a 2/2 or 1/3 lane configuration each way at some time in the future.

- 4.8. Such an arrangement may facilitate improved access from the Tasman Highway/Brooker Avenue into the city centre at some future stage when the vehicle capacity of Liverpool Street is exceeded. Preliminary investigations by consultants GHD indicate that this could be achieved through the acquisition of between 2.5 and 3.5 metres width of land along the Bathurst Street frontage of the TAFE site at 19 Bathurst Street. This would provide sufficient width between the new shared bridge and the TAFE boundary to accommodate four lanes for vehicle traffic and a public footpath.
- 4.9. It is proposed to initiate formal discussions with the State Government to acquire a future road widening easement on the TAFE site. Initial discussions with representatives of TAFE suggest that they are willing to consider such a request.
- 4.10. As part of the planning assessment process the proposal will be formally referred to the Queens Domain Advisory Committee which has representation from the Royal Botanical Gardens, Doone Kennedy Hobart Aquatic Centre, Parks and Wildlife Service, Government House, Glebe Progress Association, Friends of Soldiers Memorial Avenue.

## **5. IMPLEMENTATION**

- 5.1. The proposal will first be subject to a planning application process. We anticipate this process could take until May 2016 to achieve. Assuming a planning permit is issued free of third party appeal rights by that time then it is proposed to develop documentation for tenders to construct the bridge. We would expect that this process would take in the order of 3-4 months to complete allowing construction to commence on or around September 2016 with completion within 6 months of the commencement date. Apart from the abutments and the associated landscaping work, along with alterations to existing services all of the single span element will be constructed off-site.

## 6. STRATEGIC PLANNING IMPLICATIONS

- 6.1. The Brooker Avenue shared bridge project is consistent with the following elements of the Capital City Strategic Plan 2015-2025
- Goal 1 – Economic Development, vibrancy and culture
    - 1.2.2 Partner with stakeholders to promote Hobart as a safe and culturally receptive city with a quality urban and natural environment.
    - 1.4.1 Ensure Council owned assets reflect visitor requirements.
  - Goal 2 – Urban Management
    - 2.2.2 Develop, manage and maintain the city's urban spaces and infrastructure.

## 7. FINANCIAL IMPLICATIONS

- 7.1. Funding Source(s)
- 7.1.1. An estimate of the construction costs of the bridge is \$4 million. An allocation has been made for \$3 million in the public infrastructure fund for the 2015/16 financial year for this project. It will be necessary to carry forward this amount to the 2016/17 financial year and allocate a further \$1million to complete the project.
- 7.2. Impact on Current Year Operating Result
- 7.2.1. As outlined above.
- 7.3. Impact on Future Years' Financial Result
- 7.3.1. As outlined below.
- 7.4. Asset Related Implications
- 7.4.1. Maintenance and cleansing costs of the proposed bridge is anticipated to be in the order of \$100K per annum with an asset renewal of \$53K per annum.

**8. RISK MANAGEMENT IMPLICATIONS**

- 8.1. A risk analysis will be undertaken as part of any tendering process.

**9. LEGAL IMPLICATIONS**

- 9.1. Further agreements for future road widening with the State Government as well as any public access easements of the Domain House campus title will be the subject of further reports to the Council as required.

**10. ENVIRONMENTAL IMPLICATIONS INCLUDING CLIMATE CHANGE AND SUSTAINABILITY**

- 10.1. The provision of improved pedestrian and cycling connections are fundamental in encouraging greater active transport use. The proposed bridge will facilitate improved connection between the CBD and the Glebe, Queens Domain recreational facilities and the inter city cycling path and should encourage the greater use of walking and cycling to access these facilities.

**11. SOCIAL IMPLICATIONS**

- 11.1. The bridge will facilitate improved connectivity for pedestrians and cyclists and will be DDA compliant diminishing the physical barrier that the Brooker Avenue can represent to such active transport modes.

**12. CUSTOMER IMPLICATIONS**

- 12.1. Initial discussions have been held with the Glebe Progress Association, the Queens Domain Advisory Committee, Hobart Bicycle Advisory Committee, University of Tasmania, and the State Government. All of these stakeholders will be further consulted before any final design is agreed to and constructed. However initial feedback has been very positive.

**13. MARKETING AND BRANDING IMPLICATIONS**

- 13.1. The proposed bridge represents a contemporary and direct connection between the city and its parkland and will provide a landmark entry to the city centre along Brooker Avenue. It further supports the efforts of the Hobart City Council in promoting quality design in its major public infrastructure works.
- 13.2. There may also be an opportunity to name the bridge to recognise a suitable public contribution of a former/current citizen or organisation.



**14. COMMUNICATION AND MEDIA IMPLICATIONS**

- 14.1. It is proposed to issue a public media release at the appropriate time should the Council agree to progressing the proposal.

**15. DELEGATION**

- 15.1. This is a matter for the Council to determine.

**16. CONSULTATION**

- 16.1. As outlined in 12 above.
- 16.2. The Manager Traffic Engineering has been consulted in the preparation of this report and has concerns about the traffic implications in Bathurst Street as a result of the bridge landing restricting available road width. These concerns would be addressed by the proposed future road widening on the TAFE side of Bathurst Street.

**17. COMMUNICATION WITH GOVERNMENT**

- 17.1. Communication with the State Government is ongoing.

**18. CONCLUSION**

- 18.1. It is proposed to construct a shared pedestrian and cycling bridge that will connect Bathurst Street with the Queens Domain. The bridge has been designed by Terrior Architects and will have a path width of three metres allowing level access for pedestrians and cyclists. It also connects both the Medical Science buildings with the Domain House Campus of the UTAS and will connect Bathurst Street into the wider footpath network of the Queens Domain and the various recreational facilities that are located on it.
- 18.2. Approval is sought to lodge the proposal for planning consent and to negotiate with both the State Government and UTAS for road widening over 19 Bathurst Street and access easements over the Domain House campus to facilitate future access requirements.
- 18.3. The proposed design is a quality contemporary design that will provide a landmark entry to the city centre from Brooker Avenue and deliver a further ICAP project at a capital cost of approximately \$4 million.

**19. RECOMMENDATION**

*That:*

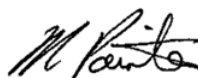
- 19.1. The report (p:\icap\brooker bridge committee report 011215.doc) be received and noted.*
- 19.2. The Brooker Avenue Shared Bridge be developed generally in accordance with plans outlined in Attachment A for an estimated value of \$4 million funded from an allocation provided in the Public Infrastructure fund in the 2016/17 financial year.*
- 19.3. That landlord consent be given pursuant to section 52 of the Land Use Planning and Approvals Act 1993 for the Brooker Avenue Shared Bridge to be lodged as a planning application generally in accordance with Attachment A.*
- 19.4. That the Council initiate formal negotiations with;*
- 19.4.1. the State Government to enable the Council to acquire land for the purposes of future road widening over part of 19 Bathurst Street in accordance with Attachment B; and*
- 19.4.2. the University of Tasmania for public access rights over the new footpaths and bridge structure proposed to be located on the Domain House Campus site.*
- 19.5. That a further report be provided to the City Infrastructure Committee outlining progress on the negotiations with the State Government and the University of Tasmania as required in Clause 19.4 prior to finalising any tender for the construction of the bridge.*
- 19.6. A media release be prepared advising of the above.*

*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.*



(Neil Noye)

**DIRECTOR CITY PLANNING**



(Mark Painter)

**DIRECTOR CITY INFRASTRUCTURE**

Attachment(s)      A – Proposed Brooker Avenue Shared Bridge.  
                             B – Proposed future road widening easement on 19 Bathurst Street.



Attachment A

ICAP - AP07  
IMPROVED ACCESS  
FROM THE  
CITY ACROSS  
BROOKER AVENUE  
TO DOMAIN

Development Application Report

27 NOVEMBER 2015

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## Contents

Architectural Report

Planning Report

Structural Report

Electrical Report

Traffic Impact Assessment

Geo-technical report

Civil Markup

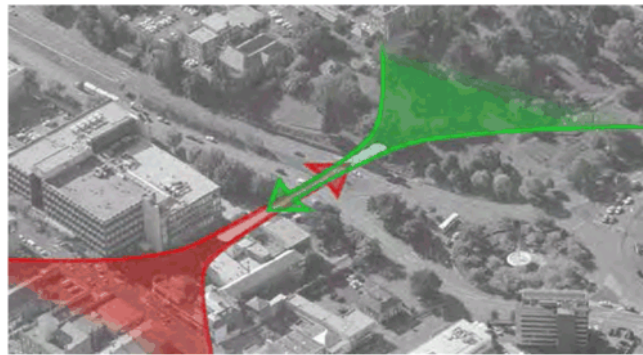
Feature Survey

## Bridge over the Brooker Highway

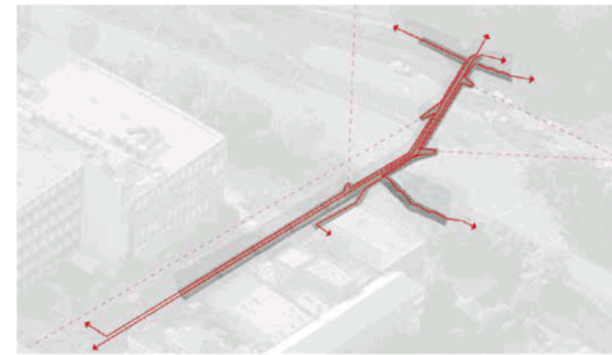
### Concept



The City has for many years sat adjacent to but cut off from the Domain - the key parkland of the city.

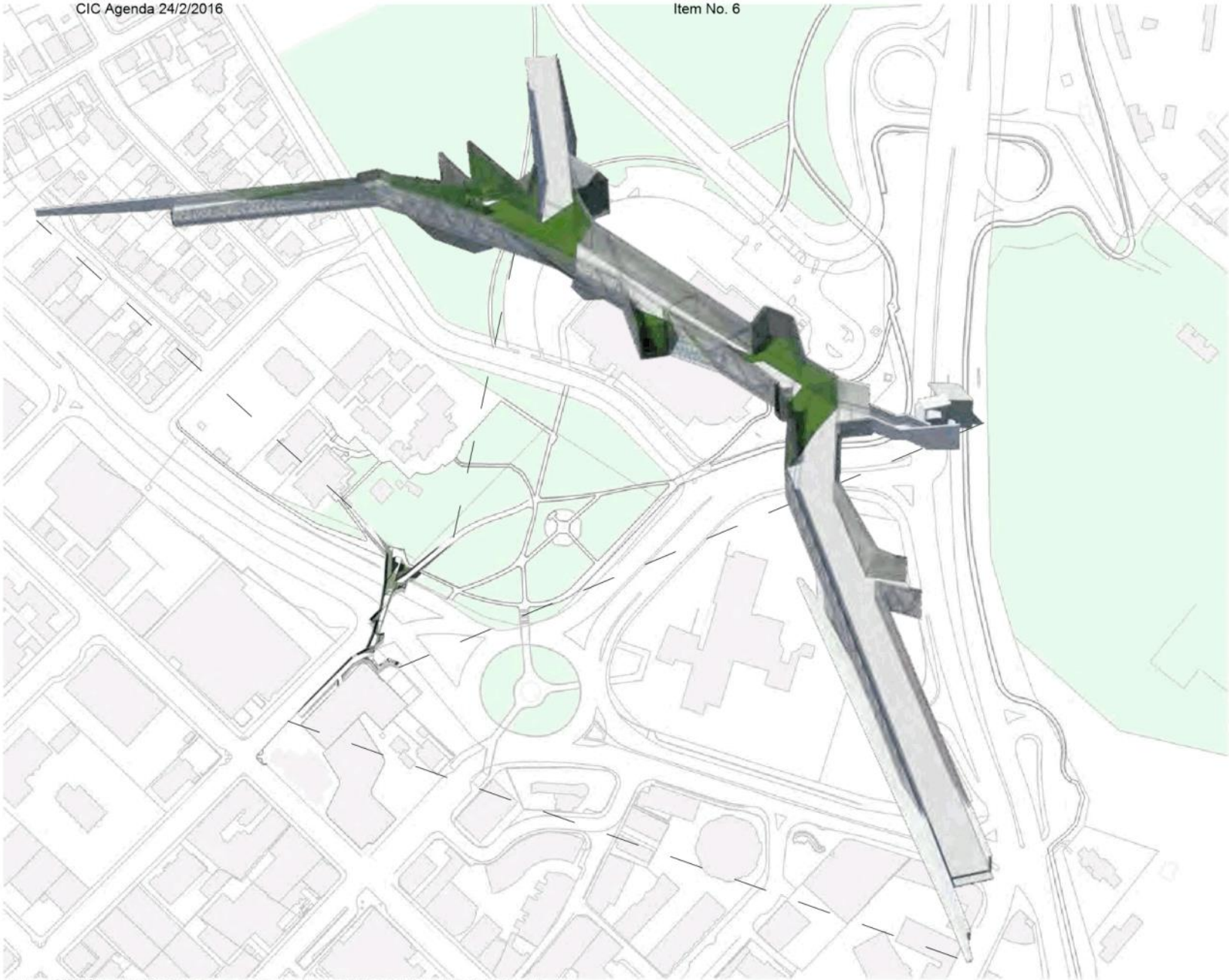


Existing connections between City and Domain are generally pragmatic elements and do not contribute to an understanding of each context nor celebrate the journey between the two. In establishing a new connection, there is opportunity for both contexts reaching out to the other. City reaching out to the Domain, Domain reaching out to the city.



The proposed bridge makes a strong and direct connection between the city and its parkland. The bridge is not trying to mimic a landscape, rather it connects various parts of the context together in a single, unique object.





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GENERAL NOTES  
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PRIOR TO MANUFACTURE & INSTALLATION  
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RELEVANT AUSTRALIAN STANDARDS  
TO BE READ IN CONJUNCTION WITH  
ENGINEERS DOCUMENTS  
LEGEND

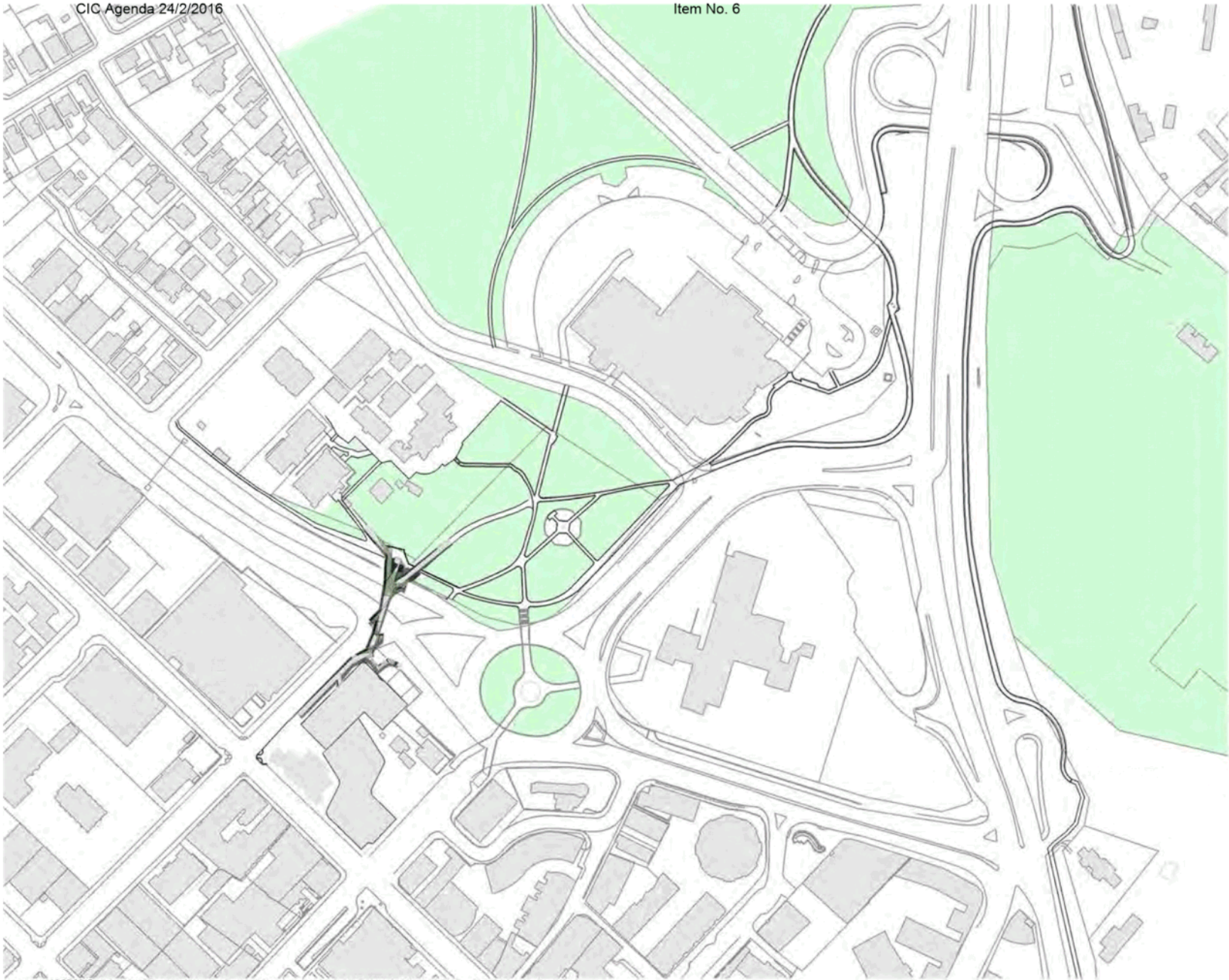
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Hobart	181 Elizabeth St Hobart 7000 T 03 6234 6372 F 03 6231 4939	Nominated Architect: Scott Bainforth 564

**TERROIR**

Project:  
ICAP - AP07  
BRIDGE OVER BROOKER AVENUE

Drawing Description:  
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CITY MOVEMENT NETWORK

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Drawing Status: PRELIMINARY		



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	T 02 96982166	
	F 02 96982353	
hubert	181 Elizabeth St	
	Hobart 7500	
	Notified Architect: Scott Darnforth 564	
	T 03 6234 6372	
	F 03 6231 6829	

**TERROIR**  
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ICAP - AP07  
BRIDGE OVER BROOKER AVENUE  
Drawing Description:  
SITE PLAN  
CITY MOVEMENT NETWORK

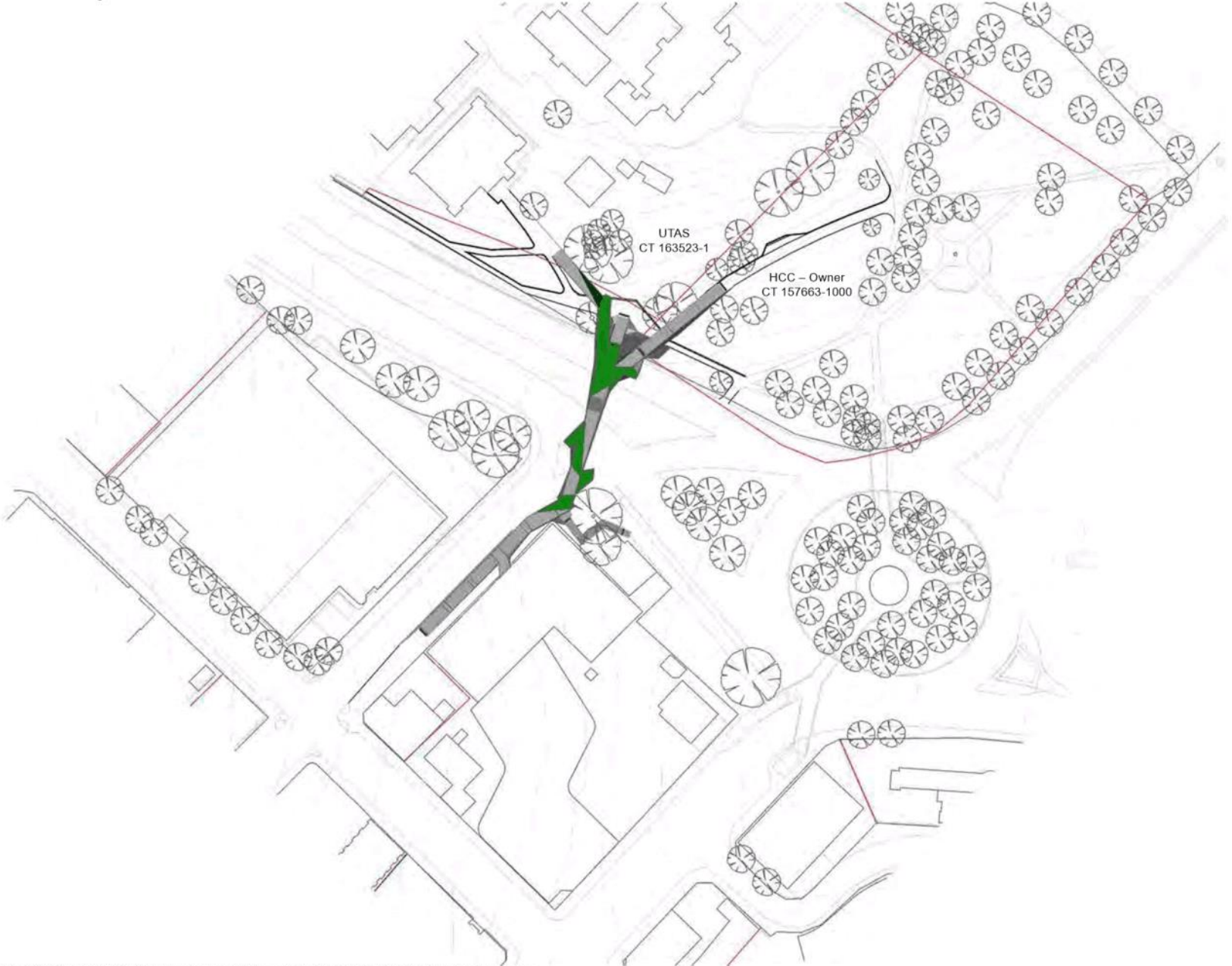
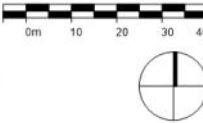
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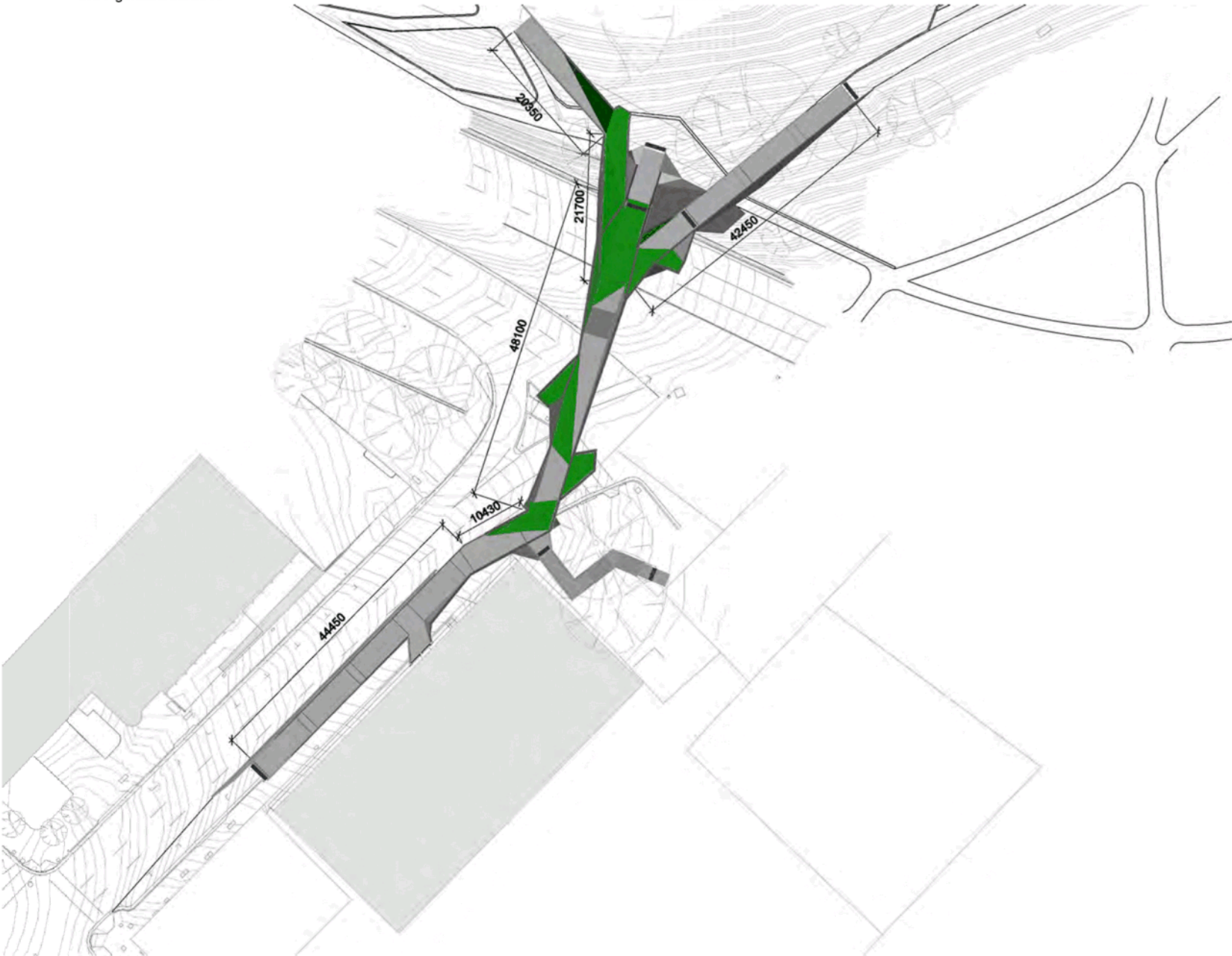
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LEGEND

A scale bar showing 0 to 10 meters and a north arrow pointing upwards.

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hobart	181 Elizabeth St Hobart 7000 T 03 5234 6272 F 03 6231 4539	Nominated Architect: Scott Baimforth 554

**TERROIR**

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BRIDGE OVER BROOKER AVENUE

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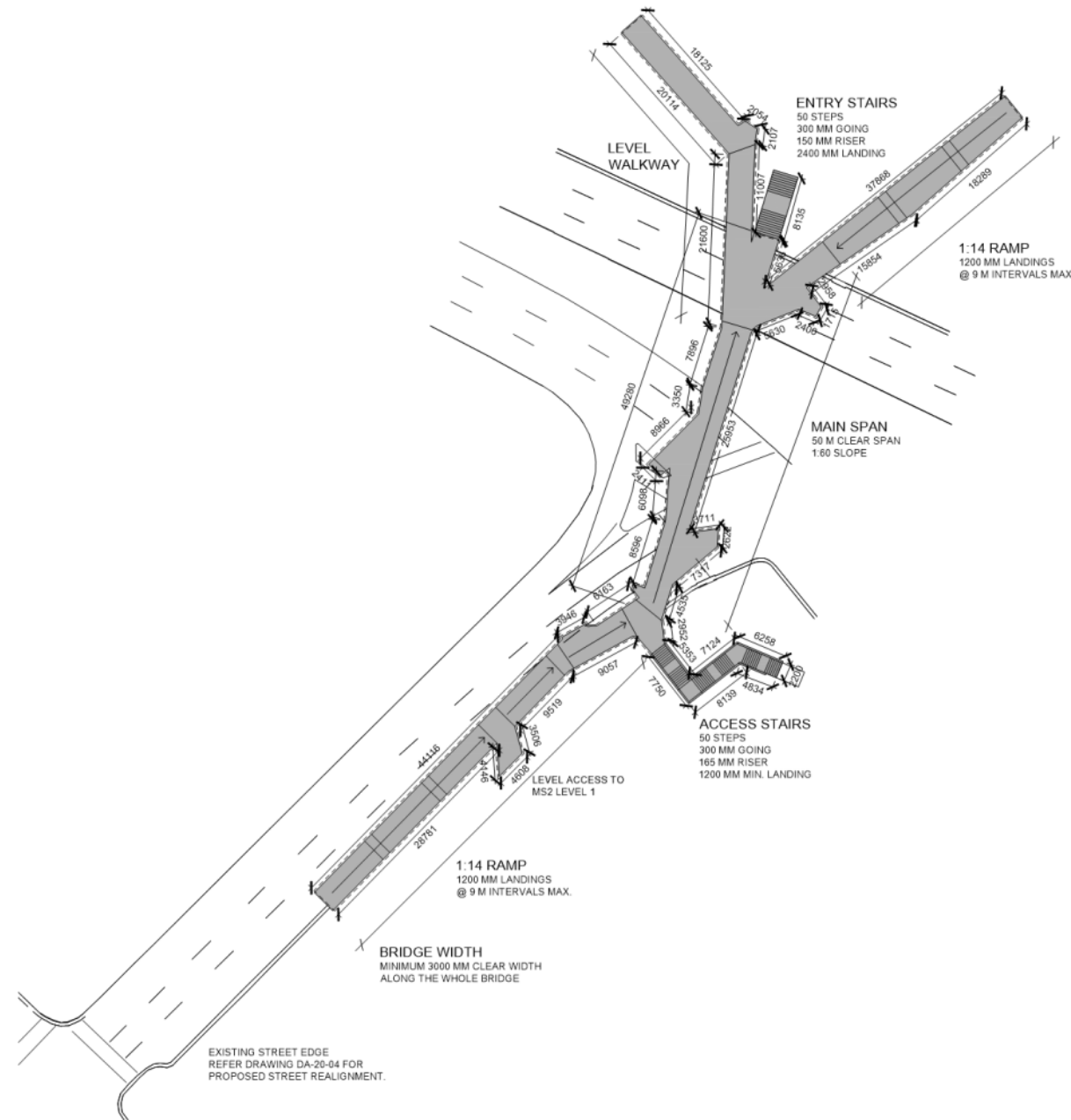
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hobart	181 Elizabeth St Hobart 7000 Nominated Architect: Scott Balmforth 554 T 03 5234 6272 F 03 6231 4539	

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BRIDGE OVER BROOKER AVENUE

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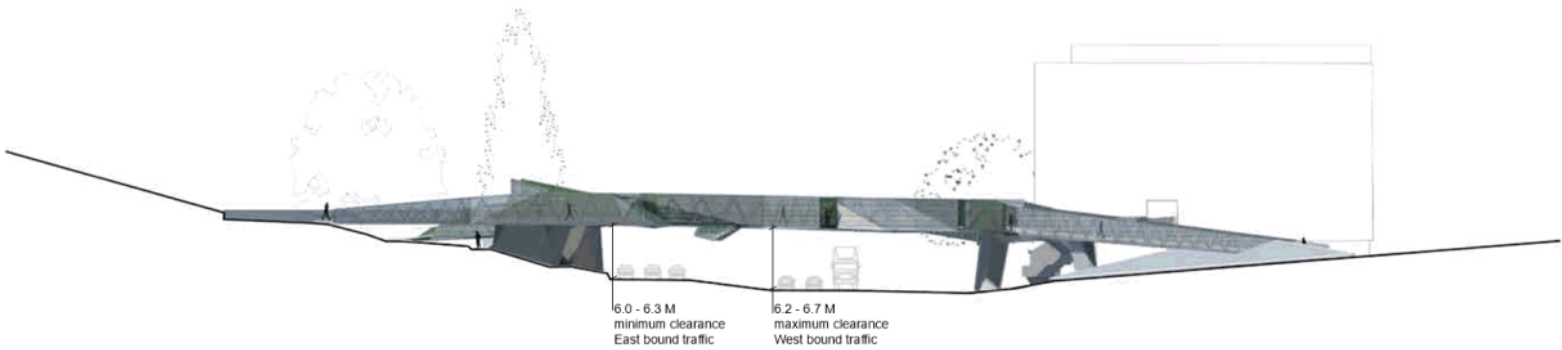


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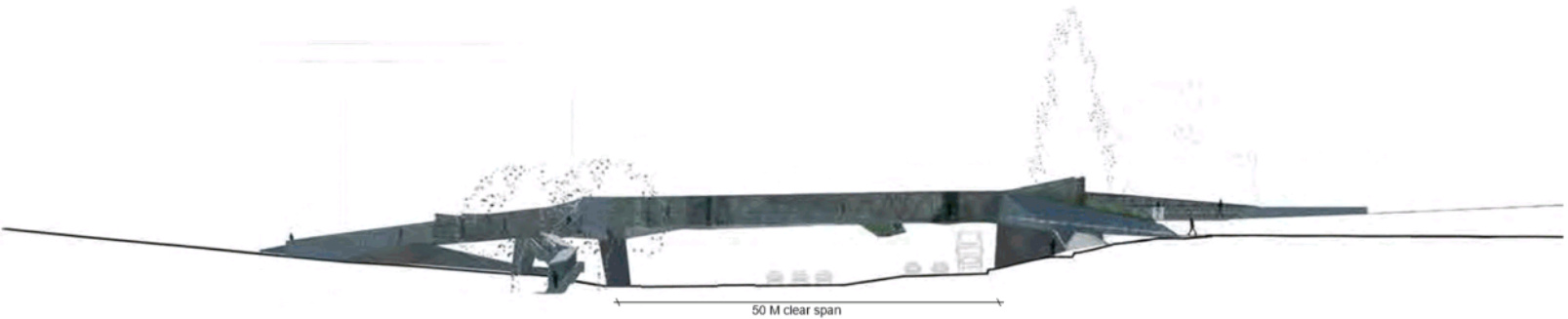
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01 WEST ELEVATION  
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02 EAST ELEVATION  
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ICAP - AP07  
BRIDGE OVER BROOKER AVENUE

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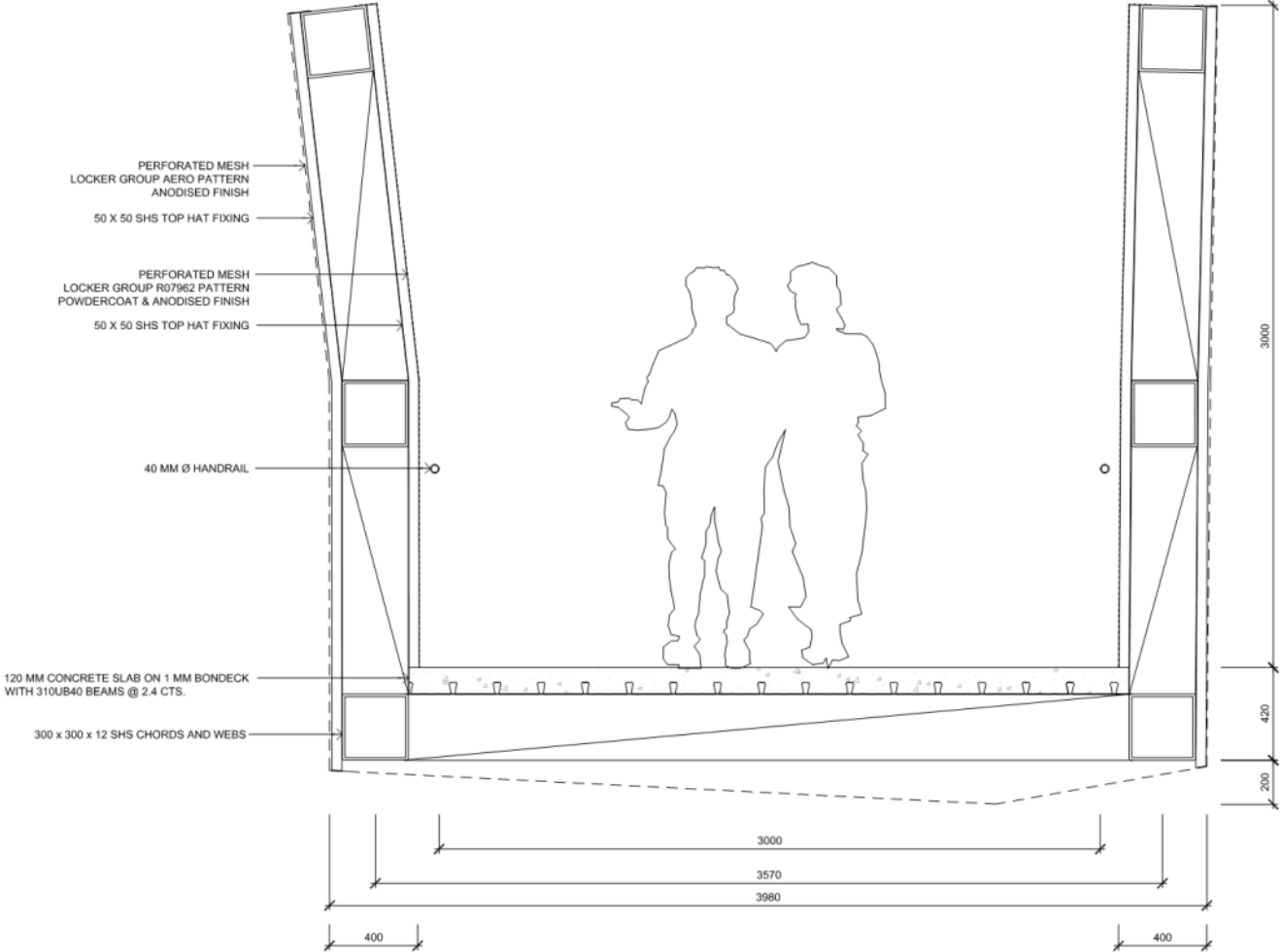
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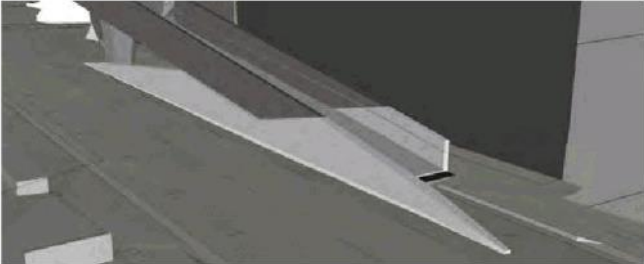
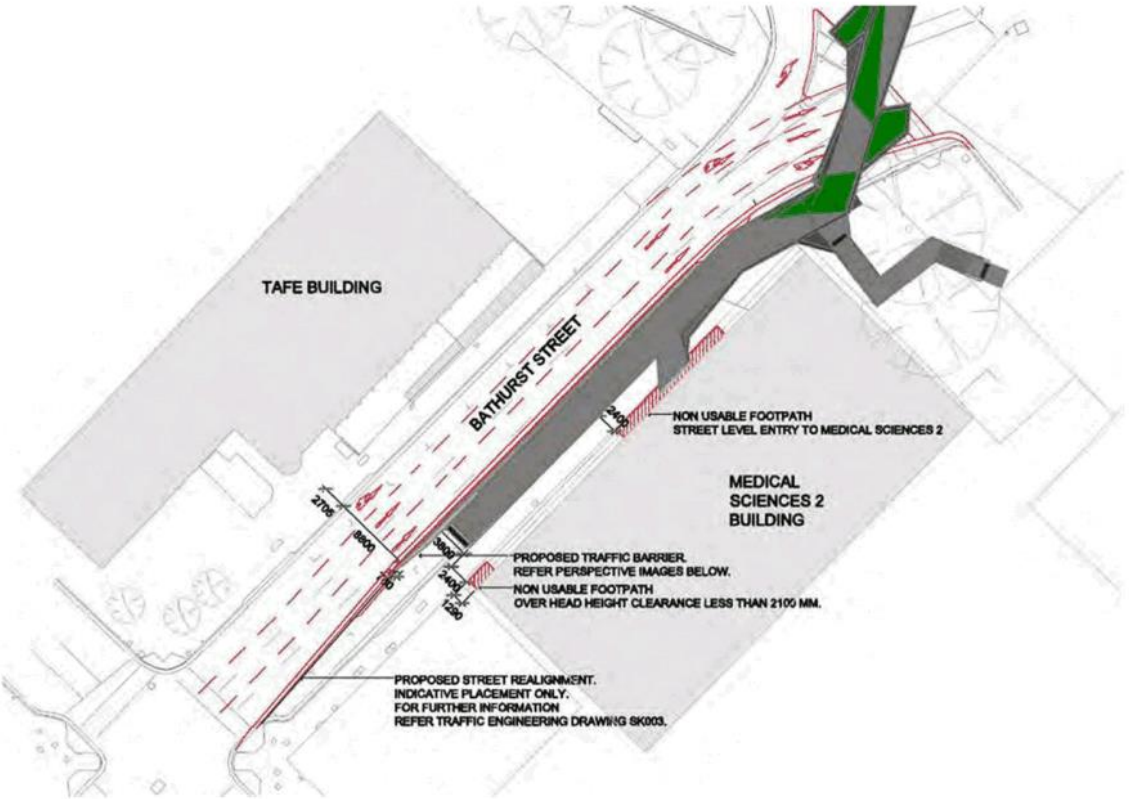
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hobart	181 Elizabeth St Hobart 7000 Nominated Architect: Scott Baimforth 554 T 03 5234 6272 F 03 8231 4939	

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BRIDGE OVER BROOKER AVENUE

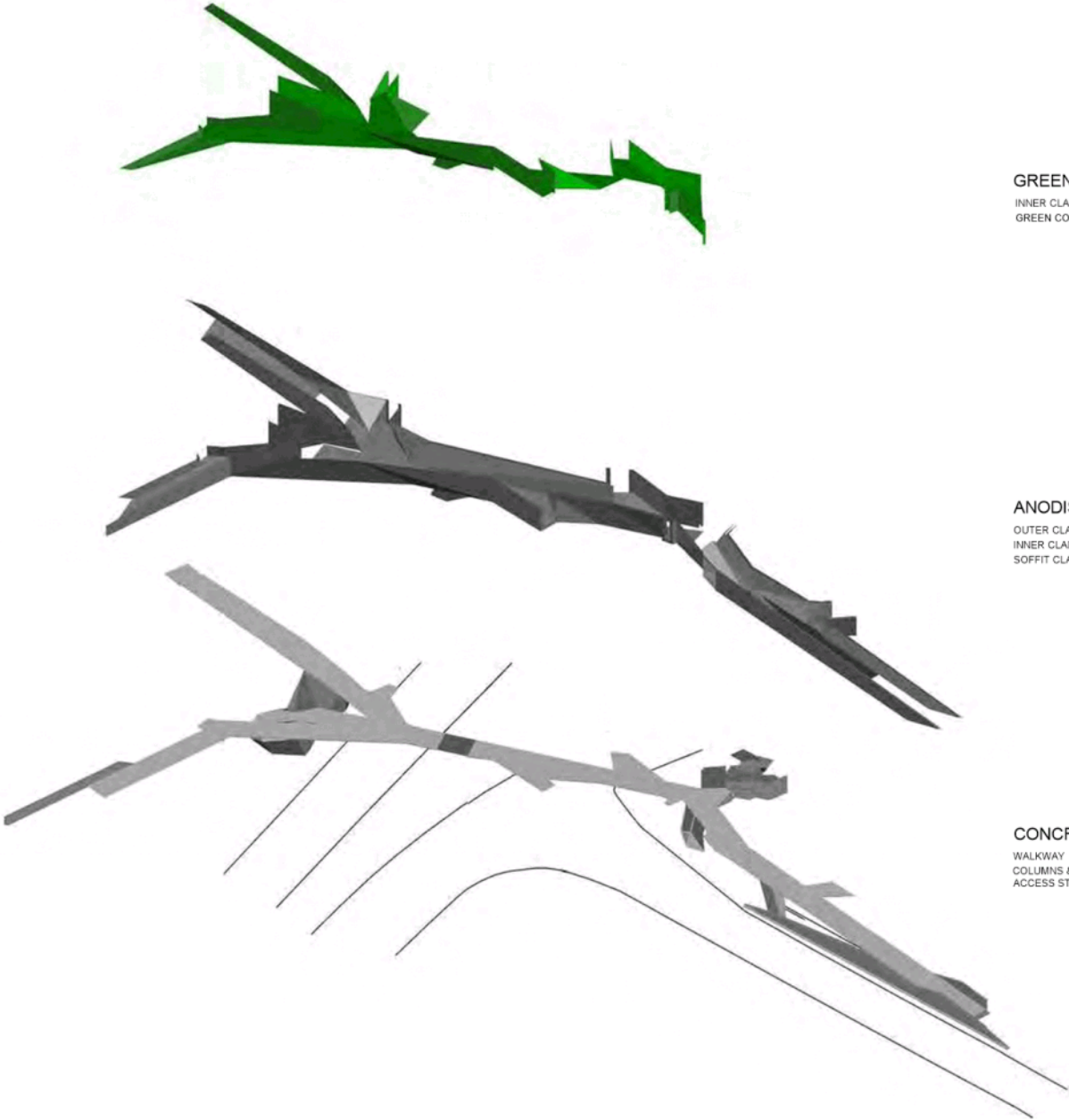
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LEGEND



GREEN TEXTURE  
INNER CLADDING  
GREEN CONCRETE

ANODISED CLADDING  
OUTER CLADDING  
INNER CLADDING  
SOFFIT CLADDING

CONCRETE  
WALKWAY  
COLUMNS & BASE  
ACCESS STAIRS

Rev	Date	Description
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BRIDGE OVER BROOKER AVENUE

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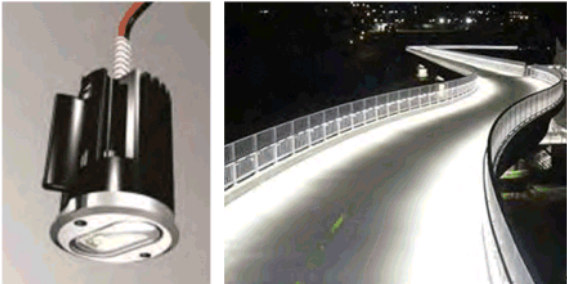
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# Lighting

## Proposed system

The proposed lighting solution has been worked up with electrical engineers from JMG. It achieves all required lux levels without causing a strong glare factor to passing traffic. The lighting solution will allow for easy installation and maintenance while achieving a high quality of light suitable for the location.

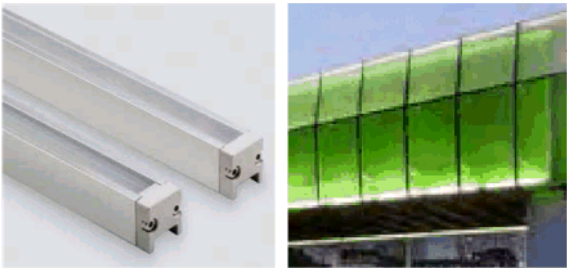
Please refer to Lighting report for further information.



Precedent image

LedPod to be installed in handrail at 1.0 m spacing.

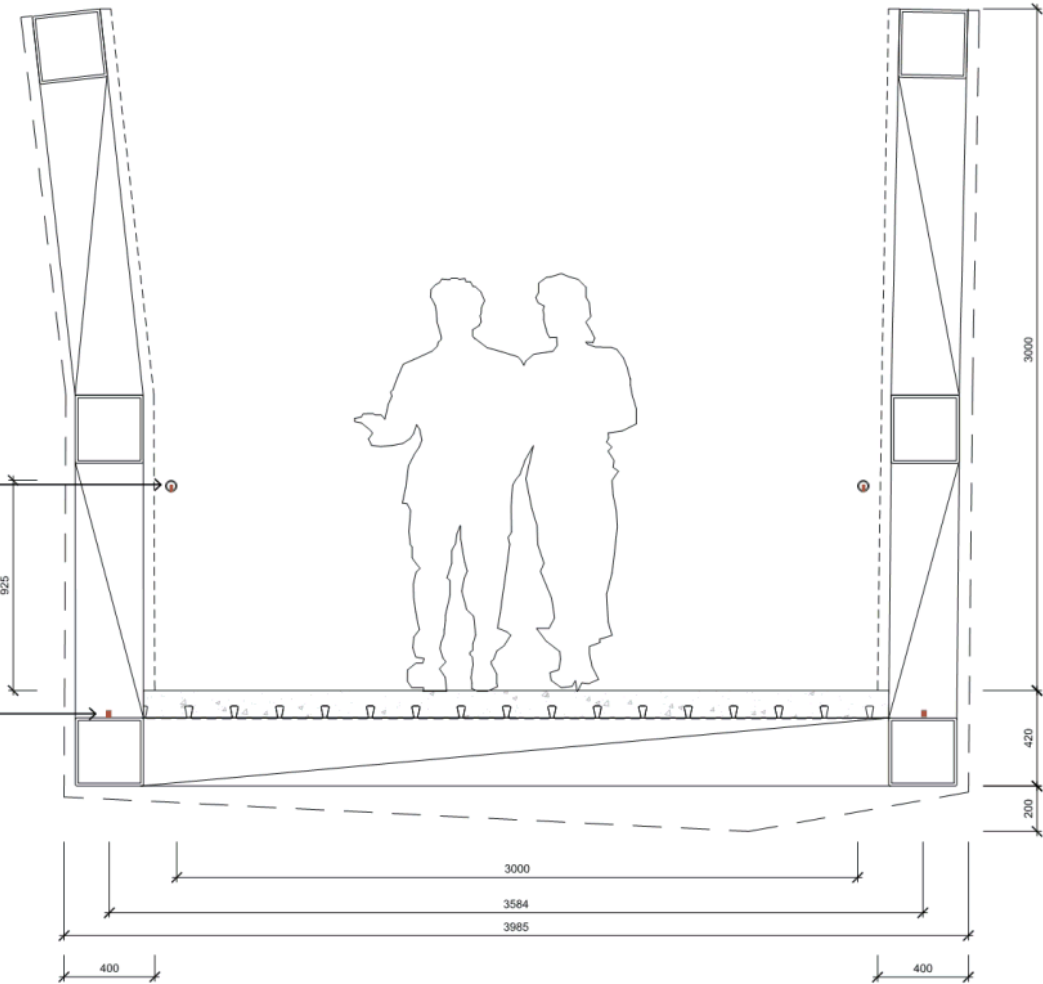
- Meets all required lux levels.



Precedent image

KKDC MiMI e352 linear extrusion to be installed in Bottom cord of structural truss between webbings.

- Supplementary lighting to articulate structure



Typical Section

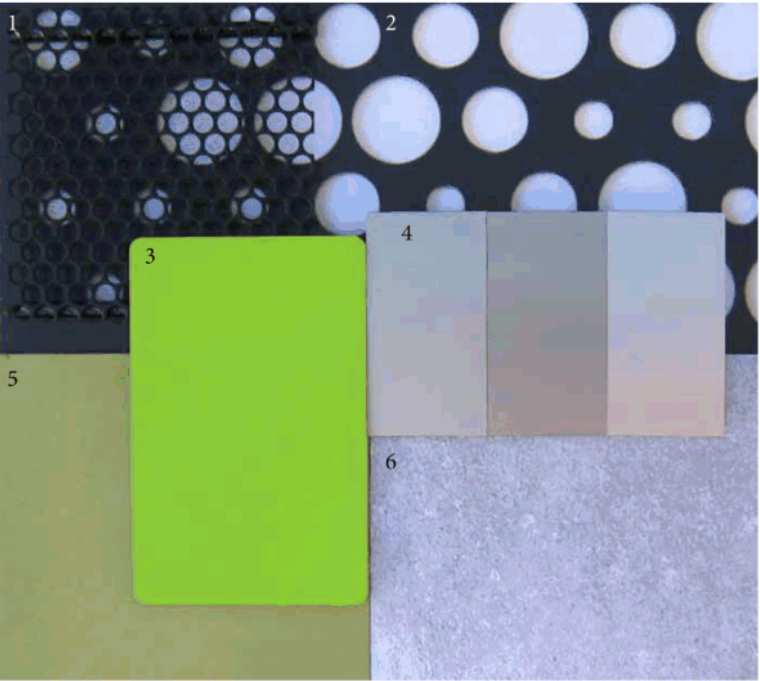
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Materials & Finishes

Materials Board

- 1. **Perforated mesh from Locker Group (Inner cladding)**  
Hole size 7.5mm, 62% open
- 2. **Perforated mesh from Locker Group - Aero pattern. (Outer cladding)**  
Hole size 35, 25 and 15 mm
- 3. **Alucabond Composite - Yellow Green**  
(Applied to inner cladding)
- 4. **Anodised colour samples from Interpon Evershield range**  
Left to right: Star Dust, Apollo Grey, Stellar Grey.  
(Applied to inner and outer cladding)
- 5. **Concrete coloured with Colourmix pigment**  
7.4% pigment  
(Applied to part of concrete walkway)
- 6. **Concrete**  
White pigment  
(Applied to all concrete not green)



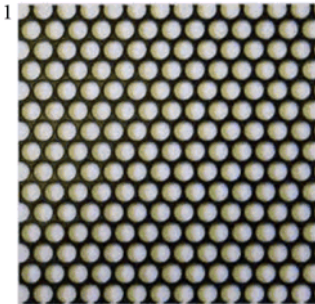
Perforated mesh cladding patterns

Inner cladding

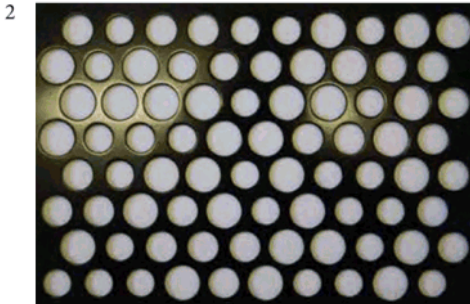
- Powder coated Green
- Anodised

Outer cladding

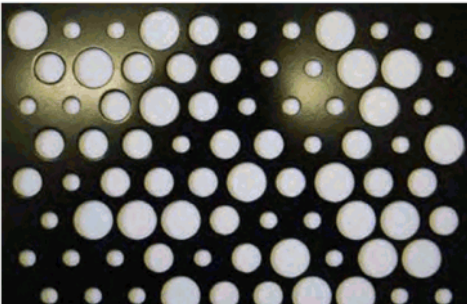
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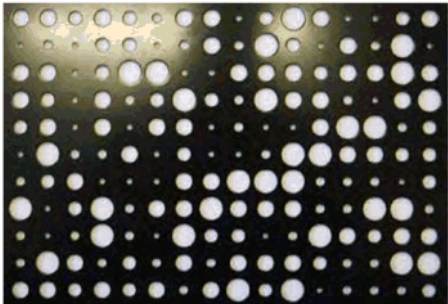
Perforated mesh from Locker Group  
- Hole size 7.5mm



Perforated Mesh - Aero pattern 1 (Locker Group)  
- Hole size 25mm and 32mm



Perforated Mesh - Aero pattern 2 (Locker Group)  
- Hole size 35, 25 and 15 mm



Perforated Mesh - Aero pattern 3 (Locker Group)  
- Hole size 20, 15 and 8mm



## Access stairs





## View looking east towards the city

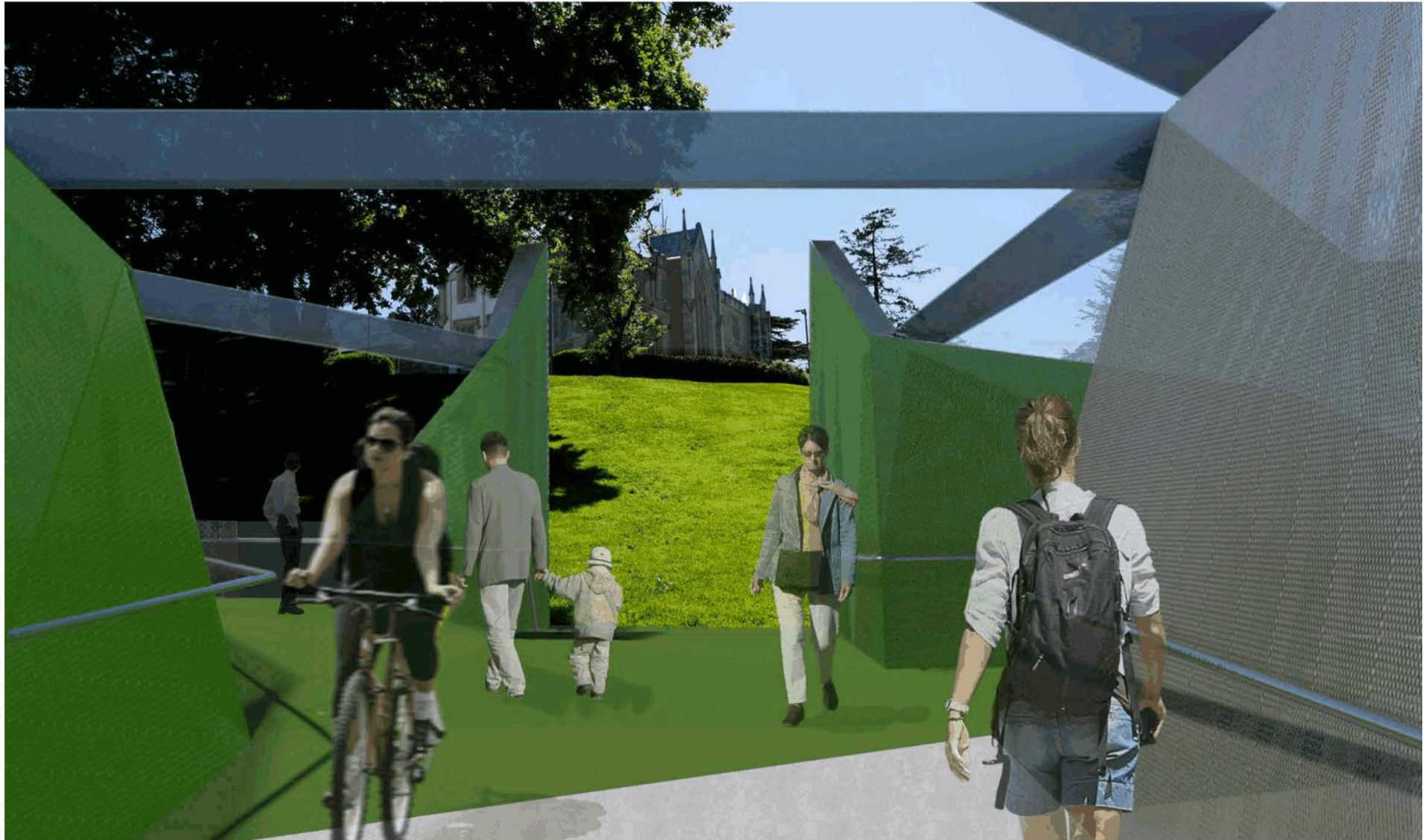


## View from Brooker Highway





## View towards Domain House





## View down Bathurst Street



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TO BE READ IN CONJUNCTION WITH  
ENGINEERS DOCUMENTS

LEGEND

Attachment B

Rev	Date	Description
sydney	Level 2, 79 Myrtle St Chippendale 2008 Horizontal Archibed: Gerard Reinhold 8528 T 02 8582 198 F 02 9582 353	
hobart	181 Elizabeth St Hobart 7000 Horizontal Archibed: Scott Bainforth 584 T 03 8234 5372 F 03 8231 4939	

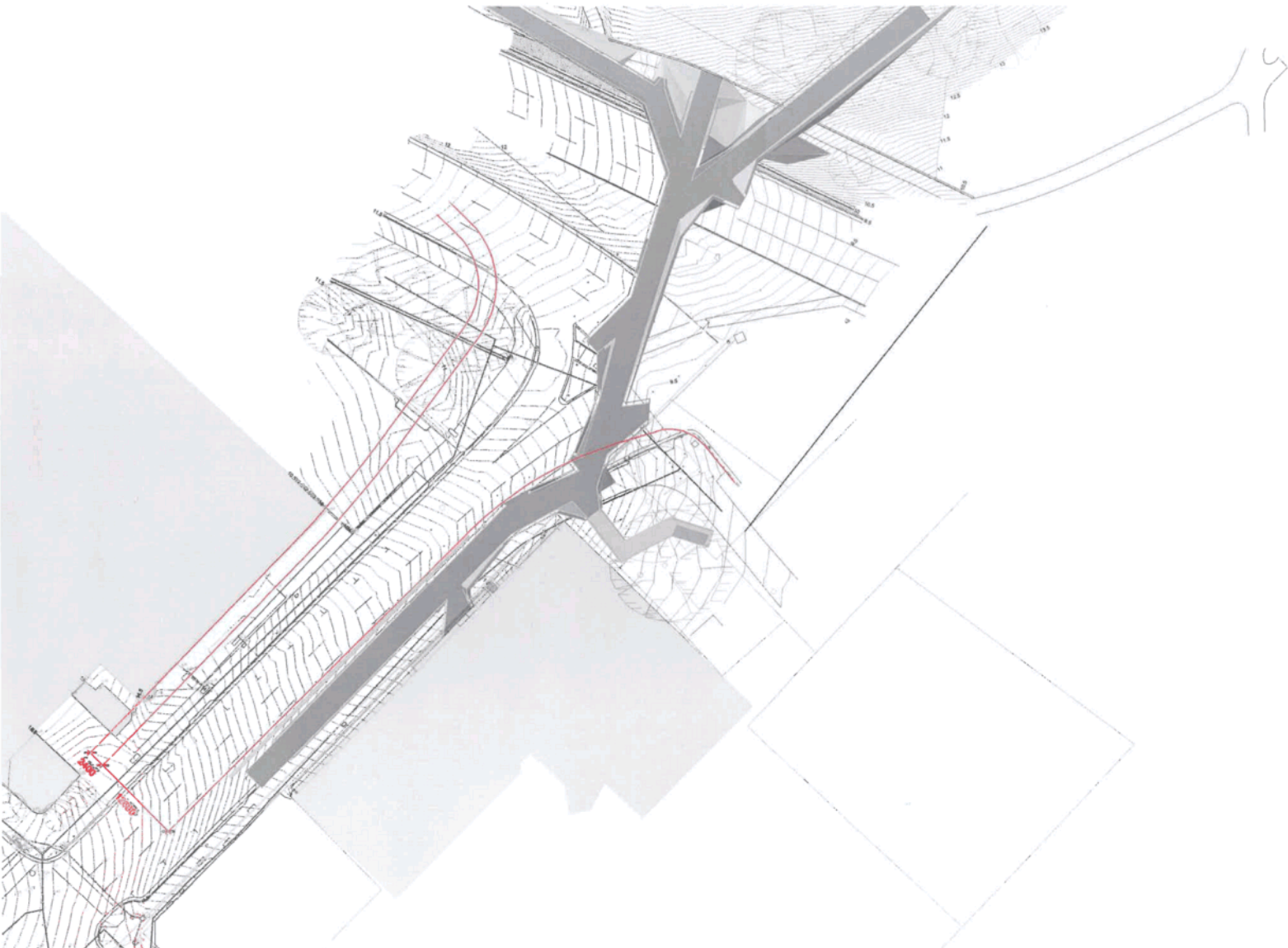
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ICAP - AP07  
BRIDGE OVER BROOKER AVENUE

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PRELIM. - FOR INFORMATION ONLY

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**REPORT TITLE: UNIVERSITY CITIES CONFERENCE - BUDAPEST**

**REPORT PROVIDED BY:** Group Manager Executive & Economic Development

**1. Report Purpose and Community Benefit**

- 1.1. The purpose of this report is to provide further information regarding the proposed *Univercities Conference* in Budapest from 20 – 22 November 2016, and the subsequent study tour of selected university cities in Europe led by the University of Tasmania (UTAS).

**2. Report Summary**

- 2.1. The Vice Chancellor of the University of Tasmania has invited the Lord Mayor and Aldermen to participate in a university cities conference in Budapest this November and a subsequent short study tour to two well-known University cities – Freiburg in Germany and the Cambridge in the UK.
- 2.2. On balance, this report suggests the invitation is worthy of consideration given that UTAS has a clear desire to move into the inner city.
- 2.3. This move overtime will have impacts on the inner city in a range of areas and it is critical that the Council take positive steps to understand what the effect of these impacts may be.
- 2.4. Examining how other cities have dealt with these issues is an important source of information for the Council.
- 2.5. The anticipated cost of attendance at the conference and study tour is approximately \$14,000 per person.

**3. Recommendation**

***That:***

- 1. The Council consider the City of Hobart's participation in the Univercities Conference in Budapest from 20 - 22 November 2016, and a subsequent study tour to Freiburg and Cambridge.***
- 2. Aldermanic nominations be called for participation.***
- 3. The Council also approve the participation the General Manager and / or his nominee.***
- 4. The estimated cost of \$14,000 per Alderman be attributed across both the Economic Development - Sister Cities and City Government budget functions within 2016/2017 Annual Plan.***

**4. Background**

- 4.1. **Attachment A** to this report is the previous memorandum provided to the Council on this matter.
- 4.2. The letter of invitation from the Vice Chancellor has been circulated to Aldermen.
- 4.3. To recap:
  - 4.3.1. The Vice Chancellor presented to the Aldermen an update on the Infrastructure Australia bid including the STEM relocation project in late September. As part of this presentation the Vice Chancellor mentioned the Conference, *UniverCities – Higher education institutions and their habitat*, Budapest, 20 – 22 November 2016.
  - 4.3.2. The website for the conference (<http://www.aca-secretariat.be/index.php?id=881#c4019>) notes:

*'The event will explore the relationship between universities and colleges and the cities, towns and regions where they are located. The conference is expected to draw an audience of some 300 participants, including central actors and decision-makers from universities and colleges as well as policy-makers and practitioners from government departments, international organisations, non-governmental organisations, municipalities, enterprises and think tanks. As always, we are striving to offer high-quality information, analysis and discussion.'*
- 4.4. The conference was suggested by the Vice Chancellor because of UTAS's clear intent to move more of its campus into the inner city.
- 4.5. The Vice Chancellor is clearly wishing to engage the Council in a discussion about what it means to have UTAS based in the inner city and how Hobart can best position itself to take the full benefit of being a University City.
- 4.6. Aldermen will recall that the Vice Chancellor confirmed that if Aldermen did participate in the conference that he would like to lead a short study tour while in Europe to look at leading cities that have formed successful relationships with their universities.
- 4.7. As a result two key cities have been proposed by UTAS for consideration by the Council.
- 4.8. **Freiburg**
  - 4.8.1. The city of Freiburg, at the edge of Germany's Black Forest, is a bucolic place with cobbled streets, the warmest climate in Germany, and students. This town of 230,000 is home to Albert-Ludwigs-University, which attracts about 25,000 students each year.

- 4.8.2. UTAS are suggesting Freiburg due to the integration of the University into the City and the relationship between City and University.
- 4.8.3. Interestingly, and perhaps fortuitously, Freiburg had also been identified by Council staff as a city of interest for the new Vision project. Freiburg is considered one of the global leaders in development of a vision that has engaged its community. Its similar scale to Hobart potentially makes it a particularly interesting case study for Hobart in the development of the City's next vision.

4.9. **Cambridge**

- 4.9.1. The City of Cambridge is a college city and the province town of Cambridgeshire, England. It is situated in East Anglia, on the River Cam, around 80 km towards north of London. As indicated by the United Kingdom Census 2011, its population was 123,867 and that includes 24,488 students.
- 4.9.2. As can be noted in the Vice Chancellor's invitation, Cambridge is of interest, not so much because of its City – university connection but more so because of the way that connection has been leveraged in the UK's City Deals program. The Australian Government is modelling its City Deals program on that of the UK's and so the opportunity to learn how Cambridge has leveraged of this relationship could be of significance to Hobart.
- 4.10. In looking at these two cities, it would be easy to say that the relevance to Hobart is not strong. They are both University Cities of long standing dating back many centuries. It could be said that the status as University City is therefore obvious and rooted in history and not partnership or planning.
- 4.11. In their suggestion, UTAS is asking the Council to look past this and to consider the two cities more deeply. UTAS have researched these cities in some detail and have concluded that there is relevance to Hobart in better understanding what a true University City is, how it has evolved and how its future is planned and managed.
- 4.12. The suggestion to travel to Europe is not taken lightly by UTAS and no differently to the Council, it must be accountable for the expenditure of its funds.
- 4.13. In considering whether to participate in the conference and the study tour the Council must ask itself the relevance of both activities.
- 4.14. It is clear that UTAS is on a definite pathway to relocate into the inner city. It is equally clear that this will have impacts on the City both positive and negative.
- 4.15. It is important for the Council to understand what these may be and how to plan for and ultimately manage them. To this end gathering



information from leading cities around the world is a sensible approach to help inform the Council.

- 4.16. There is no doubt that other cities in the world and in the Oceania region have looked at this challenge and are dealing with it. Dunedin, in New Zealand, for example is one that could be considered.
- 4.17. However, the differentiating factor at this time is that UTAS itself has identified these cities as being of relevance to Hobart and to UTAS's own desire to relocate into the inner city. Combined with a conference on the topic of University Cities, the study tour should be viewed as a sensible use of Council resources in planning for a significant change in the city that will occur in the near future.
- 4.18. Accordingly, the proposed itinerary for the visit is as follows:
  - Friday 18 November – Depart Hobart
  - Saturday 19 November – arrive Budapest
  - Sunday 20 – Budapest familiarisation and conference commencement
  - Monday 21 – Conference all day
  - Tuesday 22 – Conference until early afternoon and then transfer to Zurich or Basel and then onto Freiburg
  - Wednesday 23 – Freiburg for meetings with University and City Officials
  - Thursday 24 – part day in Freiburg then transfer to Frankfurt and onto London
  - Friday 25 – London to Cambridge for meetings with University and City officials
  - Saturday 26 - study tour ends

## 5. Proposal and Implementation

- 5.1. It is proposed that the Council accept the invitation of the Vice Chancellor and participate in both the conference and the study tour.
- 5.2. It is proposed that Aldermanic nomination be sought.
- 5.3. The anticipated costs based on the above itinerary are:
  - 5.3.1. Business class airfares \$10,384.40 per person.
  - 5.3.2. Premium economy / economy \$5,842.90 (long haul flights are premium economy and European internal flights are economy).
  - 5.3.3. Associated train tickets are estimated at \$400 per person.
  - 5.3.4. Accommodation will likely be on average \$300-\$400 per night for the eight nights.

5.3.5. Therefore, for example the cost per Alderman is travelling business class will be in the order of \$14,000 plus incidental costs.

5.4. Should the Council approve participation, it is further proposed that the Council authorise the Lord Mayor to write to the Mayors of Freiburg and Cambridge in preparation for the visit.

## **6. Strategic Planning and Policy Considerations**

6.1. Goal 1 of the 2015-2025 Strategic Plan, Economic Development, Vibrancy and Culture, states at Objective 1.1.2, *Support the University of Tasmania's continued growth within the City.*

## **7. Financial Implications**

7.1. Funding Source and Impact on Current Year Operating Result

7.1.1. This potential visit has not been budgeted for. However if Aldermen chose to participate it is proposed that funding for the matter could be taken from a combination of the Sister Cities and Aldermanic Conference budgets.

7.1.2. As noted above the anticipated costs including business class airfares will be approximately \$14,000 per person.

7.2. Impact on Future Years' Financial Result

7.2.1. Nil

7.3. Asset Related Implications

7.3.1. Nil

## **8. Legal, Risk and Legislative Considerations**

8.1. None arise from this report.

## **9. Environmental Considerations**

9.1. Air travel does bring with it considerations of pollution.

9.2. These can be offset to some degree by purchasing carbon offsets as part of the ticket.

## **10. Social and Customer Considerations**

10.1. The continued growth of the University within the inner city clearly brings with it a range of social and community considerations.

10.2. The purpose of this conference and study tour is to explore some of these and see how other cities deal with these issues.

10.3. While it may on balance be seen as a positive that UTAS wishes to expand within the inner city, there will be many matters of detail that may not be apparent until opportunities like the subject of this report are taken up and explored.

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**11. Marketing and Media**

- 11.1. Any international travel undertaken by the Council is usually the subject of interest from the media.
- 11.2. It is incumbent upon the Council to demonstrate the value of such visits to the community.
- 11.3. It is anticipated that this report will be picked up by the media rendering a media release somewhat pointless. Accordingly it is proposed that the Lord Mayor be authorised to comment on the matter as required and to also suggest that the media seek comment from UTAS as to why it also views the conference as being relevant for the Council.

**12. Community and Stakeholder Engagement**

- 12.1. Other than the obvious engagement with UTAS none arise from this report.

**13. Delegation**

- 13.1. The matter is delegated to the Council.

*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 &  
ECONOMIC DEVELOPMENT**

Date: 21 October 2016  
File Reference: F16/121092

Attachment A: Governance Committee Memorandum of 4 October 2016 [↓](#)

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**MEMORANDUM: GOVERNANCE COMMITTEE****University Cities Conference - Budapest**

I refer to the presentation by UTAS Vice Chancellor Professor Peter Rathjen last Monday 26 September.

Aldermen will recall there was extensive discussion regarding university cities and what this may mean for the City of Hobart in the future. The Vice Chancellor noted a conference convened by the Academic Cooperation Association, that the Council may be interested in – *UniverCities – Higher education institutions and their habitat*, Budapest November 20-22, 2016.

I have attached some information regarding the conference for the information of Aldermen.

Indicative costs for the conference are as follows:

- Registration \$825
- Air fares
  - Economy return \$2400
  - Business class return \$9000
- Accommodation \$300 per night

Should there be interest from Aldermen in attending this conference it would be proposed that a short accompanying itinerary be developed in conjunction with UTAS to visit some of the other cities the Vice Chancellor noted as being potential models for Hobart. Again, if this is of interest to Aldermen, then a further report would be provided for consideration.

**RECOMMENDATION**

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

*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.*

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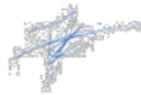
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Tim Short  
**GROUP MANAGER EXECUTIVE &  
ECONOMIC DEVELOPMENT**

Date: 29 September 2016  
File Reference: F16/112395; S13-2-22

Attachment A: Theme and Program for UniverCities Conference November 2016 [↓](#)



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ACA Secretariat: Theme

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Budapest, 20 - 22 November 2016



This year's ACA Annual Conference, to be held in the beautiful city of Budapest, bears the title **UniverCities. Higher education institutions and their 'habitat'**. The event will explore the relationship between universities and colleges and the cities, towns and regions where they are located. The conference is expected to draw an audience of some 300 participants, including central actors and decision-makers from universities and colleges as well as policy-makers and practitioners from government departments, international organisations, non-governmental organisations, municipalities, enterprises and think tanks. As always, we are striving to offer high-quality information, analysis and discussion.

**Theme**

The theme of the conference is being hotly debated these days. Which 'habitat' do higher education institutions and the knowledge industries require, where do they thrive? In metropolises and megapolises, which attract talent because of the tolerant environment and the advanced technology they provide, as the American urban studies theorist Richard Florida argues? Probably, but is this the only 'environment' in which higher education institutions flourish. What about all these **cosy little towns**, of the type of Oxford, Freiburg or Lund, which are hosts to well-reputed and even world-class universities? And, not to forget, **remote or underdeveloped regions** with declining demographics or **regions undergoing economic transformation**, where higher education institutions are being founded as catalysts of regional rejuvenation and growth. In these cases, it is the university or college which is to strengthen the town or region – and not the other way round.

The ACA Annual Conference 2016 will address all of these different 'habitats' – big cities, small towns and remote and challenged regions. In doing so, it will not only explore the relationship between higher education institutions and municipalities, but also of university-enterprise interaction and cooperation between academic institutions and civil society actors in their city, town or region. Speakers will be higher education researchers and representatives, but also business representatives and civil society actors.

**Format**

The ACA Annual Conference 2016 will take place on **21 and 22 November**, and is to be preceded by a social programme and opening reception in the afternoon and evening of **20 November**. The conference itself will feature a mix of plenary and parallel sessions. Plenary sessions will include 'classical' presentations, panel discussions and 'debates'. In addition, there will be three interactive parallel sessions which will be repeated once, allowing participants to attend two such dynamic sessions instead of only one. The programme also includes the by now legendary conference dinner.

**Tempus Public Foundation**

**TEMPUS PUBLIC FOUNDATION**Traditionally, ACA Annual Conferences are organised in cooperation with ACA members and other important local partners. This year, ACA is very proud to co-organise its Annual Conference together with the **Tempus Public Foundation (TPF)**, its Hungarian member organisation. TPF celebrates its **20th anniversary** this year and the conference is part of the anniversary festivities.

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**Speakers**

In our choice of speakers we remain very 'conservative'. We invite only speakers who have something to say and who are able to say this well. Presenters at ACA Annual Conferences are chosen exclusively from a small group of internationally reputed experts in higher education research, policy and practice. In the coming weeks, we will present some of these outstanding personalities to you.

Overall, we aim at an event that not only provides useful information, reflection and analysis, but also ample opportunities for discussion, peer learning, and networking.

The conference language is English.

Image: Shutterstock

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- [Accommodation](#)

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ACA Secretariat: Programme

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[Home](#) :: [Events](#) :: [List events](#) :: 2016 :: [ACA Annual Conference](#) :: [Programme](#)**ACA Annual Conference 2016: UniverCities. Higher education institutions and their habitat**

Budapest, 20 - 22 November 2016

**Programme****20 November**

14:00 – 16:00 Pre-registrations
16:00 – 18:00 Social programme: guided tour(s) of Budapest
18:00 – 20:00 Opening reception

**21 November**

09:00 – 09:15	<b>Welcome</b> <a href="#">Sándor Némethy</a> , ACA President <a href="#">András Hunyadi</a> , President, Tempus Public Foundation
09:15 – 10:00	<b>Opening keynote</b> <a href="#">Margie Waters</a> , European Commission, DG Education and Culture, Brussels
10:00 – 11:00	<b>Theme 1: Universities in big cities</b> <a href="#">László Mészai</a> , Provost and Pro-Rector, Central European University, Budapest <a href="#">Murray Pratt</a> , Dean, Amsterdam University College, Amsterdam <a href="#">Mark S. Lazar</a> , Vice-President, Global Scholarship and Learning Programs, Institute of International Education (IIE), NY, NY
11:00 – 11:30	Coffee break
11:30 – 12:30	<b>Theme 1: Universities in big cities (cont.)</b> <a href="#">Eric Corijn</a> , Professor in Urban Studies, Department of Geography, Vrije Universiteit, Brussels <a href="#">István Kiss</a> , member of Advisory Board of KEK, Budapest <a href="#">Daria R. Kostova</a> , Vice Rector for International Relations, ITMO University, St. Petersburg
12:30 – 13:30	Lunch
13:30 – 16:00	<b>3 PARALLEL SESSIONS – repeated once</b> Round 1 (13.30 – 14.45) and Round 2 (14.45 – 16.00)
	<b>Session 1: HEIs and municipalities. Acting hand in hand?</b> <a href="#">Alícia Belles</a> + <a href="#">Josep M. Vilalta</a> , Association of Catalan Public Universities (ACUP), Barcelona <a href="#">Marie Forsström Kyllberg</a> , Director, Stockholm Academic Forum + <a href="#">Leif Strannegård</a> , Vice-chancellor/President of the Stockholm School of Economics, Stockholm

<http://www.aca-secretariat.be/index.php?id=882>

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	<b>Session 2: Hells and businesses. Seeking win-win situations</b> <b>Zsuzsa Várhalmi</b> , Deputy Director, EIT ICT Labs, Budapest <b>Volker Gschwendt</b> , Professor of Business Management, University of Applied Sciences, Osnabrück
	<b>Session 3: Virtual habitats</b> <b>János Ollá</b> , Eszterházy Károly University of Applied Sciences, Eger
16:00 – 16:20	Coffee break
16:20 – 17:20	Debate: What is the best habitat for HELLs? Chair: Bernd Wächter, Director, ACA Debaters: <b>Arthur Mollinger</b> , Rector, FH Campus Vienna <b>Elin Corbin</b> (see above) <b>Gábor Bodó</b> , Board member, European Institute of Technology, Graphisoft SE, Budapest
19:00	Conference Dinner

22 November

09:00 – 10:30	<b>Theme 2: Universities and colleges in small- and medium-sized towns</b> <b>Bernd Korfmann</b> , Director FRIAS, Albert-Ludwigs-Universität Freiburg <b>János Rechnitzer</b> , Vice-rector, Széchenyi University, Győr (tbc)
10:30 – 11:00	Coffee break
11:30 – 13:00	<b>Theme 3: HELLs and regional development</b> <b>Eva Wörner</b> , Rector, IMC University of Applied Sciences, Krems <b>Outi Ruuskanen</b> , Head International Relations, University of Lapland, Rovaniemi <b>Kristina Rostila</b> PhD, MTA-PTE Innovation and Economic Growth Research Group, research fellow and University of Pécs - Faculty of Business and Economics, senior lecturer
13:00 – 14:00	Lunch break
14:00 – 15:30	<b>Innovation in regional and European Partnerships</b> <b>Andrea Rolig</b> , OECD, Paris <b>Peter Baur</b> , European Commission, DG EAC (tbc) <b>Dániel Barcza</b> , Vice Rector, MOME, Moholy-Nagy University of Art and Design, Budapest
15:30 – 15:45	Coffee break
15:45 – 16:30	Closing keynote <b>Sibbel Noords</b> , ACA President
16:30 – 16:40	Good bye

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**REPORT TITLE: UNIVERCITIES CONFERENCE AND STUDY TOUR**

**REPORT PROVIDED BY:** General Manager  
Director City Planning

**1. Report Purpose and Community Benefit**

- 1.1. The purpose of this report is to provide the Council with an account of the City of Hobart's participation in the *UniverCities* Conference in Budapest, Hungary and subsequent study tour of Freiburg, Germany; Bristol and Cambridge in England.

**2. Report Summary**

- 2.1. A delegation consisting of Council and University of Tasmania representatives attended the *UniverCities* Conference in Budapest and subsequent study tour of Freiburg, Bristol and Cambridge.
- 2.2. The delegation explored four main themes each of which are separately addressed in this report, namely City Deal learnings, strategic alliances, university-specific learnings and city/urban transformation.
- 2.3. From a relationship point of view, the tour provided an ideal opportunity to build on the already excellent relationship with the university and more particularly, to better understand the university's vision and reasoning for moving into the heart of our city.
- 2.4. The delegation also had the opportunity to meet a number of key players in the development of Freiburg as a university town as well as senior elected members and bureaucrats associated with the Greater Cambridge City Deal.
- 2.5. The timing of the delegation was ideal given the journey that both the City of Hobart and the university are on and there are a number of pertinent learnings for our city as the relationship between the city and the university continues to mature.
- 2.6. Additionally the city is to be invited to express interest in the European Union's 'Twin Cities Urban Sustainability' project that will seek to match four to seven Australian cities with EU cities to look at best practice and to share learning and knowledge. Cities selected need to have political ownership and the capacity to deliver. This will be the subject of a further report on receipt of the proposal, however it is considered that the UniverCities initiative would strengthen an application should the Council proceed in the project.

**3. Recommendation**

**That:**



1. ***The Council participate in regular meetings with the University Council and pursue an amendment to the existing memorandum of understanding with the University of Tasmania that seeks to strengthen the strategic relationship between the parties and focus on:***
  - a) ***Joint research initiatives, including the socio-economic impacts of the University's move into the City and the movement of people in and around the City;***
  - b) ***Public realm improvements, and;***
  - c) ***City activation.***
2. ***The development of the new vision for the City of Hobart involve extensive consultation with the University of Tasmania as well as other key stakeholders and acknowledge the importance of higher education in the City.***
3. ***When contemplating a possible City Deal for the Greater Hobart region, the following be taken into consideration:***
  - i) ***The City Deal be well thought through and recognise what it is hoping to achieve; identify the issues it is seeking to address; is well resourced with appropriate, qualified staff; has a strong leadership structure and appropriate communication and PR support, and involve regional cooperation as well as commitment from the State and Australian Governments.***
4. ***The Council pursue a submission to the Smart Cities and Suburbs Program to gather data to assist the community with travel to work information, address congestion and improve the wider movement of people in the City.***
5. ***An invitation be extended to Gehl Architects to visit the City for the purposes of reviewing the urban transformation work the City has done to date and to provide a public lecture.***
6. ***On receipt of the details of European Union's 'Twin Cities Urban Sustainability' project that a further report be prepared for the Council that considers the cost benefit of the project and identifies potential partner cities, including Freiburg, with whom the Council may partner.***
7. ***A visual presentation of the city design learnings from Bristol and Freiburg be provided to the Council.***

#### 4. Background

- 4.1. At its meeting held on 24 October 2016, the Council resolved inter alia that:

*The Council approve the City of Hobart's participation in the UniverCities Conference in Budapest from 20-22 November 2016, and a subsequent study tour to Freiburg and Cambridge.*

*Alderman Briscoe, subject to confirmation of his availability, and Alderman Burnet be nominated to attend the conference as the Council's representatives.*

*The Council also support the participation of the General Manager and/or his nominee.*

- 4.2. The delegation commenced on Friday 18 November 2016 and concluded on Friday 25 November. A copy of the itinerary is attached (**attachment A**).
- 4.3. The delegation consisted of five representatives from the City of Hobart and six representatives from the University of Tasmania, namely:

Alderman Jeff Briscoe  
Alderman Helen Burnet  
General Manager  
Director City Planning  
Executive Manager City Design (George Wilkie)

The Vice Chancellor  
Chair, University Built Environment Committee (Dr. Peter Davis)  
Executive Director, Commercial Services & Development, UTAS (Jacinta Young)  
Sustainability Manager, UTAS (Corey Peterson)  
Northern Expansion Project Director, UTAS (James McKee)  
Associate Director, UTAS (Angela Castles)

#### UniverCities Conference

The *UniverCities* conference explored the relationship between universities/colleges and the cities, towns and regions where they are located.

Debate around this relationship is the source of great discussion with the question being asked which 'habitats' do higher education institutions and the knowledge industries require; where do they thrive?

The conference addressed all of the different 'habitats', including big cities, small towns and remote and challenged regions. It explored the relationship between higher education institutions and municipalities as

well as university-enterprise interaction and cooperation between academic institutions and civil society.

Interestingly, whilst the conference theme was entitled 'UniverCities' there were limited examples from any of the speakers of strong strategic relationships between universities and the local council. There were some good examples of where universities and councils had collaborated on particular projects, such as housing, but no examples where the Council and the University actually had a deep and value adding relationship.

The keynote address at the conference was delivered by Professor Margie Waters, Deputy Head for Higher Education Policy, Brussels University. Dr Waters placed much emphasis on the ability of universities to drive innovation and economic development not only in cities but also in a regional context. She did identify a challenge for universities to become more involved in critical thinking in society and identified that in some instances universities may not completely embed themselves in the society that surrounds them.

Dr Waters also suggested that the next frontier for universities was to review their overall objectives and priorities to ensure that universities can contribute more to regional innovations and cooperate and integrate more into society.

Students also need to be better tracked and monitored once they leave higher education. There is no research to provide evidence on what students actually contribute to society once they leave a higher education institution. There is anecdotal evidence, through alumni, but no thorough research in this area.

The theme of universities giving back to communities was also emphasised by Dr Murray Pratt. Dr Pratt was very keen to see universities tap into existing city projects and to think holistically – as Dr Pratt said, 'universities need to do away with unsee'. Aside from suggesting that universities need to be 'at the table' with city councils, Dr Pratt did not point to any practical examples of universities and councils working together 'at the table'.

The speakers from Barcelona University identified the need to work in a more proactive way with cities and conceded that there were too many ivory towers in universities.

Freiburg provided probably the best example of a university and city working together. Professor Bernt Kortmann from Freiburg University talked about the university buying into Freiburg's vision to develop a city of education, science, technology and as a business hub – a sustainable city by 2030. The university has embraced this vision and recently opened a new library in the city centre (which hosts 12,000 students/ visitors per day). The university is also working in partnership with the local council on the redevelopment of the old Freiburg airport site.

The City of Freiburg has a strong connection with its higher education institutions through a number of means, including:

- An Innovation Charter between the University of Freiburg, the city and 'Freiburg Economy Tourism and Exhibitions (FWTM)' which was signed in 2011;
  - The goal of the charter is the joint development of Freiburg as a city of education, science, technology and as a business hub. A joint development plan has been established for the Freiburg airfield / exhibition area / industrial area. The innovation charter aims to develop this area as an energy and resource efficient industrial area, giving it status as an exemplar project of sustainability for the region;
  - An advisory board which was established in 2008 to assist the city to implement its sustainability goals. The board is comprised of five members of higher education and research institutions (including the Rector of the University of Freiburg), the city mayor, ten city councillors, fifteen members of civil society and ten members representing the regional economy and trade associations;
  - A cooperative approach to urban development which sees the city of Freiburg undertake its infrastructure and city planning in close cooperation with the university with the following recent developments either completed or underway:
    - New tramway connecting the facilities;
    - New university library in the heart of the city;
    - Development of the industrial area and exhibition site of the Freiburg Fair in cooperation with the University's Technical Faculty;
    - Sustainable development of city districts in cooperation with the University (e.g. Haslach).
- 4.4. In summary, Council delegates who attended the conference felt that it was very well organised and had a good range of speakers (copies of notes taken at the conference by Aldermen Briscoe and Burnet are attached to this report at **attachment B**).
- 4.5. The key learning from the conference is to not let the university evolve and move into the City without there being a strong relationship between the two parties. A memorandum of understanding currently exists between the Council and University; **attachment C**. The MOU has proven to be invaluable in terms of a relationship tool but it is very much operational and does not involve all key decision makers getting together on a regular basis.
- 4.6. The University Council and the Hobart City Council need to meet on a regular basis (at least annually) in order that the two can understand

each others' thinking and more importantly, plan for each others' needs; insular thinking will lead to poor outcomes.

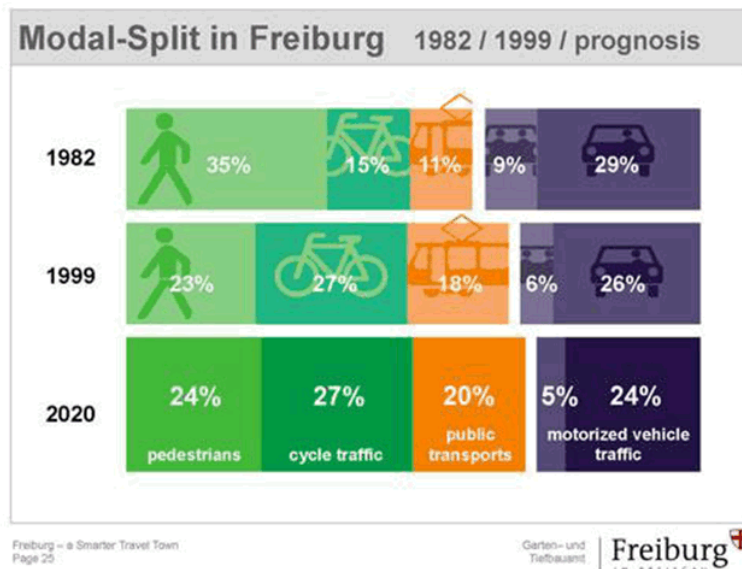
- 4.7. As indicated earlier, the conference did not identify any best practice city university relationships so the opportunity does exist for Hobart to lead the way. The Vice-Chancellor was particularly keen on this initiative and it forms the primary recommendation from the conference.
- 4.8. A further learning from the conference is to make sure that the university is consulted extensively in developing a new vision for our city. The lesson of Freiburg is that a clear articulate vision allowed the university to buy into that vision and more importantly to embrace the vision.
- 4.9. Following on from the *UniverCities* conference, the delegation participated in a study tour of Freiburg, Germany and Bristol and Cambridge in England.

#### **Freiburg**

- 4.10. Freiburg is a vibrant university city located in the south west corner of Germany on the edge of the Black Forest and has a population of 220,000 with employment for 130,000 people and 33,000 students (of which 15per cent are international students).
- 4.11. Freiburg is known as Germany's 'ecological capital' having implemented energy efficient building regulations as early as the mid-1990s. The city has received numerous awards for its efforts and is home to the European headquarters of Local Governments for Sustainability (ICLEI) and the City Mayors Foundation.
- 4.12. Freiburg has five separate universities, with the University of Freiburg by far the largest (25,000 students) and most comprehensive offering undergraduate, post graduate and research opportunities.
- 4.13. It has the highest proportion of academic researchers in Germany with its local football team's fan base one of the most educated in the world with 73.4per cent having an undergraduate degree.
- 4.14. It has an unemployment rate of 4.3per cent with the University of Freiburg the largest employer in the city.
- 4.15. Whilst Freiburg has a similar population size as Greater Hobart it has a settlement footprint half the size. It has a traditional building stock of four to six storeys with few buildings exceeding six storeys in height.
- 4.16. It has an extensive public transport system with the core system of 30km long tramway connected to 168km network of bus routes. The tram runs every 7.5 minutes during peak hour and the vast majority of residents are within 500m of a tram stop.
- 4.16.1. 54,000 commuters come into the city per day.



- 4.17. Topographically the city lies within a valley floor and is relatively flat with the surrounding hills either wooded or farmland.
- 4.18. The city centre of approximately 1km<sup>2</sup> is a pedestrian, tram and cycling-only zone.
- 4.19. One of the most striking things with the large central pedestrian zone is the relatively quiet environment not normally associated with a central CBD. The absence of vehicles presents a greatly enhanced acoustic experience for pedestrians.
- 4.20. The cycling network is extensive with over 400km of separate bicycle paths and reflects the high proportion of people choosing cycling as their means of transport.
- 4.21. The change in modal shift in Freiburg over the last 40 years is outlined in the graphic below:



- 4.22. As highlighted previously, the City of Freiburg has a strong connection with its higher education institutions through an innovation charter, sustainability board and cooperative approach to urban development. It also has an extensive outreach program particularly for school aged children, including;
- Bi-annual Science Fair held at Cathedral Square organised with support from the City of Freiburg and Freiburg Wirtschaft Touristik und Messe (FWTM) under the topic of 'Learn, Marvel, Participate';

- Five science days for school children of all ages which has been held in October since 2001 and is organised by the University of Freiburg, several local companies and the Europa Park Trust;
  - 'Schnupperstudium' which is a study program for school children during Easter break, and;
  - School visits organised by the Faculty of Mathematics and Physics and open house days.
- 4.23. Freiburg is a prominent example of a city that has used its status as a university town, tourism gateway and historic centre to push for sustainability features which allow the city to retain its core values.
- 4.24. Its similar size, economic profile and status as a university city makes Freiburg a relevant exemplar in considering Hobart's long-range vision.

**Bristol**

- 4.25. The City of Bristol was chosen in addition to the suggested cities as it was awarded the EU Green Capital for 2015 and has been embarking on a transformative public realm improvement program particularly along its waterways and CBD.
- 4.26. The City of Bristol has a population of approximately 450,000 people at a density approximately 50 per cent greater than Hobart. One third of the city's building stock is heritage listed (4000) with 99 additional historic parks and gardens. The city has two major universities within its boundaries.
- 4.27. Bristol was awarded the EU Green Capital for 2015 not so much for its exemplar initiatives but for the progress it has made in a relatively short period of time. This progress has been centred on getting as many people involved whether it be the general community, business or academia.
- 4.28. The focus of the various programs is not remarkable or novel but rather a commitment to strong rational sustainability and liveability initiatives.
- 4.29. Bristol City Council has five directorates, including Place, People, Neighbourhoods, Business Change and City Director's Office. Bristol has a very active City Design Group which has three areas of focus:
- The Inherited City – the history and natural environment;
  - The Public Realm – the streets and open spaces that bind the city together, and;
  - The Legible City – how people experience and navigate through the city.

- 4.30. Bristol City has developed, (with the assistance of funding from English Heritage,) a website called 'Know Your Place, an open source heritage resource. The website is an extensive resource for the wider community as well as for proponents of development to allow them to better inform themselves of the particular historic qualities of a site and its surroundings.
- 4.31. The Legible City is focused on creating a unique and coherent identity, one that can expand beyond signage to encompass a range of street furniture and structures. It has a program of developing playful connections, coupled with an open source map resource for use by individuals, communities and business and finally the physical signage with integrated sensor technology.
- 4.32. Bristol is also embarking on public realm improvement programs focusing on three distinct inner city precincts, the largest of which is the Temple Quarter surrounding the central train station. They have established the precinct as an enterprise zone providing a clear spatial and urban design framework coupled with a streamlined regulatory approvals process for developments compliant with the urban design framework. Interestingly car parking is purposely restricted within the central business districts to essential vehicles-only, noting that the street network is limited in capacity and to allow for additional car parking would simply exacerbate traffic congestion. Also of note is the requirement for a proportion of car parking spaces (1 in 5) that are provided to have electric vehicle charge points.
- 4.33. A clear realisation by Bristol to acknowledge its limited road capacity has allowed it to focus more within its CBD on improving pedestrian, cycling and bus connections rather than the often futile attempts to increase road and car parking capacity at the expense of public amenity.

### **Cambridge**

- 4.34. The visit to Cambridge provided an opportunity to visit a city in the United Kingdom that has a long history as a university town.
- 4.34.1. One of the main issues confronting Cambridge is not how to cope with a university moving into the City but quite the opposite.
- 4.34.2. The City has evolved over many years with the university at the centre of that development, however, space is now at a premium in the city centre itself so the university is seeking to locate on brown field sites on the city's outer fringe.
- 4.35. The City of Cambridge is located about 80kms north of London and has a population of around 124,000 which includes approximately 25,000 students.

- 4.36. There were two main elements to the Cambridge visit, namely gaining a deeper understanding of the Greater Cambridge City Deal and how those learnings may apply to the Hobart context and to visit the new bio-medical development on Cambridge's fringe to understand more about an expanding university town.
- 4.37. The Greater Cambridge City Deal is one of twelve that exist throughout the United Kingdom. The agreement, set up with the National Government will provide up to £500M worth of funding over 15 years. A £100M investment over the five years to 2020 has been secured to progress the first tranche of City Deal projects. A further £200M will be available from April 2020 and a final £200M in 2025, if it can be proven successful in driving economic growth from each tranche of the City Deal programme. A consultant has been appointed to assist with preparation for the assessments which will be undertaken.
- 4.38. The deal itself involves three local councils in Cambridge (Cambridge City Council, Cambridgeshire County Council and South Cambridgeshire District Council) and is overseen by an executive board comprising five members (of which only three have a vote being the three nominated by the local councils). In Cambridge's case, the other two non-voting members are the Vice-Chancellor of Cambridge University and a member from a private medical company. An example of a Greater Cambridge City Deal Executive Board agenda has been made available in the Aldermen's Room.
- 4.39. The decision-making executive board receives advice from a 15 member assembly, comprising three members from the three councils, three from business and three from the University.
- 4.40. The delegation was able to spend an hour talking about the Greater Cambridge City Deal with Councillor Ian Bates from the Cambridgeshire County Council. Whilst spending a degree of time discussing governance and local Cambridgeshire issues, Councillor Bates was asked about the most significant learnings from the Cambridge City Deal. Councillor Bates responded by saying that communications and public relations are critical in terms of advising what the deal is seeking to achieve and to manage community expectations.
- 4.40.1. In the early days, the Greater Cambridge City Deal had no communications in place and there is a definite need to get key messages across early.
- 4.41. The other most significant learning was to have a dedicated City Deal team in place from the first day and ensure the deal is properly resourced. It is not an option to resource the deal 'off the side of your desk' as dedicated professional advisors are required from the first day.
- 4.42. Councillor Bates was also insistent on the deal having strong local leadership; someone with excellent media skills who can drive the deal

forward. A strong relationship with the central government is also very important.

- 4.43. The message of Councillor Bates was repeated by the Executive Director of the Greater Cambridge City Deal, Tanya Sheridan. Ms Sheridan is an ex-UK civil servant and was very strong on the deal having a regional focus. Ms Sheridan emphasised some of the social and economic problems faced by Cambridgeshire, stating that Cambridgeshire itself had some of the wealthiest and poorest regions in England.
- 4.43.1. The area around Cambridge City is extremely wealthy and has very high land prices largely driven by proximity to London (2 hours by car) and the university, with academics/students seeking property close to the city.
- 4.43.2. In comparison, areas of north Cambridgeshire suffer from isolation brought about by poor public transport and a focus on manufacturing and industrial economies.
- 4.44. The Greater Cambridge City Deal has five priority areas, namely,
- Securing investment;
  - Tackling congestion;
  - Housing and affordable homes;
  - Shared prosperity, and;
  - Protecting the unique quality of life.
- 4.45. Due to the inequalities in the shire, the Greater Cambridge City Deal focused more on public transport and housing.
- 4.46. A great deal of time early on was spent developing local authority plans across borders to address the 'wicked' issues associated with poor public transport and housing. Ms Sheridan also emphasised the need for the plan development process not to be rushed; the plans and hence the overall City Deal needs time to be put together.
- 4.46.1. A clear understanding of what the issues are that the deal is seeking to resolve is vital as is the need to invest time and resources in articulating and defining the issues.
- 4.46.2. The same also goes for any regional councils that seek to participate in a City Deal; all parties at the local level must be working together before one can hope to successfully engage with the central government.
- 4.47. The success of the Greater Cambridge City Deal relies on a strong governance system and strong local leadership combined with



dedicated resources and solid land use and strategic planning. Ms Sheridan was able to point to a number of housing initiatives that all councils were able to agree on that will see a huge amount of housing built on the fringes of Cambridge.

- 4.48. An integrated public transport plan that will see the use of smart technology combined with junction and route planning is the feature of the Greater Cambridge City Deal and will dominate the deal for the next decade.
- 4.49. A key element of resolving the public transport dilemma is the use of smart data. Cambridge has the highest rate of cyclists in the United Kingdom and a very strong economy, but still there are challenges, mainly as indicated earlier around housing, public transport, congestion and skills in remote areas.
- 4.50. Similar to Hobart, there are over 40,000 vehicle movements per day in and out of the city and whilst there is a cycling culture, the use of vehicles is still an issue.
- 4.51. There are 5.3 million visitor (tourist) trips per year into Cambridge.
- 4.52. The Smart Cambridge Program has been established under the City Deal itself in order to obtain data to assist people in their journey to and from work and to make the public transport options more efficient.
  - 4.52.1. The Smart Cambridge Program Team, in consultation with the university, is collecting data from various nodes throughout the city with the idea of developing a Greater Cambridge Smart City Management Platform – allowing for a number of ‘smart platforms’ to ‘talk to each other’ and a data hub to collate and process data from a number of sensors around the city.
  - 4.52.2. The platform will allow members of the public and business to access key data to build applications and for the combined data to plan smart solutions, including making transport systems more reliable and easier to use.
  - 4.52.3. Much of the technology is yet to be developed but the Smart Cambridge Program Team are keen to partner with commercial partners to test the new system.
- 4.53. The discussions with the Smart Cambridge Program Team reaffirmed the importance of technology in assisting the community to make informed decisions.
- 4.54. Hobart City Council will be submitting a proposal to the Australian Government’s Smart Cities and Suburbs program, in partnership with the University of Tasmania and Metro, for smart technology to assist with congestion in the greater Hobart context.

- 4.55. The final part of the visit to Cambridge involved a visit to the 2B Pound bio-medical precinct. This is the largest construction site in the United Kingdom and involves the construction of three new hospitals as well as new research facilities.
- 4.55.1. The main element being constructed is a £300M AstraZeneca bio-medical research and corporate headquarters complex which is due for completion in early 2018; the site itself is not due for full completion until 2030.
- 4.55.2. The completion of the AstraZeneca Centre will see a public green space area constructed with bus and light rail coming into the centre of the complex.
- 4.55.3. The green space is critical as the development itself is dense and the green space provides a respite area for staff and people who may be visiting the hospitals.
- 4.56. Development on the site is being guided by a masterplan that involves development in two phases with phase one comprising 70 acres and due for completion in 2020.
- 4.57. The development itself is an example of exemplar master planning with the full vision for the site laid out for all developers to see.
- 4.58. The site is huge but the essential infrastructure is already in place, including the bus linkage, a site car park and roads.
- 4.59. The visit enabled the delegation to see first-hand how the presence of a university can lead to huge private investment in a city.
- 4.60. Interest in the site is huge, largely due to the confidence AstraZeneca has shown in investing in the site but also driven by the fact that a number of Europe's largest bio medical research institutions are moving into the precinct, together with the university itself.

#### **European Union Delegation to Australia**

- 4.61. The Council recently hosted the EU Environment and Climate Change Consul who was on an Australia-wide study tour investigating best practice in urban sustainability and climate action. The Council held two meetings: one for Aldermen and senior management; and one in the City's capacity as coordinator of the Southern Tasmanian Council Authority's Regional Climate Change Initiative.
- 4.62. The EU's delegation is seeking to undertake a 'Twin Cities Urban Sustainability' project. The project will match four - seven Australian cities with EU cities to look at best practice, share learning and knowledge. Cities selected need to have political ownership and the capacity to deliver. It is anticipated that this will include a number of meetings with matched cities as well as collaboration on projects.

- 4.63. During these meetings the Council was able to present the broad suite of initiatives it was undertaking in areas from climate change mitigation and adaptation, sustainable transport and waste management through to its CBD revitalisation, cultural events and its Memorandum of Understanding with the University. It is considered that the Council's progressive sustainability program will position it well for an opportunity to participate in the project.
- 4.64. In terms of the progression of the project the contract to deliver has been awarded to Professor Wilson of Melbourne RMIT and the Council will be contacted in late January to early February to express interest in participation in the project.
- 4.65. On receipt of the proposal a further report will be prepared for the Council that outlines the cost and benefit of the project and the potential for Freiburg and or other appropriate European Cities to be the Council's partner in such a project.

**Gehl Architects**

- 4.66. It has been 10 years since Gehl Architects first visited Hobart when Lars Gemzoe was invited to present a number of lectures on Public Spaces for Public Life. These lectures provided a greater understanding of the potential benefits of a city that put people first and provided public spaces and connections that improved the city for people.
- 4.67. Council subsequently engaged Gehl Architects in 2009 to undertake the *Public Spaces and Public Life* report which was ultimately delivered in 2010. The Council then formulated its response to the Gehl report in the form of the Inner City Action Plan made up of 15 individual projects. The Inner City Action Plan was endorsed by the Council in December 2011.
- 4.68. In the five years since the Council committed to delivering on the Gehl vision, significant progress has been made with more programmed.
- 4.69. The University Of Tasmania's move into the city centre is expected to increase with the potential relocation of STEMs, and this development coupled with the increase hotel developments places even greater urgency to deliver improved public spaces and public life opportunities within the inner city.
- 4.70. Given the above, it is therefore opportune for Gehl Architects to be invited back to review the work undertaken to date as well as the program for future improvements within the Transforming Hobart initiative.
- 4.71. A visit by Gehl Architects would also assist with identifying what other opportunities the Council could be pursuing to improve public spaces and public life with the shift in development emphasis within the inner city.

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**5. Proposal and Implementation**

- 5.1. The Council use the learnings gained through the attendance at the *UniverCities* conference and subsequent site visits to Freiburg, Bristol and Cambridge to inform its thinking around the presence of the University of Tasmania in the City and a future City Deal.

**6. Strategic Planning and Policy Considerations**

- 6.1. Strategic Objective 1.1.2 of the *Capital City Strategic Plan 2015-2025* states as follows:
- ‘Support the University of Tasmania’s continued growth within the City’

**7. Financial Implications**

- 7.1. Funding Source and Impact on Current Year Operating Result
- 7.1.1. None arise from the writing of this report.
- 7.2. Impact on Future Years’ Financial Result
- 7.2.1. Not applicable.
- 7.3. Asset Related Implications
- 7.3.1. Not applicable.

**8. Legal, Risk and Legislative Considerations**

- 8.1. None arise from this report.

**9. Social and Customer Considerations**

- 9.1. The continued growth of the University within the inner city clearly brings with it a range of social and community considerations.

**10. Delegation**

- 10.1. The matter is delegated to the Council.

*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.*



N.D Heath  
**GENERAL MANAGER**



Neil Noye  
**DIRECTOR CITY PLANNING**

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Date: 25 January 2017  
File Reference: F16/141325

Attachment A: Delegation itinerary ↴  
Attachment B: Aldermanic Reports ↴  
Attachment C: Hobart City Council and University of Tasmanian Memorandum  
of Understanding ↴



**SENIOR EXECUTIVE MISSION – Europe**

Sunday 20 – Saturday 26 November 2016

**Final Program**

<b>LOCATION</b>	HUNGARY, GERMANY AND ENGLAND	
<b>PURPOSE</b>	<ul style="list-style-type: none"> <li>The mission will provide the opportunity for the University and the Hobart City Council to collaboratively explore how strong partnerships between universities and cities can create social, cultural and economic benefits and act as catalysts for regional rejuvenation and growth.</li> <li>Delegates will attend the Academic Cooperation Association Annual Conference 2016 <i>UniverCities – Higher education institutions and their habitat</i> in Budapest, Hungary 20-22 November.</li> <li>Following the conference, the mission will travel to Freiburg, Germany and Cambridge, England to further explore the concept of university cities through dialogue with civic and university partners and potentially investigate opportunities for civic relationships.               <ul style="list-style-type: none"> <li>Freiburg City, exemplifies the 'university city' concept and best practice in sustainability, innovation, regional development and urban renewal.</li> <li>Cambridge City, England, illustrates the impact of university infrastructure programs and the leveraging of national policy priorities and funding opportunities.</li> </ul> </li> </ul>	
DATE	LOCATION	DESCRIPTION
18-19 November	Travel	Travel to Budapest, Hungary
20 – 22 November	Budapest, Hungary	Academic Cooperation Association Annual Conference 2016 <i>UniverCities – Higher education institutions and their habitat</i>
22 November	2.00pm Depart for Freiburg, Germany	Travel to Freiburg, Germany
23 -24 November	Freiburg, Germany	Extensive "green-city" tour of Freiburg encompassing exemplars of sustainability in business, transport and community, as well as experiencing the university city integration and integration of the old city with areas of urban renewal. A highlight is the University Library.
24 November	Late afternoon Depart for Cambridge, England	Travel to Cambridge, England
25 November	Cambridge, England	Tour Cambridge city Meet with Cambridge City Council for discussion on the Cambridge City Deal and explore civic partnerships
26 November	Travel	Depart for Australia

Senior Executive Mission Program – Europe November 2016

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Alderman Jeff Briscoe

Brief Alderman Report required for the requirements of the Professional Development policy

Senior Executive Mission – Europe November 2016

This will form part of the larger report prepared by the senior officers of HCC and hence it is not necessary to go into detail as it will just be doubling up, so I will only essentially be providing some recommendations. I will also be participating in the planned debrief for the whole council and the University in Jan 2017.

The mission was very well organized by the UTAS and our HCC officers. I personally wish to thank all those involved and appreciate the excellent professional interactions and discussions with the high level senior executives from the UTAS and HCC during this hectic trip. I appreciate the opportunity to see some very good University cities on the ground and the weather was even tolerable for a European winter. I thank the HCC for this opportunity for personal professional development and also providing a direct opportunity to gather information to help develop our city vision in an increasing small global world.

The mission included participation in the Academic Cooperation Association Annual conference in Budapest, Hungary 20-22 November and subsequent on site visits to Freiburg City in Germany and Cambridge city in England as exemplars of 'university city' and best practice in sustainability, innovation, regional development and urban renewal

The detailed itinerary and other papers have been placed in the Aldermen's room.

My 10 recommendations

1. The University City concept for Hobart should be embraced with vigor by the HCC. This will enable us to provide some answers to the challenges of the 21<sup>st</sup> century and contribute significantly to the attractiveness and sustainability of the city.
2. A high level detailed partnership (well resourced) with the UTAS should be pursued with achievable and aspirational goals.
3. Inner city transport options be explored and planned including an inner city tram (say Elizabeth St) and identify streets that can be modified for pedestrian and cycle use only as a means to connect the facilities.
4. That a culture of close cooperation with the expertise and learnings of the University and the resources of the City be encouraged for the benefit of both students and the city residents.
5. That an outreach program of the University be formalized that includes public lectures, concerts, language classes, sports courses and this outreach be supported by HCC.

6. That sustainability and quality affordable housing that doesn't depend on the need for cars become the key part of our strategic goals in cooperation with the University.
7. That Hobart continues to become the centre of high quality research that attracts short term academics and students. The city provide welcome opportunities for these students and academics.
8. A new university Library is required in the heart of the city.
9. Big picture and more detailed city planning is required to make a stay in Hobart easy to navigate and pleasing.
10. HCC to continue to lobby for a city deal with the State and Federal Governments to achieve the goals and to generate "The Hobart Effect", economically and educationally on the surrounding regions.

(Ald) Jeff Briscoe

30 December 2016

#### Appendix

Budapest Conference- whilst conference papers and slide shows are available and placed I offer some rather random brief comments that I recorded.

- Overall the conference was tightly organized and had a good range of speakers (Sijbolt Noorda and Andras Nemesiaki – welcome address)

#### Key themes

- Increasing mobile and internalization of Universities
- Smart Cities

Cities are not just an address – half of the world's population live in cities - political arrangements move slowly, for example the cost of housing is not affordable for junior or senior professors (making recruitment hard). As an example, in Berlin education was in a bad state - how do universities influence their city's developments? – Universities play a very important political role for cities – as the last resort of freedom (sometimes the first victims).

#### Keynote Address - Margie Waters

- EU needed to decide where to invest
- Successes target 40% of population graduates compared with present 25% of 30-35 are graduates
- 50% of all jobs will require higher education
- Outcome of Economic Crisis – got engaged and active students

- Activity with business
- Higher education is a key player in regions and cities

Regional challenges in the European Union

- different cities and regional profiles
- different institutional profiles
- Key question is how do we build effective and sustainability between public services, community services?
- How can we measure?
- How can we design governance, funding and incentives?

Retirement arrangements – promote a pension for research encourage mobility for researchers

Universities in Big Cities

- Learning opportunities and the city
- Urban issues are fundamental to learning
- Capability of student to innovation
- Innovation – transcends disciplines

Community engagement

Amsterdam University College

- Mentor students in weaknesses
- Dutch and English classes for refugees
- Science park – nature reserve start-up village
- Intellectual and cultural – field trips

How to get all parties to the table?

- Tap into existing city projects and initiatives
- Think holistically
- Multi social-networked
- For the city the university – give it a purpose

## Report to Council Delegation with UTAS to Budapest, Freiburg, Cambridge and Bristol

Alderman Helen Burnet

November 2016

### LIST OF DELEGATES

Alderman Jeff Briscoe  
Alderman Helen Burnet  
General Manager  
Director City Planning  
Executive Manager City Design  
The Vice Chancellor  
Chair, University Built Environment Committee (Dr. Peter Davis)  
Executive Director, Commercial Services and Development, UTAS (Jacinta Young)  
Sustainability Manager, UTAS (Corey Peterson)  
Northern Expansion Project Director, UTAS (James McKee)  
Associate Director, UTAS (Angela Castles)

### Purpose

Senior joint delegation of HCC and UTAS – V-C, members of University Council, key UTAS staff, HCC GM, senior Management Team and Aldermen

1. Conference in Budapest from Sunday-Tuesday provided some great examples of established university cities across Europe, some for many years who adapted their cities to meet the needs of incorporating university activities within their city centre – examples included car-free areas, urban design, student transit, accommodation, making students a normalised part of the city profile, sustainability. Others were regional cities changing their profile to increase tertiary education opportunities in areas that had traditionally not had high university attendance rates eg Pecs in Hungary, and Krems in Austria.
2. Specific visits to cities of particular interest, namely Freiburg, Baden-Württemberg, Germany, Cambridge, Bristol in England.
3. Opportunities to build relationships between key figures of the University and Hobart City, to reinforce the benefits of a presence of more university functions in the heart of Hobart, and where this could be improved.
4. A recent meeting between some Aldermen, university staff and the Ambassador of the Delegation of the European Union to Australia, Ms Caroline Lambert. [https://eeas.europa.eu/headquarters/headquarters-homepage\\_en/609/About%20the%20EU%20Delegation%20to%20Australia](https://eeas.europa.eu/headquarters/headquarters-homepage_en/609/About%20the%20EU%20Delegation%20to%20Australia)  
Ms Lambert looked specifically at links between cities such as Hobart and 3-6 other Australian cities to link with the same number of European cities in order to consider approaches to combatting climate change. This trip was well timed to make links with cities in order to consider benefiting from such an exchange of ideas. Possibilities from discussions include:
  - a. Arhus (Denmark)



- b. Freiburg
- c. Copenhagen
- d. Stockholm
- e. Budapest
- f. Bergen (Norway)
- g. Others

#### Background

1. Recent Infrastructure Australia bid to build a new Science Technology Engineering and Mathematics (STEM) building on the corner of Bathurst and Argyle Streets
2. 350 students set to move into purpose-built student accommodation on the corner of Melville and Elizabeth Streets from February 2017
3. Ambitious programme of other University functions from Sandy Bay campus into Hobart, MS1 and MS2, Domain House and other Medical and Arts precinct
4. Building of ACEPA building next to the Theatre Royal due to begin in early 2017
5. A commitment by the UTAS Council to increase education rates across Tasmania and continue with high intake of international students to increase numbers at University campuses of Burnie and Launceston's Invermay campus.

Correspondingly, Hobart City has been

1. Rolling out ICAP projects - increasing place making by the delivery of the Gehl Plan, improved bike and walking permeability across the city
2. Reviewing the Transport Strategy which is invited for consultation
3. Ambitious public art program and social engagement through Creative Hobart programmes
4. Already discussing with the university sustainable transport opportunities between Hobart campuses.

#### The Program

University Cities Conference, hosted by ACA, Budapest Hungary

Sunday –Tuesday

Reception dinner provided an opportunity to connect with delegates from:

Budapest, Tallinn, Freiburg, Innsbruck, Delft, Pecs - Hungarian regional university.

Conference itself started the next day with talks about large, well-established university cities, including Budapest, Barcelona and Stockholm.

The list of delegates showed the diaspora of university cities from Lapland to Barcelona, Italy, Hungary (see attached).

Whilst these were very established cities for centuries, there was a common theme of getting the housing demography, embedding the university into the city, working with more than one large institution.

Of particular interest:

1. The **Stockholm** universities and city council has taken a very aggressive approach to making a university city work and work well in an adapting environment. Their approach was to go out of their way to welcome international students. Signs and banners, chartered, badged buses were there to greet the students, particularly international students. It smacked of innovation and willingness to make it work. Start up space and support for activities to engage and support the students coming to study in Stockholm.

Day 2 of the conference was probably even more relevant to the Hobart delegation, because it focused more on smaller scale cities.

2. The **Freiburg** talk was an appetizer for our visit directly after Budapest, Professor Bernd Kortmann is the Director of a coordinated research institute which supports community relevant and beneficial research projects. Their courses are taught in English as the lingua franca.

The profile of Freiburg was impressive: with a population of 230,000 it is a popular destination for mainly German residents for its proximity to the Black Forest and as a spa town and wine growing region.

Freiburg has a large well established student population. There is very low unemployment and a high education participation rate.

3. The Austrian city of **Krems** was also highlighted where the university was probably more akin to a technical college – a university of Continuing Education, Fachhochschule. Theirs was a story of working well with the community to attract students, to manage expectations of the local population who didn't really identify with the benefits of a student population. However, they worked very hard to increase student numbers, increase relevant courses - Krems comes from a grape-growing area so viticulture-related subjects but also courses on promoting and marketing wine were introduced. It has seen to be beneficial to the community, new housing stock has been added, and it sounds to be a thriving small town. From website <http://www.euroeducation.net/prof/ausco.htm>

*University of Continuing Education Krems (Danube University - Donau-Universität Krems, DUK)  
In 1994 the then University Centre for Further Education and Training in Krems (Danube University – Donau-Universität Krems), now University of Continuing Education Krems, was founded. Aligned to the 2002 Universities Act - as amended (Universitätsgesetz 2002), it has been since 2004 Austria's 22nd University specialising on postgraduate education and further training. See the Federal Act on the University for Further Education Krems*

This is very similar to what UTAS is offering: skills development that fits well with emphasis on agriculture and aquaculture focus of UTAS for Tasmania as a food producing area. The introduction of associate degree courses – to encourage people into university study, as a basis for further learning or to springboard into employment with starter skills – as well as a commitment to working with other education provider such as TasTAFE, augers well for engagement in the sector.

The benefits to the City of Hobart and the greater Hobart regions as well as the state are employment, hospitality and accommodation sectors. The challenge for us is to keep up with the demand and be ahead of the curve with infrastructure, profile of inner city populations, schools.

### Visit to Freiburg, south-west Germany

We then spent two days in Freiburg. Similarities between Freiburg and Hobart were:

- On the edge of nature
- Known for their Green approach
- Differences
- Low unemployment rate
- High education rate
- High earning area of Germany

We could emulate much of Freiburg's approach – high student population and corresponding university employment. However, the cost of housing is high.

Sustainability awareness and action with reduced car use and high goals as highlighted in the Council report.

Reduced greenhouse gas emissions targets, good housing models – Vauban district – a former French military base but now a hive of sustainability and innovation.

University approach to sustainability on a massive scale but tied to economic benefits.

Transport options are real, and part of the benefit of a city within the heart of the city is that there is fewer car trips required anyway. Public transport was very good with a great interchange that favoured bike parking over car parking.

Use heat exchange, and pellets from sawdust waste to heat buildings (great example of a zero carbon emissions model).

### Cambridge

The delegation visited Cambridge due to the UK's Smart Cities Deal which will see millions of pounds and Euros invested in improving traffic congestion; Cambridge is very congested.

New development at Addenbrooke Hospital which the delegation visited is outside of the old centre of Cambridge, but linked by a bus that travels on a disused railway line – similar to O-Bahn in Adelaide. The hospital extension is of a massive scale with investment from private as well as the public sector. Significant financial commitment to this prestigious NHS facility on an incredible scale of development. Similar problems associated with developing on an old site and controversy when developing this on the green belt. Some sustainability measures were shown to us when we toured the site.

### Bristol

Awarded the European Union's Green City Award in 2015, Bristol has been developing into a city with great place making, better public transport and bike riding and walking options.

<https://www.theguardian.com/cities/2015/feb/18/is-bristol-a-worthy-green-capital-of-europe-or-is-it-all-for-show>

They have preserved the old part of their city, and continue to have good public spaces. We walked the city and found projects which were showcasing an area which had been a main 4 lane

thoroughfare, reducing it to 2 lanes and providing better highlights of statues and important buildings.

So too the Georgian square a centrepiece of Bristol which had been carved up by a main road traveling right through it – now a much used area for gatherings and markets.

The debate around train versus buses was dead: Bristol had the discussion 20 years ago, and they are using their public transport network with hybrid buses (reducing greenhouse gas emissions).

We met Council staff who were generous with their time, saw some amazingly beautiful areas.

As with Cambridge, their agenda of reform was very ambitious but there was a great sense of purpose with council staff and already their achievements were impressive.

They were also aware of what hasn't worked, but did show us some areas where the investment by private developers to create shops and residential areas of high quality public spaces was very impressive.

#### [Acknowledgement](#)

I take this opportunity in appreciating the opportunity to attend the conference and visit the places on our itinerary. I also thank the other delegates who were all very enthusiastic to establish strong ties between our organisations, and provide benefits for the City and its long term prosperity.



ACA Annual Conference 2016  
UniverCities Higher education institutions and their habitat  
Organised by ACA, Tempus Public Foundation (TPF)  
Budapest, 20-22 November 2016

List of participants

N°	Last Name	First Name	Organisation	Country
1.	Adema	Duco	Windesheim University of Applied Sciences	Netherlands
2.	Ancion	Denis	Maastricht University	Netherlands
3.	Ansala	Liisa	University of Lapland	Finland
4.	Arranz	Ana	EASD Vitoria-Gasteiz	Spain
5.	Athanassiou	Kyriakos	IKY-State Scholarships Foundation-Erasmus+ Hellenic NA	Greece
6.	Ayoub	Amjad	Al-Hawash Private University	Syria
7.	Baumgartner	Thomas	University of Innsbruck	Austria
8.	Breuls	Pascal	Maastricht University	Netherlands
9.	Brisch	Benedikt	DAAD	Germany
10.	Briscoe	Jeff	City of Hobart	Australia
11.	Broek	Robert	Codarts Rotterdam	Netherlands
12.	Burnet	Helen	City of Hobart	Australia
13.	Carrera Troyano	Miguel	University of Salamanca	Spain
14.	Castles	Angela	University of Tasmania	Australia
15.	Cipelli	Elisa	LUISS University	Italy
16.	Cramers	Patrick	Codarts Rotterdam	Netherlands
17.	Curtis	Shaun	University of Exeter	UK
18.	Davis	Peter	University of Tasmania	Australia





19.	Davis	Karen	C/- Peter Davis	Australia	f
20.	Degi	Nora	Pazmany Peter Catholic University	Hungary	c
21.	Domahidi	Ákos	Andrassy University Budapest	Hungary	a
22.	Duh	Julia	Archimedes Foundation	Estonia	j
23.	Embertsén	Mats	Swedish Council for Higher Education	Sweden	r
24.	Evers	Maurice	Student Services Centre	Netherlands	r
25.	Fällström	Anders	Umea university	Sweden	a
26.	Fedak	Michal	SAIA, n. o.	Slovakia	r
27.	Frankiewicz	Barbara	Perspektywy Education Foundation	Poland	k
28.	GallÃ©	Maria	Erasmus University Rotterdam	Netherlands	i
29.	Glangeaud	Elisa	Comue Université Grenoble Alpes	France	s
30.	Gonczy	Eva	Central European University	Hungary	i
31.	Gore	Tim	University of London Institute in Paris	France	i
32.	Hajdu	Gabor	Pazmany Peter Catholic University	Hungary	i
33.	Heath	Nick	City of Hobart	Australia	i
34.	Hedbjörk	Ulf	The Swedish Council for Higher Education	Sweden	i
35.	Hendrickx	Birgitte	Maastricht University	Netherlands	i
36.	Hendrikson	Annela	Archimedes Foundation	Estonia	i
37.	Hernandez-Sancho	Francesc	University of Valencia	Spain	i
38.	Heuer	Orsolya	Hungarian Rectors Conference	Hungary	i
39.	hoyez	joel	HELMO University College	Belgium	i
40.	Hrgović	Josip	Agency for Science and Higher Education	Croatia	i
41.	Hrubos	Ildiko	Corvinus University of Budapest	Hungary	i
42.	Ildikó	Mészáros	Club of Hungarian Science Journalists	Hungary	i
43.	Johansson	Dan	Stockholms Akademiska Forum (Stockholm Academic Forum)	Sweden	i
44.	Kabakhidze	Ekaterina	Moscow City University	Russia	i
45.	Kádár	Judit	University of Physical Education	Hungary	i
46.	Kallstrom	Magdalena	Sodertorn University	Sweden	i



47.	Kasuya	Minoru	Educational Research Foundation	Japan
48.	Kordos	László	Debrecen University	Hungary
49.	Kristensen	Charlotte Skov	Aarhus University	Denmark
50.	Kristiansen	Soeren Ginnerup	Aalborg University	Denmark
51.	Kulberga	Karina	Riga Graduate School of Law	Latvia
52.	Kuráth	Gabriella	University of Pecs	Hungary
53.	Kuznetsov	Alexander	University of Alberta	Canada
54.	Lindblom	Jerry	Stockholm Academic Forum - Staf	Sweden
55.	Lindqvist	Sofia	Student Union of the University of Helsinki	Finland
56.	Loerke	Martha	Open Society Foundations	United States
57.	Lundström	Brita	Stockholms Akademiska Forum	Sweden
58.	Maat	Rob	Windesheim University of Applied Sciences	Netherlands
59.	Makūnas	Vaclovas	Kaunas University of Applied Sciences	Lithuania
60.	Mayoraz Santiago	Vanessa	City of Geneva	Switzerland
61.	McKee	James	University of Tasmania	Australia
62.	Morován	Júlia	Hungarian Rectors Conference	Hungary
63.	Noye	Neil	City of Hobart	Australia
64.	Pacton	Aude	swissuniversities	Switzerland
65.	Perdahl	Anna-Lena	Umea university	Sweden
66.	Peterson	Corey	University of Tasmania	Australia
67.	Rasmussen	Torben Kornbech	Independent consultant	Denmark
68.	Rathjen	Peter	University of Tasmania	Australia
69.	Ruud	Tomas Syrstad	NOKUT	Norway
70.	Sahlin	Martin	Stockholms Akademiska Forum	Sweden
71.	Schroef	Serge	VIVES University College	Belgium
72.	Seitsalo	Samu	CIMO	Finland

ACA  
ACADEMIC  
COOPERATION  
ASSOCIATION

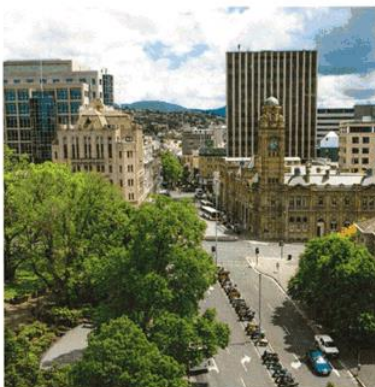
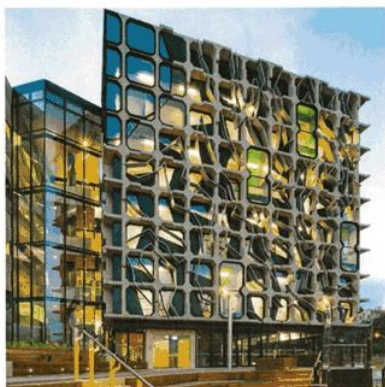


73.	Shimizu	Yoshifumi	Tohoku University	Japan
74.	Skeidsvoll	Karl Johan	NOKUT	Norway
75.	Sundås Larsson	Annika	Uppsala university	Sweden
76.	Tarrosy	Istvan	University of Pecs	Hungary
77.	Turner	D. Renee	Willem de Kooning Academy, Hogeschool Rotterdam	Netherlands
78.	Väänänen	Kalervo	University of Turku	Finland
79.	Vakhbi	Oksana	Al-Hawash Private University	Syria
80.	van de Water	Inge	City of Delft	Netherlands
81.	van den Bos	Ronald	Erasmus University Rotterdam	Netherlands
82.	van der Kolk	Jan	Rotterdam University of Applied Sciences	Netherlands
83.	Varesi	Iliana	University of Macedonia	Greece
84.	Verspaandonk	Vincent	StudyPortals – the Global Study Choice Platform	Netherlands
85.	Vukuz	Nolitha	South African Embassy in Paris	France
86.	Wilkie	George	City of Hobart	Australia
87.	Wolthuis	Marieke	TU Delft	Netherlands
88.	Wrangel	Michael	Metropolitan University College	Denmark
89.	Yakovenko	Dmytro	University of Agder	Norway
90.	Yekimova	Tatyana	RNCM	United Kingdom
91.	Young	Jacinta	University of Tasmania	Australia
92.	Zotti	Stefan	OeAD-GmbH	Austria
<b>Speakers</b>				
93.	Barcza	Dániel	Moholy-Nagy University of Art and Design	Hungary
94.	Betts	Alicia	Catalan Association of Public Universities (ACUP)	Spain
95.	Bojár	Gábor	European Institute of Technology	Hungary
96.	Corijn	Eric	Vrije Universiteit Brussel	Belgium



97.	Erdős	Katalin	University of Pécs Innovation and Economic Growth Research Group	Hungary
98.	Esposito	Frederic	University of Geneva	Sweden
99.	Fogelstrom Kylberg	Maria	Stockholm Akademiska Forum	Sweden
100.	Kiss	Ida	KEK Budapest	Hungary
101.	Kortmann	Bernd	FRIAS-Freiburg Institute for small advanced Studies, Albert Ludwig University Freiburg	Germany
102.	Kozlova	Daria	ITMO University	Russia
103.	Lazar	Mark	Institute of International Education	USA
104.	Lee	Sung	UNESCO Institute for Lifelong Learning	Germany
105.	M. Vilalta	Josep	Catalan Association of Public Universities (ACUP)	Spain
106.	Matei	Liviu	Central European University	Hungary
107.	Mayoraz	Vanessa	External Relations Office of the City of Geneva	Switzerland
108.	Mettinger	Arthur	FH Campus Wien, UAS	Austria
109.	Nemeslaki	Andras	Tempus Public Foundation	Hungary
110.	Noorda	Sijbolt	President	Netherland
111.	Ollé	János	Eszterhazy Karoly University of Applied Sciences, Eger	Hungary
112.	Pratt	Murray	Amsterdam University College	Netherland
113.	Snellman	Outi	UArctic VP Organisation, University of Lapland	Finland
114.	Strannegård	Lars	Stockholm School of Economics	Sweden
115.	Szucs	Andras	EDEN European Distance and E-Learning Network	Hungary
116.	Várhalmi	Zsuzsa	EIT Digital Budapest	Hungary
117.	Waters	Margie	DG Education and Culture	Belgium

MEMORANDUM OF UNDERSTANDING  
2015 - 2018  
BETWEEN THE UNIVERSITY OF TASMANIA  
AND THE CITY OF HOBART





**INTRODUCTION**

This Memorandum of Understanding (MOU) between the City of Hobart (the City) and the University of Tasmania (the University) builds on the achievements of the 2009-2012 MOU.

It is being entered into with the recognition and acknowledgement of the importance of both organisations to the educational, social, cultural and economic health and wellbeing of the City of Hobart.

The MOU has the objective of contributing to the creation of a city that is dynamic, vibrant and attractive through the University's engagement with the economic, cultural and intellectual life of the City of Hobart.

**PURPOSE**

The purpose of this MOU between the City and the University is to develop further the strong existing relationship between our two organisations and to identify common strategic objectives and areas of interest.

It also establishes the process that will support the identification and effective achievement of a range of projects and activities over the next three years (2015 to 2018). This is detailed in the Schedule attached to this MOU.

**GUIDING PRINCIPLES**

In order to effectively realise positive outcomes from this MOU, the City and the University will:

- Establish a framework for collaboration between the two organisations;
- Adopt a cooperative approach to working together for mutual organisational, student and broader community benefit;
- Pursue areas of common strategic interest;
- Actively participate in joint initiatives, projects and activities; and
- Identify and address common areas of concern that may emerge during the life of the MOU.

**GOVERNANCE ARRANGEMENTS**

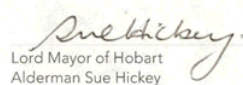
To facilitate working together:

- The Lord Mayor of Hobart and the Vice-Chancellor, University of Tasmania, accompanied by Hobart City Council's General Manager and the Chief Operating Officer, University of Tasmania, will meet annually to identify areas of common strategic interest;
- The Council's General Manager and the University's Chief Operating Officer will co-chair regular meetings of relevant Council and University staff to ensure effective implementation of agreed activities outlined in the attached Schedule; and
- Relevant Council and University staff will collaborate directly as required on joint projects and activities.

**DURATION OF MOU**

This MOU is valid for three years from the date of signing.

**SIGNED**

  
Lord Mayor of Hobart  
Alderman Sue Hickey

  
Vice-Chancellor, University of Tasmania  
Professor Peter Rathjen

9 October 2015

MEMORANDUM OF UNDERSTANDING 2015-2018

2

**SCHEDULE TO THE 2015-2018  
MEMORANDUM OF UNDERSTANDING (MOU)****AREAS OF COMMON INTEREST**

The MOU will address, but is not necessarily confined to, matters that fall into the following general areas of mutual interest:

**GOVERNANCE AND RELATIONSHIPS**

- Establishing a clear understanding of each organisation's vision and plans for the future and identifying shared objectives;
- Enhancing relationships and developing an engagement protocol at higher political and strategic levels;
- Identifying operational units and key staff contacts for specific projects in infrastructure, community partnerships, events and training opportunities and other activities; and
- Building partnerships for supporting development of joint proposals for funding bids from State and Australian Government programs for agreed developments/initiatives.

**COMMUNITY PARTNERSHIPS**

- Youth based initiatives:
  - o Implementing the City of Hobart / University of Tasmania Student Ambassador Program;
  - o Biannual participation in the University's student expos (Youth Arts and Recreation Centre / Bush Adventures Program);
  - o Engagement in the Council's democratic processes, for example the General Manager's Roll;
  - o Encouraging utilisation and active student engagement in the Council's recreational facilities – the Doone Kennedy Hobart Aquatic Centre (DKHAC), Youth Arts and Recreation Centre (Youth ARC); and
  - o Investigating the potential to actively involve students in City initiatives, such as its arrangement with North Melbourne Football Club.
- Events:
  - o Use of University spaces for community events, for example the Melville Street Plaza, the Domain, Sandy Bay Campus;
  - o Closer collaboration on national initiatives, for example, Harmony Day activities;
  - o Council support for the University 125th anniversary;
  - o Access, and conditions of access, to University facilities as part of specific events, for example, the Institute of Marine and Antarctic Studies (IMAS) forecourt and building for The Taste of Tasmania; and
  - o Investigating opportunities for Tasmanian Travel and Information Centre (TTIC) involvement in University events.
- Health and safety:
  - o Jointly responding to community safety issues around student residential communities; and
  - o Joint promotion of community health initiatives, including participation in University health research programs, such as DKHAC support for University research into individuals using gyms and fitness instructors.

**INFRASTRUCTURE DEVELOPMENT**

- Enhancing the positive impact of major University developments in the Hobart CBD:
  - o Creative Industries and Performing Arts Development;
  - o Student Apartments, Melville Street; and
  - o Further development of the Domain Campus.
- Joint infrastructure developments:
  - o Brooker pedestrian and bike bridge (a City of Hobart Inner City Action Plan (ICAP) project);
  - o The development of 'support infrastructure' within the areas being developed by the University; and
  - o Scoping the development of the 'Town and Gown Precinct' (ICAP) around Campbell Street after the completion of the Royal Hobart Hospital development.
- Joint identification of 'urban pockets of availability' – property potentially available for University development other than on the waterfront.

**IMPLICATIONS OF NEW DEVELOPMENTS**

- Student Apartments, Melville Street:
  - o Promoting positive community perceptions of the impact;
  - o Encouraging development of student friendly and appropriate offerings in services, retail, business, activities and events; and
  - o Meeting contractual obligations – car park management, investment of sale funds in public infrastructure.
- Development of the Inner City generally: extension and delineation of the Hobart City cultural precinct following completion of the Creative Industries and Performing Arts Development and enhanced use of Council facilities such as City Hall;
- Revitalisation of the Domain, the University's historical home, as a vibrant educational and public precinct; and
- Continued communication and engagement for proposed redevelopments to ensure alignment of existing master planning, such as the City of Hobart Queens Domain Master Plan.

**PROPERTY MANAGEMENT**

- Sandy Bay campus - consolidation of teaching, research and student services on main campus between Churchill Avenue and Sandy Bay Road, and potential re-zoning of the Sandy Bay Campus;
- Providing information on the disposal of significant property assets such as the sale of the Conservatorium preceding relocation to the Creative Industries and Performing Arts Development; and
- Rates regime – establishment of clear, agreed guidelines based upon applicable law.

**CONNECTIVITY**

- Work together on initiatives to improve connectivity between:
  - o Sandy Bay campus and the Sandy Bay shopping precinct, including reconsideration of the 'Well lit Passage' proposal to create a safe and accessible pathway of travel; and
  - o Sandy Bay campus to the Inner City.
- Joint involvement/support on specific improvements:
  - o Developing the IMAS forecourt to enhance the safety and utility of the Castray Cycleway;
  - o Movement in and around Battery Point and its foreshore;
  - o Potential for public use of University 'end of trip' bike facilities; and
  - o Assessing walking and cycling implications resulting from the Creative Industries and Performing Arts Development and Melville Street development.
- Ensure safe movement through the City and between University facilities more generally.



**INTERNSHIPS AND STUDENT ENGAGEMENT**

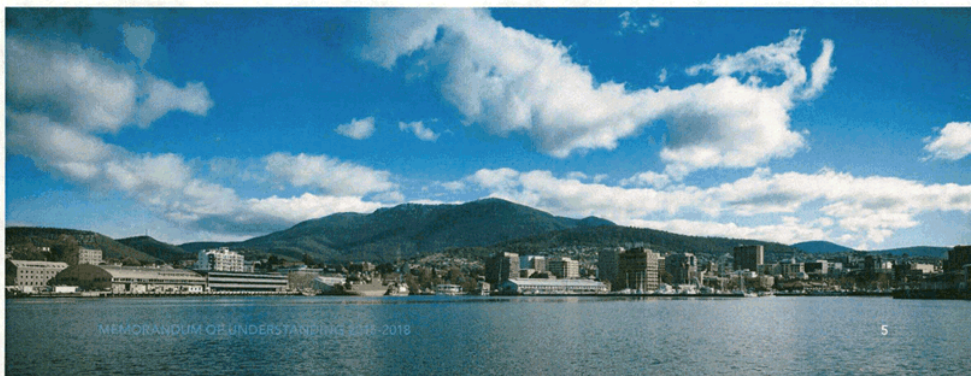
- Fostering the existing internship program;
- Investigating the potential for the development of a whole-of-Council internship framework, in consultation with the University, including support for a whole-of-University Internship program, to ensure best practice outcomes for students and the City;
- Through Hobart's sister cities, seek to add value to the University's international student strategy;
- Developing further opportunities for student vacation work placements across disciplines;
- Engaging students on specific projects, such as design;
- Maintaining existing involvement by students from Arts, Business, Architecture, Engineering, as well as looking at other opportunities, including marketing, tourism, public relations;
- Exploring co-teaching opportunities for University and Council staff;
- Investigating study opportunities for Council staff, including development of targeted teaching programs; and
- Seeking a strengthening of the integration and coordination of activities related to international students.

**COMMUNICATION AND PROMOTION STRATEGIES**

- Developing a joint communication and promotion protocol, with defined responsibilities for each party, that includes:
  - o The development of key messages to enhance positive perceptions relating to major University developments in the City;
  - o Value adding to the University's promotional strategy on building international and interstate student intake, by developing co-promotion and marketing;
  - o The development of student-specific collateral that ensures students feel welcome and get the best experience in the City of Hobart; and
  - o The identification of a role for the TTIC in the 'visiting family and friends' market to ensure best experience of the City.

**ORGANISATIONAL SUPPORT**

- Developing responses, as required, to meet specific needs of each organisation, including, by way of example:
  - o Providing paid work experience opportunities with the Council for University students;
  - o Academic input into Council activities; and
  - o Commissioning of research projects to assist the Council to meet its strategic objectives, including specifically the development of qualitative and quantitative measures to assist the Council to assess the value of its sister city / friendship agreements.





LORD MAYOR'S OFFICE  
TOWN HALL  
MACQUARIE STREET  
HOBART  
TASMANIA

Professor Peter Rathjen  
Vice-Chancellor  
University of Tasmania  
Sandy Bay TAS 7005

Via Email: [Vice.Chancellor@utas.edu.au](mailto:Vice.Chancellor@utas.edu.au)

Dear Professor Rathjen

I wanted to take this opportunity to write to you on a number of really positive matters for the City and UTAS.

Firstly I wanted to assure you that the Council is completely committed to and shares UTAS's aspirations to move into the inner city. The continued positive news regarding the STEM project is one of the most genuinely exciting prospects this city has faced in decades.

At its Council meeting of the 6<sup>th</sup> February the Aldermen received a report from Aldermen Briscoe, Burnet and the General Manager on their recent attendance at the *UniverCities* conference in Budapest as well as the study tour to Freiburg and Cambridge with your team. To say they came back enthused would be an understatement. As a result of this meeting the Council resolved:

- That the MOU between our organisations should be reviewed with the intent to strengthen its strategic nature
- To hold discussions with you to seek UTAS's partnership in undertaking a significant socio-economic analysis of the University's move into the City
- As the City commences the process to develop a new future vision for Hobart that we engage UTAS as a strategic partner in developing this vision.

Furthermore the Council wishes to make a submission to the pending Australian Government's Smart Cities and Suburbs program, again which we believe could be greatly enhanced by UTAS's involvement particularly around a transport based project

Finally I thought you would also be interested to know that the Council has agreed to participate in the European Unions 'Twin Cities urban Sustainability' project and it is possible that we may be paired with either Freiburg or Copenhagen. I will keep you informed of progress in this regard.

Cont.../



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-2-

I cannot think of a more positive time in this city's history and in this environment of *City Deals* at a national level, your continued vision, partnership and participation in Hobart's future is critical. I would appreciate it if you would give some thought as to who best within UTAS can assist in the socio-economic analysis and advise me accordingly.

Yours sincerely



Alderman Sue Hickey  
**LORD MAYOR**

Tuesday 7 March 2017

Item No. 12

Supplementary Agenda (Open Portion)  
Governance Committee Meeting  
28/3/2017

Page 3

**REPORT TITLE: GOING GLOBAL 2017 CONFERENCE, LONDON - 22-24 MAY 2017****REPORT PROVIDED BY:** Group Manager Executive & Economic Development**1. Report Purpose and Community Benefit**

- 1.1. The purpose of this report is to seek approval and Aldermanic nomination for the proposed *Going Global 2017 Conference* in London from 22–24 May 2017, and a study tour to visit exemplar university cities in the United Kingdom and Europe prior to attending the conference.

**2. Report Summary**

- 2.1. Building on the successful delegation to the *UniverCities Conference – Budapest* and study tour last November, the Vice-Chancellor, Professor Peter Rathjen, of the University of Tasmania (UTAS) has invited the Lord Mayor to accompany him to continue to explore exemplar university cities prior to attending the *Going Global 2017 Conference* in London, 22-24 May 2017.
- 2.2. On balance, this report suggests the invitation is worthy of consideration given that UTAS has a clear desire to move into the inner city.
- 2.3. This move overtime will have impacts on the inner city in a range of areas and it is critical that the Council take positive steps to understand what the effect of these impacts may be.
- 2.4. Examining how other cities have dealt with these issues is an important source of information for the Council.
- 2.5. The estimated cost of full attendance at the conference, business class airfares and seven nights accommodation will be approximately \$13,733 per person plus travel allowance and incidental costs. These costs are subject to change depending on the final itinerary for the proposed study tour.

**3. Recommendation*****That:***

1. ***The Council consider the City of Hobart's participation in the 'Going Global Conference' in London from 22–24 May 2017, and a study tour to visit exemplar university cities in the United Kingdom and Europe prior to attending the conference.***
  2. ***Aldermanic nominations be invited.***
-

3. *The Council approve the participation the General Manager and / or his nominee(s).*
  4. *The estimated cost of \$13,733 per Alderman be attributed to the general Aldermanic conferences allocation in the City Government Function and the Economic Development Function of the 2016/2017 Annual Plan.*
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#### 4. Background

A delegation consisting of Council and University of Tasmania representatives attended the *UniverCities Conference* in Budapest and subsequent study tour of Freiburg, Bristol and Cambridge last November. A report on the outcome of this tour was presented to the Council on 6 February 2017 and the following resolution adopted:

*That: 1. The Council participate in regular meetings with the University Council and pursue an amendment to the existing memorandum of understanding with the University of Tasmania that seeks to strengthen the strategic relationship between the parties and focus on:*

*a) Joint research initiatives, including the socio-economic impacts of the University's move into the City and the movement of people in and around the City;*

*b) Public realm improvements, and;*

*c) City activation.*

*2. The development of the new vision for the City of Hobart involve extensive consultation with the University of Tasmania as well as other key stakeholders and acknowledge the importance of higher education in the City.*

*3. When contemplating a possible City Deal for the Greater Hobart region, the following be taken into consideration:*

*(i) The City Deal be well thought through and recognise what it is hoping to achieve; identify the issues it is seeking to address; is well resourced with appropriate, qualified staff; has a strong leadership structure and appropriate communication and PR support, and involve regional cooperation as well as commitment from the State and Australian Governments.*

*4. The Council pursue a submission to the Smart Cities and Suburbs Program to gather data to assist the community with travel to work information, address congestion and improve the wider movement of people in the City.*

*5. A further report be provided to investigate extending an invitation to Gehl Architects to visit the City for the purposes of reviewing the urban transformation work the City has done to date and to provide a public lecture.*

*6. On receipt of the details of European Union's 'Twin Cities Urban Sustainability' project that a further report be prepared for the*

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*Council that considers the cost benefit of the project and identifies potential partner cities, including Freiburg, with whom the Council may partner.*

7. *A visual presentation of the city design learnings from Bristol and Freiburg be provided to the Council, in conjunction with the University of Tasmania*

*(i) The Governor of Tasmania, or her delegate, be invited to attend the presentation.*

8. *The General Manager be delegated the authority to reimburse appropriate officer travel expenses incurred in attending the UniverCities Conference and Study Tour.*

4.1. Building on the success of this delegation the Vice-Chancellor, Professor Peter Rathjen, of the University of Tasmania has invited the Lord Mayor to accompany him to explore exemplar university cities prior to attending the *Going Global 2017 Conference* in London, 22-24 May 2017 (refer **Attachment A**).

4.1.1. Whilst the letter is addressed to the Lord Mayor the invitation is open to all Aldermen.

4.1.2. The *Going Global* annual conference is run by the British Council, which offers an open forum to explore how universities support city-regional economies and social and civic engagement, connect the world's cities to global knowledge and talent and address global challenges.

4.1.3. Going Global 2017 explores how universities and colleges support city-regional economies and social and civic engagement, connecting the world's cities to global knowledge and talent and addressing global challenges (refer **Attachment B**)

The website for the conference  
(<https://www.britishcouncil.org/going-global>) notes:

*We live in an era characterized by both globalisation and urbanisation with more than half of the world's people living in cities and towns. Universities and colleges are the global connectors among the world's fast-evolving knowledge economies and cities are the beating hearts of innovation. This urban-global age provides tertiary education institutions with unprecedented opportunities to mobilise their expertise, prepare young people for the future and drive forward research and policy agendas at the city, national and global levels. Yet the urban-global age also poses challenges for universities and colleges and the cities and towns of which they are a part, not least because of the changing nature and locations of tertiary education delivery.*

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*'Going Global 2017' explores how universities and colleges support city-regional economies and social and civic engagement, connecting the world's cities to global knowledge and talent and addressing global challenges.*

4.1.4. It is proposed that delegates arrive in Europe mid-May and return to Australia on or about 24 May 2017.

4.1.5. The intent would be to visit exemplar university cities prior to attending the conference to experience first-hand the social, cultural and economic aspects of university-led revitalisation.

4.1.5.1. It is noted that the Cambridge City Deal has brought the civic side of town and the university together to face particular challenges to ensure economic revitalisation, with Cambridgeshire now one of the UK's top three growing economies.

4.2. Clearly it is an unusual scenario for the Council to consider further international travel unrelated to a sister/friendship city visit, however the Science, Technology, Engineering and Mathematics (STEM) proposal is a unique opportunity for the city and in supporting the proposal it is incumbent upon the Council to ensure it fully understands the relationship of universities and their cities.

Furthermore Aldermen would be aware that Infrastructure Australia has added the STEM proposal to the nation's Infrastructure Priority List.

This is the first time an education project has made it onto the Infrastructure Priority List and therefore increases the probability that federal funding may become available.

As a result the Vice-Chancellor is keen to facilitate the Council's continued understanding of Univercities by providing such opportunities as the one attached.

4.3. The invitation by the Vice-Chancellor was extended to further explore how the University of Tasmania along with the City of Hobart, the Launceston City Council and the Burnie City Council can work on a strategy to drive socioeconomic outcomes for the whole state through a shared commitment to invest in human capital and innovation.

4.3.1. A similar invitation has also been extended to the Mayors of the Launceston City Council and the Burnie City Council.

4.4. The suggestion to travel to Europe is not taken lightly by UTAS and no differently to the Council, it must be accountable for the expenditure of its funds.

4.5. In considering whether to participate in the conference and the study tour the Council must ask itself the relevance of both activities.

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- 4.6. Should the Council accept the invitation of the Vice-Chancellor and participate in both the conference and the study tour UTAS are requesting Council input into the itinerary for the proposed visit.

**5. Proposal and Implementation**

- 5.1. It is proposed that the Council accept the invitation of the Vice Chancellor and participate in both the conference and the study tour.
- 5.2. It is proposed that Aldermanic nomination be sought.
- 5.3. The estimated costs based on full attendance at the conference, business class airfares and seven nights accommodation only are:
- 5.3.1. *Going Global 2017 Conference* standard 2.5 day fee £995, estimated \$1,633.
- 5.3.2. Business class airfares \$10,000 per person.
- 5.3.3. Accommodation will likely be on average \$300 per night for a possible seven nights totalling \$2,100.
- 5.3.4. Therefore, for example the cost per Alderman based on full attendance at the conference, business class airfares and seven nights accommodation only will be approximately \$13,733 per person plus travel allowance and incidental costs.
- 5.3.5. The final cost estimates is subject to change depending on the final itinerary for the proposed study tour.
- 5.4. As noted above, should the Council accept the invitation of the Vice-Chancellor and participate in both the conference and the study tour UTAS are requesting Council input into the itinerary for the proposed visit.
- 5.5. Should the Council approve participation, it is further proposed that the Council authorise the Lord Mayor to write to the Mayors of London and other relevant cities in preparation for the visit to maximise the opportunities for information exchange.

**6. Strategic Planning and Policy Considerations**

- 6.1. Goal 1 of the 2015-2025 Strategic Plan, Economic Development, Vibrancy and Culture, states at Objective 1.1.2, *Support the University of Tasmania's continued growth within the City.*

**7. Financial Implications**

- 7.1. Funding Source and Impact on Current Year Operating Result
-

- 7.1.1. Clause C2 of the Council's policy titled *Aldermanic Development and Support* with regard to conference attendance, provides that:

*The Council may approve the attendance of Aldermen at relevant conferences as representatives of the City, in the capacity as a delegate or conference presenter, subject to budget availability.*

*Particular conferences where Council representation may be considered appropriate may be brought to the notice of the Council by the General Manager or an individual Alderman.*

*When such conferences are listed on the relevant committee agenda for consideration of representation, the relevance of the conference to the City's strategic objectives is to be addressed as part of the process.*

- 7.1.2. As noted above, the estimated costs of full attendance at the conference, business class airfares and seven nights accommodation will be approximately \$13,733 per person plus travel allowance and incidental costs. This is subject to change depending on the final itinerary of the study tour.
- 7.1.3. These costs are to be attributed to the general Aldermanic conferences allocation spread across both the City Government and the Economic Development Function of the 2016–17 Annual Plan.
- 7.1.3.1. The original budget allocation of \$40,000 for Aldermanic conferences is almost exhausted; as such attendance at this conference would result in a budget variance being required.

7.2. Impact on Future Years' Financial Result

- 7.2.1. Nil

7.3. Asset Related Implications

- 7.3.1. Nil

**8. Legal, Risk and Legislative Considerations**

- 8.1. None arise from this report.

**9. Environmental Considerations**

- 9.1. Air travel does bring with it considerations of pollution.
- 9.2. These can be offset to some degree by purchasing carbon offsets as part of the ticket.
-

**10. Social and Customer Considerations**

- 10.1. The continued growth of the University within the inner city clearly brings with it a range of social and community considerations. The Lord Mayor has written to the Vice-Chancellor to commence the joint research initiatives, including the socio-economic impact of the University's move into the city and the movement of people in and around the City, therefore this study tour and conference could perform part of the socio-economic evidence base.
- 10.2. The purpose of this conference and study tour is to explore some of these and see how other cities deal with these issues.
- 10.3. While it may on balance be seen as a positive that UTAS wishes to expand within the inner city, there will be many matters of detail that may not be apparent until opportunities like the subject of this report are taken up and explored.

**11. Marketing and Media**

- 11.1. Any international travel undertaken by the Council is usually the subject of interest from the media.
- 11.2. It is incumbent upon the Council to demonstrate the value of such visits to the community.
- 11.3. It is proposed that the Lord Mayor be authorised to comment on the matter as required and to also suggest that the media seek comment from UTAS as to why it also views the conference as being relevant for the Council.

**12. Community and Stakeholder Engagement**

- 12.1. Other than the obvious engagement with UTAS none arise from this report.

**13. Delegation**

- 13.1. The matter is delegated to the Council.

*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.*

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Item No. 12

Supplementary Agenda (Open Portion)  
Governance Committee Meeting  
28/3/2017

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Tim Short  
**GROUP MANAGER EXECUTIVE &  
ECONOMIC DEVELOPMENT**

Date: 24 March 2017  
File Reference: F17/30434

Attachment A: 14 March 2017 - Letter from the Vice-Chancellor to the Lord  
Mayor - Going Global 2017 Conference & study tour ↓  
Attachment B: Going Global Conference 2017 - 22-24 May 2017 ↓

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OFFICE OF THE  
VICE-CHANCELLOR

Alderman Sue Hickey  
The Right Honourable the Lord Mayor of Hobart  
Hobart City Council  
GPO Box 503  
Hobart TAS 7001

Email: [lord.mayor@hobartcity.com.au](mailto:lord.mayor@hobartcity.com.au)

*Sue*  
Dear ~~Lord Mayor~~

Thank you for your letter of 7 March 2017 regarding the City of Hobart's commitment to the University's exciting plans for the Hobart CBD. In that vein, I am keen to explore how we work together on a strategy with the City of Hobart, along with the City of Launceston and Burnie City Council, to drive socioeconomic outcomes for the whole state through a shared commitment to investment in human capital and innovation.

Building on the successful delegation to the "UniverCities. Higher education institutions and their habitat" conference held in Budapest last November with representatives of the Hobart City Council, I would like to extend an invitation for you to accompany me to explore exemplars in the United Kingdom and Europe in May 2017.

This will include attending the "Going Global" annual conference run by the British Council, which offers an open forum to explore how universities support city-regional economies and social and civic engagement, connect the world's cities to global knowledge and talent and address global challenges. "Going Global 2017" will be held from 22 - 23 May 2017 in London. I propose that delegates arrive in Europe in mid-May and return to Australia on the evening of 23 May. The intent would be to visit exemplar university cities prior to attending the conference to experience first-hand the social, cultural and economic aspects of university-led revitalisation. As you are aware, the Cambridge City Deal has brought the civic side of town and the university together to face particular challenges to ensure economic revitalisation, with Cambridgeshire now one of the UK's top three growing economies.

I have also extended similar invitations to the Mayors of Launceston and Burnie.

I would be happy to provide any additional information or please contact my Chief of Staff, Moya Fyfe, on 0417 517 291 at your convenience.

Yours sincerely

A handwritten signature in black ink, appearing to read "Peter Rathjen".

Professor Peter Rathjen  
Vice-Chancellor

14 March 2017

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## Going Global 2017 – Themes

(<https://www.britishcouncil.org/going-global/themes> - accessed 23 March 2017)

### Global cities: connecting talent, driving change

We live in an era characterized by both globalisation and urbanisation with more than half of the world's people living in cities and towns. Universities and colleges are the global connectors among the world's fast-evolving knowledge economies and cities are the beating hearts of innovation. This urban-global age provides tertiary education institutions with unprecedented opportunities to mobilise their expertise, prepare young people for the future and drive forward research and policy agendas at the city, national and global levels. Yet the urban-global age also poses challenges for universities and colleges and the cities and towns of which they are a part, not least because of the changing nature and locations of tertiary education delivery.

**Going Global 2017 explores how universities and colleges support city-regional economies and social and civic engagement, connecting the world's cities to global knowledge and talent and addressing global challenges.**

We examine this through four lenses:

- **Research and innovation:** a focus on how international collaborations provide cities with access to the world class knowledge and connections needed to grow and sustain their innovation and creativity; how, from urban anchors, institutions are developing as dynamic global 'multipliers' connecting cities, businesses and communities globally
- **Talent development and flows:** how institutions' role in producing highly skilled local, national and international talent facilitates the global flow and maintenance of international networks of influential alumni fostering the success of cities; how the life of students in multinational cities impacts their personal career journeys, contributing to the diverse communities they join
- **Societies and communities:** how institutions' understanding of social challenges and social change across the world contributes to international debates around the winners and losers inherent in the growth of cities; how, as global connectors, they can engage local students, citizens and communities in building a connected global civic society able to deliver wider equity and prosperity
- **Leadership:** how, as part of the leadership of cities, tertiary institutions contribute to the global positioning and influence of cities, to their diversity; how their leadership connects international with national and local policy initiatives

The world's cities are economic powerhouses for countries and regions across the globe. Today, half the world's population lives in cities. By 2050 that figure will be two-thirds. Already, cities generate around 80% of global GDP and are of major strategic importance. Some of the world's mega cities have a population larger than that of small countries, while world cities are connecting with each other alongside or even independent of national level engagement.

Successful cities are powered by innovation and creativity. In our digitally connected world where technology drives huge global change, the success of cities is sustained by their ability to attract increasing flows of fresh knowledge and extraordinary talent. Universities require ever greater numbers of innovators, researchers, inventors and educators to build their intellectual capital and cities in turn need to provide attractive environments in which such global talent pools can live, work and flourish.

Today, universities and colleges are an important component of the innovation eco-systems of cities. They educate students to be culturally and globally aware; and, working with local governments and businesses, they serve as urban anchors supporting wider economic activity in the locality. But, as global connectors, they also have potential to become global 'multipliers', connecting cities, businesses and communities across the world. As such they are pivotal to the success of cities. The breadth and strength of their collective international connections and networks are unparalleled and these can be harnessed to support city regional economies. Over decades (and, for some, over centuries) they have built deep research collaborations and networks which cross national borders and political alliances. They have been the primary instrument in developing diverse and highly skilled talent and in facilitating its flow across the world; and they maintain global networks of influential alumni.

## Going Global 2017 - Conference sessions

<https://www.britishcouncil.org/going-global/programme/sessions> - accessed 23 March 2017)

Going Global 2017 will take place Monday 22 to Wednesday 24 May in London

### **A city's heartbeat: HEIs in the health ecosystem**

This session will explore the role of a university as the heart of a healthy city and consider the approach needed to ensure health and wellbeing are part of a city's design process.

### **City 2050: building skills for an uncertain future**

An exploration and analysis of how demographic, economic and cultural shifts should be accounted for in planning the development of a workforce for the future.

### **Connecting (second) cities across ASEAN through HE**

ASEAN, the Association of Southeast Asian Nations, has seen huge growth in its capital cities. The next phase is to look beyond these and to accelerate investments into secondary cities.

### **Creative Hubs: igniting innovation in cities**

How can innovative multidisciplinary hubs support new links between creative businesses and universities to generate creative, social and economic opportunities in cities around the world?

### **Developing PhD talent and research to grow cities**

How can universities and policy makers attract and develop quality PhD talent to address the needs of communities and cities in Sub-Saharan Africa?

### **Forecasting city futures: a university challenge**

Forecasting the future of cities is a serious challenge. Can universities bring their knowledge and connections to not only forecast, but also form and build that future?

### **Future scoping for higher education leadership**

How do we plan for the future of higher education in our ever-changing world? This interactive sessions asks the audience to tackle the big questions for universities in the next 20 years.

### **Global students: the lifeblood of cities**

Developing students, faculty and curricula with a global perspective should be at the heart of universities. How do they ensure that this pervades all areas of activity?

### **Global talent: dispersing the equity**

International graduates are highly mobile in a competitive market for global talent. As many choose to work in the world's big cities, is a more equitable dispersal of talent possible?

**Global urbanisation: town vs. gown?**

City-university relationships should be mutually beneficial. But what do city leaders want from universities? What do they see as the opportunities and challenges in the relationship?

**In a post-truth world, is internationalisation dead?**

Has higher education failed to make a case for internationalisation? Are institutions part on an elite establishment rejected by the popular vote? Should we re-think or re-brand our values?

**Innovation districts: city panacea or urban myth?**

Can Innovation Districts produce the panacea of economic growth and social justice for cities? Or is this another urban myth? As lead 'anchors', what part are universities playing?

**Integration vs. impact: TNE in emerging ASEAN nations**

How do transnational education activities affect individual countries, their higher education institutions and their immediate communities across ASEAN?

**London-Paris: Building a post-Brexit future in HE?**

The imminent Brexit casts doubt over the Paris-London higher education relationship. French and British perspectives are explored with an aim to point to some ways ahead.

**Megacities: education in 21st century urbanism**

How can higher education through growing talent, research & innovation and city leadership respond to the many challenges and opportunities of 21st Century urbanism?

**No future for cities in a digital age?**

In an increasingly networked world where knowledge is borderless, are cities and physical location irrelevant?

**Safe spaces: the university culture wars**

This session explores how social media is both connecting and dividing city and town campuses across the globe.

**Smart cities: engaging creativity and youth**

Is technology enough to drive progressive change and innovation in our smart cities? What is the role of universities in this civic transformation and how are cities engaging with the creat

**Student choices: the city factor**

International students have a huge choice of where in the world to study. Three leading recruitment companies present up-to-the-minute data on the influence of cities on that choice.



**Leadership: local talent for global jobs**

If power is devolved locally, how can it best be done and what conditions need to be met to enable genuine, effective local autonomy within a national and global sphere?

**The eastward innovation shift: China's triple helix**

A combination of industry, government and academia are at the heart of China's innovation drive. What is the role of international collaboration in the triple helix mix?

**The impact of cities on the student experience**

What impact does the city in which students study have on their experience, integration with their local community, personal development and career?

**Univer-cities of sanctuary**

What is the role of universities, local authorities and private companies within cities receiving refugees? How can collaborative approaches help offer refugees places of safety?

**Universities and cities: attracting talent together**

Competition between universities for the best international students is intense. This session considers the numerous ways in which universities and cities work together to attract students

**Winners and losers: who should cities work for?**

Does the growth of cities serve the communities most in need? What do we mean by 'community' and 'social mobility'?

**World access to Higher Education Day**

Achieving equitable access to higher education requires advocacy, innovative thinking and engagement of new stakeholders. Could global collaboration between cities be part of the answer?

**World rankings data reveals the next knowledge hubs**

Phil Baty, Editor of the THE World University Rankings and M'hamed Aisati, Director of Content and Analytics at Elsevier, explore the world's new knowledge hubs with data behind the rankings

## Going Global 2017 – Registration

(<https://www.britishcouncil.org/going-global/registration> - accessed 23 March 2017)

### Key dates

Registration for Going Global is now open.

Early bird rates are available until Friday 24 March 2017, after which the standard rate is available until Monday 8 May 2017.

The following information includes the conference pass types and eligibility criteria for discounted passes.

### Conference fees

The conference fee is an all-inclusive cost and includes:

- Complimentary invitation to the welcome reception on the evening of Monday 22 May 2017
- Complimentary copy of the Going Global 2016 publication, "Going Global: Building nations, connecting cultures"
- Access to all plenary sessions
- Access to all parallel sessions throughout the conference
- Access to the exhibition
- Lunch and refreshments throughout the conference
- Pre-event agenda builder and meeting planner
- Going Global networking app (iPhone and Android compatible)
- Complimentary Wi-Fi throughout the conference venue
- Conference bag
- Video and audio on-demand post conference

PASS TYPE	EARLY BIRD FEE (UNTIL 24 MARCH 2017)		STANDARD FEE	
	2.5 DAYS	1.5 DAYS	2.5 DAYS	1.5 DAYS
Standard	£850	£550	£995	£600
Discounted	£750	£450	£850	£500
Contributor	£400	N/A	£400	N/A
Complimentary	£0	£0	£0	£0

### Definition of conference passes

#### Standard pass

- Those attending the full conference who do not qualify for a discounted rate

**Discounted pass**

- Automatically applies to residents of countries not listed on the Organisation for Economic Co-operation and Development's member country listOpens in a new tab or window. during registration
- Those who are members of Going Global reciprocal partner organisations
- Non-UK tertiary education institutions that have a partnership with a UK tertiary education institution
- Sponsors
- Unsuccessful proposals - those whose proposals were not accepted for Going Global 2017
- Exhibitors - see exhibition package for details
- Students - students are expected to show valid student ID when they collect their conference pass at the venue.

**Contributor pass**

- Speakers
- Session chairs
- Poster presenters

**Complimentary pass**

- Invited speaker – those who have received a formal invitation from the British Council International Steering Committee
- Sponsor – those from sponsoring organisations who are entitled to a complimentary pass
- Press – a valid press ID card is required and should be presented upon collection of their conference pass
- Volunteer – staff who are working for the conference team during the conference
- Reciprocal partner – one member from each Going Global reciprocal partner organisation
- Steering Committee – those who sit on the Steering Committee for Going Global 2017

The Going Global team will send details of the appropriate discount code in their communications.

Registration terms and conditions

Please see [here](#) for full terms and conditions (website link).

Going Global 2017 - Programme at a Glance  
Monday 22<sup>nd</sup> May, Queen Elizabeth II Centre, London, UK  
For more details on the session content and speakers please visit the session pages on our [website here](#).

	Sanctuary Foyer, Ground	Britten, 3 <sup>rd</sup>	Fleming & Whittle Room, 3 <sup>rd</sup>
13:30	Registration open		
14:00		Poster Gallery open	
15:30			PL01.Opening plenary
17:30			
18:00	Welcome Reception at Lindley Hall, The Royal Horticultural Halls, 80 Vincent Square, Westminster, London SW1P 2PE		
19:30	END OF DAY ONE		

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Please note that sessions may change rooms and time slots as we finalise the programme. Delegates will be notified of any significant change through the website, conference app and conference programme distributed on site.

**Going Global 2017 - Programme at a Glance****Tuesday 23<sup>rd</sup> May, Queen Elizabeth II Centre, London, UK**For more details on the session content and speakers please visit the session pages on our [website here](#).

	Britten, 3 <sup>rd</sup>	Fleming and Whittle, 3 <sup>rd</sup>	St James's, 4 <sup>th</sup>	Westminster, 4 <sup>th</sup>	Henry Moore, 4 <sup>th</sup>	Rutherford, 4 <sup>th</sup>	Abbey, 4 <sup>th</sup>	Mountbatten, 6 <sup>th</sup>	Cambridge and Windsor, 5 <sup>th</sup>	
08:00	Poster gallery open 08.00 – 17.30		2.1 Arts, Creative Industries and Cities	2.2. World Access to Higher Education Day	2.3 Higher Education provision for syrian refugees	2.4. TNE data collection and management			Exhibition open 0800 – 17.30	
09:15		COMFORT BREAK								
09:30			3.1. In a post-truth world is internationalisation dead?	3.2 Megacities: education in 21st century urbanism	3.3 Sustainable cities: the development challenge	3.4 World rankings data reveals the next knowledge hubs	3.5 Student choices: the city factor	3.6 Winners and losers: who should cities work for?		
10:45		REFRESHMENT BREAK served in Cambridge and Windsor, 5 <sup>th</sup> floor and Britten, 3 <sup>rd</sup> floor								
11:30		4. Innovation districts: city panacea or urban myth?								
13:00		LUNCH served in Cambridge and Windsor, 5 <sup>th</sup> floor and Britten, 3 <sup>rd</sup> floor								
14:15			5.1 Impact of cities on the student experience	5.2 Creative Hubs: Igniting innovation in cities	5.3 Global talent: dispersing the equity	5.4 Integration vs. impact: TNE in emerging ASEAN nations	5.5 London-Paris: Building a post-Brexit future in HE?	5.6 Safe spaces: the university culture wars		
15:30		REFRESHMENT BREAK served in Cambridge and Windsor, 5 <sup>th</sup> floor and Britten, 3 <sup>rd</sup> floor								
16:15			6.1 Talent development: local leadership for global jobs	6.2 Future scoping for HE leadership	6.3 A city's heartbeat: healthcare to urban design	6.4 Universities and cities: attracting talent together	6.6 The end of metropolitan liberalism? A student perspective	6.5 Smart cities: engaging creativity and youth		
17:30		END OF DAY TWO								

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Please note that sessions may change rooms and time slots as we finalise the programme. Delegates will be notified of any significant change through the website, conference app and conference programme distributed on site.



**Going Global 2017 - Programme at a Glance****Wednesday 24<sup>th</sup> May, Queen Elizabeth II Centre, London, UK**For more details on the session content and speakers please visit the session pages on our [website here](#).

	Britten, 3 <sup>rd</sup>	Churchill, Ground	St James's, 4 <sup>th</sup>	Westminster, 4 <sup>th</sup>	Henry Moore, 4 <sup>th</sup>	Rutherford, 4 <sup>th</sup>	Abbey, 4 <sup>th</sup>	Mountbatten, 6 <sup>th</sup>	Cambridge and Windsor, 5 <sup>th</sup>	
08:00	Poster gallery open 08.00 – 16.15		7.1 Urban and student housing	7.2 The role of HEIs in four European cities					Exhibition open 08.00 – 14.00	
09:15		COMFORT BREAK								
09:30			8.1 Univer-cities of sanctuary	8.2 Developing PhD talent and research to grow cities	8.3 A tale of future cities: international collaboration	8.4 Global students: the lifeblood of cities	8.5 The shape of global higher education	8.6 The eastward innovation shift: China's triple helix		
10:45		POSTER PRESENTATIONS AND REFRESHMENTS Britten, 3 <sup>rd</sup> floor								
11:30		9. Global urbanization: town vs. gown?								
13:00		LUNCH served in Cambridge and Windsor, 5 <sup>th</sup> floor and Britten, 3 <sup>rd</sup> floor								
14:15			10.1 City universities: addressing urban challenges?	10.2 City 2050: building skills for an uncertain future	10.4 No future for cities in a digital age?	10.5 Forecasting city futures: a university challenge		10.6 Connecting (second) cities across ASEAN through HE		
15:30		REFRESHMENT BREAK served in Britten, 3 <sup>rd</sup> floor								
16:15		11. Closing plenary								
17:30	END OF CONFERENCE									

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Special City Planning Committee Meeting  
3/4/2017

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**REPORT TITLE: EUROPEAN UNION WORLD CITIES PROJECT - KATOWICE POLAND**

**REPORT PROVIDED BY:** Environmental & Climate Change Projects Officer  
Director City Planning

**1. Report Purpose and Community Benefit**

1.1. This report:

- 1.1.1. advises that the City of Hobart has been successful in its application to the European Union's World Cities 2017 Australian initiative (the Project) and has been paired with the City of Katowice, Poland;
- 1.1.2. outlines the next steps in the Project; and
- 1.1.3. seeks the nomination of 5 representatives from the City, research institutions and private organisations that will comprise the City's delegation to the project and advise the Project coordinators of the delegation by 7th April 2017.

**2. Report Summary**

- 2.1. The City of Hobart resolved its meeting on the 20<sup>th</sup> February 2017 to submit an application to the European Union's World Cities 2017 Australian initiative (the Project). It was advised on the 28 March 2017 that it was successful in its application and paired with the City of Katowice Poland.
- 2.2. The following outlines the Project's key milestones/dates:
  - 2.2.1. 7th April: City of Hobart to advise Project of delegation members.
  - 2.2.2. April: RMIT project partner assists Australian cities to identify pilot projects.
  - 2.2.3. 8 May: Introductory meeting of EU and Australian delegations in Melbourne.
  - 2.2.4. 9 – 12 May: EU City delegation's visit Australian pair cities.
  - 2.2.5. October (5 days): Brussels, European week of Cities and Regions Conference and follow up meeting.
  - 2.2.6. 2018, 3 days (date to be confirmed): follow up meeting in paired City.
- 2.3. Travel and accommodation costs are covered by the Project.

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Special City Planning Committee Meeting  
3/4/2017

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- 2.4. It is noted that whilst the Council had recommended that Freiberg, Germany, be nominated as a prospective pair, the city was not included in the cities put forward by the European project counterparts. It is further noted that the selection is undertaken by the European and Australian Project coordinators. Other successful Australian cities are: Adelaide, Canberra and Melbourne, however their paired cities will not be released until final arrangements are known.
- 2.5. To progress its application the City is required to nominate its delegation to the Project consisting of 5 representatives from the City, private organisations and research institutions. It needs to formally advise the Project of its delegation by Friday 7<sup>th</sup> April 2017.
- 2.6. The City had previously approached the University of Tasmania to be part of its delegation and they had provided a letter of support to the City's application noting a preference to pair with Freiburg. The Acting General Manager has now formally written to the Vice Chancellor advising of the pairing with the City of Katowice and seeking their nomination for a representative to the City of Hobart delegation

**3. Recommendation*****That:***

1. ***The Council nominate Aldermanic and external representation to form a delegation of five (5) from Hobart, to attend the European Union's World Cities 2017 Australian initiative, with any specific Council officer nominations within the delegation being determined by the General Manager.***
2. ***A media release be prepared announcing the success of the Council in its selection to participate in the European Union's World Cities 2017 Australian initiative.***

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**4. Background**

- 4.1. The Project is auspiced by the EU-Australia Partnership Framework in coordination with the Delegation of the European Union to Australia.
- 4.2. The Project pairs invited Australian cities with EU cities to undertake a pilot project across the themes of Urban Economy (start ups, policies and innovation), mobility (smart city etc.) and green development (including issues of circular economy), and may include cooperation on issues relevant to mitigate and adapt to climate change including energy efficiency and renewable energy generation.
- 4.3. Other successful Australian Project cities are: Canberra, Adelaide and Melbourne however their paired cities have not been publically released until final arrangements have been made.
- 4.4. The Project includes three key meetings of the paired cities:
  - 4.4.1. Preliminary 'kick-off' meeting and working visit in Melbourne and host Australian city (5 days: 8 – 12 May 2017).
  - 4.4.2. Follow up meeting in Brussels during the European week of Cities and Regions (5 days – October 2017).
  - 4.4.3. Final meeting in paired city (3 days – early 2018).
- 4.5. The EU will cover travel and meetings costs for a delegation of up to 5 people to attend the meetings.
- 4.6. The EU project team will support and assist participating cities to identify and develop a pilot project for implementation in the short term including urban innovation (smart city) and green technologies (energy efficiencies, low carbon development).
- 4.7. The Project encourages collaboration with the private sector and research institutions, which will form part of the City's delegation to the project.
- 4.8. The invitation letter from the World Cities states that '*The delegation is ideally to consist of 5 representatives and should ideally include up to 2 representatives from the local administration as well as private sector representatives (e.g. sector associations, clusters) and research institutions that can work with local governments on the identified topics during preparation of the meeting.*'
- 4.9. To progress the Project the City is required to nominate representatives to the Project coordinators by 7 April 2017. Verbal advice from Project coordinators indicates that representatives may change, however, it is preferred that there are a core of at least two or three representatives to the Project.

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- 4.10. It is further noted that the meetings with Katowice in Hobart in May will provide an opportunity for the Council and other key stakeholders, private and public, to hold discussions and meetings with the Katowice delegation.

**5. Proposal and Implementation**

- 5.1. The nomination of participants within the Hobart delegation is a matter for the Council, however, it is suggested that it include one representative from the University of Tasmania, and two Council officers consisting of a project officer and senior manager as determined by the General Manager. In determining the delegation the Council may also wish to consider whether a representative from the private sector should be included with a subsequent reduction in the representation from the Council.

**6. Strategic Planning and Policy Considerations**

- 6.1. The Project is consistent with a number of the Strategic Plan's objectives including:
- 6.1.1. 1.2 Enhance partnerships with State Government key investors and economic players in research, education, arts, culture and tourism.
  - 6.1.2. 1.3 Support and facilitate the University of Tasmania's progressive campus growth into the City.
  - 6.1.3. 1.4 Improve Hobart's international relations and international recognition.
  - 6.1.4. 2.9 Develop and manage the City's urban spaces and infrastructure.
  - 6.1.5. 3.1 Show leadership in addressing and responding to climate change impacts.

**7. Financial Implications**

- 7.1. Funding Source and Impact on Current Year Operating Result
- 7.1.1. The EU will meet the full financial costs of the projects meeting and travel requirements.
  - 7.1.2. The City of Hobart would cover the costs of incidental expenditure associated with the meetings, and officer time to participate in the project.
- 7.2. Impact on Future Years' Financial Result



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- 7.2.1. Any programs and initiatives stemming from this project with financial implications for future years budgets would be the subject of a further report, if and when they become known.

7.3. Asset Related Implications

- 7.3.1. Any programs and initiatives stemming from this project with impact on assets would be the subject of a further report if and when they become known.

**8. Legal, Risk and Legislative Considerations**

- 8.1. None arise from this report.

**9. Social and Customer Considerations**

- 9.1. World Cities ultimate goal is to strengthen market opportunities and job creation while pursuing the sustainable economic development of the cities involved, thus fostering win-win cooperation for the local and broader community.

**10. Marketing and Media**

- 10.1. The project will present a range of marketing and media opportunities for the City of Hobart to promote urban sustainability and resilience. A communication strategy will be prepared for the project to optimise engagement and outcomes however it would be appropriate to announce the Council's success in being selected to participate in this project.

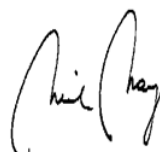
**11. Delegation**

- 11.1. The nomination of the Aldermanic and external representation on the delegation is a matter for the Council.
- 11.2. Any Council officer participation within the delegation is delegated to the General Manager

*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.*



Katrina Graham  
**ENVIRONMENTAL & CLIMATE  
CHANGE PROJECTS OFFICER**



Neil Noye  
**DIRECTOR CITY PLANNING**

**REPORT TITLE: DIGITAL URBAN SCREEN - ELIZABETH STREET  
FORECOURT OF THE UNIVERSITY OF TASMANIA  
RESIDENTIAL COMPLEX**

**REPORT PROVIDED BY:** Manager Community and Cultural Programs  
Director Community Development

**1. Report Purpose and Community Benefit**

- 1.1. The purpose of this report is to seek approval for the purchase of an LED screen for the City of Hobart, programmed with arts and culture content, to be installed in the Elizabeth Street forecourt of the University of Tasmania (UTAS) residential complex.
- 1.2. This publicly accessible screen would activate this area of the City, offering an excellent platform for a wide range of arts and culture professionals and groups. It would also significantly increase the opportunities for young people and other film makers to show their work in the moving image.

**2. Report Summary**

- 2.1. The City's Public Art Program has had considerable success with initiatives that provide platforms for creative practitioners working in two dimensions or three dimensions, but has not yet provided public opportunities for creative practitioners working with film and the moving image.
- 2.2. It is proposed that the Council purchase and install a public screen for arts and culture programming within the Elizabeth Street public plaza of the UTAS student housing development within the inner city. A montage of the screen in place and a plan location are shown at **Attachments A and B** to this report.
- 2.3. Funding for the installation of the screen is available in the Property Plant and Equipment allocation for Public Art, within the 2016-17 Annual Plan.
- 2.4. The project proceeding would be subject to receipt of planning approval for the screen to be installed in the proposed location.

**3. Recommendation*****That:***

- 1. The Council approve the purchase of a large LED screen for installation in the Elizabeth Street forecourt of the University of Tasmanian Student Housing complex, at an estimated cost of \$83,000, to be funded from the existing Property Plant and Equipment allocation for Public Art within the 2016-17 Annual Plan.***
- 2. The purchase be subject to receipt of planning approval for the screen to be installed in the proposed location.***

**4. Background**

- 4.1. The Creative Hobart Strategic Framework aims to maximise Hobart's sense of place, activating public space and Council facilities.
  - 4.1.1. Outcome Area 1 of this framework positions the City as a platform.
- 4.2. A number of programs or initiatives developed by the City have achieved strong outcomes, for example:
  - 4.2.1. The Urban Art Walls program has commissioned 13 large scale street art walls within the inner city.
  - 4.2.2. The Soapbox project offers three billboards within Mathers Place as a large-scale gallery for creative endeavour.
  - 4.2.3. The Creative Venues Guide facilitates the use of the Council's wide range of venues and places, including unusual sites like the tunnels of Princes Park.
- 4.3. Whilst the Urban Art Walls program has set up a strong and successful platform for two dimensional artists within the City, there is currently a lack of opportunity for those working with film to show work publicly within the City.
- 4.4. An external LED screen for cultural programming would be a new platform for the City, expanding the ways in which the City of Hobart can support creative endeavour.
- 4.5. Informal consultation regarding the need and requirements for a screen has been conducted with a number of different organisations and individuals working with the moving image including:
  - Alex Sangston/Donelle Lord – Screen Tasmania
  - Abby Binning – Wide Angle Tasmania
  - Raef Sawford – local art and documentary film maker

- Briony Kidd (short and feature film maker and Stranger With My Face Film Festival Director)
- Selena de Carvalho – art film/new media artist
- John Vella – Director of the Art Program, TCotA, UTAS

4.6. This consultation revealed the following:

- 4.6.1. There is overwhelming support for introducing a screen as a public format for film within the City.
- 4.6.2. There is a need within the City for screening places, with an increase in the interest in film-related activity in Tasmania and increase in number of local film festivals.
- 4.6.3. A new Bachelor of Media course offering a specialisation in Screen has recently been launched at UTAS and a public screen could offer a platform for emerging practitioners attending the course.
- 4.6.4. A screen would need a location adjacent to open, easily accessible public space to allow for organised and impromptu events.
- 4.6.5. The screen should be located in a south facing position or be in shadow for a good portion of the day.
- 4.6.6. Technology for the screen components should be selected for excellence in visual and audio quality.
- 4.6.7. The screen must be easily seen by foot/bicycle/vehicular traffic.
- 4.6.8. Quality and diversity of programming is critical to success.
- 4.6.9. It is acceptable to have sound available via smart phones, but it is also important to have the capacity to amplify sound for events.
- 4.6.10. The screen is not to be located somewhere that just feels like “visual graffiti” within the City - content must be well considered and viewers given the opportunity to know the context of the work presented.
- 4.6.11. There is a lot of content “out there” that isn’t always easy to view online so this kind of screen resource would be very valuable, for example, winning films in international festival programs such as *Sundance*.
- 4.6.12. The need to ensure ongoing budget accounts for curatorial and screening fees.
- 4.6.13. Titling/contextualising is critical, so that viewers know what they are watching and why output varies.

- 4.6.14. There is considerable potential for collaborative working with Wide Angle, UTAS (TCotA), SWMF and many other small film festivals to curate and present content on the screen.
- 4.7. With the recent UTAS residential development, an opportunity was identified to install a screen within the Elizabeth Street forecourt of the new building.
- 4.7.1. Ongoing discussions with UTAS have revealed that the University is very supportive of this proposal as it will offer dynamic activation in one of the most public spaces on their site.
- 4.7.2. A formal request has been sent to UTAS to confirm its support for the installation of the screen and seeking a financial commitment from them for the costs associated with the power provision to the screen.
- 4.7.2.1. This cost is expected to be approximately \$7,000 - \$10,000 per annum.
- 4.7.2.2. If UTAS is not willing to contribute financially to the power costs, this would be funded through the Cultural Programs - Public Art operational budget allocation for the 2017-18 financial year.
- 4.7.3. This project will offer a clear collaboration with UTAS, in line with the current Memorandum of Understanding signed with the organisation.
- 4.7.4. The site is an excellent location for this use as:
- It is located in the centre of the City.
  - It is on a wall which is in shadow for much of the day.
  - It is located to be viewed from an easily accessible, safe viewing place immediately off and visible from Elizabeth Street.
  - It is located to be viewed by users of the new student cafe and student centre on the site.
  - Is located nearby a growing number of after-hours businesses such as the Quartermasters and Rude Boy, offering an ongoing audience beyond student users or passing foot/bicycle/road traffic.
- 4.8. Projection was investigated as an alternative to LED, but found to be less ideal as:
- A projected image would only be clearly visible after dark.
  - There are considerable ongoing consumable costs (globes, lenses).
  - The cost was equivalent or greater than LED.



**5. Proposal and Implementation**

- 5.1. It is proposed that the Council approve the purchase and installation of a large LED screen, to be installed in the Elizabeth Street forecourt of the UTAS Student Accommodation complex.
  - 5.1.1. The screen would be 4.5 m x 2.4 m and installed on its own frame immediately in front of an existing wall within the forecourt.
  - 5.1.2. Programming would be from the arts and culture sector and include narrative films, art films, the results of local, national and international film competitions and screenings for local, national or international film festivals.
  - 5.1.3. The screen would be free of advertising, with organisational involvement in films occurring as part of opening/introductory frames or title sequences.
  - 5.1.4. All content would be approved by the Council's Public Art Program, within the Community Development Division, as suitable to show in a public place.
  - 5.1.5. Sound would be streamed to the web (or similar system) so that it is available via smart phone, but there will also be potential for amplified sound for events.
- 5.2. UTAS has been approached to consider contributing financially through funding the costs associated with the ongoing power supply to the screen expected to be approximately \$7,000 to \$10,000 per annum.

**6. Strategic Planning and Policy Considerations**

- 6.1. This project addresses Strategic Objectives 1.3, 1.4, 1.5, 4.1 and 4.3 from the *Capital City Strategic Plan 2015-2025*, addressing Economic Development, Vibrancy and Culture; and Strong Safe and Healthy Communities.
- 6.2. Correspondingly, the project addresses Outcome Areas 1.1, 1.2, 2.1, 2.3, and 3.1 of the Creative Hobart Strategy, namely:
  - Enhancing sense of place (1.1)
  - Activating Public Spaces (1.2)
  - Nurturing creativity (2.1)
  - Celebrating excellence and diversity (2.3)
  - Connecting creative people (3.1).

**7. Financial Implications**

- 7.1. Funding Source and Impact on Current Year Operating Result

- 7.1.1. The cost of equipment and installation would be met by the 2016-17 Property Plant and Equipment budget for Cultural Development.

7.2. Impact on Future Years' Financial Result

- 7.2.1. An allocation of \$10,000 would be made from within the existing Public Art Program operating budget for curatorial and technical fees for presenting the program in future years.
- 7.2.2. If UTAS is not able to provide financial support for the power costs of the screen, this would be funded from the existing Public Art budget allocation in future years.

7.3. Asset Related Implications

- 7.3.1. Once installed, the screen would be an asset owned by the City of Hobart.
- 7.3.2. LED screens are generally expected to have a life of 100,000 hours.
  - 7.3.2.1. Using the screen for 14 hours per day (9 am - 11 pm) suggests a life of over 19 years, if running every day.

**8. Legal, Risk and Legislative Considerations**

- 8.1. As land owner of the proposed location, the UTAS Project Manager for the site, Warren Jordan, has indicated support for the screen to be located within the new plaza.
- 8.2. If approved by the Council, the project will go ahead conditional on receipt of City of Hobart planning approval.
- 8.3. The installation would be assessed under the Hobart Interim Planning Scheme 2015 as an interpretive sign and approval would be discretionary, based on satisfying the following requirements:
  - 8.3.1. It should not have unreasonable impact upon residential amenity caused by moving parts, moving or changing messages, graphics, or light shining into windows of habitable rooms.
  - 8.3.2. It should be integrated into the premises/streetscape and be attractive and informative without dominating.
  - 8.3.3. It should be of appropriate dimensions, so as not to dominate the premises/streetscape.
  - 8.3.4. It should be constructed of materials which are easily maintained.

- 8.3.5. It should not result in a loss of amenity to neighbouring properties.
- 8.3.6. It should not involve the repetition of messages/information on the same street frontage.
- 8.3.7. It should not contribute to or exacerbate visual clutter.
- 8.3.8. It should not cause a safety hazard.
- 8.4. There is officer support for the proposal as long as it satisfies the requirements set out in 8.3 and as a result, does not have unreasonable impact on the residences of the student housing development at 157 Elizabeth Street or any other nearby residences.
- 8.5. While locating the screen on the UTAS title will not trigger any heritage processes through the Council or the Tasmanian Heritage Council, the screen will be immediately in front of the wall of an adjacent heritage building.
  - 8.5.1. There is support at an officer level for the project at the Tasmanian Heritage Council (consultation with Liz Fitzgerald), particularly as the screen would have solely arts and culture programming, and is advertisement free.
  - 8.5.2. There is also support from the Council's Senior Cultural Heritage Officer, Brendan Lennard, particularly as the screen would have solely arts and culture programming, and is advertisement free.
- 8.6. The project does not present any issues or concerns regarding traffic as the screen will be an adequate distance from oncoming west bound traffic and to partially obscured by the new development until approximately 30 metres from the site.
  - 8.6.1. The screen will also not be visible to the closer east bound lane as it will be fully obscured by existing adjacent buildings.

## **9. Environmental Considerations**

- 9.1. As an LED screen, power usage is minimised, but hours of operation will also be decided as a balance between energy use and ideal viewing times.

## **10. Social and Customer Considerations**

- 10.1. This screen will be located in a fully accessible public space.
- 10.2. All content will be approved by the Public Art Program within the Community Development Division, to ensure that it is suitable for viewing, in the context of viewing time, by the general public.

- 10.3. There will be considerable potential to run events within the space, focussed on film screenings or presentations, particularly as the site is immediately adjacent to a medium sized open plaza, with built in seating, which is the outdoor space for the new UTAS student cafe and Student Centre.
- 10.4. There is potential within programming to show a wide range of arts and culture related films, which will allow for many Tasmanian groups or organisations to have some involvement with the LED screen, such as:
- Young people completing film workshops via Youth Arts and Recreation Centre.
  - Students of current film related courses at UTAS, TAFE, local colleges.
  - MyState film competition shortlistees.
  - Local cultural groups.
- 10.5. The screen will activate an important new public space on Elizabeth Street, offering a place where student residents can mix with the general public and children and families attending the Underwood Centre, which is within the ground and first floors of the new development, looking onto the plaza.

## **11. Marketing and Media**

- 11.1. The screen will be an important new public landmark within the City and will be clearly branded as an initiative of the City of Hobart.
- 11.2. There will be potential for a public launch of the screen, once installed, and ongoing media coverage as each new program is launched.
- 11.3. There is potential to use the screen as a public exhibition space, digitally displaying Council collections such as the City of Hobart Art Prize, to increase its exposure to the public.

## **12. Community and Stakeholder Engagement**

- 12.1. Informal consultation regarding the need for and requirements for a screen have been conducted with a number of different organisations and individuals working with the moving image including:
- Alex Sangston/Donelle Lord – Screen Tasmania
  - Abby Binning – Wide Angle Tasmania
  - Raef Sawford – local art and documentary film maker
  - Briony Kidd (short and feature film maker and Stranger With My Face Film Festival Director)
  - Selena de Carvalho – art film/new media artist
  - John Vella – Director of the Art Program, TCotA, UTAS

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- 12.2. Consultation has been conducted with UTAS via a site visit with Project Architect Nicky Adams (Terroir) and Project Manager Warren Jordan (UTAS).
- 12.3. Internal consultation has taken place with the Manager Traffic Engineering, Senior Cultural Heritage Officer, Senior Statutory Planner, Cultural Programs Coordinator and Public Art Coordinator.

**13. Delegation**

- 13.1. This matter is delegated to the Council.

*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**



Philip Holliday  
**DIRECTOR COMMUNITY  
DEVELOPMENT**

Date: 30 March 2017  
File Reference: F17/27295; S30-001-13/08-002

Attachment A: Proposed location montage ↴  
Attachment B: Plan location ↴



**Proposed site:**

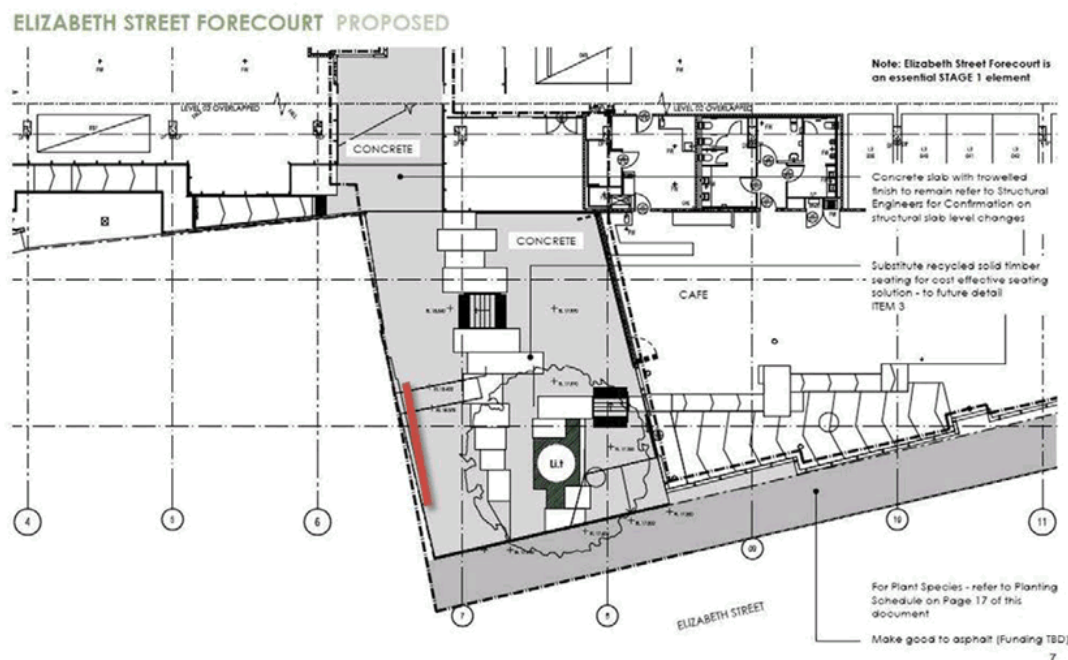
Elizabeth Street forecourt of the new Melville Street housing project



**PROPOSAL: Digital Urban Art Wall for the City of Hobart**

**Proposed site:**

Elizabeth Street forecourt of the new Melville Street housing project

**PROPOSAL: Digital Urban Art Wall for the City of Hobart**

**CREATIVE  
HOBART**

A CULTURAL INITIATIVE  
OF THE CITY OF HOBART

Item No. 8.1

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**REPORT TITLE: EUROPEAN UNION WORLD CITIES PROJECT -  
KATOWICE POLAND****REPORT PROVIDED BY:** Environmental & Climate Change Projects Officer**1. Report Purpose and Community Benefit**

- 1.1. This report provides Council with an update on the European Union's World Cities 2017 Australian Project (the Project) in which the Cities of Hobart and Katowice, Poland are paired.

**2. Report Summary/Background**

- 2.1. The Project facilitates and enables practitioner exchange between selected EU and Australian cities on regional and urban sustainable development. It emphasises technical and operational officer level interchange on best practice and experience in areas of urban innovation (smart city) and green technologies (energy efficiencies, low carbon development).
- 2.2. Through the Project the City of Hobart is partnered with the City of Katowice, Poland, with the City hosting a working visit to Hobart, in April 2017 for officers from Katowice, Silesian universities and a Polish start-up entrepreneur. A copy of the Agenda forms **Attachment A** of this report and a copy of Katowice delegation forms **Attachment B**.
- 2.3. As part of the Project, a reciprocal visit is programmed for 9<sup>th</sup> – 13<sup>th</sup> October 2017 for funded 4 delegates for meetings with counterparts in the City of Katowice and to attend the Cities and Regions Conference in Brussels. There will be a final visit by Katowice representatives to Hobart in early to 2018. It is noted that in the initial meetings in May delegations were comprised of 5 representatives, there are only four funded positions for the upcoming meetings.
- 2.4. The Council has previously considered two reports; one on participating in the Project and the second on a Hobart delegation and resolved at its meeting on 03/04/2017 that:
  - 2.4.1. *The Council nominate one Alderman to be selected from Aldermen Ruzicka, Denison or Thomas, two Council Officers and two other representatives, one from the University of Tasmania and one from the private sector to form a delegation of five (5) from Hobart, to attend the European Union's World Cities 2017 Australian initiative. The Council officer nominations, within the delegation being determined by the General Manager*
  - 2.4.2. (i) *Aldermanic representation to be dependent on what the project involves, allowing nominated Aldermen to opt in or opt out of the project*

2.4.3. 3. *Other Aldermen who wish to attend can nominate and apply to use funds allocated as per their Aldermanic Professional Development if deemed appropriate, and agreed to by the European Union organising committee.*

2.5. Given the technical and operational level at which the exchange is aimed it is proposed that the City's delegation consist of two officers nominated by the General Manager, based on their previous participation in the Katowice visit to Hobart and ongoing liaison with project participants. It is noted that costs associated with the project, including the reciprocal visit are covered by the EU.

2.6. The Project, to date, has resulted in the identification of areas of exchange and learnings across the sectors of: creativity and music; energy efficiency and climate awareness, governance for big and small and start up clusters.

2.7. Additionally the City will also be presenting remotely via video link to the 'City under Tension' conference held on 28 – 29<sup>th</sup> September, delivered by the City of Katowice and Silesia University, Institute of Sociology.

### 3. **Recommendation**

**That:**

1. ***Noting that the European World Cities Project with the City of Katowice in Poland is now focused on the operational and technical level, Aldermen consider their attendance at the Cities and Regions Conference in Brussels from 9 to 13 October 2017.***
2. ***Any Alderman who wishes to attend the Cities and Regions Conference in Brussels from 9 to 13 October 2017 nominate, with the cost of attendance to be attributed to the City Government Function under conference attendance.***
3. ***A report be provided, for information, on the progress of the project following the meetings City of Katowice Poland and Cities and Regions Conference from 9 – 13<sup>th</sup> October 2017.***

### 4. **Background**

4.1. The World Cities project is undertaken within the EU-Australia Partnership Framework in coordination with the Delegation of the European Union to Australia.

4.2. The Project pairs selected Australian and EU Cities to look at best practice across the themes of Urban Economy (start ups, policies and innovation), mobility (smart city etc) and green development (including issues of circular economy and issues relevant to mitigate and adapt to climate change). It emphasises the exchange and sharing of

knowledge, experience and learnings at a practitioner/operational level between participating cities.

- 4.3. The Cities of Hobart and Katowice, Poland have been paired through the Project with Katowice visiting Hobart in May 2017 for a series of meetings and exchanges over two days across the areas of: resilience and regional planning, tourism and the creative sector, climate modelling and research, research and innovation, renewable energy and research. Through these meetings the following areas were identified for ongoing exchange:
  - 4.3.1. Creativity and music; sharing of knowledge and experience to foster musical creativity and opportunities for engagement across all ages; interactive technologies for the transference of creativity and musical experience; virtual creative and musical study tour; and artist exchange mentoring and fostering virtual and physical performance;
  - 4.3.2. Energy efficiency and climate awareness: Increase energy efficiency by knowledge transfer and shared experience; Actively sharing climate knowledge, awareness and experience from research to community;
  - 4.3.3. Governance for big and small: Comparative analysis of governance arrangements and experience that facilitate engagement with and participation by communities;
  - 4.3.4. Start-up clusters: through shared experience knowledge and cooperation expansion create the opportunity for clusters and start-ups; exploration of cloud sourced equity funding; virtual experience to expand exposure of start-ups and clusters between the northern and southern hemispheres.
- 4.4. The City will also be presenting remotely via video link to the 'City under Tension' conference held on 28<sup>th</sup> – 29<sup>th</sup> September, delivered by the City of Katowice and Silesia University, Institute of Sociology.
- 4.5. A reciprocal meeting is scheduled for 9<sup>th</sup> – 13<sup>th</sup> October with 4 Hobart representatives attending a series of meetings in Katowice and the Cities and Regions Conference in Brussels.

## **5. Proposal and Implementation**

- 5.1. As the Project has progressed it has become increasingly evident that its focus and benefit is realised at an operational and technical level.
- 5.2. To this end it is proposed that the General Manager delegate attendance at the meetings in Katowice, Poland by the two officers who have participated, coordinated and attended the Project to date:
  - 5.2.1. Director City Planning.



5.2.2. Environment and Climate Change Officer.

- 5.3. The balance of the delegation, in line with the Project requirements, shall comprise of a representatives from the University and the private sector.

## **6. Strategic Planning and Policy Considerations**

- 6.1. The Project is consistent with a number of Strategic Plan's objectives including:
- 6.1.1. Partnerships with Government, the education sector and business city growth (1.1).
  - 6.1.2. Strong national and international relationships (1.2).
  - 6.1.3. City and regional planning ensures quality design, meets community needs and maintains residential amenity (2.3).
  - 6.1.4. Leadership in environmental performance with the efficient use of natural resources (3.4).
  - 6.1.5. Capital City leadership is provided (5.5).

## **7. Financial Implications**

- 7.1. Funding Source and Impact on Current Year Operating Result
- 7.1.1. The EU will meet the full financial costs of the projects meeting and travel requirements.
  - 7.1.2. The City of Hobart would cover the costs of incidental expenditure associated with the meetings, and officer time to participate in the Project.
- 7.2. Impact on Future Years' Financial Result
- 7.2.1. Any programs and initiatives stemming from the Project with financial implications for future years budgets would be the subject of a further report, if and when they become known.
- 7.3. Asset Related Implications
- 7.3.1. Any programs and initiatives stemming from the Project with financial implications for future years budgets would be the subject of a further report, if and when they become known.

## **8. Legal, Risk and Legislative Considerations**

- 8.1. None arise from this report.

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**9. Delegation**

9.1. This matter is delegated to the Council.

*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.*



Katrina Graham  
**ENVIRONMENTAL & CLIMATE  
CHANGE PROJECTS OFFICER**

Date: 6 September 2017  
File Reference: F17/107477

Attachment A: Agenda - Hobart Katowice Meeting ↴  
Attachment B: Katowice Representatives ↴

**Agenda – Wed 10 & Thu 11 May 2017****Hobart & Katowice EU World Cities****Sustainable Urban Development****Tue 09 May**

Arrive Hobart: 21:50 (VA 1332)

Accommodation: Hadley's Orient Hotel, Murray Street

**Meeting format:**

- Presentation up to 10 mins (intended as a conversation – power point optional)
- 2 Questions per presentation
- 20 – 30 minutes roundtable discussion

**Wed 10 May**

Time	Topic	Subject	Speaker	Venue
8.30 – 10.30	Coffee and tea			
9.00 – 10.30	Welcome and Hobart context setting:	City of Hobart overview	Nick Heath, General Manager, COHt	Town Hall Lady Osborne Room
		UTAS overview	Prf Brigid Heywood Deputy Vice-Chancellor (Research) UTAS	
		Tasmanian Govt & Innovation	Christine Lane, Office of the Coordinator General Tasmanian Government	
		Tasmanian Govt & Climate Change	Dr Sarah Russell, Department of Premier and Cabinet, Tasmanian Government	
		Private sector narrative	Pete Carr, Peter Carr Advisory	
		Governance and best practice	Dr Tom Baxter, Corporate Governance Course Coordinator	
10.30 – 1.30	Morning tea - Local tour - Lunch			
1.30 – 3.00	Resilience and regional and local area planning	Statewide Planning	Dion Lester, Policy Director, Local Government of Association of Tasmania	Town Hall Lady Osborne Room
		State Planning Framework	James McIlhenny, Manager Planning Policy and Heritage CoH	
		University of Tas moving to the Central Business District	Prof David Adams Pro Vice-Chancellor & Moya Fyfe UTAS	
		Regional resilience	Prof David Adams Pro Vice-Chancellor	
		Community engagement	Kimbra Parker & Carmen Salter, Community Development CoH	
		Inner City Action Plan	Neil Noye Director City Planning CoH	
3.00 – 3.30	Afternoon tea			
3.30 – 5.00	Tourism and the creative sector	Tourism and our economy	Harvey Lennon Chief Executive Royal Automobile Club of Tasmania	Hobart Council Centre – Level 2 Riverview Room
		Tourism and our economy	Alex Heroys Tourism Services Manager CoH	
		Creativity, Music and Art	Brian Ritchie, MONA	
		Creative City	Jo Duffy, Cultural Development Officer CoH	
		UTAS Hedberg	Prof Andrew Legg Pro Director Conservatorium Music	
		Tourism's contribution to the economy	Prof Richard Eccleston, Director of the Institute for the Study of Social Change	
		Tourism START up in the private sector	Daniel Leesong, Coal River Farm	
		Events Public- Taste, Salamanca Market	Jane Castle Cultural Programs Coordinator Kat Traill, Technical Coordinator Events CoH	
6.00 – 7.00	Tour IMAS			IMAS
7.00 pm	Dinner Hosted UTAS			IMAS

**Thu 11 May**

Time	Topic			Venue
8.30 – 9.00	Coffee / tea	Informal meeting		
9.00 – 10.30	Climate Modelling and Research	Policy context settings	Prof Tony Worby, Antarctic Climate Ecosystems Cooperative Research Centre	UTAS/IMAS Board Room
		Policy context settings	Tim Moltmann Director Integrated Marine Observing System	
		Climate change projections/models	Prof Nathan Bindoff Physical Oceanography Institute of Marine and Antarctic Studies UTAS	
		Monitoring and research – Southern ocean/Antarctica	Prf Richard Coleman Pro Vice Chancellor (Research Infrastructure)	
10.30 – 11.00	Morning tea			
11.00 – 12.30	Research and innovation	Smart Cities and the internet of everything	Peter Carr, Peter Carr Advisory	UTAS/IMAS Board Room
		Sense T	Dr Paul Neumeyer, sense-t Project Manager – Technology & Infrastructure	
		Application in the private space: connecting with data	Mike Ross, Managing Director Indiciium Dynamic	
		Flood modelling, data and people	Dr Fiona Ling Principal Hydrologist WMA Water	
12.30 – 1.30	Lunch			
1.30 – 3.30:	Renewable Energy and Research	Hydro Tasmania	Dr Marian Piekutowski, Chief Engineer Power Systems Integration, Hydro	UTAS/IMAS Board Room
		Entura, Hydro Tasmania – Power and Water Consultants	Dr Eleni Taylor Wood, Principal Consultant Environmental and Social Entura	
		Emerging technologies	Associate Prof Irene Penesis, Deputy Director (Accreditation), Maritime Engineering & Hydrodynamics UTAS	
		Emerging trends	Prof Michael Breadmore ARC Future Fellow	
		Enterprise Space Emerging technologies (Solar)	Dr Gary McDarby CEO Enterprize Tasmania	
3.30 – 4.00	Coffee / tea			
Optional				
10.00- 4.00	Climate & Energy Forum	City of Hobart and Local Government Association of Tasmania		Hobart Customer Centre
4.00 – 5.00	MONA TBC			
5.00	MONA Light show TBC			
7.00	Dinner MONA TBC			

CoH City of Hobart

UTAS University of Tasmania

IMAS Institute of Marine and Antarctic Studies

MONA Museum of Modern and New Art

**Fri 12 May**

Depart 10.15 am

## Katowice representatives for the "World Cities" project

Katowice 31.03.2017

## KATOWICE CITY HALL - MATEUSZ SKOWROŃSKI

**Mateusz Skowroński** serves as the Director of the Investors Assistance Department in Katowice City Hall. He is responsible for attracting investors to Katowice as well as assisting and advising business partners in the city. Mateusz holds a Master Degree in Finance and Banking, as well as a Master Degree in International Relations from the Warsaw School of Economics. He has also completed postgraduate studies in Real Estate Valuation at the University of Economics in Katowice.

## KATOWICE CITY HALL – AGNIESZKA HAJDUK SMACZNIEWSKA

**Agnieszka Hajduk Smaczniwska** – the head of the Strategic Planning Office within the Local Development Department, responsible for local strategic planning, revitalization process, participates in the process of the local budget planning, participatory budgeting, the leader of Katowice working team for the Resilient Europe project (Urbact III). Agnieszka holds a master degree in Economics at the University of Economics and she also completed postgraduate studies in Business English at the Silesian University and EU – affairs at the Jagiellonian University.

## THE UNIVERSITY OF SILESIA – ROBERT PYKA (PhD)

**Robert Pyka**, is a professor of Sociology at the University of Silesia in Katowice (Poland), since 2012 Scientific Director of Institute of Sociology. In his research he mainly concentrates on problems of sociology and anthropology of politics, especially focusing on issues connected with the future of a state and local structures in a globalization, metropolization and "governance" perspective. He has written several scientific articles. He is also an author of books titled Metropolization and local governance (University of Silesia Publisher, 2014); Globalization – Social Justice – Economic Effectiveness (University of Silesia Publisher, 2008). Since 2003 he has served as a director of a House of Saint-Etienne in Katowice, a Polish-French Institution dealing with international cooperation and exchanging experience between twin cities.

## THE SILESIA UNIVERSITY OF TECHNOLOGY – JACEK FRĄCZEK (PhD)

**Jacek Frączek** is an Assistant Professor at the Silesian University of Technology, Poland. He specializes in IT service management, project management, enterprise management systems (MRP/ERP), database management systems and data warehouses. In 2010, Jacek joined Katowice City Hall as a technology consultant to the Mayor of Katowice. In recent years Jacek has cooperated with many IT companies and has gained professional experience as a Project Manager. He holds industry certification in the PRINCE2 Project Management method from the Association of Project Management Group (APMG) and Professional Scrum Master I from Scrum.org.

In the past Jacek was the Vice-president of Common Poland (Association of IBM Computer Users), Project Manager and IT Service Owner at Euvic Polska Sp. z o.o. (formerly LGBS Polska Sp. z o.o.), IT Consultant at ERP system vendor – IFS Industrial and Financial Systems Central and Eastern Europe, and Software Consultant at Komtech Sp z o.o.

## NANONET – ADAM SZATKOWSKI (PhD)

**Adam Szatkowski** PhD, MBA, since 2006 Managing Director of Foundation of Nanotechnology and Nanoscience Support – Nanonet, PhD in materials science. Member of Polish Normalization Committee for nanotechnology. 2009-2014 - Nanotechnology expert and project manager in Wrocław Research Centre EIT+ .Member of Working Group (National Smart Specialization- Multifunctional materials and composites with advanced properties, including nano-processes and nano-products) Ministry of Economic Development. Manager initiator and co-founder - Silesian Nano Cluster. Since 2014 Director of Research and Development at high - tech company: Plasma SYSTEM SA (additive manufacturing). Long involvement in project acquisition and evaluation, technology transfer and application of nanotechnology in advanced materials. Involved of several EU projects and also involved in promotion of nanoscience and nanotechnology in Poland.



**MOTION OF WHICH NOTICE HAS BEEN GIVEN****IN ACCORDANCE WITH REGULATION 16(5) OF THE LOCAL GOVERNMENT  
(MEETING PROCEDURES) REGULATIONS 2015**

The motion below has been submitted directly to the Council on the basis that Alderman Cocker considers the matter to be urgent.

In accordance with the procedures for Notices of Motion, the Council must firstly resolve that the motion is urgent, before it may consider the substance of the motion.

**13. City Deal to Support UTAS' STEM Proposal**  
**File Ref: F17/83780**

Alderman Cocker

**Motion**

"That an urgent report be provided that provides support for UTAS' STEM proposal as the basis of a City Deal for Hobart."

**Rationale:**

"A City Deal is a unique opportunity for Federal, State and local government to work together to achieve an outcome which will produce significant results for the City. This coordinated investment will unleash much needed funds to magnify the benefit through this partnership model.

A City Deal to help build Tasmania's capacity in the crucial STEM subjects and deliver high-level interdisciplinary research with the potential to create new economic sectors across the state is an opportunity too good to miss.

The promotion of STEM subjects provides an opportunity to improve educational outcomes for all Tasmanians. Our year 12 retention rates are approximately 10 per cent below the national average and completion rates are 22 per cent lower. We have a significantly lower portion of our population with a university degree compared to mainland states, and conversely, a higher amount of 15 to 74 year olds with no education post-year 10 education. These figures present a real opportunity and could be the nucleus of a STEM-based City Deal.

A STEM-based City Deal will reposition education and innovation as central to the prosperity of Tasmania."

**The General Manager reports:**

"In line with the Council's policy in relation to Notices of Motion, I advise that the matter is considered to be within the jurisdiction of the Hobart City Council as it relates to the potential for the Council to secure a City Deal."

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**REPORT TITLE: NOTICE OF MOTION – CITY DEAL TO SUPPORT  
UTAS' STEM PROPOSAL****REPORT PROVIDED BY:** Economic Development Project Officer**1. Report Purpose and Community Benefit**

- 1.1. This report is in response to a notice of motion by Alderman Cocker raised at Council on 3 July 2017:

*“That an urgent report be provided that provides UTAS' STEM proposal as the basis of a City Deal for Hobart.”*

- 1.2. The community benefits associated with the delivery of the STEM precinct in Hobart are extensive and range from increased opportunities for business, increased job opportunities and increased opportunities to access education.

**2. Report Summary**

- 2.1. The University of Tasmania in 2016 revealed plans to move its science, technology, engineering and maths (STEM) research and teaching functions to the inner city.
- 2.2. At a similar time the Australian Government released details of a new integrated approach to economic planning and infrastructure planning – branded as a 'City Deal'.
- 2.3. Two City Deals have been signed and capital cities have been informed that by virtue of their status, they will not have to compete for deals in the same way other cities may.
- 2.4. Hobart has yet to receive its City Deal which provides an opportunity to lobby for both the content of the city deal and the timing.
- 2.5. The UTAS STEM Precinct proposal is for 40,000m<sup>2</sup> of teaching and research facilities and space for more than 3,000 students and 700 staff in the heart of the city.
- 2.6. It will aid in addressing key challenges for the city and state including the lowest scientific and mathematical literacy rates, lowest wage rates and lowest population growth rates in the country.
- 2.7. Tangible benefits will include job creation in construction, teaching and research, as well as opportunities for local retailers, accommodation providers and hospitality businesses.
- 2.8. It is also likely that the STEM precinct will have transformative effects in the city including creating vibrancy in underutilised areas, providing graduates with opportunities to stay in Hobart and boosting tourism to

Tasmania through the visiting friends and families of international students.

- 2.9. Given the powerful benefits to Hobart and Tasmania, it is proposed that the City of Hobart strongly support this project at a local, state and federal level.

**3. Recommendation**

***That:***

- 1. Council resolves that the UTAS STEM Precinct is the priority project for Hobart and should be the centrepiece of a City Deal and that at all appropriate opportunities this position is advocated.***
- 2. The Lord Mayor writes on behalf of the City of Hobart to the following people impressing upon them the position highlighted in part 1 of this resolution.***
  - i) Prime Minister - Malcom Turnbull***
  - ii) Angus Taylor MP Assistant Minister for Cities and Digital Transformation.***
  - iii) Members of Parliament in the seats of Denison, Franklin and Lions.***
  - iv) The Premier of Tasmania - Will Hodgman.***
  - v) The Leader of the Opposition - Rebecca White.***
  - vi) The Leader of the Greens - Cassie O'Connor.***
- 3. Council endorses the holding of a community forum in the City Hall whereby the importance of the UTAS STEM Precinct project is discussed with the community.***
- 4. Council authorises the Lord Mayor and General Manager to undertake the necessary actions to bring the forum to fruition.***
- 5. Council develops and executes a media campaign with partners communicating the position highlighted in part 1 of this resolution.***

**4. Background**

- 4.1. This report relates both to City Deals and the University of Tasmania STEM Precinct project which are defined and discussed below.

**City Deals**

- 4.2. City Deals are an initiative of the current Federal Government, seeking to bring together all three layers of government to 'make our cities better places to live in and do business.'

Through making the most of new and existing investments of governments, City Deals will strive to set out the specific investments and reforms needed to unlock business and industry development and ensure community wellbeing.

- 4.3. Two deals have at this point been signed with [Townsville](#) and [Launceston](#) and a deal with [Western Sydney](#) is far advanced.

Townsville's deal includes funding for an events stadium as well as for smaller projects including strengthening international education, the promotion of Defence industry opportunities to local business and the improvement of water security.

Launceston's deal will see the movement of the UTAS' Launceston campus to the heart of the city by 2020 and smaller projects including the establishment of a new Australian Army cadet facility and a hub for the National Institute for Forest Products Innovation.

The Western Sydney Deal builds upon the Australian Government's commitment to deliver a Western Sydney Airport and leverage other key infrastructure investments.

- 4.4. Capital cities are said to be guaranteed a City Deal by virtue of their status but nothing has yet emerged for Hobart.

**City Deal Discussions**

- 4.5. In order to discuss the advancement of a City Deal for Hobart, the General Manager and Council staff have met with the Secretary of the Department of Premier and Cabinet.

As well as timelines, discussions were had about what projects may be included in a deal.

- 4.6. Through membership of the Council of Capital City Lord Mayors, the General Manager has further discussed City Deals with senior Federal Government staff in the Department of Infrastructure.

The Lord Mayor also very recently met with Angus Taylor MP (Assistant Minister for Cities and Digital Transformation) who is assisting the Prime Minister with the progression of City Deals.

The purpose of this informal meeting was to outline the reasons why the Government should be considering Hobart for a City Deal in the near future. This was also to stress the importance of the UTAS STEM Precinct proposal as the centrepiece of a City Deal for Hobart.

- 4.7. Research and discussions to date clearly demonstrate that a City Deal should not merely be a list of projects that a city needs money to deliver. The raison d'être should be solving significant challenges facing the region or state in an integrated way.
- 4.8. A recent study commissioned by the University of Tasmania articulates some such challenges facing Tasmania:
  - Lowest proportion of people without a bachelor's degree.
  - Lowest average levels of scientific and mathematical literacy in the country.
  - Industries almost 20% less productive than the national economy.
  - Lowest weekly full-time wages in the country.
  - One in four people below or very close to the poverty line.
  - Lowest population growth rate in Australia.
- 4.9. The same study goes on to detail how the University STEM Precinct is the crucial element of a Hobart Innovation Precinct which in turn forms part of a Tasmanian Innovation Network.

It is asserted that the Tasmanian Innovation Network will bring together what is needed to address the challenges above.

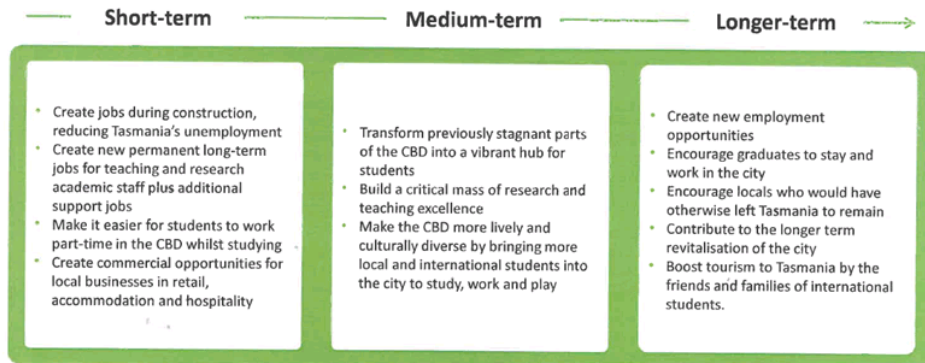
#### **STEM (Science Technology Engineering Maths)**

- 4.10. STEM is a proposal developed by the University of Tasmania for a \$400 million Science and Technology Precinct based in the inner city. This will include:
  - 40,000m<sup>2</sup> of teaching and research facilities.
  - Space for more than 3,000 students and 700 staff
  - Design and landscaping that will encourage and facilitate community participation.
- 4.11. The key drivers of the project as stated by the Vice-Chancellor Peter Rathjien are to:
  - Build the island state's capacity in the crucial STEM subjects (science, technology, engineering and mathematics).



- Deliver high-level inter-disciplinary research with the potential to create new economic sectors across the state.
- Attract new future-facing enterprises and industries to the state.

4.12. The aforementioned study commissioned by the University of Tasmania considers the impact the Hobart Innovation Precinct will have for the whole of Tasmania in the short, medium and long term:



- 4.13. More people in the city means projects that are currently struggling for financial viability based on population size such as sustainable transport options become more relevant.
- 4.14. STEM has received significant support locally, regionally and nationally. It is the only education based project to be included in Infrastructure Australia's priority list and the only project from Tasmania categorised as 'near term'.
- 4.15. Mayors from Hobart, Clarence, Kingborough, Brighton, Derwent Valley, Sorell, Glamorgan Spring Bay, Central Highlands, Southern Midlands and Tasman councils and commissioners for Huon Valley and Glenorchy have all advocated for the STEM precinct to be the number one infrastructure project for Tasmania. This story was featured in the Mercury newspaper on July 27 (Attachment A).
- 4.16. Based on the above, it is logical for the Council to advocate for STEM as a priority project in its own right. It is of equal importance that the Council also advocates for the STEM project to be the centrepiece of a City Deal for Hobart.

## 5. Proposal and Implementation

- 5.1. It is proposed that the City of Hobart advocates for UTAS' STEM Precinct to be a priority project as well as the centrepiece of a City Deal for Hobart. Advocacy will take many forms including via informal conversations, formal correspondence and formal meetings and will

relate to the contact that City of Hobart Aldermen and officers have with the State and Federal Government, as well as the media.

- 5.2. It is proposed that the City of Hobart commence discussions with partners such as UTAS and the Mercury newspaper about bringing the community together via a forum to discuss the importance of STEM.

This would be an open community forum with a panel of expert speakers who would discuss the merits of STEM and what it means for Hobart and Tasmania. Time would also be allocated for comments and questions from the community.

It is intended that the forum be operated in partnership with UTAS and the Mercury newspaper, similar to the UTAS / Mercury Transport Forum staged in the Town Hall on 2 March 2017.

- 5.3. It is further proposed that the City of Hobart develop and execute a media campaign reinforcing Council's position on the STEM project. As part of this media campaign, the City of Hobart will actively seek community leaders in different fields to join the advocacy efforts. Social media could be an effective medium in which local leaders could express their support.

## 6. Strategic Planning and Policy Considerations

- 6.1. Advocacy for the STEM project as the priority project for Hobart and the centrepiece of a City Deal is in line with the following:

### 6.1.1. *Capital City Strategic Plan 2015-2025*

*1.1.2 Support the University of Tasmania's continued growth within the city.*

*1.1.3 Understand and develop opportunities that occur from the inner-city growth in the education sector.*

## 7. Financial Implications

- 7.1. Funding Source and Impact on Current Year Operating Result

- 7.1.1. Costs associated with the staging of a community forum would be to be attributed to the City Government Function of the 2017/18 Annual Plan.

- 7.2. Impact on Future Years' Financial Result

- 7.2.1. Should the STEM Precinct be delivered in the city, it is anticipated that a number of infrastructure changes will be necessary to support the development. These will have financial implications and will be considered in subsequent reports.

## 7.3. Asset Related Implications

7.3.1. None.

**8. Legal, Risk and Legislative Considerations**

- 8.1. A policy position is sought from the Council which may result in advocacy. Supporting the STEM Precinct in this way does not require legal, risk and legislative consideration.

**9. Environmental Considerations**

- 9.1. It would be anticipated that should the City Deal for Hobart include the STEM Precinct as the centrepiece, the new buildings will be constructed in line with UTAS' ['Sustainable Built Environment Designs Policy'](#) that states:

*"...all building projects costing more than \$5 million must be designed to meet at least a 5 Star Green Star Rating from the Green Building Council of Australia."*

**10. Social and Customer Considerations**

- 10.1. One of the main drivers for the STEM Precinct project is to help address a number of inequalities present either within the state of Tasmania or between Tasmania and mainland Australia. Aforementioned inequalities include:

- Lowest average levels of scientific and mathematical literacy in the country.
- Lowest weekly full-time wages in the country.
- One in four people below or very close to the poverty line.

It is therefore felt likely that support for this project is support for improvements to the lives of the community.

**11. Marketing and Media**

- 11.1. The essence of this report centres around the Council taking a public stance to advocate for UTAS STEM Precinct as the priority project for Hobart and the centrepiece of a City Deal.

The involvement of internal marketing and both internal and external forms of media is therefore paramount to ensure that this message is effectively communicated.

**12. Community and Stakeholder Engagement**

- 12.1. The following people were consulted in the writing of this report:

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- General Manager

**13. Delegation**

13.1. This matter is one for the Council.

*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.*



Lucy Knott  
**ECONOMIC DEVELOPMENT PROJECT  
OFFICER**

Date: 4 August 2017  
File Reference: F17/95437

Attachment A: STEM Support from Southern Mayors ↴

Southern councils band behind university's STEM project | The Mercury

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Impressions of the proposed STEM precinct for the corner of Argyle and Macquarie streets in Hobart. Supplied by UTAS.

Tasmania

## Southern councils band behind university's STEM project

SIMEON THOMAS-WILSON, Mercury

July 27, 2017 12:00am

Subscriber only

CIVIC leaders have united in a show of force to call for the University of Tasmania's \$400 million STEM centre to be the No. 1 project for southern Tasmania.

Mayors from Hobart, Clarence, Kingborough, Brighton, Derwent Valley, Sorell, Glamorgan Spring Bay, Central Highlands, Southern Midlands and Tasman councils and commissioners for Huon Valley and Glenorchy, pictured, have thrown their weight behind moving the centre into Hobart's CBD.

### **MORE: STEM PRECINCT KEY FOR CITY DEAL**

The 12 councils comprise the influential Southern Tasmanian Councils Authority.

<http://www.themercury.com.au/news/tasmania/southern-councils-band-behind-univer...> 03/08/2017



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Southern councils band behind university's STEM project | The Mercury

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"STEM is not just an education project and that is why Infrastructure Australia have put it on their priority list," said Hobart Lord Mayor Sue Hickey, who also is authority chair.

"This is the project the city, region and state needs to give critical mass to help solve other significant issues we face, such as sustainable transport, affordable housing and jobs."

Ald Hickey urged the state and federal governments to come on board to help bring the STEM (science, technology, engineering and maths) project to life. "Raising the standards of education in Tasmania raises the standards of living for us all," she said.

The university and supporters of the project say it would have statewide benefits. It would bring more than 3000 students and 700 staff into the CBD and provide for smaller campuses in Launceston and Burnie. It would aim to forge links with local industry.

Councils surrounding the capital said the increased ease of access for students was a key factor in their support.

Glenorchy Commissioner Sue Smith said it was a vital project for her region.

"Certainly the city is familiar more so than the Sandy Bay area to our [residents], especially our young, and I can see increased enthusiasm to further their education not only by our young people but also to many who wish to upskill as part of their self-improvement and job prospects or advancement in current employment," Ms Smith said.



☒ Southern Tasmanian council leaders, from left, Huon Valley Commissioner Adrianna Taylor, Sorell Mayor Kerry Vincent, Brighton Mayor Tony Foster, Clarence Mayor Doug Chipman, Hobart Lord Mayor Sue Hickey, Derwent Valley Mayor Martyn Evans, Central Highlands Mayor Lou Triffitt, Kingborough Mayor Steve Wass, Glenorchy Commissioner Sue Smith, Southern Midlands Mayor Tony Bisdee, and Tasman Mayor Roseanne Heyward show their support for STEM. Picture: SAM ROSEWARNE.

Derwent Valley Mayor Martyn Evans said it was a "no-brainer" to have it in the CBD.

<http://www.themercury.com.au/news/tasmania/southern-councils-band-behind-univer...> 03/08/2017

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Southern councils band behind university's STEM project | The Mercury

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"Especially for the Derwent Valley and its young people and older people getting back into education, because it's just one bus to get to town," Cr Evans said.

"When you have to take extra buses to Sandy Bay and other campuses around Hobart it makes it so hard and they are talking about accommodation in Hobart, which makes it easier for our young people to engage in education, and education is one of the keys to life itself.

"Any opportunity for that to move forward is applauded."

His views were echoed by Brighton Mayor Tony Foster.

"I think it will allow the youth in our municipality to access [university] more if it is in Hobart and it will even help those in the Southern Midlands area. At the moment, in Sandy Bay, it is difficult to get there," Cr Foster said.

"It will allow more of our kids to go to university, and that's why I support it."

Glamorgan Spring Bay Mayor Michael Kent said the STEM project would provide young students a way to envision a pathway for their studies. "We just need to ensure our country kids are encouraged from an early age to see the benefits of living and studying in our capital city and experiencing the world beyond the East Coast," Cr Kent said.

Central Highlands Mayor Lou Triffitt said STEM subjects should be encouraged.

"Meeting the needs of our students is difficult in the country, and at some stage does require relocation to the city to further education, especially in the STEM area," Cr Triffitt said.

"For our students who do relocate to further their academic abilities, success is based on their foundation of knowledge that is formed through piquing interest in primary school, and then providing a solid base throughout secondary school, where STEM subjects should be compulsory."



LORD MAYOR'S OFFICE  
TOWN HALL  
MACQUARIE STREET  
HOBART  
TASMANIA

The Honourable Malcolm Turnbull MP  
Prime Minister of Australia  
Parliament House  
CANBERRA ACT 2600

Dear Prime Minister

I write to you to respectfully request your commitment to progressing, as a priority, a City Deal for Tasmania's capital city, with the University of Tasmania's STEM proposal as its centrepiece.

As a City, we have identified an area where we firmly believe the opportunity is the greatest. Where there will be extensive opportunities for business, increased jobs and increased opportunities to access education.

Tasmania faces a number of economic challenges, including our relatively low rates of education attainment, lowest wage rates and lowest population growth rates in the country.

Our year 12 retention rates are approximately 10 per cent below the national average and completion rates are 22 per cent lower. We have a significantly lower portion of our population with a university degree compared to mainland states, and conversely, a higher amount of 15 to 74 year olds with no education post year-10.

Research tells us that there is a strong correlation between educational attainment and economic outcomes, with each additional year of schooling amongst the adult population boosting economic growth.

Addressing the economic and educational challenges that Tasmania is facing, provides a nucleus for a City Deal.

Given the powerful benefits to Hobart and Tasmania, the Hobart City Council has recently resolved that the University of Tasmania's STEM Precinct is the priority project for Hobart and should be the centerpiece of a City Deal for Hobart.

The UTAS STEM Precinct proposal is for 40,000m<sup>2</sup> of teaching and research facilities and space for more than 3,000 students and 700 staff in the heart of the city of Hobart.

Cont.../

2-

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It will aid in addressing key challenges for the city and state and give critical mass to help solve the issues we face such as creating jobs, affordable housing and sustainable transport.

The tangible benefits include job creation in construction, teaching and research, as well as opportunities for local retailers, accommodation providers and hospitality businesses.

The STEM precinct will have transformative effects in the city including creating vibrancy in underutilised areas, providing graduates with opportunities to stay in Hobart and boosting tourism to Tasmania. It is little wonder that the STEM Project is the only education project on the Infrastructure Australia priority list.

As Lord Mayor, I spend time thinking about how we would like others to see our city, our island and our people.

Often we hear visitors refer to our pristine nature, our beauty, our relative isolation, the warmth of our community and our rich culture.

If the STEM project is realised, I see great potential for us to be known as the clever or smart state, a city for the future, with knowledge and learning at the heart of our community.

I see a future in which Hobart, and other cities around the island, are national and international models for how regional centres might look in the years ahead.

That is a vision we must pursue so I implore you to favourably consider the Australian Government giving priority to a City Deal for Hobart that will not only rejuvenate a city and region but provide opportunities for all its residents and visitors.

Yours sincerely



Alderman Sue Hickey  
**LORD MAYOR**

Wednesday 9 August 2017

Item No. 6.3

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21/9/2017

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**REPORT TITLE: SISTER-CITY VISIT TO L'AQUILA AND UTAS STUDY TOUR TO FRIEBURG, CAMBRIDGE AND GOING GLOBAL CONFERENCE, LONDON**

**REPORT PROVIDED BY:** Group Manager Executive & Economic Development

**1. Report Purpose and Community Benefit**

- 1.1. The purpose of this report is to provide the Council with an overview of the recent delegation to Europe which undertook:
  - 1.1.1. A sister-city visit to L'Aquila, Italy.
  - 1.1.2. A UTAS led Study tour of Freiburg in Germany and Cambridge in the UK.
  - 1.1.3. Attendance at the 'Going Global Conference', supported by the British Council and held in London from May 22-24.
- 1.2. The community benefit from such a visit has been:
  - 1.2.1. Supporting the community based sister-city relationship with L'Aquila by marking the 20 year anniversary of the relationship.
  - 1.2.2. An increased understanding of the potential benefit arising to cities by working in partnership with universities including those opportunities that may arise from the City Deals process.

**2. Report Summary**

- 2.1. The City of Hobart Delegation to L'Aquila was the first visit to that sister-city since the devastating earthquake of 2009.
- 2.2. L'Aquila is still undergoing an unprecedented rebuild with an estimated 10 years of work still required.
- 2.3. The visit provided a chance to reset the relationship and renew the commitment.
- 2.4. The second leg of the delegation visit involved a UTAS led study tour to the Cities of Freiburg in Germany and Cambridge in the UK. In addition delegation members attended the Going Global conference in London, with a focus on higher education and cities.
- 2.5. The study tour provided delegates a further insight into the relationships between cities and their universities. Importantly the visit to Cambridge provided further advice and evidence as to key components of a successful city deal.



**3. Recommendation*****That:***

- 1. In order to further strengthen the sister-city relationship with L'Aquila, the Council consider the opportunity to sponsor, in conjunction with UTAS and the Abruzzese Association, a young person of Abruzzese descent to have the opportunity to study in L'Aquila for a period of time.***
- 2. Should the Council wish to proceed with this initiative a further report be provided detailing how such a proposal could work and the associated cost.***
- 3. The Lord Mayor invite the current and former Mayors of L'Aquila to the 20 year Anniversary celebrations to be held in October 2017 or the 20 year Anniversary of L'Aquila's first visit to Hobart being March 2018.***
- 4. The Council note that the most appropriate time of the year for future visits to L'Aquila is August to coincide with the Plenary Indulgence ceremony.***
- 5. The Council note the learnings from the visit to Freiburg and Cambridge and apply these in ongoing discussions with UTAS as well as the State Government with regard to a city deal for Hobart.***

**4. Background**

4.1. The Council will recall that at its meeting of 3 April 2017 it resolved that:

- 1. The City of Hobart participate in the 'Going Global Conference' in London from 22–24 May 2017, and a study tour to visit exemplar university cities in the United Kingdom and Europe prior to attending the conference.***
- 2. Nominations to attend received from the Lord Mayor (subject to her availability), Aldermen Cocker, Thomas and Denison be noted and further Aldermanic nominations be invited at the Council meeting.***
- 3. The Council approve the participation the General Manager and / or his nominee(s).***
- 4. The estimated cost of \$13,733 per Alderman be attributed to the general Aldermanic conferences allocation in the City Government Function and the Economic Development Function of the 2016/2017 Annual Plan***

- 4.2. Council subsequently resolved to also visit its sister-city of L'Aquila given the small additional cost to do so while in Europe and noting that 2017 is the 20-year anniversary of the relationship.

Delegation participants were:

The Lord Mayor

Alderman Zucco (L'Aquila only)

Alderman Thomas

Alderman Denison

The Deputy General Manager

The Group Manager Executive and Economic Development

- 4.3. After the L'Aquila visit the delegation joined up with:

4.3.1. The Vice Chancellor of UTAS, Professor Peter Rathjen

4.3.2. The Mayor of Launceston, Alderman Albert van Zetten

4.3.3. The Mayor of Burnie, Alderman Anita Dow

4.3.4. City of Launceston Director Infrastructure, Shane Eberhardt

4.3.5. UTAS Deputy Vice Chancellor (Global) Monique Skidmore

4.3.6. UTAS Manager Global Engagement Sara Franz

- 4.4. The Itinerary was as follows:

4.4.1. L'Aquila May 15 to 18

4.4.2. Freiburg May 19 to 20

4.4.3. London Going Global conference May 21 to 24

4.4.4. Cambridge City Deal meetings May 25

- 4.5. It is noted that originally the city of Brno (Czech Republic) was to be visited (May 20 and 21), however due to a flight cancellation on a connecting flight the City of Hobart delegation was unable to travel to Brno in time for the scheduled meetings.

#### **Sister-city visit to L'Aquila**

- 4.6. 2017 marks the 20-year anniversary of the Hobart – L'Aquila relationship.

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- 4.7. The relationship in some ways goes back many more years as L'Aquila is the capital of the Abruzzi region in Italy from which the majority of early Italian immigrants to Tasmania originated.
- 4.8. L'Aquila is situated in central Italy in a mountainous region that is prone to earthquakes and tremors.
- 4.9. L'Aquila's history is marked by severe earthquakes with the most recent being in April 2009 in which 308 people were killed. The city has suffered almost constant tremors since then and when the delegation visited, one of the first comments made by our hosts was that it had been two weeks since the last tremor, which they regarded as unusual.
- 4.10. It is difficult to put in words the obvious devastation that L'Aquila suffered from the earthquake and just how much of the old city is still to be rebuilt.
- 4.11. Walking through the old town, which was once the centre of L'Aquila city life, is akin to walking through a construction zone that is a similar size to the Hobart inner city.
- 4.12. While in L'Aquila the delegation:
  - 4.12.1. Was hosted by Councillor Maurizio Capri.
  - 4.12.2. Met with Mayor Massimo Cielente.
  - 4.12.3. Had a tour of the construction works in the old town.
  - 4.12.4. Met with the University of L'Aquila to discuss a potential relationship with UTAS.
  - 4.12.5. Toured nearby mountain villages with a focus on regional tourism.
- 4.13. During the delegation's time in L'Aquila there were numerous opportunities to discuss the sister-city arrangement between Hobart and L'Aquila.
- 4.14. Having seen the scale of work still required to rebuild L'Aquila and the amount of money required to complete the works, it is understandable that Hobart has not had a visit from L'Aquila since the earthquake.
- 4.15. However Mayor Cielente and Councillor Capri were at pains to emphasise the importance of the relationship with Hobart and how genuinely they appreciated the visit of the delegation. They commented that they viewed Hobart's visit as an opportunity to reset the relationship.
- 4.16. Both men noted that each year L'Aquila invites its sister-cities to a significant religious ceremony – known as "Plenary Indulgence" - in August and they impressed upon the delegation how welcome

representatives of the City of Hobart would be to attend this event in the future. They also pointed out the value of a number of sister-cities coming together at the same time.

- 4.17. Mayor Cielente was the Mayor at the time of the earthquake. On the day of our meeting he reflected that he had 25 days to go in office before he ended his second and final five year term as Mayor.
  - 4.17.1. Elections were held on June 11, with the new elected Mayor announced as Pierluigi Biondi.
- 4.18. Mayor Cielente shared with the delegation L'Aquila's vision for the future. He noted that although the city was devastated by the earthquake they had already undertaken much work with the community prior to the earthquake (2008) to develop L'Aquila's vision – *to be a city of knowhow*.
- 4.19. This in part has helped drive the rebuild of the broader city. The university has been an important part of this work providing specialisations in engineering and construction relating to the re-build of the city after the earthquake. Other areas of specialism are, space technology and pharmacy.
- 4.20. Now that areas of the city are being re-built, they can also focus on tourism and the opportunities for 'emotional tourism' that the surrounding mountains offer through, skiing, mountain biking, hang gliding, trekking and cycling.
- 4.21. The Mayor noted that immediately after the earthquake, 40,000 people were living in tents and another 40,000 people were relocated to the coast. He estimated that the rebuild of the city would take another five to ten years.
- 4.22. As part of the visit a meeting was held with the University of L'Aquila to better understand what opportunities may exist for collaboration. The university has 22000 students and 500 staff teaching across 9 faculties. It has:
  - 4.22.1. Two centres of excellence in metrological events and in telecommunications.
  - 4.22.2. Two research centres – In seismic activity and also in mathematic modelling.
  - 4.22.3. A significant overseas student program that also assists with Italian language training and living expenses.
- 4.23. The visit to L'Aquila painted an amazing story of resilience and the value of knowing the community's vision for the future.

- 4.24. There is no doubt that L'Aquila wished to reconnect with Hobart should the Council wish to build on its current relationship with L'Aquila. It is suggested that there are three key ways in which to start this:
- 4.24.1. Invite the new Mayor Pierluigi Biondi and former Mayor Cielente to lead a delegation to Hobart In October this year for local celebrations of the relationship and the Abruzzi association.
  - 4.24.2. Program in a visit every two years (in line with Council's international relations action plan) to L'Aquila that coincides with the "Plenary Indulgence" event held at the end of August each year.
  - 4.24.3. Seek to work with the local Abruzzi Association on the idea of second or third generation Hobart based students going back to study at L'Aquila University as part of a "reconnection" program that could be developed. Equally seek to engage with L'Aquila students to come and study at UTAS in the areas of engineering or technology.

### Freiburg

- 4.25. This is the second visit that Council representatives have undertaken to Freiburg at the invitation of the Vice Chancellor of UTAS.
- 4.26. Freiburg is a significant university city in the south - western part of Germany near the German / French border.
- 4.27. UTAS has a strategic interest in Freiburg for two reasons:
  - 4.27.1. It is seeking to have an academic and research partnership with the University of Freiburg
  - 4.27.2. As a city, UTAS point to Freiburg as an exemplar in the way that it has developed the university and city relationship so that the university is much more integral to daily city life.
- 4.28. In Freiburg the delegation undertook a guided walking tour of the city and some university facilities. Specifically the delegation examines the opportunity for cities to grow in partnership with their university.
- 4.29. These themes were reinforced by Vice Mayor von Kirchbach in a reception he hosted for the delegation. During the reception the Lord Mayor was able to discuss with the Vice Mayor an ongoing relationship of communication between our two cities.
- 4.30. The Vice Mayor talked about the fact that the city prided itself on its green image, and openly uses the title of "green city" as its second name.
- 4.31. It began its green journey in the 1970s when a Nuclear power plant was proposed near the city and the residents and Council of the day reacted



strongly against this. The Council at the time resolved that it needed to do more than just protest and so began a strategy of greening the city both philosophically and practically.

4.32. Some examples include:

- 4.32.1. No large supermarkets are allowed in the inner city – only local services and goods
- 4.32.2. The city works hard on citizen engagement – for example when the light rail was proposed for the city centre at the expense of cars, the Council of the day asked the community to decide.
- 4.32.3. Cars were removed from the city centre progressively from the 1970s onwards.

**Going Global Conference, London 22-24 May 2017.**

- 4.33. The conference is an annual event hosted by the British Council, which is *"the United Kingdom's international organisation for cultural relations and educational opportunities"*.

<https://www.britishcouncil.org/>

- 4.34. Broadly speaking the conference theme was the exploration of

*"how universities and colleges support city-regional economies and social and civic engagement, connecting the world's cities to global knowledge and talent and addressing global challenges.*

*In an era characterised by both globalisation and urbanisation, tertiary education institutions have unprecedented opportunities to mobilise their expertise and prepare young people for the future and drive forward research and policy agendas at the city, national and global levels.*

*However, universities and colleges also face challenges, not least because of the changing nature and locations of tertiary education delivery.*

*This theme was examined through four lenses: Research and innovation, Talent development and flows, Societies and communities and Leadership"*

- 4.35. There were 900 delegates from 40 Countries.
- 4.36. While it was interesting to hear many university academics and leaders talking of the closer relationship building between universities and their cities, the conference was under-represented at a local and regional government level giving the conference a distinct academic, rather than practical focus. It was nevertheless opportune to attend this conference with the mayors of Launceston and Burnie as well as the Vice Chancellor.

- 4.37. The vice Mayor of Rome Mr Luca Bergamo, one of the keynote speakers noted:

*"...that Rome did not see its universities as institutional bodies physically situated in one place or several places. The university is providing knowledge that becomes part of your social change and your cultural world... The role of a university is to be part of a process that leads to individual emancipation, the fulfilment of human rights..."*

- 4.38. The four major themes explored through the conference were:

- 4.38.1. Research and innovation
- 4.38.2. Talent development and flows
- 4.38.3. Societies and communities
- 4.38.4. Leadership

- 4.39. This theme of universities taking on a more central social role was also evident throughout the conference and included such examples as universities being a catalyst for urban regeneration – a number of UK universities were cited in this context.

- 4.40. Keynote speaker Aromar Revi reflected that the world's great cities all historically have universities at their heart – Xi'an, Oxford, Cambridge, Istanbul, Harvard, Columbia, Paris and so on. But he also then reflected that some of the newer Universities are challenging this norm – University College in London for example; and he also drew on Melbourne and its experiences with University of Melbourne and RMIT. But all his examples stressed that key university – city relationship.

- 4.41. An interesting session was looking at creative hubs, which proposed that many city centres and universities are taking back / over the space that had been occupied by the traditional technopark – because they are often more accessible and in areas that students, innovators and researchers want to be rather than in an isolated campus. In some cities these are establishing as innovation districts.

- 4.42. Ed Byrne, the President of University College London, noted that cities need to:

- 4.42.1. Draw clever and talented people
- 4.42.2. Look at their geography. What does the local area look like?
- 4.42.3. Have a university at their heart.
- 4.42.4. Contribute to a city's ecosystem
- 4.42.5. Have a sympathetic and active government.

- 4.43. The delegation shared attendance across the various sessions to help maximise the learnings and insights gained.

#### Cambridge

- 4.44. The final leg of the study tour was a prearranged meeting with Cr Ian Bates and key staff from the City Deal office of Cambridgeshire Council.
- 4.45. The Cambridgeshire City Deal is considered to be a strong example of the success of UK City Deals and the City – University connection as part of that deal.
- 4.46. A key learning from the discussion is that the City Deal can be used as a tool for future planning and to help solve the key issues facing the future.
- 4.46.1. For example Cambridge is facing the need of building 33,000 new homes and a population increase of 44,000.
- 4.47. The Cambridge City deal is based around a 20-year plan devolved into four 5 year plans. One hundred million pounds was made available for the first 5 year plan. At the end of each 5 year plan there is a review by the UK government against set key performance indicators.
- 4.48. The four key themes of the City Deal are:
- Transport
  - Skills
  - Housing
  - Smart Technology.
- 4.49. Interestingly Cambridge was not one of the first eight UK City deals announced. The team advised delegates that considerable work was undertaken in preparing the bid and the fact that University of Cambridge was part of the bid was seen as critical to its success.
- 4.50. There is a strong Governance framework in place. There is City Deal Executive in place which is chaired by the leader of the Council but includes a wide cross section of stakeholders and the University.
- 4.51. Cr Bates advised delegates that communication was central to the success of the City Deal. He was able to point to the fact that in the first instance Cambridge did not communicate strongly enough to its community. He strongly advised that in bringing people on board, Hobart needed to communicate the 'big picture' right from the outset and explain what a city deal could solve for Hobart.

**5. Proposal and Implementation**

- 5.1. Since undertaking this visit the Council has resolved that it wishes to advocate for STEM to be the centrepiece of a Hobart City deal.
- 5.2. The fact remains that STEM is the only Tasmanian project on Infrastructure Australia's priority list. This is after an extensive business case was submitted by UTAS and assessed by Infrastructure Australia (the assessment can be viewed here <http://infrastructureaustralia.gov.au/projects/project-assessments.aspx>).
- 5.3. The study tour was able to reinforce and clarify that the nexus between a city and its higher education providers can be a strong social, environmental and economic driver for the future. The Going Global conference reconfirmed this through the myriad of discussions and presentations that took place during the conference.
- 5.4. The challenge for the Council is to how best leverage off this for the benefit of the wider community. Seeing how other cities are doing and planning to do this is an important process to gather evidence from.
- 5.5. Accordingly it is proposed that the Council maintain regular communication with the cities of Freiburg and Cambridge to follow progress and developments as they arise.
- 5.6. With regard to the governance and communications lessons learnt from Cambridge regarding city deals, this information needs to be shared with the State government and surrounding Councils in support of developing the framework for a greater Hobart City Deal.

**L'Aquila**

- 5.7. L'Aquila still has a monumental rebuilding period ahead of it. Accordingly its ability to maintain an active and busy sister-city relationship will be limited.
- 5.8. It was clear from the visit however that the desire to retain the relationship was strong.
- 5.9. As noted earlier in this report the visit was an opportunity to reset the relationship, which occurred.
- 5.10. The discussions with the University of L'Aquila and City leaders as well as the local Abruzzese Association have all confirmed the opportunity to continue to support the relationship as well as highlight the importance of the next generation of young people in both cities are important to the future of the relationship.
- 5.11. With this in mind it is proposed that the Council consider the opportunity to sponsor, in conjunction with UTAS and the Abruzzese Association, a local Italian young person of Abruzzese descent to have the opportunity to study in L'Aquila for a period of time. This could be for a short course of one to three months duration, or for a more established component of an under or post graduate degree.

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5.11.1. Should the Council wish to progress this proposal a further and more detailed report would be provided to the Council.

5.12. Additionally now it is clear that there is a particular event during which L'Aquila would welcome visits by its sister-cities. It is therefore proposed that future visits by the City coincide with this event, being the Plenary Indulgence ceremony which is held in August.

## **6. Strategic Planning and Policy Considerations**

6.1. Goal 1 of the 2015-2025 Strategic Plan, Economic Development, Vibrancy and Culture, states at Objective 1.1.2, *Support the University of Tasmania's continued growth within the City.*

## **7. Financial Implications**

7.1. Funding Source and Impact on Current Year Operating Result

7.1.1. The final costs for the delegation of five people for 15 days and one Aldermen for five days are as follows:

7.1.2. \$87,571 Airfares

7.1.3. \$17,149 Accommodation

7.1.4. \$1,500 meals not included in accommodation.

7.1.5. The cost for the visit was met by a combination of the Aldermanic Travel budget in City Government and Sister-city Visits budget in Economic Development.

## **8. Legal, Risk and Legislative Considerations**

8.1. None arise from this report.

## **9. Environmental Considerations**

9.1. While there are no direct considerations arising from this report the study tour did allow delegates to observe the environmental practices in other cities.

## **10. Social and Customer Considerations**

10.1. These have been discussed throughout this report.

## **11. Marketing and Media**

11.1. The subject of Council travel overseas receives quite mixed reactions within the media and community.

11.2. A study tour and sister-city visit like the one discussed in this report has presented many learnings to delegates. These will now be brought back and incorporated into Council thinking in the partnership with UTAS and on areas such as City Deals.



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- 11.3. It is now some months since this visit took place, a media release or advisory is somewhat redundant. It is noted the Lord Mayor did publish in the Mercury an opinion piece on the L'Aquila visit.

**12. Community and Stakeholder Engagement**

- 12.1. Since returning from the visit the Lord Mayor and staff have met with the Abruzzese Association to debrief on the visit.
- 12.2. With regard to the UTAS component of the delegation, ongoing discussions between the Lord Mayor and Vice Chancellor continue and it is noted the Vice Chancellor has briefed the Council since the delegation took place.

**13. Delegation**

- 13.1. The matter is one for the Council.

*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 &  
ECONOMIC DEVELOPMENT**

Date: 15 September 2017  
File Reference: F17/60524

**REPORT TITLE: YAIZU 40 YEAR ANNIVERSARY DELEGATION  
AUGUST 2017**

**REPORT PROVIDED BY:** Group Manager Executive & Economic Development

**1. Report Purpose and Community Benefit**

- 1.1. The purpose of this report is to provide the Council with an overview of the City of Hobart led delegation to Yaizu in August this year.
  - 1.1.1. The purpose of the visit was to commemorate 40 years of sister city friendship.
- 1.2. The purpose of Sister/Friendship City relationships is to increase international understanding. Our international relationships have the ability to stimulate economic growth, increase tourism and assist in establishing reliable business contacts which can create long-term benefits to our local community.
  - 1.2.1. They also enable communities to exchange ideas, gain an international perspective and increase their understanding of global issues.
  - 1.2.2. Social and cultural exchanges between Sister Cities break down intercultural barriers and promote diversity, which encourages openness, tolerance and mutual understanding, all of which enrich our community.

Hundreds of students have benefitted from the Yaizu sister city student exchange program over the past 29 years.
  - 1.2.3. Greater interaction with the rest of the world exposes us to different perspective and new ideas.

**2. Report Summary**

- 2.1. The City of Hobart delegation to Yaizu was to commemorate 40 years of sister city friendship.
- 2.2. This was the largest overseas delegation the Council has undertaken and was symbolic of the importance of the 40 year anniversary of the relationship.
- 2.3. The delegation included aldermen, council officers, interpreters, three community members, the former Lord Mayor Valentine and the former Lady Mayoress Plaister.
- 2.4. The delegation undertook an extensive program of meetings and official functions during its visit from Friday 11 August to Tuesday 15 August 2017.

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- 2.5. It is proposed that the future of the relationship must be considered and actively managed as many people who were associated with the early success of the relationship on both sides are no longer as active or able to contribute as they have in the past.
- 2.6. Since the delegation returned from Yaizu, the Mayor of Yaizu has indicated an intention to lead a Yaizu delegation to Hobart mid to late next year. It is likely that the delegation will include the Yurikamome Children's Choir. Should this be the case officers will investigate the potential for the Choir to perform as part of Festival of Voices.
- 2.7. It is also understood that the Mayor wishes to follow up in the economic talks held as part of the recent visit.

**3. Recommendation*****That:***

1. ***The Lord Mayor formally invite the Mayor of Yaizu, Mr Hiromichi Nakano and the Yurikamome Children's Choir to Hobart in 2018.***
2. ***Council officers work with the City of Yaizu to plan for this visit and to explore the possibility of the Yurikamome Children's Choir performing as part of the 2018 Festival of Voices.***
3. ***Council officers work with the Department of State Growth, UTAS and industry to explore and develop new economic opportunities arising from the Yaizu – Hobart relationship.***

**4. Background****History of the relationship**

- 4.1. The origins of the Hobart-Yaizu Sister City relationship began with the tuna fishing fleets that once harboured in Hobart during the 1960s and 1970s. The fishermen were from the large tuna fleet based 1 ½ hours south of Tokyo, in Yaizu.
- 4.2. Because of regular and long visits in Hobart from the fishermen, business and personal connections started to form between Hobart and Yaizu.
- 4.3. The then Lord Mayor of Hobart, Alderman Doug Plaister, visited Yaizu in the mid-1970s and began the process of establishing a sister city relationship. He also met a local woman, Fumiko, who would later become his wife.
- 4.4. The Hobart-Yaizu Sister City relationship was formalised on 17 February 1977, making the agreement the 6th oldest Japan-Australia sister city relationship.

- 4.5. There have been a number of official visits between the two cities (Yaizu visiting Hobart too) to commemorate the 25th, 30th and 35th anniversaries.
- 4.6. In 2001, the Council established a community support committee, the Yaizu Sister City Committee - comprising 10 members, including representatives from the Australia Japan Society and a number of interested local people. The committee supports a variety of educational and cultural activities and exchanges with local schools.

**Yaizu 40 year anniversary delegation**

- 4.7. The Council will recall that at its meeting of 8 May 2017 it resolved inter alia that:
  1. *The Council endorse a delegation to travel to Yaizu in August 2017 as part of the 40th anniversary celebrations of the relationship, with the estimated cost of up to \$6,575 per Alderman, to be attributed to the Economic Development Function of the 2017/2018 Annual Plan.*
  2. *Costs associated with Mrs Fumiko Plaister's participation in the delegation to Yaizu, as well as an interpreter, be borne by the Council at an approximate cost of up to \$6,575 per person, to be attributed to the Economic Development Function of the 2017/2018 Annual Plan.*
- 4.8. Subsequently the Council at its meeting of 5 June 2017 resolved that:
  1. *The Council endorse subsidising 50% of travel (flight and train) and hotel costs for up to four community members to join a Council led delegation to Yaizu in August 2017, at a total cost of \$5,400, to mark the 40th anniversary of the relationship between Yaizu and Hobart.*
  2. *In the event that more than four community members indicate an interest in joining the Council delegation, a further report be prepared for the Council.*
  3. *Given their close association with the Hobart/Yaizu Sister City relationship, the Lord Mayor invite former Lord Mayors, Valentine and Freeman to join the delegation, on the basis that the Council will fund 50% of the travel costs, including flight, train and hotel (at the same class as Aldermen, as provided under the Council's policy)*
  4. *The Council invite members of the public and business community, together with individuals and organisations who have had involvement with Hobart/Yaizu relations, to participate in the delegation, at their own cost, via mediums such as social media, newspaper advertising and other appropriate methods.*

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- (i) *The Council also invite representation in the delegation from UTAS, other educational organisations and businesses, particularly from any students who may have connections with Yaizu.*
- 5. *Tentative nominations to participate in the delegation from Aldermen Zucco, Briscoe and Cocker be noted.*
- 6. *The cost be attributed to the Economic Development Function of the 2017/2018 Annual Plan.*
- 7. *The Lord Mayor issue a media release in respect to the visit.*
- 4.9. Further to the above, the Council at its meeting of 24 July 2017 resolved that:
  - 1. *The Council consider funding a celebratory dinner for up to 40 people to mark the 40th anniversary between Hobart and Yaizu and to showcase Tasmanian produce.*
  - 2. *This estimated cost of \$5,700.00 (not including staffing and venue costs) is funded from the existing budget allocated for the delegation attributed to the Economic Development Function of the 2017–18 Annual Plan.*
  - 3. *The Council reconfirm the membership of the delegation to Yaizu as being:*
    - (i) *The Lord Mayor, Aldermen Zucco, Briscoe, Cocker, Denison, Harvey;*
    - (ii) *Mrs Fumiko Plaister;*
    - (iii) *Former Lord Mayor Rob Valentine, MLC*
    - (iv) *The General Manager and two nominees;*
    - (v) *An official interpreter;*
    - (vi) *Three part funded community members;*
    - (vii) *A fourth community member to be nominated at the General Manager's discretion that could act as an informal interpreter;*
    - (viii) *A chef as referred to in part 2 above.*

**Purpose of visit**

- 4.10. The purpose of the visit was to commemorate 40 years of sister city friendship.



4.11. In February this year a very significant delegation of 30+ people from Yaizu visited Hobart for a diverse range of activities and events that marked the 40th anniversary.

4.12. The delegation included aldermen, council officers, interpreters, three community members, the former Lord Mayor Valentine and the former Lady Mayoress Plaister, as noted below:

The Lord Mayor Alderman Sue Hickey

Alderman Jeff Briscoe

Alderman Philip Cocker

Alderman Tanya Denison

Alderman Bill Harvey

The Hon. Rob Valentine MLC – self funded

Mrs Fumiko Plaister, former Lady Mayoress, City of Hobart

Mr Nick Heath, General Manager, City of Hobart

Mr Philip Holliday, Director Community Development, City of Hobart

Mr Tim Short, Group Manager, Executive and Economic Development, City of Hobart

Ms Yukiko Burns, Interpreter, City of Hobart

Dr John Kertesz, Interpreter, City of Hobart

Ms Glenda Hosking – self funded

Ms Cleo Cocker – self funded

Ms Amy Chamberlain – self funded

Ms Kit Cheng Soo – self funded

Ms Rachel Stivicic – community member – 50% subsidy

Ms Julie Marsaban Stirling – community member – 50% subsidy

Ms Faith McDougall – community member – 50% subsidy

4.13. This was the largest overseas delegation the Council has undertaken and was symbolic of the importance of the 40 year anniversary of the relationship.

4.14. The inclusion of community representatives enabled the development of personal and professional interests and connections and lets the

relationship be viewed from new or fresh eyes. These community connections help the Council in Hobart and Yaizu to strengthen international links but also bring increased experience, knowledge and skill back to the community.

4.14.1. Ms Julie Marsaban Stirling and Ms Rachel Stivicic will be present at the Economic Development Committee meeting to provide short presentations on their experiences.

4.15. The Itinerary was as follows:

Thursday 10 August, depart Hobart and arrive in Tokyo

Friday 11 August, arrive in Yaizu

Tuesday 15 August, depart Yaizu

Wednesday 16 August, arrive in Hobart

4.16. The delegation undertook an extensive program of meetings and official functions during its visit. This included:

#### **Friday 11 August**

- Visit to Yaizu Shrine
- Visit to the study centre of disaster prevention – this was a very new facility where the delegation was able to experience the simulated force of an earthquake the same magnitude that struck Japan in March 2011 (causing the tsunami and subsequent Fukushima meltdown) and was magnitude 9.0. The centre manager also gave a talk about Yaizu's preparedness for future disasters including the use of drones to locate people needing rescue and assistance.
- Informal dinner with the Mayor Hiromichi Nakano, Deputy Mayor Koji Shimoyama, President Tokuichi Nishikawa and members of the Yaizu-Hobart Friendship Association. During the dinner a performance was given by members of the Yaizu Sorooptimists group, which has a link to Hobart through the Hobart Club and delegation member Ms Julie Marsaban Stirling.

#### **Saturday 12 August**

- Deep-Sea Water Facility, which is a new institute researching the deep sea areas of Japan's coast including marine life and the impacts of climate change.
- Ceremony for Hobart Street

This was a highly significant occasion with the formal naming of a street in Yaizu's busy port area, literally "Hobart Street". There was a formal dedication ceremony and significant plaque and garden placed into the footpath in Hobart Street to commemorate the occasion.

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- Visit to the new fisheries cool store facility

This was again a demonstration of new development in Yaizu with a brand new cool store facility for the tuna catch.

- Greeting ceremony at Yaizu City Council

This was the formal ceremony to welcome the delegation and hosted in the Council Chamber. The official gift exchange took place during this event.

Yaizu's gift to Hobart was a vibrant painting of Mt Fuji which will be displayed in the Town Hall. Hobart's gift to Yaizu was a bronze sculpture of a Tasmanian tiger and was very well received. During the ceremony a number of Yaizu City Councillors were present, all of whom introduced themselves in English. It was evident that considerable thought had gone into preparing for this function.

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- Welcome lunch by the Fishery Association.
- Visit to the grave of the former Mayor Hattori
- Paddy fields play of Fujimori (Welship)

This was a play put on by participants of a local welfare centre and told the story of rice cultivation. Again, considerable effort had been gone to in presenting this play.

- Formal welcome reception with Mayor Hiromichi Nakano and his wife Ms Fusako Nakano; Deputy Mayor Mitsuru Handa; Deputy Mayor Koji Shimoyama; President Tokuichi Nishikawa of the Yaizu-Hobart Friendship Association; Vice President Kuno and Mr Warashina of the Yaizu-Hobart Friendship Association; Mr Sato Chairman of the Board of Education; Dr Oota Director of Hospital Management; Mr Saito Chairman of Yaizu City Council; Mr Yoshiaki Ishida Councillor; Mr Hiromi Suzuki Councillor; Mr Ikegaya Councillor, Ms Fukada Councillor, Mr Aoshima Councillor, Mr Matsumoto, Councillor and staff of Yaizu City Council

The dinner was a highlight of the visit – again because of the clear effort that had been gone to in preparing. The evening was a constant procession of dances and performances, most notably including a singing performance by the Yurikamome Children's Choir (which has been to Hobart previously) and a Samurai sword demonstrations with sword that was over 400 years old.

**Sunday 13 August**

- Ara Matsuri Festival, Yaizu Shrine00

The delegation was given the opportunity first hand to witness the stunning Ara Matsuri Festival, which could be described as a form of organised chaos as hundreds of traditionally dressed Yaizu residents carry two shrines nonstop through the city for 11 hours. It is difficult to adequately describe the atmosphere generated by the intense noise of hundreds of people shouting and yelling as the shrines moved through the streets of Yaizu. The pride in this festival was very evident.



- Afternoon visit to Shizuoka City.
- Thank you dinner – AEON

In the evening the Hobart delegation hosted a thank you dinner for our Yaizu hosts. This dinner took place within the restaurant in the AEON shopping centre. This was a significant choice for a number of reasons.

The shopping centre car park hosts a garden of Tasmanian plants including a eucalyptus and flowering wattle, which was planted in commemoration of a previous delegation visit many years ago. These trees were now a significant size.

AEON itself sells Tasmanian salmon, beef and wine. The delegation saw a very significant display of the produce which we were told is a strong product line for the business.





### Monday 14 August

- A key focus for this visit in addition celebrating 40 years of history was also to discuss the future of the relationship. Mayor Nakano hosted a meeting which appeared on our program as the "Twinkle Twinkle Future Meeting". The Mayor described to us that the Japanese words for a meeting about the future translated in English to "Twinkle Twinkle" - meaning a discussion about the future and the stars in the sky.

Again, Yaizu went to considerable effort in planning for the meeting. It was attended by Mayor Nakano, Deputy Mayor Mitsuru Handa, Deputy Mayor Koji Shimoyama, Hospital staff, Yaizu City Council staff from the Department of Economy and Industry, Yaizu City Council staff from Department of Citizen's Affairs, Representatives of the Chamber of Commerce, Representatives of the Environment Greening Project Cooperative Association.

City of Hobart delegates who also took part in the meeting were Alderman Jeff Briscoe, Alderman Philip Cocker, Alderman Tanya Denison, Alderman Bill Harvey, Nick Heath, Philip Holliday, Tim Short and Mrs Yukiko Burns (interpreter).

Both sides presented the current economic situations in our cities and Lord Mayor invited each of the Hobart Aldermen to discuss their various areas of Council interest and the Council committees they were representing.

Yaizu were very clear about the wish to explore new areas of exchange beyond education and fishing and hence included areas of environment, health care and aged care.

In the time that was allowed for the meeting it was resolved that staff from each Council would remain in contact to explore opportunities in more detail.

Since returning from Yaizu, staff from Yaizu Council have now confirmed that Mayor Nakano wishes to visit in August next year to continue discussions.



- Waterfront fireworks – previous delegations have also been able to witness the very impressive hour long firework display which is partly sponsored by private companies.

The Lord Mayor was invited to launch the fireworks and address the crowd, estimated to be 100,000 people.

We were advised the fireworks cost in excess \$300,000 and were one of the larger displays in Japan.

#### **Tuesday 15 August**

- Gyokuro no sato (including the experience of green tea)

On the final morning the delegation was taken to a traditional green tea ceremony followed by a tour of a traditional Japanese guest inn that dated back to the 1800s and is now a Museum.

#### **5. Proposal and Implementation**

- 5.1. It is difficult to argue, that having lasted 40 years the relationship with Yaizu has not been a successful sister city relationship.
- 5.2. It is the 5<sup>th</sup> oldest Australia – Japan relationship in existence.
- 5.3. Nevertheless it is proposed that the future of the relationship must be considered and actively managed as many people who were associated with the early success of the relationship on both sides are no longer as active or able to contribute as they have in the past.

- 5.4. It is a key for the relationship to succeed that it must be supported by the local Hobart community. Like any of Hobart's international relationships, if there is not strong local community support for the relationship, the Council must always reflect on the relevance of such relationships.
- 5.5. The meetings held during this visit indicate an understanding from both Hobart and Yaizu that the relationship does need to progress and to some extent be reset for the future.
- 5.6. One example of this is a Japanese business man that the delegation met during the visit that owns farming property in Tasmania and is growing buckwheat for export to Singapore and Japan. Some of this buckwheat is processed at the restored Callington Mill at Oatlands and sold locally.
- 5.7. Historically the relationship was founded on Tuna fishing and the visiting fleet of boats to Hobart. During discussions with Yaizu on this visit, while Tuna fishing and tuna products remain an important industry to Yaizu, it is evident that the return of the fleet to Hobart for resupply is very unlikely due to a number of economic and political reasons.
- 5.8. Accordingly the relationship needs to be reset and look forward to areas such as education, agriculture including, buckwheat, beef and wine as well as aquaculture and salmon.
- 5.9. The city should use its leverage as a sister city with Yaizu to promote these commercial opportunities with Japanese business. As with the Chinese relationships, a partnership with the Department of State Growth is considered important.
- 5.10. Culturally the relationship with Yaizu should look to focus on student exchange and visits such as the Yurikamome Choir.
- 5.11. Over the past 29 years of the relationship many hundreds of Yaizu students have visited Hobart and vice versa, with a number of student teachers from UTAS having lived and taught in Yaizu.
- 5.12. Since the delegation returned from Yaizu, the Mayor of Yaizu has indicated an intention to lead a Yaizu delegation to Hobart mid to late next year. It is likely that the delegation will include the Yurikamome Children's Choir. Should this be the case officers will investigate the potential for the Choir to perform as part of Festival of Voices.
- 5.13. It is also understood that the Mayor wishes to follow up in the economic talks held as part of the recent visit.

**6. Strategic Planning and Policy Considerations**

- 6.1. Goal 1 of the 2015-2025 Strategic Plan, Economic Development, Vibrancy and Culture, states at Objective 1.2.4 *Support the Council's existing sister city relationships with Yaizu, L'Aquila and Xi'an and respond to new opportunities.*

**7. Financial Implications****7.1. Funding Source and Impact on Current Year Operating Result**

- 7.1.1. The cost of \$66,060, attributed to date, for the delegation was met by the Sister City Visits budget within the Economic Development function and is itemised below:

7.1.1.1. \$45,078 Airfares

7.1.1.2. \$15,940 Accommodation, including meals

7.1.1.3. \$5,201 Travel including taxi, train, data, travel allowance and insurance

7.1.1.4. \$1,500 Interpreting

**7.2. Impact on Future Years' Financial Result**

7.2.1. Nil

**7.3. Asset Related Implications**

7.3.1. Nil

**8. Legal, Risk and Legislative Considerations**

- 8.1. None arise from this report.

**9. Environmental Considerations**

- 9.1. None arise from this report.

**10. Social and Customer Considerations**

- 10.1. As noted elsewhere in this report there is an active local Yaizu sister city committee.

**11. Marketing and Media**

- 11.1. The subject of Council travel overseas receives quite mixed reactions within the media and community.
- 11.2. While it is not considered necessary to undertake any specific media in relation to this report of the visit, it is always important that the Council openly discusses such visits and seeks to engage the community.

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**12. Community and Stakeholder Engagement**

- 12.1. The relationship has been supported since 2001 with a local Yaizu sister city committee. This group is critical in ensuring the relevance of the relationship to the wider community.
- 12.2. The group assisted in planning the itinerary for both Yaizu's visit to Hobart in February this year as well as Hobart's recent visit to Yaizu.
- 12.3. The participation of three community members in the delegation to Yaizu was a valuable addition to the visit. Each of the three brought different perspectives and interests to the delegation as is evidenced by their attached reports. Each of the community members developed new relationships in Yaizu, which again is important to the continued longevity of the relationship.

**13. Delegation**

- 13.1. The matter is one for the Council.

*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 &  
ECONOMIC DEVELOPMENT**

Date: 17 November 2017  
File Reference: F17/109488; 16/198

Attachment A: Yaizu delegation Aug 2017 - Julie Marsaban Stirling ↴  
Attachment B: Yaizu delegation Aug 2017 - Faith McDougall ↴  
Attachment C: Yaizu delegation Aug 2017 - Rachel Stivicic ↴

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**REPORT TITLE: EUROPEAN UNION WORLD CITIES PROJECT -  
KATOWICE POLAND****REPORT PROVIDED BY:** Director City Planning**1. Report Purpose and Community Benefit**

- 1.1. This report provides the Council with a further update on the European Union's World Cities 2017 Australian Project (the Project) in which the Cities of Hobart and Katowice, Poland are paired.

**2. Report Summary**

- 2.1. The Project facilitates and enables practitioner exchange between selected EU and Australian cities on regional and urban sustainable development. It emphasises technical and operational officer level interchange on best practice and experience in areas of urban innovation (smart city), creative industries and green technologies (energy efficiencies, low carbon development).
- 2.2. Through the Project the City of Hobart is partnered with the City of Katowice, Poland, with the City hosting a working visit to Hobart, in April 2017 for officers from Katowice, Silesian universities and a Polish start-up entrepreneur.
- 2.3. As part of the Project, a reciprocal visit was undertaken from 9th – 13th October 2017. The delegation consisted of Aldermen Briscoe, Associate Professor Andrew Legg, Director Conservatorium of Music University of Tasmania, Peter Carr (Peter Carr Consulting), the Council's Environment and Climate Change Officer and Director City Planning. The delegation also attended the Cities and Regions Conference in Brussels where the delegation presented a brief update on progress of the project to date. There will be a final visit by Katowice representatives to Hobart in early 2018.
- 2.4. The main purpose of the visit to Katowice by the Hobart contingent was to gain an understanding of the cities qualities, challenges and attributes and identify what opportunities there maybe for further collaboration.
- 2.5. Based on the learnings so far it is proposed that two areas of possible immediate collaboration exist between Hobart and Katowice The first through a partnership between the University of Tasmania's Hedberg digital, creativity and performing arts centre and a similar institution in Katowice of which there are several to explore. The second is to collaborate with the City of Katowice in presenting our respective challenges and initiatives on climate change to the UN Climate Change Conference COP 24 to be hosted by Katowice in December 2018.



**3. Recommendation**

*That:*

- 1. *That the report be received and noted***
- 2. *The Hobart City Council explore with the City of Katowice the opportunity for a joint presentation on the challenges and initiatives for our respective cities on climate change to the UN Climate Change Conference COP 24 to be hosted by Katowice in December 2018.***
- 3. *That the City of Hobart encourage the University of Tasmania Hedberg to explore opportunities in collaborating with a suitable cultural and or educational institution in Katowice with the aim of furthering both cities creative and cultural learnings.***

**4. Background**

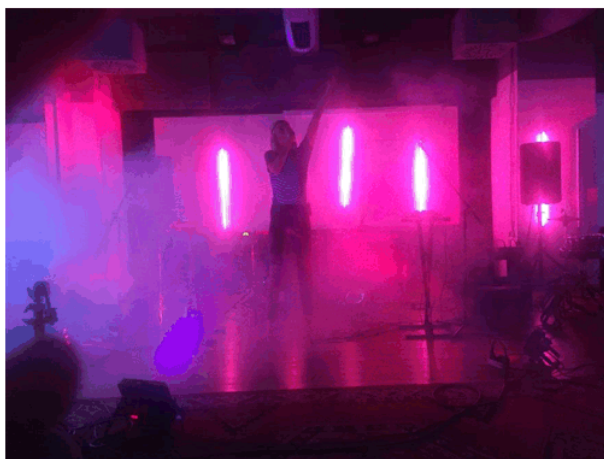
- 4.1. The City of Katowice lies in the south of Poland near the border of the Czech Republic. It has a population of 300,000 people and was originally founded on the coal mining industry in the 1800's and unusually for European cities its city status was achieved after Hobart's 1842 declaration. The City is the administrative centre of the Silesian Region with an overall population of 2.2 million.
- 4.2. The city's economy has significantly shifted in the last couple of decades of one based on extractive and steel industries (eight functioning coal mines in the 1990's to four now) to a business service and cultural sectors. It has also seen a significant injection of European Union funding with the recently construction of the \$63 million Euro Silesia Museum, \$60 million Euro home of the National Polish Radio Orchestra (NOSPR Concert Hall), and the \$100 million Euro International Congress Centre all within its cultural zone adjacent to the CBD.



#### NOSPR Concert Hall

- 4.3. Katowice through its 2020 City Development Strategy also has invested \$60 million Euro into CBD pedestrian zone improvements. This has resulted in a significant reduction in vehicle traffic, expansion of public spaces and improved public tram facilities within the CBD since 2012.
- 4.4. The city has developed a 2030 City Development Strategy following on from its 2020 Strategy. A copy of the Strategy is attached and is based of four main strategic fields being
- Quality of life
  - Metropolitan nature and the city centre area
  - Entrepreneurship and economic growth
  - Transport and city logistics
- 4.5. The City of Katowice is a member of the recently formed Metropolitan Association of Upper Silesia which is a grouping of 14 adjacent cities with the aim of:

- Arriving at a common development strategy for the cities of the union, in accordance with the current law governing planning and land use;
  - Implementing projects joined by a common development strategy of the cities;
  - Obtaining financing from domestic and foreign funding sources;
  - Managing the roadways transferred to the union by its constituent cities;
  - Obtaining aid from the European Union;
  - Stimulating the job market throughout the constituent cities;
  - Supporting innovative economic programs, increasing the competitive standing of the cities
  - Influencing legislative and decision-making processes in matters important to the union and affecting the union's activities
- 4.6. Katowice was also recently accepted (2015) into the network of UNESCO Creative Cities as a city of music. Katowice has 30 music clubs, 7 music labels, 12 recording studios, 11 music stores, 24 concert halls.



- 4.7. Katowice is a city that is making the most of its central European location and being part of the EU. It is a city that while not having any unique natural or historical attributes apart from it being located on a significant coal deposit is making successful endeavours to transform itself into a modern service based economy with significant cultural facilities and institutions to support a vibrant society.

## 5. Proposal and Implementation

- 5.1. A city in the south of Poland built on the proceeds of the 19<sup>th</sup> and 20<sup>th</sup> century coal mining and steel industries would appear, at a superficial basis, have little in common with Hobart. However, Katowice is well advanced on a number of similar challenges to Hobart. These including the transformation of its CBD into a more pedestrian

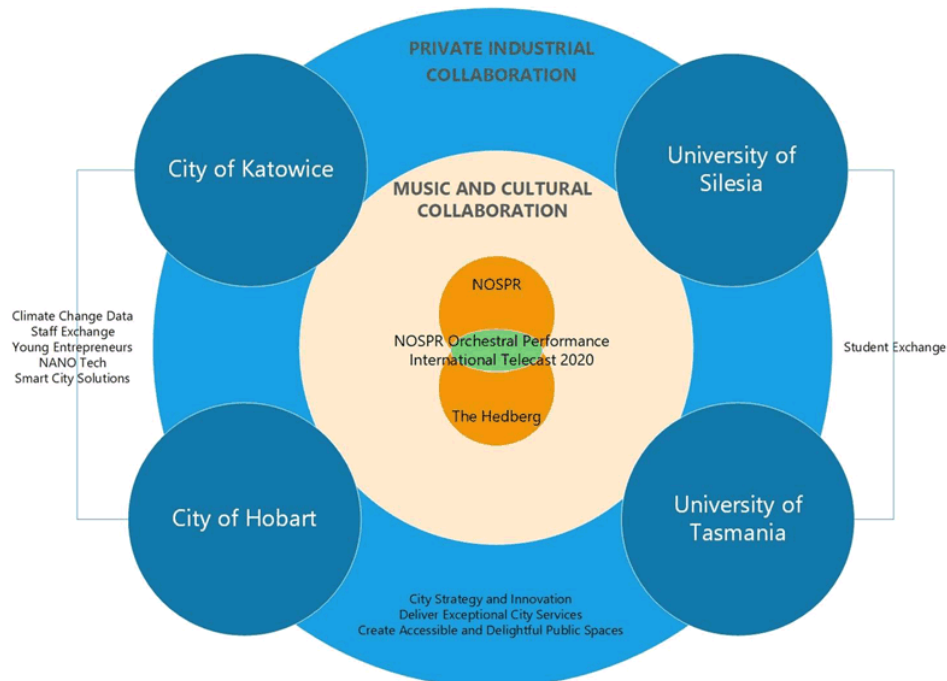
attractive venue for its citizens, the investment into new and improved cultural facilities, and the introduction of new regional governance arrangements to provide greater coordination of infrastructure management and delivery and funding submissions at national and European level. Finally the issue of climate change and what it may mean for a range of environmental, economic, infrastructure, social and health related issues is one that Katowice is starting to address.

- 5.2. While there maybe a significant range of areas that further collaboration can be explored based on these similar challenges it has been proposed that in the first instance that two areas of collaboration be initially progressed. The first is a music and cultural collaboration with the establishment of an alliance between one of the music institutions in Katowice and the new Hedberg creative industries and performing arts centre. What form this collaboration may take requires further consideration and can be explored during the construction phase of the new Hedberg centre.
- 5.3. A further opportunity for collaboration is proposed to be on the issue of climate change. Katowice was recently announced as host venue of UN Climate Change Conference COP 24 to be held in December 2018. It would be an opportunity for a possible joint presentation to the conference on both cities initiatives on this pressing challenge and our own proposed future actions. This would also provide a greater opportunity to share with the City of Katowice the significant advancements we have made in relation to this issue both as a city and also a centre for climate change science.
- 5.4. The extent and nature of these and other potential future collaborations are outlined on the diagram 1.

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5.4.1. Diagram 1 : Potential Hobart/Katowice Areas of Future Collaboration

## 6. Strategic Planning and Policy Considerations

- 6.1. The Project is consistent with a number of Strategic Plan's objectives including:
  - 6.1.1. Partnerships with Government, the education sector and business city growth (1.1).
  - 6.1.2. Strong national and international relationships (1.2).
  - 6.1.3. City and regional planning ensures quality design, meets community needs and maintains residential amenity (2.3).
  - 6.1.4. Leadership in environmental performance with the efficient use of natural resources (3.4).
  - 6.1.5. Capital City leadership is provided (5.5).
- 6.2. Funding Source and Impact on Current Year Operating Result
  - 6.2.1. The EU has met the majority of the financial costs of the projects meeting and travel requirements.

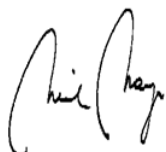
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- 6.2.2. The City of Hobart has cover the costs of incidental expenditure associated with the meetings in Hobart, and officer time to participate in the Project.
- 6.3. Impact on Future Years' Financial Result
  - 6.3.1. Any programs and initiatives stemming from the Project with financial implications for future years budgets would be the subject of a further report, if and when they become known.
- 6.4. Asset Related Implications
  - 6.4.1. Any programs and initiatives stemming from the Project with financial implications for future years budgets would be the subject of a further report, if and when they become known.
- 7. **Legal, Risk and Legislative Considerations**
  - 7.1. None arise from this report
- 8. **Environmental Considerations**
  - 8.1. To potentially participate in the UN Climate Change Conference COP 24 in Katowice provides a significant opportunity to present to the world the challenges and initiatives that the Hobart City Council is taking to respond to this pressing issue and to more importantly learn with Katowice the lessons from other city jurisdictions.
- 9. **Marketing and Media**
  - 9.1. There is an opportunity to promote the collaboration with Katowice and the EU once the specific projects are agreed to. This may occur following the next visit of the Katowice/EU delegation in early 2018.
- 10. **Delegation**
  - 10.1. This matter is delegated to the Council

*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.*



Neil Noye  
**DIRECTOR CITY PLANNING**

Date: 5 December 2017  
File Reference: F17/145034

Attachment A: Katowice 2030 City Development Strategy (Supporting information) ⇨





City of **HOBART**

## **MEMORANDUM: GOVERNANCE COMMITTEE**

### **Hobart City Deal Heads of Agreement**

#### **Introduction**

The purpose of this memorandum is to present the Hobart City Deal Heads of Agreement to the Council.

#### **Background**

On 16 January 2018, the Prime Minister and Premier signed a Heads of Agreement for a Hobart City Deal.

Further to the existing Memorandum of Understanding which was signed on 29 September 2016 between the Commonwealth of Australia and the State of Tasmania, the Heads of Agreement provides an undertaking by the Commonwealth and Tasmanian Governments to work together to progress a Hobart City Deal consistent with the objectives and initiatives identified in the agreement.

The existing Memorandum of Understanding between the Commonwealth of Australia and the State of Tasmania refers to six domains to inform the development of City Deals. These are:

- Governance, city planning and regulation;
- Infrastructure and investment;
- Housing;
- Jobs and skills;
- Innovation and digital opportunities; and
- Liveability and sustainability

Consistent with the above vision, objectives and with consideration of the key domains, it is agreed to work collaboratively and cooperatively to progress a City Deal for Hobart to:

- Examine opportunities to facilitate an Antarctic Precinct at Macquarie Point to harness the unique opportunities presented at the site (**Innovation and digital opportunities; Infrastructure and investment**);
- Create a Greater Hobart Transport Vision to guide a coordinated approach to transport planning including assessing the feasibility of future public transport options such as busways, light rail or ferries. This will also include considering ways to support future use of the northern suburbs rail corridor

through improved amenity and greater residential options (**Liveability and sustainability; Housing**);

- Establish a Greater Hobart Act, to provide a strategic framework for local councils in the region and the State Government to work together to implement the objectives of the Hobart City Deal and complementary strategic land use planning outcomes (**Governance, city planning and regulation**);
- Examine options to facilitate the development of the University of Tasmania's STEM presence in the city, to support both regional and international education, and innovation and growth (**Jobs and skills; Innovation and digital opportunities**); and
- Explore options to support affordable housing in the Greater Hobart region (**Housing; Liveability and sustainability**).

In addition to these key focus areas, other projects that are consistent with the vision and objectives may also be agreed during the development of the Hobart City Deal.

The Heads of Agreement states that Councils will be invited to participate in developing and implement a Hobart City Deal.

It is important to note that the City of Hobart has already undertaken some work around a number of the projects listed in the Heads of Agreement, including:

- The completion of the Glenorchy to Hobart Public Transport Corridor Study jointly with the Glenorchy City Council which looked at the potential activation of the public transit corridor as the catalyst for broader city shaping and urban renewal activity and the engagement of a consultant to progress the Public Transit Corridor Project with both councils having committed approximately \$100,000 each;
- The City of Hobart convened a stakeholder forum to discuss a Derwent River ferry service;
- Support for the establishment a Greater Hobart Act (reference - Council meeting held on 5 June 2017);
- Council endorsement of STEM as the basis of a City Deal for Hobart; and
- Development of a City of Hobart Affordable Housing and Homeless Strategy, contract of sale with the State Government for the land in Goulburn Street for an affordable housing development as well as currently preparing to host an affordable housing roundtable.

It is proposed that in the initial stages of the development of the Hobart City Deal the General Manager participate in officer discussions on the formation of a City Deal for Hobart with regular reports on progress to be provided to the Council.

At this stage the only budgetary impact is as a result of officer time.

## **RECOMMENDATION**

**That:**

1. ***The Heads of Agreement for a Hobart City Deal be noted.***

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**2. The General Manager be authorised to:**

- (i) ***participate in officer discussions on the formation of a City Deal for Hobart, including the scoping of a Greater Hobart Act; and***
- (ii) ***provide regular reports to the Council on these matters, including the implications on Council resources and priorities.***

*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.*



N.D Heath  
**GENERAL MANAGER**

Date: 25 January 2018  
File Reference: F18/6646

Attachment A: Hobart City Deal - Heads of Agreement ↴

**Hobart City Deal****Heads of Agreement**

between

**The Commonwealth of Australia and The State of Tasmania**

executed under the

**Memorandum of Understanding to establish and implement City Deals signed on  
29 September 2016 between the Parties****Preamble**

Further to the existing Memorandum of Understanding, this Heads of Agreement provides an undertaking by the Commonwealth and Tasmanian Governments to work together to progress a Hobart City Deal consistent with the objectives and initiatives identified in this agreement.

**Hobart City Deal Vision and Objectives**

The City Deal will provide a framework to support Hobart as it grows as a vibrant, liveable Capital City, which is part of a connected region linking communities, destinations and precincts. It will improve access to communities, education, employment and emerging opportunities, and stimulate economic growth. The City Deal will leverage Hobart's natural amenity and liveability to continue to position it as a growing, innovative and global city.

The City Deal will focus on harnessing the emerging opportunities and investment occurring in Hobart as it transitions into an increasingly diverse, vibrant and populated global city that is an epicentre for the region's community and visitors, cultural arts and recreational activity, businesses and services. It plays a key role in improving the region's research, education, training and international engagement outcomes and is a key enabler of the ongoing growth in Tasmania's visitor economy.

A Hobart City Deal will do this by:

- fostering an innovative economy that draws on Hobart's comparative advantages as the gateway to Antarctica and as a world leader in Antarctic and Southern Ocean scientific research, and builds capabilities in STEM disciplines;
- investing in key strategic corridors, linkages and transport modes and infrastructure to provide efficient transport options that enhance accessibility, amenity and liveability;
- creating targeted clusters of infrastructure, people, and capabilities to establish or enhance innovative and thriving hubs and destinations in the city; and
- building stronger partnerships to promote strategic planning outcomes and service delivery that considers the impact on, and benefits for, the Greater Hobart region.

**Hobart City Deal – Key Projects**

The existing Memorandum of Understanding between the Parties refers to six domains to inform the development of City Deals. These are:

1. Governance, city planning and regulation
2. Infrastructure and investment
3. Housing
4. Jobs and skills
5. Innovation and digital opportunities
6. Liveability and sustainability.

Consistent with the above vision, objectives and with consideration of the key domains, it is agreed to work collaboratively and cooperatively to progress a City Deal for Hobart to:

- examine options to facilitate an Antarctic Precinct at Macquarie Point to harness the unique opportunities presented by the site (**Innovation and digital opportunities; Infrastructure and investment**);
- create a Greater Hobart Transport Vision to guide a coordinated approach to transport planning including assessing the feasibility of future public transport options such as busways, light rail or ferries. This will also include considering ways to support the future use of the northern suburbs rail corridor through improved amenity and greater residential options (**Liveability and sustainability; Housing**);
- establish a Greater Hobart Act, to provide a strategic framework for local councils in the region and the State Government to work together to implement the objectives of the Hobart City Deal and complementary strategic land use planning outcomes (**Governance, City planning and regulation**);
- examine options to facilitate the development of the University of Tasmania's STEM presence in the city, to support both regional and international education, and innovation growth (**Jobs and skills; Innovation and digital opportunities**); and
- explore options to support affordable housing in the Greater Hobart region (**Housing; Liveability and sustainability**).

In addition to these key focus areas, other projects that are consistent with the vision and objectives may also be agreed during the development of the Hobart City Deal.

**Agreement**

Further to the Memorandum of Understanding, through this Heads of Agreement the Commonwealth and Tasmanian Governments agree to progress the development of a Hobart City Deal.

Councils will be invited to participate in developing and implementing a Hobart City Deal.

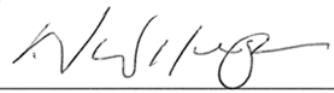
*Signed for and on behalf of the  
Commonwealth of Australia by:*

*Signed for and on behalf of the State of  
Tasmania by:*



The Hon Malcolm Turnbull MP

Prime Minister of the Commonwealth of  
Australia



The Hon Will Hodgman MP

Premier of the State of Tasmania

16 January 2018  
Date

16 January 2018  
Date





LORD MAYOR'S OFFICE  
TOWN HALL  
MACQUARIE STREET  
HOBART  
TASMANIA

The Honourable Malcolm Turnbull MP  
Prime Minister of Australia  
Parliament House  
CANBERRA ACT 2600

Dear Prime Minister

I write following the recent signing of the Heads of Agreement for a future City Deal for Hobart.

The City of Hobart has for some time been advocating for a Hobart City Deal and believes this to be an amazing coup not only for the substantial benefits that will flow to the cities of Greater Hobart but also for the unique opportunity that will see all three levels of Government working together to produce significant results for a whole region.

I, along with the three Mayors of Greater Hobart's Councils met recently with Minister for Urban Infrastructure and Cities, Paul Fletcher in Hobart. The meeting was very positive, with all Mayors acknowledging that working together will yield the best results.

It is therefore pleasing to see that the establishment of a Greater Hobart Act to provide a framework for Councils in the region and the Tasmanian Government to work together will form part of a Hobart City Deal.

It is also gratifying to see that the University of Tasmania's STEM proposal is listed as a project given the Council's strong desire to see this project realised.

Additionally, the City of Hobart has already undertaken some work around a number of other projects listed in the Heads of Agreement for further examination and we look forward to sharing and building upon that work at the appropriate time. Upon receipt of the final details of the City Deal, including timeframes for delivery, the City may provide a contribution to the City Deal.

The City of Hobart thanks the Australian Government for its favourable consideration of giving priority to a City Deal for Hobart that will rejuvenate a city and region and provide great opportunities for all of its residents and visitors.

Cont.../

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We are committed to making a contribution and look forward to working collaboratively and cooperatively with other local Councils, the Tasmanian and Australian Governments to develop and implement a City Deal for Hobart.

Yours sincerely



Alderman Sue Hickey  
**LORD MAYOR**

Monday 5 March 2018

Copy to:

The Hon Julie Collins MP  
Mr Andrew Wilkie MP  
Senator the Hon Eric Abetz  
Senator Catryna Bilyk  
Senator Carol Brown  
Senator David Bushby  
Senator Jonathon Duniam  
Senator Steve Martin  
Senator Nick McKim  
Senator Helen Polley  
Senator the Hon Lisa Singh  
Senator Anne Urquhart  
Senator Peter Whish-Wilson



8 April, 2019

**MEMORANDUM: LORD MAYOR  
DEPUTY LORD MAYOR  
ELECTED MEMBERS**

**UNIVERSITY OF TASMANIA  
SOUTHERN CAMPUS**

I attach for the information of Elected Members information provided by the University of Tasmania in relation to their decision to pursue the development of a southern campus in Hobart's city centre.

The information provided includes a stakeholder briefing, media release and a frequently asked questions document.

Elected members are reminded that the University of Tasmania's Vice Chancellor Professor Rufus Black will provide a briefing to the Council on **Tuesday 9 April at 4.00pm in the Lady Osborne Room.**

(Heather Salisbury)  
**ACTING GENERAL MANAGER**

MISSION ~ TO ENSURE GOOD GOVERNANCE OF OUR CAPITAL CITY.

Created: 17/12/2012 Updated: 08/04/2019



Date: 5 April 2019

**STAKEHOLDER BRIEFING**

**Subject: Southern campus decision**

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The University Council today decided to pursue the development of a southern campus more embedded in the heart of Hobart.

The decision will see a series of developments – staged over the next 10-15 years – which will consolidate the University in the inner-city.

The University Council has decided to form an entity which will be responsible for the stewardship of the current Sandy Bay site, in line with the University's values, knowing that it will be an important part of Hobart's future for many years to come.

The decision today was based on the analysis of two options: a **city-centric model** and a **distributed model**, in which the University's city operations would remain and the Sandy Bay campus redeveloped onto a smaller, more sustainable footprint.

The lead up to today's decision has included high levels of staff and student engagement, along with discussions with Government and civic leaders, and other stakeholders.

The next step after today's decision will be broader and deeper levels of community consultation, detailed master planning and, eventually, building design.

The first part of our engagement will be with the Aboriginal community, to ensure the rich culture, values and history of our first people are core to thinking about the development of the new campus.

To follow are the media release which will be issued this afternoon, along with 'frequently asked questions' to assist if you in conversation about today's decisions.

If you have questions or concerns, please contact:

Jason Purdie /  
0455 838 945 /  
[jason.purdie@utas.edu.au](mailto:jason.purdie@utas.edu.au)

Kate Huntington  
0432 389 793  
/ [kate.huntington@utas.edu.au](mailto:kate.huntington@utas.edu.au)

**MEDIA RELEASE (issued 5 April, 2019)**

The University of Tasmania today decided to develop a city-centric campus in the heart of Hobart over the next 10 to 15 years.

Next steps will be careful and considered as the University sets about designing a campus that meets the needs of staff and the 21<sup>st</sup>-century student, improves access to education, provides clear benefits to the community, and supports the social, cultural and economic development of Tasmania.

The decision was made by the University Council following a period of conversation and consultation with staff and students, and feedback from key stakeholders.

Key features of today's decision include:

- The development of an inner-city campus that runs from the original home of the University at the Domain, along Melville Street. The campus will be anchored with a central library and public square - the heart of the University - on the former Webster building and carpark. Overall, the campus project is expected to cost about \$600 million.
- The University will act as steward for the existing Sandy Bay campus land into the future, knowing that it has an important part to play in the life and future of our city. The entity will be responsible for managing the existing campus land in line with institutional values and mindful of the amenity of Sandy Bay and Taroona.
- To ensure it makes a fair contribution to the evolution of the Hobart's infrastructure and services as it moves into the city, the University has also proposed it make a compact with the City of Hobart which would deliver the equivalent (or more) of the general rate on its inner-city buildings for the next decade.

University Chancellor Michael Field said: "We have today decided on a long-term strategic direction which will build on and consolidate a general shift of the gravity of our campus to the city.

"This will be a long, thorough and deliberative process. We will consult carefully along the way to produce a campus which is a source of great pride for both our University community and the people of greater Hobart."

In reaching today's decision, the University weighed up two broad directions: the city-centric approach and a distributed model, under which ageing Sandy Bay operations would be redesigned and rebuilt in a smaller footprint on the lower part of the existing campus.

Staff and students were consulted about the two options and they have been discussed with government and civic leaders.

Vice-Chancellor Professor Rufus Black thanked those who had engaged with the process.

"Many people have deep connections to Sandy Bay, its history as a place of learning, and its connection to green spaces, the river and mountain," Professor Black said. "Others see great promise in an inner-city campus in how it will provide better access, be more inclusive and more sustainable for the future.

"We need to capture the themes that everyone has identified as important and ensure they guide us as we develop the new campus over the next decade or more."

Professor Black said the University would now undertake a process of consultation which would inform detailed master-planning and building design.

"Our first step on this journey will be to pause, to listen to our Aboriginal community and ensure our new campus honours the values and history of our first people," Professor Black said.

"We know how passionate people are about the City. We see a future campus in which there is a mix of built and green spaces, and of beautiful buildings that are highly permeable and inviting for both our staff, students and broader community."

Professor Black said during staff and community feedback there were clear concerns to address in the design of the new campus, including traffic management and parking, and access to family services such as child care.

He said these issues would be identified and incorporated in planning over the life of the campus development.



**FAQs****How have you reached this decision?**

For more than 10 years, the University has been on a general trajectory of being more embedded in the inner city. In the past three years, much work has been done to better understand the state of our buildings on the Sandy Bay campus – two thirds of which require replacement - and how that is impacting staff and students. Last year, the University Council approved that business models be developed to appraise a **city-centric** model or a **distributed** model. These models have been widely tested and discussed with staff. This is a complex decision. It involves a range of interrelated considerations, both qualitative and quantitative. While there are a range of views, there was relative accord to a city-centric model. This, along with the supporting analysis of each case, is what informed Council's decision.

**Why is this happening now?**

Since the mid 1980s, the University of Tasmania has been pursuing the idea of a university more embedded in the heart of the city. This has happened as strategically sensible options for co-location and development have arisen, resulting in the Medical Science Precinct (next to the Royal Hobart Hospital), Institute for Marine and Antarctic Studies (CSIRO) and Hedberg (Theatre Royal and TSO). About two thirds of the University buildings on Sandy Bay need to be redeveloped or replaced. This situation significantly impacts the University of Tasmania's capacity to be competitive both in research terms and student satisfaction.

The redevelopment of our southern campus is a long-term process and each year it is delayed fails to address fundamental issues which are affecting our ability to be competitive, relative to the rest of the sector.

**What's the current thinking about how a city-centric University would work?**

There is much work to be done in detailed masterplanning, but in broad terms the city-centric campus would be built around a precinct starting at the original home of the University at the Domain. It would pick up the Medical Science Precinct and then follow a spine along Melville Street. Permeable, attractive buildings and good urban and street design will create a strong sense of a campus which is inviting to all. The centre of the campus will be a University Square on Melville Street, where the Library will be located, along with student and staff facilities. A second 'cultural spine' would connect the core precinct to the Hedberg and Arts School. Almost the entire campus would be within walking distance, taking less time than it takes to traverse the length of the current Sandy Bay campus. IMAS and the Media School would be linked by cycling. A city-centric campus creates contrasting experiences between the sandstone heritage of the Domain, which is set in gardens and parklands, and the vibrant contemporary city campus closely engaged with industry, business, community and government.

A city-centric model would see the University remain involved with Sandy Bay as a home to some recreation facilities and specialist research and teaching spaces, along with student accommodation.

A new entity will be formed to steward the future of Sandy Bay. Its master plan will be developed in consultation with all levels of government and the community, and would be shaped in line with our core values to ensure a socially, environmentally and economically sustainable suburb.

**Why don't you just go with the status quo?**

The University is now straddled between a set of infrastructure which is genuinely world-class (IMAS/Medical Science Precinct) and a set which is rated among the poorest in the sector. We need to address this imbalance if we are to build an attractive and distinctive offering for both staff and students.

**What developments will you start first and where will they be?**

The sequencing of the various stages is still under consideration and will depend on a range of factors, including the financing arrangements the University decides upon. The current thinking is that a new STEM building will be designed and constructed at the site of the former Webster carpark, which the University currently owns. Other options - depending on master planning and community and stakeholder engagement - could be the redevelopment of the original home of the University on the Domain or redevelopment of 79 Melville Street (former Forestry Building).

**How will you fund the move? Will it require Government backing?**

The University deeply appreciates the support it receives from Government and other funders. However, it will be able to finance the development within its own operating budget.

**How can you afford this? Doesn't the Strategic Directions paper say the University needs another \$30 million to be sustainable?**

The current campus is terribly inefficient. It is under-utilised and much of it was built decades ago. A modern, fit-for-purpose campus would bring about significant improvements in both financial and environmental terms.

**What about the impact on the city? Won't dropping that many staff and students into the CBD cause big problems?**

The majority of the development would be around existing University properties between the CBD and North Hobart, along with the original home of the University on the Domain. As has been evident around the Hobart City Apartments in the shape of new businesses, we foresee significant associated economic benefit. Modelling for traffic and parking is available and show these things can be managed. Indeed, there is a view that the city-centric option will allow fundamental improvements with the creation of green buildings and improved public transport systems.

# Uni will review campus options

**JESSICA HOWARD**

THERE will be no wholesale sell-off of the University of Tasmania's Sandy Bay campus as it considers two options for the future, says Vice Chancellor Rufus Black.

Professor Black said the university was currently considering its future direction in the south, ahead of a decision by the University Council, expected to be made in April.

It comes as UTAS takes the Tasmanian Planning Commission to the Supreme Court over a planning refusal, which throws a spanner in the works of its efforts to offload some of its redundant assets.

Professor Black said there were two models being considered for the future of the southern campus.

"A city-centric model would see our university operate across a closely connected set of precincts in the heart of

Hobart, while retaining some accommodation and recreation facilities at Sandy Bay," he said.

"A distributed model would see the Sandy Bay facilities rebuilt and developed in a redesigned landscape consolidated below Churchill Avenue.

"There is no scenario in which we would abandon what has been our home in Sandy Bay of these past 60 years."

Prof Black said whichever direction the university took, it would be done in consultation with the community, and parts of the campus were likely to be redeveloped for housing, community spaces and recreational facilities.

But in order to do so, the university needs a number of amendments to be made to the Hobart Interim Planning Scheme, which would need to be approved by the Tasmanian Planning Commission.

UTAS put forward an application to the Hobart City Council last year for an adjustment to the zoning of six sites — the commerce building, Hytten Hall, the UniPrint office, and buildings at 6 Grace St and 371 Sandy Bay Rd as well as 100ha of land above Churchill Avenue.

The council approved initiating the planning scheme amendment, but the TPC ultimately refused it.

The university appealed that decision to the Supreme Court.

In court yesterday, lawyer Anthony Spence said the university launched the appeal on several grounds, including that it had been denied natural justice and that the outcome of the decision was unreasonable.

Justice Stephen Estcourt reserved his decision until next Thursday.

## TASMANIA

## University of Tasmania considers shifting from prime Sandy Bay site

NICK CLARK, Mercury

July 19, 2017 6:50pm

 Subscriber only

THE University of Tasmania says it faces a tough decision about whether to stump up \$600-700 million to refurbish 50-year-old buildings at the Sandy Bay campus — or to seek options elsewhere.

It comes as southern Tasmanian mayors believe young people from their council areas are disadvantaged by the difficulty of travelling to Sandy Bay, with several openly supporting a potential CBD shift.

Mercury, July 19, 2017

<https://www.themercury.com.au/news/tasmania/university-of-tasmania-considers-shifting-from-prime-sandy-bay-site/news-story/c9e48f074208b995b4ba2c83c9f40cc4>

*City of* **HOBART****MEMORANDUM: FINANCE AND GOVERNANCE COMMITTEE****City of Hobart and UTAS Governance Forum****Introduction**

The purpose of this memorandum is to provide the Council with a copy of correspondence from UTAS' Vice Chancellor, Professor Rufus Black and to seek nominations from Elected Members to participate in a joint City of Hobart and UTAS governance forum.

**Discussion**

As Elected Members would be aware the University Council announced that it would be developing a campus in inner Hobart over the next 10 to 15 years.

In their correspondence (attached), UTAS has indicated that they are aware of the scale of the changes associated with such a significant proposal but they believe that along with related initiatives such as the City Precincts Plan there will be support for the delivery of better infrastructure and public transport. UTAS is supportive of developing a campus that works for both the University and the community.

Given the magnitude of the future inner Hobart campus, it is proposed that a governance forum be established in which related and shared issues can be managed in a co-ordinated way.

The correspondence from UTAS has suggested that the City of Hobart representatives on the governance forum would ideally have responsibility in key fields such as planning and finance and would join the Lord Mayor and General Manager as Councils' representatives. One of the first matters for the forum to consider will be to agree to the basis of an infrastructure compact ensuring UTAS makes a fair financial contribution to the way the City develops.

In addition, UTAS wishes to explore with the Council how best to work with the State Government to ensure issues such as planning, public transport and the provision of State services are dealt with in an integrated way.

**Proposal**

It is proposed that the Council call for nominations from interested Elected Members to participate on the City of Hobart and UTAS governance forum.

Item No. 6.7

Agenda (Open Portion)  
Finance and Governance Committee Meeting  
12/6/2019

Page 250

**RECOMMENDATION****That:**

1. ***The Council note the correspondence from the UTAS' Vice Chancellor, Professor Rufus Black.***
2. ***The Lord Mayor and General Manager be appointed to the City of Hobart and UTAS Governance Forum.***
3. ***The Council appoint two other Elected Members to the forum, noting the request of the Vice Chancellor that those Elected Members would ideally have "responsibility in key fields such as planning and finance."***

*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.*



N D Heath  
**GENERAL MANAGER**

Date: 7 June 2019  
File Reference: F19/70655

Attachment A: Correspondence from the Vice Chancellor, Professor Rufus Black ↴





**Office of the  
Vice-Chancellor**

Mr Nick Heath  
General Manager  
City of Hobart  
GPO Box 503  
HOBART TAS 7001

By email: [generalmanager@hobartcity.com.au](mailto:generalmanager@hobartcity.com.au)

Dear Mr Heath

As you would be aware, the University of Tasmania's Council recently took the historic decision to develop a campus in inner Hobart over the next 10 to 15 years. This decision paves the way for the careful and deliberative development of a campus precinct which runs from the original home of the University on the Domain, along Melville Street to the existing K&D Hardware site. At the same time, we intend to act as a steward for the current Sandy Bay campus land for many years, and this land is likely to be developed for a range of uses including residential, educational and community purposes.

We are deeply aware of the scale of these changes and how they may support the development of greater Hobart for many years to come. We also are aware of important related initiatives such as the City Precincts Plan and how an increased density of people in the city might support the delivery of better infrastructure and public transport. We need to develop a campus which works not only for the University, but for the community as well. We see great merit in the notion of building upon existing consultative frameworks such as "*Hobart: A community vision for our island capital*" and the RACT's "*Greater Hobart Mobility Vision*".

Achieving the very best outcomes for greater Hobart and its residents will require a co-ordinated approach between the University and the City of Hobart, and careful and considered engagement with our community. To navigate these changes well, we propose to establish a governance forum in which we can have these important conversations in a managed and co-ordinated way. Our view is that this forum would comprise:

- From the University of Tasmania:
  - The Vice-Chancellor, Chief Operating Officer, the Executive Director Corporate Affairs and Executive Director Southern Transformation.
- From the City of Hobart:
  - The Lord Mayor, General Manager and two elected representatives (ideally with responsibility in key fields such as planning and finance).

Office of the  
Vice-Chancellor

University of Tasmania T 61+ (03) 6226 2003  
Private Bag 51 E [Vice.Chancellor@utas.edu.au](mailto:Vice.Chancellor@utas.edu.au)  
Hobart Tasmania  
7001 Australia ABN 30 764 374 782 / CRICOS 005868

[utas.edu.au](http://utas.edu.au)

UNIVERSITY of  
TASMANIA

We also are interested to explore with the City of Hobart how we co-ordinate with the State Government, to ensure that critical issues such as planning, public transport and the provision of State services are dealt with in an integrated way. We suggest that the first order of business for us would be to agree the basis of a 10-year infrastructure compact, into which the University would pay the equivalent of the general rate on its inner-city properties to provide infrastructure related to the delivery of this shared vision for our city.

We want to be a University which is not just in the city but is of and for the City. We are keen not to have a city vision and a University vision, but rather to create one vision about which we can all feel a sense of pride, inspiration and belonging. To honour these principles, we would propose that the Lord Mayor Chair this governance group and that the Secretariat be hosted within the City of Hobart.

Thank you for taking the time to consider these ideas. We look forward to many positive and constructive conversations in the years ahead.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Rufus Black'.

Professor Rufus Black  
Vice-Chancellor

7 June 2019



Thursday 19 December 2019

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## **An agreement for the future of Hobart**

The University of Tasmania and City of Hobart today signed a 10-year Heads of Agreement, through which the University will pay the equivalent of rates on its recently acquired CBD sites.

This payment will be in the order of \$350,000 in the first year of the agreement.

The agreement has been delivered through a senior working group, formed following the University's decision earlier this year to develop an inner-city campus.

The group includes Lord Mayor Councillor Anna Reynolds, Deputy Lord Mayor and City Planning Committee Chair Councillor Helen Burnett, and Finance and Governance Committee Chair Alderman Marti Zucco, as well as University Vice-Chancellor Professor Rufus Black.

The agreement covers the following points:

- Council will assess any application for exemption by the University under s87(1)(d) of the Local Government Act 1993 and, subject to the exemption applying, will grant the exemption.
- The University will make ex gratia payments in respect of Rateable Land and Student Accommodation Land and the quantum of the payments will increase by CPI annually (the rates equivalency payment).
- Should the University purchase any additional land which is exempt, it will also attract the rates equivalency payment.
- In addition to the rates equivalency payment, the University has agreed to pay development contributions in situations where Council intends to undertake works near land owned by the University and those works will directly benefit the University.
- The parties will meet annually in March to discuss:
  - The frequency of instalments of the rates equivalency payments;
  - The application or distribution of the rates equivalency payments;

- The identification of works Council intends to undertake to improve and enhance public areas adjacent to or in close proximity to land owned by the University.

Cr Reynolds said the agreement was a sign of the strength of the relationship between the Council and the University.

"It's a clear signal that we will work together to deliver a shared vision for the future of Hobart," she said. "This deal is a good one for the Hobart public's interest, as it will see both rates equivalent payments and developer contributions to public infrastructure in the city.

"The University has been great to deal with – from the moment we flagged that we needed them to pay the equivalent of rates and to contribute to city improvements, they understood and worked with us to reach a good deal."

Universities nationally are exempt from paying local government rates, as they have charitable status.

Professor Black said the University was committed to ensuring that its move to the city – which would take place over the next 10 to 15 years – would be profoundly positive in the way Hobart develops.

"We want to preserve and protect those things which people love about Hobart now and listen carefully to the things people would like to improve," he said.

"We understand investment will be required to deliver the community vision which is developing around our campus proposal.

"This agreement also includes additional infrastructure contributions and is a sincere gesture that we intend to work in partnership and share the cost of those things which will benefit both the University and broader communities.

"We approach our campus transformation ever-mindful that these are complex and important considerations and we will take the time needed to create a vision befitting Hobart, which we deeply value as a distinctive and very special place."

**Media contacts:**

Lucy Poskitt – 0488 902 666, [lucy.poskitt@utas.edu.au](mailto:lucy.poskitt@utas.edu.au)

Lea Guy – 0417 469 865, [guyl@hobartcity.com.au](mailto:guyl@hobartcity.com.au)

Information released by:

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[Twitter.com/utas\\_](https://twitter.com/utas_)

**10.2 Support for International Students - COVID-19 Pandemic**  
**File Ref: F20/38739; 13-1-9**

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Councillor Sherlock, Alderman Thomas, Councillor Dutta and Lord Mayor Reynolds

**Motion:**

"This motion seeks the City of Hobart to:

1. Publicly recognise the enormous contribution economically and socially of our international students.
2. Work with relevant organisations including education providers, peak bodies and student services to provide increased support for international students during the COVID-19 pandemic.
3. Lobby the State and Federal Government to establish or support the establishment of a hardship fund to support international students to which contributions can be made by the public and private sector, organisations and education institutions from the City of Hobart during the COVID-19 pandemic."

**Rationale:**

"Many international students in our community have lost their jobs and are falling through the cracks, as they are not eligible for government support. Many of our international student's livelihood and wellbeing has been impacted by COVID-19 and by the decision of the Federal Government to not support a cohort of our community that makes significant contributions to it. International students have been contributing to not only our economy, but to our City and our society. Hobart has a disproportionate number of international students to our total population, with at any one time over 13,000 students studying in Hobart and either living in the city or in greater Hobart.

The City of Melbourne became the first government at any level in Australia to initiate financial support for international students amid fears that they have been forgotten by the Federal Government. Likewise, Queensland's International Education and Training Advisory Group has encouraged a national hardship fund to be set up to help international students during the crisis, students who have been overlooked by government assistance packages.

With the PM Scott Morrison unapologetically stating that “if they're not in a position to be able to support themselves, then there is the alternative for them to return to their home countries. At this time, Australia must focus on its citizens and its residents to ensure that we can maximize the economic supports that we have.” This stance clearly undermines the value and contribution of international students to our communities; therefore, something must be initiated at the grassroots level to support international students, who are a part of our society.”

**The General Manager reports:**

“In line with the Council's policy in relation to Notices of Motion, I advise that the matter is considered to be within the jurisdiction of the Hobart City Council as it relates to the Council's response to the COVID-19 pandemic.

The actions suggested within the motion, particularly to lobby the State and Federal Governments to establish a hardship fund to support international students, do not have any resourcing implications for the Council. It should be noted that as the Council does not have deductible gift recipient (DGR) status it would therefore be unable to receive tax deductible gifts.”





OFFICE OF THE LORD MAYOR  
HOBART TOWN HALL

Professor Rufus Black  
Vice-Chancellor  
University of Tasmania  
Private Bag 51  
Sandy Bay TAS 7001

**Via email:** [Vice.Chancellor@utas.edu.au](mailto:Vice.Chancellor@utas.edu.au)

Dear Vice-Chancellor

On behalf of the City of Hobart, I wish to acknowledge the leadership and compassion shown by the University of Tasmania in response to Covid-19. The City of Hobart welcomed the quick response of your administration and the continuing support extended to students experiencing hardship, especially our international students.

The City of Hobart recognises the valuable contribution of our multicultural communities, including international students and all temporary visa holders. The Council resolved recently to write to a number of community leaders, including yourself, about our concerns for those most vulnerable residents at this time.

On Friday 8 May 2020, the City of Hobart hosted a Cultural Communities Round Table discussion attended by 48 community representatives from the education sector, the not-for-profit sector and community groups, as well as a number of Local, State and Federal elected members. Stephanie Taylor provided an informative update on behalf of UTAS.

As highlighted in that meeting, the lack of government support for our migrant community is placing further pressure on community groups, not-for-profit organisations, and the wider community. Many of these are volunteer groups who are under resourced, but are providing a vital lifeline for the more vulnerable members of our community. We have been heartened by the innovative and practical ways they are supporting their communities.

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CITY OF HOBART

GPO Box 503, Hobart Tasmania 7001 Telephone: (03) 6238 2702 [lord.mayor@hobartcity.com.au](mailto:lord.mayor@hobartcity.com.au)

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As heard during that discussion, in addition to financial challenges, the other pressures facing these community members include:

- Mental health concerns, particularly fear and anxiety;
- Reluctance to seek assistance due to risk of visa repeal;
- Concern relating to employment and employee rights;
- Concern relating to housing, access to rental relief, and tenant rights;
- Racism and discrimination, particularly for the Chinese community at this time;
- Communication and access to information;
- Social isolation and digital exclusion;
- Difficulty supporting education for children in the home;
- Loss of essential face to face tuition.

These are just some of the areas these community members require extra support.

This discussion has enhanced our understanding of the immediate pressures facing our international student population, and reinforced the need for greater support.

On behalf of the Council and Hobart's multicultural population I ask UTAS to consider extending your support services, establishing a hardship fund, and engaging collaboratively with the Council and community groups to improve support services.

I would like to offer our assistance in working towards collaborative solutions with the University and local community organisations, and further discussions on how we can better meet the needs of Hobart's international students.

As you may be aware, the Council are currently working with Study Tasmania to explore ways we can assist in delivering financial assistance to students through our grants platform. We have also been supporting local community groups to deliver food services in the Sandy Bay area, and are continuing discussions with other groups on ways we can provide assistance.

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CITY OF HOBART

GPO Box 503, Hobart Tasmania 7001 Telephone: (03) 6238 2702 lord.mayor@hobartcity.com.au

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The City of Hobart has a proud reputation as a welcoming city for international students and other temporary visa holders, and wish to remain a friendly, compassionate and welcoming City for all new residents.

Once again, I thank you for the services provided by the University to our international student population. I would welcome the opportunity to advance these discussions and can be contacted on (03) 6238 2702.

Yours sincerely

A handwritten signature in blue ink that reads "Anna Reynolds". The signature is written in a cursive style with a large initial 'A'.

Councillor Anna Reynolds  
**LORD MAYOR**

Friday 15 May 2020

CITY OF HOBART

GPO Box 503, Hobart Tasmania 7001 Telephone: (03) 6238 2702 [lord.mayor@hobartcity.com.au](mailto:lord.mayor@hobartcity.com.au)

UNIVERSITY of  
TASMANIA**Office of the  
Vice-Chancellor**

Councillor Anna Reynolds  
Lord Mayor, City of Hobart  
GPO Box 503  
Hobart TAS 7001

By email: [lord.mayor@hobartcity.com.au](mailto:lord.mayor@hobartcity.com.au)

Dear Councillor Reynolds

Thank you for your letter received 15 May 2020 and for raising with me these important matters regarding support for our international students. We were very pleased to be invited to attend the Cultural Communities Round Table Discussion on Friday 8 May and value the opportunity to be part of this community network. The health, wellbeing and safety of all our students is always at the forefront of our minds, and we are particularly conscious of the unique challenges for the international student community during these very challenging and uncertain times.

As a University, we share your concerns about the impact of the COVID-19 pandemic on our student community and are particularly mindful of the impacts on those more vulnerable to financial hardship. In addition to specific support provided by the Tasmanian Government, I am pleased to advise that our institution has moved swiftly to implement a range of wellbeing, learning and financial supports for our students. I have listed below examples of some of the specific initiatives implemented by the University of Tasmania to respond to the needs of our students during these unprecedented times, as they relate to the concerns raised within your letter.

#### **Dedicated Student Help and Care**

The University has been proactive in setting up a COVID-19 student triage team, who are tasked with reaching out to students who are known to us to be at higher risk and/or in isolation. The triage team liaise with students one-on-one to undertake regular wellness checks, assess their ability to self-isolate and facilitate access to support. Students who live in our residential communities, who have been asked to self-isolate, have been provided a range of supports, including being provided necessities specific to their circumstances.

In addition, the University of Tasmania has set up a simple, streamlined channel through which students can access a range of supports related to the impacts of COVID-19 through a dedicated COVID-19 Support Team. Information on this is available through the following website which includes important relevant messages and resources: <https://www.utas.edu.au/alerts/coronavirus-update/students>

#### **Financial Hardship, Rent and Utilities Assistance**

The University of Tasmania has an existing Safety Net Grant Scheme for financial hardship which remains active in 2020. The University continues to offer Safety Net Grants up to \$2000 towards utilities and other basic living needs for University of Tasmania students. The University is also offering

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students who are in financial hardship the opportunity to access payment plans for their university managed accommodation costs and student course fees.

In addition, in response to COVID-19 we have also implemented the *Fast Track Safety Net Grant Scheme* which provides students access to emergency relief in the way of gift vouchers for food and necessities, access to payment plans and access to technology and other learning resources. To date, the University has received over 3000 applications for this scheme, with approximately 90% being from our international cohort.

In addition to the University's financial hardship scheme, students from China who were affected in the early stages of the pandemic were able to access specific travel hardship grants and assistance with internet costs. The University Scholarships Office also continues to work with students and donors to provide flexibility in meeting the ongoing eligibility requirements for scholarships during the pandemic.

#### **Visa Extension and Reduction in Tuition Fees and Course Load**

The University has introduced flexibility with course enrolment load and will assist students by providing extensions of CoEs as required. The University supports the view that students should not be disadvantaged during this period and in keeping with this, is engaged in discussions with relevant stakeholders regarding the potential for special consideration in relation to costs incurred by international students when renewing, extending or reapplying for visas to complete study. The University is progressing these discussions through a number of groups of which it is a member.

Our first priority has been to continue to provide our students with a quality learning experience and targeted supports to ensure they can continue their learning in an online environment during this period. The University is not waiving or reducing tuition fees but have been focusing our efforts on supporting those students who are most impacted by the implications of the pandemic. For example, students who experience difficulties with progressing in their studies due to the challenges of COVID-19 can withdraw from a unit without academic penalty. Any student who exercises this option will be able to undertake the unit again in the future at no extra charge. Similar flexibility will apply for students who fail units during the pandemic.

#### **Student Safety, Mental Health and Wellbeing**

The University of Tasmania is deeply committed to supporting the wellbeing of students and recognises the need to ensure mental health and counselling services are accessible and affordable, particularly given the unique stressors of this period. All our University students can access free personal counselling through the Wellbeing Team which continues to be fully accessible and offer access to a free 24-hour crisis phone line.



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Medibank, the preferred provider of Overseas Health Cover for the University of Tasmania, have confirmed that international students are covered for COVID-19 related medical expenses. The University of Tasmania has also promoted and made available free influenza vaccines to all on-shore University of Tasmania students.

As a University, we share your concerns about the impacts on our students who have experienced racism or discrimination. This type of behaviour is not tolerated in our University community and directly contradicts the set of values and acceptable behaviour outlined in our [Behaviour Policy](#). Students who have experienced inappropriate behaviour, such as racism and discrimination, are encouraged to report their experience to the [Safe and Fair Community Unit](#) for support and, if appropriate, investigation or referral on to local law enforcement. We have been particularly alert to this during this period and have responded promptly in support of our students where issues have been identified.

To end, as a University we are absolutely committed to supporting and caring for our international students as we navigate through the current and future challenges. I welcome the opportunity to work together to support our international communities who are particularly vulnerable at this time. We would be very happy to continue this discussion and I have asked Stephanie Taylor, Executive Director, Student Experience to reach out to you to arrange a follow up discussion.

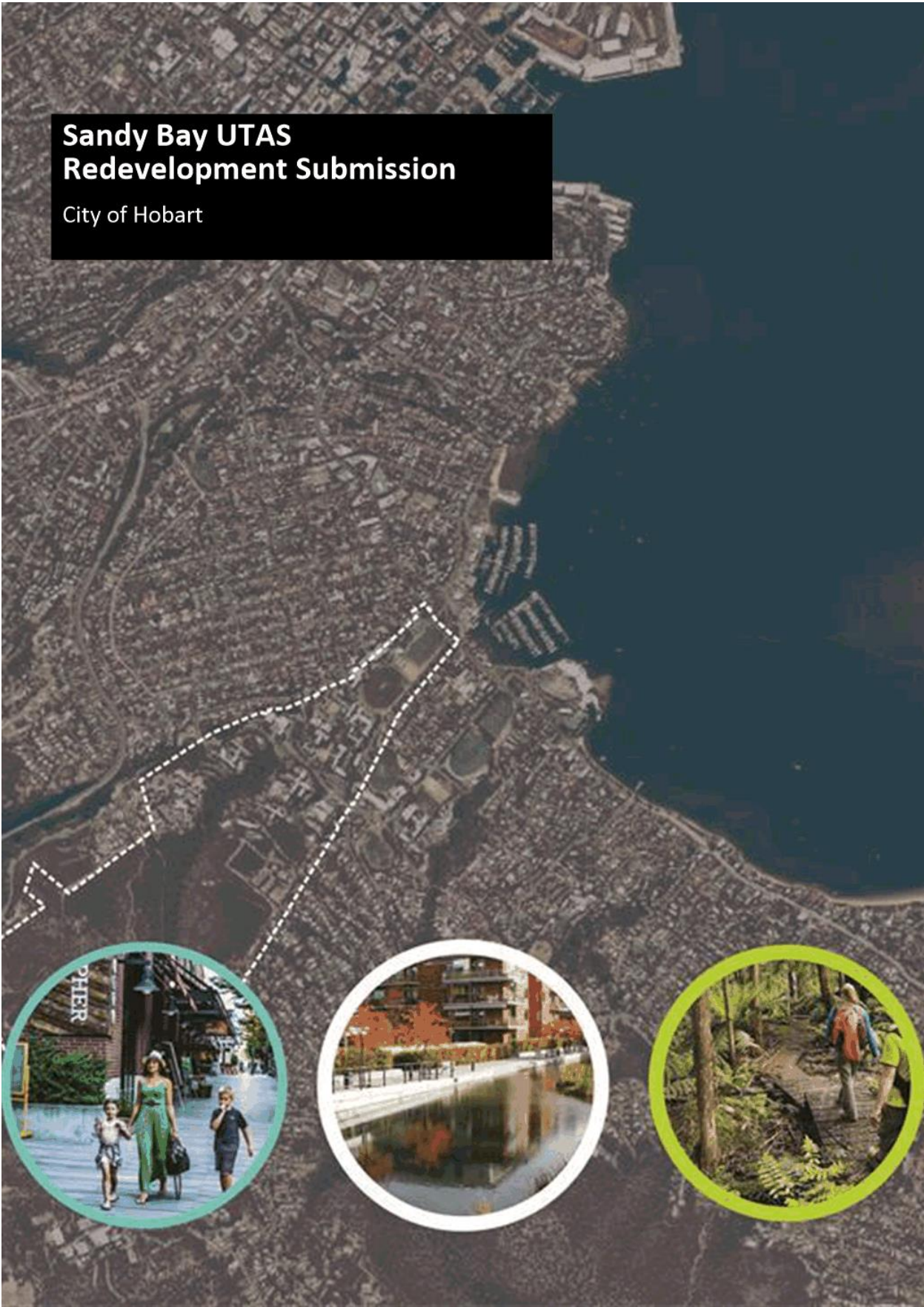
Thank you once again for taking the time to write to me and I am sure together we can provide support and reassurance to our international community during these unprecedented times.

Yours sincerely

Professor Rufus Black  
**Vice-Chancellor**

22 May 2020





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## 1.0 Purpose and Recommendations

This document represents the City of Hobart's formal submission into this stakeholder consultation process for the redevelopment of the UTAS Sandy Bay campus.

It puts forward several ideas and identifies aspects for the redevelopment which the city considers crucial to making the most of this opportunity. It includes the following recommendations:

1. Positioning the redevelopment as a world leading model of sustainable, walkable urban renewal, which works as part of the larger picture of CBD and other urban renewal areas to reinforce the city's reputation on the world stage and provide a vital building block into making Hobart one of the world's great small cities.
2. Ensuring redevelopment is responsive to the site's environmental and landscape values, and constraints such as bushfire and stormwater flooding.
3. Providing a significant contribution of new housing to help address both the current housing crisis and a focus on new models of "missing middle" housing offering real alternatives to traditional fringe greenfield housing in the city.
4. Leveraging the site as an economic and innovation engine complementing Hobart CBD, including ideas like a "global centre of excellence" in an iconic Tasmanian field and a start-up hub.
5. To focus on its walkability and integration with existing and emerging means of transport and other infrastructure.
6. Negotiations for the implementation of the redevelopment need to address developer funding commitments that ensure the success of such key attributes as the quality of the public realm being delivered and key external connections.

The following content provide further detail of this submission and these recommendations.

## 2.0 Background

The University of Tasmania (UTAS) has major plans for moving its activities onto various sites in Hobart CBD. This is underway and involves plans for new green spaces and modern buildings, and re-opening preserved historic university buildings. A 'Shared Vision' urban design framework and masterplan for this future city campus has been released.

The large UTAS campus at Sandy Bay in the City of Hobart will be made redundant over time as this move downtown takes place and it is proposed that this be redeveloped. It contains around 100ha of land, running from Mount Nelson in the south-west, through to Sandy Bay, with significant built form over the lower parts closer to Sandy Bay. Over half the site in the upper part has significant environmental and landscape value.

The draft masterplan for the city campus indicates the ambition to:

- Transform the Sandy Bay campus into an "inclusive micro-suburb" including mixed housing, education, aged care facilities and retail / commercial opportunities.
- Retain and enhance existing multi-purpose sports grounds and facilities for the benefit of the local community.
- Preserve the site's green spaces to protect environmentally important bushland.

In mid-July 2021, UTAS announced they had engaged Melbourne-based architecture and design firm Clarke Hopkins Clarke to lead the master planning process for the future of the Sandy Bay campus.

The initial public consultation process occurred between 21 July and 22 August 2021. Further consultation is currently ongoing including public workshops in October 2021.

## 2.1 City context

After many years of relatively stable population and low growth, Hobart is now entering a period of significant growth. Hobart is increasingly seeing an inward migration of people, attracted to a small city offering a tremendous lifestyle in a spectacular setting, and an alternative to Australia's large cities. This is a trend accelerated not only by COVID-19 but also by climate change.

The UTAS Sandy Bay redevelopment represents one of three major urban renewal opportunities around the CBD, including the Macquarie Point redevelopment and the urban renewal opportunities in and around the CBD already identified in the Central Hobart Precincts Plan being prepared by the City of Hobart under the City Deal. It needs to be considered as an integral part of a significant once in a generation

opportunity to advance the city. Urban renewal of the Sandy Bay campus is a rare opportunity to create a walkable, integrated 'complete community' model featuring high quality diverse housing, zero impact sustainability, a 'smart city' approach across all its infrastructure and operation, embedded into and facilitating the expanding local knowledge economy.

It is a unique chance to showcase Hobart as a world leader in urban renewal. This is not about 'business as usual'; it is the opportunity to advance Hobart's reputation as a sustainable, livable and successful city. It can help reinforce the city's reputation on the world stage and provide a vital building block into making Hobart one of the world's great small cities.





Figure 1 City Context

2.2 Site context

The UTAS Sandy Bay campus ('the site') is located directly south of Hobart CBD within a 3 kilometre radius. The northern portion of the site fronts Sandy Bay Road, a major thoroughfare connecting Hobart CBD along the bay and around the headland to Taroona.

The Sandy Bay surrounds are largely residential. University buildings and playing fields are currently concentrated to the north-eastern portion of the

site. Where the rear of site slopes upwards to Mount Nelson it is mostly bushland, apart from playing fields on the highest part of the site.

Sandy Bay and Hobart CBD are spatially separated by the historic Battery Point, which is generally higher than both the CBD and lower Sandy Bay, including some University sporting facilities. Connection to the CBD is currently by a series of major road connections and bus services.

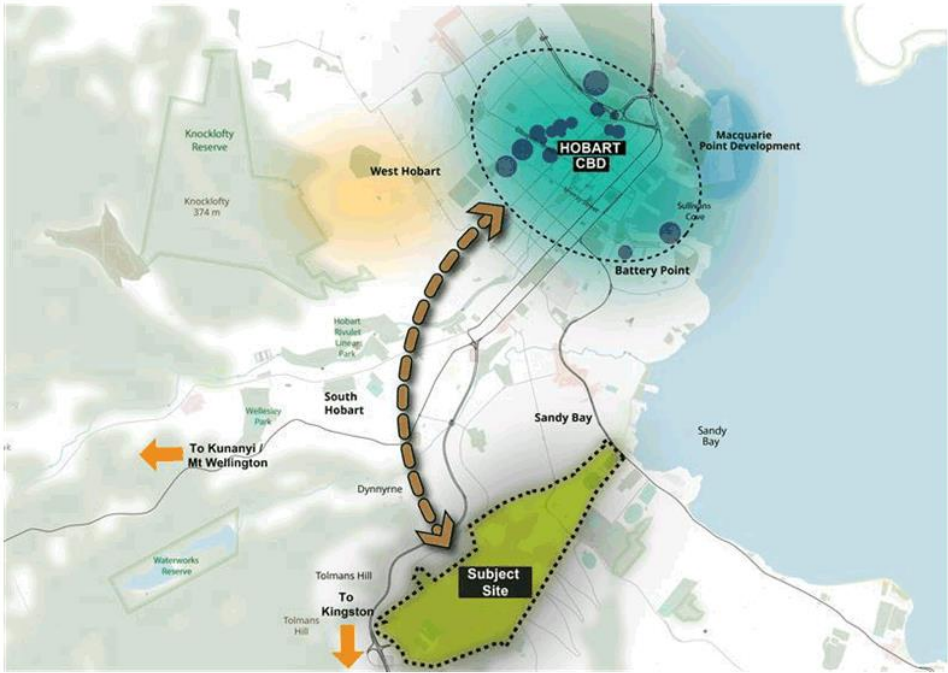


Figure 2      Site context



### 3.0 The Opportunity

#### 3.1 World leading model of sustainable urban renewal

Hobart has positioned itself as a sustainable city and is on track to achieve its goal of being powered by 100 percent renewable energy by 2040<sup>1</sup>.

The urban renewal of UTAS Sandy Bay is a crucial opportunity to demonstrate, consolidate and advance Hobart's reputation as a sustainable, liveable and successful city.

The City therefore advocates that this urban renewal be world-leading in its innovation and set new international standards as did other major urban renewal areas around the world, such as Portland's Pearl District, Brisbane's Inner North-East, Vancouver's South-East False Creek and Stockholm's Hammarby Sjostad.

The project should be used to demonstrate the city's aspiration to be one of the world's great small cities.



Figure 3 An urban renewal opportunity

#### 3.2 Walkable, integrated 'complete community' model

The proposed 'micro-suburb' at Sandy Bay represents a once in a lifetime opportunity to deliver a fully contained, highly walkable community incorporating housing, economic activity and greenspace. Urban renewal at the Sandy Bay site should also demonstrate a 'net zero' energy emission development integrated in

an environmentally sensitive manner with the bushland and recreational open space areas.

It also provides the opportunity to build on the existing pedestrian and recreational pathways on site and to contribute new connections such as shared path from Sandy Bay to the city waterfront around Battery Point.

<sup>11</sup> City of Hobart (2020). *Sustainable Hobart Action Plan: Towards a zero emissions Hobart*. Report. City of Hobart.

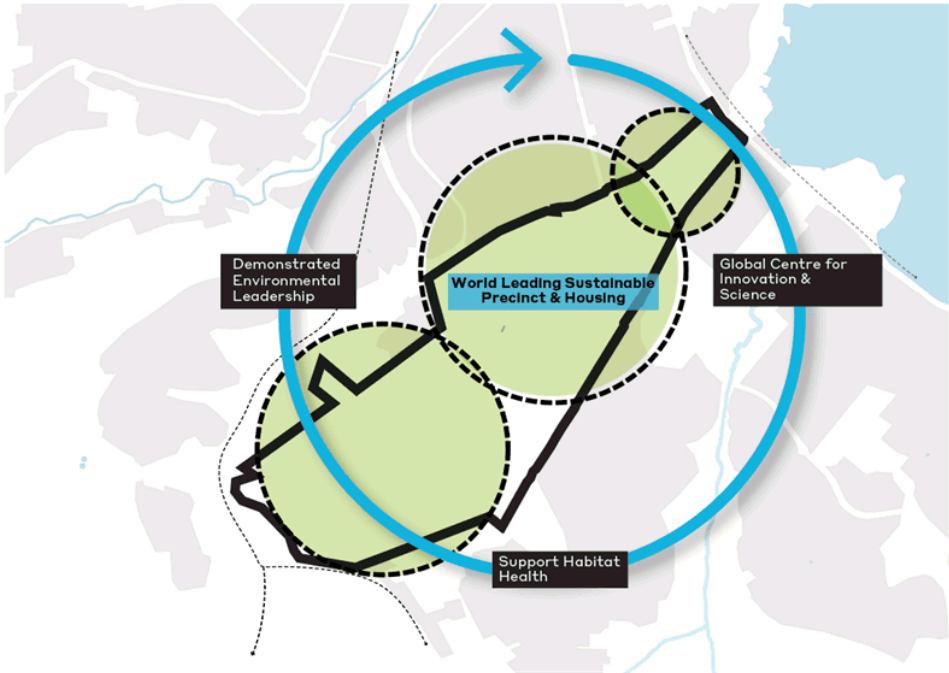


Figure 4 Ideas for a sustainable community

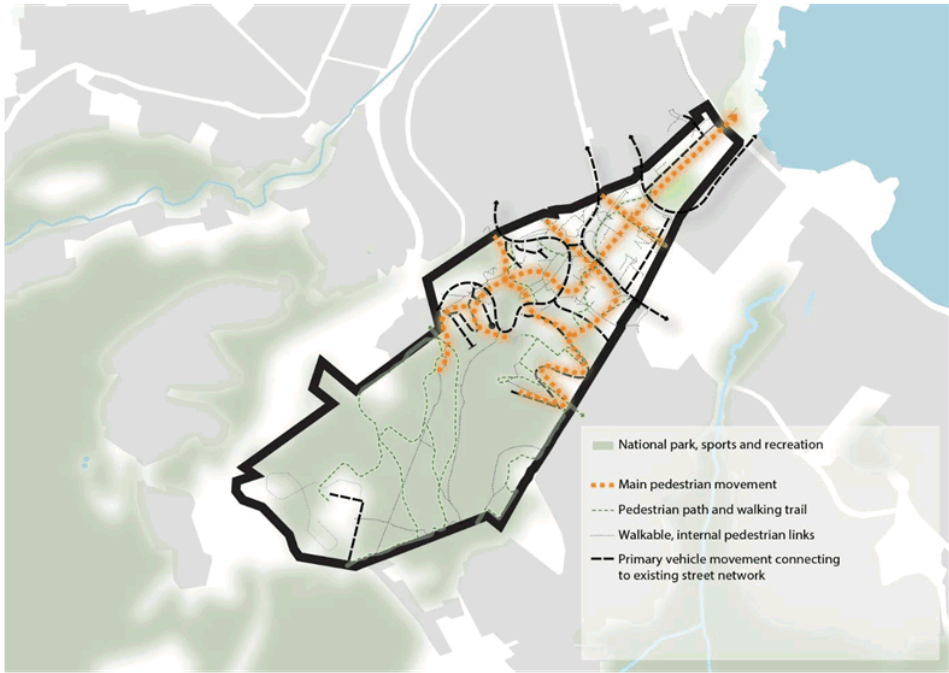


Figure 5 Ideas for a connected, pedestrianised community

## 4.0 Framing Renewal

### 4.1 Green space

The south-western portion of the site is predominantly made up of bushland sloping upwards to Mount Nelson in the site's rear with creeks traversing the site. A series of existing walking tracks cross through the site's bushland which should be preserved and promoted as a part of its sustainability and lifestyle brand. A central green spine and series of improved green spaces or parks will be an important component which provide a connected system of green space and

complement the bushland and encourage exploration and engagement with the natural environment.

The existing playing fields at either end of the site are significant community assets should be integrated into the redevelopment as they warrant retention given their high usage and lack of alternatives.



Figure 6 Wilderness to waterfront concept

### 4.2 Disaster risk management

Bushfire and flood are the two greatest natural risks to Hobart. As it is located at the base of Kunanyi/Mount Wellington, the mountain can act as a moderator or significant multiplier of flood or fire risks to the city. The mountain strongly influences the regional microclimate through collecting higher rainfall than the city itself. Flood and fire risks are moderated by retaining moisture at higher altitudes on the mountain.

The steep topography coupled with major gullies cascading through and near the site means

management of stormwater flooding is a significant consideration. Redevelopment will need a carefully designed stormwater management system to deal with these issues on the site.

As indicated in **Figure 7** below, the south-western portion of the site is identified in the bushfire overlay in the City Planning Scheme. This area is mostly open bushland and is at a higher altitude sloping up towards Mount Nelson. Future development on the site should be responsive to bushfire risks and concentrate development

outside of this identified area. Fire risk mitigation informed by an understanding of the local environmental conditions should be an essential process informing future design.



Figure 7      Bushfire overlay, Hobart Interim Planning Scheme 2015

## 5.0 High Quality and Diverse Housing

### 5.1 'Attainable housing' response to Hobart's housing crisis

Hobart's housing market has experienced dramatic growth in recent years, driven by a surge in Australians from the mainland seeking comparatively lower property prices. This growth has been accelerated by the COVID-19 impact on property markets across Australia, encouraged by record-low interest rates<sup>2</sup>. This boom is having major implications for smaller cities like Hobart.

In the most recent year to August 2021 Hobart's property prices rose by 24.54 percent, representing the steepest rise in any Australian capital city<sup>3</sup>. In 2019, Hobart had the tightest rental market in the country with a vacancy rate of

only 1.4 percent<sup>4</sup>. Housing stress in Hobart has contributed to marked increase in homelessness, with 64 percent of people accessing housing support services citing unaffordable housing as their issue<sup>5</sup>.

These conditions have created a crisis in our access to housing, and a key focus of this urban renewal should be on attainable housing. The housing crisis in Hobart indicates a mis-match between housing being delivered and housing needed by residents. This redevelopment should help deliver attainable housing to the city through affordable and diverse housing typologies.

### 5.2 Missing middle focus

Tasmania's housing market is very limited in terms of its product with detached greenfield dwellings making up much of the market compared to other major cities. There is a marked absence of so called 'missing middle' housing (see figure below) in Tasmania and especially in Hobart.

This contributes to the housing attainability problem. Because 'missing middle' housing supply is so limited, it is often unaffordable for many

buyers and renters including first home buyers, low income earners, or people who want to live close to the urban core and promotes an unsustainable urban form. As the state's population continues to grow and the population ages, housing pressure will only increase. The infill housing typologies referred as 'missing middle' (as in the figure below) is an ideal response to delivering better housing supply, variety and location.



Figure 8 Missing middle housing<sup>4</sup>

<sup>2</sup> ABC News (2021). 'Hobart's housing market has been growing 'dramatically' for five years, with no cooling down in sight', 2 March, Retrieved from: <https://www.abc.net.au/news/2021-03-02/no-signs-of-hobart-housing-market-cooling-down-experts-say/13205560>

<sup>3</sup> Core Logic (2021). *Core Logic Home Property Value Index – Monthly Indices*. Accessed 29 September 2021. Retrieved from: <https://www.corelogic.com.au/research/monthly-indices>

<sup>4</sup> Place Design Group (2019). *Toward Infill Housing Development*. Report. Tasmanian Department of State Growth.

<sup>5</sup> City of Hobart (2021). *Housing and Homelessness*. Accessed 30 September 2021. Retrieved from: <https://www.hobartcity.com.au/Community/Action-on-homelessness>

Infill housing should be a core component of the Sandy Bay draft masterplan. Infill housing at middle densities can pay dividends including demonstration of scarce and new models of housing, creation of a more compact urban form, efficient use of urban infrastructure, and better access to employment and education clusters<sup>6</sup>. These positive impacts will be accessible to more people if housing is provided at an attainable price point.

Providing a significant quantity of infill housing at UTAS Sandy Bay would facilitate market demand for more diverse housing forms. While detailed studies are required to assess this fully, the City believes that the site if developed as this submission envisages, could readily accommodate

at least 2500 dwellings across these typologies. This would help facilitate ambitions for a complete community and new models of living in Hobart.

While the Sandy Bay masterplan vision indicates an intention to provide housing for all people “from first home buyers to downsizers”<sup>7</sup>, care should be taken to ensure its approach to housing is truly inclusive. An inclusive housing approach should also include families. Family-friendly ‘missing middle’ housing should include options of larger dwellings (over two bedrooms), access to private outdoor spaces, spaces accessible for people of all ages and abilities, and child-friendly public spaces.

Design of this housing is also a key piece in ensuring the “net zero” aspirations for the site.

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<sup>6</sup> Place Design Group (2019). *Toward Infill Housing Development*. Report. Tasmanian Department of State Growth.

<sup>7</sup> University of Tasmania (2021). *A Shared Vision – Published September 2021*. Report.



## 6.0 Economic Engine

### 6.1 Complementing Hobart CBD

The site can function as a key part of the economic engine of the wider city, by providing complementary and exciting new additions to the city economy. Land uses proposed for the Sandy Bay redevelopment should serve to complement the immediate surrounds and CBD and not compete with Hobart's downtown.

Rather than focus on competing land uses such as large scale commercial and retail uses, this urban renewal should focus on complementary uses. This may include small to mid-scale mixed-use, residential, educational and recreational development. By embedding itself within the existing knowledge economy of Hobart's inner city, both centres can supplement one another.

### 6.2 Business nursery / start-up hub

A business nursery / start-up hub would serve to complement Hobart's knowledge economy and be well suited to the 'micro-suburb' that will aim to be world leading in urban renewal and sustainability. This would serve as a place for co-working and start-up businesses to function in a small ecosystem. Start-ups thrive off

connectedness, talent, market reach and talent attraction. Creation of Hobart's own centre for innovation, new business and technology will attract knowledge workers to the city and leverage off the reputation being carved for Sandy Bay through this development.

### 6.3 Possible "global centre of excellence" in an iconic Tasmanian field

Potential inclusions on the site include a "global centre of excellence" in an iconic, very Tasmanian field. This would match the precinct's vision of being a sustainable community and knowledge

hub and pay homage to its' setting on a former higher education site. Such a facility would draw visitors to the site and encourage economic activity in the Sandy Bay vicinity.



Figure 9 Ideas for a community of hubs

## 7.0 Transport and Infrastructure

### 7.1 Integration with existing transport infrastructure

The site's proximity to Hobart CBD represents an opportunity to encourage a sustainable residential community that relies upon the existing transport infrastructure. The Sandy Bay campus is already serviced by frequent bus services which can be utilised by future residents / workers at the site.

The site is also likely to grow in its city connection into the future. The City has had a long term ambition to provide a Sandy Bay to waterfront coastal walkway to improve amenity and

connection between the site and the CBD. This links with a desire to provide a larger ferry network, with a potential stop to be located on Council-owned land at Marieville Esplanade.

High connectivity, proximity to the city centre and delivery of essential community services within the community hub can encourage a sustainable 'car-lite' community with low reliance on private vehicle ownership.

### 7.2 Emerging technologies in transport and infrastructure

Planning for this community means an opportunity to forward plan for the infrastructure of tomorrow. Infrastructure can be planned for facilities such as electric vehicle charging within car parks and autonomous vehicles. District energy provision through solar power can be forward planned at this early stage. Other emerging technologies such as vacuum waste may be investigated during the masterplan stage.

The City of Hobart is actively engaged in responding to emerging technology through the

Smart City Action Plan<sup>8</sup>. Several current and future projects may directly align with the Sandy Bay redevelopment. Examples are the current automated vehicle trials, which may find a home within this controlled "micro-suburb". Future projects of interest include Connected Start-Ups and Connected and Actively Managed Transport Network. Through further investigation and development of these ideas, positive and innovative outcomes can be delivered for both the site and city.



Figure 10 Alternative public transport

<sup>8</sup> City of Hobart (2021). *Connected Hobart: Smart City Action Plan*. Report. City of Hobart.

<https://www.hobartcity.com.au/Community/Connected-Hobart>

## 8.0 Implementation

The path of implementation will involve various processes, in which the City will seek to be closely involved. These present opportunities as a checkpoint for the inclusion of the ideas and recommendations of this submission.

The success of models of world class urban renewal elsewhere are notable for the use of funding from those developing the areas towards the necessary infrastructure and connections and quality of public assets delivered within the development site and connections externally.

While the Tasmanian planning system does not incorporate an explicit development contributions process, it will be important to the best possible outcome consistent with the ideas and recommendations contained herein that negotiations with the developer/s involved include securing direct funding commitments that ensure the success of such key attributes as the quality of the public realm being delivered and key external connections.

The City looks forward to working with UTAS and its consulting team towards achieving the best possible outcomes throughout this process.

## 9.0 Conclusion

This submission has put forward the City of Hobart's vision and ideas for the University of Tasmania's Sandy Bay campus redevelopment masterplan. The site is over 100 hectares of land in a prime urban community located within three kilometres of Hobart's city centre. Redevelopment of the site represents a remarkable city shaping opportunity to increase the city's economic resilience and demonstrate a world leading example of sustainable urban renewal for which Hobart can be globally renowned.

The City has sought to highlight several core principles and ideas for the site's redevelopment to realise this potential, which include the following recommendations:

7. Positioning the redevelopment as a world leading model of sustainable, walkable urban renewal, which works as part of the larger picture of CBD and other urban renewal areas to reinforce the city's reputation on the world stage and provide a vital building block into making Hobart one of the world's great small cities.
8. Ensuring redevelopment is responsive to the site's environmental and landscape values, and constraints such as bushfire and stormwater flooding.
9. Providing a significant contribution of new housing to help address both the current housing crisis and a focus on new models of "missing middle" housing offering real alternatives to traditional fringe greenfield housing in the city.
10. Leveraging the site as an economic and innovation engine complementing Hobart CBD, including ideas like a "global centre of excellence" in an iconic, very Tasmanian field and a business nursery / start-up hub.
11. To focus on its walkability and integration with existing and emerging means of transport and other infrastructure.
12. Negotiations for the implementation of the redevelopment need to address developer funding commitments that ensure the success of such key attributes as the quality of the public realm being delivered and key external connections.

A summary of these ideas is spatially represented in **Figure 11**.

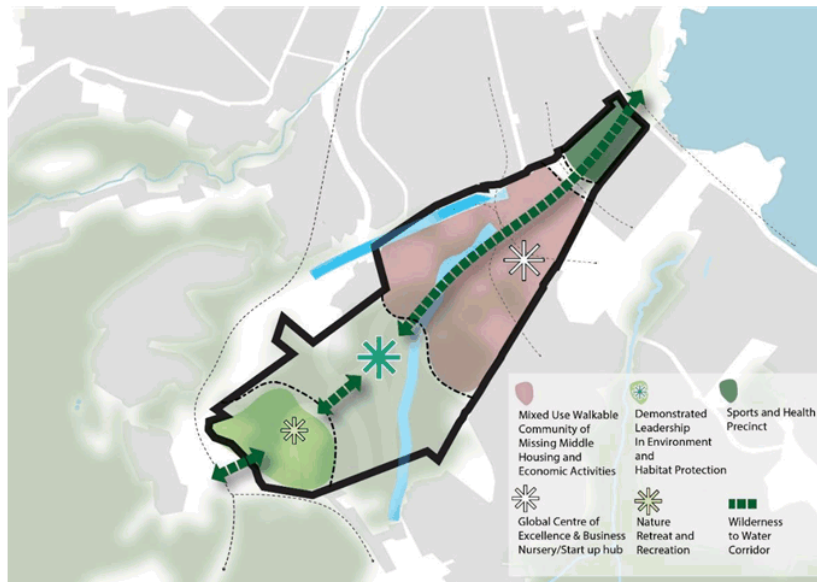


Figure 11 Ideas for the future redevelopment of UTAS Sandy Bay



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Professor Rufus Black  
Vice Chancellor  
University of Tasmania  
Private Bag 51  
HOBART TAS 7001

Dear Vice Chancellor

On 15 March 2022 the City of Hobart Council resolved to write to the University of Tasmania regarding the University's Southern Transformation project. As part of a larger resolution, attached to this letter, Council specifically resolved that:

*Council write to UTAS seeking that the UTAS immediately initiate and undertake a community engagement process similar to the Council's Community Engagement Framework and Policy, regarding the UTAS move into the CBD and the conversion of the current Sandy Bay campus.*

The reason for this motion is that Hobart community members have raised several concerns about the Southern Transformation project, including a petition tabled by the Save UTAS Sandy Bay group. A key focus of these concerns has been the consultation conducted by the University for both the proposed move to the CBD and the Sandy Bay Master Plan, with many feeling that the consultation processes have not met the level of authenticity, communication, engagement, or community understanding required for such significant projects.

Council's Community Engagement Policy is based on nine principles, including Inclusiveness and Accessibility, Participation, Communication, and Transparency. Please find enclosed a copy of the Framework and Policy, for your reference.

In accordance with the Council's resolution, we request that the University undertake a deeper consultation process that includes:

- provision of more in-depth material about the reasons for the move to the CBD and the planned management of issues that will result from the move, including any new research that is required to address concerns being raised;
- preparation of a consultation plan and transparency around the plan, including the resources and steps that are to be dedicated to the plan;
- use of a range of communication methods to reach a broad range of people; and
- an openness to modify plans based on broad feedback and the presentation of tangible options for compromise.

Cont.../

CITY OF HOBART

GPO Box 503, Hobart Tasmania 7001 • Telephone: +61 3 6238 2705 • Email: lord.mayor@hobartcity.com.au

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I have attached a copy of the full Council resolution for your information, which includes other clauses relating to the University's Southern Transformation project.

We look forward to being advised of the forward consultation plans in response to this Council resolution.

Yours sincerely



Cr Anna Reynolds  
**LORD MAYOR**

Wednesday 23 March 2022

Enclosed: City of Hobart Community Engagement Framework and Policy  
Council Resolution – 15 March 2022

CC: Chancellor Watkins

---



**COUNCIL RESOLUTION****COMMITTEE: Council (Open)****DATE: 15/03/2022**

---

**TITLE: UTAS Move to the City**

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Given the level of public concern that has been raised with elected members of the Hobart City Council, and given that the final decision will be made by the Tasmanian Planning Commission:

That:

1. A report be provided that addresses the following;
  - (i) The consultation, the steps and decisions and reports that both the UTas and the City Council have taken to date from 2015.
  - (ii) Effect on amenity or otherwise on the residents of Sandy Bay and other inner city suburbs.
  - (iii) Effect on the CBD businesses.
  - (iv) Effect on traffic flow and parking in the CBD and in Sandy Bay and other inner city suburbs.
  - (v) The short and long term ramifications to the budget of the City.
  - (vi) The capital expenditure on infrastructure by the City Council that is required and over what period.
2. Council write to UTAS seeking that the UTAS immediately initiate and undertake a Community engagement process similar to the Councils Community engagement framework and policy regarding the UTAS move into the CBD and the conversion of the current Sandy Bay campus.
3. The recent petition seeking a public meeting is dealt with as a matter of urgency.



City of **HOBART**



City of Hobart Community Engagement Framework

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## INTRODUCTION

The City of Hobart operates at the level of government that works as closely as possible with the community and the places in which they live, work and visit. With this in mind, the City places community engagement at the core of everything we do. Through this Community Engagement Framework, our Customer Service Charter and our range of social inclusion strategies, we are committed to the community's meaningful and tangible input into the City's decisions that affect them.

We now have a vision for our city that has been developed by the community and written in their words. Throughout the vision engagement process and in the final document, we have heard the community's need for the City to listen and respond to and involve the people that make up this unique place.

The demand for genuine and open community engagement in Australia is on the rise and the City of Hobart, like many councils around the country, has created this Community Engagement Framework to provide a more structured approach to meet this demand.

The framework has been developed through an engagement process that asked the community how we should engage with them and what they want us to engage on. This self-reflective process has opened our eyes to how we can improve all of our interactions with the community and resulted in this practical and responsive document.

By utilising this framework in all of our work, the benefits of good community engagement will be made apparent through quantifiable improvements to our community's quality of life.



**Nick Heath**  
General Manager  
City of Hobart





## HOBART: A COMMUNITY VISION FOR OUR ISLAND CAPITAL

In 2017/18 the City of Hobart undertook an extensive engagement process, including the creation of a community panel, to develop its new vision.

There are eight pillars within the vision and while community engagement features strongly throughout, Pillar 8, Governance and Civic Involvement, is the key pillar relevant to the Community Engagement Framework.

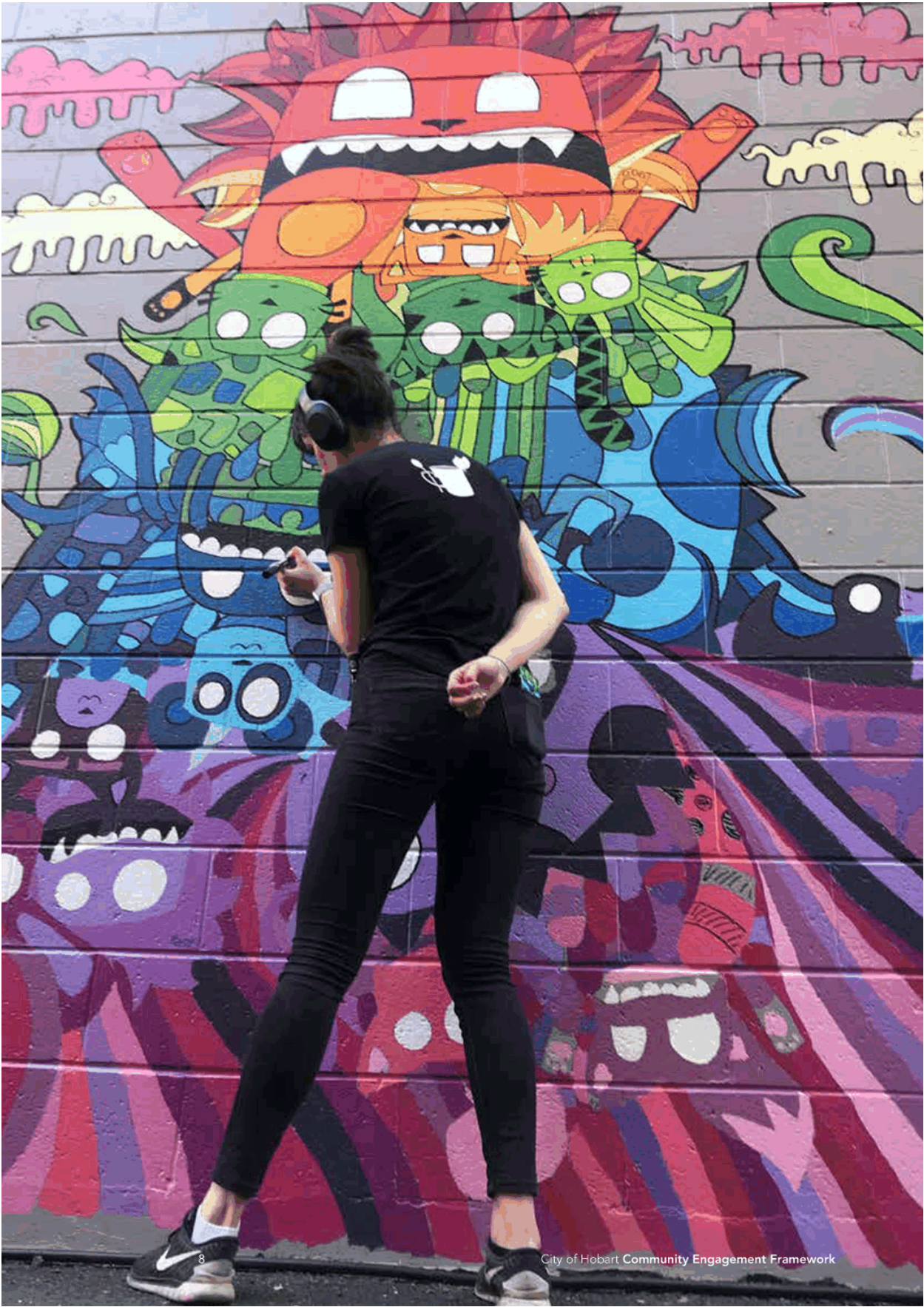
The Governance and Civic Involvement pillar states the following aspiration:

'We are a city of ethics and integrity. We govern with transparency and accountability, encouraging and welcoming active civic involvement. We collaborate for the collective good, working together to create a successful Hobart.'

- We are strong in our ethics
- We build and maintain strong partnerships
- We have access to decision makers
- Our leadership reflects our communities
- We communicate and engage
- We are involved in civic life.'

The vision document and information about the engagement process is available on the City of Hobart's website.





## WHAT IS COMMUNITY ENGAGEMENT?

Community engagement is the process where the Council works together with the community to achieve common goals through genuine relationships built on trust, goodwill and respect.

While it does not replace the final decision-making power of the elected members of the Council, community engagement is considered invaluable in its ability to inform the City of Hobart's decision-making process, ensuring that the final decisions made by the Council are equitable, sustainable and well-informed.

Some further definition of terms that are used in community engagement practice are:

- **PUBLIC PARTICIPATION** is a term often used for community engagement, both are interchangeable.
- **COMMUNICATIONS** is the process of informing the wider public about projects and community engagement activities. It is often a one-way exchange through various media channels.
- **COMMUNITY** is a set of individuals who have been grouped together by geography, demographics or interest.
- **STAKEHOLDER** is an organisation or a group that has a special interest in a project and has direct input into the decision-making that affects them. Community becomes stakeholders when a project directly affects them.
- **CAPACITY BUILDING** is the process of strengthening and empowering a community to implement and sustain their own solutions to problems, making them more resilient.
- **ACTIVATION** is an activity or an event that engages people with their environment and community through positive and creative cultural and social experiences.

**‘Community engagement is a planned process with the specific purpose of working across organisations, stakeholders and communities to shape our decisions or actions in relation to a problem, opportunity or outcome.’**

*International Association of Public Participation*





## COMMUNITY ENGAGEMENT FRAMEWORK

The City of Hobart's Community Engagement Framework provides the community with a clear understanding of the steps and core principles of the City's engagement process and sets out how the community can contribute to the City's decisions.

It ensures that community engagement activities are carried out in a coordinated and consistent manner, to a high standard and can be benchmarked and assessed through the lens of the framework.

The framework ensures that engagement activities are inclusive and accessible to members of the community, and feedback from the community is listened to, respected and taken into consideration.

The framework establishes that elected members and City of Hobart officers must have a clear understanding of, and commitment to, engaging with the community about decisions that will affect their lives.

The City of Hobart has a role as planning authority and as such, must follow the legal requirements as set out by the state government in relation to planning matters.

The framework is supported by the following documents:

- a) Hobart: A Community Vision for our Island Capital
- b) City of Hobart Community Engagement Policy
- c) City of Hobart Community Engagement Staff Manual and Toolkit
- d) City of Hobart Customer Service Charter
- e) International Association of Public Participation (IAP2) Quality Assurance Standard.

Community engagement creates an active and informed dialogue that seeks to understand the views and aspirations of the community. The specific objectives of this framework are to guide the City of Hobart to:

- achieve good governance by facilitating open, fair and constructive dialogue
- allow for informed decision-making
- achieve an improved quality of life in Hobart
- achieve active public participation through involvement and inclusiveness
- provide the public with a clear understanding of the City's engagement processes.





# COMMUNITY ENGAGEMENT POLICY

In undertaking community engagement, the City of Hobart will demonstrate its values and be guided through the following nine (9) principles from the City of Hobart's Community Engagement Policy that was last adopted by the Council in 2016:

## **PRINCIPLE 1 – ENGAGEMENT CULTURE**

The Council embraces engagement as a key process in its governance of Hobart. A culture of engagement will continue to be developed at all levels of the organisation.

## **PRINCIPLE 2 – BUILDING RELATIONSHIPS**

The Council is committed to building effective relationships to improve the outcomes of engagement.

## **PRINCIPLE 3 – INCLUSIVENESS AND ACCESSIBILITY**

The Council acknowledges the diversity of its community and will work to diminish barriers that may exist in order to encourage participation in engagement.

## **PRINCIPLE 4 – PARTICIPATION**

Stakeholders are encouraged to participate in the process and to express their views in a respectful and open manner.

## **PRINCIPLE 5 – COMMUNICATION**

The Council will clearly communicate the purpose and the steps of the engagement process and will allow sufficient time for effective involvement.

## **PRINCIPLE 6 – TRANSPARENCY**

The Council's engagement will be clear and transparent to ensure the community has access to information and understands the processes and resources involved.

## **PRINCIPLE 7 – CONSIDERING THE RESULTS**

The results of engagement will be included in the considerations of the Council and in decision-making.

## **PRINCIPLE 8 – FEEDBACK**

The Council will provide a means for the community to obtain feedback on the engagement.

## **PRINCIPLE 9 – EVALUATION AND REVIEW**

The Council will evaluate and review its engagement framework to ensure it is responsive to the views and aspirations of the community.







# COMMUNITY ENGAGEMENT PRACTICE

## WHY WE ENGAGE

The City of Hobart recognises the right of the community to be informed and have input into decisions which affect their lives.

The City values effective engagement in developing a positive relationship with its community, and acknowledges that in doing so, this will lead to better decision-making.

The City seeks to take account of the views, needs, issues and aspirations expressed by the community and to balance these with other influences, such as budgetary and legislative constraints, to make informed decisions.

## WHO WE ENGAGE

Hobart has a diverse population and our community, including all those who live, study, work and visit the city, have a unique role to play in its life and development.

Our community includes individuals such as rate payers, residents, students, workers and business owners, as well as stakeholders such as community interest groups, not-for-profit organisations and other levels of government.

When engaging with our community, the City of Hobart will ensure that opportunities exist for everyone to have a say on decisions that may affect them, regardless of age, gender, sexual identity, ethnicity, education, ability and other diverse aspects of personal and community identity.

We understand that some members of our community may find it challenging to participate using standard engagement methods and techniques. The City will continuously explore new ways to talk to our community and offer a variety of opportunities to cater for and include those individuals and groups.

## HOW WE ENGAGE

The City of Hobart acknowledges that each project is unique and the level of engagement will vary depending on the nature or complexity of the project and the needs of the stakeholders involved.

When determining the level of engagement, consideration will be given to a range of factors, including the project's complexity, level of community interest, political sensitivity, legislative requirements, as well as time and budgetary constraints.

To ensure the best outcomes possible, the City will be clear about the decisions to be made, identify who needs to be involved and undertake engagement in a variety of ways to ensure everyone who may be affected by a decision has the opportunity to have their say.

To ensure best practice and a consistent approach in how we engage, we use the International Association of Public Participation (IAP2) values, design and methods for community engagement planning. Further details are available on page 20 and 21.

## HOW THE COMMUNITY CAN ENGAGE

The City of Hobart offers a range of opportunities for the community to share their ideas and provide feedback on the City's projects and services. The City will utilise new technology and engagement methods as they become available, and will continue to ask the community about their preferred methods of engagement.

The community can talk to us face-to-face by attending organised engagement activities, as well as online through the Your Say Hobart portal, by completing a Customer Request Form on the City of Hobart website or through social media. Community members can also participate in a petition, speak directly with aldermen and attend open Council and committee meetings.

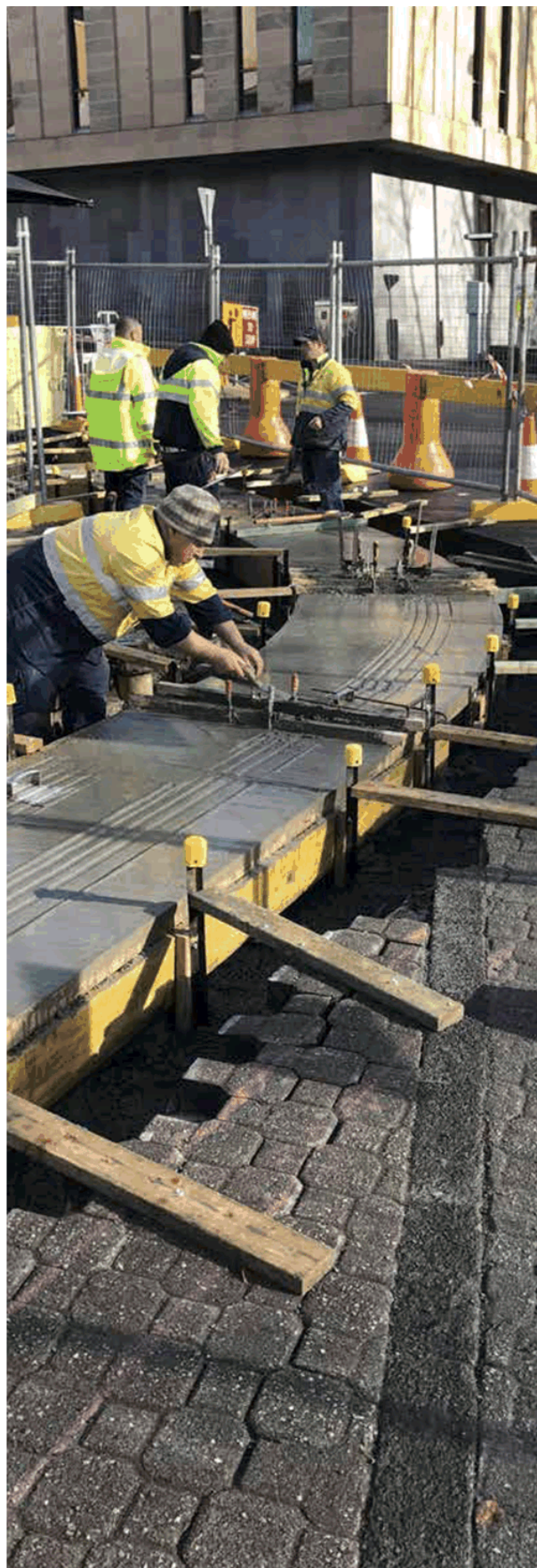
The feedback is then used to inform and enhance the way the City makes its decisions and delivers services.

## ALDERMANIC ENGAGEMENT

Every four years residents and rate payers of the City of Hobart are empowered to vote for 12 elected aldermen that make up the Council. Aldermen represent residents and businesses of the City of Hobart and have specific powers, responsibilities and duties as set out in the *Local Government Act 1993*.

In accordance with the Act, each aldermen has the function of representing and acting in the best interests of the community and to facilitate communication between the Council and the community. Aldermen can be contacted by the community and are available to discuss anything of interest or concern to community members. This open communication ensures that aldermen are representing the views of the residents of Hobart.

Details to contact the aldermen can be found on the City's website or in the City News each quarter.





## ENGAGEMENT ACTIVITIES, TOOLS AND METHODS

Listed below are the key methods that the City will use to inform and bring the community and stakeholders into decision-making and the delivery of services. It is not an exhaustive list, IAP2 lists over 50 methods that can be considered depending on the scale, context and purpose of the engagement. Many of these activities are ongoing or scheduled annually to ensure that engagement is embedded in everything the City does.

### **YOUR SAY HOBART - YOURSAY.HOBARTCITY.COM.AU**

The City's community engagement portal is used to list the key projects and provide opportunities for the community to have their say through a number of online options, including surveys, discussion forums and mapping tools, as well as listing ways to engage in person.

### **SOCIAL MEDIA**

The City of Hobart uses a variety of digital platforms and mechanisms to support community engagement practice and to promote opportunities to get involved.

### **LOCAL COMMUNITY CONVERSATIONS**

The City of Hobart hosts community conversations throughout its local neighbourhoods, providing residents with information about key projects and services happening in their backyard, and offering an opportunity to interact with City of Hobart staff and aldermen.

### **LISTENING POSTS**

The City of Hobart hosts regular listening posts in public spaces to give the community an opportunity to speak with City of Hobart staff face-to-face, learn about projects, provide feedback and log issues for action by the City. Listening posts are also used on specific projects to enable the community to talk to City of Hobart officers about projects on site.

### **ADVISORY AND REFERENCE GROUPS**

To gain feedback and input on projects, the City of Hobart convenes a range of advisory and reference groups, such as the Hobart Older Persons Reference Group, Youth Advisory Squad, Access Advisory Committee, Hobart Bicycle Advisory Committee, Good Neighbour Working Group and Children and Families Network. A comprehensive list of all advisory and reference groups is located on the City's website. Industry expert panels, such as the Public Art Advisory and Urban Design Advisory panels, are also convened to provide specific advice on projects. Key staff and aldermen also represent the City on various community groups and associations, attend community association meetings and work closely with external advisory groups to shape decisions.

### **COMMUNITY FORUMS**

The City of Hobart holds an annual community forum in conjunction with the Council's Annual General Meeting, and community forums on key topics of interest. Forums may include a keynote speaker, as well as facilitated opportunities for community participation and engagement with aldermen.

### **STAKEHOLDER MEETINGS, WORKSHOPS AND ROUND TABLES**

To discuss specific projects, the City of Hobart runs facilitated sessions where stakeholders and community members can share their ideas.

**CUSTOMER REQUEST SYSTEM**

The Customer Request System helps to improve the way the City of Hobart responds and manages requests from the community. Customer requests can also be lodged by Engaged Communities officers, which helps to improve the service received by community members.

**RELATIONSHIP MANAGEMENT SYSTEM**

The Relationship Management System is used to notate interactions with community members, particularly when they become stakeholders in a project, communicate with them more consistently, and understand who is impacted by a project or should be part of the decision-making.

**LETTERS TO RESIDENTS, E-NEWSLETTERS, DOOR-KNOCKING, SIGNAGE AND NOTIFICATIONS**

To advise the community on a project, the City of Hobart uses such methods as letters, City News, signage, sms or face-to-face communication. For projects that might continue for an extended length of time, a distribution list for an e-newsletter might be created, and newsletters sent out as frequently as required to communicate updates about the project.

**PLACEMAKING**

Is an approach to the planning, design, management and activation of public places and community assets whereby the community's aspirations, inspiration and capacity help shape the final plan of a project. For specific projects, the City of Hobart forms project action teams from community members for extensive engagement, including workshops. Participants contribute to the creation of quality public spaces that promote healthier and happier communities and help achieve the City's strategic objectives and vision.

**COMMUNITY PANELS**

Community panels comprise of a group of community members, some of whom are randomly selected in order to bring together a diverse range of backgrounds and viewpoints. Community panels are formed to consider information and develop recommendations on a topic that is of importance to the City, for projects that have a wide scope and affect on the community, or on issues that are somewhat controversial.

**ELECTOR POLLS**

Elector polls are used when an issue divides the community and the City wishes to seek guidance from the community with a Yes-No vote on a topic.

**COUNCIL AND COMMITTEE MEETINGS**

Meetings are open to the public and community members can attend open committee and Council meetings and can make deputations to committee on specific matters.

The Council may close a meeting to the public in accordance with regulation 15 of the Local Government (Meeting Procedures) Regulations 2015. That regulation contains a list of reasons why a meeting may be closed to the public, and includes things like dealing with personnel matters, commercial matters, litigation etc.

## INTERNATIONAL ASSOCIATION FOR PUBLIC PARTICIPATION

The City of Hobart's community engagement practice is based on the IAP2 model for community engagement.

IAP2 offers a set of concepts and principles of current industry practice in relation to community engagement.


## LEVELS OF ENGAGEMENT

When considering the level of engagement needed for each project the City of Hobart utilises the IAP2 public participation spectrum (see opposite). In deciding where a project sits on the spectrum, consideration is given to things like community interest, legislative requirements, time, resources and budgetary constraints, as well as the perceived level of community impact. The City's activities fall across a number of levels of the spectrum and there is likely to be movement back and forth as a community engagement plan is implemented.



**IAP2'S PUBLIC PARTICIPATION SPECTRUM**

The IAP2 Federation has developed the spectrum to help groups define the public's role in any public participation process.



INCREASING IMPACT ON THE DECISION

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To provide the public feedback and analysis alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision, including the development of alternatives and the identification of the preferred solutions.	To place final decision-making in the hands of the public.
PROMISES TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decided.



## OUR ENGAGEMENT PROCESS

The City of Hobart operates within the legal frameworks provided by the Local Government Act 1993, the Land Use Planning Approvals Act 1993 and the Resource Management and Planning System of Tasmania.

The City's approach to community engagement is based on the process set out by the IAP2 Quality Assurance Standard for Community and Stakeholder Engagement (2015).

In addition to adopting the IAP2 core values for community and stakeholder engagement and using the IAP2 code of ethics to enhance the integrity of our practice, a standard process for engagement is undertaken to ensure a quality community engagement result.

The steps to the right summarise the engagement process. More detail is provided in the community engagement staff manual and toolkit equipping project managers with guidance through a standard approach to developing a community engagement plan.

IAP2 Quality Assurance Standard Process for Community and Stakeholder Engagement:

1	Problem definition
2	Agreement of purpose/ context and identification of negotiables and non- negotiables
3	Level of participation
4	Stakeholders identification and relationship development
5	Project requirements
6	Development and approval of engagement plan
7	Execution of engagement plan
8	Feedback
9	Evaluation and review
10	Monitoring
11	Documentation of evidence

**‘Community and stakeholder engagement is now required and accepted as a standard component of any significant project as much as planning, development and implementation. Engagement is in fact intrinsic to the successful functioning of all of these conventional disciplines, as the outcomes should ultimately influence project development and completion’**

*IAP2 Quality Assurance Standard 2015.*

## OUR ENGAGEMENT TEAM

The City's Engaged Communities team sits within the Community and Culture Division. This division includes the areas of Engaged Communities, Future Communities, Active Communities, Creative Communities, and Inclusive and Resilient Communities.

The Engaged Communities team works closely with all divisions across the organisation to provide engagement advice and support, ensuring that the City has a community-focused approach to decision-making. The Engaged Communities team works closely with the City's Communications and Marketing Division to ensure our strategic communications priorities are met and we are reaching the community through well-considered and integrated engagement and communications plans.

Key staff from across the organisation are trained in International Association for Public Participation (IAP2) engagement techniques, creating champions to support excellence in community engagement practice and build the City's organisational capacity.

On occasion, external consultants are contracted to conduct community engagement on behalf of the City of Hobart. The Engaged Communities team will work closely with these consultants to ensure they adhere to the processes and standards expected by the City of Hobart and the community as set out in the IAP2 Quality Assurance Standards.

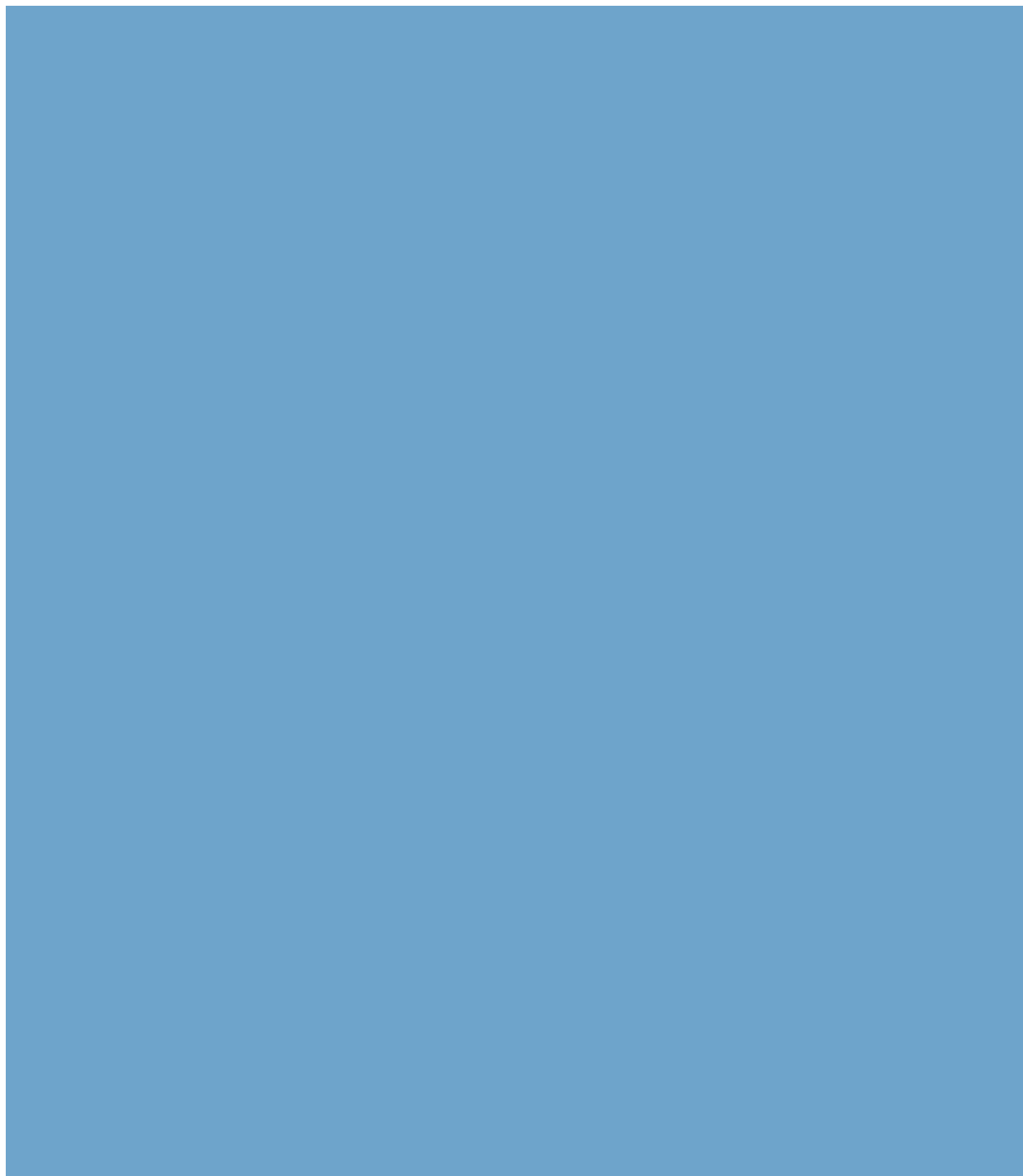
## FRAMEWORK REVIEW

The Engaged Communities team is constantly reviewing and researching current community engagement practice and it is intended that the City of Hobart Community Engagement Framework be a living document that will be evaluated and updated when appropriate.



### CONTACT DETAILS

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City of Hobart

# Policy

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**Title:** Community Engagement

**Category:** Community Services and Events

**Date Last Adopted:** 7 March 2016

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## 1. Objectives

To provide a framework that facilitates understanding and decision making between the Council and the Hobart community.

## 2. Background

This Policy was developed as a result of an employee survey and two independently facilitated employee workshops covering the development of:

- a formal community engagement policy framework;
- definitions for the terms consultation, engagement and participation and incorporation of these into the policy framework; and
- a set of principles and indicators.

## 3. Policy



### Policy Purpose and Objectives

Community engagement creates an active and informed dialogue that seeks an understanding of the views and aspirations of the community.

The purpose of this Policy is to provide a framework that facilitates understanding and decision making between the Council and the Hobart community.

The community engagement policy objectives are to:

- Achieve good governance by facilitating open, fair and constructive dialogue.
- Allow for informed decision making and achieve together an improved quality of life in Hobart.

- 
- 
- Achieve active community participation through involvement and inclusiveness.
  - Provide the community with a clear understanding of the Council's consultation processes.

**Policy Statement**

The Hobart City Council recognises the right of the community members to be informed and have input into decisions which affect their lives.

Hobart City Council values effective engagement in developing a positive relationship with its community and recognises that community participation contributes to better decision-making.

Council seeks to take account of the views, needs, issues and aspirations expressed by the community and to balance these with other influences such as budgetary constraints to make informed decisions.

In applying this policy, the Council will demonstrate the values of we're:

- about people.
- professional.
- enterprising.
- responsive.
- inclusive.
- making a difference.

The Hobart City Council has developed the following nine (9) principles to guide the application of this policy:

**Principle 1 – Engagement Culture**



Council embraces engagement as a key process in our governance of Hobart. A culture of engagement will continue to be developed at all levels of the organisation.

**Principle 2 – Building Relationships**

Council is committed to building effective relationships to improve the outcomes of community engagement.

**Principle 3 – Inclusiveness and Accessibility**

Council acknowledges the diversity of its community and will work to diminish barriers that may exist in order to encourage participation in engagement.



#### **Principle 4 – Participation**

Stakeholders are encouraged to participate in the process and to express their views in a respectful and open manner.

#### **Principle 5 – Communication**

The Council will clearly communicate the purpose of the engagement process; the steps involved and will allow sufficient time for effective involvement.

#### **Principle 6 – Transparency**

Council's engagements will be clear and transparent to allow the community access to information and an understanding by the stakeholders of the processes and resources involved.

#### **Principle 7 – Considering the Results**

The results of engagements will be included in the considerations of the Council and in decision making.

#### **Principle 8 – Feedback**

The Council will provide a means for stakeholders to obtain feedback on the engagement.

#### **Principle 9 – Evaluation and Review**

The Council will evaluate and review its engagement framework to ensure it is responsive to the views and aspirations of the community.

#### **Application of Manual**

A Community Engagement Manual provides a step by step guide to assist Council officers in the conduct of community engagements. The manual is available on the Council Business Centre intranet under Business Support Community Engagement.

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

The Community Engagement Manual provides a step by step guide to assist Council officers conduct community consultations.



<b>Responsible Officer:</b>	Director Corporate Services
<b>Policy first adopted by the Council:</b>	11/8/2008
<b>History</b>	
Amended by Council	12/9/2011
Amended by Council	10/12/2012
Amended by Council	7/3/2016
<b>Next Review Date:</b>	March 2017





OFFICE OF THE LORD MAYOR  
HOBART TOWN HALL

Professor Rufus Black  
Vice-Chancellor  
University of Tasmania  
Private Bag 51  
HOBART TAS 7001

Via email: [Vice.Chancellor@utas.edu.au](mailto:Vice.Chancellor@utas.edu.au)

Dear Vice Chancellor

I refer to my correspondence on behalf of the Council dated 23 March 2022 regarding the full Council's decision of 15 March 2022 to, *inter alia*:

*"...seek that the UTAS immediately initiate and undertake a community engagement process similar to the Council's Community Engagement Framework and Policy, regarding the UTAS move into the CBD and the conversion of the current Sandy Bay campus."*

I now write to request an indication from you when the Council can expect to hear about UTAS' consultation plans in response to the Council's resolution.

I look forward to hearing from you.

Yours sincerely



Councillor Anna Reynolds  
**LORD MAYOR**

Thursday 19 May 2022



25 May 2022

Katy Cooper  
Director City Futures  
City of Hobart  
50 Macquarie Street  
Hobart TAS 7000

Via email: [cooperk@hobartcity.com.au](mailto:cooperk@hobartcity.com.au)

Dear Katy,

Thank you for your recent request for information, please find our responses below.

**As per Notice of Motion section (i) - UTAS list the 'consultations, steps, decisions and reports' that UTAS have had with CoH from 2015 that relate to the UTAS city move**

The University of Tasmania (UTAS) has been engaging with the City of Hobart on our presence and activities in the city for well over a decade. As well as formal consultations and agreements, the City of Hobart officials and elected members have been involved with numerous aspects of the Universities' activities and moves into the City, which I have outlined below for completeness.

There have been two memoranda of Understandings, 2009-2012, signed by Lord Mayor Rob Valentine, and 2015-2018, signed by Lord Mayor Sue Hickey. During November 2016 members of Hobart City Council joined UTAS senior leaders on "Senior Executive Mission" to Europe to understand the University City concept. A Governance Forum was also held between the University Leadership and Members of the Hobart City Council between 2019-2021, which included the development of the Rates Equivalency Agreement, Hobart City Council holds the minutes of these meetings.

Once the University Council made its decision in 2019, we set out to work closely with stakeholders from across the City to make sure the campus would be one that was not just *in* the City but very much *for* and *of* the City.

In November 2019, we held an Appreciative Inquiry Summit, inviting over 400 stakeholders from across Greater Hobart. They came from state government, local government, local businesses, local community organisations across education, transport, health and community services, as well as some of our staff and students who wanted to contribute.

The process started with people identifying what they value about Hobart and what they would like to see any University move enhance.

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Chief Operating Officer  
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Australia

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[utas.edu.au](https://utas.edu.au)

The qualities people identified were:

- A sustainable campus characterized by bringing nature and green spaces into the city.
- A campus that is welcoming to all and that builds community.
- A campus that enables us to work better together with our many partners.
- Reimagined traffic and transport options.
- A campus which preserves the Domain as a special space.
- Architecture that enhances the city.

There was then careful deliberation about how this could occur. What emerged was a series of values, principles and aspirations for a city campus that would make Hobart a better place to be. Those values, principles and aspirations have continued to guide our designs and processes.

From here, we kicked off a master planning exercise and we spent 2020 and 2021 consulting with a wide range of stakeholders to refine this vision and develop a series of Urban Design Principles that would guide all our work and an initial masterplan.

Since 2019, we have conducted hundreds of briefings, information sessions and presentations for students, staff, community members and businesses throughout the development of the masterplan. We held a series of forums through our ongoing Community and Expert Reference groups, enabled online feedback through our website, and had a month-long staffed exhibition space in Melville St and the Sandy Bay campus where we shared our plans and invited feedback from the community. We shared findings and tested feedback around initial plans with key stakeholders along the way – including city neighbours, elected members from state, federal and local government, and industry partners around traffic, transport and local business.

This process helped to refine our overarching principles that our community had for the campus, and we went about developing supporting strategies to implement them:

1. **The Place Principle:** Enhance the distinctive natural and human qualities of nipaluna/Hobart.
2. **The Sustainability Principle:** Bring nature into the City as an integral part of a sustainable campus.
3. **The Accessibility Principle:** Create a highly accessible campus that enhances connections across the City and from the Southern Region.
4. **The Community Principle:** Create an inviting heart to a connected series of University and City communities.

All this work and feedback culminated in the release of our Preliminary Urban Design Framework (UDF) in 2021, which details our initial masterplan for the city campus. Upon release, the UDF received 4,300 views from our internal and external community, and feedback was encouraged.

Around this time at the beginning of 2021, we started a four-stage engagement process around creating a community vision for the Sandy Bay campus. We heard about the things that people love about the Sandy Bay campus, and the values that need to be nurtured for its future purpose.

Our engagement included 101 face-to-face and focus groups, 11 online workshops, 350+ exhibition participants, 136,000+ emails delivered to staff and students, and 21,000+ flyers through letterbox drops to residents of Sandy Bay, Mt Nelson, Dynnyrne and Tolmans Hill, and an interactive website with over 3,500+ views where visitors were encouraged to leave feedback for each stage of the process.<sup>46</sup> The result of all these consultations was the development of the draft Sandy Bay Masterplan, which was integral to our submission to Hobart City Council to remove the educational overlay over the site, which would enable a vision such as this be pursued.

We are committed to and have faith in public processes and forums that enable systematic and public reviews of our proposals. The Planning Scheme Amendment process that governs Sandy Bay's future provides extensive opportunity for public review and input. We are very open to evolving the proposal in light of that feedback.

Any City developments, like our current proposal in relation to the Forestry Building, need to go through a Development Application process, which again provides extensive opportunity for public input and expert review to ensure that the development meets the needs of the City.

As we develop the next buildings, we will engage in the sort of extensive consultation with future users, both internal and external, and other stakeholders with an interest, as we have done with our new buildings in Burnie and Launceston.

The next of those developments will be the buildings associated with our Campus Heart. Our staff, students, City neighbours and future users from across Greater Hobart will have significant opportunities to shape the design and function of this precinct.

We look forward to working together to see the University evolve in the City in a way that enhances Hobart and its communities, while securing the future of higher education for Tasmanians.

**As per Notice of Motion section (ii) - It would be helpful in any such engagement to provide some comparisons between the characteristics of the proposed urban renewal overall against the historic and current use of the site, on matters such as, but not limited to:**

- Total traffic generation assuming current car usage rates
- Car parking both on site and in surrounding streets assuming current car usage rates
- The likely changes for 1 & 2 if self-containment, mode shifts and new technologies reduce total car usage by, say, 10% and 20%.
- Total on site populations (average and peak) for current and proposed development.
- Extent of building site cover now and in future.

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The comprehensive traffic modelling report that covers the questions above was submitted to Council as part of the Planning Scheme Amendment for the site in December 2021, and is reattached along with this response.

It is important to note that the assumptions in the modelling regarding the University community have been based on an extensive and extended body of evidence compiled through 10 years of sustainable transport surveys of the University staff and student body, including behavioural changes observed over time as interventions such as improved service provision have been implemented, as well as the differing patterns of behaviour between cohorts of our population based in differing locations. These travel surveys are available at the following link: [Travel behaviour surveys - Infrastructure Services & Development | University of Tasmania \(utas.edu.au\)](https://utas.edu.au/infrastructure-services-development)

In particular, regarding parking, the 2021, survey revealed that for students attending the Sandy Bay campus primarily, approximately 51% students reported travelling to Sandy Bay campus by car. Some 17% of the vehicles parked by students attending Sandy Bay in 2021 were on-campus with purchased permits or vouchers. This proportion is a reduction from 26% in 2019. Some 36% of student vehicles were reported as being parked off-campus at no charge in surrounding streets in 2021 compared to 51% in 2019. Some 43% of student vehicles were parked on-campus at no charge in designated student parking zones. Almost half of staff who reported parking Monday-Sunday parked to attend the Sandy Bay campus (49% of all staff reported parking).

With regards staff, some 70% of Sandy Bay staff parking involved the use of purchased parking permits or a paid parking voucher on campus. This proportion is down from 2019. Some 24% of parking was reported as being off-campus at no charge in 2021 - the same as in 2019. This is from a reasonably consistent staff behaviour pattern of 76% of Sandy Bay staff driving to the campus.

With an average daily attendance in 2022 of 1000 staff and 1000 students per day attending the Sandy Bay campus, this equates to around 362 student and staff cars parking in the surrounding streets.

**Total Student and staff numbers by proposed site in the CBD (formalising those numbers given verbally during our recent City Planning meeting for the Forestry DA plus other sites)**

**When the expected increase of all student/staff numbers on the ground**

The Urban Design Framework that was released in 2021 gave an overall plan for the University's presence in the CBD. The exact composition of the individual buildings, their occupants and the activities undertaken within is dependent on deep consultation with the staff, students and community. As noted above, the first major development has been the redevelopment of the Forestry Building, which has been going through the planning application process in the past 6 months. The next of those developments will be the buildings associated with our Campus Heart, followed by the former K&D site (West End).

Our staff, students, City neighbours and future users from across Greater Hobart will have significant opportunities to shape the design and function of these precincts, which we anticipate will take considerable time to resolve in order to inform the timing as well as final locations of each discipline and staffing / student numbers.

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It is also worth noting, that building occupancy is exceedingly dependant on the course, mode of study and class timetabling in order to determine peak numbers of people in the building at one time. The numbers referenced below are overall student enrolments, and do not reflect the projected actual building load.

#### **Forestry/Timberyards**

- **Anticipated Opening:** Early 2025
- **Contains:** Business and Economics, University College, Law, Administration
- **Staff:** 300 (FT/PT) - note that around 30% are already in city.
- **Students:** 3000 - note that approx. 74% are already in classes taught in city.

#### **Campus Heart**

- **Anticipated Opening:** Late 2026 – 2027
- **Contains:** Library, Riawunna, Student Services, Humanities and Social Sciences and Academic Administration
- **Staff:** 300 (FT/PT)
- **Students:** 3400

#### **West End**

- **Anticipated Opening:** 2029
- **Contains:** Natural Sciences, Engineering, Geospatial, ICT
- **Staff:** 260 (FT/PT)
- **Students:** 3500

#### **Student accommodation blocks - numbers of students and occupancy**

The University has 2 accommodation blocks in use the city

- Hobart Apartments, which has a capacity of 446. It is currently fully occupied.
- 42 Melville Street, which has a capacity of 422. It is currently at 86% occupancy, which is expected to increase in the second semester with new commencing students arriving.
- In addition, Sandy Bay student accommodation caters for up to 1000 students.

The University purchased the Midcity Hotel in 2019, which was adapted to student accommodation 2019-2021. This has now been leased back to the hotel industry for a period of 5 years, however we expect that this will be returning as student accommodation once this lease is completed.

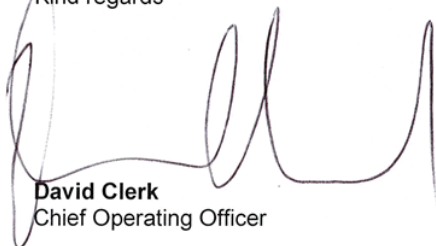
The University purchased Fountainside Hotel in 2019 which was adapted to student accommodation. Since mid 2020, this has been used by the State Government to support their COVID response.

**The expected return of international student numbers – what are the goals and what timeline are they to be achieved in.**

Australia's share of the International student market post Covid remains unclear and quite volatile with one of our largest markets, China, recently announcing significant restrictions on its citizens participating in overseas education. It is interesting to note that UTAS has less than 50% of the international students in Hobart with Registered Training Organisations accounting for the majority. UTAS is currently working with the Department of Foreign affairs and Trade and other Australian Universities to clarify the potential volume of international student numbers over what timeframe.

Should you wish to discuss further, please feel welcome to contact myself or Penelope Ratcliffe.

Kind regards



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# Report: An overview of the potential socio-economic impacts of the proposed relocation of the University of Tasmania Sandy Bay Campus to the Hobart CBD

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May 2018



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## Introduction

This report has been prepared for the Commercial Strategy Team (CMT) of the University of Tasmania to provide insight into any socio-economic impacts of a potential relocation of the Sandy Bay Campus to the Hobart CBD. As part of the University's Southern Infrastructure Plan, the CMT is reviewing the options for remaining at the Sandy Bay campus. The Sandy Bay campus requires significant investment in infrastructure to meet modern tertiary education standards. Relocation to a greenfields development in the Hobart CBD may offer greater fiscal feasibility as well as provide greater economic and social outcomes for Tasmania and Tasmanians.

To support the business case, which includes a commercial plan, cost-benefit analysis and SWOT analysis, the CMT is seeking a review of potential socio-economic impacts which may occur as a result of the relocation of the Sandy Bay Campus to the city in Hobart. It is proposed there could be considerable positive outcomes for Tasmanians from socio-economically disadvantaged backgrounds resulting from the relocation. This is based on the assumption that greater proximity to the university will provide improved access for those experiencing disadvantage to participate in higher education opportunities.

There are few examples of universities which have relocated from a peri-urban location to a CBD from which to draw conclusive evidence of potential socio-economic benefits for the University of Tasmania's proposal. As such, this report provides a systematic overview of the role of universities in improving socio-economic outcomes and the factors which contribute to this improvement. More specifically, the report outlines the role of stigma in preventing participation in higher education by those from lower-socio economic backgrounds as well as the importance of physical proximity for students to a university campus. In addition, we supplement these findings with an overview of the experience of those from disadvantaged backgrounds in attending an elite university (where the elite universities are used as a proxy for the Sandy Bay campus of the University of Tasmania). We also provide an overview of the requirements to achieve improved retention of students as well as identify factors which may contribute to attracting new students from interstate or overseas.

To identify any specific, potential outcomes of a relocation to the CBD, we contacted the University of Newcastle and the University of Suffolk in the UK, both regional universities



which relocated a part or all of a campus to a city location, with a view to incorporating their experience and outcomes into this report. At the time of this report, no response had been received from either university.

### Key Findings

- The Sandy Bay Campus is located in an area which enjoys the highest SEIFA decile for access to material and social resources, and the ability to participate in society. This is equivalent to, or higher, than most G8 University campuses. As such, the Sandy Bay Campus of the University of Tasmania could be likened to an 'elite university'.
- The current location of the University of Tasmania Sandy Bay campus reinforces and exacerbates the negative stereotype (stigma) associated with higher education by those from socio-economically disadvantaged backgrounds. This negative stereotype is a significant deterrent to potential participation in higher education by those experiencing disadvantage.
- Disadvantaged groups are under-represented within universities due to a range of social, educational, geographical, and economic factors, most of which are outside of the influence of tertiary institutions. That said, the University of Tasmania has the potential to improve participation in higher education by those experiencing disadvantage for two reasons; reducing stigma associated with the campus' location in Sandy Bay as well as providing greater proximity to students' (and potential students') usual place of residence.
- It is likely that a considerable proportion of new students resulting from a relocation to the CBD will be 'first in family' given the socio-economic profile of nearby suburbs.
- As the distance between student and universities increases, the likelihood of enrolling decreases. This is further exacerbated by the time, cost of, and means of travel to the relevant campus.
- The average distance travelled by a student attending a university located in a capital city is between 11 kilometres and 15 kilometres from their usual place of residence.
- Public transport services (frequency and cost) are a critical factor for university cities in attracting and retaining students. In addition, multiple changes in order to arrive at a university campus is a deterrent to undertaking further education.
- The University of Tasmania Sandy Bay Campus is over 15 kilometres from many of the younger and growing suburbs where potential students reside (particularly those experiencing disadvantage) and require multiple public transport changes to access the campus.

- While improved access to higher education as a result of a relocation of the Sandy Bay Campus to the Hobart CBD will likely increase the participation of students experiencing disadvantage, it is the completion of their studies which will result in the potential for improved social and economic well-being.
- Students from lower socio-economic backgrounds are 6.0% less likely to complete a university degree than those of a higher socio-economic status. Additionally, first in family students experience higher instances of attrition than multigenerational university students. It is estimated they have a 40% greater chance of withdrawing from university study.
- Social and financial pressures are the primary causes of student attrition across the stages of the degree rather than academic incompetence.
- A range of support services and network systems are recommended to assist in retention of students, particularly those from low socio-economic backgrounds.
- There are a range of motivating factors behind the selection of universities by students, including distance, course offerings, perceived civic nature of universities, the location of the university, and the prospects of post-degree employment.
- The recent decline in regional university enrolment is explained by regional students selecting urban universities over their regional counterparts. Increasingly, aspirant students are pursuing education in more developed cities which offer a lifestyle with the thrill and allure of urban life, liberties and culture.
- Similar to the revitalisation of the City of Newcastle, the Greater Hobart area is currently experiencing a considerable transformation. As a result, Hobart now offers an increasingly urban lifestyle, experience and adventure, alongside its traditional nature-based offerings.
- Like the University of Newcastle's NewSpace, the relocation of the University of Tasmania's Sandy Bay campus to the CBD, with modern facilities and learning environment, accompanied by Hobart's new urban lifestyle, may capture the interest of a greater number of interstate and international students.

## Background

Participation in higher education and the attainment of tertiary-level educational qualifications are amongst the strongest predictors of subsequent success in the labour market. This includes:

- attainment of secure and continuous employment
- higher productivity and wage growth
- improved social mobility and occupational standing
- greater job satisfaction.

In addition, greater social and health outcomes are also attributable to higher levels of educational attainment, including being less likely to

- live in households which fall below the poverty line
- be dependent on income-support from the government
- report financial difficulties
- be in poor physical health
- suffer from mental disorders
- adopt risky health behaviours, such as smoking, drinking and substance abuse.

University-educated individuals also have higher life expectancy and greater overall quality of life (Edgerton & von Below, 2012). As such, the ability to access and participate in higher education is critical to economic and social well-being.

It is well established that individuals from lower socio-economic backgrounds and those from regional and remote areas experience disparity in educational outcomes in contrast to those from more advantaged areas. Importantly, improving outcomes for these relatively disadvantaged students is significantly affected by economic and social trends, many of which militate against equity in education in regional Australia (Halsey, 2017).

One of the key underlying motivations for the establishment of tertiary institutions in regional areas like Tasmania is to increase access to, and participation in, higher education, particularly for those experiencing disadvantage. Even so, students enrolled in regional areas have lower completion rates than students enrolled in city-based universities (Lim 2015). Given the large regional composition of Australia (and by extension, Tasmania),

regional universities are well positioned to contribute to the Federal Government's target for 40% of young adults in the 25 to 34 age category educated to a Bachelor level by 2020 (Scevek, Southgate and Rubin 2015).

Even so, the University of Tasmania already exceeds this target with 31.2% of student enrolments from lower socio-economic areas (Koshy 2016), reflecting the socio-economic profile of the state more broadly.

#### [Socio-economic profile of Sandy Bay](#)

Socio-Economic Indexes for Areas (SEIFA) give a measure of how relatively advantaged or disadvantaged an area is compared with other areas in Australia. The ABS broadly defines relative socio-economic advantage and disadvantage in terms of people's access to material and social resources, and their ability to participate in society.

For each index, every geographic area in Australia receives a SEIFA score. Importantly, the indexes reflect the socio-economic well-being of an area, rather than that of individuals. Each area has a score, rank, decile, and percentile. A lower score indicates that an area is relatively disadvantaged compared to an area with a higher score. All areas are then ranked and ordered from lowest to highest score. The lowest 10% of areas are given a decile number of 1, the next lowest 10% of areas are given a decile number 2 and so on, up to the highest 10% of areas which are given a decile number of 10.

Sandy Bay, the location of the main campus of the University of Tasmania, in comparison with all other areas in Australia, is in the top decile for the Index of Relative Socio-economic Advantage and Disadvantage (IRSAD) as well as the Index of Education and Occupation (IEO). That is, people living in Sandy Bay are in the top 10% of areas in Australia with the greatest access to material and social resources, and the ability to participate in society. While Sandy Bay is the largest suburb within the Greater Hobart region, this represents just 5.4% of the total population. The second largest suburb, Glenorchy, is in the bottom decile for the Index of Relative Socio-economic Advantage and Disadvantage (IRSAD). That is, people living in Glenorchy have the least access to material and social resources, and the ability to participate in society in Australia. See Table 1.



Table 1. Top 20 suburbs of Greater Hobart region, population and SEIFA, 2016

	Population	% of Greater Hobart	SEIFA IRSAD	Distance to Sandy Bay (km)
Sandy Bay	11,925	5.4	10	0
Glenorchy	10,833	4.9	1	14
Kingston	10,408	4.7	5	12
Howrah	8,686	3.9	8	17
Claremont	7,746	3.5	1	18
Blackmans Bay	7,140	3.2	8	15
Lindisfarne	6,183	2.8	7	11
New Town	6,118	2.8	6	8
West Hobart	5,952	2.7	9	6
Lenah Valley	5,942	2.7	8	9
New Norfolk	5,430	2.4	1	39
Moonah	5,426	2.4	2	10
South Hobart	5,316	2.4	9	5
Bellerive	4,502	2.0	7	10
Brighton	4,061	1.8	2	31
Bridgewater	4,044	1.8	1	25
West Moonah	4,012	1.8	2	13
Margate	3,924	1.8	7	22
Old Beach	3,779	1.7	6	23
Rokeby	3,372	1.5	1	19

Source: ABS, Census of Population and Housing: Socio-Economic Indexes for Areas (SEIFA), Australia, 2016, Cat. No. 2033.0.55.001

Sandy Bay's socio-economic profile is equivalent to, or higher, than the suburbs of the main campuses of the G8 universities in Australia. See Table 2. As such, the Sandy Bay Campus of the University of Tasmania could be considered an elite tertiary education institution.

Table 2 SEIFA Deciles University of Tasmania Sandy Bay Campus and G8 University Campuses

	Campus	Index of Relative Socio-economic Advantage and Disadvantage (IRSAD)	Index of Education and Occupation (IEO)
University of Tasmania	Sandy Bay	10	10
Monash University	Clayton	7	10
	Caulfield	10	10
	Parkville	10	10
	Frankston	3	5
ANU	Acton	8	10
University of Adelaide	North Terrace	10	10
University of Melbourne	Parkville	10	10
	Southbank	10	10
	Burnley	10	10
The University of Queensland	St Lucia	10	10
The University of Sydney	Camperdown/ Darlington	10	10
	Camden	9	7
	Surrey Hills	10	10
	Rozelle	10	10
	Westmead	9	9
The University of Western Australia	Crawley	8	10
	Claremont	10	10
UNSW	Kensington	10	10
	Paddington	10	10

Source: ABS, Census of Population and Housing: Socio-Economic Indexes for Areas (SEIFA), Australia, 2016, Cat. No. 2033.0.55.001

Given this, the relocation of the Sandy Bay Campus to the Hobart CBD offers potential socio-economic benefits for both existing students and those not currently engaged in higher education. These potential benefits include greater access to, and participation in, higher education due to improved proximity for students, including those from lower socio-economic areas, improved retention as well as increasing enrolments of new students from interstate and overseas.

#### University of Newcastle and the City of Newcastle Redevelopment

In 2017, the University of Newcastle opened its new 8-floor city campus, called “NewSpace”, in the central business district of Newcastle (Gregory 2017). The campus, to the total value of \$95 million dollars, was first poised as an idea in 2006 and funding was subsequently acquired from both the New South Wales (\$25 million) and Commonwealth (\$30 million) governments (The University of Newcastle 2018a, 2018b). The move of the University of Newcastle has been described as a means of contributing to the revitalisation to the infrastructure and economy of Newcastle, as well as a means of providing a university in a centralised location as an anchor institution to attract students from around Australia and the world (University of Newcastle 2017). It forms part of a broader plan to build a number of university complexes in the city, including student accommodation and a centre referred to as the Innovative Hub (The Urban Developer 2018).

The development of the NewSpace was intended to contribute to the redevelopment and revitalisation of the city of Newcastle, as instigated by the NSW Government (New South Wales Government 2018). The larger NSW project involved the creation of new housing, more public transport services (rail) as well as overall city refurbishment (new public spaces) as a means of stimulating urban development (New South Wales Government 2018). Following the decline of the steel manufacturing industry in the 1980s and the collapse of BHP Billiton in the 1990s, the city of Newcastle has been remarketed from a blue-collar area to a more middle-class locale through a series of municipal (and now state) government campaigns (Rofe 2004). Rofe (2004) suggests that the city, once labelled ‘the problem city’, has undergone gentrification (and now so-called ‘super-gentrification’) in the Newcastle East and Cooks Hill areas, the NewSpace campus being situated in the latter. This cosmopolitan expansion repositions Newcastle as the ‘promise city’ (Rofe 2004: 193).

#### City of Hobart redevelopment

In a similar way to Newcastle, the City of Hobart is also undergoing a redevelopment plan as a part of the Capital City Strategic Plan 2015-2015 (City of Hobart 2015). This plan incorporates attention to the development of city infrastructure and public spaces to facilitate economic growth through retail services and the fostering of international partnerships (Hobart City Council 2013). The University of Tasmania is considered an important partner as a business and an entrepreneur of creative and intellectualism in

Hobart and the state (Hobart City Council 2013: 17). As such, the University provides a vital component, just as the University of Newcastle did in Newcastle, to the rejuvenation of the City of Hobart.

### Improving access to higher education

Increasing the accessibility of university education for individuals is complex, particularly for those experiencing disadvantage. Overall, disadvantaged groups are under-represented within universities (Zacharias et al. 2016). This is because their enrolment at university is affected by a range of social, educational, geographical, and economic factors; most of which are outside of the control of tertiary institutions (Hemsley-Brown and Oplatka 2014). Notwithstanding this, they are important points of consideration.

The potential relocation of the Sandy Bay Campus to the Hobart CBD could improve access to, and participation in, higher education for Tasmanians in the greater Hobart area, particularly those from lower socio-economic backgrounds for two reasons; reduced stigma associated with the campus' location in Sandy Bay as well as greater proximity to students' (and potential students') usual place of residence.

### Reduced stigma attached to the University of Tasmania

Stigma is the labelling of persons or places as undesirable as a result of certain attributes they possess (Jacobs and Flanagan 2013). Though stigma is often ascribed to lower socio-economic areas and peoples by the privileged, so too are higher socio-economic areas (such as Sandy Bay) stigmatised by individuals from lower socio-economic groups (Greenwood 2008). Stigma associated with higher education providers as an institution and/or their location, may dissuade individuals from enrolment (Greenwood 2008). This was found to be the case with the University of Tasmania being positioned in Sandy Bay for individuals from Bridgewater and Gagebrook (Greenwood 2008: 45).

Given the relatively higher proportion of Tasmanians experiencing disadvantage, and the proximity of a relocated southern campus to the Hobart CBD to suburbs experiencing socio-economic disadvantage, it is likely that a considerable proportion of new students will be 'first in family'. First in family students are understood both as those in their direct family who are first to pursue tertiary education, or the first in their entire family (Jardeine 2012; Southgate et al. 2014). These individuals are generally older than students with university-

educated parents (between 19 and 22 years of age), mostly comprise of women (69%), and generally come from low socio-economic backgrounds (Scevak, Southgate and Rubin 2015; Southgate et al. 2014; Jardeine 2012). The common degree of choice for first in family students include economics, education and the sciences (Southgate et al. 2014).<sup>1</sup>

Studies show that stigma is an active concern for people from disadvantaged groups in elite schools and universities. Individuals from disadvantaged groups are in many instances led to believe that university is not a desirable or attainable option for them (Thiele et al. 2017). Family members, particularly parents who are not university graduates, are known to dissuade further study by their children, perceiving university to be pointless and costly (Reay et al. 2009). Furthermore, high school teachers have been observed to 'advise' students that further study is something outside of their capabilities (O'Sullivan, Robson and Winters 2018; Mallman 2017; Archer, Hollingworth and Halsall 2007). In turn, these attitudes may contribute to poor pre-tertiary schooling outcomes in students not pursuing academic excellence (Zacharias et al. 2016). Friendship circles also heavily influence young people in their decision making in wanting to avoid stigmatisation (Brosnan et al. 2016). Among some disadvantaged groups, university education (especially degrees such as medicine) are seen as something not for people of their class, but rather, a pursuit for the clever, posh, and rich (Archer, Hollingworth and Halsall 2007: 231; Reay et al. 2009).

When placed in an elite university, disadvantaged students in some instances find themselves subject to two forms of stigma, both from the academy in not being *sui generis*<sup>2</sup> and their community in undertaking a pursuit of the 'rich', 'clever' and 'posh' (Brosnan et al. 2016; Reay et al. 2009; Greenwood 2008: 28). Individuals from disadvantaged groups are conscious of their differences to their peers in elite universities, an awareness that brings self-doubt as to academic abilities and rightful place in their degree and/or institution (Johnson, Richeson and Finkel 2011; Brosnan et al. 2016; Granfield 1991). This doubt formulates from difference in personal tastes, different styles of speech and pronunciation, as well as ability to partake in elite student recreational activities, often due to cost (Brosnan et al. 2016; Granfield 1991) or by being excluded on the grounds of class (Aries and Seider 2005; Lehmann 2007).

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<sup>1</sup> However, Scevak, Southgate and Rubin (2015) argue that there is no difference in degree selection.

<sup>2</sup> of his, her, its, or their own kind; unique



Students also found that they were unable to discuss with family and friends their university experiences without being met with contempt, ridicule and jealousy (Brosnan et al 2016; Reay et al. 2009; Greenwood 2008:37). For disadvantaged groups, the absence of social networks is upsetting as it can be testing to assimilate in new social spheres with individuals of different tastes and predispositions (Reay et al. 2009; Holton 2018; Byrom 2009; Brosnan et al. 2016). To adjust, students begin to mimic those around them in order to blend in, in terms of dress, speech and conduct; being ashamed of their *habitus*, though at the same time experiencing regret in doing so (Granfield 1991; Aries and Seider 2005). Others abandoned social relationships and embraced their lower SES *habitus* (Lehmann 2007).

These factors may encourage ideas of abandoning higher education (Reay et al. 2009; Lehmann 2007) and result in experiencing feelings of powerlessness (Aries and Seider 2005). For those who quit university, students felt a sense of peace and freedom, no longer having to not be true to oneself and their *habitus* (Lehmann 2007). Conversely, disadvantaged students have also been shown to possess great degrees of resilience and determination in the pursuit of their academic endeavours (Lenmann 2015; Jardeine 2012).

#### Greater proximity to 'home'

Geographical proximity to universities is a key consideration when considering enrolment in higher education. It has been found that as the distance between student and universities increases, the likelihood of enrolling decreases (Bjarnason and Edvardsson 2017: 245; Cooper, Baglin and Strathdee 2017; Cardak et al. 2017; Gore et al. 2015). This is further exacerbated by time, cost and means of travel to the relevant campus. The average distance travelled by a student attending a university located in a capital city is between 11 kilometres and 15 kilometres from their usual place of residence (Koshy, Dockery and Seymour 2017), compared to inner regional students who travelled between 48 kilometres and 105 kilometres, outer regional students between 163 kilometres and 310 kilometres, and remote students between 539 kilometres and 781 kilometres. For some students, the time and cost of commuting (fuel, parking and upkeep of a vehicle) to the university campus is impractical and unfeasible (Nelson et al. 2017; Fleming and Grace 2017; Otswald 2018). Public transport services (frequency and cost) are a critical factor for university cities in attracting and retaining students (McKenzie 2009; Hanssen and Mathisen 2018; Padlee and Reimers 2015). Multiple changes in order to arrive at a university campus, as is the case

with some routes, is seen as a deterrent to undertaking further education (Greenwood 2008: 29). Distance is understandably then, a barrier to university enrolment (Hanssen and Mathisen 2018; Cooper, Baglin and Strathdee 2017).

The University of Tasmania Sandy Bay Campus is 3.5 kilometres from the Hobart CBD and over 15 kilometres from the younger and growing suburbs of Claremont (17 kilometres), Bridgewater (24 kilometres), Sorell (28 kilometres), and Brighton (31 kilometres), all experiencing socio-economic disadvantage. The current Sandy Bay campus is proximate to other populous suburbs in greater Hobart, including Kingston (14 kilometres), Lindisfarne (11 kilometres), and New Town (8 kilometres), all of which experience relatively higher levels of socio-economic advantage. See Table 1. While locations considered “far” for Tasmanians in the greater Hobart area fall within the ‘inner regional’ territory, such as Huonville (42 kilometres), Port Arthur (104 kilometres), and New Norfolk (48 kilometres), these areas experience relatively higher levels of socio-economic disadvantage. Therefore, both distance and socio-economic background are likely to be a preventative factor in accessing and participating in higher education for people from these areas.

### Improving retention

While improved access to higher education as a result of a relocation of the Sandy Bay Campus to the Hobart CBD will likely increase the participation of students experiencing disadvantage, it is the completion of their studies which will result in the potential for improved social and economic well-being (Wirihana 2017). Retention is measured both completion rates (Crosling, Heagney and Thomas 2009) and attrition (Grayson and Grayson 2003). The completion rate for Australian university students is around 73.6% overall, specifically 72.6% for people from medium socio-economic groups, 68.9% for low socio-economic groups, and 46.7% for indigenous persons (Edwards and McMillen 2015). Urban universities generally fare better than regional universities.

Regional students have poorer retention rates to those within metropolitan areas. The former are 4.7% more likely to withdraw from university than the latter (Cardak et al. 2017; Edwards and McMillen 2015).<sup>3</sup> Similarly, those from groups of low socio-economic status are 6.0% less likely to complete a university degree than those of a higher socio-economic status (Edwards and McMillen 2015). Also, those who work part-time are twice as likely to withdraw from university studies than those studying full time (Edwards and McMillen 2015). Furthermore, first in family students possess higher instances of attrition than multigenerational university students. It is estimated that there is a 40% greater chance of the former withdrawing from university study (Southgate et al. 2014), mostly within the initial two years of enrolment (Spiegler and Bednarek 2013). In their initial year of study 26% of these students wished to withdraw, which rose to 34% in each subsequent year (O'Shea 2016). This disparity is explained by economic and social factors rather than academic incompetence (Bennet et al. 2015; Jia and Maloney 2014). In some cases, it is suggested that disadvantaged students are stigmatised by university administrators and staff as collectively coming from troubled families and thereby unable to independently succeed in their studies (Macqueen 2016).

Financial pressures are the primary cause of student attrition across the stages of the degree (Bennet et al. 2015; Li and Carroll 2017). Chief of these concerns is the cost of accommodation (both private rental and on-campus or college dorms), which is particularly

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<sup>3</sup> Though there is some debate to this, see Bennet et al. (2015) and Li and Carroll (2017)

felt amongst disadvantaged groups (Halsey 2018). This is compounded for rural and regional individuals who often rely on family to support their costs of living (Fleming and Grace 2015; Lim 2015). To this end, scholarships have been shown to be successful in encouraging retention amongst disadvantaged groups, providing a retention rate in some instances of up to 91.6% (Zacharias et al. 2016). Collectively, funding of this nature enables students to devote their hours to study rather than having to work to cover living expenses, covered tuition fees, and enabled students to enjoy a 'study-life balance' (in not undertaking paid employment or subsidising the need to work many hours). Students on scholarships reportedly experience less anxiety (primarily about finances and managing coursework requirements), and feel encouraged students by feeling supported by their university in the provision of their bursary (Zacharias et al. 2016). This is not to say that simply "throwing money" at students is the *key* to retention, but it is an essential component of improving retention amongst students (Curtis 2015).

Social factors are also highlighted as key components in the retention of students in the literature (Crosling, Heagney and Thomas 2009), particularly social isolation for first in family students (Lehmann 2007). Student retention has been linked to ensuring that students feel integrated into the university network and supported throughout their degrees, both personally and academically (Li and Carroll 2017; Bennet et al. 2015; Choi et al. 2013; Lim 2015; Sung and Yang 2009; Tinto 2003). It is advised that inductions should centre on slowly and sequentially introducing students into university over an extended period to enable a gradual familiarisation with campus life, timetabling, environments and culture (Crosling, Heagney and Thomas 2009). Enabling students to pre-read and prepare for their units in advance is an encouraged component of orientation, as opposed to solely merchandise and entertainment (Crosling, Heagney and Thomas 2009).

Ongoing interaction with and support from academic staff has been highlighted as essential to retention (Li and Carroll 2017; Bennet et al. 2015; Choi et al. 2013; Lim 2015; Sung and Yang 2009; Edwards 2016). This is particularly the case amongst new and international students (Tinto 2005; Li and Carroll 2017). Suggestions in this area include interventional support for struggling and/or failing students (discipline-specific), pre-semester tuition to ensure students enter university with necessary skills, early and consistent advice on progress in terms of assessments, and private tuition for students, particularly international

students (Choi et al. 2013; Tinto 2005). Access to and receiving encouragement and support from academic staff is also said to improve retention of students in making them feel valued (Tinto 2005; Li and Carroll 2017; Lillyman and Bennett 2014). Students who are first in their family to attend university face difficulty in this regard, generally having less social-capital and being less inclined to ask academic staff for support (Scevak, Southgate and Rubin 2015). This cohort is believed to be more likely to withdraw from university if feeling socially isolated (Lehmann 2007). Staff can be encouraged to take the initiative through the presentation of benefits such as awards, bonuses and promotion (Grayson and Grayson 2003).

### Attraction of new interstate and international students

There are a range of motivating factors behind the selection of universities by students, including distance (Cooper, Baglin and Strathdee 2017; Doyle 2014), course offerings (Tomaszewski, Perales and Xiang 2016), perceived civic nature of universities (Goddard and Tewder-Jones 2016), the location of the university (Bjarnason and Edvardsson 2017; McKenzie 2009), and the prospects of post-degree employment (Addie 2017). There is an increasingly noticeable pull amongst aspirant students for pursuing education in more developed cities (McKenzie 2009). Such cities (and the universities therein located) sell themselves in offering a lifestyle with the thrill and allure of urban life, liberties and culture (Bjarnason and Edvardsson 2017; Hanssen and Mathisen 2018). For regional and international students alike, city universities offer an opportunity for self-investigation, independence and an adventure (McKenzie 2009), as well as the prospect of future employment close-by.<sup>4</sup> It is suggested that the decline in regional university enrolment is due to regional university aspirants selecting urban universities over their regional counterparts (Vichie 2017).

These trends bode well for Hobart and the attraction of new students to the University of Tasmania. Similar to the revitalisation of the City of Newcastle, the Greater Hobart area is currently experiencing a considerable transformation, led by the development of the \$75 million Museum of Old and New Art (Mona) (Ryan 2016; O'Connor 2013; Booth et al. 2017). Mona is recognised as contributing to a substantial increase in cultural tourism to the state, both interstate and international, with its museum (situated near Glenorchy) and its annual festivals such as Mona Foma and Dark MOFO (O'Connor 2013; Ryan 2016). The resulting "Mona Effect" is evident in increased confidence and investment in the state, particularly in tourism related infrastructure and experiences in the south of this state. As a result, Hobart, and many of its attractions, are listed as 'must visit' destinations with internationally recognised travel and tourism related experts. Hobart now offers an increasingly urban lifestyle, experience and adventure, alongside its traditional nature-based offerings.

At the University of Newcastle, the NewSpace seeks to be integrated in its urban centre by offering a series of viewpoints of the city (The University of Newcastle 2017a). The campus

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<sup>4</sup> Many city graduates stay within the region rather than returning home, see Bjarnason and Edvardsson (2017) and Vichie (2017).



can house 2,340 people, houses a library, a series of newly-style collaborative teaching spaces for tutorials, 3 lecture halls, and a cafeteria (The University of Newcastle 2017b). The University does not have campus parking for students, and instead encourages students to take public transport, walk or ride a bicycle, or take a university-funded shuttle bus from the Callaghan campus (The University of Newcastle 2018c). A similar approach by the University of Tasmania to relocate its southern campus to the CBD with modern facilities and learning environment, may capture the interest of a greater number of interstate and international students seeking 'a lifestyle with the thrill and allure of urban life, liberties and culture'.

Within Australia, the disproportionate majority of students who had relocated for study were international persons, most selecting urban universities (199,022) over regional (17,048) centres (Otswald 2018; Richardson and Friedman 2010). Tasmania has one of the highest population of students nationwide moving from urban to regional centres for their courses (Otswald 2018). Within the Tasmanian context, 41% of its regional students and 74% of its international students move to the city of Hobart for study (Otswald 2018).

Studies have shown that students are guided in their university selection by their understanding of the institution's reputation, the courses on offer, and the quality of those courses and the faculty that teach it (Padlee and Reimers 2015; Douglas, Douglas and Barnes 2006; Hemsley-Brown and Oplatka 2014; Price et al. 2003). Perceptions of university prestige is known to be shaped by social networks, schools, but also the quality of the universities facilities, conditional to it forming part of the university's advertising strategy (Chesters and Watson 2013; Hanssen and Solvoll 2015; Vidalakis, Sun and Papa 2013; Hanssen and Mathisen 2018). For first in family students, choice of university is generally dependent on the accessibility of scholarships and government support, as well as including considerations of distance from current residence, length of degree, and institutional reputation (Spiegler and Bednarek 2013).

Though facilities have been shown to be secondary to course quality, students do express interest in libraries (stock, quiet study spaces, and presence of computers to work on), lecture halls, bathrooms, temperature regulation and cafeterias (Price et al. 2003; Padlee and Reimers 2015; Kärnä, Julin, Nenonen 2013). Interestingly, student satisfaction with their education is said to influence their attitudes towards campus facilities (Hanssen and

Solvoll 2015), and that students in their later years are more negative towards university infrastructure than commencing students (Kärnä, Julin, Nenonen 2013).

### Conclusion

It is clear from the evidence provided in the literature analysed for this report that the location of a university is a critical factor in enabling access to, and participation in, higher education, particularly by those experiencing social and economic disadvantage. While proximity to a campus alone does not improve retention and ultimate completion of studies, resulting in improved social and economic well-being, the likelihood is significantly increased.

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# CENTRAL HOBART PRECINCT PLAN

Economic, Demographic and Employment Study -  
COVID-19 update



Prepared for City of Hobart

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## Executive summary

The City of Hobart engaged HillPDA to identify the potential economic and demographic impacts of the COVID-19 pandemic on Tasmania and Hobart Local Government Area (Hobart LGA). This analysis was used to update previous population, dwelling, employment, and floorspace projections for Central Hobart (refer to Figure 4) prepared by HillPDA under pre-pandemic conditions.

Since the completion of the previous study, the COVID-19 pandemic led to Australia's first recession in almost 30 years. Not only had Australia not faced an economic shock of such magnitude for decades, but the nature of the shock was also quite different to previous economic downturns. This study explored the likely impacts COVID-19 has had on the Tasmanian and Hobart economies while also updating previous projections for Central Hobart.

On the 30<sup>th</sup> of March 2020, Tasmanian households were ordered to go into lockdown for four weeks. As such, March 2020 is considered the highest impact month for COVID-19.

### Forecasted and measurable COVID-19 impacts on Tasmania's economy

Table 1 was sourced from the 2020-21 Tasmanian Budget. It shows Treasury's estimates for selected key economic indicators. These indicators are provided for the 2018-19 financial year with forecasts for 2019-20, 2020-21 and 2021-22. Green cells are recent ABS data inputs that are provided to enable a comparison between the estimates /forecasts and actual indicators.

Regarding the Treasury's estimates and recent ABS data, this comparison indicates how COVID-19 impacted the Tasmanian economy and its recovery.

**Table 1: 2020-21 Tasmanian Budget – Key metric forecasts (financial year)**

Budget 2020-21	2018-19	2019-20	2019-20	2020-21	2020-21	2021-22
	Actual	Estimate	Actual	Forecasts	To date	Forecast
Population (year-average, % change)	1.2	1.0	1.2	0.5	n/a	0.6
Gross State Product (real, % change)	3.6	-0.5	0.3	-1.5	n/a	3.75
Employment (year-average, % change)	0.2	1.3	-0.4%	-1.75	6.1%*	-1
Unemployment Rate (year-average, %)	6.3	5.9	6.9	8.5	5.7**	8.25

\*measured from June 2020 to February 2021

\*\*rate as of February 2021

From the key economic indicators reviewed, the lockdown measures imposed to stop the spread of COVID-19 had initial negative impacts on Tasmania's economy. These impacts included:

1. The loss of 21,260 jobs between February 2020 and May 2020
2. The unemployment rate increasing from 4.9% to 8.2% between February and October 2020
3. Total retail turnover plummeting by \$110 million or 18% between March and April 2020
4. Total international and domestic overnight visitors (excluding those from Tasmania) over the year to December 2020 reduced by 1.2 million visitors or 64%.
5. Total expenditure from these tourists also reduced by \$382 million or 69% over the year.

However, the economy quickly recovered over the months following the lockdown and opening of interstate borders. This recovery was reflected in the following:

1. 21,040 more jobs were created between May 2020 and February 2021 – with total employment levels being just 220 jobs fewer than the pre-COVID-19 estimate
2. The unemployment rate decreased to 5.7% by February 2021 from a high of 8.2% in October 2020
3. In the eight months to January 2021, the average monthly total retail sales have been \$636m – some 23% higher than the crash in April 2020. It is also 10% higher than the average of six months of retail sales (to February 2020) before the COVID-19 lockdown.
4. The actual population growth in the 2019-20 financial year of 1.2% was higher than the earlier Treasury forecast of 1.0%.
5. Population growth in the year to September 2020 was comparable to pre-COVID-19 years. Tasmania's continued population growth is significant compared to other states and territories, which recorded a slowing in population growth over the year.
6. The growth in the Gross State Product (GSP) in the 2019-20 financial year was 0.3%. This was higher than the negative 0.5% forecasted by Treasury.



In conclusion, the Tasmanian economy has recovered close to pre-pandemic total jobs and GSD output. However, with international borders remaining closed and the discontinuance of JobKeeper in March 2021, the next six months will be crucial for many business, employers, and employees. Industries reliant on overseas tourism will be more exposed and susceptible to future employment losses over the foreseeable future.

### Estimated impact of COVID-19 on the Hobart LGA Economy

Table 2 shows the growth in the Hobart economy based on several key economic indicators between 2015-16 and 2019-20. A comparison between Hobart LGA and the State of Tasmania in 2019-20 is also shown.

**Table 2: Hobart LGA's economic indicators (year to June)**

Year	Proportional annual change		
	Population*	GRP**	Employment**
2015-16	0.8%	4.0%	0.02%
2016-17	1.7%	0.7%	1.1%
2017-18	1.6%	2.9%	4.7%
2018-19	1.8%	5.8%	2.2%
2019-20	1.0%	3.2%	1.9%
2019-20 (Tasmania)	1.0%*	0.3%*	-0.4%*

Source: \*ABS, \*\*Profile .id

Table 2 shows economic growth in Hobart over the 2019-20 financial year, although the growth rate was predominantly lower than in previous years.

The Hobart LGA recorded considerably higher growth in GRP and employment than the State overall. Hobart LGA's economic resilience is likely due to its employment mix, which COVID-19 did not significantly impact. For example, in June of 2020, it was estimated that around 50% of the State's public administration and safety, information media and telecommunications, and financial and insurance service jobs were located in the Hobart LGA. In comparison, only 20% of the State's accommodation, retail and food services employment were in Hobart LGA. Overall, Hobart LGA's share of employment numbers is 24% of the State Total.

The higher concentration of industries in Hobart LGA, which were more insulated from the effects of COVID-19 and able to bounce back at a faster rate, has likely contributed to Hobart's comparatively better economic performance.

There are a couple of noted industries that have been negatively impacted by COVID-19 and not yet recovered in Hobart CBD, these being the University's student accommodation and international tourist accommodation.

### Impacts on the University of Tasmania

Before the pandemic, UTAS was forecasting growth in its international student numbers. This was reflected in UTAS's plans to increase the number of student beds in the CBD from 680 to around 1,570 by 2023.

International students have been impacted by international border closures. Although no specific data from UTAS has been released, according to the Department of Education, Skills and Employment (DESE), international student commencements across Tasmania were 22% lower than in the previous year.

Some of the loss in international students has been softened by increased commencements by local students. However, the loss of international students has seen UTAS postponing its inner-city developments. The delaying of development plans and the associated relocation of activities and students into Hobart CBD will likely impact the vibrancy and attractiveness of the CBD. However, this is only a short-term condition resulting from external forces. As such, we expect some further economic recovery with the re-commencement of UTAS's development plans.

### Impacts on the hotel industry

Although no small-area tourism data has been released, it can be presumed that international and interstate border closers have heavily impacted tourism and visitor rates.

In the year ending in September 2020, the hotel occupancy rate in Hobart declined by 31% to a rate of 56.2%. Although this occupancy rate was the second-highest amongst Australia's eight capital cities, the significant reduction implies a struggling industry.

Prior to the pandemic, Hobart had 700 additional hotel rooms due for completion in 2020, representing a 20% growth in rooms. The addition of rooms to the city's stocks would further increase the problem of high vacancies.





A key positive for the industry is that typically around 83% of total hotel nights are occupied by domestic guests. Future marketing and certainty around border permeability will be vital to attracting domestic visitors. This will help maintain and soften any long-term impacts of COVID-19 on the accommodation industry in Hobart.

#### **Hobart economic impact findings**

The economic indicators suggest that Hobart has been more resilient to the effects of COVID-19 when compared to the broader State. However, the ending of economic stimulus measures such as JobKeeper may see a corresponding loss in employment and economic output. The coming months will likely be crucial for many businesses exposed to lockdown and border restrictions such as education, accommodation, hospitality and retail.

#### **Stakeholder consultation**

To understand the impacts of COVID-19 on the community and businesses of Central Hobart, HillPDA conducted a series of one-on-one consultations with critical stakeholders in Central Hobart. This included discussions with the UTAS Campus Transformation team, Destination Southern Tasmania (DST), Tasmanian Small Business, Tasmanian Hospitality Association (THA), Knight Frank Tasmania, TasCOSS, and Contemporary Art Tasmania (CATS). The list of stakeholders was composed in consultation with Council.

Stakeholders reported that the overall impact of COVID-19 on Hobart's daily life was not significant compared to other capital cities in Australia, thanks to Tasmania's early border intervention policy and the Federal Government financial support with JobKeeper and JobSeeker wage supplements.

Hotels and tourism services have felt the most significant negative impact from the COVID-19 pandemic. Government recovery plans to stimulate the hotel and tourism industry with subsidised air tickets, and travel vouchers will be essential for this road to recovery.

The following were suggested by stakeholders and are provided for Council's consideration to help businesses in Central Hobart recover post-COVID-19:

1. The Council might assist the hotel industry further by allowing temporary alternative uses such as rental accommodation. For example, the build to rent model could be adapted for some hotels and student accommodation.
2. For vacant shops, consider pop-up shops for creative workshops and start-up businesses.
3. Advocate tourism relief with travel subsidies and vouchers to ensure businesses stay afloat during the recovery period.
4. Promote RTO (return to office) with advertising campaigns
5. Work with tourism Tasmania to promote Hobart and Tasmania as a travel destination for internal and overseas visitors (ready for once international travel has returned).
6. Support live music by promoting music festivals and live events to attract crowds back to the city.
7. Increase housing supply for a diversity of uses, including short-stay rental accommodation, empty nesters seeking inner-city living new and retention of affordable long-term rentals.



### Revised Central Hobart projections

The previous study by HillPDA examined and applied the Department of Treasury and Finance's 2019 medium and high population projections as the basis for its population, dwelling, employment, floorspace and social infrastructure requirements.

However, examination of recent ABS resident population estimates between 2017-20 for Tasmania and Hobart reveals that these projections are consistently conservative and hence are an undercount.

For example, under the medium scenario in 2020, the population of Tasmania was forecast to be 533,384 persons, and the high scenario estimated 536,655 persons. These estimates were 7,395 and 4,125 persons below the ABS 2020 estimated population of 540,780 persons. Regarding Hobart LGA, the projections were between 385 and 870 persons below that estimated by ABS in 2020.

Although these discrepancies may seem slight, over the 21-year forecast period, this would be compounded and likely to result in a significant undercount by the end of the forecast period. The compounding nature can be seen in Figure 1, which shows the increasing difference between the medium and high forecasts when compared to ABS data over a four-year period. The likely undercount in the projected population means that the previous HillPDA study recommendations require revision.

**Figure 1: Net difference in medium and high projections compared to ABS ERP - Tasmania**



For this reason, an alternative and more recent population projection data set was explored to provide a more accurate forecast to better plan and provide services for the community of Central Hobart. Research led to projections undertaken by the Centre for Population, a department of the Australian Federal Government.

Examination of historical base data used by the Centre of Population for their projections reveals a better alignment with historic ABS data, such as, population counts, net overseas migration and fertility rates. As such, the projections by Centre for Population are more likely to provide a robust base for this study's revised projections.

### Scenario development

Using the Centre for Population's Central Scenario as a base for revised population projections, three recovery scenarios have been developed. These being:

- 1. Slow recovery scenario** | This scenario is reflective of a severe COVID-19 impact scenario. The scenario assumes the vaccine rollout is delayed and international and internal borders remain closed or have closure periods over the next few years. As such, the population growth from natural increase, overseas and internal migration is relatively lower to the other scenarios.
- 2. Medium recovery scenario** | This scenario is reflective of the most likely COVID-19 impact and recovery case. The scenario assumes the vaccine rollout has slight delays but is relatively on schedule. State and Territory outbreaks are assumed to be limited/small in scale and not cause internal/national border closures. It is assumed that net overseas migration is around 40% in 2021-21 and 80% onwards from that in the base projection.
- 3. Rapid recovery scenario** | This scenario is a rapid recovery scenario. It assumes Australia and other countries recover at a faster rate, with overseas travel and migration occurring sooner than the medium recovery scenario. The scenario assumes higher internal migration as factors in other locations, such as housing affordability and employment opportunities, increase the attractiveness of Tasmania as a location to live.

For a more detailed description of the assumptions and components of change for each recovery scenario, please refer to Appendix A.



### Revised population projections

The previous study estimated that Central Hobart would accommodate between 2,505 and 3,290 additional residents between 2020-41.

- **Slow recovery scenario** | Estimates 3,360 residents in 2020, increasing to 5,565 persons by 2041, representing a growth of around 2,205 persons or 66% over the period.
- **Medium recovery scenario** | Estimates 3,360 residents in 2020, increasing to 6,600 persons by 2041, representing a growth of around 3,240 persons or 97% over the period.
- **Rapid recovery scenario** | Estimates 3,360 residents in 2020, increasing to 7,030 persons by 2041, representing a growth of around 3,670 persons or 109% over the period.

The population projections using the revised recovery scenarios can be seen in the table below. Again, these are compared to the previous study's estimates.

**Table 3: Central Hobart previous and recovery scenario population projections**

Recovery scenario	2020	2026	2031	2036	2041
Previous medium scenario	3,281	3,954	4,548	5,163	5,783
Previous high scenario	3,305	4,081	4,868	5,714	6,592
Slow	3,358	3,837	4,414	4,983	5,563
Medium	3,358	4,050	4,850	5,700	6,599
Rapid recovery	3,358	4,127	5,038	5,967	7,029

### Revised dwelling projections

The previous study estimated that Central Hobart would accommodate between 1,500 and 1,965 additional dwellings between 2020-41.

Applying the methodology set out in the previous HillPDA study, the following provides an estimate as to the net demand for additional dwellings to be accommodated in Central Hobart. An allowance for a 3% vacancy rate has been included, and dwellings are assumed to be higher density apartment-style dwellings.

The results for each recovery scenario are as follows:

- **Slow recovery scenario** | Estimates an additional 1,320 dwellings are required, equating to around 65 dwellings per annum.
- **Medium recovery scenario** | Estimates an additional 1,935 dwellings are required, equating to around 92 dwellings per annum.
- **Rapid recovery scenario** | Estimates an additional 2,188 dwellings are required, equating to around 105 dwellings per annum.

**Table 4: Revised net dwellings by recovery scenario**

Scenario		2020-26	2026-31	2031-36	2036-41	Growth
Additional population	Slow recovery	479	577	569	580	2,205
	Medium recovery	692	800	850	899	3,241
	Rapid recovery	769	911	929	1,062	3,671
Average persons per dwelling		1.6	1.7	1.8	1.8	
Implied dwellings	Slow recovery	299	339	316	322	1,317*
	Medium recovery	433	471	472	499	1,933*
	Rapid recovery	481	536	516	590	2,188*

\*growth includes a 3% vacancy rate, and additional dwellings are assumed to be apartments



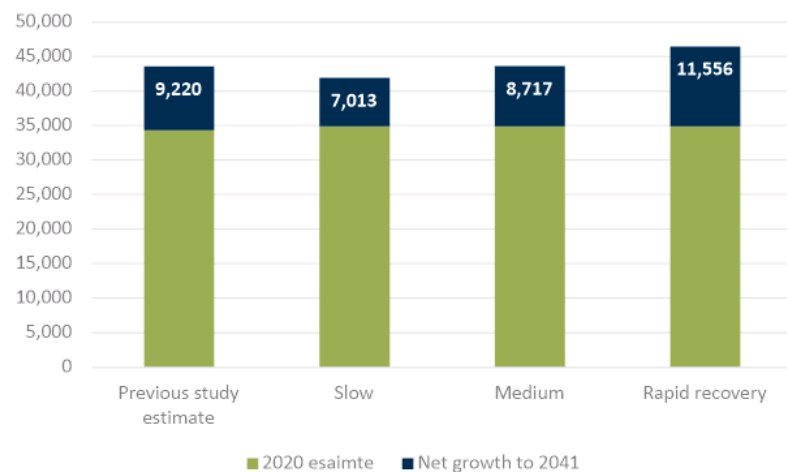
### Revised employment projections

The previous HillPDA study estimated that in 2019, Central Hobart provided 34,335 jobs. By 2041, it was forecast to increase to 43,554 jobs, **representing an increase of around 9,635 or 28% over the period.**

Employment projections have been estimated by applying the previous study's employment projections to revised population forecasts. The revised estimates are as follows:

- **Slow recovery scenario** | Employment would increase from 34,884 jobs in 2020 to around 41,895 by 2041, representing a growth of around 7,015 jobs or 20%.
- **Medium recovery scenario** | Employment would increase from 34,884 jobs in 2020 to around 43,600 by 2041, representing a growth of around 8,820 jobs or 25%.
- **Rapid recovery scenario** | Employment would increase from 34,884 jobs in 2020 to around 43,440 by 2041, representing a growth of around 11,555 jobs or 33%.

**Figure 2: Revised employment projections – Central Hobart by recovery scenario**



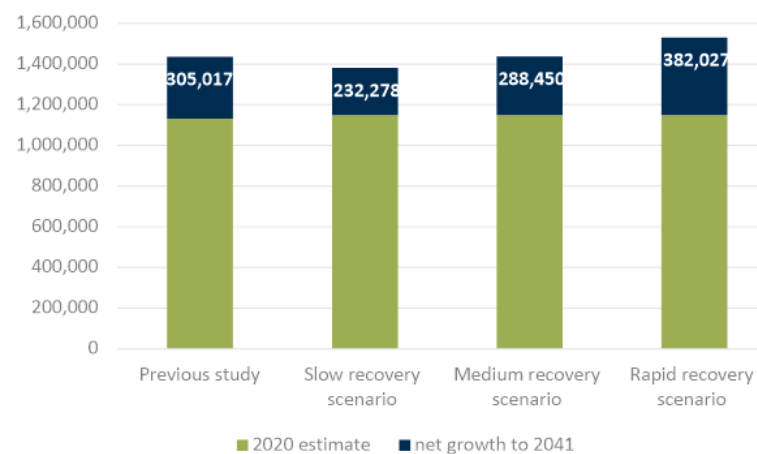
### Revised employment space forecasts

The previous HillPDA study estimated around 1.13 million square metres of occupied floorspace in Central Hobart (2020). This was forecast to increase to around 1.44 million square metres by 2041, **representing an increase of around 305,020 or 27%.**

Applying the previous study's employment densities, the revised employment projections are estimated to have the following impact on the demand for floorspace across Central Hobart.

- **Slow recovery scenario** | Total demand of around 1.38 million sqm by 2041, representing growth of 232,780sqm over the 2020-41 period. This growth is 72,740sqm or 24% lower than the previous forecast.
- **Medium recovery scenario** | Total demand of around 1.42 million sqm by 2041, representing growth of 288,450sqm over the period. Growth is around 16,570sqm or 5% lower than the previous forecast.
- **Rapid recovery scenario** | Total demand of around 1.52 million sqm by 2041, representing growth of 382,030sqm over the 2020-41 period. An increase in demand of around 77,010sqm or 25% more than the previous forecast.

**Figure 3: Total occupied employment space estimate and net change to 2041 (sqm)**





### Impact of increased working from home rates on office space demand

During the pandemic's slowdown, commercial office workers either worked from home or undertook a high proportion of their working hours at home. This trend is likely to continue post-pandemic, having implications on inner-city floorspace requirements and the activity/vibrancy of the CBD.

Research undertaken by Infrastructure Australia and Investa Property Group indicates that increased working from home rates will likely result in a reduction in commercial office space requirements within CBD locations of up to 15%.

If this were to occur in Central Hobart, the net demand between 2020-41 for space used for knowledge-intensive jobs under each scenario would:

- **Low impact scenario** | Reduce by around 8,000sqm
- **Medium impact scenario** | Reduced by around 10,2230sqm
- **Rapid recovery scenario** | Reduce by around 13,735sqm.

### Potential impacts of COVID-19 and mitigation measures

The following table considers the information and trends analysed in this report to provide an overview of the likely impacts of COVID-19 upon Central Hobart's economy. These impacts are provided in three period categories, being:

- **Short term** | Impact of around 1-2 years
- **Medium term** | Impact of around 2-5 years
- **Long term** | Impact of a 5 years and over.

Council could consider potential mitigation measures to reduce the severity and length of impacts. As stated, these are only provided for consideration and are not recommended actions.



Table 5: Immediate, medium and longer-term impacts of COVID-19 and potential mitigation measures

Impact source	Sector impacted	Impact	Reasoning	Likely length of impact	Possible mitigation measures	Likely length of impact after mitigation measures
International border closures	Tourism	Reduced overseas tourists	<p>In the year to December 2020, international visitors decreased by 202,000, with a loss in the expenditure of \$381 million.</p> <p>International visitors spent on average \$2,150 per persons in the YE Dec 2020. This was higher than domestic overnight and day visitors (\$765 and 117 per persons). In fact, although international visitors comprised less than 3% of visitors in the YE Dec 2019 (pre-pandemic), they were the source of over 13% of all tourism and visitor expenditure in that year.</p> <p>International visitors also spent longer in the country, with an average of 16 nights per person in the YE Dec 2020. This compared to just over 4 nights for domestic overnight visitors.</p> <p>International borders are proposed to remain closed until late 2021/early 2022. The loss in international visitors and associated expenditure will be most felt by the hospitality and accommodation sector.</p>	Immediate (1-2 years)	<p>Tasmania's tourism sector is mostly comprised of domestic overnight and day visitors. This segment comprised over 97% of recorded visitors in the YE Dec 2019 (pre-pandemic).</p> <p>With interstate borders open, increased domestic visitation rates could soften the impact of low international visitation on the accommodation and hospitality sectors.</p> <p>Council could work with State Government and Tourism Tasmania to increase advertisement of Tasmania as a holiday destination to Australian and New Zealand residents (New Zealand travel bubble announced mid-April 2021).</p> <p>The Council could also work with the State Government to undertake another <i>Make Yourself At Home</i> travel voucher program. An article in the Advocate noted that:</p> <p><i>As of January 7<sup>th</sup> the programme had more than 26,500 redemptions worth \$6.6 million. This had led to \$27.5 million of spending being generated in the tourism and hospitality sector.</i></p> <p>Similar programmes could be released while international borders remained closed.</p>	Immediate (1-2 years)
	Accommodation	Low occupation rates and reduced revenue	<p>Overall international and domestic overnight tourism visitation rates across Tasmania (excluding Tasmanian residents) reduced by 1.2 million visitors or 64% in the YE December 2020. The loss in these visitors saw hotel occupancy rates reduce by 31% in the YE September 2020 to 56.2%.</p> <p>A key factor that may reduce the performance of the hotel industry further were the 700 new rooms due for completion in 2020-21, representing a 20% growth on existing stock levels in Hobart.</p>	Immediate (1-2 years)	<p>Once more, a key positive for the industry is the fact that 83% of total hotel nights are occupied by domestic guests. Marketing Tasmania to domestic tourists and maintaining certainty around border permeability will be vital to attracting visitors. This can soften any long-term impacts of COVID-19.</p> <p>The Council could work with the Federal Government and hotel industry to identify alternative uses for any new hotels or those with high vacancies in the short-term, including short-term accommodation for either residents or people experiencing homelessness.</p> <p>According to Shelter TAS, the 2016 census showed the total number of people experiencing homelessness was 1,622 (an increase from 1,145 in 2006 and 1,537 in 2011) across Tasmania. The regional breakdown shows Greater Hobart and the South East had the highest proportion (57%) of homeless people. During the COVID-19 crisis, the NSW Government funded hotel rooms for some people facing homelessness. This could possibly be implemented in Hobart, with</p>	Immediate (1-2 years)



Impact source	Sector impacted	Impact	Reasoning	Likely length of impact	Possible mitigation measures	Likely length of impact after mitigation measures
					funding from the Tasmanian Government, to provide some source of income to hotel operators while also getting people off the street, if only for the short-term.	
	University	Loss of international students	<p>International student numbers were forecast to double over the next three to four years. This forecasted increase in international student numbers were reflected in UTAS's plans to develop an additional 440 student beds in 2020 and a further 450 beds by 2023, increasing the number of student beds in the CBD from 680 to around 1,570 beds by 2023. UTAS also had plans to move away from the Sandy Bay campus and consolidate in Hobart's CBD, in a decision that would change the future of the institution and the city.</p> <p>However, the COVID-19 pandemic has seen the student accommodation development plans and move into the CBD be delayed. This will likely have impacts on the vibrancy of the CBD.</p>	Medium (2-5 years)	<p>Council, in conjunction with the University and the Federal Government, could investigate the possibility of international students returning to study in Tasmania this year in a scheme where international students quarantine in either hotel or student accommodation. This is similar to a proposal by the NSW government to transform student accommodation in Sydney's CBD into quarantine lodgings to restart its international education sector.</p> <p>This could signal, to potential international students, that Tasmania is moving more rapidly than the other states toward allowing international students to study at UTAS. Alternatively, partnerships with overseas universities could be explored where transfers to UTAS could be initiated when international borders reopen.</p> <p>The Council could also work with the University to ensure that development application(s) and other regulatory processes are progressed to allow development to commence as soon as relocation and development plans resume.</p> <p>Temporary use for surplus student accommodation might also be available as subsidised rental accommodation for younger persons while waiting for social housing.</p>	Immediate (1-2 years)
Increased working from home rates	Commercial office sector	Reduced floorspace requirements	<p>Research into the likely impact of increased working from home rates indicates a reduction in office floorspace requirements within CBD locations of up to 15% over the longer term.</p> <p>According to the Property Council Australia (PCA), Hobart office vacancy rates increased from 4.1% to just 5.1% in the year to January, easily outpacing Melbourne CBD (8.2%) and Sydney CBD (8.6%). The modest rise in vacancy rates in Hobart implies that the office sector was not impacted by the COVID-19 pandemic as much as other capital cities. Despite this, changing workplace practices will likely see increased working from home rates over the coming years. This will impact the forecast demand in office floorspace while reduced office workers in the city will see less foot traffic for retailers.</p>	Long-term 5 years and over	<p>The Council could consider working with the Hobart Chamber of Commerce to:</p> <ul style="list-style-type: none"> <li>○ Promote RTO (return to office) with advertising campaigns</li> <li>○ Incentivise vacant space to be used for other uses such as community or creative uses through lowering rents or other incentives.</li> </ul>	Long-term 5 years and over

Impact source	Sector impacted	Impact	Reasoning	Likely length of impact	Possible mitigation measures	Likely length of impact after mitigation measures
Changing workplace and shopping habits	Hospitality and retail	Reduced visitation rates to the CBD	<p>Anecdotal evidence from stakeholder engagement indicated that Central Hobart had experienced reduced foot traffic rates. Discussions noted that the CBD has still not reached its critical mass needed for some retail and hospitality businesses to survive without support.</p> <p>Changing shopping patterns, such as increased online shopping and shopping in local centres, coupled with increased working from home rates, may see longer-term impacts on the CBD.</p>	Long-term 5 years and over	<p>Council could consider:</p> <ul style="list-style-type: none"> <li>For any vacant shops in the centre, consider pop-up shops for creative and start-up businesses</li> <li>Free parking for a period in the CBD to encourage increased visitation</li> <li>Support increased outdoor dining by allowing increased tables numbers (where appropriate) and/or not charging outdoor dining license fees for a period</li> <li>Work with local operators to create events in the city to encourage people back to the CBD</li> <li>Discuss with State Government the potential to provide free public transport into the city for a period.</li> </ul>	Medium (2-5 years)
Ending of JobKeeper March 2021	Employment levels	Loss of employment, especially those in tourism and hospitality/events industries	<p>Anecdotal evidence from stakeholder engagement noted that many businesses were still reliant on JobKeeper for their survival, particularly those in the accommodation, retail and hospitality sectors.</p> <p>The ending of JobKeeper In March 2021, coupled with continued reduced tourism rates and changing workplace/shopping habits, may see some businesses close, with an associated rise in unemployment levels.</p>	Medium (2-5 years)	<p>The Council could work with State Government to consider:</p> <ul style="list-style-type: none"> <li>Initiating another or similar <i>Make Yourself At Home</i> travel voucher program</li> <li>Review the Passport Hobart - Launch a Dine &amp; Discover TAS programme. Investigate actions of other state governments such as in NSW where residents aged 18 and over could apply for 4 x \$25 vouchers, worth \$100 in total spent on participating businesses.</li> <li>Where appropriate and possible, seek to reduce or maintain rates and charges on businesses for a period (e.g. council rates, outdoor dining licences, parking).</li> </ul>	Immediate (1-2 years)



# INTRODUCTION

## 1.0 INTRODUCTION

The City of Hobart engaged HillPDA to identify the potential economic and demographic impacts of the COVID-19 pandemic on Tasmania and Hobart Local Government Area (Hobart LGA). This analysis was required to update previous projections of population, dwelling, employment and floorspace requirements, for Central Hobart (refer to Figure 4). The previous projections were prepared by HillPDA under pre-pandemic conditions.

### 1.1 Background

In 2019, the City of Hobart commissioned HillPDA to undertake a study identifying the current supply and future demand for a range of property types and uses within Central Hobart. The study was undertaken to assist the development and delivery of a Central Hobart Precinct Plan (the Plan). The Plan is to guide future development and public infrastructure provision and funding in Central Hobart.

**Figure 4: Central Hobart study area boundary**



Source: HillPDA

The study was completed prior to the start of the COVID-19 pandemic and associated lockdown measures. Although the original findings remain relevant, it is important for the City of Hobart to better understand and respond to the potential medium and long-term impacts of the COVID-19 pandemic on Hobart's economy and demography.

The City of Hobart, therefore, engaged HillPDA to undertake and provided updated analysis for the Hobart LGA with a specific focus on the Central Hobart study area, where appropriate.

### 1.2 Study structure

To meet the requirements of the brief, the structure of the study is as follows:

- **Chapter 2 | COVID-19 impacts on Tasmania:** analyses how the COVID-19 pandemic has impacted Tasmania's economy.
- **Chapter 3 | COVID-19 impacts on Hobart LGA:** analyses how the COVID-19 pandemic has impacted Hobart LGA's economy. Where possible, impacts on Central Hobart have been discussed and estimated.
- **Chapter 4 | Hobart LGAs economic importance:** using information analysed in Chapters 2 and 3, this Chapter provides an indication of the important economic role Hobart LGA plays in Tasmania.
- **Chapter 5 | Stakeholder consultation:** presents findings from direct and informal consultation with various community groups to gauge the impact of COVID-19 upon them and any changes in behaviour. The consultation also focussed on the period to recovery and the likely permanent impact/behavioural changes.
- **Chapter 6 | The road to recovery:** Develops several recovery scenarios and projects population, dwelling, employment and floorspace forecasts for Central Hobart.



### 1.3 Key economic metrics/indicators

Chapter 2 and 3 of this report analyse several key economic metrics/indicators. A summary of the key metrics, and their importance and relevance is provided below:

- **Population growth:** population growth is a key metric to the overall growth and health of the economy. At the most basic level, population growth increases the total size of the economy including the demand for labour. With population growth, there are more people purchasing goods and services, so the economy grows to meet that demand.
- **Employment growth:** Employment contributes to economic growth and development. Workers produce valuable goods and services, and in turn receive a wage, which they can spend on buying the goods produced and services provided.
- **Unemployment rate:** The unemployment rate is the proportion of unemployed persons in the labour force. It is the most used indicator for understanding conditions in the labour market. Unemployment adversely affects the disposable income of families, erodes purchasing power, diminishes employee morale and reduces an economy's output.
- **Gross State Product (GSP):** GSP is an important economic measure as it gives information about the size of the economy and how an economy is performing. The growth rate of the GSP is often used as an indicator of the general health of the economy. In broad terms, an increase in GSP is interpreted as a sign that the economy is doing well.

### 1.4 Tasmanian lockdown and stimulus measures overview

Measurable impacts of the COVID-19 pandemic were first seen in March 2020. The following provides a short overview of the key stimulus and lockdown dates in that month:

- 17<sup>th</sup> March 2020 | First COVID-19 stimulus package valued at \$420 million announced
- 26<sup>th</sup> March 2020 | Second stimulus package announced, bringing the combined support to \$985 million
- 30<sup>th</sup> of March 2020 | Tasmanian households were ordered to go into lockdown for four weeks due to coronavirus pandemic.

### 1.5 Key data reliability and accuracy

This report relies heavily on data produced and released by the Australian Bureau of Statistics (ABS). The Tasmanian Treasury notes that:

*As a small jurisdiction, some of the key data for Tasmania are more volatile and less reliable than for the larger states, including data relating to the labour force and gross state product and its components, including interstate and international trade. Data are also subject to revision. These revisions can have a greater impact for smaller jurisdictions.*

*These existing challenges have been made more complex due to the COVID-19 pandemic.*

With the above being noted, the ABS is an official source of independent, reliable information. The ABS is the primary source for long term social and economic trends across Australia and is considered a reliable source to estimate the likely impact that COVID-19 has had upon Tasmania and Hobart.





# THE IMPACT OF COVID-19



## 2.0 COVID-19 IMPACTS ON TASMANIA

The following Chapter analyses how the COVID-19 pandemic has impacted Tasmania's economy. This includes impacts on population growth, Gross Domestic Product, employment by industry, retail spending behaviour and interstate/international visitation numbers.

This Chapter uses various data sources such as the Australian Bureau of Statistics, Australian Tax Office, Tourism Research Australia and Tourism Tasmania.

These data sets provide various metrics at a point in time and do not necessarily correspond to each other, making direct yearly or monthly comparisons across differing or the same data sets difficult. However, at the time of the study, these were the most recent data releases available.

### 2.1 2020-21 Tasmanian Budget – Key economic forecasts

The table below is sourced from the *2020-21 Tasmanian Budget*. It shows Treasury's estimates for key Tasmanian economic indicators for the 2018-19 financial year and forecasts for financial years 2019-20, 2020-21 and 2021-22.

**Table 6: 2020-21 Tasmanian Budget – Key metric forecasts (financial year)**

Budget 2020-21	2018-19	2019-20	2020-21	2021-22
	Actual	Estimate	Forecast	Forecast
Population (year average, % change)	1.2	1.0	0.5	0.6
Gross State Product (real, % change)	3.6	-0.5	-1.5	3.75
Employment (year average, % change) <sup>2,3,4</sup>	0.2	1.3	-1.75	-1
Unemployment Rate (year average, %) <sup>2,3</sup>	6.3	5.9	8.5	8.25

Source: 2020-21 Tasmanian Budget

Actual - Australia Bureau of Statistics; Estimates and forecasts - Treasury

Notes:

1. State Final Demand actuals have been calculated using the June quarter 2020 National Accounts data.
2. Actual for 2019-20, not estimate.
3. Labour Force actuals are based on September 2020 data.
4. If the economy starts to recover sooner, employment is expected to decline by only ¼ per cent in 2020-21, followed by growth of ¼ per cent in 2021-22.

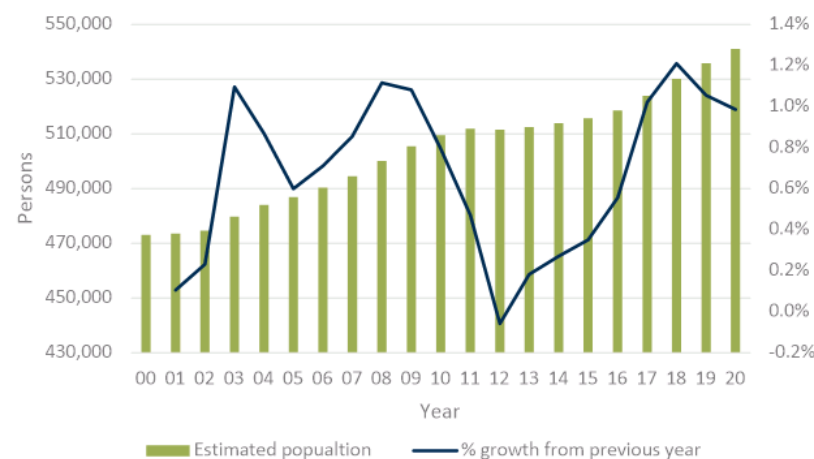
### 2.2 Population growth

According to ABS National, State and Territory population data in the year to September 2020, Tasmania's population increased by just under 5,285 persons, reaching an estimated total population of around 541,070 residents. This growth represented a proportional increase of 1.0% over the year. This proportional growth was slightly lower than the previous two years, with a 1.2% growth in the year to 2018 and a 1.1% growth to 2019.

**Comparison to 2020-21 Tasmanian Budget forecasts:** the 2020-21 Tasmanian Budget forecasted Tasmania's proportional population growth in the 2019-20 financial year to be around 1%.

Analysis of ABS National, State and Territory Population data in the year to June 2020 reveals a growth of 6,205 persons or a proportional change of 1.2%, which was 0.2% higher than that forecasted by Treasury.

**Figure 5: Tasmania population growth 2000-20 (year ending September)**



Source: ABS, National, state and territory population, Table 4 Released 18/03/2021

According to ABS National, State and Territory Population data, in 2018 and 2019 Tasmania's yearly proportional population growth ranked around fifth and sixth, respectively, when compared to the other States and Territories. However, in the year to September 2020, Tasmania's proportional growth was ranked third.

This analysis suggests that Tasmania has continued to experience strong population growth during the pandemic.

**Figure 6: Proportional population growth by State 2018-20, year ending in September**



Source: ABS, National, state and territory population, Table 4 Released 18/03/2021

There are three main components to population growth, being:

1. Interstate migration
2. Overseas migration
3. Natural change (births and deaths).

Analysis of ABS National, State and Territory Population data shows how these components have contributed to population change over time.

- **Net overseas migration:** over the eight years to September 2020, around 55% of Tasmania's population growth was from net overseas migration.

With border restrictions imposed due to COVID 19, the proportion of population growth attributed to net overseas migration reduced in the year to September 2020, although it still accounted for 50% of Tasmania net population growth.

The impact of border closures on overseas migration was evident in the later months of June and September 2020 which recorded negative growth (-30 and -219 respectively), the first negative recording of overseas net migration since June 2005.

- **Interstate migration:** over the eight years to September 2020 around 13% of Tasmania's population growth was from net interstate migration. In the years ending in September between 2017-19 this proportion increased to around 34%. However, in the year to September 2020 this proportion decreased to 24%.

The numerous border closures and uncertainty around travel restrictions during 2020, likely resulted in the lower proportion of growth attributed to internal migration.

- **Natural increase (births):** over the eight years to September 2020 around 32% of Tasmania's population growth was from natural increase.

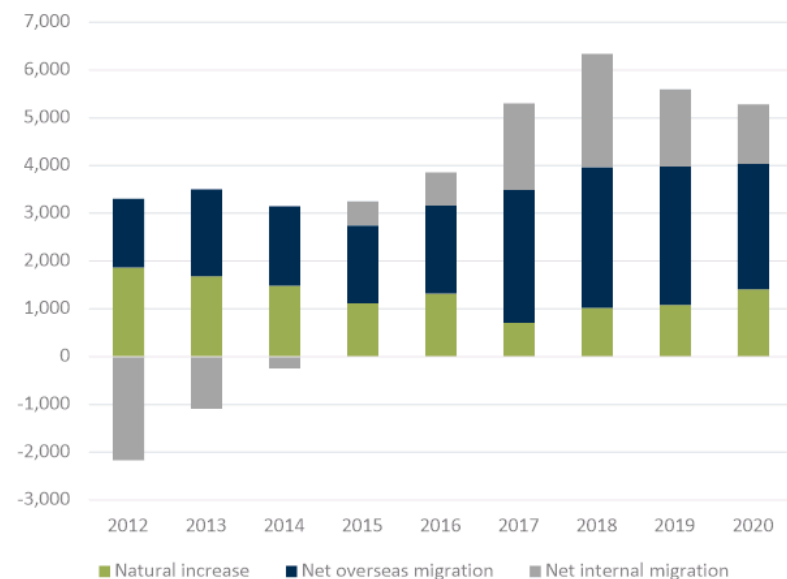
Between 2017-19, this proportion decreased to around 16%, a result of less total births and an increase in internal and overseas migration.

However, in the year to September 2020, the proportion of population growth attributed to natural increase was 27%. The higher proportion attributed to natural increase was a result of lower growth from interstate and overseas migration and higher birth numbers, being the highest recorded since 2014.

With continued border restrictions on overseas migration, Tasmania will be more reliant on interstate migration, retaining young people, and natural increase (births) for population growth. This will likely be also the case for the other States, Territories and

capital cities across Australia. This will increase competition between the jurisdictions to retain and attract people.

**Figure 7: Components of population change year ending in September (2012-2020)**



Source: ABS, National, state and territory population, Table 2 Released 18/03/2020

## 2.3 Gross State Product

According to ABS, *Australian National Accounts: State Accounts* data, over the ten years to June 2020, Tasmania recorded a \$4.8 billion increase in its Gross State Product (GSP), reaching a total of \$32.1 billion. Over this ten-year period the average annual proportional change was around 1.6%.

GSP growth in the year to June 2020 was subdued, with only a \$109 million or a 0.3% increase over the year. This growth, when compared to the previous two years is low with around a \$1 billion or 3.3% growth in the year to June 2019 and a \$956 million or 3.2% in the year to 2018. In fact, the average yearly proportional growth over the last ten years was around five times higher than that recorded in the year to June 2020.

**Comparison to 2020-21 Tasmanian Budget forecasts:** the 2020-21 Tasmanian Budget forecasted Tasmania's GSP to a proportional decrease of 0.5% in the 2019-20 financial year.

Analysis of ABS, *Australian National Accounts: State Accounts* in the year to June 2020 shows GSP proportionally increased by 0.3%. The higher proportional growth highlights that despite the severe disruption in global economic activity caused by the COVID-19 pandemic, Tasmania's economy has been more resilient than expected.

**Figure 8: Tasmania GSP 2010-20 - year ending in June**



Source: ABS, *Australian National Accounts: State Accounts* Table 7 Released 20/11/2020

## 2.4 Employment

The following is sourced from ABS, *Labour Force, Australia* detailed data. The data shows that in February 2020, there were 262,375 jobs across Tasmania. However, with the closure of internal and international borders by May 2020, a loss of 21,260 jobs or an 8.1% reduction in employment was recorded, resulting in a total employment low of 241,115 residents in May 2020.

From this May low, employment recovered to around 99% of its pre-COVID-19 levels over the months to February 2021. During this period, employment increased by 21,040 jobs to a total of around 262,160 jobs in February 2021. The total recorded employment level in February 2021 was around 220 jobs fewer than that estimated in February 2020.

However, with international borders remaining closed and the discontinuance of JobKeeper in March 2021, the next six months will be crucial for many business, employers, and employees. Industries reliant on overseas tourism will be more exposed and susceptible to future employment losses over the foreseeable future.

**Figure 9: Total employment (,000)**

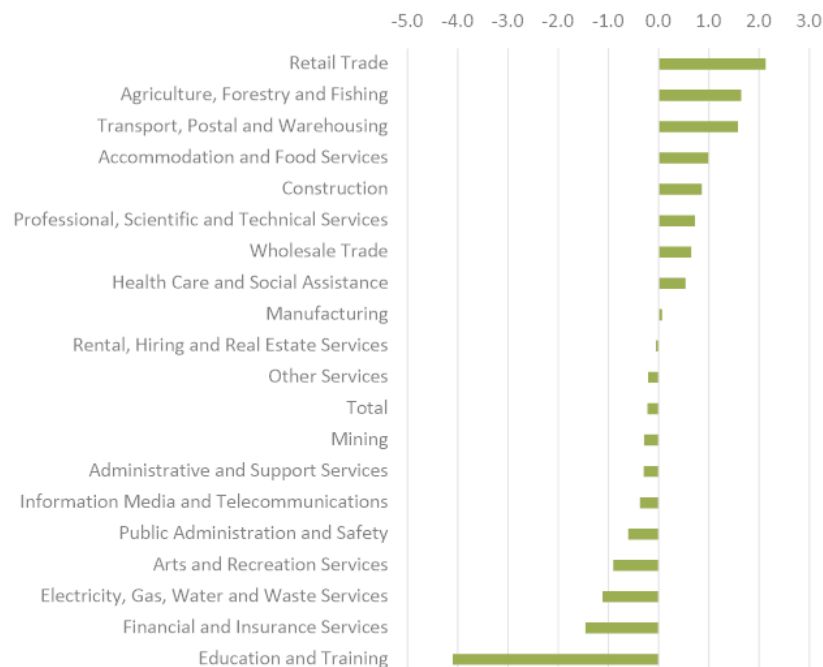


Source: ABS, Labour Force, Australia, detailed Table 9 released 25/03/2021

The top five industries which recorded the largest overall growth in employment in the year to February 2021 were:

- Retail Trade - 2,130 additional jobs
- Agriculture, Forestry and Fishing - 1,645 additional jobs
- Transport, Postal and Warehousing - 1,580 additional jobs
- Accommodation and Food Services - 990 additional jobs
- Construction - 860 additional jobs.

**Figure 10: Total employment change to the year to February 2021 (,000)**



Source: ABS, Labour Force, Australia, Detailed Table 5 released 25/03/2021



Conversely, the top five industries which recorded the largest overall decline in employment in the year to February 2021 were:

- Education and Training - 4,100 fewer jobs
- Financial and Insurance Services - 1,460 fewer jobs
- Electricity, Gas, Water and Waste Services - 1,115 fewer jobs
- Arts and Recreation Services - 905 fewer jobs
- Public Administration and Safety - 605 fewer jobs.

Table 7 shows the initial impact of COVID-19 upon the labour market. The third column shows the initial loss of jobs by industry between February and May 2020. In total, 21,260 jobs were lost, with almost all industries recording a loss in employment. However, industries that were more resilient and had job growth over the period, were:

- Information Media and Telecommunications – which recorded a growth of 378 jobs
- Public Administration and Safety– which recorded a growth of 294 jobs
- Education and Training– which recorded a growth of 191 jobs
- Electricity, Gas, Water and Waste Services – which recorded a growth of 70 jobs.

Conversely, the industries which recorded the highest loss in employment were:

- Accommodation and Food Services - with 7,595 fewer jobs
- Agriculture, Forestry and Fishing - with 1,8454 fewer jobs
- Health Care and Social Assistance - with 1,7856 fewer jobs
- Other Services - with 1,690 fewer jobs
- Financial and Insurance Services - with 1,685 fewer jobs.

Since May 2020 around an additional 21,040 jobs have been recorded. As such the job market is only around 220 jobs fewer than pre-COVID-19 levels. As seen in Table 7, third column, almost all industries have recorded growth from May 2020 to February 2021. The exceptions to this were:

- Education and Training – which has recorded 4,290 fewer jobs since May 2020
- Electricity, Gas, Water and Waste Services – which has recorded 1,185 fewer jobs
- Information Media and Telecommunications – which has recorded 950 fewer jobs

- Public Administration and Safety – which has recorded 900 fewer jobs
- Mining– which has recorded 50 fewer jobs since May 2020.

Although some of these industries may have other macro-economic dependences/linkages and may not be directly linked to the impacts of COVID-19, the data provides some insight into industries that were more exposed to COVID-19 impacts and those which have recovered at a faster rate.

**Table 7: Employment - initial COVID-19 impact and recovery (total job change)**

Industry	Employment change	
	Feb to May 2020	May 2020 to Feb 2021
Agriculture, Forestry and Fishing	-1,844	3,488
Mining	-238	-51
Manufacturing	-1,024	1,092
Electricity, Gas, Water and Waste Services	70	-1,186
Construction	-746	1,604
Wholesale Trade	-714	1,361
Retail Trade	-160	2,290
Accommodation and Food Services	-7,594	8,584
Transport, Postal and Warehousing	-814	2,394
Information Media and Telecommunications	578	-949
Financial and Insurance Services	-1,686	228
Rental, Hiring and Real Estate Services	-339	283
Professional, Scientific and Technical Services	-1,542	2,268
Administrative and Support Services	-631	336
Public Administration and Safety	294	-897
Education and Training	191	-4,291
Health Care and Social Assistance	-1,783	2,319
Arts and Recreation Services	-1,591	686
Other Services	-1,689	1,481
<b>Total</b>	<b>-21,260</b>	<b>21,041</b>

Source: ABS, Labour Force, Australia, detailed Table 5 released 25/03/202

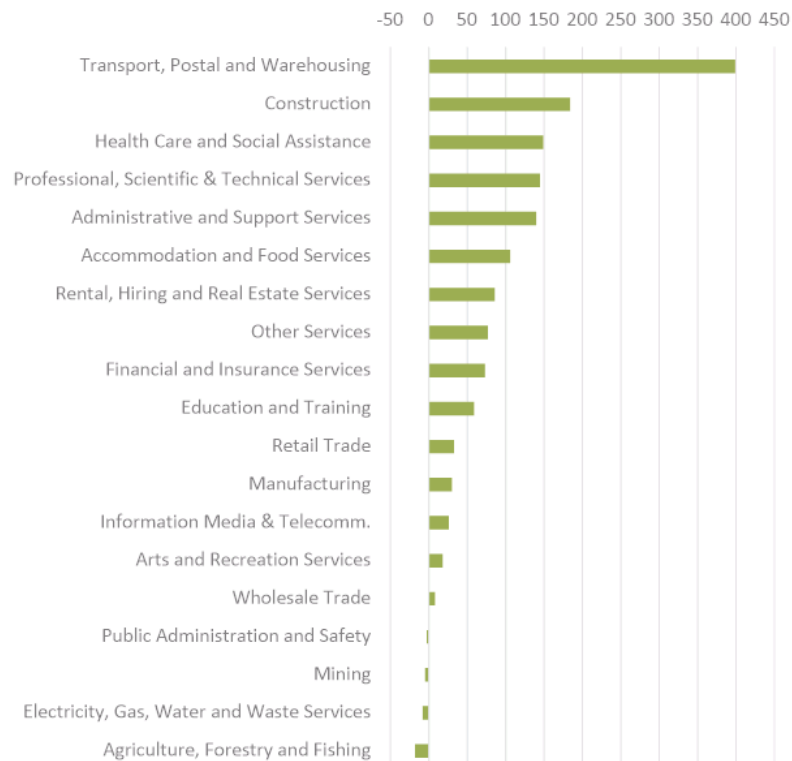


## 2.5 Change in business numbers June 2019-20

Analysis of ABS Australian business data shows that in the year to June 2020, 1,500 new businesses were recorded across Tasmania. This represented a 3.8% increase over the year, which was the largest proportional recorded growth for any State or Territory. All businesses industries (except for Public Administration and Safety; Mining; Electricity, Gas, Water and Waste Services; Agriculture, Forestry and Fishing) recorded positive growth, with the top five industries being:

- Transport, Postal and Warehousing – 399 new businesses
- Construction - 184 new businesses
- Health Care and Social Assistance - 149 new businesses
- Professional, Scientific and Technical Services - 145 new businesses
- Administrative and Support Services - 140 new businesses.

Figure 11: Net change in the number of businesses, year to June 2020



Source: ABS Counts of Australian Businesses, including Entries and Exits, June 2016 to June 2020, released 16/02/2021





## 2.7 Unemployment rate

The unemployment rate has fluctuated between February 2019 and February 2020. However, the overall trend was one of relative decline, evident in a -1.9% fall in the unemployment rate over the period. Over the same period, unemployment in males decreased by 0.6% and females by 3.4%.

The COVID-19 lockdown measure in March of 2020 reversed this trend, with the unemployment rate rising over the following months by 3.3% to a peak of 8.2% in October 2020. Over this period, the male unemployment rate increased by 2.4% to 7.9%, and females by 4.5% to 8.6%.

Despite the increase in the unemployment rate over this period, it has since decreased with the overall unemployment rate being 5.7% as of February 2021 - a 2.6% decrease from October 2020. Over this period, the male unemployment rate decreased by around 1.8% to 6.1%, while the female unemployment rate decreased by 3.5% to 5.1%.

Decreasing unemployment rates have economic benefits as they typically result in increases in personal/family disposable income and purchasing power and increases in overall economic output.

Figure 12: Unemployment rate February 2019 to February 2021 (seasonally adjusted)



Source: ABS Labour Force, Australia Table 9 released 18/03/2021

## 2.8 JobKeeper

According to the Australian Taxation Office, between April and September 2020, a total of 68,900 Tasmania's workers were on the JobKeeper scheme. This was around 27% of the pre-COVID-19 employment levels.

The number of workers on the scheme decreased by 65% to 24,100 workers between October and December 2020, which equates to around 9% of pre-COVID-19 employment levels.

With the scheme ending in March 2021, the impact on Tasmania's unemployment levels remains to be seen. The Reserve Bank Governor Philip Lowe has anticipated some job shedding after JobKeeper ends: "This could cause a brief rise or slower falls in unemployment," he said in February 2021.

However, with the decreasing unemployment rate, the commencement of the vaccine rollout and increasing employment across the State, it can be presumed that this impact will be softened, assuming there are no further lockdowns and international borders open in 2021/22.

## 2.9 Retail turnover

Over the three years to January 2021, total retail turnover increased by \$107 million or 21% to \$630 million.

However, close analysis reveals a sharp spike in turnover between February and March 2020, likely a result of “panic buying” as borders closed and lockdown measures were implemented. This sharp increase in turnover peaked at \$626 million in March 2020. The increase between February and March 2020 alone was \$51 million, just under 50% of the net growth recorded over the three years to January 2021.

The spike in retail turnover between February and March 2020, was primarily led by supermarket expenditure which increased by just under \$42 million or 18% over the period. Retailing of pharmaceutical, cosmetic and toiletry goods also significantly increased over the period, recording a \$7 million or 23% growth over the month. As expected with lockdown measures, turnover in cafes, restaurants and takeaway food services was reduced by around \$19 million or 28% over the month.

Following the March 2020 spike, retail turnover plummeted \$110 million or 18% to \$517 million in the month of April. All major retail groups recorded a loss in turnover led by supermarket expenditure which reduced by just under \$42 million or 16%. Sales of pharmaceutical, cosmetic and toiletry goods also significantly decreased by \$9 million or 23% in that month. Turnover in cafes, restaurants and takeaway food services reduced further, by around \$19 million or 41%.

From April 2020 low of \$517 million, retail sales rebounded over the following three months. The month of July 2020 achieved total retail sales of \$656 million – some \$140m or 27% higher than the low month of April. While all retail groups recorded an increase in turnover, the rebound was led by cafes, restaurants and takeaway food services which recorded an increase in turnover of \$37.4 million or 135%. The next largest increase was in clothing, footwear and personal accessory retailing which recorded a \$25 million or 247% increase over that three month period.

Since May 2020, retail turnover has remained higher than pre-COVID-19 lockdown levels, with turnover in January 2021 being \$4 million or 1% higher than that recorded in March 2020.

Figure 13: Total retail turnover Tasmania (\$m), seasonally adjusted



Source: ABS, Retail Turnover, By State to January 2021 Table 3 released 4/03/2021

While supermarket turnover remained strong over the past year, there were several sub-retail categories that were impacted by COVID-19, these being clothing, footwear and personal accessory retailing; cafes, restaurants and catering and take-away food services.

As seen in the figure below, these three retail sub-categories all experienced a sharp decline in retail turnover between March and June 2020. However, by July 2020, turnover levels had returned to around the level experienced before the COVID-19 lockdown and border closures.

The exception to this is the category of cafes, restaurants and food catering services that impacted the greatest of all categories. Turnover within this sub-category decreased from around \$34 million in February 2020 to just \$5 million in April 2020. However, as of January 2021, turnover levels have recovered but are around \$3 million below the pre-COVID-19 level.

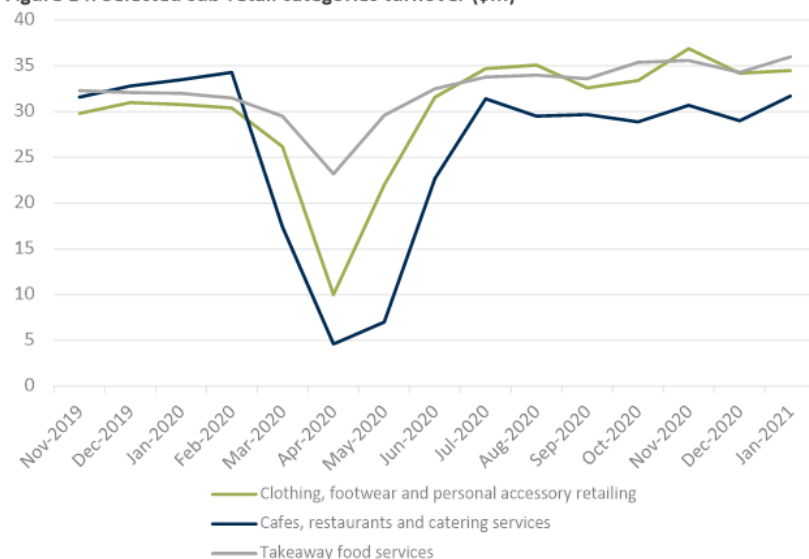
The reduction in turnover within cafes, restaurants and food catering services was reflected in the loss of 7,600 jobs within the accommodation and food services industry



between February and May 2020<sup>1</sup>. Over the period to January 2021, employment within this industry increased by 8,600 jobs, in accordance with increased turnover levels.

Compared to the two other retail sub-categories, take-away food services recorded a more subdued loss in turnover, with a sharper snap back. Combined turnover in December 2020 was around \$5 million or 14% higher than that recorded in February 2020 (pre COVID-19 impacts). This resilience is likely owing to the higher representation and transition to online retailing and existing services such as food delivery services.

**Figure 14: Selected sub-retail categories turnover (\$m)**



Source: ABS Retail Turnover, State by Industry Subgroup, seasonally adjusted Table 12 released 4/03/2021

E-commerce or online retailing has increased its penetration into retail sales over the pandemic. Nationally, online retail sales averaged around 6.4% of total sales between

January 2019 to March 2020. Penetration rates peaked at 11.1% in April 2020, decreasing somewhat to around 9.1% as of January 2021.

As seen in Figure 15 below, online sales have grown with a sharp increase in amount of online sales during COVID-19's highest impact period.

This highlights that COVID-19 changed retail behaviour and accelerated the penetration of online sales. This trend and proportional penetration are likely to remain higher than pre-COVID-19 levels.

Applying the national average online sales proportion to Tasmania's total retail turnover, it is estimated that online sales have increased by around \$26 million or 84% between January 2019 to January 2021. Increased online expenditure has likely grown the demand for last mile services and associated warehousing and distribution space.

The impact of increased online sales upon some retailers could reduce space requirements as traditional brick and motor retailers require less instore storage/display space and café and restaurants shift towards increased sales from takeaway delivered through third party delivery services.

<sup>1</sup> The ANZSIC 1-digit industry of accommodation and food services includes accommodation, cafes and restaurants, takeaway food services, catering services, pubs, taverns, and bars clubs (Hospitality), cafes and takeaway food services. This is the smallest industry category provided by the ABS on recent employment levels across Tasmania. The period is provided quarterly while retail turnover is provided Monthly.

Figure 15: Total retail turnover and estimated online sales (\$m)



Source: ABS Retail turnover, Australia, HillPDA

## 2.10 Tourism and visitors

Tourism is a key component of the Tasmanian economy. This importance is noted by the fact Profile .id estimates that in June 2020, around 10% of Tasmania's employment and 5.6% of GSP was directly or indirectly linked to the tourism hospitality industry.

Tourism Research Australia's international and national visitor surveys estimate that just over 10.8 million international and domestic overnight/day visitors were recorded visiting various parts of Tasmania in the year to December 2019.

These tourists and visitors spent a combined \$4.2 billion in 2019, equating to an average spend per person of \$384. This expenditure provides a vital source of income for various accommodation providers, event operators, retailers and other local businesses.

However, in the year ending in December 2020, overall tourists and visitor numbers reduced by 35% to 7 million, with total expenditure also reducing by around \$1.8 billion to around \$2.4 billion. The average spend per visitor also decreased to around \$342.

Based on the survey, the following can be observed. Please note the figures below are for the year ending in December:

- The overall number of international visitors decreased from 283,000 in 2019 to just 81,000 in 2020, a reduction of 202,000 visitors or 71%.
- Expenditure from international visitors decreased by \$381 million over the period.
- Total overnight visitors decreased by around 1.04 million to 2.2 million in 2020.
- Of 3.2 million overnight visitors in 2019, there was an even split between those from other states and territories and those living in Tasmania. By 2020, only 27% of the 2.2 million overnight visitors were visitors from other states and territories while the remaining 72% were resident of Tasmania. This represented a 1 million or 63% reduction in visitors from other states and territories.
- Over the period, total expenditure from overnight visitors reduced by \$1.1 billion. The spend per person also reduced from \$875 in 2019 to \$765 in 2020.
- The number of day visitors, this includes people living within Tasmania, decreased by 3.8 million over the period.
- Expenditure from day visitors decreased by around \$228 million over the period.

Table 8: Visitors, visitor nights and expenditure, year ending in December

International visitors	2019	2020	Change	%
Visitors ('000)	283	81	-202	-71%
Nights ('000)	4,247	1,362	-2,885	-68%
Spend (\$m)	555	174	-381	-69%
Overnight visitors	2019	2020	Change	%
Visitors ('000)	3,217	2,180	-1,037	-32%
Nights ('000)	12,816	9,609	-3,207	-25%
Spend (\$m)	2,817	1,668	-1,148	-41%
Day visitors	2019	2020	Change	%
Visitors ('000)	7,302	4,741	-2,561	-35%
Nights ('000)				
Spend (\$m)	783	555	-228	-29%
Total	2019	2020	Change	%
Visitors ('000)	10,802	7,002	-3,800	-35%
Nights ('000)	17,063	10,971	-6,092	-36%
Spend (\$m)	4,155	2,398	-1,757	-42%

Source: Tourism Research Australia - International and National visitor surveys – December 2020



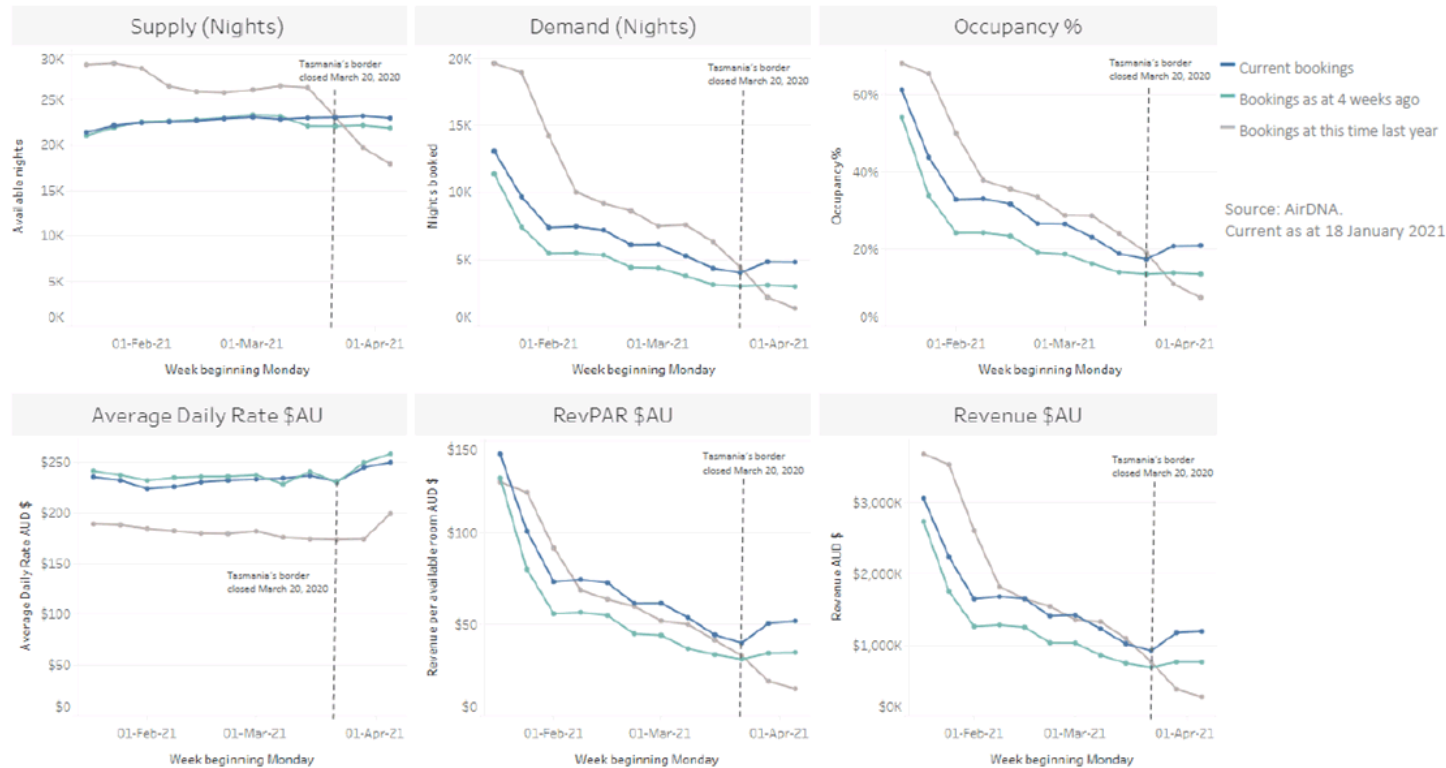
Even though overall tourist and visitor numbers have declined, research has highlighted that demand, occupancy rates, average daily rates and revenue have all recorded growth since the State border closure in March. In addition, the research undertaken by Tourism Tasmania into short-stay accommodation found that each metric (blue line, in Figure 16) is higher when compared to the same time last year (grey line, Figure 16).

Figure 16: Tasmania short-stay accommodation research

Tasmania | Short-stay accommodation

All 'entire places' listed on Airbnb and VRBO in Tasmania.

Note The grey line indicates 'same time last year' and therefore shows a comparison to 2020 months with COVID restricted travel.



Source: Tourism Tasmania



## 3.0 COVID-19 IMPACTS ON HOBART LGA

The following Chapter analyses how COVID-19 has impacted Hobart LGA's socio-economic profile. This includes impacts on population growth, Gross State Product, employment by industry, interstate/international visitation numbers, and student enrolment numbers. Various data sources are used in this Chapter, including the Australian Bureau of Statistics, Australian Tax Office, Economy id, Tourism Research Australia, Tourism Tasmania.

### 3.1 Population growth

As of June 2019, the ABS estimated Hobart's resident population was around 54,720 persons. By June 2020, it had increased to around 55,250, representing an increase of around 530 persons or a proportional increase of 1%.

The proportional increase to June 2020 was lower than the previous three years with a 1.7% increase in the year to June 2017, 1.6% in the year to 2018 and 1.8% in the year to June 2019. The lower proportion growth in the year to June 2020 is likely a result of COVID-19 impacting on internal and overseas migration. Despite the lower annual increase between in the year to June 2020, the 1% growth rate was higher than the 19-year average of 0.8%.

As a proportion of Tasmania's population, Hobart's population accounted for around 10% of the State's population between 2001-20. By comparison, in June of 2020, only around 3% of NSW's and Victoria's population lived within either Sydney or Melbourne LGA.

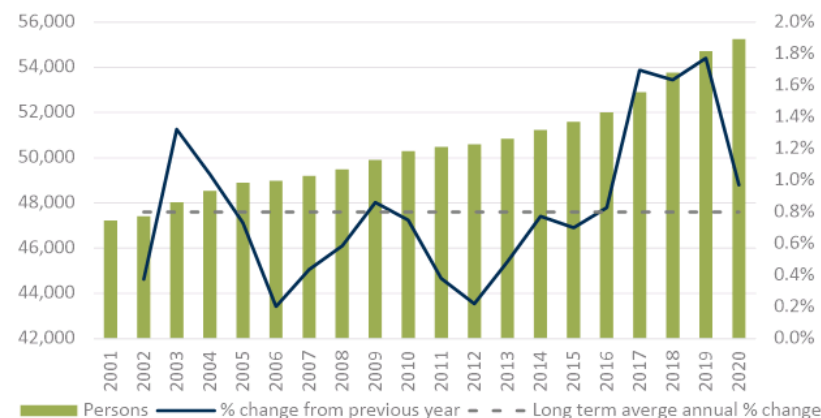
An examination of components of Hobart's population growth reveals that net overseas migration was the main contributing factor to growth. Between 2016-20, Hobart's population increased by around 3,230 persons. Over this four-year period, growth from the net natural increase was around 163 persons or 5%, net internal migration was a loss with 733 fewer persons or -25% of the net change, while the contribution from net overseas migration was 3,800 additional people or 118% of the net growth in population over the four years.

In fact, over the four years, Hobart LGA accounted for around 32% of Tasmania's and 54% of Greater Hobart's<sup>2</sup> total net population growth from overseas migration.

Despite COVID-19, in the year to June 2020, Tasmania recorded a net growth of around 1,120 persons from overseas migration. The increase from overseas migration is compared to only 60 persons from natural increase and 650 fewer persons through internal migration.

With international borders closed and other countries still experiencing high infection rates, Hobart LGA will need to rely more upon natural increase (births) and internal migration for its population growth. This is also likely to be the case for Tasmania's other LGAs and most of Australia. Increased competition between LGAs and States/Territories in attracting and retaining people is likely for the foreseeable future.

**Figure 17: Hobart LGA resident population year, ending in June**



Source: ABS.Stat beta

<sup>2</sup> Greater Hobart primarily includes the LGAs of Brighton, Clarence, Derwent Valley (part), Glenorchy, Hobart, Kingborough (part) and Sorell





### 3.2 Gross Regional Product

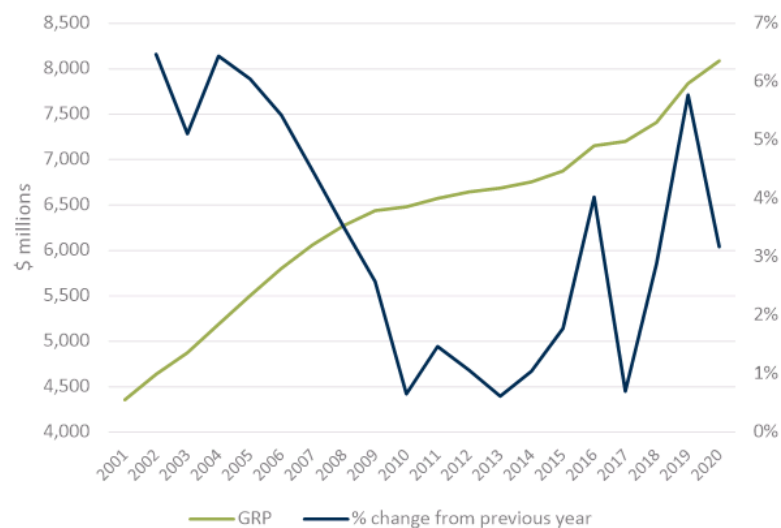
Gross Regional Product (GRP) is a measure of size or net wealth generated by a local economy and what is contributed to the GSP.

Profile .id estimates that over the 19 years to June 2020, Hobart recorded a \$3.7 billion increase in its GRP, reaching \$8.1 billion. The average annual proportional change over this 19-year period was around 3.3%.

In the year to June 2020, Hobart's GRP was estimated to increase by around \$250 million or 3.2%. This growth rate was in accordance with the long-term trend; however, it was below that recorded for the previous year (5.8%). Despite this, Hobart's proportional GRP growth in the year to June 2020, was significantly higher than that recorded for Tasmania (0.3%) and Greater Hobart (2.8%).

The comparatively strong proportional growth in Hobart's GRP indicates that economic growth has remained strong in Hobart despite the pandemic.

Figure 18: Hobart LGA GRP 2010-20 - year ending in June

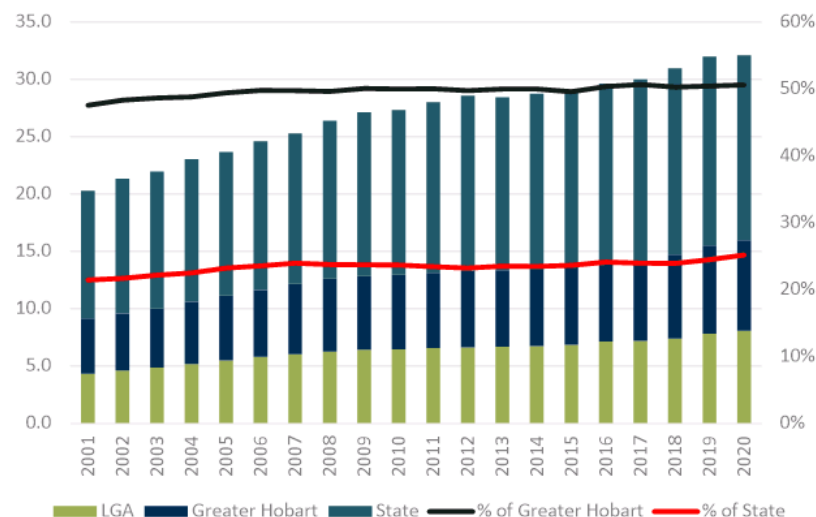


Source: Profile .id

The Hobart economy is a strong indicator for and contributor to the Greater Hobart and State economy. On average over the last 19-years, Hobart has comprised around 49% of Greater Hobart's GRP and 24% of Tasmania's GSP.

The significance of Hobart in the State economy has been increasing steadily for the last 19 years, up from 21% in 2001.

Figure 19: Hobart's contribution to Greater Hobart GRP and State GSP 2001-2020



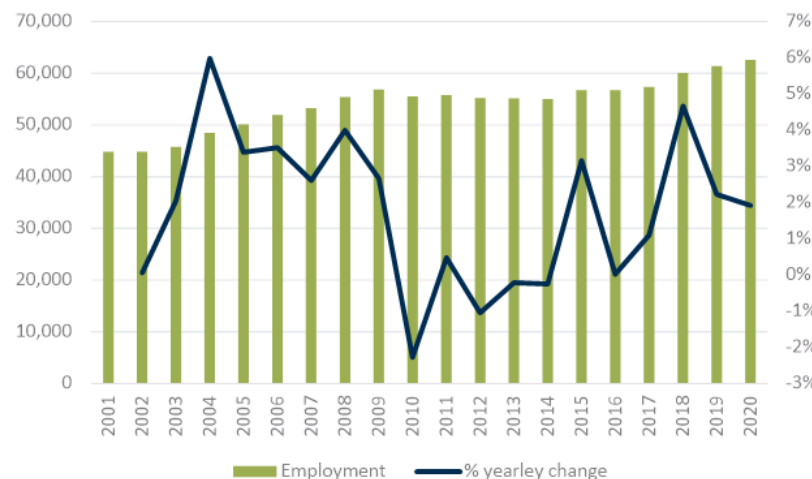
ABS, Australian National Accounts: State Accounts Table 7 Released 20/11/2020 and Profile. id

### 3.4 Employment by industry

An analysis of Profile .id employment estimates reveals that over the 19 years to June 2020, employment generated within Hobart increased by around 17,760 jobs or 40%, reaching around 62,275 jobs in 2020.

Over the year to June 2020, it is estimated that employment within Hobart increased by around 1,180 jobs or 1.9%. The annual proportional increase of 1.9% was higher than that recorded for Tasmania (1.2%).

**Figure 20: Hobart employment growth 2010-20**



Source: Profile .id

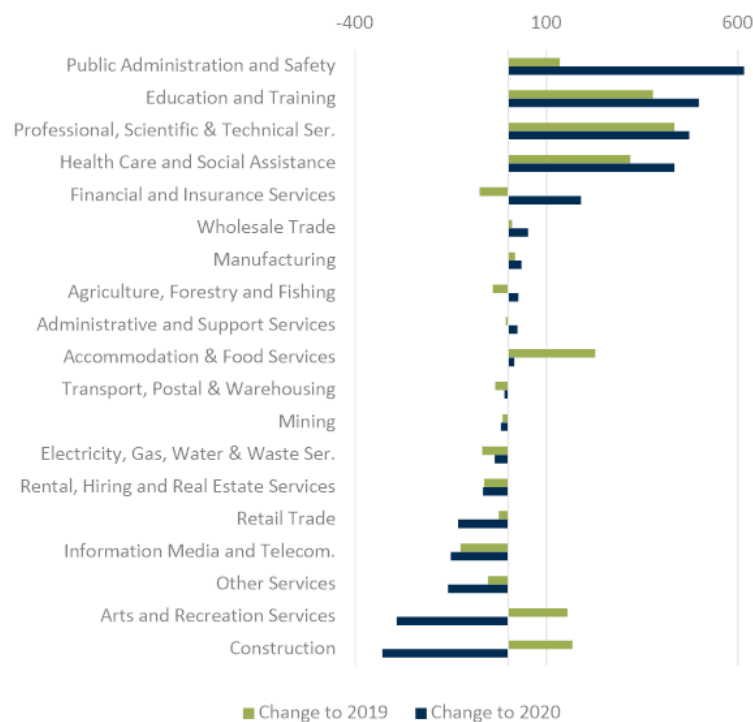
Over the year to June 2020, the top five industries which recorded the largest growth were:

- Public Administration and Safety - 616 additional jobs
- Education and Training - 498 additional jobs
- Professional, Scientific and Technical Services - 473 additional jobs
- Health Care and Social Assistance - 434 additional jobs
- Financial and Insurance Services - 190 additional jobs.

While the five industries which recorded the greatest loss in employment are estimated to be:

- Construction - with 329 fewer jobs
- Arts and Recreation Services - with 291 fewer jobs
- Information Media and Telecom - with 150 fewer jobs
- Other Services - with 157 fewer jobs
- Retail Trade - with 131 fewer jobs.

**Figure 21: Hobart employment change by industry – year to June 2019 and 2020**



Source: Profile .id



### 3.5 Change in businesses

Analysis of ABS Australian business data shows that in the year to June 2020, just over 335 new businesses were recorded in Hobart LGA, representing a 5.1% increase over the year or 33% of all new businesses across Tasmania. All businesses industries (except for Agriculture, Forestry and Fishing; Mining; Electricity, Gas, Water and Waste Services; and manufacturing) recorded growth, with the top five industries being:

- Transport, Postal and Warehousing - 84 new businesses
- Professional, Scientific and Technical Services – 43 new businesses
- Accommodation and Food Services - 38 new businesses
- Health Care and Social Assistance - 33 new businesses
- Construction - 29 new businesses.

Over the four years to June 2020, Hobart contained around 40% of Greater Hobart's and 16% of Tasmania's businesses.

### 3.6 University student numbers

International students provide a significant contribution to the Australian economy, worth around \$37.6 billion in 2019. International students are also more profitable to the university, with an international student paying on average around \$29,000 to undertake a business course, compared to \$19,000 for a domestic student. As noted in the previous HillPDA study, international student numbers were forecast to double over the next three to four years<sup>3</sup>. This forecasted increase in international student numbers were reflected in UTAS's plans to develop an additional 440 student beds in 2020 and a further 450 beds by 2023, increasing the number of student beds in the CBD from 680 to around 1,570 beds by 2023.

According to the Department of Education, Skills and Employment, international student commencements across Tasmania were 2,105 in the year to December 2020. This was around 580 students or 22% fewer than that recorded in the year to December 2019.

Diversification of the UTAS student population, including attracting interstate students, was a key component of the university's strategic plan released in 2018. The impact of COVID-19, with international border closures, has significantly impacted the university's growth plans, as is evident from:

- A reduction in the number of courses offered to Chinese students from 514 to 120, which numbered around 4,000 students in 2019
- Voluntary staff redundancies and a request for a staff pay freeze
- The delaying of its student accommodation development plans and halting the move into the CBD
- Leasing sections of the KPMG and Vodafone building in order to comply with indoor COVID gathering restrictions<sup>4</sup>.

Despite the loss in international students, there has been a surge in domestic students with a recorded enrolment of 24,500 in 2020, a 3,000 or 14% increase from 2019<sup>5</sup>.

<sup>3</sup> How the plan to boost Hobart's international student population is driving change at UTAS, ABC Fiona Blackwood 2019

<sup>4</sup> ABC news, Universities will struggle until international students return, says higher education expert, Kate Ainsworth

<sup>5</sup> ABC news - University of Tasmania welcomes largest cohort of domestic students, Alexandra Humphries and Alexandra Alvaro



The delaying of the University's development plans and relocation of activities and students into Hobart CBD will likely impact the vibrancy and attractiveness of the CBD. However, this is only a delay due to external forces and positive flow-on effects will likely resume with the re-commencement of their plans.

### 3.7 Tourism and visitors

Tourism and visitation numbers at the small area level (i.e local government level) have not been released since the Tasmanian border closures in March 2020. Despite limited recent tourist and visitation numbers, research into hotel/short-stay accommodation can provide an insight into the health of the tourism industry.

According to CBRE, in the year ending in September 2020, all major capital cities recorded declines in the key hotel metrics of occupancy rates, average daily rate (ADR) and revenue per available room (RevPar).

In comparison to the other capital cities, Hobart was a more resilient city, reflected in it having the fourth lowest proportional decline in occupancy rates when compared to the other capital cities, along with the lowest proportional ADR decline and second-lowest proportional decline of RevPar.

The Hobart hotel occupancy rate of 56.2% was the second-highest amongst the eight capital cities in the year ending September 2020, (second to Adelaide 57.4%), while its ADR of \$ 181 and RevPar of \$102 were second only to Sydney (\$204 and \$109, respectively).

The above being noted Hotel occupancy rates in the year ending September 2020 reduced by 31.4% in Hobart while ADR recorded around a 1% reduction and RevPar a 32% loss.

**Table 9: Capital City hotel metric change in the year to September 2020**

City	Change in metric YE Sep 2020		
	Occupancy	ADR	RevPar
Adelaide	-27.9%	-2.2%	-37.2%
Brisbane	-28.4%	-6.3%	-32.9%
Canberra	-34.6%	-5.1%	-37.9%
Darwin	-33.3%	-20.6%	-46.8%
Hobart	-31.4%	-0.8%	-32.0%
Melbourne	-32.1%	-7.5%	-37.2%
Perth	-23.6%	-3.5%	-26.3%
Sydney	-35.7%	-8.1%	-40.9%

Source: CBRE Q3 2020 research

A key factor that may reduce the performance of the hotel industry were the 700 new rooms due for completion in 2020-21, representing a 20% growth on existing stock levels in Hobart. A key positive for the industry is the fact that 83% of total hotel nights are occupied by domestic guests. The marketing of Tasmania to domestic tourists and the maintaining of certainty around border permeability will be key to attracting visitors. This can contribute to the softening of any long-term impacts of COVID-19.

Research undertaken by Tourism Tasmania into short-stay accommodation has highlighted that demand, occupancy rates, average daily rates and revenue have all recorded growth since the State border closure in March. Interestingly, each metric (blue line in Figure 22) is higher when compared to the same time last year (grey line in Figure 22).

According to Tourism Tasmania, as borders opened, the occupancy rate in Hobart has steadily increased. However, due to outbreaks in other States, there have been fluctuations in the occupancy rate as visitors have had to cancel bookings at short notice.

The uncertainty around border closures has led to increased caution by potential visitors and appears to have shortened the duration of accommodation bookings. Tourism Tasmania estimates that overall, forward bookings are approximately half of the occupancy levels across the January to March period, compared to 2020.

As stated previously, as the vaccine is rolled out across Australia, increased domestic marketing and certainty around broader permeability will be crucial to the recovery and self-sustainability of accommodation, tourism, and hospitality sectors.

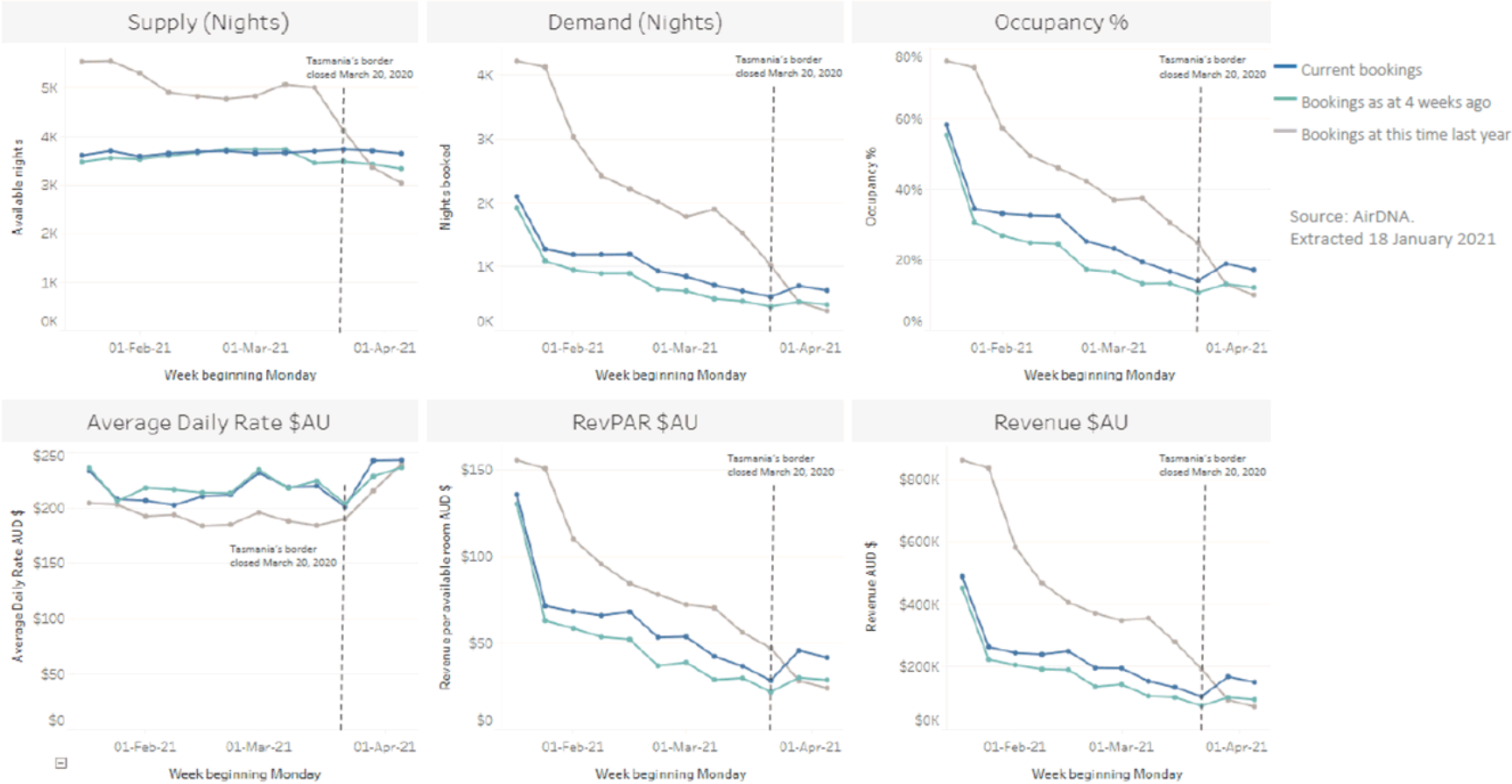


Figure 22: Short-stay accommodation Hobart

Hobart | Short-stay accommodation

All 'entire places' listed on Airbnb and VRBO in Hobart City Council area.

Note The grey line indicates 'same time last year' and therefore shows a comparison to 2020 months with COVID restricted travel.



Source: AirDNA.  
Extracted 18 January 2021

Source: Tourism Tasmania

# THE ECONOMIC ROLE OF HOBART








## 4.0 THE ECONOMIC ROLE OF HOBART

The following provides a snapshot of the Hobart LGA's contribution to the overall economy of Greater Hobart and Tasmania.

### 4.1 The economic role of Hobart

Hobart plays an essential role in the economic and social fabric of Greater Hobart and Tasmania. Hobart's continued economic growth is an integral part of Greater Hobart as follows:

- Hobart contains 23% of Greater Hobart's and 10% of Tasmania's population
- Hobart is where 54% of Greater Hobart's and 32% of Tasmania's overseas migrants choose to live
- Hobart directly contributes 49% of Greater Hobart's and 24% of Tasmania's economic wealth (GRP/GSP)
- Hobart generates 53% of Greater Hobart's and 24% of Tasmania's employment
- Hobart is where 40% of Greater Hobart's and 16% of Tasmania's businesses are located.

Metric		Hobart LGA % share by	
		State	Greater Hobart
Population		10%	23%
Net overseas migration		32%	54%
GSP/GRP		24%	49%
Employment		24%	53%
Businesses		16%	40%

**Notes:**

Population - 20-year long term average (year to June 2020)  
 Net overseas migration - 4-year average (year to June 2020)  
 GSP/GRP - 20-year long term average (year to June 2020)  
 Employment - 20-year long term average (year to June 2020)  
 Business numbers - 4-year average (year to June 2020)



# STAKEHOLDER CONSULTATION



## 5.0 STAKEHOLDER CONSULTATION

To understand the impacts of COVID-19 on the community and businesses of Hobart CBD, HillPDA conducted a series of one-on-one consultations with critical stakeholders in the Central Hobart study area. Key stakeholders included the UTAS Campus Transformation team, Destination Southern Tasmania (DST), Tasmanian Small Business, Tasmanian Hospitality Association (THA), Knight Frank Tasmania, TasCOSS, and Contemporary Art Tasmania (CATS). The list of stakeholders was composed in consultation with Council. HillPDA also conducted a broad literature search relating to local trends and issues following the COVID-19 outbreaks and recovery.

The consultation was conducted through informal interviews, generally involving questions around impacts on specific sectors, local experiences and observations, outlook, the road to recovery and recommendations. The consultation has provided valuable feedback on stakeholder's position and experiences as well as suggestions for Council to assist with the COVID-19 recovery.

### 5.1 COVID-19 impact March 2020 to February 2021

The first case of COVID-19 in Tasmania was recorded on 2nd March 2020. Tasmanian Government responded to an escalating international pandemic through the closure of State and International Borders on 18th March 2020. Varying degrees of crowd restrictions and lockdowns (stage 2) were progressively introduced over April and May 2020. However, on 5th June 2020, Stage 2 restrictions were lifted. The state borders restrictions were lifted on 24th July 2020. Further border closures to Victoria and NSW were reintroduced over various periods from August 2020 to February 2021. The international borders remain closed, most likely for the rest of 2021. International travel is currently restricted to only returning citizens and essential workers. These selected international visitors are all subject to the 14-day hotel quarantine measures.

The overall impact of COVID-19 on Hobart's daily life was minimal compared to other capital cities in Australia, thanks to Tasmania's early border intervention policy and the Federal Government's financial support with JobKeeper and JobSeeker wage supplements. Feedback from one industry leader described COVID-19 as a short-lived "bad dream." There was a short 6-week period in April/May that was quite tough for business confidence

at the time. Most businesses, however, did not lose their competitive edge as everyone was equally disadvantaged. The period was described by the industry leader as a "pause-play" button. However, State and Federal government support enabled most domestic-based businesses to retain their staff and now be at a recovery point. The main exception being the international tourist industry and UTAS, due to the continued international border closures. The international border closures are now expected to remain through to 2022. Without continued government assistance, there are significant concerns for these industries and their sustainability.

#### 5.1.1 Student demand

Previous consultation with UTAS indicated plans to expand its city campus in response to student demand for more centralised education facilities that offer a range of accommodation options and flexible time and course options. UTAS has indicated that border closures have resulted in a significant decline in international student enrolments; however, they have seen a slight increase in domestic enrolments. UTAS plans for a city campus transformation may be delayed, but The University reports that they remain within the original 10-year timeframe. The next phase of student accommodation development will be postponed until international student intake is re-established. The relocation of education facilities will continue as planned.

#### 5.1.2 Inner-city housing

The HillPDA 2019/20 report, advised that property industry representatives identified the need to increase the supply of inner-city apartments as a main priority. This is supported by an ageing and growing affluent population. Industry experts have further advised that the demand for inner-city living continuing to outstrip supply.

The impact of COVID-19 has not reduced this growing demand for inner-city housing. Early projections by banks and housing experts had predicted up to a 30% fall in average house sale prices, which did not eventuate. However, CoreLogic's latest home value index reveals Hobart's house prices grew by 2.5% in February and 8.7% over the past year. Hobart's median home value now sits at \$535,994 — higher than Adelaide, Perth, Darwin, and about





par with Brisbane (ABC News, 2nd March 2021). Tim Lawless of CoreLogic says this is a continued five-year trend that has seen house prices increase by over 52% in Hobart.

These continued growth trends make “downsizing” for empty nesters an attractive option. However, this price boom also has impacts on housing affordability and housing choice.

Consultation with industry representatives showed a difference of opinion on Central Hobart’s role in providing a choice of social, affordable and student accommodation. One view was that Hobart CBD’s central function should be for government administration, services, business headquarters, and attractive retail, entertainment, and tourism areas to attract people into the City to make it vibrant and a centre for commerce. Executive housing and short-term tourist stays were welcomed based on their spending power.

A broader view is that diverse housing choice, including social, affordable rental housing and student accommodation, provides a more vibrant community with better social cohesion mixed with market housing and holiday accommodation. Hobart Council was applauded for championing this view by the community groups that were consulted.

#### 5.1.3 Hotels rooms and inner-city apartments

International and domestic border closures have significantly impacted hotels, and inner-city apartments let for short-stay accommodation. However, the lifting of state borders and a recent increase in domestic tourism has filled some of the vacancies caused by the loss of international visitations.

Hobart was experiencing a hotel development boom at the time of the last HillPDA report (February 2020). Occupancy rates at that time were expected to be more than 80%. Hobart Central served as the main gateway for interstate and international visitors.

Hotel occupancy is expected to now be below 40%. Without JobKeeper, hotel operations are not viable. Occupancy will improve slowly as interstate travel starts to build, but there is a concern about international travel not being expected to improve until well past 2023. As a result, stakeholders expect the recovery to be slow, and business confidence in this sector is weak.

Hotels and tourism services had the most significant negative impact from the COVID-19 pandemic.

Government recovery plans to stimulate the hotel and tourism industry with subsidised air tickets and travel vouchers are essential to its road to recovery. Still, many in the industry say, “too little too late.”

The Council might assist the hotel industry further by allowing temporary alternative uses such as rental accommodation. For example, the build to rent model could be adapted for some hotels and student accommodation.

#### 5.1.4 Commercial offices

Before the COVID-19 pandemic, the Property Council of Australia (PCA) office report showed Hobart having one of the lowest vacancy levels (5.9%) in Australian office markets. Due to constraints in supply, the outlook was for increasing rents. The PCA reported that Hobart saw a growing demand for registered training and associated services relating to international student needs. This demand is now evaporating as international student placements remain on hold. It is expected to re-emerge once international student numbers recover.

The COVID-19 pandemic has significantly impacted standard work practices with a noticeable increase in working from home following the lockdown and pandemic isolation measures. This trend of flexible workplace has continued to some degree. Discussions with Tasmanian asset managers and other stakeholders indicate that most Hobart CBD businesses have returned to their CBD offices, except a few government organisations. Occupancy has been roughly estimated to be at around 80-90% of pre-pandemic levels. However, office occupancy does not reflect an increasing percentage of people electing to work from home for one or two or more days per week. The trend for more flexible workplace/hours was emerging before the COVID-19 pandemic. Still, the acceleration of software tools such as MS Teams and Zoom has made this a viable alternative for many, at least on a part-time basis.

An office leasing expert suggested that “the genie is out of the bottle”, and that many businesses may not return to prior work practices of a five-day week within the office. However, industry bodies and the government advocate RTO (return to the office) as it has the flow-on effects for CBD retailing and services. This observation is well documented in a literature search. Some experts expect demand for office space to decrease by 25% over the next two years before expanding with business growth over time.



One trend before COVID-19 that seems to be reversed is the demand for shared office space. This decline in demand for shared space may be due to the perceived health risk of sharing space with people you do not know. Literature research shows workplace flexibility is a key outcome of COVID-19 (AFR 7<sup>th</sup> May “Office Space Cut in Post Pandemic Purge” by Michael Pelly). Norton Rose Managing Partner Alison Deitz says, “most full-time staff are working at home two days a week. This is a permanent change for how we work.”

Research suggests employers will need to entice staff back into the office by making the work environment more rewarding. New office designs may need to increase breakout space for collaboration, quiet rooms away from meeting areas and web meeting rooms with soundproofing for group conferences. The number of people will vary from day to day, but the overall demand for office may increase as the average space per employee increases.

Central Hobart’s function as the capital for office headquarters and higher-order retail and restaurants is unlikely to change. However, the diversity of uses is likely to increase, and the need for improved public space and quality office is expected to grow.

#### 5.1.5 Retail and hospitality

The perceived impact of COVID-19 on retail was varied. During lockdown (April to July 2020) the following retailers were hurt with shop closures:

- Gymsnasiums
- Nail and Beauty spa
- Hairdressers
- Pubs
- Nightclubs
- Art Galleries
- Travel agencies
- Tourism services
- Clubs (RSL sporting clubs).

#### 5.1.6 Fashion outlets

Not all retail suffered. Supermarkets and hardware stores (Bunnings) boomed with demand. Retail experts suggested cafes seemed to maintain operations relatively well post

lockdown. Restaurants that could move to a takeaway offer also survived with the JobKeeper subsidy.

Smaller neighbourhood centres and services like local centre physiotherapy also boomed as office workers worked from home and used local services. The increase in the flexibility of the workplace will see this trend continue.

CBD shopping centres were impacted to varying degrees. The biggest hit was fashion retail, but this trend was likely happening before COVID-19. An expert stakeholder explained that “COVID-19 fast-tracked vacancies that were already going to be there.”

According to the experts, outside of main CBD shopping malls, retail vacancy is probably around 15-20%. With some shops vacant for at least 12 months, alternative land uses need consideration to maintain a vibrant centre.

Recommendations include street activation with pop-up shops, public art and light displays and more community events to add life back to the main streets.

#### 5.1.7 Social and affordable housing

Stakeholders reported that before COVID-19, the combination of increased demand by tourists and international students for inner-city apartments and the lack of new housing supply were contributing to a housing affordability crisis in Central Hobart. As a result, the City of Hobart Housing and Homeless Strategy 2016-2019 and the Hobart City Deal sought to address this imbalance by investing in social housing and supporting greater housing diversity along with improved public transport.

Discussion with community service providers and peak bodies confirmed a view that the Council needs to continue supporting community housing and affordable rental housing. Demand for short term stay or student accommodation has the potential to squeeze out long term affordable housing or land for social, aged-housing and disability needs. A combination of increased housing supply and retention of community/affordable housing may be a solution.

These groups acknowledged Hobart Council’s advocacy and support for affordable housing.



### 5.1.8 Community services and needs

Stakeholders witnessed a surge in people needing assistance, caused by COVID-19, who did not previously need community services and were typically on medium household incomes and had taken pay cuts or lost their jobs but were ineligible for government supplements. Additionally, newcomers to the country or temporary visa holders who could not access any income support saw increased support.

On the positive side, the demand for food relief declined when families received government assistance with the JobSeeker. In addition, JobSeeker provided welfare recipients with higher welfare payments than before COVID-19.

The immediate need to act in the face of a pandemic saw an unprecedented increase in cooperation and collaboration between community groups and government agencies. This spirit of co-operation between agencies is hoped to continue as a legacy of this crisis.

Negative impacts of social disruptions and uncertainty saw rising family violence, mental health issues and housing crisis.

The other emerging trends from COVID-19 was the broader community use of Wi-Fi and digital devices. Access to the internet provided access to job opportunities, training, education, and vital services such as health, food, and community services.

It was suggested by a peak community group that public Wi-Fi could be provided free throughout Central Hobart to make it easier for all groups to access the internet and communicate. In addition, access to digital devices (PCs and tablets) could be made more readily available for households on low incomes through community hubs, schools and libraries.

Other suggestions include the increased promotion of local and cultural community events. These events are essential for community cohesion and benefit Central Hobart's appeal as a vibrant place to live and visit. This direction would support the government announcement of a community-led recovery.

### 5.1.9 Art and creative industries

A creative industries representative suggested a positive impact of the COVID-19 was the boost it provided to the creative industries. It was reported that increased government assistance provided greater freedom to explore creative projects. There was also an increased demand for creative art following the lockdown. Local Hobart galleries report

that they have experienced a boom in art sales. Many families are more house conscious, with increased house DIY renovations and interior improvements including art. Some say expenditure on art has increased because people are saving more from not travelling overseas and are spending it at home.

Stakeholder reported that the night economy, including restaurants and nightclubs, was initially impacted negatively by COVID-19 but improved by the end of 2020. People appear to still want to go out and are seeking out entertainment opportunities. One stakeholder stated that "the streets may seem empty, but the venues are full, and patrons are having a good time to the late hours."

The exception to this overall revival is live music. A literature search reveals that the national performance circuit remains limited by interstate closures and government restrictions to large crowds. As a result, the recovery for live music may be slow to recover without support.

## 5.2 Key stakeholder recommendations

The following recommendations from stakeholders were suggested to help businesses in Central Hobart to recover post-COVID-19. They are provided for Council's consideration:

1. The Council could assist the hotel industry further by allowing temporary alternative uses such as rental accommodation. For example, the build to rent model could be adapted for some hotels and student accommodation.
2. For vacant shops in the centre, consider pop-up shops for creative workshops and start-up businesses.
3. Advocate tourism relief with travel subsidies and vouchers to ensure businesses stay afloat during the recovery period.
4. Promote RTO (return to office) with advertising campaigns
5. Work with tourism Tasmania to promote Hobart and Tasmania as a travel destination for internal and overseas visitors (ready for once international travel has returned).
6. Support live music by promoting music festivals and live events to attract crowds back to the city.





7. Increase housing supply for a diversity of uses, including short-stay rental accommodation, empty nesters seeking inner-city living, new and retention of affordable long-term rentals.

An aerial photograph of a city harbor, likely Victoria, British Columbia, showing a dense urban area with numerous buildings and a large body of water. A white rectangular frame is superimposed over the center of the image, containing the title text.

# THE PROJECTED ROAD TO RECOVERY

## 6.0 THE PROJECTED ROAD TO RECOVERY

The following Chapter applies the information gathered in the previous chapters to develop three COVID-19 recovery scenarios for Central Hobart. These scenarios are then applied to forecast Central Hobart's population, employment and floorspace.

### 6.1 Previous study's population projections

The previous HillPDA study examined and applied the Department of Treasury and Finance's 2019 medium and high population projections as the basis for its population, dwelling, employment, floorspace and social infrastructure requirements.

However, an examination of recent ABS resident population estimates between 2017-20 for Tasmania and Hobart, reveal that these previous projections are consistently conservative and hence are an undercount.

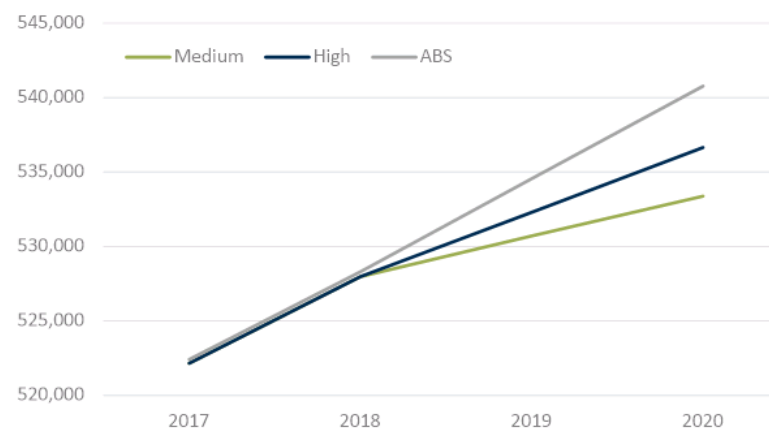
For example, under the medium scenario in 2020 the population of Tasmania was forecast to be 533,384 persons while the high scenario estimated 536,655 persons. These estimates were 7,395 and 4,125 persons below the ABS 2020 estimate of 540,780 persons.

Regarding Hobart, the projections were between 385 and 870 persons below that estimated by ABS in 2020. Although these discrepancies may seem slight, over the 21-year forecast period, this would be compounded likely resulting in a more significant undercount. Any undercount in the population would result in the study's recommendations requiring revision.

Figure 23 to the left shows the Department of Treasury and Finance's 2019 medium and high population projections for Tasmania compared to ABS population estimates between 2017-20. While Figure 24 shows the Department of Treasury and Finance's 2019 medium and high population projections for Hobart LGA compared to ABS population estimates between 2017-20.

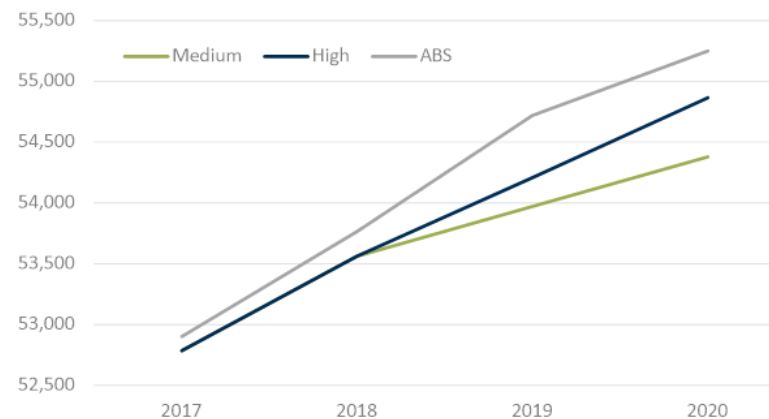
Due to the reasons discussed above, it is recommended that an alternative and more recent population projections be explored with the aim of providing a more accurate and robust forecast to better plan and provide services for the community of Central Hobart. Research into more recent and update projections has led to projections undertaken by the Centre for Population, these are discussed in detail in the next section.

**Figure 23: Previous population projections compared to ABS estimates - Tasmania**



Source: Department of Treasury and Finance 2019 projections, ABS.Stat beta

**Figure 24: Previous population projections compared to ABS estimates – Hobart LGA**



Source: Department of Treasury and Finance 2019 projections, ABS.Stat beta

## 6.2 Centre for Population COVID-19 projections

The Centre for Population is a department of the Australian Federal Government. The Centre for Population provides the most recent population projections for each State and Territory. These projections are provided in three scenarios, these being:

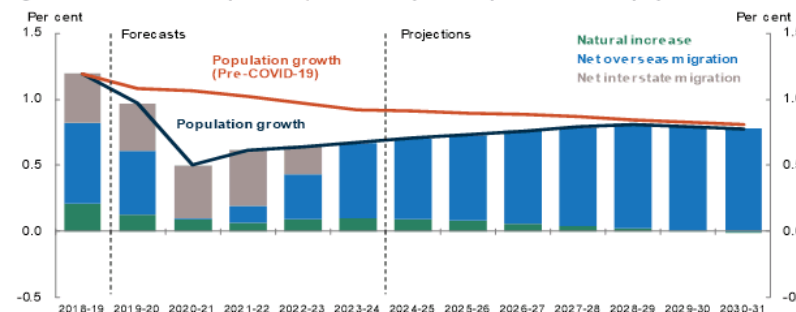
1. **Pre-COVID-19:** this scenario forecasts the population based on no impacts from COVID-19
2. **Central Scenario:** this forecasts the impact of COVID-19 upon Tasmania's population and is considered, by the Centre for population, the most likely impact scenario.
3. **Severe COVID-19 impact scenario:** this scenario forecast population growth based on a more severe COVID-19 impacts.

Under the Central Scenario (the most likely COVID-19 impact scenario) it is forecast that Tasmania's population would grow from 534,600 in 2019 to 583,400 by 2031. This 2031 estimate is around 2% or 13,600 people lower than their pre-COVID-19 projection.

Examination of historical data used by the Centre of Population for their projections reveals more alignment with historic ABS data. This is primarily true for the estimated population counts, net overseas migration and fertility rates. As such, it is more likely that these provide a more robust base for this study's revised projections.

As such, the Centre for Population's Central Scenario has been used as the base for revised population projections in this study.

Figure 25: Centre for Population, Tasmania pre and post COVID-19 population forecasts



Source: Centre for Population 2021

## 6.3 Revised population projections recovery scenarios

Using the Centre for Population's Central Scenario as a base for revised population projections, three recovery scenarios have been developed. These being:

1. **Slow recovery scenario** | This scenario is reflective of a severe COVID-19 impact scenario. The scenario assumed the vaccine rollout is delayed, international and internal borders remain closed or have periods of closure over the next few years. As such, it has lower growth from natural increase, overseas and internal migration.
2. **Medium recovery scenario** | This scenario is reflective of the most likely COVID-19 impact and recovery case. The scenario assumes the vaccine rollout has slight delays but are relatively on time, State and Territory outbreaks are limited/small in scale and do not cause internal/national border closures and that net overseas migration is around 40% in 2021-21 and 80% onwards from that in the base projection.
3. **Rapid recovery scenario** | This scenario is a rapid recovery scenario. It assumes Australia and other countries recover at a faster rate, with overseas travel and migration occurring sooner than the medium recovery scenario. The scenario also acknowledges the attraction to internal migration as factors in other locations, such as housing affordability and employment opportunities, increase the attractiveness of Tasmania as a location to live.





For a more detailed description of the assumptions and components of change for each recovery scenario, please refer to Appendix A.

To forecast the population within Central Hobart revised projections for Tasmania were undertaken first. From this revised State projections, a proportion of the State's population is then estimated and allocated to Hobart LGA. Lastly, from the revised LGA projections, a proportion of the population is directed to Central Hobart. These allocation rates are based on historic ABS proportions and those applied in the previous HillPDA study.

The revised State, Hobart and Central Hobart resident population projections by recovery scenario are as follows.

### 6.3.1 Tasmania State population forecasts by scenario

The results for each revised population forecasts scenario are as follows:

- **Slow recovery scenario** | Under the slow recovery scenario it is estimated that Tasmania's population would grow from 541,070 to 605,080 persons by 2041, representing an increase of around 64,000 persons or 12% over the period.
- **Medium recovery scenario** | Under the low scenario it is estimated that Tasmania's population would grow from 541,070 to 623,455 persons by 2041, representing an increase of around 82,385 persons or 15% over the period.
- **Rapid recovery scenario** | Under the low scenario it is estimated that Tasmania's population would grow from 541,070 to 644,895 persons by 2041, representing an increase of around 103,825 persons or 18% over the period.

**Table 10: Revised population projections summary by scenario**

Recovery scenario	2020	2026	2031	2036	2041
Slow	541,071	551,710	571,910	588,260	605,078
Medium	541,071	558,590	581,320	602,019	623,455
Rapid recovery	541,071	562,540	592,140	617,954	644,894

Source: Centre for Population December 2020, HillPDA

### 6.3.2 Revised Hobart LGA population projections by scenario

To estimate Hobart LGAs population under each recovery scenario, a proportion of the above projections are allocated to Hobart. Analysis of historic population estimates shows

that over the last 20 years, around 10% of Tasmania's population was located within Hobart LGA. This proportion has increased from 10% in 2001 to 10.2% in 2020.

The proportion applied to each scenario, to calculate the population within Hobart is as follows:

- **Slow recovery scenario** | This scenario applies a proportional allocation of 10% which is around the lowest proportion that the LGA has contained over the last 20-years.
- **Medium recovery scenario** | This scenario applies the 20-year average of 10.1% to the forecasted State population, increasing to 10.2% by 2041.
- **Rapid recovery scenario** | Hobart LGA's proportion steadily increased between 2014-19, this scenario continues this trend from 10.2% in 2019 to around 10.4% by 2041.

Applying the above assumptions to the forecast State population under each scenario, the following:

- **Slow recovery scenario** | projects the population to increase from 52,250 to around 60,510 persons by 2041, representing a 5,260 person or 9.5% growth over the 21-year period.
- **Medium recovery scenario** | projects the population to increase from 52,250 to around 62,970 persons by 2041, representing a 7,720 person or 14% growth over the 21-year period.
- **Rapid recovery scenario** | projects the population to increase from 52,250 to around 67,070 persons by 2041, representing a 11,820 person or 21% growth over the 21-year period.

**Table 11: Revised Hobart LGA population forecasts summary table**

Recovery scenario	2020	2026	2031	2036	2041
Slow	55,250	55,171	57,191	58,826	60,508
Medium	55,250	56,418	58,713	60,804	62,969
Rapid recovery	55,250	57,492	60,990	63,649	67,069

### 6.3.3 Revised Central Hobart revised population projections by scenario

The previous study estimated that Central Hobart would accommodate between an additional 2,500 and 3,290 residents between 2020-41.





To estimate the population within central Hobart the portions applied in the previous study were allocated to each of the revised forecast scenarios. These were and the results are as follows.

- **Slow recovery scenario** | Estimates Central Hobart to contains 6.1% of Hobart's population in 2020, increasing to 9.2% by 2041. This results in an estimated population of 3,360 residents in 2020 increasing to 5,565 persons by 2041, representing a growth of around 2,205 persons or 66% over the period.
- **Medium recovery scenario** | Estimates Central Hobart to contains 6.1% of Hobart's population in 2020, increasing to 10.5% by 2041. This results in an estimated population of 3,360 residents in 2020 increasing to 6,600 persons by 2041, representing a growth of around 3,240 persons or 97% over the period.
- **Rapid recovery scenario** | Estimates Central Hobart to contains 6.1% of Hobart's population in 2020, increasing to 10.5% by 2041. This results in an estimated population of 3,360 residents in 2020 increasing to 7,030 persons by 2041, representing a growth of around 3,670 persons or 109% over the period.

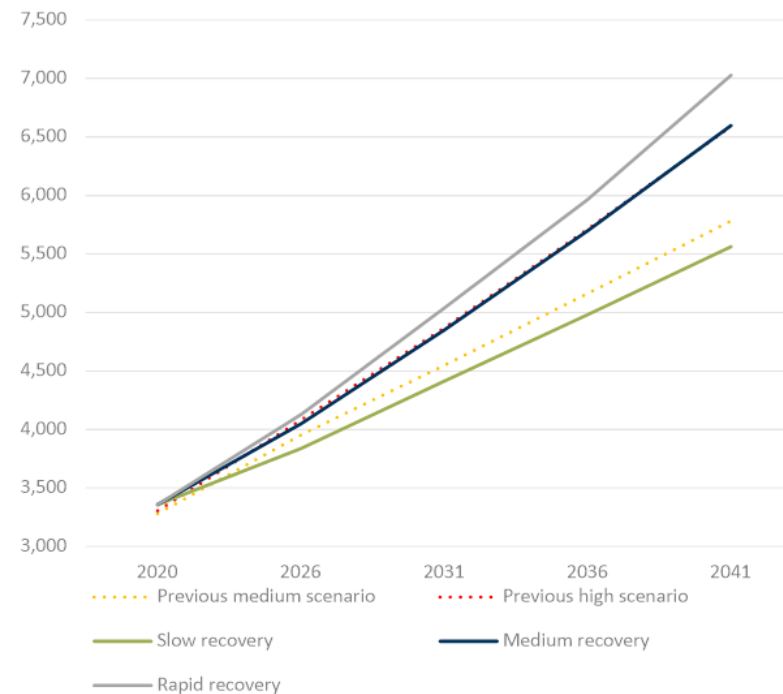
**Table 12: Revised Central Hobart population projections**

Recovery scenario	2020	2026	2031	2036	2041	Change
Previous medium scenario	3,281	3,954	4,548	5,163	5,783	2,502
Previous high scenario	3,305	4,081	4,868	5,714	6,592	3,287
Slow	3,358	3,837	4,414	4,983	5,563	2,205
Medium	3,358	4,050	4,850	5,700	6,599	3,241
Rapid recovery	3,358	4,127	5,038	5,967	7,029	3,671

Source: HillPDA

The previous and revised forecasts are provided in the figure below.

**Figure 26: Revised Central Hobart population projections**



Source: HillPDA

### 6.5 Revised Central Hobart dwelling projections

The previous study estimated that Central Hobart would accommodate between 1,500 and 1,965 additional dwellings between 2020-41.

Applying the methodology set out in the previous study the following provides an estimate as to the net demand in additional dwellings to be accommodated in Central Hobart. Please note an allowance for a 3% vacancy rate has been included and dwellings are assumed to be higher density apartment style dwellings.

The results for each recovery scenario are as follows:

- **Slow recovery scenario** | Estimates an additional 1,320 dwellings are required, equating to around 65 dwelling per annum.
- **Medium recovery scenario** | Estimates an additional 1,935 dwellings are required, equating to around 92 dwelling per annum.
- **Rapid recovery scenario** | Estimates an additional 2,188 dwellings are required, equating to around 105 dwelling per annum.

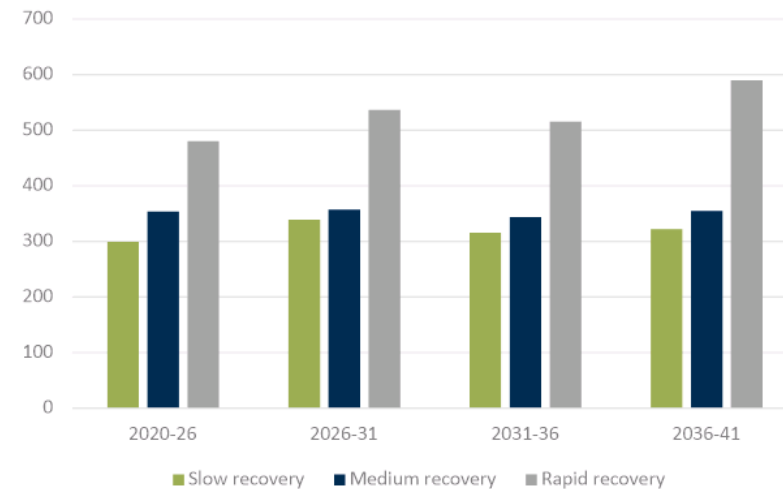
**Table 13: Revised net dwellings projections by recovery scenario**

Scenario		2020-26	2026-31	2031-36	2036-41	Total growth
Additional population	Slow recovery	479	577	569	580	2,205
	Medium recovery	692	800	850	899	3,241
	Rapid recovery	769	911	929	1,062	3,671
Average persons per apartment dwelling		1.6	1.7	1.8	1.8	
Implied dwellings	Slow recovery	299	339	316	322	1,317*
	Medium recovery	433	471	472	499	1,933*
	Rapid recovery	481	536	516	590	2,188*

Source: HillPDA, \*Growth includes a 3% vacancy rate

Figure 27 below shows the net demand for additional dwellings within Central Hobart by for each revised scenario.

**Figure 27: Net additional dwelling demand by revised recovery scenario**



Source: HillPDA

## 6.6 Employment forecasts

The previous study estimated that in 2019, Central Hobart generated around 34,335 jobs. By 2041, it was forecast to increase to around 43,554 jobs, **representing an increase of around 9,635 or 28% over the period.**

Employment projections have been estimated by applying the previous study's employment to revised population forecasts to 2041.

Applying this methodology, it is estimated that:

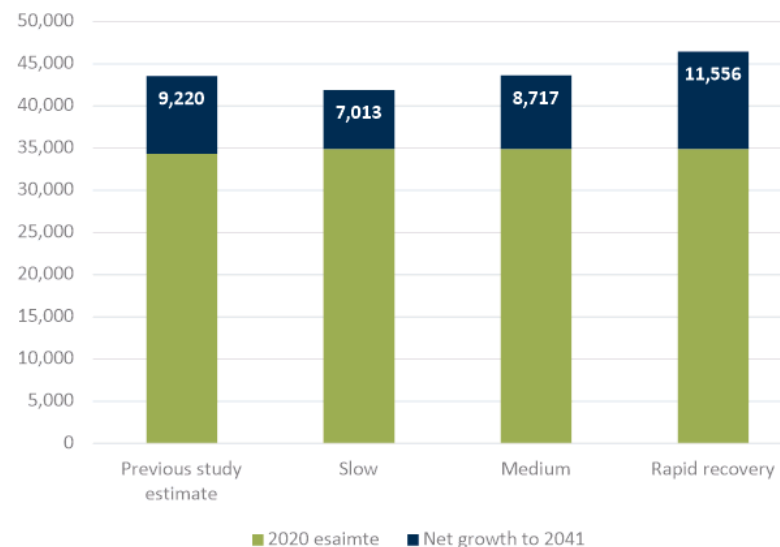
- **Slow recovery scenario** | Employment would increase from 34,884 jobs in 2020 to around 41,895 by 2041, representing growth of around 7,015 jobs or 20%.
- **Medium recovery scenario** | Employment would increase from 34,884 jobs in 2020 to around 43,600 by 2041, representing growth of around 8,820 jobs or 25%.
- **Rapid recovery scenario** | Employment would increase from 34,884 jobs in 2020 to around 43,440 by 2041, representing growth of around 11,555 jobs or 33%.

**Table 14: Revised total employment projections by recovery scenario**

Scenario	2020	2041	Change #	% change
Previous study estimate	34,334	43,554	9,220	26%
Slow	34,884	41,896	7,013	20%
Medium	34,884	43,601	8,717	25%
Rapid recovery	34,884	46,439	11,556	33%

Source: HillPDA

**Figure 28: Revised employment projections – Central Hobart by scenario**



Source: HillPDA

### 6.7 Forecast occupied floorspace requirements

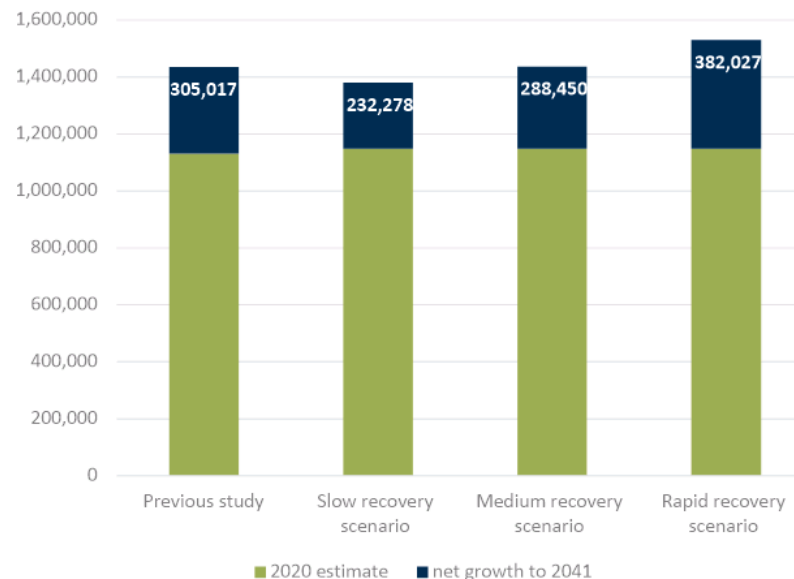
The previous study estimated that there was around 1.13 million square metres of occupied floorspace in Central Hobart (2020). This was forecast to increase to around 1.44 million square metres by 2041, **representing an increase of around 305,020 or 27% over the period.**

By applying the employment densities applied in the previous study, the revised employment projections are estimated to have the following impact on the net demand for floorspace across Central Hobart.

The results for each of the revised scenarios is as follows:

- **Slow recovery scenario** | Total floorspace demand of around 1.38 million by 2041, representing a growth of 232,780sqm over the 2020-41 period. Compared to the previous estimate, this is a reduction in demand of around 72,740sqm or 24%, over the 21-year forecast period.
- **Medium recovery scenario** | Total floorspace demand of around 1.44 million by 2041, representing a growth of 288,450sqm over the 2020-41 period. Compared to the previous estimate, this is a reduction in demand of around 16,570sqm or 5%, over the 21-year forecast period.
- **Rapid recovery scenario** | Total floorspace demand of around 1.53 million by 2041, representing a growth of 382,030sqm over the 2020-41 period. Compared to the previous estimate, this is an increase in demand of around 77,010sqm or 25%, over the 21-year forecast period.

Figure 29: Total occupied employment space estimate and net change to 2041 (sqm)



Source: HillPDA



The following table provides a summary of employment floorspace projections by ANZSIC 1-digit industries. Projections are provided for each of the revised recovery scenarios and the previous study.

**Table 15: Employment floorspace projections by ANZSIC 1-digit industries**

Industry	Previous study			Slow recovery scenario			Medium recovery scenario			Rapid recovery scenario		
	2020	2041	Change	2020	2021	Change	2020	2021	Change	2020	2021	Change
Agriculture, Forestry and Fishing	6,716	8,208	1,492	6,824	7,896	1,072	6,824	8,217	1,393	6,824	8,752	1,928
Mining	514	537	23	522	517	-6	522	538	15	522	573	50
Manufacturing	29,083	9,953	-19,130	29,549	9,574	-19,975	29,549	9,964	-19,585	29,549	10,612	-18,937
Electricity, Gas, Water and Waste Ser.	17,771	26,412	8,641	18,055	25,407	7,352	18,055	26,440	8,385	18,055	28,162	10,107
Construction	56,654	89,496	32,842	57,561	86,090	28,529	57,561	89,592	32,031	57,561	95,425	37,864
Wholesale Trade	28,447	9,910	-18,537	28,903	9,533	-19,370	28,903	9,921	-18,982	28,903	10,567	-18,336
Retail Trade	86,279	97,886	11,607	87,660	94,161	6,501	87,660	97,991	10,331	87,660	104,371	16,711
Accommodation and Food Services	146,949	223,843	76,894	149,302	215,324	66,022	149,302	224,082	74,780	149,302	238,673	89,371
Transport, Postal and Warehousing	32,868	30,378	-2,490	33,395	29,222	-4,173	33,395	30,410	-2,984	33,395	32,391	-1,004
Information Media and Telecom.	24,289	29,282	4,993	24,678	28,168	3,490	24,678	29,313	4,636	24,678	31,222	6,544
Financial and Insurance Services	37,066	39,013	1,947	37,659	37,528	-131	37,659	39,055	1,396	37,659	41,598	3,938
Rental, Hiring and Real Estate Services	8,914	11,027	2,113	9,056	10,607	1,551	9,056	11,039	1,982	9,056	11,758	2,701
Professional, Scientific & Technical Ser.	52,304	65,588	13,284	53,141	63,092	9,951	53,141	65,658	12,517	53,141	69,933	16,792
Administrative and Support Services	15,592	19,459	3,867	15,842	18,718	2,877	15,842	19,480	3,638	15,842	20,748	4,907
Public Administration and Safety	148,073	194,249	46,176	150,444	186,856	36,413	150,444	194,457	44,013	150,444	207,118	56,675
Education and Training	74,724	110,062	35,338	75,920	105,873	29,953	75,920	110,180	34,260	75,920	117,354	41,434
Health Care and Social Assistance	288,799	379,316	90,517	293,423	364,880	71,457	293,423	379,721	86,298	293,423	404,446	111,023
Arts and Recreation Services	12,534	17,563	5,029	12,735	16,895	4,159	12,735	17,582	4,847	12,735	18,727	5,991
Other Services	63,031	73,440	10,409	64,040	70,645	6,605	64,040	73,518	9,478	64,040	78,305	14,265
<b>Total</b>	<b>113,0606</b>	<b>1,435,623</b>	<b>305,017</b>	<b>1,148,707</b>	<b>1,380,985</b>	<b>232,278</b>	<b>1,148,707</b>	<b>1,437,157</b>	<b>288,450</b>	<b>1,148,707</b>	<b>1,530,734</b>	<b>382,027</b>

Source: HillPDA





### 6.9 The impact of working from home on commercial space demand

COVID-19 and the associated lockdown measures have impacted many facets of business and home life. Of relevance to the forecasting of commercial floorspace requirements within Central Hobart, has been increased working from home rates.

During the pandemic, across Australia, around 30% of commercial office employees worked from home to slow the spread of the virus. In Sydney and Melbourne, this resulted in widespread office vacancies and greater internet/broadband network strain<sup>6</sup>.

A survey undertaken for Infrastructure Australia into COVID-19 impacts found that:

- The proportion of respondents who wish to work from home once per week or more has grown from 27% prior to COVID-19 to 42% post-COVID-19.
- Around 15% of employees surveyed would like to increase their level of working from home post-COVID-19 compared with pre-COVID-19 levels.

As the workplace becomes more flexible with more employees working remotely from home, office space requirements are likely to be reduced to reflect this new demand while any new space will need to offer increased amenity and services to incite employees back into the office.

Additional research undertaken by Investa<sup>7</sup> has concluded that the impact of increased working from home rates would likely see a reduction in commercial office space within CBD locations of up to 15%. This estimate is based on the prospect of staff working from home between two and two and half days a week, an increase of one to two days when compared to pre-COVID-19 levels of working from home.

The estimate also takes into account the offset to softer demand from the likely increase in workspace ratios – anywhere between 10-20% – as greater amounts of space are earmarked for collaborative work and meetings<sup>8</sup>.

To assess the impact that may eventuate from increased working from homes rates we have applied a reduction in floorspace requirements of 15% to the demand for knowledge-intensive space<sup>9</sup> within Central Hobart. The results are as follows:

- **Low impact scenario** | A reduction in net demand to 2041 from 54,150sqm to 46,030sqm, a net loss in floorspace of around 8,000sqm.
- **Medium impact scenario** | A reduction in net demand to 2041 from 68,180sqm to 57,954sqm, a net loss in floorspace of around 10,2230sqm
- **Rapid recovery scenario** | A reduction in net demand to 2041 from 91,560sqm to 77,825sqm, a net loss in floorspace of around 13,735sqm.

<sup>6</sup> Infrastructure beyond COVID-19, A national study on the impacts of the pandemic on Australia

<sup>7</sup> Investa Property Group is a company that delivers end-to-end property management for commercial real estate assets, located in the core Australian CBD markets

<sup>8</sup> Work from home trend eats into office demand, Financial Review, Nick Lenaghan 18<sup>th</sup> of January 2020

<sup>9</sup>This is the combination of the Information Media and Telecommunications, Financial and Insurance Services, Rental, Hiring and Real Estate Services, Professional, Scientific & Technical Services, Administrative and Support Services and Public Administration and Safety ANZSIC 1-digit industries

### 6.10 Potential impacts of COVID-19 and mitigation measures

The following table considers the information and trends analysed in this report to provide an overview of the likely impacts of COVID-19 upon Central Hobart's economy. These impacts are provided in three period categories, being:

- **Short term** | Impact of around 1-2 years
- **Medium term** | Impact of around 2-5 years
- **Long term** | Impact of 5 years and over.

Council could consider potential mitigation measures to reduce the severity and length of impacts. As stated, these are only provided for consideration and are not recommended actions.

**Table 16: Immediate, medium and longer -term impacts of COVID-19 and potential mitigation measures**

Impact source	Sector impacted	Impact	Reasoning	Likely length of impact	Possible mitigation measures	Likely length of impact after mitigation measures
International border closures	Tourism	Reduced overseas tourists	<p>In the year to December 2020 international visitors decreased by 202,000 with a loss in expenditure of \$381 million.</p> <p>International visitors spent on average \$2,150 per persons in the YE Dec 2020. This was higher than domestic over night and day visitors (\$765 and 117 per persons). In fact, although international visitors comprised less than 3% of visitors in the YE Dec 2019 (pre-pandemic) they were the source of over 13% of all tourism and visitor expenditure in that year.</p> <p>International visitors also spent longer in the country with an average of 16 nights per person in the YE Dec 2020. This compared to just over 4 nights for domestic overnight visitors.</p> <p>International borders are proposed remained closed until late 2021/early 2022. The loss in international visitors and associated expenditure will be most felt by the hospitality and accommodation sector.</p>	Immediate (1-2 years)	<p>Tasmania's tourism sector is mostly comprised of domestic overnight and day visitors. This segment comprised over 97% of recorded visitors in the YE Dec 2019 (pre-pandemic).</p> <p>With interstate borders open, increased domestic visitation rates could soften the impact of low international visitation on the accommodation and hospitality sectors.</p> <p>Council could work with State Government and Tourism Tasmania to increase advertisement of Tasmania as a holiday destination to Australian and New Zealand residents (New Zealand travel bubble announced mid-April 2021).</p> <p>Council could also work with the State Government to undertake another <i>Make Yourself At Home</i> travel voucher program. An article in the Advocate noted that: <i>As of January 7<sup>th</sup>, the programme had more than 26,500 redemptions, worth \$6.6 million. This had led to \$27.5 million of spending being generated in the tourism and hospitality sector.</i></p> <p>Similar programmes could be released while international borders remained closed.</p>	Immediate (1-2 years)

Impact source	Sector impacted	Impact	Reasoning	Likely length of impact	Possible mitigation measures	Likely length of impact after mitigation measures
	Accommodation	Low occupation rates and reduced revenue	<p>Overall international and domestic overnight tourism visitation rates across Tasmania (excluding Tasmanian residents) reduced by 1.2 million visitors or 64% in the YE December 2020. The loss in these visitors saw hotel occupancy rates reduce by 31% in the YE September 2020 to 56.2%.</p> <p>A key factor that may reduce the performance of hotel industry further, were the 700 new rooms due for completion in 2020-21, representing a 20% growth on existing stock levels in Hobart.</p>	Immediate (1-2 years)	<p>Once more a key positive for the industry is the fact that 83% of total hotel nights are occupied by domestic guests. Marketing Tasmania to domestic tourists and the maintaining certainty around border permeability will be key to attracting visitors. This can soften of any long-term impacts of COVID-19.</p> <p>Council could work with the Federal Government and hotel industry to identify alternative uses for any new hotels or those with high vacancies the short-term, including short-term accommodation for either residents or people experiencing homelessness.</p> <p>According to Shelter TAS, the 2016 census showed the total number of people experiencing homelessness was 1,622 (an increase from 1,145 in 2006 and 1,537 in 2011) across Tasmania. The regional breakdown shows Greater Hobart and the South East had the highest proportion (57%) of homeless people.</p> <p>During the COVID-19 crisis, the NSW Government funded hotel rooms for some people facing homelessness. This could possibly be implemented in Hobart, with funding from the Tasmanian Government, to provide some source of income to hotel operators while also getting people off the street, if only for the short-term.</p>	Immediate (1-2 years)
	University	Loss of international students	<p>International student numbers were forecast to double over the next three to four years. This forecasted increase in international student numbers was reflected in UTAS's plans to develop an additional 440 student beds in 2020 and a further 450 beds by 2023, increasing the number of student beds in the CBD from 680 to around 1,570 beds by 2023. UTAS also had plans to move away from the Sandy Bay campus and consolidate in Hobart's CBD, in a decision that would change the future of the institution and the city.</p> <p>However, the COVID-19 pandemic has seen the student accommodation development plans and move into the CBD be delayed. This will likely have impacts on the vibrancy of the CBD.</p>	Medium (2-5 years)	<p>Council, in conjunction with the University and the Federal Government, could investigate the possibility of international students returning to study in Tasmania this year, in a scheme where international students quarantine in either hotel or student accommodation. This is similar to a proposal by the NSW government to transform student accommodation in Sydney's CBD into quarantine lodgings to restart its international education sector.</p> <p>This could signal, to potential international students, that Tasmania is moving more rapidly that the other states toward allowing international students to study at UTAS. Alternatively, partnerships with overseas universities could be explored where transfers to UTAS could be initiated when international borders reopen.</p> <p>Council could also work with the University to ensure that development application(s) and other regulatory processes are progressed to allow development to commence as soon as relocation and development plans resume.</p>	Immediate (1-2 years)



Impact source	Sector impacted	Impact	Reasoning	Likely length of impact	Possible mitigation measures	Likely length of impact after mitigation measures
Increased working from home rates	Commercial office sector	Reduced floorspace requirements	Research into the likely impact of increased working from home rates indicates a reduction in office floorspace requirements within CBD locations of up to 15% over the longer term.  According to the Property Council Australia (PCA), Hobart office vacancy rates increased from 4.1% to just 5.1% in the year to January, easily outpacing Melbourne CBD (8.2%) and Sydney CBD (8.6%). The modest rise in vacancy rates in Hobart implies that the office sector was not impacted by the COVID-19 pandemic as much as other capital cities. Despite this, changing workplace practices will likely see increased working from home rates over the coming years. This will impact the forecast demand in office floorspace while reduced office workers in the city will see less foot traffic for retailers.	Long-term 5 years and over	Council could consider working with the Hobart Chamber of Commerce to: <ul style="list-style-type: none"> <li>Promote RTO (return to office) with advertising campaigns</li> <li>Incentivise vacant space to be used as other uses such as community or for creative uses through the lowering of rents or other incentives.</li> </ul>	Long-term 5 years and over
Changing workplace and shopping habits	Hospitality and retail	Reduced visitation rates to the CBD	Anecdotal evidence from stakeholder engagement indicated that Central Hobart has experienced reduced foot traffic rates. Discussions noted that the CBD has still not reached its critical mass needed for some retail and hospitality businesses to survive without support.  Changed shopping patterns, such as increased online shopping and shopping in local centres, coupled increased working from home rates, may see longer term impacts on the CBD.	Long-term 5 years and over	Council could consider: <ul style="list-style-type: none"> <li>For any vacant shops in the centre, consider pop-up shops for creative and start-up businesses</li> <li>Free parking for a period in the CBD to encourage increased visitation</li> <li>Support increased outdoor dining by allowing increased tables numbers (where appropriate) and/or not charging outdoor dining license fees for a period</li> <li>Work with local operators to create events in the city to encourage people back to the CBD</li> <li>Discuss with State Government the potential to provide free public transport into the city for a period.</li> </ul>	Medium (2-5 years)
Ending of JobKeeper March 2021	Employment levels	Loss of employment especially those in tourism and hospitality/events industries	Anecdotal evidence from stakeholder engagement noted that many businesses were still reliant on JobKeeper for their survival, particularly those in the accommodation, retail and hospitality sectors.  The ending of JobKeeper in March 2021 coupled with continued reduced tourism rates and changing workplace/shopping habits may see some businesses close, with an associated rise in unemployment levels.	Medium (2-5 years)	Council could work with State Government to consider: <ul style="list-style-type: none"> <li>Initiating another or similar <i>Make Yourself At Home</i> travel voucher program</li> <li>Review the Passport Hobart - Launch a Dine &amp; Discover TAS programme. Investigate actions of other state government's such as in NSW where residents aged 18 and over could apply for 4 x \$25 vouchers, worth \$100 in total to be spent on participating businesses.</li> <li>Where appropriate and possible, seek to reduce or maintain rates and charges on businesses for a period (e.g. council rates, outdoor dining licences, parking).</li> </ul>	Immediate (1-2 years)



# APPENDICES



## APPENDIX A: POPULATION PROJECTIONS SCENARIOS

The following tables provide a summary of each population forecast scenario by its various components.

Table 17 below provides a summary of Centre for Population Pre-COVID-19 population projection by its various components.

**Table 17: Centre for Population Pre-COVID-19 population projection**

Pre-COVID scenario	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
Population at start of year	534,600	540,400	546,100	551,700	557,100	562,200	567,300	572,400	577,500	582,500	587,400	592,300
Natural Increase	800	800	800	800	700	700	600	600	500	400	300	200
Net Overseas Migration (NOM)	3,400	3,700	4,000	4,200	4,400	4,400	4,500	4,500	4,500	4,500	4,500	4,500
Net Interstate Migration (NIM)	1,600	1,200	800	400	0	0	0	0	0	0	0	0
<b>Population at end of year</b>	<b>540,400</b>	<b>546,100</b>	<b>551,700</b>	<b>557,100</b>	<b>562,200</b>	<b>567,300</b>	<b>572,400</b>	<b>577,500</b>	<b>582,500</b>	<b>587,400</b>	<b>592,300</b>	<b>597,000</b>

Source: Centre for Population December 2020 projection

This scenario is referred to as the “base” in the following description of the revised scenarios.

Table 18 below, is the Centre for Population’s Central projection. This projection is used as the base for this study’s three revised projections. This scenario is referred to as the “base” in the following description of the revised scenarios.

**Table 18: Centre for Population Central population projection**

Low scenario	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
Population at start of year	534,600	539,800	542,500	545,800	549,300	553,000	556,900	561,000	565,300	569,700	574,400	578,900
Natural Increase	700	500	400	500	600	500	400	300	200	100	0	0
Net Overseas Migration (NOM)	2,600	0	600	1,900	3,100	3,400	3,600	3,900	4,200	4,500	4,500	4,500
Net Interstate Migration (NIM)	1,900	2,200	2,300	1,200	0	0	0	0	0	0	0	0
<b>Population at end of year</b>	<b>539,800</b>	<b>542,500</b>	<b>545,800</b>	<b>549,300</b>	<b>553,000</b>	<b>556,900</b>	<b>561,000</b>	<b>565,300</b>	<b>569,700</b>	<b>574,400</b>	<b>578,900</b>	<b>583,400</b>

Source: Centre for Population December 2020 projections



below provides a summary of this study's slow recovery scenario. The scenario applies the Central Scenario assumptions with the differences being:

- Growth from net internal migration is 70% of base assumptions.
- Growth from overseas migration is delayed. Calculated at 20% of base assumption in 2021-22 and then is stepped upwards in the following years.

The population is projected to 2041 at an annual growth rate of 0.57%.

**Table 19: Slow recovery scenario – population projections**

Medium scenario	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
Population at start of year	534,600	539,800	541,840	543,970	545,610	546,810	548,830	551,710	555,410	559,210	563,210	567,410
Natural Increase	700	500	400	500	600	500	400	300	200	100	0	0
Net Overseas Migration (NOM)	2,600	0	120	300	600	1,520	2,480	3,400	3,600	3,900	4,200	4,500
Net Interstate Migration (NIM)	1,900	1,540	1,610	840	0	0	0	0	0	0	0	0
<b>Population at end of year</b>	<b>539,800</b>	<b>541,840</b>	<b>543,970</b>	<b>545,610</b>	<b>546,810</b>	<b>548,830</b>	<b>551,710</b>	<b>555,410</b>	<b>559,210</b>	<b>563,210</b>	<b>567,410</b>	<b>571,910</b>

Source: Centre for Population December 2020 projections, HillPDA

Table 20 below provides a summary of the medium or most likely scenario by its various components. The scenario applies the assumptions made by the Centre for Populations Central Scenario, with the differences being:

- Higher birth rates from 2024 onward. More reflected of the pre-COVID-19 scenario.
- Net overseas migration is 40% of base assumptions in 2021-22 and then 80% of base for each year thereafter.
- Net internal migration is 30% of base assumption in 2021-22 and then remains constant at around 700 per annum.

The population is projected to 2041 at an annual growth rate of 0.7%.

Table 20: Medium recovery scenario – population projections

Medium scenario	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
Population at start of year	534,600	539,800	542,500	543,830	546,540	550,310	554,420	558,590	563,000	567,550	572,240	576,830
Natural Increase	700	500	400	500	600	700	600	600	500	400	300	200
Net Overseas Migration (NOM)	2,600	0	240	1,520	2,480	2,720	2,880	3,120	3,360	3,600	3,600	3,600
Net Interstate Migration (NIM)	1,900	2,200	690	690	690	690	690	690	690	690	690	690
<b>Population at end of year</b>	<b>539,800</b>	<b>542,500</b>	<b>543,830</b>	<b>546,540</b>	<b>550,310</b>	<b>554,420</b>	<b>558,590</b>	<b>563,000</b>	<b>567,550</b>	<b>572,240</b>	<b>576,830</b>	<b>581,320</b>

Source: Centre for Population December 2020 projections, HillPDA

Table 21 below provides a summary of the rapid recovery scenario by its various components. The scenario applies the assumptions made by the Centre for Populations Central Scenario, with the differences being:

- Higher birth rates from 2024 onward. More reflected of the pre-COVID-19 scenario.
- Net overseas migration is 40% of base assumptions in 2021-22 and then 80% of base for each year thereafter.
- Net internal migration is 35% of base assumption in 2021-22, 83% in 2022-23 and then increase to 1,200 per annum by 2031.

The population is then projected to 2041 at an annual growth rate of 0.86%.

Table 21: Rapid recovery scenario – population projections

Rapid recovery scenario	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
Population at start of year	534,600	539,800	542,500	543,940	547,340	552,040	557,140	562,540	568,240	574,140	580,240	586,240
Natural Increase	700	500	400	500	600	700	600	600	500	400	300	200
Net Overseas Migration (NOM)	2,600	0	240	1,900	3,100	3,400	3,600	3,900	4,200	4,500	4,500	4,500
Net Interstate Migration (NIM)	1,900	2,200	800	1,000	1,000	1,000	1,200	1,200	1,200	1,200	1,200	1,200
<b>Population at end of year</b>	<b>539,800</b>	<b>542,500</b>	<b>543,940</b>	<b>547,340</b>	<b>552,040</b>	<b>557,140</b>	<b>562,540</b>	<b>568,240</b>	<b>574,140</b>	<b>580,240</b>	<b>586,240</b>	<b>592,140</b>

Source: Centre for Population December 2020 projections, HillPDA



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# Central Hobart Precincts Plan - Development Contributions for shared infrastructure

City of Hobart

October 2021







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# 1. Introduction

This section provides an introduction to the project by discussing the background, purpose, and report structure of this interim report.

## 1.1. Background

Greater Hobart is experiencing a consistent pattern of growth. House prices are rising rapidly, population is growing, and the city (meaning the wider Greater Hobart area) is expanding outward as growth is concentrating in Greenfield areas.

In the City of Hobart and the central precinct areas, land values are increasing as demand for housing, tertiary education (which now has an arguably less certain future) and other land uses is high. In Greater Hobart there is debate developing about the delivery of housing in the 'missing middle' segment, for example, medium density housing in well accessible places close to transport and services. Some of Hobart's central precincts could play a key role in the provisioning of these and other needs.

Due to the increasing pressure on development in Greater Hobart there is a notable shift and re-appreciation in strategic planning and sustainable development.

## 1.2. Purpose

SGS Economics and Planning has been commissioned by City of Hobart (CoH) to provide advice on financing options for public infrastructure needs. The future built form and use of the Central Precincts will drive demand for public infrastructure. The regulatory context in Tasmania is such, that development contributions are not used extensively. The key available mechanism is through Part 5 Agreements under the *Land Use Planning and Approvals Act 1993* (LUPAA).

## 1.3. Report structure

- Section 1 provides a review of the regulatory and planning framework in Tasmania and other jurisdictions for development contributions towards public infrastructure funding.
- Section 2 provides some preliminary recommendations for the interim.

## 2. Development contributions for public infrastructure

This section discusses the theory of development contributions for public infrastructure, how contributions are used in other jurisdictions, and the legislative context in Tasmania. It concludes with a discussion of options for funding mechanisms that could be applied to achieve the intended outcomes of the Central Hobart Precincts Plan.

### 2.1. Introduction

The practice for using development contributions to fund public infrastructure is well established. Development contributions and value capture mechanisms are used across many other Australian jurisdictions to capture value uplift and reinvest or co-fund public infrastructure. National conversations on development contributions highlight the role that this funding for infrastructure plays in 'underpinning our quality of life, supporting our economy and enabling individuals to contribute to our collective prosperity' (IA, 2016).

The following section introduces a theoretical framework for understand the different types of development contributions, each of which has separate justifications and cost appointment principles. This is followed by a discussion of the nature of requirements (mandatory, voluntary, or shared) and the foundational principles of funding public infrastructure.

#### Four frames of development contributions

Development contributions exacted through the planning system can be grouped into four mutually exclusive categories: user-pays charges; impact mitigation levies; value capture or value-sharing arrangements; and inclusionary requirements. An elaboration of the theory behind these four types is provided in Wellman and Spiller (2012)<sup>1</sup>.

An understanding of the distinction between these four categories is fundamental to any review of existing practices, or proposals to develop new contributions regimes. The principles governing the fairness and applicability of any given type of contribution can vary considerably, with major implications for how such levies should be implemented and in turn, their acceptability to those responsible for payment.

Broadly speaking, the justification for mandatory development contributions resides in one of four 'frames'. These are mutually exclusive and additive. That is, multiple contributions can be sought from the one proponent, invoking different justifications and their attendant cost apportionment principles.

The conceptual distinction between each type of development contribution is as follows:

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<sup>1</sup> Wellman and Spiller (2012) *Urban Infrastructure Finance and Management* John Wiley & Sons.

- **User charges:** These are payments required of developers to help fund planned shared infrastructure which will be used by the development in question. A key principle is that the developer should contribute in proportion to their expected share of the use of the infrastructure items in question.
- **Impact fees:<sup>2</sup>** Whereas user charges apply to planned infrastructure, impact fees apply when a development creates unanticipated demands on local infrastructure because of its design or timing. The underlying principle for cost apportionment is the 'polluter or exacerbator pays' principle, that is, those who cause the cost impact are full responsible for the costs of abatement or rectification. This would apply even if the unplanned additional investments in local infrastructure subsequently provide opportunities/ benefits for other developments. Unlike user charges, impact fees cannot, by definition, be predetermined. They must be worked out on a case-by-case basis.
- **Value sharing or value capture** arrangements (or betterment tax or development licensing fee): This mechanism captures part of the uplift in the unimproved land value that follows from an infrastructure investment, site rezoning or development approval which allows for a higher value or more intensive land use. The justification for this type of contribution is that land use regulations and planning decisions inevitably create windfall land value increases for particular landowners. This additional land value has been 'created' by government decisions rather than landowner effort or investment and therefore, in principle, the community is entitled to share in the uplift that exceeds the normal profit from development activity. The proportion of land value uplift that should be shared is a key area of debate. In Australian practice, a 50% to 75% share of value being shared with the community is common.<sup>3</sup>
- **Inclusionary requirements:** Inclusionary requirements are about ensuring that successive developments meet community expectations in relation to liveability, efficiency, and sustainability. In general, inclusionary requirements are satisfied through on-site provision of infrastructure (e.g., open space or off-street parking) or by satisfaction of specific design requirements (e.g., building setbacks, plot ratio, water, or energy efficiency measures, etc.). In the case of off-street parking and open space requirements, proponent may have to option of providing cash-in-lieu equivalents for off-site provisions (e.g., cash contribution to be used to fund consolidated local open space). All the costs of inclusionary requirements are typically met by development proponents.

An overview of the frames and apportionment principle (justification) for each is shown in Figure 1. The justifications guide what contributions can be fairly sought under each frame.

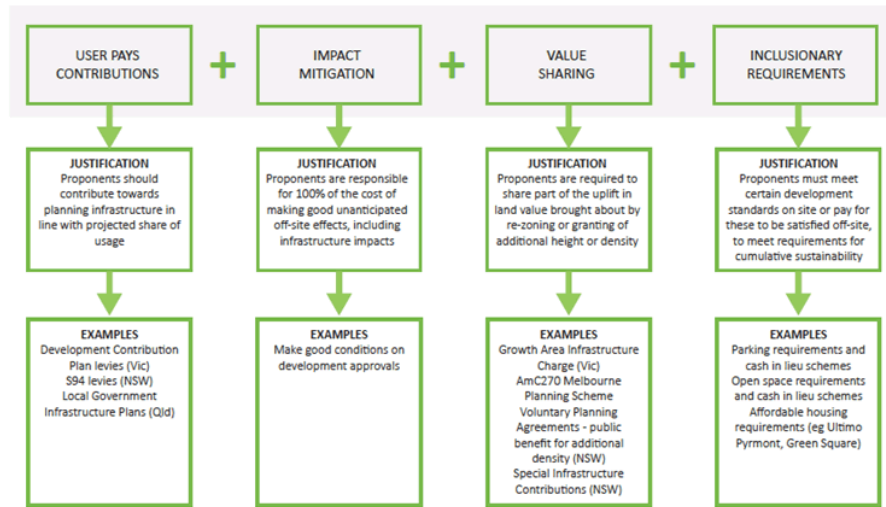
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<sup>2</sup> The term 'impact fees' is frequently used in the US context to refer to *user pays* development contributions rather than the form of impact fees that is described here.

<sup>3</sup> It can be argued that *all* windfall land value uplift could be captured, provide a developer will still make a fair profit from undertaking the development and the land owners will sell land for redevelopment without receiving a windfall gain.



FIGURE 1: FOUR FRAMES OF DEVELOPMENT CONTRIBUTION



Source: SGS, 2017.

**Mandatory vs voluntary contributions**

Depending on the specific legislative context in the particular jurisdiction, in Australia there are mandatory, voluntary, and shared development contributions.

Where mandatory approaches are in place, both the proponents of development and approval authorities have a clear understanding of the financial (or other) obligations in advance of planning approval being sought or granted. There is therefore a strong case for a system of mandatory contributions, if indeed it can be implemented under a current or future policy framework and subject to appropriate design and calibration of the contributions required. As a general principle, transparency in markets – and in this case, land markets – improves both equity and efficiency. A regulated system of mandatory contributions for public realm improvements is, by its very nature, the most likely to provide a clear and transparent mechanism for all stakeholders. It is, however, prudent to examine how mandatory contributions for public infrastructure are justified in economic, social, and environmental terms.

Voluntary contributions to infrastructure provision are mutually agreed arrangements under which a proponent upgrades or otherwise invests in public assets which are, generally, off-site, but typically connected in some way with the project at hand. Provided these voluntary arrangements are not entered into ‘under duress’ (for example, as a means of bypassing or foreshortening an otherwise convoluted and protracted approval process), the outcome can be expected to be beneficial for all parties, including, most likely, the wider community. It is appropriate that such voluntary contributions are pursued in a statutory environment where there are limited or no powers to pursue mandatory contributions.

Voluntary contributions have the advantage of avoiding additional cost imposts on development. They will, however, be less transparent than a mandatory ‘rules based’ approach. In the process of negotiating voluntary contributions, there is significant potential for uncertainty (with respect to costs, timing and outcomes) for the proponent, approval authority and the broader community. If voluntary contributions

are pursued it is important that policies are in place to make the process of negotiating voluntary arrangements as transparent and as efficient as possible. It is notable that the success of voluntary agreements in securing benefit public infrastructure can be a function of the respective negotiating powers of public authorities and developers.

In the case of voluntary contributions, there is the potential to negotiate co-contributions (shared contributions) and/or to incentivise payments by committing matching contributions where this is mutually beneficial for the parties concerned.

In some cases, works-in-kind can be referred to as 'voluntary contributions'. However, if such works are undertaken to fulfil mandatory obligations, they are in fact mandatory contributions that are satisfied by the carrying out of works rather than cash payments.

## 2.2. Funding of public infrastructure

Built form and use mixes contribute to benefits for the community and the environment. In turn, quality urban environments drive development value. People will be willing to pay more for living or using a high-quality environment, resulting in higher property values.

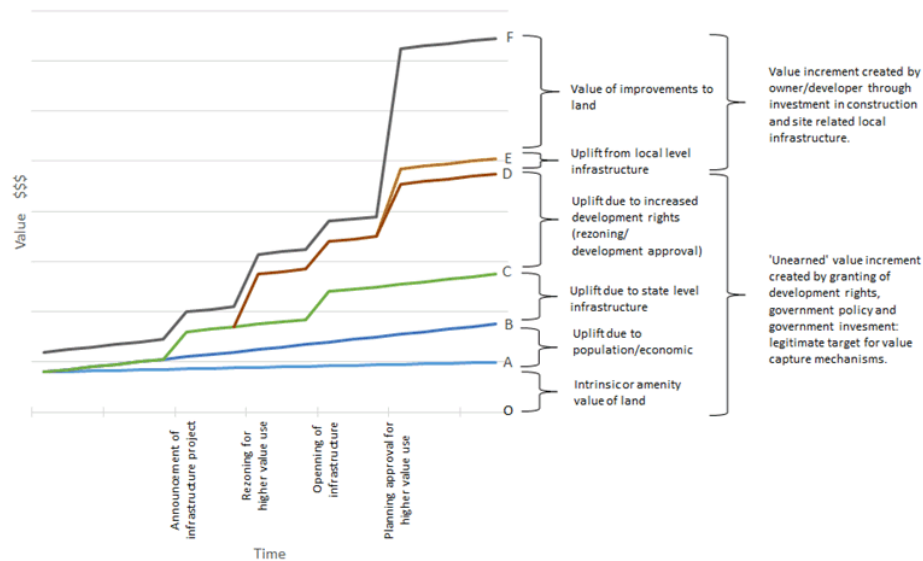
Based on previous work prepared by SGS for Infrastructure Australia, a property's gross value is a function of six key drivers (SGS, 2016):

1. Amenity values reflecting the site's locational and natural qualities, its proximity to regional open space and recreational opportunities, plus the quality of general 'urban upkeep', that is, the maintenance of historic infrastructure investment. This 'raw' amenity value component increases in an urban setting.
2. Population growth (as a proxy of economic growth) which in an urban context enhances the general scarcity and utility of the property.
3. State level infrastructure provision reflecting the property's direct access to beneficial or 'social' infrastructure such as public transport, major roads, schools and hospitals.
4. Granting of development rights to allow for realisation of latent value, effected through rezoning, an increase in development potential and/or development approvals.
5. Local level infrastructure provision reflecting the value of off-site development servicing infrastructure such as reticulated water and sewerage, stormwater drainage, distributor and collector roads.
6. On-site improvements undertaken by the landowner, including buildings, landscaping, and other facilities.

When a particular parcel of land has its development potential increased (such as through rezoning), the landowner is effectively granted additional development rights which are not available to all landowners. This represents a 'rationing' of development rights which the community allows and understands because it is part of appropriate planning, rather than a 'free for all' which would result if there were no restrictions on development rights.

The rationing of rights creates special development opportunities for particular landowners. The value of these special opportunities - so-called 'monopoly rents' - is reflected in the increased land value, as illustrated in Figure 2. This increase in land value is generated wholly independently of any investment by the landowner or developer (and is separate from the profit received by the developer on construction and other cost outlays).

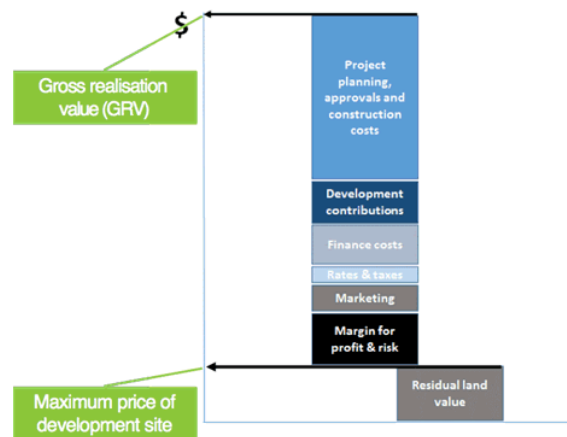
FIGURE 2: DRIVERS OF PROPERTY VALUE UPLIFT AND VALUE CAPTURE



Source: SGS, 2016.

A developer will value a property on a residual basis. As a price taking agent in the market, the developer will pay no more for a site than the residual land value (RLV) after all development costs and margins for profit and risk are deducted from their anticipated gross sales (or 'gross realisation') upon completion of the project (see Figure 3).

FIGURE 3: RESIDUAL LAND VALUE



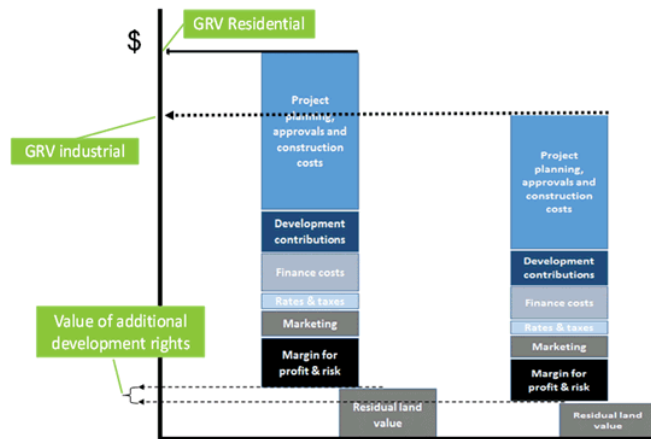
Source: SGS Economics and Planning, 2019

Note that the development proponent cannot simply pass costs forward to home buyers in higher prices for their product. These prices are set exogenously by the market. Thus, for example, if the proponent is confronted with a development contribution for public infrastructure, this would add to their development costs which, in turn, would necessitate a larger dollar amount for profit and risk. This additional cost will ultimately be reflected in a lower supportable bid price for the development site, that is, a lower RLV.

Meanwhile, any value sharing requirement would simply target a proportion of the uplift in land value brought about by the granting of additional development rights or development potential, as illustrated in Figure 4 which contemplates a rezoning from a lower value use (such as industrial) to a higher value use (such as residential). This is the uplift which remains after all other of development contribution, where applicable, have been met.

For Council therefore, there may be opportunities to capture some of the value uplift to reinvest in or co-fund public infrastructure.

**FIGURE 4: CONCEPTUAL VALUATION OF ADDITIONAL DEVELOPMENT RIGHTS UPON REZONING**



Source: SGS Economics and Planning, 2019

#### Contributions towards unearned value uplift

From a developer's and property owner's perspective, all other things remaining equal, the better the improvements in the urban environment, the better the returns on development and the higher the increase of the capital value of existing built form. For Council, there may be opportunities to capture some of the value uplift to fund public benefits, including to reinvest in or co-fund public infrastructure.

For 'unearned' value uplift, a case can be made to seek contributions to the funding of the infrastructure that generated the value uplift. This is particularly true if the infrastructure provided is over and beyond the level of services provided elsewhere in the municipality (with the 'common level of service' expected to be covered by income from rates).

Unearned value uplift will generally accrue to both existing and new built form. A fair and equitable system for contributions ensures that the costs are attributed proportionally:

- For new development, developer contributions can be used to ensure fair and equitable contributions are charged once-off upfront.
- Increased development rights would be uniquely allocated as a category of 'unearned' value uplift for new development.
- For existing built form, the rates system can be utilised to ensure fair and equitable contributions are charged on an annual basis.

### 2.3. Special rates and charges for public infrastructure

While the focus in this report is on development contributions, it is important to point out the broader spectrum of possible mechanisms to fund public infrastructure from land value uplift

Separate rates and charges can provide an equitable means of raising revenues to fund public infrastructure. For example, council may make a separate rate or separate charge within a part of its municipal area. Separate rates can be applied to all ratepayers who are deemed to receive benefit for a specific project or across a municipality. A council is generally not limited as to what it uses the funds raised by the special charge for.

The benefit of this system is that it enables councils to charge the beneficiaries of specific infrastructure and works, whilst limiting the financial impact on ratepayers that receive minimal benefit. Charges can be indexed according to the consumer price index. It is important to clearly determine the aim of the rate, the main beneficiaries, and the method of apportioning to prevent community opposition as they may be perceived as an increase in rates and charges.

### 2.4. Infrastructure funding in Tasmania

This section provides an overview of the existing legislative and policy context in Tasmania that allows for developer contributions towards infrastructure funding.

In the case of new subdivisions, new infrastructure is designed and provided by developers and handed over to the relevant authority. This approach applies to both local and headworks infrastructure and includes stormwater, sewerage, electricity, public roads, and public open space. In established areas, local government is generally responsible for *maintaining* shared stormwater infrastructure, public roads (although in some instances these are provided by State Growth) and public open space. New stormwater infrastructure (e.g., on-site detention) or new roads (if required) are provided by developers.

The current pathways for developer contributions are:

- **Council-specific infrastructure policies and charges** which are enforced via permit conditions under Section 51 of the *Land Use Planning and Approvals Act 1993*.
- **Part 5 Agreements** – these vary in its application, but can be used, for example, to provide infrastructure for a new subdivision in certain circumstances (Section 71 of the *Land Use Planning and Approvals Act 1993*).
- **Developer contributions for open space** in new subdivisions under Sections 116 and 117 of the *Local Government (Building and Miscellaneous Provisions) Act 1993*.
- **TasWater servicing infrastructure and headworks charges** provides an avenue for TasWater to impose developer charges and development assessment fees for new development approvals if they are the



referral authority on a planning application. Some Councils also impose headworks charges (e.g., Brighton).

Each pathway is enforced via a condition on the planning permit, enabled through the general provisions granted in the *Land Use Planning and Approvals Act 1993*.

The suite of mechanisms for developer contributions in the Tasmanian planning system demonstrate a lack of a sophisticated state-wide development contributions scheme to guide all councils. Legislative change is required to enable a state-wide approach to developer contributions, where they can be implemented consistently across all council areas. It appears that Councils have developed individual policies and charges to fund infrastructure requirements in response to the lack of state-wide guidance, and the limited scope or efficacy and strategic capability of Part 5 Agreements, developer contributions for open space and TasWater servicing infrastructure and headworks charges.

Further details of each pathway are outlined below.

#### **Council-specific infrastructure policies and charges imposed via permit conditions – *Land Use Planning & Approvals Act 1993* (LUPAA)**

Councils across Tasmania have different approaches to funding infrastructure, with some councils developing individual policies or guidelines for infrastructure charges. The conditioning of the required charge on the planning permit is the key mechanism for enforcement.<sup>4</sup>

Table 1 provides some examples of different Tasmanian council policies relating to developer contributions for funding infrastructure. These policies are similar in their objectives, where they have calculated specific charges for different types of infrastructure that apply when an applicant seeks planning approval for development that will increase demand for infrastructure. The charge is imposed as a condition on the permit. The council policies may vary in scope of infrastructure covered, the calculation method or the extent of areas that the policy applies.

These policies are not the only way of implementing developer contributions – it can occur through a voluntary negotiation process between council and the developer, on a case-by-case basis. However, there is limited flexibility for negotiating the terms of these agreements, and developers can provide cash in lieu of infrastructure and planning policy requirements.

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<sup>4</sup> It is noted, however, that these policies are only a relevant consideration for a planning application when expressly called up by a provision of the planning scheme. Conditions can only be imposed where they (i) have a planning purpose, (ii) fairly and reasonably relate to the proposal, and (iii) where they are reasonable.

TABLE 1: TASMANIAN COUNCIL POLICIES ON DEVELOPER CONTRIBUTIONS

Council	Policy	Summary
Brighton Council	Policy No. 1.7 Key Infrastructure Investment and Defined Infrastructure Charges Policy (2018)	<ul style="list-style-type: none"> <li>Imposes a charge on the creation of new lots (subdivision) or the intensification of land that benefits from infrastructure investments.</li> <li>Applies to designated areas.</li> <li>Instigated by the removal of TasWater's ability to impose headworks charges for sewerage and water infrastructure, meaning in residential rezoning and subdivisions, the first to develop must incur major costs that then benefit all subsequent developers in the area.</li> <li>Strategic infrastructure investments may include water, sewerage, road and other transport, public open space infrastructure, stormwater drainage, or car parking.</li> <li>Council acts as an intermediary for investment in infrastructure costs.</li> <li>The calculation of each Charge is to be based on the recovery of the total amount of Council's investment as a proportion to the number of additional tenements that can be serviced by that piece of infrastructure (where applicable).</li> <li>Charges for infrastructure contributions are imposed as a condition on a permit.</li> </ul>
Clarence City Council	Headworks Levy Policy (2008)	<ul style="list-style-type: none"> <li>Applies to all development within the city boundaries that requires a planning permit and increases the demand on infrastructure services.</li> <li>Works considered as headworks include water, sewerage, road and transport, public open space, stormwater drainage and car parking infrastructure.</li> <li>The works identified for cost recovery are listed in the Headworks Plan, with a timeline not exceeding 20 years.</li> <li>Charges are calculated by service catchment, zone, suburb or the like as appropriate for each infrastructure group.</li> <li>Council may agree to accept a security or bond to secure payment of relevant contributions in lieu of payment at the required time.</li> <li>For payment of headworks charges, where necessary, Part 5 agreements or similar provisions will be implemented to secure the obligation of the applicant and subsequent landowners to Council.</li> </ul>
Huon Valley Council	Community Infrastructure Contribution Policy (2016) (Reviewed 2020)	<ul style="list-style-type: none"> <li>Levying headworks charges on developers. Includes roads, stormwater removal, halls, walking tracks, recreational facilities and the like which are for the benefit of the community.</li> <li>Imposed as a condition of approval for development applications that may connect to or use community infrastructure.</li> <li>Council maintains a Capital Works Program that details all projects including Community Infrastructure projects.</li> <li>Council may enter into an agreement with a developer to vary the requirements of the contribution, for example to undertake works in lieu.</li> </ul>
Derwent Valley Council	Community Infrastructure Contribution Policy (2020)	<ul style="list-style-type: none"> <li>Levying headworks charges on developers. Includes roads, stormwater removal, halls, walking tracks, recreational facilities and the like which are for the benefit of the community.</li> <li>Imposed as a condition of approval for development applications that may connect to or use community infrastructure.</li> <li>The Community Infrastructure Contribution will be set annually by Council as part of its fees and charges under Section 205 of the Local Government Act 1993.</li> </ul>

The application of conditions on a permit is governed by case law. Section 51 'Permits' of LUPAA includes the general provisions relating to the granting of a planning permit.

It is noted that permit conditions are also used as a mechanism in implementing Part 5 Agreements, public open space contributions, and servicing infrastructure and headworks charges imposed by TasWater.

**Part 5 Agreements – Land Use Planning & Approvals Act 1993 (LUPAA)**

Part 5 Agreements are legal agreements between the planning authority and landowner. They are a mechanism with broad application and limited use in the context of infrastructure provision, and generally lacks enforcement. On the ground, they tend to apply in circumstances where development needs to be restricted or where there are ongoing maintenance requirements, and in circumstances where there is an unusual arrangement or need.

Part 5 Agreements may be enforced through the Supreme Court of Tasmania, unlike other planning matters which are through the Resource Management and Planning Appeal Tribunal. A planning application cannot be refused based on a Part 5 Agreement that applies to the land, and an applicant may apply to have the Agreement removed. This limited their effectiveness to impose an obligation to provide developer contributions.

In terms of developer contributions, Part 5 Agreements can be used, for example, where council grants permission for the landowner to build a structure over or adjacent to an easement / council asset, or for providing infrastructure in the context of a new subdivision.

Other more common examples of its use include to apply a Bushfire Management Plan to the land, or to establish conservation zones to protect biodiversity or other environmental values on private land in perpetuity (such as through weed control or rehabilitation works).

A permit may require a Part 5 Agreement to be entered under Section 71 – if so, the permit cannot take effect until all required parts of the Part 5 Agreement have been satisfied. Part 5 Agreements are attached to property titles to enable the enforcement of specific requirements. Where the agreement is made with an owner of land, the agreement is registered and takes effect as if it were a covenant to which Section 102(2) of the *Land Titles Act 1980* applies.

Under Part 5 Agreements, Section 71 of LUPAA allows planning authorities to enter into agreements. It states:

**71. Planning authority may enter into agreements**

- (1) A planning authority may enter into an agreement with an owner of land in the area covered by a planning scheme.*
- (2) A planning authority may enter into the agreement on its own behalf or jointly with any other person.*
- (3) A planning authority may enter into an agreement under subsection (1) with a person in anticipation of that person becoming the owner of the land.*
- (4) The planning authority is not entitled to apply to have the agreement referred to in subsection (3) registered under section 78 until the person becomes the owner of the land but the agreement is binding on the parties.*

*(5) An agreement is binding on the parties to the agreement on the day on which it is executed.*

The agreements that can be established include bonds and guarantees, conditions that require the owner to deposit a sum of money with the planning authority (Section 73), and payments and contributions for infrastructure (Section 73A), as follows:

**73A. Payments and contributions for infrastructure**

*(1) An agreement may include a provision for a payment or other contribution for infrastructure to be made by any party to the agreement.*

*(2) Without limiting subsection (1), an agreement may make provision –*

*(a) for a payment or other contribution for infrastructure to be made in stages; or*

*(b) for works or other development to be undertaken by the owner on behalf of the planning authority or any other party to the agreement.*

*(3) The matters provided for under section 86 of the Local Government (Building and Miscellaneous Provisions) Act 1993 may be dealt with in whole or in part under an agreement required –*

*(a) as a condition of a permit; or*

*(b) under the provisions of a planning scheme.*

Infrastructure is defined under section 70 as including “services, facilities, works and other uses and developments which provide the basis for meeting economic, social and environmental needs”.

**Developer contributions for open space – Local Government (Building and Miscellaneous Provisions) Act, 1993 (LGBMP)**

The LGBMP includes a mechanism for developer contributions towards public open space in new subdivision applications. This process is formalised in the Hobart Interim Planning Scheme 2015, where the zones specify performance criteria under the Development Standards for Subdivision, as follows: “Public Open Space must be provided as land or cash in lieu, in accordance with the relevant Council policy.”

The City of Hobart has a *Public Open Space Contributions Policy* (City of Hobart 2019) that provides guidelines for enforcing the above policy. The document states that the maximum land or cash contribution would comprise ‘five per cent of the unimproved value of the land not including the balance lot, or five percent of the subdivision land area, for all subdivisions that could result in an increase in demand for public open space’ (City of Hobart 2019).

Part 3 ‘Subdivisions’, Division 8 ‘Public open space’, Sections 116 and 117 includes provisions that enable councils to acquire land or cash in lieu for open space as follows:

*116. Limitation on requirement for public open space:*

*(1) If the council –*

*(a) requires an owner to increase the area for public open space so that the value of the total area approved for open space in the final plan exceeds the value of the area provided for open space in the plan of subdivision; or*

*(b) having failed to approve a plan for subdivision on a ground that the layout should be altered to include or omit public open space, subsequently approves a fresh plan in which the value of the total area of land reserved for public open space exceeds the value of all such land in the original plan –and the value of the area reserved for open space in the plan also exceeds the value of one-twentieth of the whole area comprised in the plan of subdivision, the council must purchase the excess as provided in this section.*

This mechanism only applies to land subdivision and thus does not come into effect for strata subdivision. As a result, there is no mechanism under the Strata Titles Act or the planning scheme which permits contributions for public open space (or cash in lieu) for multi-dwelling development even though higher density development and generate demand for additional community infrastructure.

#### **TasWater Price & Service Plan – Land Development Policies**

The *Price & Service Plan – Land Development Policies* (TasWater 2018) incorporates several policies required by the *Water and Sewerage Industry Act 2008*, and the *Water and Sewerage Industry (Pricing and Related Matters) Regulations 2011*. It applies for the period 1 July 2018 to 30 June 2021; however, the next review has been extended to 30 June 2022.

TasWater has the power to impose developer charges and development assessment fees for new developments and land uses that require approval by the relevant planning authority, to fund water and sewerage infrastructure needs. Despite this power, it has been suggested that TasWater generally do not impose headworks charges for 'political reasons'.

Any development requiring new sewer or water connections (such as multi-unit developments, commercial developments, and subdivisions) must be referred to TasWater who may impose conditions of approval relating to servicing infrastructure and headworks charges, which the relevant planning authority is then obliged to impose.

These charges mainly apply to development located outside serviced land – the developer is required to pay the cost of extending the existing system, including connection to that system. They can also apply where there is insufficient capacity within an existing system. For isolated developments, all costs are paid by the developer.

TasNetworks has a system whereby the developer can recoup some of the cost where additional capacity has been built.

#### **Other provisions**

##### **Section 100 (Division 5 – Separate rates and charges) – Local Government Act 1993**

Section 100 (Division 5 – Separate rates and charges) of the *Local Government Act 1993* sets out the provisions for separate rates or charges in respect of land, or a class of land, within a part of its municipal area, in addition to any other rates or charges. This policy makes a distinction between varying general rates, service rates and charges and separate rates and charges (although the actual distinction is not clear from the Act).

This mechanism enables Councils to make a separate charge for any land in the municipality if it is deemed that there is a need to plan or carry out works that improve the area and create a benefit for local landowners and businesses. The rates can be implemented for specific services and projects and can be



limited to several ratepayers. These are often established through local government decisions under state government legislation.

Section 106A indicates council may vary the amount payable according to the use or predominant use of the land or class of land, the non-use of the land, the locality of the land, class of land or any other prescribed factor. The requirements of public consultation and a maximum period of 5 years will provide the community with the opportunity to have their say. Section 106 states that Council is to refund any revenues from these rates if it does not undertake the intended works or if there is an excess of funds over the amount required.

It is noted that Councils have been reluctant to use this separate rates mechanism, which may hinder its use as a means of addressing infrastructure funding shortfalls.

#### Hobart Interim Planning Scheme 2015

Interim planning schemes were introduced in Tasmania in 2013-2015. Policy relating to infrastructure provision is incorporated in the Hobart Interim Planning Scheme 2015 as follows:

- Clause 3.0.1 aims to achieve integrated infrastructure planning by *“Facilitating developer charges for off-site infrastructure provision which send the correct price signals to ensure the most efficient use of infrastructure overall.”*
- The local policy states that new physical infrastructure can be provided by Council or other utility or service providers, and it should be installed and managed as a public asset.
- Clause 8.11 enables conditions and restrictions to be attached to a permit.
- The zones comprise Development Standards for Subdivision, which requires lots to be connected to infrastructure, including reticulated potable water supply, reticulated sewerage system, stormwater system and road infrastructure. The Water and Sewer Corporation governs specific details.
- The Stormwater Management Code at Clause E7.0 and E15 prescribes specifications for stormwater drainage systems and inundation.
- The Development Standards for Subdivision under the zones also stipulate that *“Public Open Space must be provided as land or cash in lieu, in accordance with the relevant Council policy.”* The public open space contributions apply to subdivisions only (any zoning) but do not apply to strata development, which limits the application to inner city development.

It is noted that the LUPAA was amended on 14 July 2021 because of the *Land Use Planning and Approvals Amendment (Tasmanian Planning Scheme Modification) Bill 2021*. This amendment will assist the implementation of the single state-wide planning scheme (the Tasmanian Planning Scheme); therefore, the Hobart Interim Planning Scheme 2015 is expected to be updated soon when the new provisions are rolled out across the State. The Planning Scheme for each council area will feature a new Local Provisions Schedule approved by the independent Commission. It is not expected to introduce any new planning policy in relation to developer contributions.

Overall, a desktop review of the Hobart Interim Planning Scheme 2015 demonstrates that where policy relates to infrastructure provision, it is mainly focused on greenfield areas where land may not be connected to services. The only type of infrastructure provisions that apply to all developments is stormwater infrastructure, however, the Stormwater Code is not replicated in the new Tasmanian Planning Scheme. Therefore, when the new schemes come into effect for Hobart, the ability to regulate stormwater and condition stormwater requirements on a planning permit may be compromised. However, councils can use other mechanisms such as the *Urban Drainage Act 2013*, which is Tasmania's primary legislation

governing the provision of urban stormwater drainage services by local councils. It enables each council to develop their own stormwater system management plan for the municipality.

#### Residential Land Rebate program

The Department of State Growth recently introduced the Residential Land Rebate program with \$15 million worth of funding, which will commence from 7 September 2021 and close on 30 June 2023 (or once program funds have been exhausted). The purpose of this initiative is to boost the availability of residential land by providing rebates of up to \$10,000 per lot on residential zoned land for developers to cover the cost of providing power, water and sewerage infrastructure. Rebates can be claimed for a maximum of 40 lots per developer. Applications for the rebate program can be made by the owner of the land online, and applications will be assessed by State Growth within 21 days.

The program appears to only apply to new land subdivisions and not to multi-dwelling development although these form so development would also benefit from infrastructure costs subsidies.

#### Proposed reform in Tasmania

The funding and financing of infrastructure provision has been considered in the *Our Infrastructure Future, 30-Year Infrastructure Strategy Consultation Draft* (Infrastructure Tasmania, 2019). It outlines different approaches to infrastructure funding, including direct user charges of infrastructure, indirect user charges through taxes, public-private partnerships, value capture and asset recycling (through the redeployment of proceeds from existing assets / leases).

The paper proposes to adopt a systems approach to infrastructure provisions to account for the interdependencies of multiple sectors. The aim of the strategy is to inform the broad requirements for infrastructure across the state, to form a unified strategy with targeted portfolios. Integrated land use and infrastructure planning is identified as the cornerstone for understanding infrastructure requirements.

The paper identifies 'a need for more focused and robust integration of service and infrastructure planning in priority locations, including growth areas and planned precincts' (p.27) There is currently no integrated, staged planning of land use and infrastructure provision. Although regional land use strategies contain settlement strategies, they do not provide the means to appropriately sequence development and are inefficient in planning for the delivery of supporting services and infrastructure.

## 2.5. Other jurisdictions

This section considers the legislative arrangements in other jurisdictions, with a focus on New South Wales and Victoria.

#### New South Wales

The *Environmental Planning and Assessment Act 1979* provides the legislative framework for infrastructure contributions in New South Wales. The *Environmental Planning and Assessment Regulation 2000* provides further requirements relating to the making, amending and revocation of contributions plans, giving public notice and other procedural arrangements. It was amended to improve transparency and accountability in how infrastructure contributions are received and spent in NSW. The new reporting requirements will commence on 1 July 2022.

- The main mechanisms of infrastructure contributions in NSW are local infrastructure contributions administered via Section 7.11 (where a contributions plan applies); Section 7.12 (where levies are charged as a percentage of the development cost); Special Infrastructure Contributions (SICs); and planning agreements.
- **Local infrastructure contributions**, also known as developer contributions, are administered under Section 7.11 of the *Environmental Planning and Assessment Act 1979* and Section 64 of the *Local Government Act 1993* to enable councils to levy development charges through development contribution plans. They are charged by councils when new development occurs, as a condition of consent, to provide infrastructure to support development including open space, parks, community facilities, local roads, footpaths, stormwater drainage and traffic management.
- As an alternative to Section 7.11 contributions, Section 7.12 contributions required a flat levy that is a percentage of proposed cost of development. This is current in order of 1 to 3 per cent of costs. Councils can utilise both s7.11 or a s7.12 infrastructure contributions plan but only one can apply to a specific development. These contributions operate as follows:
- **Section 7.11 contributions** are charged where there is a demonstrated link between the development and the infrastructure to be funded. They can include both cash or land contributions. Councils can only charge s7.11 contributions if a contributions plan is prepared for an area, outlining infrastructure needs and costs and thereby the contribution rate (usually charged per dwelling or per square metre). Councils that want to charge a contributions rate above the threshold set by the Minister must submit their plans to IPART for independent review. Section 7.11 was previously known as Section 94.
- **Section 7.12 levies** are an alternative to s7.11 contributions, charged as a percentage of the estimated cost of the development. It is in essence a development license fee. The maximum percentage that can be charged in most areas is 1%, although there are a small number of areas that charge a higher percentage. Section 7.12 was previously known as Section 94A.
- **Special Infrastructure Contributions (SICs)** are covered under sections 7.23, 7.24 and 7.25 of the *Environmental Planning and Assessment Act 1979*, and are paid in addition to local infrastructure contributions for specific areas. The program is a state-wide initiative that seeks to recover some of the cost of infrastructure through developer contributions. A SIC is paid by the developer in Special Contributions Areas (which are typically designated growth centres or areas) and only on new development such as residential subdivisions and industrial estates, through cash contributions or works-in-kind.
- SICs support growing communities by funding a range of infrastructure including State and regional roads, public transport infrastructure, pedestrian and cycling paths, health facilities, emergency services, schools and open space improvements. SICs also fund biodiversity offsets in Western Sydney.

**Planning agreements** are described in section 7.4 of the *Environmental Planning and Assessment Act 1979* and can be entered in addition or as an alternative to s7.11 and s7.12 contributions and apply to development applications or planning proposals such as rezoning. They are a tool that allows planning authorities and developers to work together to deliver innovative infrastructure outcomes. Planning agreements can be negotiated at both the local and State government level (where they are known as State Voluntary Planning Agreements). They are a legal agreement between a developer and a planning authority and are usually negotiated when a developer is submitting a development application or a planning proposal.

State Voluntary Planning Agreements (VPAs) are used in the absence of formal mechanisms available to local government. VPAs with development proponents are increasingly used to make provision for development contributions based on value capture and are used in NSW as a means of capturing the increase in land value created by the granting or promise of additional development rights (SGS, 2017).

It is noted that water (including recycled water) and sewerage treatment infrastructure charges can be levied separately under Section 73 of the *Sydney Water Act 1994* for Sydney Water's area of operations and the provisions of the *Water Management Act 2000* for other water supply authorities.

#### Reforms to the NSW system

The NSW Government has undertaken a review of the infrastructure contributions system by the NSW Productivity Commissioner to investigate how infrastructure is funded in NSW. It builds on previous planning systems and governance reviews such as the Kaldas Review<sup>5</sup>.

Overall, the current review seeks opportunities for greater simplicity and certainty when delivering public infrastructure to support development, through flat-rate charges, and integration with the Integrated Planning and Reporting (IP&R) framework under the *NSW Local Government Act*.

All 29 recommendations of the review have been accepted by the NSW Government. The department has now requested feedback on five proposed system improvements:

- A new practice note to provide greater transparency in the planning agreement process which reinforces planning arrangements should be used to fund innovative infrastructure solutions to meet community needs.
- Section 7.12 fixed development consent levies practice note including criteria to guide councils on where higher than the standard maximum 1% percentage section 7.12 levy may be appropriate.
- The Environmental Planning and Assessment Regulation 2000 has been amended to improve transparency and accountability in the way infrastructure contributions are received and spent in NSW.
- Proposed reforms for section 7.11 contributions aimed at improving how this mechanism works to deliver the local infrastructure communities need.
- Draft Special Infrastructure Contributions (SIC) guidelines - guidelines to improve transparency around the purpose and function of SICs.

The major initiatives of the reforms include funding local and state infrastructure and facilities; the introduction of value capture mechanisms when land is rezoned; and pursuing greater simplicity by using flat-rate charges. A flat-rate charge would be applied to each identified Region, and Regional Contributions developed (including for the Greater Sydney Region). The changes also aim to achieve better integration of the *Environmental Planning and Assessment Act 1979* development contributions system with local council IP&R frameworks under the *Local Government Act*.

The reform will also impose restrictions on the types of infrastructure and facilities that feature on the 'essential works' list (to be reviewed by IPART). There are some concerns that this will in turn limit the use of development contributions. The flat-rate application may allow for simplicity but risks leading to a less equitable application than the percent-rate application on the value of development approach (SGS, 2021).

#### Victoria

Part 3B of the *Planning and Environment Act 1987*, amended by the Planning and Environment (Development Contributions) Act 1995 and the *Planning and Environment (Development Contributions) Act*

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<sup>5</sup> For more information see: <https://www.planning.nsw.gov.au/Policy-and-Legislation/Infrastructure/Infrastructure-Funding/Improving-the-infrastructure-contributions-system>

2004, provides councils with powers to use the following mechanisms for administering development contributions through the planning system: development contribution plans (DCPs), infrastructure contributions (ICPs), Growth Areas Infrastructure Contribution (GAIC) and voluntary agreements.

**DCPs** are a form of user-pays development contribution plan that are used to fund various items of shared infrastructure including roads, stormwater, community infrastructure, and so on. DCPs must be incorporated into a planning scheme before infrastructure levies can be collected from new development. The Development Contributions Plan Overlay (DCPO) in the Victoria Planning Provisions (VPPs) gives effect to the DCP. The council is responsible for the collection and management of levies through a DCP, as per section 46Q of the *Planning and Environment Act 1987*.

In the planning permit process, a condition on the planning permit would state the requirement to pay a development infrastructure levy in accordance with a DCP. In the case where a planning permit is not required, the collection of development infrastructure levies can be administered via an alternative method in the approved DCP, such as through the building permit process.

**ICPs** are another form of user-pays development contribution plan, however, they are intended to simplify the process of designing the contributions plan utilised pre-set contribution rates rather than case-by-case cost estimates. ICPs can only be applied to land in a development setting specified in a Ministerial Direction and cannot be applied to land where a DCP applies. Like a DCP, an ICP can only commence once it is incorporated into a planning scheme and the Infrastructure Contributions Overlay is applied to the ICP plan area. The granting of planning permits gives effect to an ICP. The contribution may consist of either or both a monetary component (pre-determined monetary rate) and land component. A supplementary levy may apply for non-standard infrastructure or costs, based on the development context. The *Building Act 1993* and the *Subdivision Act 1988* also include provisions for the implementation and administration of the ICPs.

**The GAIC** is designed to fund essential State infrastructure in Melbourne's growth areas. It is set at a fixed rate per hectare of land (and varies for different types of land) and is only imposed on land located in a designated contribution area. This area is targeted to municipalities located within the urban growth boundary. The GAIC is administered under Part 9B of the *Planning and Environment Act 1987* and the *Taxation Administration Act 1997* (Vic).

**Works-in-Kind (WIK)** agreements, outlined under section 46GX of the *Planning and Environment Act 1987*, provide applicants with another option for infrastructure contribution in lieu of cash payments. A collecting agency may accept the provision of infrastructure by an applicant in part or full satisfaction of the monetary component of an infrastructure contribution under the DCP, ICP and GAIC. WIK provides developers with an opportunity to fast-track critical infrastructure that would otherwise be provided or funded by the State.

**Voluntary agreements** allow landowners, the council and other parties to freely negotiate agreements for the provision of infrastructure, at the time a development proposal is considered. The agreement can be used to place an obligation on the parties to provide infrastructure and/or pay for infrastructure. It can be formalised via Section 173 of the *Planning and Environment Act 1987*.

#### Queensland

The *Integrated Planning Act 1997* and *Sustainable Planning Act 2009* (overlapping operation during 2009-10) enable councils to require development contributions based on Priority Infrastructure Plans which identify infrastructure charges for eligible contributions and outline anticipated infrastructure needs for the community.

**Western Australia**

The *Planning and Development Act 2005* allows government to require contributions for onsite physical infrastructure and the ceding of land for primary schools and open space. The scope of contributions is guided by the Western Australian Planning Commission State Planning Policy 3.6: Development Contributions for Infrastructure.

**South Australia**

Development contributions in South Australia are dictated by the *Development Act 1993*, *Local Government Act 1999*, *South Australian Water Works Act 1932* and the *Sewerage Act 1929*. The *Development Act 1993* allows councils to require basic subdivision infrastructure (access roads, hydraulic connections) and the dedication of open space (Section 50A). Section 146 of the *Local Government Act 1999* allows the levying of separate rates, service rates and service charges which can be used as indirect development charges. Capital contributions for water and sewerage infrastructure are provided for in the regulations under the *Water Works Act 1932* and *Sewerage Act 1929*.

**Summary**

Table 2 provides an overview of the developer contributions in other states and territories.

Overall, when compared to other states, Victoria and New South Wales have much more defined development contribution mechanisms that are legislated in the *Planning and Environment Act 1987* and *Environmental Planning and Assessment Act 1979*, respectively. It is noted that the New South Wales system is currently undergoing reform to create a more sophisticated and streamlined arrangement of development contributions. Both states have mandatory contributions as the main mechanisms, with a combination of user pays contributions and value sharing arrangements.

It is noted that the examples from other states include development contribution charges that occur in rapidly growing communities and are mostly applied to fund roads, parks, community infrastructure, water and sewerage infrastructure and other necessary components. They have been applied to new residential, commercial, and retail developments.

The system in South Australia is distinguished through its legislation of different types of infrastructure contributions across multiple Acts, as is appropriate in their legislative context. However, their system is not as robust. Queensland and Western Australia have systems like Victoria and New South Wales through their user charges mechanisms.



TABLE 2: INTERSTATE COMPARISON OF DEVELOPER CONTRIBUTIONS

State	Development contribution mechanism	Contribution type				Commentary
		User pays	Impact mitigation	Value sharing	Inclusionary requirement	
Tasmania	Local infrastructure charges		✓	✓		Some councils have developed infrastructure charges for the municipality.
	Voluntary contributions for the provision of infrastructure e.g., Part 5 Agreements, TasWater Price & Service Plan		✓	✓		The lack of sophisticated funding mechanisms (recurring charges) for infrastructure provision means the onus is on the proponent to provide the infrastructure where it is necessitated as an upfront cost.
	Mandatory contributions for open space <i>Sections 116 and 117, Local Government (Building and Miscellaneous Provisions) Act 1993</i>				✓	In proposals for the subdivision of land, the proponent must provide land or cash in lieu to meet demand for public open space resulting from the proposed development.
	Separate Rates and Charges for improvement works <i>Section 100, Local Government Act 1993</i>			✓	✓	The proponent must pay a recurring charge (special rates / charges), which will contribute to works that benefit a broader spectrum of possible beneficiaries.
Victoria	(Mandatory) Development contribution plans (DCPs) and Infrastructure contribution plans (ICPs) <i>Part 3B, Planning and Environment Act 1987</i>	✓				Proponents must pay according to share of usage of planned infrastructure when seeking development approval.
	(Mandatory) Growth Areas Infrastructure Contribution (GAIC) <i>Part 9B, PE Act and the Taxation Administration Act 1997</i>			✓		Proponents are required to share part of the uplift in land value occasioned by re-zoning or granting of a development approval, when seeking to develop land in growth areas.
	Voluntary agreements for infrastructure provision <i>Section 173, Planning and Environment Act 1987</i>	✓	✓	✓		Where additional infrastructure is necessitated, the proponent can be responsible for its delivery.

State	Development contribution mechanism	Contribution type				Commentary
		User pays	Impact mitigation	Value sharing	Inclusionary requirement	
						(Can also be used as a mechanism for alternative delivery of DCP requirements or value sharing where approval is given to rezone land.)
New South Wales	(Mandatory) local infrastructure contributions <i>Section 7.11 and 7.12, Environmental Planning and Assessment Act 1979</i>	✓				Proponents must pay according to share of usage of planned infrastructure when seeking development approval.
	(Mandatory) Special Infrastructure Contributions (SICs) <i>Sections 7.23, 7.24 and 7.25, Environmental Planning and Assessment Act 1979</i>			✓		Proponents are required to share part of the uplift in land value occasioned by re-zoning or granting of a development approval, when seeking to develop land in specific growth centres.  There has been some critique of the SIC which is sometimes based on the total infrastructure costs divided by the number of dwellings (a basic user pays system) and sometimes it is based on a % of the development costs (which is basic value capture approach). A key critique of the SIC is that it is not clearly user pays or value capture but a blend of the two.
	Voluntary planning agreements <i>Section 7.4, Environmental Planning and Assessment Act 1979</i>	✓	✓	✓		Proponent must share the benefit of additional density through negotiations in new development applications or planning proposals such as rezoning.  (Can also be used as a mechanism for alternative delivery of 7.11 requirements, or impact mitigation measures, or value sharing where approval is given to rezone land.)

## 2.6. Discussion

When compared with other states, Tasmania obviously lacks an integrated development contributions system designed with the specific intention of facilitating efficient planning and funding of shared infrastructure in greenfield and infill contexts. The current system presents ambiguity about who should pay for infrastructure, and it is not clear what the split is between who pays on the ground.

Some councils have developed individual policies and guidelines to catalogue infrastructure requirements for the municipality and impose charges. Where councils lack this type of policy, the onus is often on the developer to provide and pay for all infrastructure requirements. This system may create disincentives for developers to develop land where new infrastructure must be provided. This is particularly problematic for the growth of undeveloped areas, where those who are first to develop in the area are disadvantaged. The State Government has recognized and responded to the lack of support for covering infrastructure costs by implementing the Residential Land Rebate program, which will run from 2021 to 2023. However, this and other existing infrastructure funding mechanisms, such as Part 5 Agreements and developer contributions for open space, lack a strategic approach to infrastructure provision, at a municipal and state level.

In both New South Wales and Victoria, the planning funding for shared infrastructure is supported by specific sections of those state's planning legislation, government guideline documents and decades of practical experience. Councils routinely prepared 'development contribution plans' that identify infrastructure needs, costs apportionment principles, and set out pre-notified 'user pays' development contributions amounts on a per dwelling or per square meter of development basis. In these jurisdictions, the shared infrastructure that is funded can include both development infrastructure (roads, sewer, stormwater, etc.) and community infrastructure (libraries, sporting facilities, community hubs, etc.). User pays contributions are a mandatory requirement for development within an area that is subject to development contributions plan. In some circumstance proponents may negotiate to provide works-in-kind in-lieu of cash contribution, but the total value of the contribution is non-negotiable.

In Victoria, open space contributions are sought via a separate mechanism, that is part of the Subdivision Act, that required a percentage of developed (or redeveloped) land to be dedicated to open space, with the option of an equivalent cash contribution. These requirements apply to both land subdivision and strata subdivision ensuring infill developments also contribute to open space infrastructure funding in established urban area.

In addition to a 'base' of user-pays shared infrastructure plans and open space funding via inclusionary requirements, impact mitigation requirements are routinely address through permit conditions for development that produces unforeseen impacts that can only be addressed on a case-by-case basis. And finally, where additional development rights are awarded to developments through 'spot rezonings' or other similar planning changes, value capture arrangements are routinely negotiated provide a further source of funds for public infrastructure.

The current framework for development contributions in Tasmania might be described as rudimentary at best. The provisions under Section 73A of the LUPAA are largely geared towards greenfield development and voluntary in nature. There are no examples of councils routinely collecting funds through this method to apportion infrastructure delivery. It means the onus for delivering lead infrastructure falls on one developer, rather than the costs being apportioned to all beneficiaries (an example of 'first mover disadvantage'). The lack of development contribution systems for trunk or headworks infrastructure is likely to delay development, increase risk and uncertainty, and may, ultimately, act as a deterrent to

development in Tasmania. Moreover, the provisions under Division 8 – Public open space of the *Local Government (Building and Miscellaneous Provisions) Act 1993* are limited to open space contributions.

The absence of a more mature development contribution system in Tasmania has several important consequences for planning and urban development:

- The requirements for, and costs of, new infrastructure are not clearly known
- There are no price signals to identify locations that are more efficient to develop based on existing and future infrastructure requirements
- Considerable time and effort are spent by council staff and developers identify infrastructure requirements and negotiating how these might be met on an ad hoc basis
- Shortfalls in infrastructure will need to be met by the broader community and future generations through higher rates, reductions in other services, or both
- Landowners and developers may be extracting 'super profits' through land development that could be directed towards the provision of public infrastructure.
- Current requirements to address infrastructure needs on-site (e.g., stormwater detention) may be suboptimal when compared to planned, shared infrastructure solutions.

### 3. Recommendations

Based on analysis of Tasmania's existing development contributions mechanisms, and a review of approaches used in other jurisdictions, it is evident that a more comprehensive and streamlined development contributions system, with appropriate apportionment mechanisms, is required.

Our recommendations to HCC are to:

- Advocate for legislative change supporting the introduction of a more comprehensive development contributions system that would allow council to undertake shared infrastructure planning and set appropriate contribution rates based on the principles of 'user pays' and 'fair' apportionment of costs. Shared infrastructure planning might initially focus on development infrastructure (e.g., power, water supply, stormwater and road infrastructure) in both greenfield development areas and established areas.
- Alternatively, working within the bounds of the existing system, and noting that the development of new planning legislation will be a long-term process, Council may wish to consider developing its own local infrastructure funding policy, with appropriate 'hooks' in the planning scheme that apportion infrastructure costs and clearly identifies developer charges. Importantly, this municipal-level approach may help distinguish between greenfield and urban infill infrastructure requirements unique to Hobart, including public realm improvements.
- Further to the above, prepare a Central City public infrastructure plan that demonstrates existing public infrastructure, future infrastructure needs, costings and apportionments for all development planned for the area (all who benefit from the provisioning). This would make transparent the real costs that differentiate between different land uses and who the beneficiaries are.
- Advocate to extend the scope of developer contributions for open space under the LGBMP to permit open space contributions for strata subdivisions, with a transparent cash-in-lieu mechanism and the ability for councils to pool open space funds.
- Consider special rates and charges as an equitable alternative mechanism for funding infrastructure needs. This option may be more appropriate in areas such as the central city where new development represents a smaller share of the built environment.
- Advocate to State government to include in the definition of infrastructure, under section 70 of LUPAA, public realm improvements that benefit higher density urban areas.
- It is noted that LGAT are releasing a paper on developer contributions in Tasmania soon – this paper should be reviewed upon its release.

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City of HOBART

**MEMORANDUM: COUNCIL****Petition Requesting Public Meeting - Save UTas**

This report relates to a petition which was presented to the Council, at its meeting of 28 February 2022, by the group Save UTas Campus Inc.

The petition states:

*We the undersigned electors of the City of Hobart request that:*

1. *Hobart City Council shall forthwith suspend all support in relation to the relocation proposal until completion of a comprehensive review of the relocation proposal in a form that enables community comment.*
2. *Pursuant to S.59 of the LG Act, the Hobart City Council shall hold a public meeting regarding the relocation proposal.*

The petition stated it had 1,732 signatures.

The Council resolved to receive the petition and refer it to the appropriate committee and/or it be actioned by the administration.

In accordance with s60 of the *Local Government Act 1993* ("the Act") the general manager is to advise the Council within 42 days after the tabling of the petition whether the petition complies with s59 of the Act so that the Council can determine any action to be taken in respect of the petition.

The requirement for the Council to hold a public meeting when petitioned, is regulated under s59 of the Act which provides that:

- (1) A petition submitted in accordance with section 57 may request that a council hold a public meeting regarding the subject matter of the petition.
- (2) A council must hold a public meeting if the petition complies with section 57 and it is signed by whichever is the lesser of the following:
  - (a) 5% of the electors in the municipal area;
  - (b) 1,000 of those electors.

The number of electors in the municipal area is 38,317 and 5% of this is 1,915. Based on this, the relevant number for assessment is 1,000 of those electors.

Subsequent to the verification of signatures, the number of City of Hobart electors having signed the petition is confirmed at 1,398 and therefore the petition meets the legislative provisions requiring the Council to conduct a public meeting.

Once the Council has noted its intention to conduct a public meeting, a number of triggers are enacted under s60A of the Act:

1. The Council has 30 days after the day on which it makes the decision to conduct the public meeting, in which to enact its decision;
2. The Council must advertise the details of the meeting twice, invite public submissions in relation the subject matter of the meeting and provide a period of 21 days after the first advertisement for the receipt of submissions;
3. A summary of all submissions received is to be made available to those attending the public meeting.

The Council is therefore bound to conduct the meeting within 30 days of 11 April (being the date of the Council meeting) which is 11 May 2022.

Further, the Act stipulates the timing of actions associated with a public meeting.

Based on the Council adopting the recommendation contained in this report, the following timeframes will apply:

1. The public meeting will be advertised twice, on 13 and 16 April 2022, inviting submissions.
2. Submissions will close on Wednesday 4 May 2022;
3. The public meeting will occur on Monday 9 May 2022. It should be noted that this date is a City Planning Committee meeting date and therefore it is proposed that the public meeting commence at 7.00pm to accommodate the Committee meeting occurring at its usual time.
4. Following the public meeting, any resolutions of the public meeting need to be considered by Council at its next ordinary meeting on 16 May 2022.

It is considered that the Town Hall is the most appropriate option for conducting the public meeting. Security and a facilitator or chairperson will be organised for the public meeting.

Consideration will also need to be given to arrangements to manage the capacity of the venue and COVID requirements including live-streaming and potentially pre-booking attendance.

These will all be addressed as part of the planning of the meeting.

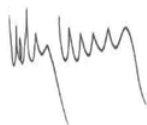
**RECOMMENDATION****That:**

1. ***The Council note the petition submitted by Save UTas Campus Inc and received by the Council on 28 February 2022, which requests the following action by the Council:***

***"We the undersigned electors of the City of Hobart request that:***

- (i) ***Hobart City Council shall forthwith suspend all support in relation to the relocation proposal until completion of a comprehensive review of the relocation proposal in a form that enables community comment.***
  - (ii) ***Pursuant to S.59 of the LG Act, the Hobart City Council shall hold a public meeting regarding the relocation proposal."***
2. ***Noting that the number of signatories to the petition meet the criteria required under s 59(2) of the Local Government Act 1993, the Council resolve to hold a public meeting on Monday 9 May 2022 at approximately 7.00pm at the Town Hall.***
3. ***The Chief Executive Officer take all necessary steps to facilitate the public meeting in accordance with the requirements of the Local Government Act 1993 and also in regard to logistics.***
4. ***In resolving to conduct the public meeting, the Council note its statutory obligations as the local government planning authority.***
5. ***The petitioner, Save UTas Campus Inc be advised of the Council's decision.***

*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.*



Kelly Grigsby  
**CHIEF EXECUTIVE OFFICER**

Date: 6 April 2022  
File Reference: F22/27777; 16/119-0009

Item No. 19

Recommendations Under Separate Cover (Open Portion)  
Council Meeting  
16/5/2022

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City of **HOBART****MEMORANDUM: COUNCIL****Public Meeting in Response to Save UTas Petition**

The Council convened a public meeting at the City Hall on Wednesday 11 May 2022 at 7.00pm as the result of being petitioned in accordance with section 59(2) of the *Local Government Act 1993* (the Act).

The petition was lodged by Save UTas Campus Inc and was initially presented to the Council at its meeting held on 28 February 2022.

The petition stated that:

We the undersigned electors of the City of Hobart request that:

1. Hobart City Council shall forthwith suspend all support in relation to the relocation proposal until completion of a comprehensive review of the relocation proposal in a form that enables community comment.
2. Pursuant to S.59 of the LG Act, the Hobart City Council shall hold a public meeting regarding the relocation proposal.

The Council formally considered the petition at its meeting of 11 April 2022 where it noted that the number of signatories met the criteria required under section 59(2) of the Act to require the Council to hold a public meeting, and therefore resolved to do so.

Notice of the meeting was published in The Mercury newspaper on Wednesday, 13 April 2022 and Saturday 23 April 2022, and written submissions were received until midnight on Wednesday, 4 May 2022. 109 written submissions were received and a summary of those submissions was available at the public meeting.

Section 60A(5) of the Act states that the minutes of the next ordinary meeting of the council following the public meeting are to record:

- a) A summary of any submission received under this section; and
- b) Any decision made at a public meeting held under this section.

**Attachment A** to this memorandum are minutes from the public meeting capturing the information required under section 60A(5).

Item No. 19


Recommendations Under Separate Cover (Open Portion)  
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**RECOMMENDATION****That:**


1. *The summary of submissions received; and*
2. *The decisions made at the public meeting held on Wednesday, 11 May 2022 and included as Attachment A to this report be received and noted and the issues raised be used to inform the report being prepared in response to the Notice of Motion adopted by Council at its meeting of 15 March 2022.*

*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.*



Kelly Grigsby  
**CHIEF EXECUTIVE OFFICER**

Date: 12 May 2022  
File Reference: F22/43768

Attachment A: Minutes of Public Meeting ↕ 



Item No. 19

Recommendations Under Separate Cover (Open Portion)  
Council Meeting - 16/5/2022Page 6  
ATTACHMENT A

Minutes of a public meeting held on Wednesday 11 May 2022 at 7:00pm at the City Hall, Hobart, in response to a petition submitted by the Save UTas Campus.

**1. City of Hobart Welcome and Context Setting**

The Lord Mayor Councillor Anna Reynolds opened the meeting and welcomed all in attendance.

The Lord Mayor introduced the Chairperson for the meeting Mr Alex Johnston.

**2. Introduction from the Chairperson**

The Chairperson, Mr Alex Johnston opened the meeting and welcomed those in attendance and provided a brief overview on how the meeting was to be conducted and of the public meeting rules.

**3. Noting of Summary of Submissions Received on the Subject Matter of the Meeting**

A copy of the summary of submissions received is attached.

**Moved:** Councillor Mike Dutta

**Seconded:** Lord Mayor Councillor Anna Reynolds

That the meeting receive and note the summary of submissions.

**Motion Carried**

**4. Speakers/Questions/Motions/Discussions**

The Chairperson invited members of the audience to address the meeting.

At the conclusion of the discussion, the Chairperson put the following motions received at the meeting to the vote:

**Motion 1****Moved:** Michael Foster**Seconded:** Professor Pam Sharpe

That

1. This public meeting calls upon the University of Tasmania to suspend all action in relation to its proposed relocation from its Sandy Bay campus until the proposal has been subject to a public inquiry as to its merits.
2. This public meeting calls upon the Premier of Tasmania, Jeremy Rockliff, to initiate an urgent public inquiry into the merits of the proposal by the University of Tasmania to relocate from its Sandy Bay campus.
3. This public meeting calls upon the councillors of the City of Hobart to cease cooperation with the University of Tasmania in relation to its proposed relocation from Sandy Bay except in relation to statutory obligations.

***Motion Carried*****Motion 3****Moved:** Judy Tierney**Seconded:** Maureen Robinson

That:

An open and transparent inquiry be held to fully explain to the people of Hobart why there has been such the lack of public consultation and provision of information to allow informed debate on the University of Tasmania's and the Hobart City Council's support for the proposed move of the current Hobart university campus to the city.

***Motion Carried***

**Motion 4****Moved:** Joseph Bugden**Seconded:** John Hamilton

That:

Any proposed development of the University of Tasmania site at Sandy Bay be rejected on the basis of broad and relevant community concerns and that, further, the site be retained and used for public education, as was the basis on which the site was provided by the Government of Tasmania on behalf of the people of Tasmania.

***Motion Carried*****Motion 5****Moved:** Louise Bloomfield  
Chairman of Confederation of Greater Hobart Business Ltd**Seconded:** Paul Daniels

That:

The Hobart City Council reconsider its responsibilities to small business owners and ensuring that the parking supply is maintained at healthy levels so they can continue to trade.

***Motion Carried*****Motion 6****Moved:** Paul Daniels**Seconded:** Louise Bloomfield

That:

Elected members list the relationships they have with UTAS, and those of their 'close associates' with the latter being as defined in the Local Government Act.

***Motion Carried***

**Motion 7****Moved:** Louise Elliot**Seconded:** Denis McLoughlin

That:

1. The Council advise the public what, if any, studies have been undertaken directly or initiated by the Hobart City Council solely or in partnership with UTAS about UTAS relocation and make these studies available in full to the public within fourteen business days of this meeting.
2. The Council make available to the public the meeting agendas, papers and minutes from the Hobart City Council and UTAS Governance Council meetings for the past eight years within fourteen business days of this meeting.
3. The Council write to the Premier asking that he support the undertaking of a comprehensive, independent, and public review of UTAS relocation at the State Government level.
4. The Council formally request in writing to UTAS that:
  - a. UTAS withdraw or pause the applications they have submitted to the Hobart City Council and submit no further applications until a response from the State Government regarding a public review is received or until Local Government elections are held and finalised and a new Council appointed in around October this year (whichever is later) and;
  - b. UTAS cease and rewind relocation activities that have already made into the city in recent years, with some reasonable exceptions, given the strong and widespread community support against their move and indicate that the Council is making this request on behalf of these community the Council represents.

5. The Council develop a policy that governs Council's relationships with other parties when the other party is seeking (directly or indirectly) to influence the strategic direction and vision of our City and that the draft policy be made available for public consultation within 14 calendar days of this meeting.

***Motion Carried***

**Motion 8**

***Moved:*** Marcos Gogolin

***Seconded:*** Nigel Legge

That:

It be acknowledged that back in 2012/3 the Tasmanian TAFE Department of Creative Industries South, along with its staff and its 300 enrolled students, were invited by UTas to move to the UTas Centre for the Arts at Hunter St. This move came with many promises (e.g. advanced fabrication lab; multimedia lab; workshops for wood design; for jewellery; for ceramics; car parking etc.) especially towards engaging with younger students via articulation programs for VET towards a UTas bachelor degree. As students were co-enrolled by TAFE and UTas it allowed double dipping on government funding. Articulation was never consolidated towards students' qualifications thus the initial promise became only beneficial to UTas and TAFE managements' budget at the time. UTas made promises which became an opportunity grab, jobs for mates with TAFE and the VET sector becoming a casualty, this must not be allowed to occur elsewhere.

***Motion Carried***

## Public Meeting Summary of Submissions

109 submissions were received.

Three were in support of the proposed move of UTas to the City and the redevelopment of the Sandy Bay Site.

106 were against the proposed move of UTas to the City and the redevelopment of the Sandy Bay Site.

### Against the move into the City

#### Parking

Of those against, there was a strong view, 54%, that a move into the city would increase demand on current parking provisions and would cause significant parking and congestion issues.

There were concerns that proposed developments within the city did not include provision for additional parking to compensate the increased number of staff and students.

There was a view that current transport habits of staff and students would not change as a result of the move into the city with many still needing to utilise private vehicles for reasons such as carer duties, to transport teaching and learning materials, to travel to and from employment commitments.

There were concerns that as a result of staff and students not being able to access on-site parking, the need to move cars between time-limited parking spaces would impact on productivity and collaboration because less time would be spent in buildings and more time moving cars.

There were also concerns for the safety of staff and students, particularly during winter months, where those who could not afford parking would need to walk to outer areas such as the Domain for parking.

#### Impact on businesses

There was the view that as a result of student and staff competing for parking there would be a negative impact on CBD businesses by reducing parking accessibility for customers and city workers, ultimately forcing small businesses out of the CBD.

29% of submissions also mentioned the negative impact on CBD businesses with concerns the city would be deprived of its shopping precinct in favour of office type buildings. There were the views students, who are typically cash poor, would not spend money in the city.

#### Planning and development

37% of submissions also raised concerns about the impact of a micro suburb that exceeds current density limits on the Sandy Bay site.

There was a view that there would be increased pressure on infrastructure and services such as roads, parking, childcare, schools, shops and doctors.



**Social and health impacts**

40% raised concerns about the loss of the heart, centre and social fabric of the campus.

There was a view that the current campus provided a location for connection and interaction across a congenial mix of students from various faculties. The green spacious environment, quiet meeting locations, access to support services, recreational and social activities enhancing the learning experience.

21% also mentioned that the green outdoor spaces, gym and sporting fields provided enrichment to both student and staff providing a balance to academic demands commenting these would be more difficult to access from a City based location.

**Suitability of Sandy Bay campus**

There was a view a spacious green campus (28%) is a modern campus and the envy of other universities. Nearby bushland provides a point of difference and additional learning locations.

27% of submissions were of the view that the Sandy Bay campus was still fit for purpose, with many purpose built facilities not being replicated in the city.

There was a view that funding would be better spent refurbishing the current site and would be less costly than refurbishing buildings within the city. The cost of refurbishment could be off-set through the sale of some CBD properties.

Some questions were put as to how the campus was left to deteriorate to its current state.

There was also the view that refurbishment of the current site would be more environmentally sustainable with concerns expressed around the carbon emissions produced should the site be demolished and rebuilt.

There was also concern for the loss of habitat at the Sandy Bay campus with many significant trees being removed and concerns for the Swift Parrot.

A number of submissions, 22%, also raised the question of ethics, if land that was gifted to UTas for education purposes could be sold and re-zoned for development.

**Access and bus services**

There was a view that the current site was sufficiently accessible for students being only five minutes by bus from Franklin Square and within walking distance from the City.

There was a view the bus services from the northern and eastern suburbs were also good noting there were many factors to enrolment decisions and to claim the current location is barrier to enrolment is a disingenuous motive.

There was also a view that access for students could be improved, by increasing bus services or providing free shuttle buses to and from the area, a service many universities provide.

There was also a view that a move into the city could introduce some access issues.

There were concerns that students who undertake mix degrees in different disciplines will be spread across the city and unable to get between lectures.



Students located in the residential colleges at Sandy Bay, who come from state-wide, interstate or international locations, would have further to travel.

There was also concern raised for students with a disability and access issues navigating their way between different locations within the city.

**Lack of consultation**

There was a view there had not been a proper consultation process undertaken by UTas with 29% of submissions raising this as a concern.

There were comments that staff and students had not been consulted and were fearful of speaking out against the project. There were concerns for staff cuts with a view the proposal was geared towards a shift to on-line learning, reduced face to face contact and a shift to unsupported teaching.

**Lack of planning and vision**

There were views that UTas has lost its way and forgotten it is there to teach, that it is now more focussed on property development.

There were views UTas were steamrolling businesses and residents with its size, political influence and buying power forcing a move into the city.

There were views there was an absence of a coordinated planning approach for the entire project and that the existing planning scheme was not adequate to assess the move.

There was a view there was a lack of evidence based research to support the viability of the project and calls for an independent objective public inquiry to all aspects of the proposal be undertaken before it proceeds any further.

**Relationship with Council**

There were views the Council was biased in its decision making and had formed an improperly close relationship with UTas appearing to work together as a joint project. There were also concerns the Council is not supporting the need for more information to be shared by UTas.

**In favour of the move into the City**

**Unsuitability of the Sandy Bay campus**

Of the four submissions in favour of the project, there were views the Sandy Bay campus is no longer fit for purpose, is old fashioned and does not provide the contemporary facilities needed for higher education. There was also limited opportunity for expansion with current land holdings not being suitable for the scale of development required, making a move to the City more economical.

**Benefits for the City**

There were views that cities which form partnerships with universities, creating structures to identify opportunities for collaboration that builds on both their strengths and responds to their needs, are the cities, and the universities, that will be most successful in the global competition for talent and innovation as the basis for future business and social development.

**Movement and parking**

There were views the Master Plan centralises UTas activities and removes the need for time wasted travel from the city by students to the north and east.

There were views parking generated by a move into the city would be more than adequate with more access to public transport options available.

**Housing**

There were views a move to the city will bring life into the city with a critical mass of staff and students being located there and the development of 2,700 residences at the Sandy Bay site would introduce much needed, low cost housing.

**Consultation**

There were views, UTas has provided the opportunity for everyone to have their say during extensive consultation processes.