



CITY OF HOBART

# **AGENDA**

## **Economic Development & Communications Committee Meeting**

### **Open Portion**

**Thursday, 26 July 2018**

**at 5:00 pm**

**Lady Osborne Room, Town Hall**

## THE MISSION

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

## THE VALUES

**The Council is:**

<b>about people</b>	We value people – our community, our customers and colleagues.
<b>professional</b>	We take pride in our work.
<b>enterprising</b>	We look for ways to create value.
<b>responsive</b>	We're accessible and focused on service.
<b>inclusive</b>	We respect diversity in people and ideas.
<b>making a difference</b>	We recognise that everything we do shapes Hobart's future.

---

## **ORDER OF BUSINESS**

---

**Business listed on the agenda is to be conducted in the order in which it is set out, unless the committee by simple majority determines otherwise.**

### **APOLOGIES AND LEAVE OF ABSENCE**

<b>1. CO-OPTION OF A COMMITTEE MEMBER IN THE EVENT OF A VACANCY .....</b>	<b>4</b>
<b>2. CONFIRMATION OF MINUTES.....</b>	<b>4</b>
<b>3. CONSIDERATION OF SUPPLEMENTARY ITEMS .....</b>	<b>4</b>
<b>4. INDICATIONS OF PECUNIARY AND CONFLICTS OF INTEREST .....</b>	<b>4</b>
<b>5. TRANSFER OF AGENDA ITEMS.....</b>	<b>5</b>
<b>6. REPORTS .....</b>	<b>6</b>
6.1 Super Sidewalk Saturday.....	6
6.2 Christmas Decorations 2018.....	21
<b>7. COMMITTEE ACTION STATUS REPORT .....</b>	<b>30</b>
7.1 Committee Actions - Status Report.....	30
<b>8. QUESTIONS WITHOUT NOTICE .....</b>	<b>37</b>
<b>9. CLOSED PORTION OF THE MEETING.....</b>	<b>38</b>

**Economic Development & Communications Committee Meeting (Open Portion)  
held Thursday, 26 July 2018 at 5:00 pm in the Lady Osborne Room, Town Hall.**

**COMMITTEE MEMBERS**

Cocker (Chairman)  
Zucco  
Ruzicka  
Thomas  
Denison

**Apologies:** Nil

**Leave of Absence:**

Alderman Denison  
Alderman Zucco

**ALDERMEN**

Lord Mayor Christie  
Deputy Lord Mayor Sexton  
Briscoe  
Burnet  
Reynolds  
Harvey

**1. CO-OPTION OF A COMMITTEE MEMBER IN THE EVENT OF A VACANCY**

---

**2. CONFIRMATION OF MINUTES**

---

The minutes of the Open Portion of the Economic Development & Communications Committee meeting held on [Thursday, 21 June 2018](#) and the Special Economic Development & Communications Committee meeting held on [Monday, 9 July 2018](#), are submitted for confirming as an accurate record.

**3. CONSIDERATION OF SUPPLEMENTARY ITEMS**

---

Ref: Part 2, Regulation 8(6) of the *Local Government (Meeting Procedures) Regulations 2015*.

**Recommendation**

That the Committee resolve to deal with any supplementary items not appearing on the agenda, as reported by the General Manager.

**4. INDICATIONS OF PECUNIARY AND CONFLICTS OF INTEREST**

---

Ref: Part 2, Regulation 8(7) of the *Local Government (Meeting Procedures) Regulations 2015*.

Aldermen are requested to indicate where they may have any pecuniary or conflict of interest in respect to any matter appearing on the agenda, or any supplementary item to the agenda, which the committee has resolved to deal with.

## **5. TRANSFER OF AGENDA ITEMS**

---

Regulation 15 of the *Local Government (Meeting Procedures) Regulations 2015*.

A committee may close a part of a meeting to the public where a matter to be discussed falls within 15(2) of the above regulations.

In the event that the committee transfer an item to the closed portion, the reasons for doing so should be stated.

Are there any items which should be transferred from this agenda to the closed portion of the agenda, or from the closed to the open portion of the agenda?

## **6. REPORTS**

---

### **6.1 Super Sidewalk Saturday File Ref: F17/109406; 17/46**

---

Report of the Associate Director Communications and Marketing of 18 July 2018 and attachment.

Delegation: Council

**REPORT TITLE: SUPER SIDEWALK SATURDAY****REPORT PROVIDED BY:** Associate Director Communications and Marketing**1. Report Purpose and Community Benefit**

- 1.1. The purpose of this report is to provide a review of Super Sidewalk Saturday that was held in the Hobart city centre on 26 August 2017.
- 1.2. The report also proposes that the event not be held in future years as it is no longer delivering significant value to the retail community.

**2. Report Summary**

- 2.1. The Super Sidewalk Saturday event was well attended in 2017 and the children's entertainment program attracted a large number of people to the city to watch the Octonauts on the main stage in Elizabeth Mall.
- 2.2. Approximately 74, out of an estimated 500 businesses, participated in the event by running either an in-store promotion or a sidewalk activation.
- 2.3. As a result of media advertising partnerships, the City delivered commercial advertising exposure for the Hobart city centre in excess of \$90,000, plus \$10,000 worth of promotional prizes as incentives for businesses to hold a sidewalk sale.
- 2.4. A survey to businesses after the event indicated that although the event attracted a good crowd, it was not as successful as the previous year, with a significant number of stores reporting lower sales and lower foot traffic on the day.
- 2.5. A small survey of the public conducted on the day found that the primary reason they visited the city on that day was primarily for the children's entertainment.
- 2.6. 45 per cent people indicated that they were likely to do some shopping while they were in the city and 55 per cent reported that they were not. Overwhelmingly, shopping choices were identified as children's fashion, food and beverages.
- 2.7. The Hello Hobart city centre marketing campaign and Facebook page continues to grow its audience and provide ongoing promotion and support for city centre retailers throughout the year. The campaign continues to highlight interesting stores and people within the city centre and through this work, is developing a good network of businesses. The Hello Hobart campaign was used extensively to promote Super Sidewalk Saturday.

- 2.8. The first Super Sidewalk Saturday was held in 2016, after the Myer flooding and to help city centre retailers as foot traffic had fallen and retail confidence was low.
- 2.9. However, the Hobart city centre has largely recovered since the event was first run, and the city is now in a stronger position with many new retailers, cafes, restaurants and boutique shops within the retail mix, as well as several new hotel developments and increases in tourism.
- 2.10. It is questionable as to whether the event provides ongoing value to retailers. Consultation with retail industry experts has suggested that this style of event is no longer effective as consumers and the retail industry increasingly require more sophisticated and long-term initiatives.
- 2.11. If the Council resolves to hold Super Sidewalk Saturday again in 2018, some changes to the event will need to be undertaken to try to attract new audiences to the event and increase the potential for retail sales on the day.
- 2.12. If the event is not held again in 2018, it is proposed the \$76,000 Super Sidewalk Saturday budget allocation be reallocated to the Communications and Marketing budget.
- 2.13. It is proposed that this funding be shared across several programs to further strengthen the City's commitment to the Hello Hobart marketing campaign, activations, and develop tailored marketing support for retail precincts.

### **3. Recommendation**

#### ***That:***

- 1. That the Super Sidewalk Saturday event not be held in August 2018.***
- 2. That the Super Sidewalk Saturday budget allocation of \$76,000 be allocated to the Communications and Marketing function to further strengthen existing marketing activities and be utilised in the support of Hello Hobart marketing campaign, city marketing activations and retail precinct support.***

#### ***OR***

- 3. The Super Sidewalk Saturday event be held in 2018 with improvements made to the event layout and entertainment to expand the appeal of the event and the potential for retail sales on the day.***
- 4. That 2018 Super Sidewalk Saturday be funded from the Communications and Marketing function, as listed in the 2018-19 Annual Plan.***



**5. *An evaluation of the 2018 event be undertaken and reported to the Council.***

**4. Background**

- 4.1. In considering a report on city centre support and activation arrangements, the Council at its meeting of 8 August 2016 resolved:
- “That
1. A Super Sidewalk Saturday event be held in the Hobart city centre in August 2017 and 2018 replicating the format of the 2016 event.
  2. An annual evaluation be conducted to ensure that the event continues to deliver value for city centre retailers, and that the entertainment and format remains an effective drawcard for consumers.”
- 4.2. It is noted that since the flooding incident of the ICON Complex, the City has delivered two Super Sidewalk Saturday events for city centre businesses and the public.
- 4.3. The city centre has largely recovered from the flooding incident which affected many businesses and reduced foot traffic to the area, and retailer confidence in the Hobart city centre is now much higher.
- 4.3.1. Myer has expanded with the opening of its new Murray Street levels in April 2018.
  - 4.3.2. The new ICON Complex has been completed in Murray Street and well known retailers such as Mecca Maxima, Country Road and Scotch & Soda have opened in this space.
  - 4.3.3. Fashion retailer H&M has also recently opened in May within the old Fitzgerald’s building on Collins Street. This was a major store opening for the city centre and attracted state-wide attention from shoppers.
- 4.4. The continued growth of boutique retailers, coffee stores and restaurants within the city centre is also continuing to inspire shoppers to visit the area and improve Hobart’s reputation as a shopping destination with a huge range of options to select from.
- 4.5. The Hello Hobart marketing campaign continues to support city centre retailers and provide ongoing promotion of stores and events through social media. The campaign continues to promote retailers within the city centre and to provide reasons for people to visit the city centre throughout the year.

**Super Sidewalk Saturday review 2017**

- 4.6. A second Super Sidewalk Saturday was held on 26 August 2017.
- 4.7. Traders within the defined area bounded by Harrington, Macquarie, Argyle and Brisbane Streets (including both sides of the road) were encouraged to participate in the second year of Super Sidewalk Saturday by placing a trestle table outside their store and trading from the footpath.
- 4.8. To encourage participation and to attract shoppers to the city centre, significant entertainment was scheduled for the day and included roving street performers, musicians, and a headline performance from popular ABC television show 'The Octonauts'.
- 4.9. A team of Council officers engaged directly with 200 businesses located in the Hobart city centre. This was considered important to encourage business participation in the event, answer any questions and to update business contact information.
  - 4.9.1. As part of this engagement, an online form was used to collate store information and to register business interest.
- 4.10. Awareness of Super Sidewalk Saturday was high due to the visibility and success of the event in 2016.
  - 4.10.1. Many stores expressed their gratitude that the City was supporting local businesses in this way.
- 4.11. Of the 200 stores visited, 74 initially said that they would be interested in participating in the event, and a further 52 said that they would hold a sidewalk sale.

**Sponsorship and marketing**

- 4.12. Significant advertising sponsorship of \$90,000 was sourced through media partners, *The Mercury*, Southern Cross Austereo, WIN Television and 7HOFM. The event was advertised extensively on TV and on local radio. 7HOFM also did a live broadcast from the Elizabeth Mall during the event.
- 4.13. Posters were distributed throughout the greater Hobart area and the event was promoted through social media through the Hello Hobart Facebook page and website. Regular email communications were sent out to city centre businesses to encourage participation and to remind them about the event.
- 4.14. *The Mercury* provided participating businesses an advertising offer of a full page colour advertisement in a Super Sidewalk Saturday feature, valued at \$8298, at a discounted rate of \$1000.

- 4.15. Each media partner also provided a prize on the day for the “most fun and creative” sidewalk display competition. This helped to provide an incentive for businesses to create attractive displays and make the city centre more vibrant and exciting.
- 4.15.1. This competition was judged by media representatives from *The Mercury*, Southern Cross Austereo, WIN Television and 7HOFM and awarded the most creative displays to:
- Pitbull Mansion, on Criterion Street: awarded a \$8298 media package from *the Mercury*
  - The Vitamin Shop, on Liverpool Street: awarded a \$1000 media package from Southern Cross
  - Ware Bros Cutlery, on Elizabeth Street: awarded a \$1000 media package from 7HOFM
  - Glow Cosmetics, on Murray Street: awarded a \$1000 media package from Win TV.

#### **Activation program**

- 4.16. Entertainment was programmed for strategic locations throughout the city centre including Elizabeth Mall, Murray Street, Wellington Walk, Cat and Fiddle Arcade, Centrepont, Collins Court, and Victoria Street (behind Spotlight and Centrepont).
- 4.17. Entertainment was a combination of professional entertainers and musicians and roving performers, combined with a diverse range of activities provided by community groups.
- 4.17.1. The Octonauts, a popular ABC children’s entertainment act, were the headline attraction for the day and were supported by The Scallywags and Makebelieve on the main stage in Elizabeth Mall.
- 4.17.2. Roving performances included stilt walkers, unicyclers, walking statues and musical performances.
- 4.17.3. Community entertainment was provided by the Youth Arts and Recreation Centre, Playgroup Tasmania, and the Child Health Association Tasmania.
- 4.18. The goal of the event entertainment was to encourage people to move around the city centre. However, it was perceived that most people gathered around the main areas of the Elizabeth Mall and Liverpool Street, with other areas in the city centre not attracting much pedestrian traffic throughout the day.

**Trader feedback**

- 4.19. A survey prepared by the Communications and Marketing Unit was sent to 200 Hobart city centre businesses, and 44 surveys (22 per cent) were returned.
- 4.20. Many franchise businesses were unable to participate due to national branding issues and guidelines. These stores tended to participate with in-store promotions and special deals.
- 4.21. It is difficult to determine a definite final number of participating businesses in the event, as many stores did not place a trestle table outside their store, but instead preferred to run an in-store promotion.
  - 4.21.1. 74 businesses indicated prior to the event that they would like to participate in the event and 52 said that they would be interested in holding a sidewalk sale.
  - 4.21.2. Survey data from after the event indicated that 26 respondents (60 per cent) participated in the event by having a trestle table sale outside their store.
  - 4.21.3. The most common way businesses participated in the promotion was through in-store specials with 31 respondents (77 per cent) participating by having an instore special.
  - 4.21.4. 26 per cent of businesses decorated their stores, and 18 per cent encouraged their staff to dress up for the event.
- 4.22. The number of stores seeing an increase in sales from the day has declined from the previous year. 40 per cent of all survey respondents experienced an increase in sales for the day, compared with 71 per cent in the previous year.
- 4.23. The number of stores seeing an increase in pedestrian traffic to their store has also declined.
  - 4.23.1. 23 respondents (52 per cent) saw an increase in foot traffic on the day, however 43 per cent reported that they did not see an increase.
  - 4.23.2. This compares with 31 respondents (88 per cent) in 2016 who saw an increase in foot traffic at the 2016 event.
- 4.24. Businesses reportedly noticed less entertainment than the previous year.
  - 4.24.1. 27 per cent of respondents reporting that the entertainment was lighter and that they saw very little roving entertainment outside of the main areas.

- 4.24.2. This is in contrast with the actual level of entertainment on the day, which had been increased from 2016 levels with the addition of community and youth performances.
- 4.25. When asked to identify their target demographic for the purposes of programming the event in the future, 75 per cent of respondents indicated that the entertainment offering should be targeted towards adults, and 55 per cent said that the entertainment should be targeted towards families.
- 4.25.1. Only 8 per cent of stores reported that the entertainment should be targeted towards young children.
- 4.25.2. One clothing store reported that 'there wasn't anything to lure our client base into the centre'.
- 4.26. Seventy-two per cent of survey respondents would like to hold the event again and many of them suggested either August or September.
- 4.27. The Cat and Fiddle Arcade reported that some of its national retailers traded well with good figures, but when compared with 2016, sales were anecdotally not as good.
- 4.28. Centrepont centre management has recently undergone a change and was not able to provide comparative feedback.
- 4.29. Myer Hobart reported that the event was a great success for them and that using the dock area beside the store for a sidewalk sale worked well. Myer also reported that the roving entertainment was valuable and the atmosphere was good around Liverpool Street.

### **Industry feedback**

- 4.30. Edward Harry from Lees Lees was asked to provide feedback on Super Sidewalk Saturday and thought that the Council should not be investing time and money into running the event.
- 4.30.1. The event relies on retailers having genuine sales and smaller retailers often manage their stock throughout the year to stay profitable. Without genuine sales and bargains it is very hard to encourage the public to support retailers at this type of event.
- 4.30.2. Additionally, bigger franchises would struggle to be involved due to head office restrictions, so it would be difficult for the event to engage a large number of retailers.
- 4.30.3. The event also loses impact being spread over the entire city centre, rather than contained in one area or one street, such as Farmgate Market which has a very tight and identifiable footprint.

- 4.31. Dr Louise Grimmer, from the University of Tasmania was also asked to provide feedback on the event and thought that the Super Sidewalk Saturday event does not provide ongoing benefit for city retailers. The letter is attached as Appendix A.

- 4.31.1. 'In my opinion, these events (usually held annually on a single day and often in the Winter months) are losing their effectiveness as consumers and the retail industry increasingly require more sophisticated, sustainable and long-term initiatives to satisfy a variety of marketing and sales objectives.

I believe that funding for the Super Sidewalk Saturday events would be better utilised in long-term, sustainable marketing initiatives that serve to build on the work the City Marketing team and the Hello Hobart program are already undertaking.

This work is focused on building the brand of the City of Hobart as a destination featuring an array of boutique, national and international retailers, as well as fine food and more casual and innovative eateries. I don't believe the Council should continue with the Super Sidewalk Saturday event and that funding for this event should be utilised to support other sustainable marketing initiatives and long-term branding programs.'

#### **Feedback from people at the event**

- 4.32. City officers conducted a survey of the public, with 33 people interviewed in total. Survey numbers were low as many people were unwilling to provide feedback at the event.
- 4.33. Ninety per cent of all people surveyed came with their young children to see the Octonauts.
- 4.34. Five per cent of all people surveyed came for the store sales.
- 4.35. When asked if they intended to do any shopping in the city, 45 per cent reported that they would and 55 per cent reported that they would not.
- 4.36. Overwhelmingly, shopping choices reflected the demographic of families with young children.
- 4.36.1. Sixty-five per cent reported that they would be purchasing food and beverages and 25 per cent reported that they would be purchasing children's fashion.
- 4.36.2. Less than 12 per cent reported that they would purchase women's or men's fashion. Other responses included books, shoes, toys and jewellery.

**Park and Ride and free parking**

- 4.37. The City of Hobart provided free parking at Hobart Central, Centrepont and Argyle Street car parks on Super Sidewalk Saturday.
- 4.38. Free parking was also offered at the Regatta Grounds and a complimentary shuttle bus was provided to the city. This additional parking was organised to encourage more people to come to the event.
  - 4.38.1. The free parking and shuttle bus service was not well utilised, with 40 cars parked on the site all day and 65 passengers taking the bus to and from the Regatta Grounds.
- 4.39. Given that there was free parking available in the City's multi-storey car parks and the overall low demand for the additional parking, it is proposed that the Regatta Grounds and shuttle service not be provided in 2018.

**Social media marketing**

- 4.40. The City currently supports the Hobart city centre through the 'Hello Hobart' marketing campaign and the Super Sidewalk Saturday event was promoted as part of this campaign.
- 4.41. Since its inception in August 2016, the Hello Hobart Facebook page has over 6000 fans and is beginning to deliver solid promotional opportunities for Hobart city centre businesses throughout the year.
  - 4.41.1. Many of the posts featured on the page are reaching a large number of local audiences, making it a very effective promotional tool. A post on Kikki K, a new retailer to the Hobart city centre, reached an audience of over 50,000 people, with over 1000 likes, 369 comments and 51 shares.
- 4.42. The Hello Hobart Facebook page was successfully used to assist with the Super Sidewalk Saturday event promotion, as it featured businesses that were providing sales or special activities on the day.
  - 4.42.1. A post on the Super Sidewalk Saturday entertainment program reached a total of 15,500 people in the greater Hobart area and was shared 56 times.

**Super Sidewalk Saturday 2018**

- 4.43. This report has questioned whether Super Sidewalk Saturday should be undertaken in 2018, given the overall health of the city centre and the events declining ability to deliver value to Hobart city centre businesses.
- 4.44. It is also unlikely that there would be an improvement in retailer participation and more sidewalk sales due to the difficulties of franchises participating due to head office restrictions.

- 4.45. If the event is to be held again in 2018, modifications would need to be made to the event layout and entertainment to ensure that it attracts a more diverse demographic and can be better placed to deliver value to city retailers.
- 4.46. It is also proposed that the spread of activity be broadened and that the emphasis is redirected from Elizabeth Mall to more streets and locations around the city centre. This will provide more visibility of roaming entertainment throughout the city.

**New proposal to strengthen existing programs**

- 4.47. If the City does not proceed with Super Sidewalk Saturday in 2018, it is proposed that the funds be utilised by Communications and Marketing Unit across several marketing functions.
- 4.48. It has been identified that the retail precinct upgrades will also require marketing support at the conclusion of each upgrade, but this has currently not been budgeted for. It is proposed that a marketing plan could be developed for each precinct with a set amount of funding allocated to implement each plan.
- 4.49. This may involve the traders in each precinct working with an independent marketing advisor to develop a marketing plan for each area. This will allow the precincts some independence to develop their own ideas under the guidance of a professional.
- 4.50. Retail precinct marketing grants are currently offered through the grants program. However, it is not anticipated that the retail precincts would use the grants program, but rather that a set amount of funding would be available for each precinct at the conclusion of their upgrade.
- 4.51. It is proposed that the following allocation of funds is made:
  - 4.51.1. \$8,000 to be allocated to the Hello Hobart program to add to the ongoing marketing support for the city centre.
  - 4.51.2. \$15,000 to be allocated to the Mawson's Place Lighting of the Tree event for the Christmas program. This event was run for the first time last year on the waterfront and was very well attended.
  - 4.51.3. \$3000 to be allocated to further support Lunar New Year advertising. The additional funding would allow for further marketing and sponsorship opportunities through local media partners.
  - 4.51.4. \$50,000 to be allocated to the City of Hobart promotions account to be used to support and develop marketing for retail precincts as well as other marketing programs as required.



**Budget**

- 4.52. If the City wishes to continue with Super Sidewalk Saturday, the allocated budget of \$76,000 has proven to be necessary for the scale of programming required to activate the city centre.
- 4.53. If the City does not proceed with the event in 2018, it is proposed that the \$76,000 be allocated to the City Marketing Function to be utilised in the support of Hello Hobart marketing campaign, city marketing activations and retail precinct support as detailed above.

**5. Proposal and Implementation**

- 5.1. If the City wishes to proceed with the event, it is proposed that officers work to modify the event layout and entertainment program for Super Sidewalk Saturday 2018, and to hold the event in late 2018.
- 5.2. An evaluation would again be undertaken with a report provided to the Council.
- 5.3. If the City does not wish to proceed with the event, it is proposed that officers work on expanding and delivering value to the business and local community through the continued development of previously outlined marketing programs.

**6. Strategic Planning and Policy Considerations**

- 6.1. This item responds to Goals 1 and 4 of the *Capital City Strategic Plan 2015 - 2025*, namely:

Economic Development, Vibrancy and Culture - "City growth, vibrancy and culture comes when everyone participates in city life".

**7. Financial Implications**

- 7.1. Funding Source and Impact on Current Year Operating Result
  - 7.1.1. An allocation of \$76,000 for Super Sidewalk Saturday is included in the 2018-19 Annual Plan.
  - 7.1.2. If the event is not approved it is proposed the allocation of \$76,000 be allocated to the Communications and Marketing function.
  - 7.1.3. If the Council approves the event in 2018, a waiver of parking fees in the City's multi-storey car parks will be required and would result in foregone income in the order of \$9,000 - \$12,000. If the Council does not proceed with the event the car park waiver would no longer be required.

## 7.2. Impact on Future Years' Financial Result

- 7.2.1. A budget allocation of \$76,000 is proposed for the City Marketing function for the 2019-20 financial year.

## 8. Marketing and Media

- 8.1. Considerable support from commercial media partners, together with the investment provided by the City, enabled Super Sidewalk Saturday to deliver in excess of \$100,000 in advertising exposure for the Hobart city centre.
- 8.2. The City receives significant media support and sponsorship through the promotion of its existing events and programs. These include the Hello Hobart marketing campaign, Lunar New Year, the Christmas Pageant, the Christmas Decorations Competition, Dogs on the Domain and other events held throughout the year.

## 9. Delegation

- 9.1. This matter is delegated to the Council for determination.

*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.*



Umesh Ratnagobal  
**ASSOCIATE DIRECTOR**  
**COMMUNICATIONS AND MARKETING**

Date: 18 July 2018  
File Reference: F17/109406; 17/46

Attachment A: Letter from Dr Louise Grimmer, Lecturer in Marketing and Retail, UTAS ↓

**TASMANIAN SCHOOL OF  
BUSINESS AND ECONOMICS**

16 April 2018

Ms Trish Stagg  
Senior Marketing and Promotions Coordinator  
City Marketing  
City of Hobart  
50 Macquarie Street  
HOBART TAS 7000

Dear Trish

**Retail Confidence and Super Sidewalk Saturday**

As you know, I am a retail academic and researcher in the Tasmanian School of Business and Economics at the University of Tasmania. I am writing regarding the City of Hobart's promotional event 'Super Sidewalk Saturday'.

In my opinion, these events (usually held annually on a single day and often in the Winter months) are losing their effectiveness as consumers and the retail industry increasingly require more sophisticated, sustainable and long-term initiatives to satisfy a variety of marketing and sales objectives. In terms of helping to achieve marketing, footfall and sales objectives for retailers, and in terms of encouraging consumer visitation to both the city centre and individual retailers, there are a number of more effective solutions including ongoing horizontal and collaborative marketing programs, brand building and place marketing strategies that I consider to be more effective than the Super Sidewalk Saturday event.

Traditionally, Super Sidewalk and similar one-off sales events have been held when retail confidence and visitation is low in a particular shopping destination (for example just after the Myer fire, and then after the subsequent flooding). These events aim to provide a sales and visitation 'boost' or 'injection'. Despite the best of intentions and a huge amount of work on the part of the specific Council or marketing body responsible for the event, these events rarely deliver the expected outcomes for key stakeholders, particularly retailers.

In my opinion, retail confidence in the Hobart CBD has markedly improved over the last couple of years; this is evident through low shopfront vacancy rates, the entrance of a number of national and international retailers (including the imminent opening of H&M) and through anecdotal evidence from retailers and customers. The visible improvement in the retail offering, shopping experience and overall confidence in the Hobart CBD can certainly be attributed, in part, to the work being undertaken through the 'Hello Hobart' initiative.

**University of Tasmania**  
Private Bag 84  
Hobart Tasmania  
7001 Australia

T +61 3 6226 1587  
E [Louise.Grimmer@utas.edu.au](mailto:Louise.Grimmer@utas.edu.au)  
[www.utas.edu.au/business-and-economics](http://www.utas.edu.au/business-and-economics)

ABN 30 764 374 782 / CRICOS 00586B

I believe that funding for the Super Sidewalk Saturday events would be better utilised in long-term, sustainable marketing initiatives that serve to build on the work the City Marketing team and the Hello Hobart program are already undertaking.

This work is focused on building the brand of the City of Hobart as a destination featuring an array of boutique, national and international retailers, as well as fine food and more casual and innovative eateries. I don't believe the Council should continue with the Super Sidewalk Saturday event and that funding for this event should be utilised to support other sustainable marketing initiatives and long-term branding programs.

Please don't hesitate to contact me if I can provide further information or to discuss this issue further.

Kind regards

**Dr Louise Grimmer**

Lecturer in Marketing and Retail Academic  
Tasmanian School of Business and Economics

**6.2 Christmas Decorations 2018**  
**File Ref: F18/66595**

---

Memorandum of the Associate Director Communications and Marketing  
of 19 July 2018 and attachments.

Delegation: Council



City of **HOBART**

**MEMORANDUM: ECONOMIC DEVELOPMENT & COMMUNICATIONS  
COMMITTEE**

**Christmas Decorations 2018**

In considering a report on the Christmas decoration program for 2018 Council at its meeting of 4 June 2018 resolved *inter alia*:

- “That: 1. A temporary live tree installation be incorporated in the Wellington Court with a costing to be referred back to the Committee.
2. Officer investigate the feasibility of fencing around the Mawson Place Christmas tree to provide an alternative option to static security”.

**Live tree display in Wellington Court**

It is proposed that a collection of temporary live trees be displayed in Wellington Court for the Christmas Decoration program in 2018. The display will utilise existing trees already purchased by the City’s nursery which will include 6 Smargds and 6 Pencil pines. These trees vary in size between 1.5 m and 2 m.

These trees have been chosen as they fit with the existing trees in the City’s Christmas suite and are traditional in appearance. The Smargds are the same variety of tree that was placed on display in Elizabeth Mall in 2017 and will be again in 2018.

The trees will be displayed from early November 2018 until January 2019 and will be located in a variety of locations within Wellington Court, but predominately clustered around where the old artificial tree was located, so as not to impact on members of the public with mobility issues.

It is anticipated that these trees will create a space for children to run in between, with no barriers or decorations being placed on the tree, to allow them to be explored. To create contrast, half wine barrels will likely be used as pots for the trees.

The cost of the trees will be approximately \$2,320. This pricing includes the cost of hire for the plants from the City’s nursery, pots, delivery/pick up, and watering for the display period.

The trees will likely last approximately three years in the pots before needing to be re-potted. They are expected to grow around 20-30 cm each year.

To further liven Wellington Court and to complement the live trees, it has been proposed that a school activation would also take place in Wellington Court. T Primary schools in the municipality will be invited to decorate a blank wooden Christmas tree with their own bespoke designs. These trees can be decorated in a variety of ways (paints/yarn etc) and children will be encouraged to create colourful and unique designs.

The trees will be labelled with the class/school name and placed on display in amongst the live trees in stands using recycled materials.

It is anticipated that this will encourage families and children to visit their trees and explore the area.

### **Fencing options for the Mawson Place Christmas Tree**

Two options have been sourced for fencing the Mawson Place Christmas tree as an alternative option to static security.

#### ***Option 1*** – Static fencing (see **Attachment A**)

A static fence that could be erected for the entire Christmas display period has been sourced. The fence would be 1.5 m high and would have a 1 m clearance between the fence and the tree. This option has been sourced from an external provider with 22 silver panels in a wave design with posts and feet. These panels would be too heavy to move on a daily basis and as such would be static for the entire display period of the tree.

This fencing option can also include panels for advertising material for the City's Christmas programs. The panels are attractive, however, it is noted that they would be 500 mm shorter than the top of the base of the tree.

The cost for this fencing option would be approximately \$44,000. It should be noted that in the imagery provided at attachment A that the fence will sit higher as it will be 75% of the height of the red base.

#### ***Option 2*** – Removable fencing (see **Attachment B**)

This option is for a temporary mesh fence to be installed nightly and then removed each morning.

The concept would use temporary fencing panels purchased from a local hardware store that would likely be powder-coated black to blend into the environment.

The panels would have to be placed into predrilled holes in Mawson Place each evening by Council staff. However, this concept is subject to an in-depth investigation into any underground services in Mawson Place prior to drilling commencing. These panels are 2.1 m high with a 1.7 m clearance around the tree.

The benefit of this option is that the tree is still approachable by the public for photos without a fence throughout the day.

As there is no secure storage for the fencing in the area, the fencing would need to be transported back to Cleary's Gates and returned each day to Mawson Place. The process of removing the fencing panels would require two staff from Cleary's Gates with 2.5 hours allocated for removal in the morning at 7.30 am and then 2.5 hours for the installation at 9.00 pm each evening.

The cost for this option would be approximately \$41,450. The purchase of the fencing and drilling would be approximately \$20,000 and staffing costs have been estimated at \$21,450. The staffing cost is an ongoing cost and includes overtime rates on the relevant public holidays and weekends during the display period.

### **Summary**

At the Economic Development and Communications Committee of 24 May 2018 Aldermen expressed concern that the static security did not prevent incidents occurring in 2017, as noted by evidence of climbing and minor damage to the tree on multiple occasions by officers. The City's security contractor provided a report of incidents when on duty and no such incidents were noted. It is therefore determined, that the presence of security guards *did* help reduce incidents as no such incidents happened when the guard was present.

The Mawson Place tree was purchased with a 2 m sloping base specifically designed to prevent climbing and damage to the asset. This may have reduced incidents, however, it is assumed that if such incidents still occurred with a 2 m base at times when a guard was not present, then the introduction of a fence will not prevent members of the public from opportunistically climbing this additional obstacle (either fencing option 1 or 2).

A large number of tourists and locals took pictures at all times of the day and night with the tree as a background. The tree was branded with the City of Hobart logo which featured on social media in a positive way. It is likely that a fence would reduce such interaction with the tree and any photos taken may not be as sharable.

Given the above, it is recommended that a mix of drive-by and static security once again be employed in 2018 to make the area as safe as possible. A risk assessment has been produced with security services identified as a risk treatment for numerous hazards/risks including climbing of the tree, theft and hazards such as glass.

This cost for the security is expected to be reduced from 2017 due to a reduction in the display period of the tree (for operational reasons). The total cost of security will be approximately \$7,000. This figure includes hourly drive-by security from Sunday through to Thursday evenings and static security on Friday and Saturday evenings (deemed higher risk).

This cost is included in the figure that was provided to Council on 4 June 2018. Should a fence be installed static security will still be employed and funded from the Communications and Marketing budget, this decision is deemed to be operational.



This decision is also based on a risk assessment as required under the relevant Work Health and Safety laws.

The security guard is the most economical option and provides the best solution to mitigate risk, protect the tree and allow the public to interact with the tree and enjoy the Christmas festivities.

The addition of a fence would detract from the attention of the tree and prevent the public from approaching the tree and enjoying it to its full potential.

### **RECOMMENDATION**

***That:***

- 1. A live Christmas tree display be installed in Wellington Court for the Christmas program in 2018 at a cost of \$3,320 funded from the Christmas decorations program budget for 2018.***
- 2. No fence be installed in 2018 around the Mawson Place Christmas tree.***
- 3. Security arrangements for the Mawson Place Christmas tree include drive-by security every night, with more dedicated security provisions on Friday and Saturday evenings.***

*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.*



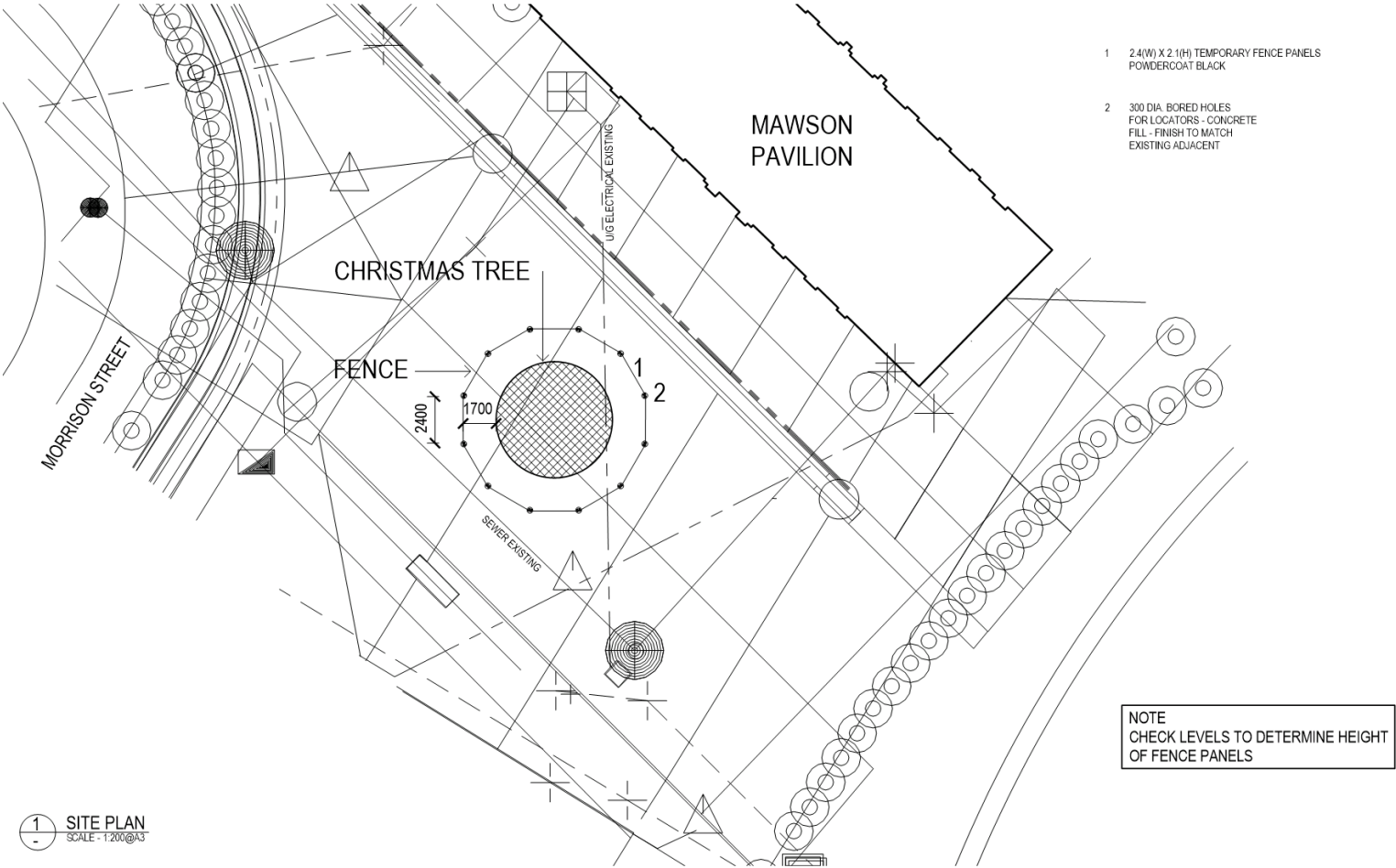
Umesh Ratnagobal  
**ASSOCIATE DIRECTOR  
COMMUNICATIONS AND MARKETING**

Date: 19 July 2018  
File Reference: F18/66595

Attachment A: Option 1 Fencing ↓  
Attachment B: Option 2 Fencing ↓



NOTES  
- DO NOT SCALE OFF DRAWINGS  
- CHECK ALL DIMENSIONS ON-SITE



1 SITE PLAN  
SCALE - 1:200@A3

REV	REVISION/ISSUE DESCRIPTION	DATE

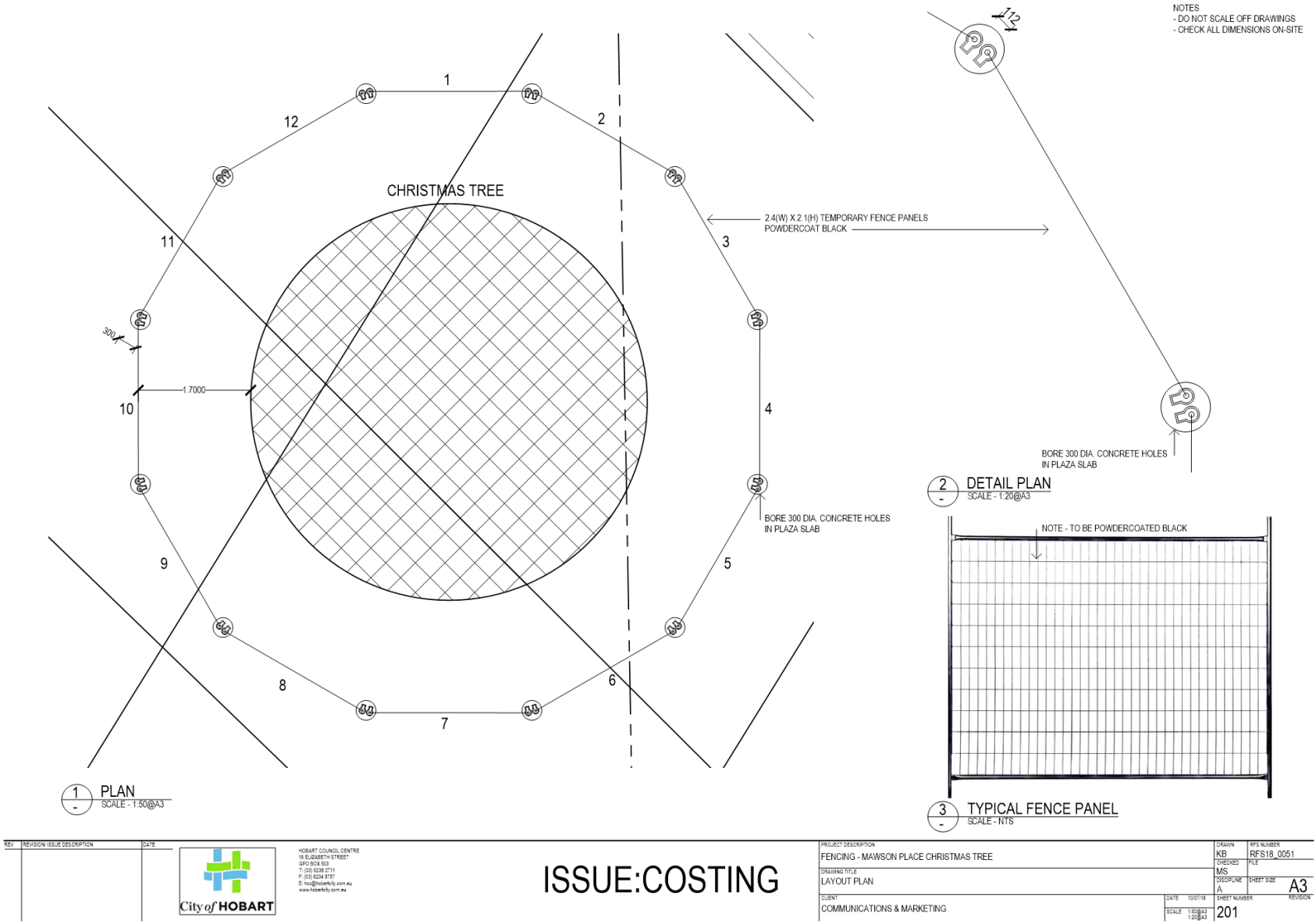


HOBART COUNCIL CENTRE  
16 ELIZABETH STREET  
GPO BOX 303  
T: (03) 6234 2111  
F: (03) 6234 2127  
E: [hcc@hobartcity.com.au](mailto:hcc@hobartcity.com.au)  
[www.hobartcity.com.au](http://www.hobartcity.com.au)

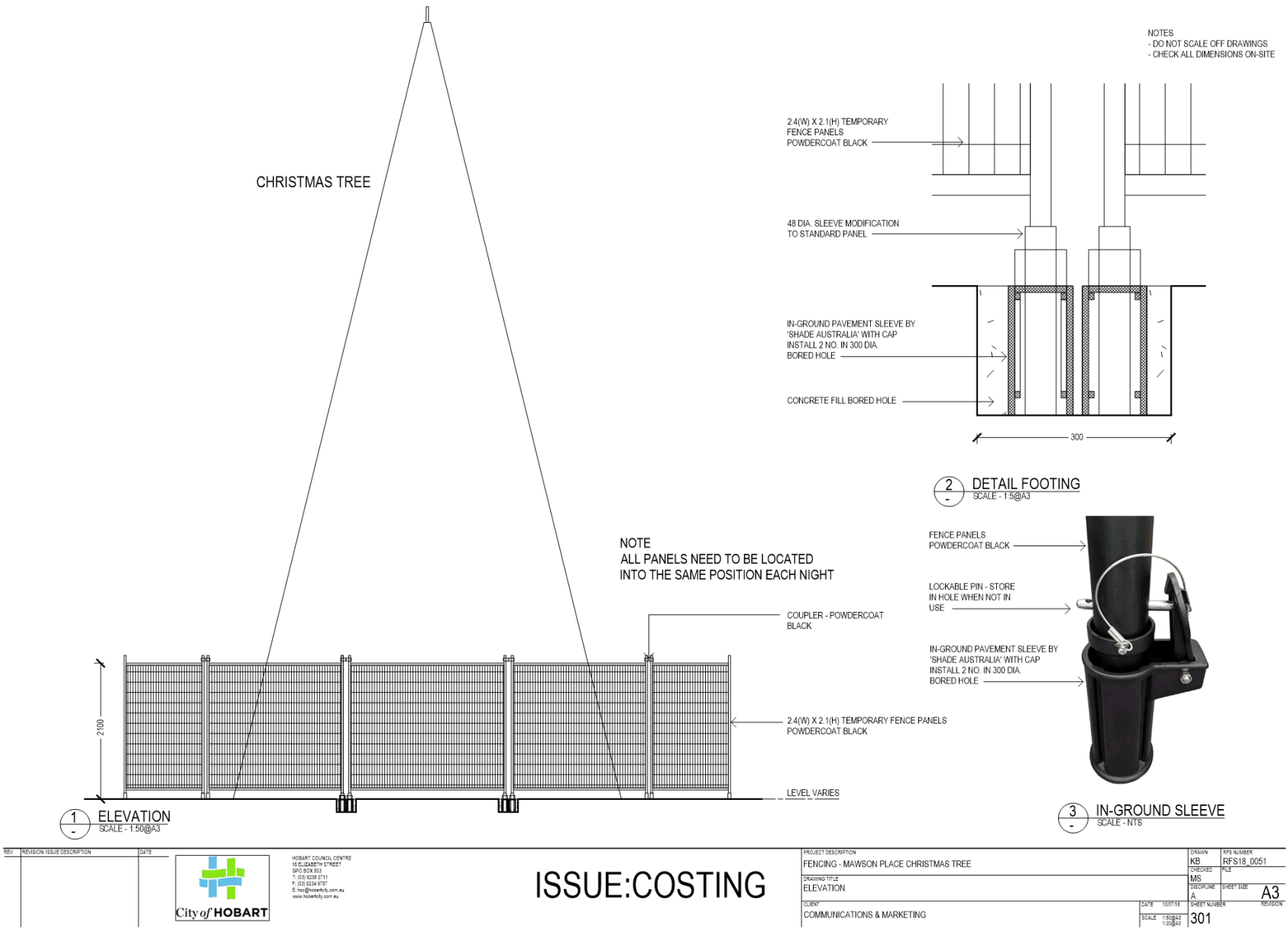
I have reviewed  
this document  
Martin Schmidt  
2018.07.11  
11:30:46+10'00'

ISSUE: COSTING

PROJECT DESCRIPTION FENCING - MAWSON PLACE CHRISTMAS TREE		DRAWN KB	RFS NUMBER RFS18_0051
DRAWING TITLE SITE PLAN		CHECKED MS	FILE
CLIENT COMMUNICATIONS & MARKETING		DRESPONE A	SHEET SIDE A3
DATE 10/07/18		SHEET NUMBER 103	REVISION
SCALE 1:200@A3			







## **7. COMMITTEE ACTION STATUS REPORT**

---

### **7.1 Committee Actions - Status Report**

---

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

#### ***RECOMMENDATION***

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

Delegation: Committee

Attachment A: Status Report

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

**OPEN PORTION OF THE MEETING**

June 2018

Ref	Meeting	Report / Action	Action Officer	Comments
1	<b>TERMS AND CONDITIONS FOR USE OF SALAMANCA SQUARE, MATHERS PLACE, COLLINS COURT, WELLINGTON COURT AND ELIZABETH MALL</b>  Council, 9/5/2016, Item 15	That terms and conditions of use be created for Mathers Place, Collins Court, Wellington Court and Salamanca Square in the context of the review of the Highways By-Law and the development of a city activation framework, and that the terms and conditions of use for Elizabeth Mall be also reviewed, for presentation to the Council for endorsement.	Associate Director Communications & Marketing	A consultant is currently considering usage and terms and conditions for these locations as part of the City Activation Framework. It is anticipated that the Framework will be completed by the end of the year.

Ref	Meeting	Report / Action	Action Officer	Comments
2	<b>CITY CENTRE SUPPORT AND ACTIVATION ARRANGEMENTS</b>  Council, 8/8/2016, Item 16  Council, 5/12/2016, Item 12	That: 1. A Super Sidewalk Saturday event be held in the Hobart city centre in August 2017 and 2018 replicating the format of the 2016 event. 2. The events be funded in the first instance by additional allocations as follows: (i) \$76,000 be listed for consideration in the City Marketing Function as part of the preparation of the 2017/2018 budget; (ii) An estimated \$12,000 through income foregone in the Off Street Parking Function as a result of waiving parking fees in the Council's multi-storey car parks for the day of the event, namely, Argyle Street, Hobart Central and Centrepoint car parks. 3. An annual evaluation be conducted to ensure that the event continues to deliver value for city centre retailers, and that the entertainment and format remains an effective drawcard for consumers. 4. That officers investigate promoting the use of metro bus services and cycling as a means of transport into the City for the event.	Associate Director Communications & Marketing	A report on Super Sidewalk Saturday is included on this agenda.



Ref	Meeting	Report / Action	Action Officer	Comments
3	<b>RIVER DERWENT FERRY TRANSPORTATION</b>  Council, 5/9/2016, Item 21  Council, 2/10/2017, Item 24  Council, 23/4/2018, Item 20	That:  1. The Council reaffirm its support for a River Derwent ferry service.  2. The Lord Mayor invite the Mayor and the General Manager of Clarence and the General Manager of the City of Hobart to join him in requesting a meeting with the new Minister for Infrastructure the Hon Mr Jeremy Rockliff MP regarding the progress of its plan for trans-Derwent ferries, initially between Bellerive and Sullivans Cove.	Associate Director City Economy, Tourism & Events	Complete  Further to the meeting of 13 June 2018 a letter was received from the Minister for Infrastructure, dated 2 July (circulated via the Hub), confirming the Government's commitment to the establishment of a ferry service in Hobart noting a Bill, which provides the capacity for Metro Tasmania to participate in all forms of passenger transport, is awaiting debate in the Legislative Council.  The Government has also set aside funding to undertake a comprehensive demand analysis for a ferry service on the Derwent.  On the matter of infrastructure, the Minister advised that TasPorts has been given the responsibility to provide the terminal infrastructure necessary for a ferry service to operate.
4	<b>COMMUNITY ENGAGEMENT FRAMEWORK REVIEW METHODOLOGY 2016</b>  Council, 9/7/2018, Item 17  Council, 5/12/2016, Item 15	That the Council endorse the Draft City of Hobart Community Engagement Framework for public release for the purposes of community engagement.	Associate Director Community Development	The Community Engagement Framework will be released for community engagement by the end of July 2018.

Ref	Meeting	Report / Action	Action Officer	Comments
5	<b>NORTH MELBOURNE FOOTBALL CLUB - COMMUNITY ENGAGEMENT PARTNERSHIP REQUEST</b>  Council, 23/1/2017, Item 15	That the Council develop a policy and criteria to enable consistency around the consideration of future requests.	Associate Director Communications & Marketing	A Policy is under development for requests received seeking community partnerships. It is also intended that the policy will incorporate applications for commercial sponsorships in accordance with the Council's resolution of 22 August 2016 (Closed) in relation to a sponsorship proposal. It is anticipated that the Policy will be developed by the end of the year.
6	<b>REVITALISED ELIZABETH MALL INFORMATION BOOTH</b>  Council, 6/3/2017, Item 14	That:  1. The design for the upgraded Information Booth as shown as Attachment A to this report, be approved for construction and installation in Elizabeth Mall, at a budgeted cost of \$100,000 to be met by the City Marketing Function within the 2016-17 and 2017-18 Annual Plans.  2. The General Manager authorise, in accordance with Section 52 of the Land Use Planning and Approvals Act 1993, the lodgement of a planning application for the digital screens to be used for the upgraded information booth.	Associate Director City Economy, Tourism & Events	During the course of engagement with property owners regarding the new Elizabeth Mall information booth some concerns about the change in the proposed footprint of the mall booth were expressed by an adjacent property owner. These concerns surfaced after works had commenced onsite.  As a result of concerns raised, officers have reviewed the design, modified the footprint and engagement on the new design will be undertaken shortly.

Ref	Meeting	Report / Action	Action Officer	Comments
7	<b>TIMOR-LESTE RELATIONSHIP UPDATE</b>  Council, 7/8/2017, Item 15  Council, 4/12/2017, Item 18  Council, 23/4/2018, Item 18	That:  1. Council resolves to commit to a long term relationship with the village of Balibó in Timor-Leste.  2. Should establishment of a long term relationship with Balibó be supported, a report be brought back to Council identifying potential projects, delivery partners and associated costs.  3. The Council acknowledge the excellent work undertaken by officers in organising the visit to Timor-Leste and preparing the report.	Associate Director City Economy, Tourism & Events	The Lord Mayor has written to the Chief of the Village and the Sub-District Administrator, telling them of the Council decision and asking whether this is something their community would want.  Advice has also been sought from them on how the City might best work with the Balibo community to develop projects.  The Honorary Consul for Timor Leste Doctor Nitin Verma is also making enquiries through the embassy on the Council's behalf.
8	<b>SISTER CITY VISIT TO L'AQUILA AND UTAS STUDY TOUR TO FRIEBURG,CAMBRIDGE AND GOING GLOBAL CONFERENCE, LONDON</b>  Council, 2/10/2017, Item 25	To further strengthen the sister-city relationship with L'Aquila, the Council provide in principle approval for 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.  (i) A further report be provided detailing how such a proposal could work and the associated cost.	Associate Director City Economy, Tourism & Events	A senior officer in L'Aquila has been contacted by letter to enquire about whether L'Aquila would be interested to support the study proposal. The City of Hobart is waiting for a response.  Officers have also requested the Abruzzese Association to assist in communication with L'Aquila.
9	<b>MARKETING GRANTS</b> Council 4/6/2018 Item 13	That Officers further investigate the application of the Shopfront Improvement Grant Program on a precinct basis with a further report to be provided as soon as practicable.	Associate Director Communications & Marketing	Officers are progressing this matter.

Ref	Meeting	Report / Action	Action Officer	Comments
10	<b>MEASUREMENT SYSTEM, INTERNATIONAL RELATIONSHIPS</b> Council 4/6/2018 Item 15	That the Council support the deferral of this project until after the City of Hobart elections	Associate Director City Economy, Tourism & Events	The matter has been deferred until after November 2018.
11	<b>CHRISTMAS DECORATIONS 2018</b> Council, 4/6/2018, Item 14	That:  1. A temporary live tree installation be incorporated into Wellington Court with a costing to be referred back to the Committee.  2. Officers to investigate the feasibility of fencing around the Mawson Place Christmas tree to provide an alternative option to static security.  3. Officers to investigate and provide a report on how the City's Christmas Decoration Program can align with the City's Zero Waste to Landfill Strategy, including utilising the Art from Trash and other relevant programs when disposing of decorations.	Associate Director Communications & Marketing	A report addressing items 1 & 2 is included on this agenda.  Officers are progressing this matter.

## **8. QUESTIONS WITHOUT NOTICE**

---

Section 29 of the *Local Government (Meeting Procedures) Regulations 2015*.  
File Ref: 13-1-10

An Alderman may ask a question without notice of the Chairman, another Alderman, the General Manager or the General Manager's representative, in line with the following procedures:

1. The Chairman will refuse to accept a question without notice if it does not relate to the Terms of Reference of the Council committee at which it is asked.
2. In putting a question without notice, an Alderman must not:
  - (i) offer an argument or opinion; or
  - (ii) draw any inferences or make any imputations – except so far as may be necessary to explain the question.
3. The Chairman must not permit any debate of a question without notice or its answer.
4. The Chairman, Aldermen, General Manager or General Manager's representative who is asked a question may decline to answer the question, if in the opinion of the respondent it is considered inappropriate due to its being unclear, insulting or improper.
5. The Chairman may require a question to be put in writing.
6. Where a question without notice is asked and answered at a meeting, both the question and the response will be recorded in the minutes of that meeting.
7. Where a response is not able to be provided at the meeting, the question will be taken on notice and
  - (i) the minutes of the meeting at which the question is asked will record the question and the fact that it has been taken on notice.
  - (ii) a written response will be provided to all Aldermen, at the appropriate time.
  - (iii) upon the answer to the question being circulated to Aldermen, both the question and the answer will be listed on the agenda for the next available ordinary meeting of the committee at which it was asked, where it will be listed for noting purposes only.

## 9. CLOSED PORTION OF THE MEETING

---

### RECOMMENDATION

That the Council resolve by absolute majority that the meeting be closed to the public pursuant to regulation 15(1) of the *Local Government (Meeting Procedures) Regulations 2015* because the items included on the closed agenda contain the following matters:

- commercial information of a confidential nature that if disclosed is likely to prejudice the commercial position of the person who supplied it.
- information provided to the Council on the basis that it be kept confidential.

The following items are listed for discussion:-

- |              |  |
|--------------|--|
| Item No. 1   | Minutes of the last meeting of the Closed Portion of the Council Meeting |
| Item No. 2   | Consideration of supplementary items to the agenda                       |
| Item No. 3   | Indications of pecuniary and conflicts of interest                       |
| Item No. 4   | Committee Action Status Report   |
| Item No. 4.1 | Committee Actions - Status Report<br>LG(MP)R 15(2)(g)                    |
| Item No. 5   | Questions Without Notice   |