



CITY OF HOBART

# SUPPORTING INFORMATION

## COUNCIL MEETING

### OPEN PORTION OF THE MEETING

**MONDAY, 30 MARCH 2026**

**AT 4.00PM**

**VENUE: COUNCIL CHAMBER, TOWN HALL**

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# Petition

## Local Government Act 1993

### PART 6 - Petitions, polls and public meetings

#### 57 Petitions

- (1) A person may lodge a petition with a council by presenting it to a councillor or the general manager.
- (2) A person lodging a petition is to ensure that the petition contains –
  - (a) a clear and concise statement identifying the subject matter and the action requested; and
  - (b) in the case of a paper petition, a heading on each page indicating the subject matter; and
  - (c) in the case of a paper petition, a brief statement on each page of the subject matter and the action requested; and
  - (d) a statement specifying the number of signatories; and
  - (e) at the end of the petition –
    - (i) in the case of a paper petition, the full name, address and signature of the person lodging the petition; and
    - (ii) in the case of an electronic petition, the full name and address of the person lodging the petition and a statement by that person certifying that the statement of the subject matter and the action requested, as set out at the beginning of the petition, has not been changed.
- (3) In this section –
 

electronic petition means a petition where the petition is created and circulated electronically and the signatories have added their details by electronic means;

paper petition means a petition where the petition is created on paper which is then circulated and to which the signatories have added their details directly onto the paper;

petition means a paper petition or electronic petition;

signatory means –

  - (a) in the case of a paper petition, a person who has added his or her details to the paper petition and signed the petition; and
  - (b) in the case of an electronic petition, a person who has added his or her details to the electronic petition.

#### 58 Tabling petition

- (1) A councillor who has been presented with a petition is to –
  - (a) ...
  - (b) forward it to the general manager within 7 days after receiving it.
- (2) A general manager who has been presented with a petition or receives a petition under subsection (1)(b) is to table the petition at the next ordinary meeting of the council.

**Petition opposing Ridgeway-Waterworks Zip line**

We, the undersigned, petition the Hobart City Council to oppose the proposed zip line on Ridgeway Road. Our community is concerned about the zip line due to expected impact on the local wildlife and flora, and noise impact on an otherwise peaceful area.

Name	Address	Signature
Sara Maloney	197 Waterworks Rd, Dynnyre	[Signature]
Sam Maloney	" "	[Signature]
h. Johnson	185 Waterworks Rd	[Signature]
Nicole Offenhausen	183 Waterworks Rd, Dynnyre	[Signature]
Tina Chen	165 Waterworks Rd, Dynnyre	[Signature]
TRISH MORAN	131 " " "	[Signature]
Tony McKendrick	129 " " "	[Signature]
Lani Jones	127 Waterworks Rd, Dynnyre	[Signature]
Noa Stratemeier	101 Waterworks Rd, "	[Signature]
Brenton Keil	47 Waterworks Rd	[Signature]
Annika Roach	47 Waterworks Rd	[Signature]
Rhuta Rao	33 Waterworks Rd	[Signature]
Bishal Basal	36A Waterworks Rd	[Signature]
Raju Bhandari	36A Waterworks Rd	[Signature]
Joe Hutchinson	32 WATERWORKS Rd	[Signature]
Tom Roach	44 Waterworks Rd.	[Signature]
Shelle Foale	46 Waterworks Rd.	[Signature]
Sam Clark	46 Waterworks Rd	[Signature]
Angela Hesketh	201 Waterworks Rd	[Signature]
Jennifer Kean	102 Waterworks Rd	[Signature]
Munirahay-Hall	106 Waterworks Rd	[Signature]
Joe Ling	105 Waterworks Rd	[Signature]
ROS MINCHIN	103 WATERWORKS RD	[Signature]
Brony Atkinson	13 MONTIVALE RISE	[Signature]
Sam Meara	2/1 Montivale Rise	[Signature]
Maree Hepburn	4 Montivale Rise	[Signature]
Louis Elson	13 Montivale Rise	[Signature]
Agano Uui	10 Montivale Rise	[Signature]
Philip Cocker	136 Waterworks Rd	[Signature]
Michael Reagon	142 Waterworks Rd	[Signature]

!! !!

**Petition opposing Ridgeway-Waterworks Zip line**

We, the undersigned, petition the Hobart City Council to oppose the proposed zip line on Ridgeway Road. Our community is concerned about the zip line due to expected impact on the local wildlife and flora, and noise impact on an otherwise peaceful area.

Name	Address	Signature
Arnold Siering	201 Waterworks Rd, Dymally	
Alison Fasnacht	199 Waterworks Rd Dymally	
Jess & Helde	183 Waterworks Rd	
MATT FASNACHT	199 WATERWORKS RD Dymally	
GREG CAMERON	REECE CRT. UTANA	
Sharon Baird	140 Waterworks Rd	
Glenn Hosking	136 Waterworks Rd	
Peter McGee	24 Davey St Hobart	
RUTH PRINTER	187 WATERWORKS RD. DYMALLY	
Isabelle Guney	135 Waterworks rd	
PATRICIA MORAN	131 Waterworks Rd	
Geoff Law	144 Waterworks Rd	
Mark Nicholson	162 Waterworks Rd	
Cheris HARRIES	1075 W W RD	
Stuart Groatfey	131 Waterworks Rd	
Sandra Poth	193 WATERWORKS RD	
Isaac Parfiter	7 Fairview Dr.	
Grace Moss	9 Kooyong Glen, S. Hobart	
Drew Stanbury	9 Kooyong Glen S Hobart	
Sophie Navickas	7 Kooyong Glen South Hobart	
Alanna Clarke	12 Romilly St	
Shelley Clarkson	12 Romilly St	
Millie Mann	11 Romilly St	
Karen Cannon	14 Romilly St	
Rajib Gula	17B Romilly St.	
Yvonne Moenner	26 Romilly St	
Monica Patterson	30 Romilly Street	
DENISE ATKINSON	10/32 Romilly St	
Carlos Joseph	31 32 Romilly St	
Tammy Chung	31 Romilly St	





**Petition opposing Ridgeway-Waterworks Zip line**

We, the undersigned, petition the Hobart City Council to oppose the proposed 35m tower and zip line on Ridgeway Road. Our community is concerned about the zip line due to expected impact on the local wildlife and flora, and noise impact on an otherwise peaceful area.

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Name	Address	Signature
Farida Khawar	33b Bramble St. Ridgeway	[Signature]
Richard Tomlin	19 Ridgeway Rd.	[Signature]
Adi Phillips	17 Ridgeway	[Signature]
LEO PHILLIPS	17 Ridgeway rd	LEO P
Jenna Tomlin	19 Ridgeway Rd, Ridgeway	[Signature]
Carly Wilson	11 Ridgeway Rd Ridgeway	[Signature]
Marea Pickering	7-9 Ridgeway Rd Ridgeway	[Signature]
Tony Bonney	2 Ridgeway Road	[Signature]
Gabe Macotta	56 Hall St, Ridgeway	[Signature]
Phil MADSEN	56 Hall St Ridgeway	[Signature]
RICHARD FENTON	64 HALL ST RIDGEWAY	[Signature]
CHRISTINE TOYAMA	64 Hall St. V	[Signature]
Rannal Liyanage	73 Hall st, Ridgeway	[Signature]
Rukman Liyanage	73 Hall st, Ridgeway	[Signature]
ENH Liyanage	73 Hall st Ridgeway	[Signature]
Tristan Dowling	3 Bramble St Ridgeway	[Signature]
Timmy zhay	3 Bramble St Ridgeway	[Signature]
Lera Steinhilber	3 Bramble street, Ridgeway	[Signature]
Sarah Briggs	8 Bramble St, Ridgeway	[Signature]
Alex Duncan	8 Bramble St. Ridgeway	[Signature]
Indira Wakefield	33 Bramble St Ridgeway	[Signature]
John Sandel	77 Bramble St Ridgeway	[Signature]
Owen Chiu	15 BRAMBLE St Ridgeway	[Signature]
Justine Reid	15 BRAMBLE St	[Signature]
Lyndie Spier	23 Bramble St	[Signature]
MATT CALIC	21 BRAMBLE ST	[Signature]
Amalia Glynatsis	27 Bramble St	[Signature]
Liberty Connolly	32 Bramble st	[Signature]
Alex Coffey	32 Bramble St	[Signature]
Matt Williams	32 Bramble St	[Signature]



## Declared Areas

### DOG CONTROL ACT 2000

#### 28. Prohibited public areas

- (1) A person must not take a dog into –
- (a) any grounds of a school, preschool, kindergarten, creche or other place for the reception of children without the permission of a person in charge of the place; or
  - (b) any shopping centre or any shop; or
  - (c) the grounds of a public swimming pool; or
  - (d) any playing area of a sportsground on which sport is being played; or
  - (e) any area within 10 metres of a children's playground.

### PROHIBITED AREAS

- All areas that provide sensitive habitat for wildlife other than on-lead on managed tracks and trails or off-lead areas where designated, and
  - o Beaumaris Zoo
  - o Blinking Billy Beach, extending from frontage adjacent to 676A Sandy Bay Road to frontage adjacent to 712 Sandy Bay Road
  - o Cornelian Bay – from the restaurant to the boat sheds including the playground except on formed track
  - o Cartwright Point Reserve, Sandy Bay – area above Sandy Bay Road
  - o Derwentwater Reserve (aka Lords Beach)
  - o New Town Bay Reserve – wetlands
  - o Red Chapel Beach and Red Chapel Reserve, Sandy Bay
  - o Skyline Reserve – area off 27 Brinsmead Road, Mt Nelson
  - o Ten metres (10 m) from any creek or rivulet edge except on formal tracks and trails.

### RESTRICTED AT ALL TIMES

- All bushland reserves other than on-lead on managed tracks and trails or off-lead areas where designated.
- Battery area at Alexander Battery
- Elizabeth Mall, Elizabeth Street (between Collins and Liverpool Streets)
- Farm Gate Market during market hours
- Intercity cycleway - Regatta Grounds to municipal boundary
- Legacy Park (formally known as Solders Memorial Community Hub)
- Long Beach, Sandy Bay
- Marieville Esplanade – grassed area between the entrance to the boat sheds and the Royal Hobart Yacht Club
- Mawson Place – whilst events are being held
- McRobies Road Gully – ten metre (10 m) exclusion zone around the perimeter of the waste management site
- North Hobart Skate Park
- Regatta Grounds when being used for a community activity
- Salamanca Market and Salamanca Square during market hours of Saturday 5.30am and 3.00pm
- Sports facilities:
  - o North Hobart Oval,
  - o New Town Oval,
  - o TCA,
  - o Queenborough oval and surrounds,
  - o New Town Netball Centre,
  - o Donne Kennedy Hobart Aquatic Centre and surrounds, and

- Domain Athletics Centre
- Waterworks Reserve
- Wellington Court including the Bank Arcade
- Any area of Wellington Park with the exception of approved walking tracks, roads and vehicular tracks in the Recreation Zone (defined as the lower eastern foothills of Kunanyi/Mount Wellington, below Pinnacle Road from The Springs to The Chalet), except for the following tracks or areas which are restricted at all times:
  - Above Pinnacle Road above The Springs (including the Upper Springs Car Park)
  - Drops Track
  - Exhibition Gardens loop, lower Springs
  - Freewheel'n Track
  - Lost World Track;
  - North South Track between The Springs and Old Hobartians Track
  - Old Farm Track
  - Pipeline Track beyond the Neika/Morphetts Road vehicle access road
  - Pitfall Track
  - Reids Track
  - The Pinnacle Specific Area (unless the dog is confined within a vehicle).
  - The Silver Falls Track (between the Pipeline Track and the junction of Middle Track/Reservoir Trail)
  - The Springs Specific Area (unless making a connection to approved tracks and trails).

#### **RESTRICTED DURING SPECIFIED HOURS**

- Sportsgrounds and surrounds when sport is being played (except when walking on a designated walking track or pathway when dog must be on-lead)
- Sportsgrounds and surrounds when being used by a school (except when walking on a designated walking track or pathway when dog must be on-lead)
- Sportsgrounds and surrounds when Council maintenance is being undertaken (except when walking on a designated walking track or pathway when dog must be on-lead)

#### **Girrabong Play Area (also known as Girrabong Reserve)**

Dogs are permitted off-lead between 9:00am to 7:00pm.

Dogs are prohibited between 7:00pm to 9:00am.

#### **OFF-LEAD EXERCISE AREAS**

- Alexandra Battery, Churchill Avenue, Sandy Bay – Alexandra Battery except the Battery, the lookout and the car park
- Blinking Billy Point Reserve, Sandy Bay
- Cartwright Point Reserve, Sandy Bay – area below Sandy Bay Road
- Churchill Avenue, Sandy Bay – open space adjoining Churchill Avenue
- Cornelian Bay – the foreshore car park to Cornelian Bay Point
- John Turnbull Dog Park, Lenah Valley
- Kalang Avenue Reserve, Lenah Valley
- Queens Domain – The Wireless Station (area bounded by the Summit Loop Road) and mowed area to the east of the summit loop road, and the area between the Doone Kennedy Hobart Aquatic Centre and the Domain Tennis Centre.

- Rangeview Crescent Reserve, Lenah Valley
- Regatta Grounds except when being used for a community activity
- Ridgeway – old recreation oval (track to oval on-lead)
- Ross Patent Slip, Battery Point – grassed area off Napoleon Street
- Short Beach and Errol Flynn Reserve, Marieville Esplanade, Sandy Bay
- Sportsgrounds when sport is not being played, being used by a school or maintenance being undertaken or when the ground is booked
- Wellesley Park, South Hobart – area below the sportsgrounds

#### **ON-LEAD EXERCISE AREAS**

- All road pathways and road related areas within the municipal area
- Dogs can only be exercised on-lead on managed tracks and trails, and grassed areas in all Council parks, reserves and bushland areas where indicated.
- Ancanthe Gardens, Lenah Valley
- Bridge of Remembrance
- Franklin Square
- MacFarlane Street, South Hobart – public open space over footbridge alongside the Hobart Rivulet (Entry off Tara or MacFarlane Streets)
- Mathers Place
- New Town Bay Reserve
- Nutgrove Beach between western entrance (adjacent to Lipscombe Avenue) and access on eastern Side of Nutgrove Park
- John Turnbull Park and John Turnbull Oval
- Salamanca Lawns
- St Davids Park
- Wellington Park – unless otherwise sign posted or notified, exercise of dogs on-lead is permitted on approved walking tracks, roads and vehicular tracks in the Recreation Zone (defined as the lower eastern foothills of kunanyi/Mount Wellington, below Pinnacle Road from the Springs to the Chalet), but not including those tracks or roads declared as prohibited or restricted at all times
- The Pipeline Track (between Fern Tree and the municipal boundary) Note: the Pipeline Track extends into the Kingborough municipality

#### **EXERCISE AND RESTRICTED AREAS DURING SPECIFIED HOURS AND SEASONS**

##### **Parks**

- Princes Park
- Cascade Gardens
- Fitzroy Gardens
- Benjafield Terrace

Dogs are permitted off-lead from 7.00pm to 9.00am during daylight savings time and between 3.00pm and 9.00am at all other times.

Dogs are permitted on-lead between 9.00am and 7.00pm during daylight savings time and between 9.00am and 3.00pm at all other times.

- Soundy Park

Dogs are permitted off-lead from between 3.00pm and 9.00am.

Dogs are permitted on-lead between 9.00am and 3.00pm.

**Bushland**

Knocklofty Reserve – Tracks and trails in the area between Forest Road car park, Poets Road, Fielding Drive reservoir and the walking track to the west.

Dogs are permitted on-lead between 8.00pm and 6.00am during daylight savings time and between 5.00pm and 7.00am at all other times.

Dogs are permitted off-lead between 6.00am and 8.00pm during daylight savings time and between 7.00am and 5.00pm at all other times.

All other areas of Knocklofty Reserve are on-lead at all times.

**TRAINING AREAS**

- Soldiers Memorial Oval is declared as an off-lead dog training area during dog training hours

## Amended Declared Areas

### RESTRICTED AT ALL TIMES

- South Hobart Oval (from 1 July 2026)
- The following tracks or areas of Wellington Park:
  - Upper Luge Track
  - The Springs Lookout Circuit
  - Pinnacle Road above The Chalet
- West Hobart Skate Bowl (also known as John Doggett Skate Bowl)

### RESTRICTED DURING SPECIFIED HOURS

- Sportsgrounds when the ground is booked

### ON-LEAD EXERCISE AREAS

- Cenotaph and within 50m of the monument
- John Doggett Park, West Hobart (excluding playground and skate bowl)

### EXERCISE AND RESTRICTED AREAS DURING SPECIFIED HOURS AND SEASONS

#### Beaches

- Nutgrove Beach (except for the area western entrance (adjacent to Lipscombe Avenue) and access on eastern side of Nutgrove Park which is on-lead only at all times)

Dogs are permitted off-lead between 6.00pm and 10.00am during daylight savings time and between 3.00pm and 10.00am at all other times.

Dogs are permitted on-lead between 10.00am and 6.00pm during daylight savings time and between 10.00am and 3.00pm.

#### Bushland

- Knocklofty Reserve – Tracks and trails in the area between Forest Road car park, Poets Road, Fielding Drive reservoir and the walking track to the west.

Dogs are permitted on-lead between 8.00pm and 6.00am during daylight savings time and between 5.00pm and 7.00am at all other times.

Dogs are permitted off-lead between 6.00am and 8.00pm during daylight savings time and between 7.00am and 5.00pm at all other times.

All other tracks and trails of Knocklofty Reserve are on-lead at all times.



# Open Space Strategy 2026-36

Open Spaces for Everyone



City of HOBART



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# Acknowledgement of Country

In recognition of the deep history and culture of Nipaluna (Hobart), we acknowledge the Palawa (Tasmanian Aboriginal people), their elders past and present as the Traditional Custodians of the skies, land and waterways of Lutruwita (Tasmania). We recognise that Palawa have made journeys across Lutruwita and Nipaluna for many thousands of years. We acknowledge the determination and resilience of the Palawa people who have survived invasion and dispossession and continue to maintain their identity, culture and rights.

We also acknowledge all Aboriginal and Torres Strait Islander people who live on the country of the Palawa, here in Nipaluna (Hobart), Lutruwita (Tasmania).





# Key Terms

Term	Definition
Beach	The area of land between the property boundary and the low tide mark/intertidal zone.
Biodiversity or biological diversity	Used to describe the incredible diversity of all lifeforms on Earth, how they interact with each other and their environment. It includes not just animals and plants, but also fungi, microbes, the genetic differences among them and the ecosystems in which they occur.
City or City of Hobart	Refers to the local government organisation that is Hobart City Council (City of Hobart).
CPTED	Crime prevention through environmental design.
Dual recreation park	Open space maintained as a sportsground where organised sport has priority but which is also available for unstructured sport and social games as well as other informal uses such as general recreation and play at other times.
Evapotranspiration	Describes the part of the water cycle which removes liquid water from an area with vegetation and into the atmosphere by the processes of both transpiration and evaporation.
Landscaped areas	Small areas generally adjacent to a footpath that contain plantings. They are typically larger than a standard nature strip but smaller than a park
m <sup>2</sup>	Square metres.
Nature strip	Public land between the pedestrian footpath and the back of the street kerb, between the footpath and property boundary or between the road edge and kerb.
Public open space	Land owned or managed by the City of Hobart that is set aside primarily for leisure, active or passive recreation, nature conservation, other public enjoyment, or gathering. This includes beaches, bushland and public parks, sportsgrounds.



Term	Definition
Recreation	An overarching description for every pastime or exercise undertaken by people in open space. It includes structured sport, unstructured sport, active and passive recreation, fitness activities and play.
Urban ecological restoration	Restoration of ecosystems to the point where nature is able to take care of itself.

# Message from the Lord Mayor



I am delighted to introduce the City of Hobart's first Open Space Strategy, a comprehensive plan aimed at enhancing and preserving the natural and recreational areas that make Hobart such a special place to live.

Public open spaces are vital for community wellbeing, whether we use them to get some exercise or peace and quiet, connect to nature, walk the dog, play in play spaces or socialise with our friends, family and neighbours. The City manages over 4600 hectares of bushland for recreation and conservation, and 80 hectares of parks and reserves for active and passive recreation.

Hobart's open spaces are also essential components of our community fabric. They provide venues for recreation, relaxation and social interaction, and serve as natural habitats for our local wildlife. As our city continues to grow and evolve, it is crucial that we prioritise the protection of these spaces to maintain the wonderful lifestyle that Hobart offers.

This strategy will guide the provision and management of existing open spaces and the delivery of new and improved open spaces to meet the needs of Hobart's residents and visitors, both now and into the future. It considers the challenges we will face over the next decade and includes actions to manage them, including initiatives such as developing a dementia friendly sensory garden, assessing and upgrading of skate parks for children and reviewing the availability of toilets close to our bushland reserves.

The strategy sets out how we will work with traditional owners to acknowledge Country through nomenclature, signage, interpretation and events, including increasing the presence

of Palawa kani (Tasmanian Aboriginal) language in our open spaces and working with the Aboriginal community to progress an Aboriginal Cultural Centre. We will continue working with all local community groups to maintain the places that provide Hobart with its unique identity, character and sense of place.

We will aim to ensure equity of access to open spaces and seek opportunities to transform currently underutilised sites close to the city, while acknowledging the current fiscal climate. Hobart's bushland areas and urban parks will have an important role in mitigating the impacts of climate change, while continuing to be natural havens for people and animals.

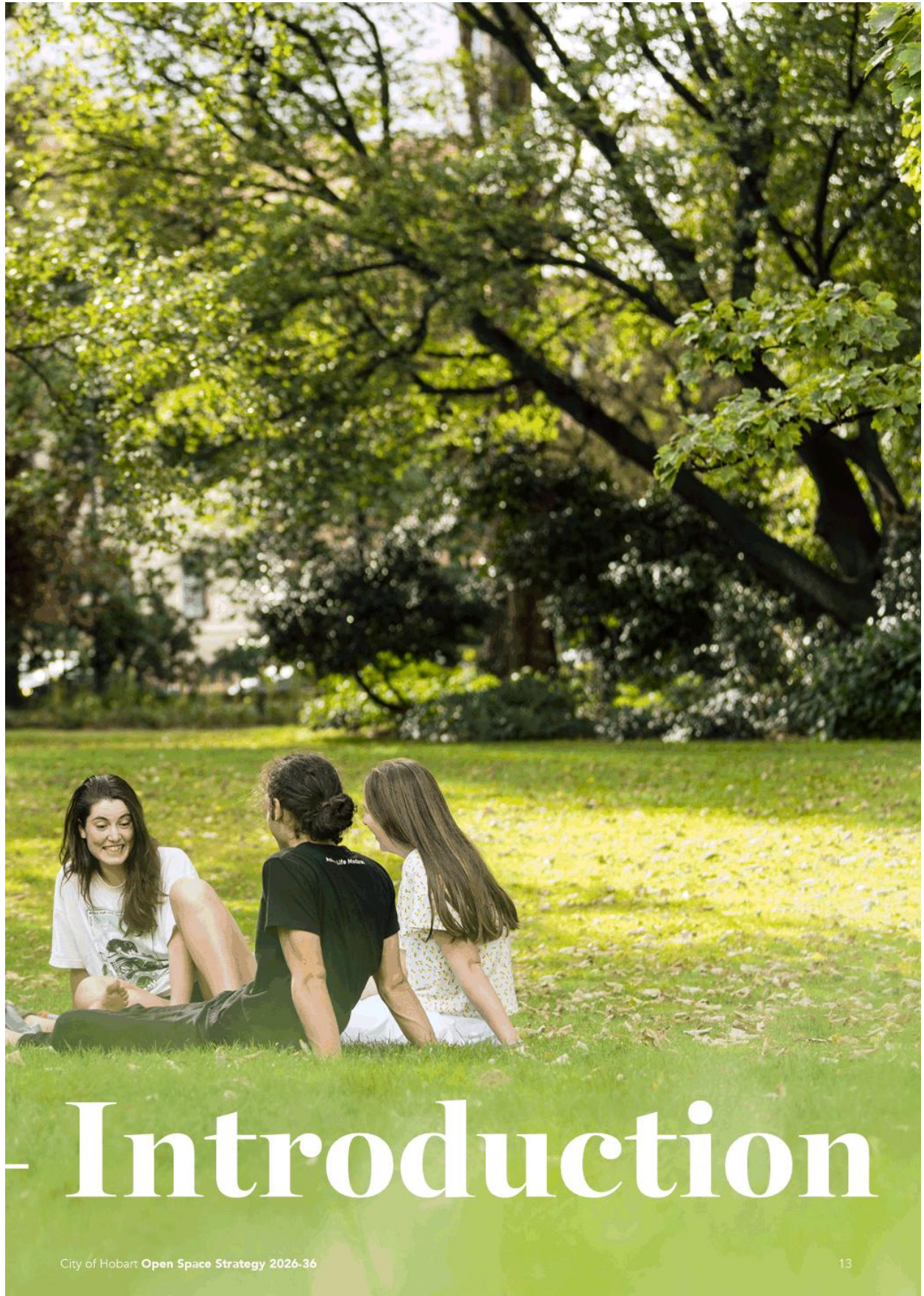
I encourage everyone to read the strategy and take pride in the shared vision it sets for Hobart's future. This strategy now provides a clear and considered framework for how we will protect, enhance and manage our open spaces in the years ahead. Our parks, bushland and reserves belong to the whole community, and through this strategy we reaffirm our commitment to caring for them so they continue to enrich the lives of current and future generations.

*Anna Reynolds.*

**Cr Anna Reynolds**  
**LORD MAYOR**









## Why are we developing a strategy?

The development of an open space strategy for Hobart is an outcome of the City of Hobart Capital City Strategic Plan 2023, which reflects the community's values and aspirations in the document *Hobart: A Community Vision for Our Island Capital*.

The City of Hobart's Open Space Strategy 2026-36 will guide the provision and management of existing open spaces and the delivery of new and improved open spaces to meet the needs of Hobart's residents and visitors, now and into the future.

## What do we mean by open spaces?

For the purpose of this strategy 'public open space' refers to: land owned or managed by the City of Hobart that is set aside primarily for leisure, active or passive recreation, nature conservation, other public enjoyment or gathering. This includes beaches, bushland, public parks and reserves.



### Scope of strategy

It is important to note this strategy excludes most of the 'business as usual' work done to maintain Hobart's open spaces on a day-to-day basis.

The strategy excludes organised sporting activities and restricted access sportsgrounds, for example North Hobart Oval and New Town Sports Precinct, as sporting facilities will be considered during development of the Greater Hobart Sport and Recreation Infrastructure Study.

The strategy is supported by an implementation plan that details when we will implement actions to achieve the principles and goals of the strategy. The implementation actions in the adopted strategy will direct our annual priorities for open space and we will ensure we monitor our progress.

### Why are our open spaces important?

Hobart's beaches, bushland reserves and parks are places for activity, contemplation, gathering and play. These open spaces are home to an abundance of native wildlife, plants, woodlands, forests and grasslands. They are places of cultural and heritage

significance and provide a wealth of recreational and tourism opportunities. Open spaces help connect communities, they are where we go to socialise with family and friends, take a moment from busy lives to enjoy quiet time in nature, eat lunch, cycle, walk, play games, relax and participate in community activities and volunteering.

Open spaces are vital to a healthy, thriving community and a city. Under this strategy Hobart's open spaces will:

- Continue as places for recreation and leisure for our residents and visitors of all ages and abilities.
- Always be havens for nature in bushland areas and in our urban parks.
- Encourage the community to be outside, participate in activities and improve their health and wellbeing.
- Play an important role in mitigating the impacts of climate change through the sequestration of carbon, by cleaning and cooling the air and water, and by absorbing heavy rainfall.

Under this strategy we will work with traditional owners to acknowledge Country and with all local community groups to maintain the places that provide Hobart with its natural identity, character and sense of place.



## Our Vision

The City of Hobart's vision is described in *Hobart: A Community Vision for our Island Capital*.

Hobart breathes.

Connections between nature, history, culture, businesses, and each other are the heart of our city.

We are brave and caring. We resist mediocrity and sameness.

As we grow, we remember what makes this place special.

We walk in the fresh air between all the best things in life.

The community vision is in three parts: identity statements, the eight pillars, and the vision statement.

The identity statements are the stories that summarise the values and special qualities community members and stakeholders want to see reinforced, developed, or improved, and the pillars represent the aspirations for major aspects of life in Hobart.

The vision is not based on concrete policies or actions, rather it outlines the kind of future people would like to see for Hobart. It articulates what people value about Hobart today and what they aspire to for its future.

The City of Hobart Open Space Strategy aims to deliver outcomes that align with these four pillars.

## Aligned with four pillars



### Sense of Place

We are a city of unique beauty, environment, heritage and people, built on a shared sense of ownership, pride and wonder. This spirit of place has been shaped by Tasmanian Aboriginal people for tens of thousands of years and continues to be shaped by all who have called Hobart home. It is developed jointly by community, private enterprise and government, valuing and enhancing our Hobart identity.



### Community Inclusion, Participation and Belonging

We are an island capital city that is socially inclusive and coherently connected, whose people are informed, safe, happy, healthy and resilient.



### Movement and Connectivity

We are a city where everyone has effective, safe, healthy and environmentally friendly ways to move and connect, with people, information and goods, and to and through spaces and the natural environment. We are able to maintain a pace of life that allows us to fulfil our needs, such as work, study, business, socialising, recreation, accessing services, shopping, entertainment and spending time with loved ones.



### Natural Environment

We are a city whose people see ourselves as part of a beautiful and unique natural environment, from the mountain to the river, which embraces us and shapes our identity. We are proud custodians and advocates, ensuring resources are appreciated rather than wasted, supporting biodiverse ecosystems in honour of past, current and future generations.





# A community vision for our island capital

**CAPITAL CITY  
STRATEGIC  
PLAN 2023**



## influencing documents

- Southern Tasmania Regional Land Use Strategy 2010-2035
- Tasmanian Open Space Policy and Planning Framework

**DRAFT  
OPEN SPACE  
STRATEGY**



## aligned with

- City of Hobart Street Tree Strategy
- City of Hobart Biodiversity Action Plan
- Bushfire Management Strategy



- 30-year Greater Hobart Plan
- 2040 Climate Ready Hobart Strategy
- City of Hobart Transport Strategy
- Country, Culture, People
- Central Hobart Plan
- City Economy Strategy

## Our Open Space Vision

Our open spaces are balanced for people and nature, they enhance the health and wellbeing of current and future communities and help mitigate the effects of climate change.



### Principle 1: Accessible and Inclusive

Increasing the amount of accessible and inclusive open spaces for people of all abilities, ages and cultures to use them for recreation and leisure.

**Goal 1.1** Open spaces that can be accessed and enjoyed by everyone in the community.

**Goal 1.2** Welcoming for people of all ages.

**Goal 1.3** Safe Places.



### 2. Nature Positive

Hobart is uniquely entwined with its natural environment. Our natural surroundings define the character and identity of our city.

**Goal 2.1** Nature is secure and flourishing.

**Goal 2.2** Resilient open spaces mitigate climate change impacts.

**Goal 2.3** Nature threads through our city.



### 3. Cultural

Our open spaces are welcoming locations for ideas to generate, somewhere to celebrate and places to experience art and performance.

**Goal 3.1** People can engage with Tasmanian Aboriginal culture in open spaces.

**Goal 3.2** Contemporary cultural heritage.

**Goal 3.3** A place for gatherings and social events.



### 4. Health and Wellbeing

Open space provides significant mental and physical health benefits by providing a place to exercise, a space for contemplation and relaxation in natural surrounds, and opportunities for community interaction.

**Goal 4.1** Our open spaces benefit human health.

**Goal 4.2** Spaces for connection and contemplation.

**Goal 4.3** Facilitating active travel.



### 5. Quality and Quantity

The continued provision of open space of sufficient quantity and quality to meet the needs of residents and visitors.

**Goal 5.1** Meet the needs of residents and visitors now and into the future.

**Goal 5.2** Our open spaces are carefully planned.

**Goal 5.3** New and upgraded open spaces utilise sustainable design principles.



# Why do we need open spaces?

Access to open spaces, which include urban and suburban parks, as well as bushland and coastal areas, is fundamental to quality of life with proven benefits for human health, wellbeing and community cohesion.

Open spaces are sanctuaries for native plants and animals, and can act as stepping stones, helping wildlife move through urban landscapes. They contribute to a successful local economy.

## Social wellbeing

Open spaces provide places in which people can take part in recreational activities, exercise, relax and find a place to be with nature.

Outdoor exercise makes us physically healthier. It also makes us mentally healthier and helps us feel happier through its effects on the brain. Our beaches, parks, playgrounds and walking tracks create opportunities for us all to exercise, socialise, relax and feel part of a community while accessing these health benefits.

For children, physical and mental development is enhanced by playing and learning in outdoor open spaces such as city parks and in bushland reserves where they are surrounded by plants and trees. Older people benefit from open spaces through improved physical health and social wellbeing - open spaces provide opportunities for social interaction and connection that reduce feelings of loneliness and social isolation.

In some countries, time spent in open spaces is prescribed by medical professionals to help people heal.

## Environmental benefits

Open spaces are strongholds for biodiversity and can encompass entire ecosystems, geological and hydrological features, and the lifeforms that are part of them, including native and non-native trees and shrubs, grasses and wildlife.

Our urban parks bring the environment into the city and are a haven for birds, insects and small mammals.

In urban areas, natural open spaces help reduce risks of climate change driven impacts by:

- Absorbing and retaining heavy rainfall.
- Reducing heat by providing shade and increasing evapotranspiration resulting in areas that are significantly cooler than surrounding hard infrastructure.

## Economic benefits

Hobart's open spaces attract tourists and visitors whose spending provides economic benefit to local businesses who employ local people.

Our urban parks are frequently used for open air events. The hiring out of these parks provides the opportunity to enhance recreation and visitor experience as well as




a source of income for the City of Hobart that helps fund the management and maintenance of all our open spaces.

It is estimated that approximately 500 000 interstate and international tourists visit Kunanyi/Mt Wellington each year, bringing much needed wealth to Tasmania and Greater Hobart, but funding

for the infrastructure on the mountain is predominantly shouldered by the City of Hobart and the Hobart's residents and businesses through rates and charges.

In 2024 the Tasmanian Government began a strategic review of Kunanyi/Mt Wellington.

## — Case Study



### Time spent in nature

A recent study in the United Kingdom looked at the monetary value of providing equivalent health benefits to time spent in nature as equivalent to £356 (\$690) an adult<sup>1</sup>. In Belgium, it was found that children with more natural, open space near their homes have significantly stronger bones, potentially leading to lifelong health benefits. Scientists found that children living in places with 20-25 per cent more natural areas had increased bone strength that was equivalent to half a year's natural growth<sup>2</sup>.

1. [ons.gov.uk/economy/environmental accounts/articles](https://ons.gov.uk/economy/environmental%20accounts/articles)

2. [jamanetwork.com/Exposure to Residential Green Space and Bone Mineral Density in Young Children](https://jamanetwork.com/Exposure%20to%20Residential%20Green%20Space%20and%20Bone%20Mineral%20Density%20in%20Young%20Children)

# What we heard through community engagement

In March 2024 the City of Hobart carried out an open space survey to find out what the people of Hobart and surrounding suburbs love about our open spaces.

We received a significant response to the survey, with more than 1400 visits to the Your Say Hobart website. The survey reached nearly 10 000 people through social media and received more than 300 survey responses from the community. Below is a sample of those responses.

## People love Hobart's open spaces

Through the survey we heard that people love Hobart's open spaces. Below is just a sample of the feedback we received.

*'Safe open space is essential for connectedness. And if the space is green and relaxed, and not grey and noisy, we will all be out there more, and happier and healthier for it.'*

*'We have a lovely mix of large and small spaces.'*

*'I treasure them and the walking paths in them.'*

*'I love walking through Knocklofty since it's been done up!'*

*'We are lucky to have them.'*

*'Love them all and appreciate them immensely. Great for both mental and physical wellbeing.'*

*'We are immensely lucky to have an incredible variety and quality of nature and open spaces within easy access of anywhere in the city.'*

*'This diversity of birds, flowers and insects is a subtle yet pleasurable attribute in Hobart's green spaces. This wildlife, especially the bird sounds, creates a sense of tranquility and a shared living environment with nature. So vital for a healthy city.'*

*'Keep up the good work. Hobart's green open spaces are vital in making Hobart a great place to live and visit.'*

*'I love them!!!! It is the best part of this city.'*

*'They are a major reason why we live in Hobart.'*

*'They are incredibly important to provide a sense of community.'*

*'Thank you for providing a range of parks and allowing dogs. Green space is important for our physical and mental health and wellbeing, plus we can always learn from the natural environment.'*



### But we can do better

*'Protect them from graffiti, encroachment and commercialisation.'*

*'There aren't enough of them.'*

*'The street network should be part of providing important green links between parks... The journey to the open space could be as rewarding as the destination.'*

*'I am scared of dogs and many dog owners cannot control their dogs but let them off leash anyhow and there is much dog poo, but no controls and/or little restrictions.'*

*'Build more off-lead dog parks and get them off sportsgrounds.'*

### Community ideas for better open spaces

*'I do enjoy some arts events in open spaces now and then. I also love seeing sculpture within parks - using art to interpret and tell stories of nature.'*

*'Street trees so it's a nice walk to get to the open green space. Green city streets.'*

*'...put more signage up about the significance of green spaces - their role in climate change - their role in keeping cities cool.'*

*'More traffic calming measures on roads around and through the reserves, especially Cornelian Bay.'*

*'Toilets at Knocklofty Reserve. More signage about the value of local protecting native biodiversity.'*

*'Fenced, off-lead dog areas and play equipment in dog friendly spaces.'*

*'More native plant replacements along the rivulet track; eg. willow removal and replacement with eucalypts. A little playground on the rivulet track next to Waratah nursery would be amazing.'*

*'Deciduous trees that provide shade in summer and light in winter.'*

*'Green spaces with lots of tree cover'*

*'More education about the endemic animal and plant species.'*

*'If Hobart residential areas are intended for infill development, there needs to be a lot more quality green open spaces.'*

### Summary

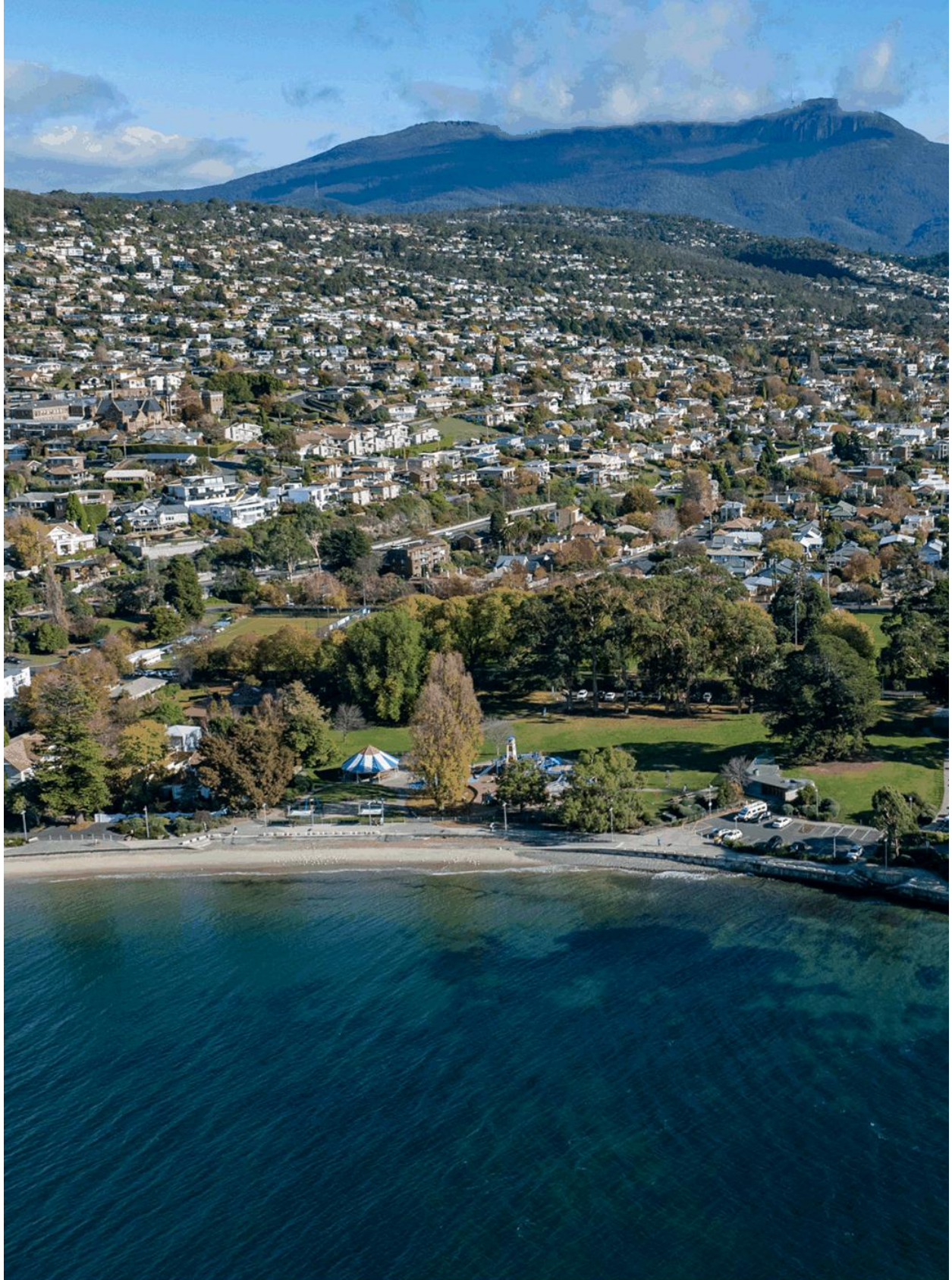
Two thirds of respondents were from Hobart and one third from neighbouring local government areas, showing how popular our open spaces are with people from outside of our city.

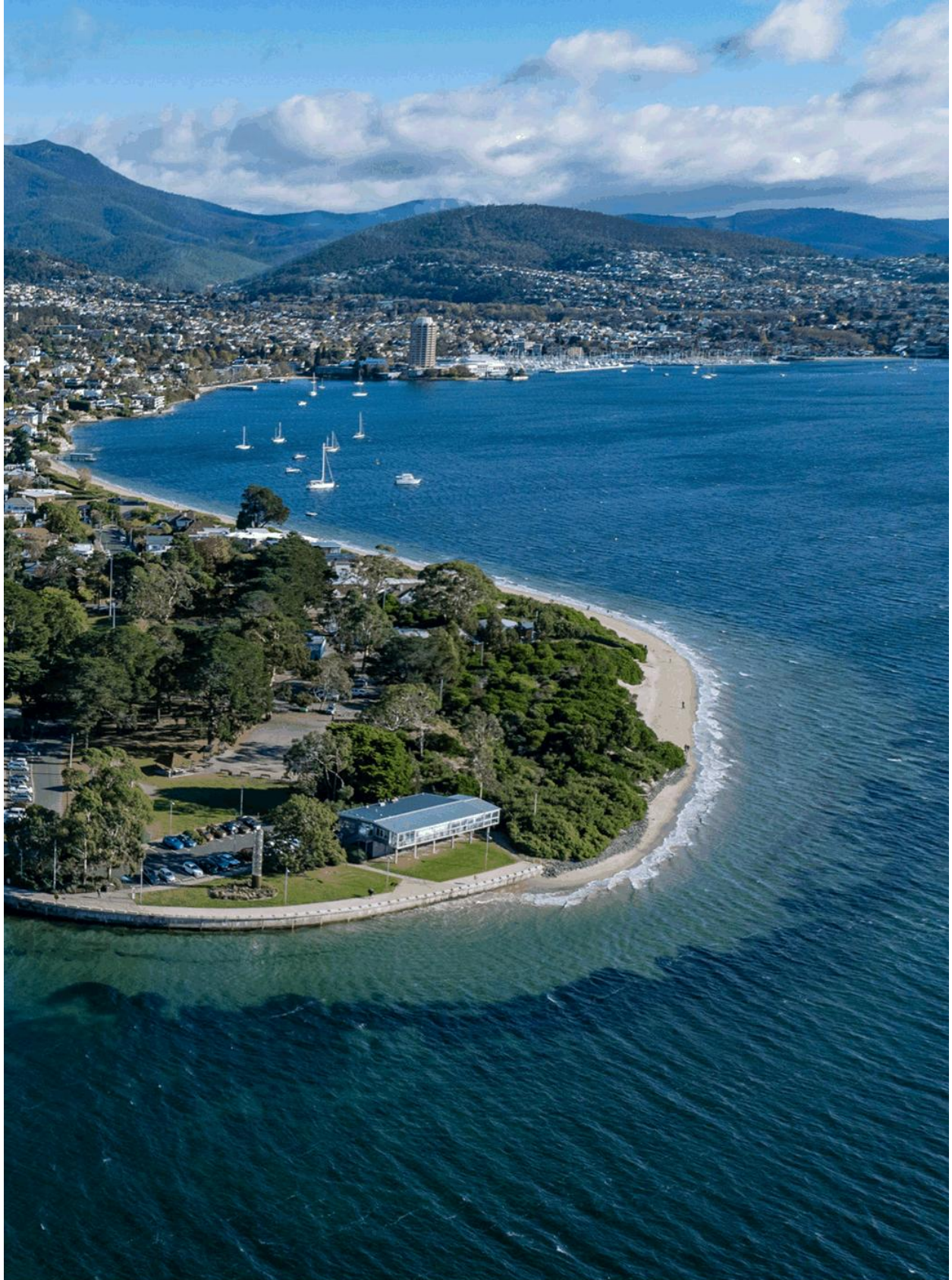
Most people visit Hobart's open spaces to exercise, or relax and connect with nature, improving their health and wellbeing.

The overwhelming majority of people (more than 90 per cent) rated protection of environment and habitat and connection to nature as the most important elements of open spaces.

The top three favourite open spaces were Queens Domain, Kunanyi/Mt Wellington, Hobart Rivulet Park.

Community feedback has helped shape the principles and develop actions.





# Population and open spaces

Hobart's open spaces change dramatically in character as you move out from the city centre. Our CBD is marked by beautifully-curated city parks full of cultural and historical landmarks. Our suburban parks tend to focus on areas for activity and play – picnic and barbecue areas, recreational spaces including cycleways, walking and running tracks.

Further out, in suburbs such as Fern Tree and Mt Nelson, our open spaces begin to reflect the natural environment and are dominated by heavily forested bushland reserves that are protected for their natural values.

To properly manage these different types of open spaces we need to understand the dynamics of the communities that use them, which of the available open spaces these communities have access to, and whether or not we can expect a significant change in the local population and demographics.

In 2024 Hobart's estimated residential population was 55 977<sup>3</sup>. By 2038, Hobart's population is expected to increase by 3164 people to 59 128 residents<sup>4</sup>.

When we look at Hobart's open spaces by suburb it becomes clear that some residents have more access to open space than others. And when we look at which suburbs are expected to see an increase in population over the next 14 years – the inner urban suburbs of Hobart and North Hobart – we can also see that currently these suburbs have the lowest amount of open space in Hobart per resident.



3. Australian Bureau of Statistics, estimated resident population and components, Local Government Areas.

4. 2024 Tasmanian Treasury Population Projections for Tasmania and Local Government Areas Medium Series.



**250km**

of tracks and trails



**100+**

parks and reserves



**52**

playgrounds



**20 000**

trees, not including bushland areas

## — At a Glance

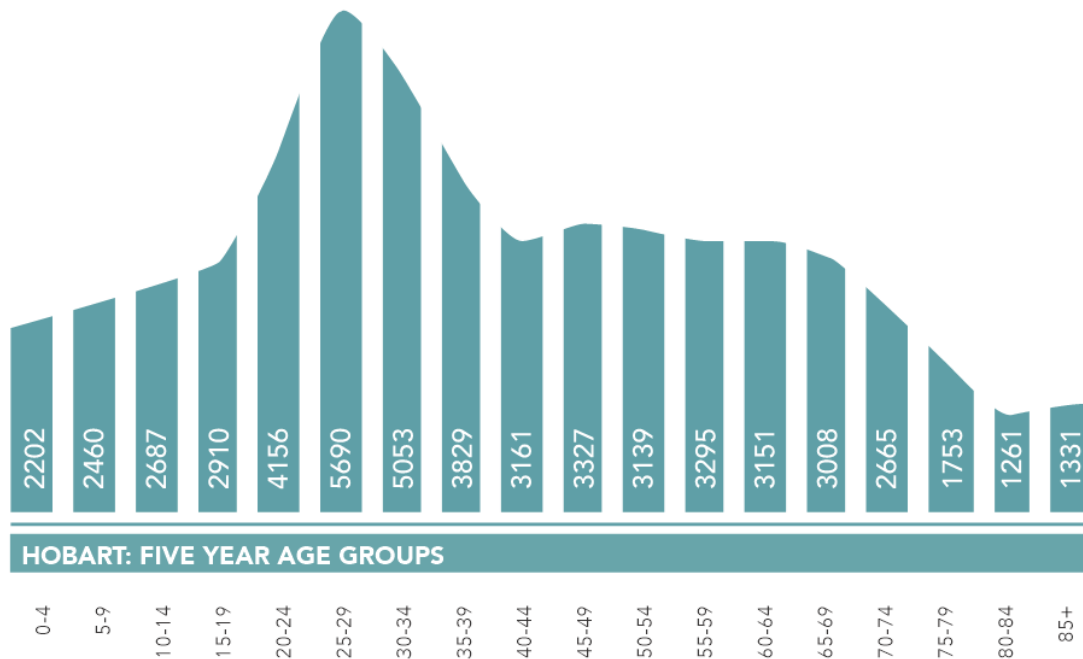


### Existing open space network

The City of Hobart's open space, excluding nature strips and landscaped areas, can be categorised into:

- Bushland areas\* – 4600 hectares or 46 000 000 square metres (8267 m<sup>2</sup> per resident).
- Parks – 71.2 hectares or 712 000 m<sup>2</sup> (13m<sup>2</sup> per resident).
- Dual Recreation Park – 13 spaces totalling 28.4 hectares in size or 284 000 m<sup>2</sup> (5m<sup>2</sup> per resident). Public recreation space available when sport is not being played.

\* Includes Wellington Park.



Australian Bureau of Statistics, Census of Population and Housing 2021. Compiled and presented by .id (informed decisions).

Tasmania has the oldest population of any state or territory in Australia. Our median age is 42 – 3.5 years above the national average age of 38.5<sup>5</sup>.

In Hobart, the 2021 Census provides our most recent age breakdown. And while we have one of the youngest populations in Tasmania – median age of 37 – we also have almost as many people aged under 20 as we do aged over 65.

The age structure of Hobart’s population provides a valuable tool in gauging the level of demand for age-based services and facilities in our open spaces. It also helps us determine when certain resources, such as playgrounds, sportsgrounds and facilities for older people are more likely to be needed.

Ease of access to a range of open space of different sizes and types is of particular importance to enable everyone to experience the differing benefits of open spaces. If people cannot easily access open space they are less likely to visit and experience the benefits. Similarly, if our open spaces are easily accessible but of poor quality people are less likely to visit them.

A number of actions to be delivered as part of implementing this strategy will help ensure our open spaces serve the needs of those living in particular suburbs, as well as the city as a whole.

5. Australian Bureau of Statistics, National, state and territory population, June 2024.



Open space by suburb							
Suburb	Resident population	Park area total (ha)	Park per resident (m <sup>2</sup> )	Bush area total (ha)	Dual recreation parks (ha)	Open space total (ha)	Open space per resident (m <sup>2</sup> )
Battery Point	2197	3.5	16	N/A	N/A	3.4	16
Fern Tree, Dynnyrne, Ridgeway, Tolmans Hill	3382	12.1	36	507	N/A	519.1	1535
Hobart	3509	4.7	13	N/A	N/A	4.7	13
Lenah Valley	6596	5.6	9	179	1.3	185.9	282
Mount Nelson	2764	N/A	N/A	64	2.7	66.7	241
Mount Stuart	2481	1.4	5	40	N/A	41.4	167
New Town	6768	5.4	8	8	9.1	22.5	33
North Hobart	2663	1.4	5	N/A	N/A	1.4	5
Glebe, Queens Domain	608	12.2	201	142	3.7	157	2597
Sandy Bay	12 501	13.1	10	32	6.3	49.9	41
South Hobart	5939	10.1	17	355	3.3	368.4	620
West Hobart	6599	1.7	3	126	2	129.7	197
<b>Total</b>	<b>56007</b>	<b>71.2</b>	<b>13</b>	<b>1453</b>	<b>28.4</b>	<b>1552.6</b>	<b>277</b>

\* Estimated on combined statistical area level 1 data.

# Physical activity participation in Tasmania

More than half of Tasmanians participate in recreational walking and 26 per cent bushwalk, a pursuit that is more popular in Tasmania than in any other state or territory in Australia.

Hobart is home to Kunanyi/Mt Wellington, one of the most popular bushwalking destinations in Tasmania. We know Hobartians love bushwalking and the City of Hobart currently manages and maintains a large network of tracks and trails, including popular bushland reserves such as areas of Knocklofty and Bicentennial Park as well as several major parks.

Walking is the most popular physical activity for adults in Tasmania. Our parks and bushland areas provide places for walking,

cycling and many social and sporting activities.

The tables below detail the most popular activities for adults in Tasmania. For this survey an adult is a person aged 15 and over<sup>6</sup>.

In the future, we anticipate that there will be increasing demand for better access to, and provision of facilities in our open spaces and this strategy includes measures that seek to respond to these demands.

Table 4 Adult participation by activity 2023-24

Participation by activity – top 10 recreation activities		
Activity	Participation Rate (%)	Estimate (000s)
Walking (recreational)	56.4%	270 369
Fitness/Gym	26.3%	125 915
Swimming	16.6%	75 292
Running/jogging	16.1%	77 352
Bushwalking	26.4%	126 371
Cycling	9.4%	44 957
Yoga	5.4%	25 957
Pilates	4.2%	19 918
Golf	3.7%	17 506
Basketball	3.4%	16 448

6. Australian Sports Commission — [www.ausport.gov.au](http://www.ausport.gov.au). Survey Results July 2023 - June 2024



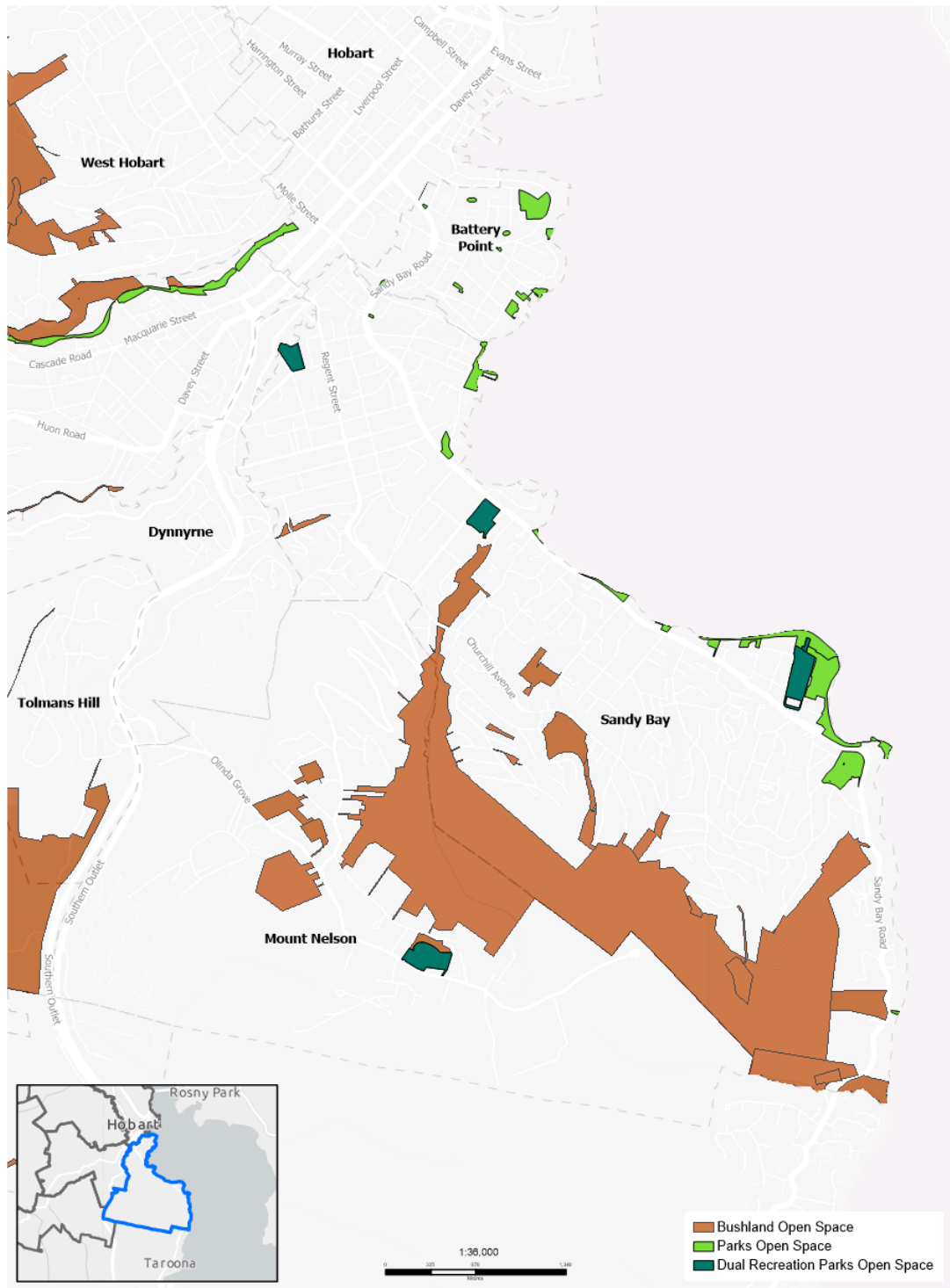
# Open spaces owned or managed by the City of Hobart

Open space owned or managed by the City of Hobart can be seen on the series of maps on the following pages.

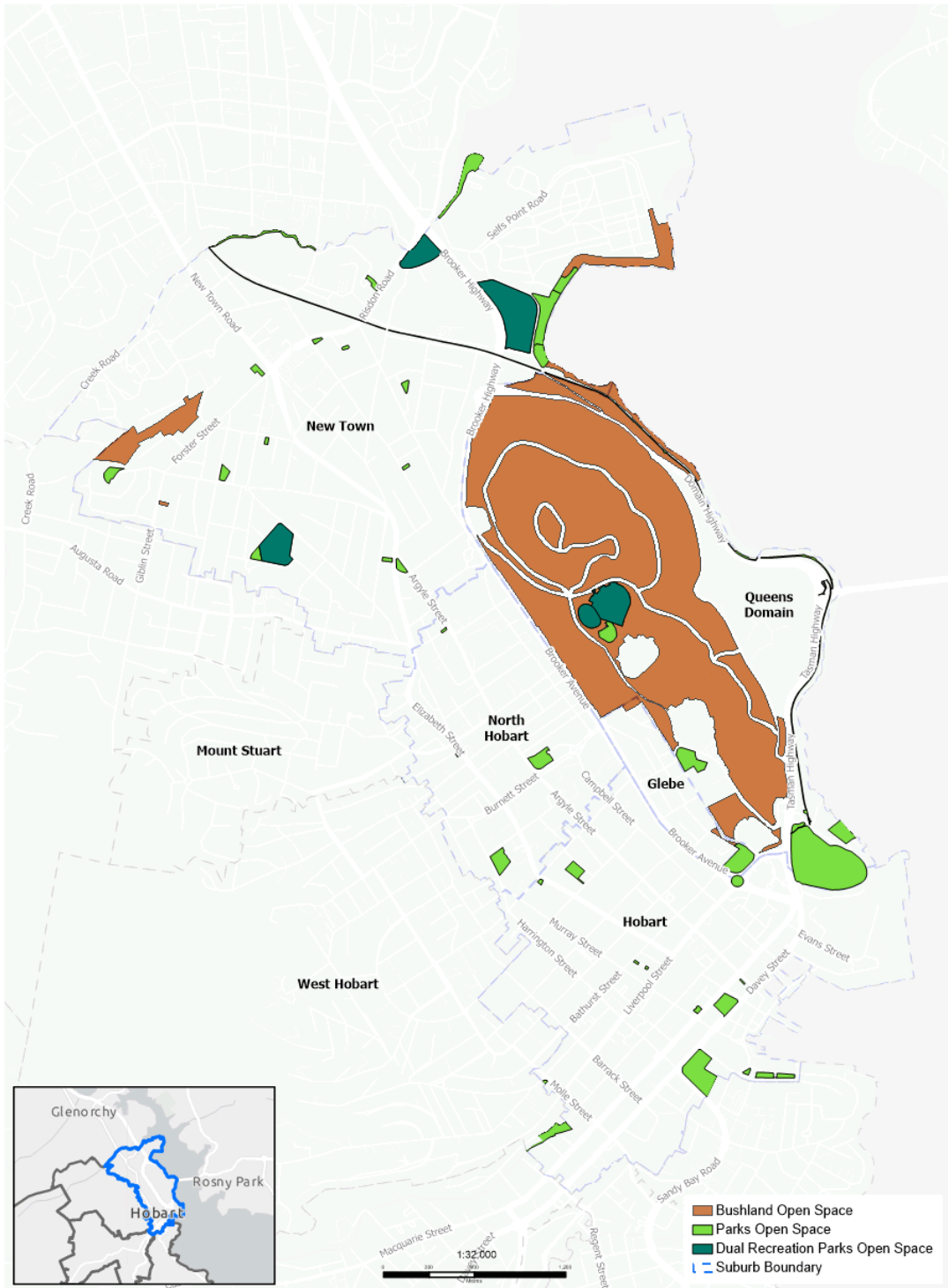




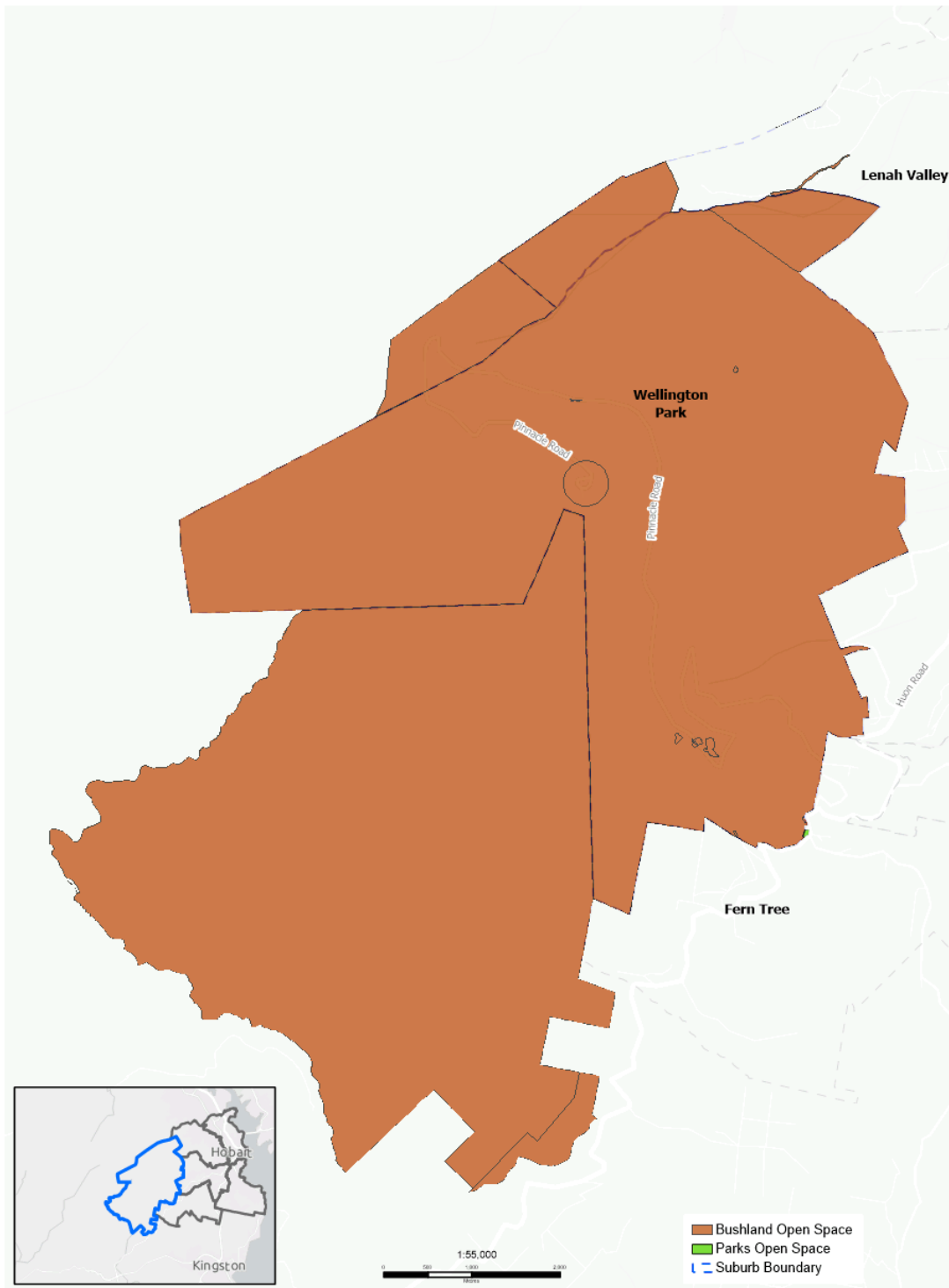
# BATTERY POINT SANDY BAY | MT NELSON



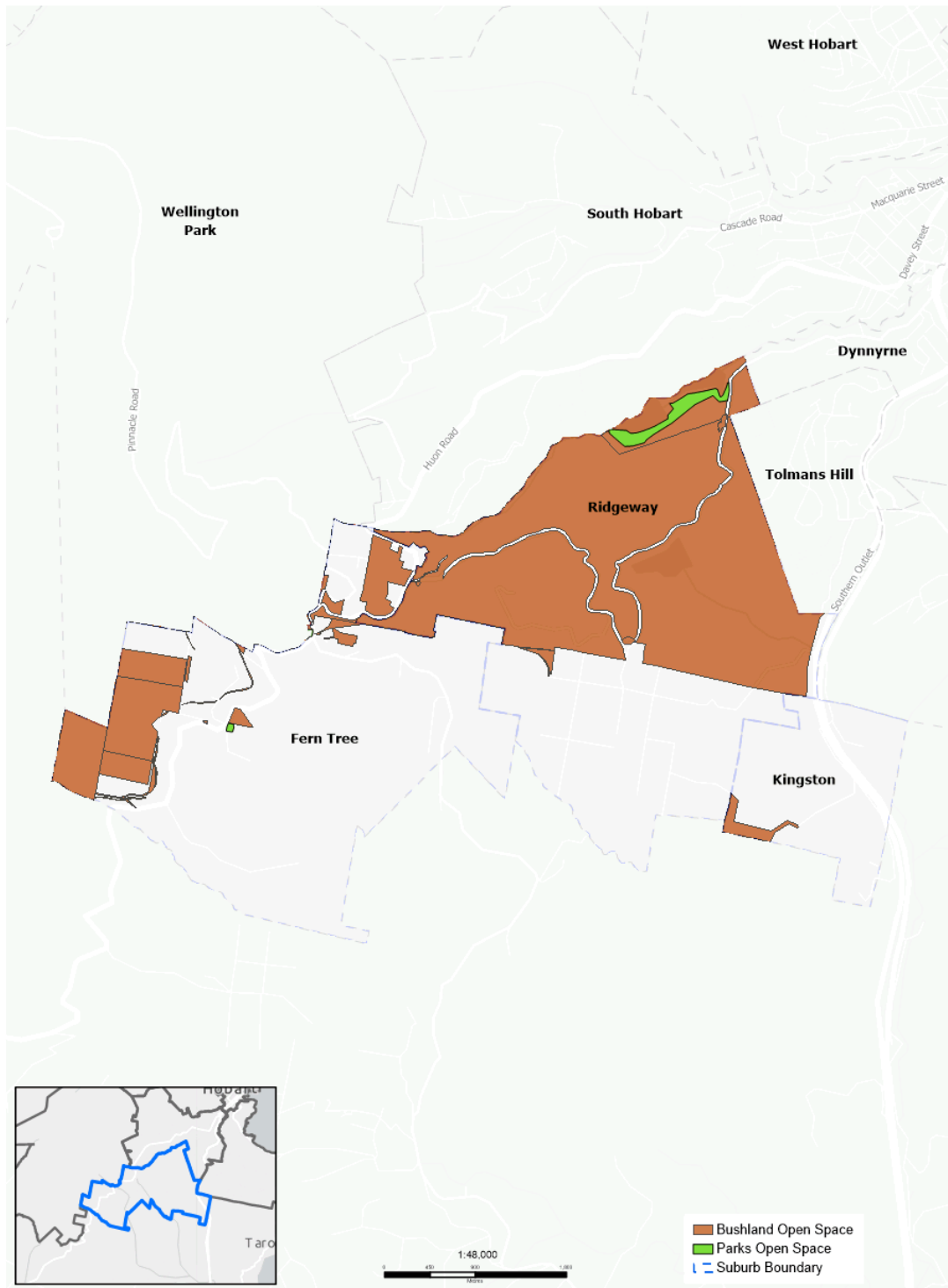
**HOBART | NTH HOBART  
QUEENS DOMAIN | GLEBE | NEW TOWN**



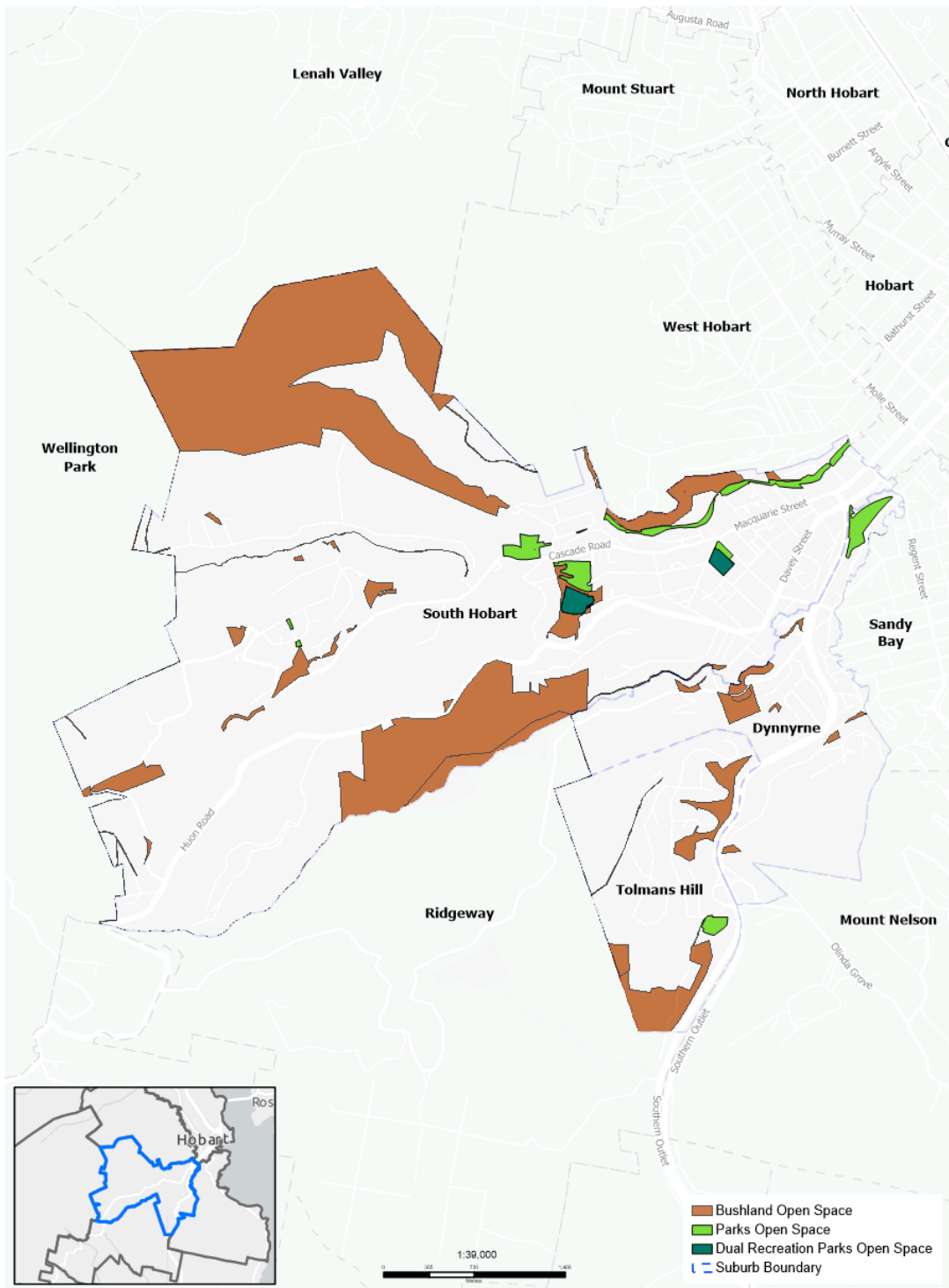
**KUNANYI/MT WELLINGTON  
OTHER LAND OUTSIDE LGA**



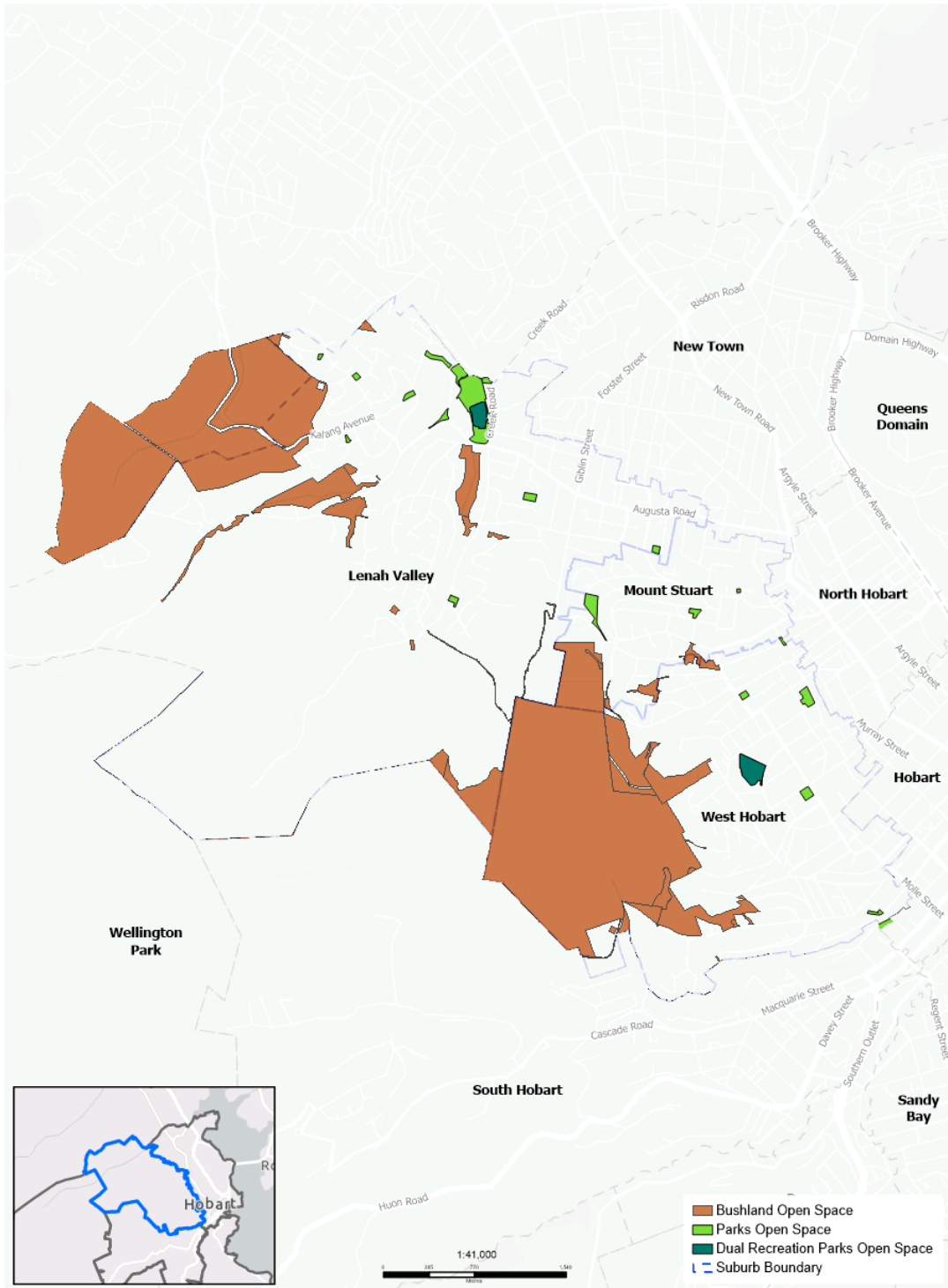
**RIDGEWAY | FERN TREE  
KINGSTON**



**SOUTH HOBART | DYNNYRNE  
TOLMANS HILL**



# WEST HOBART | MT STUART LENAH VALLEY



# What are the functions of Hobart's open spaces?

Hobart open spaces are found across the city, from Timtumili Minanya/ Derwent River to Kunanyi/Mt Wellington. These open spaces vary in size and character and serve many different purposes or functions.

The Bicentennial Park bushland area is predominantly for conservation of flora or fauna, the famous Caldew (Train) Park in West Hobart is a playground, and the Hobart Rivulet Park's primary function is a popular walking and wheeling track.

Many of our larger open spaces will have more than one function. A good example of this is Cornelian Bay with its general recreation area on the oval, a playground, areas of conservation, and places for rest or relaxation.

## Landscaped areas

Landscaped areas provide amenity or have aesthetic values, and are often on roadsides, nature strips, in a roundabout or similar areas. They might be grassed, contain trees or other plantings, and provide benefits for biodiversity or sustainable urban drainage.

Some areas contain seating.

Examples include Waterloo Crescent at Battery Point and the ABC roundabout embankment.

## Rest or relaxation

Open spaces predominantly for passive recreation such as sitting, socialising and eating or drinking.

They are usually smaller open spaces such as pocket parks or smaller local parks, heritage parks and beaches.

## Conservation

Areas for which the primary purpose is the conservation and enhancement of biodiversity values. These open spaces include bushland reserves and open space with significant trees.

## Heritage

Areas for which the primary purpose is the conservation and enhancement of heritage or cultural values. These open spaces include formal landscaped parks and heritage elements within parks.

## Cemetery and remembrance

These include closed cemeteries that are managed by the City of Hobart and areas in open spaces in memory of people or animals.

## General recreation

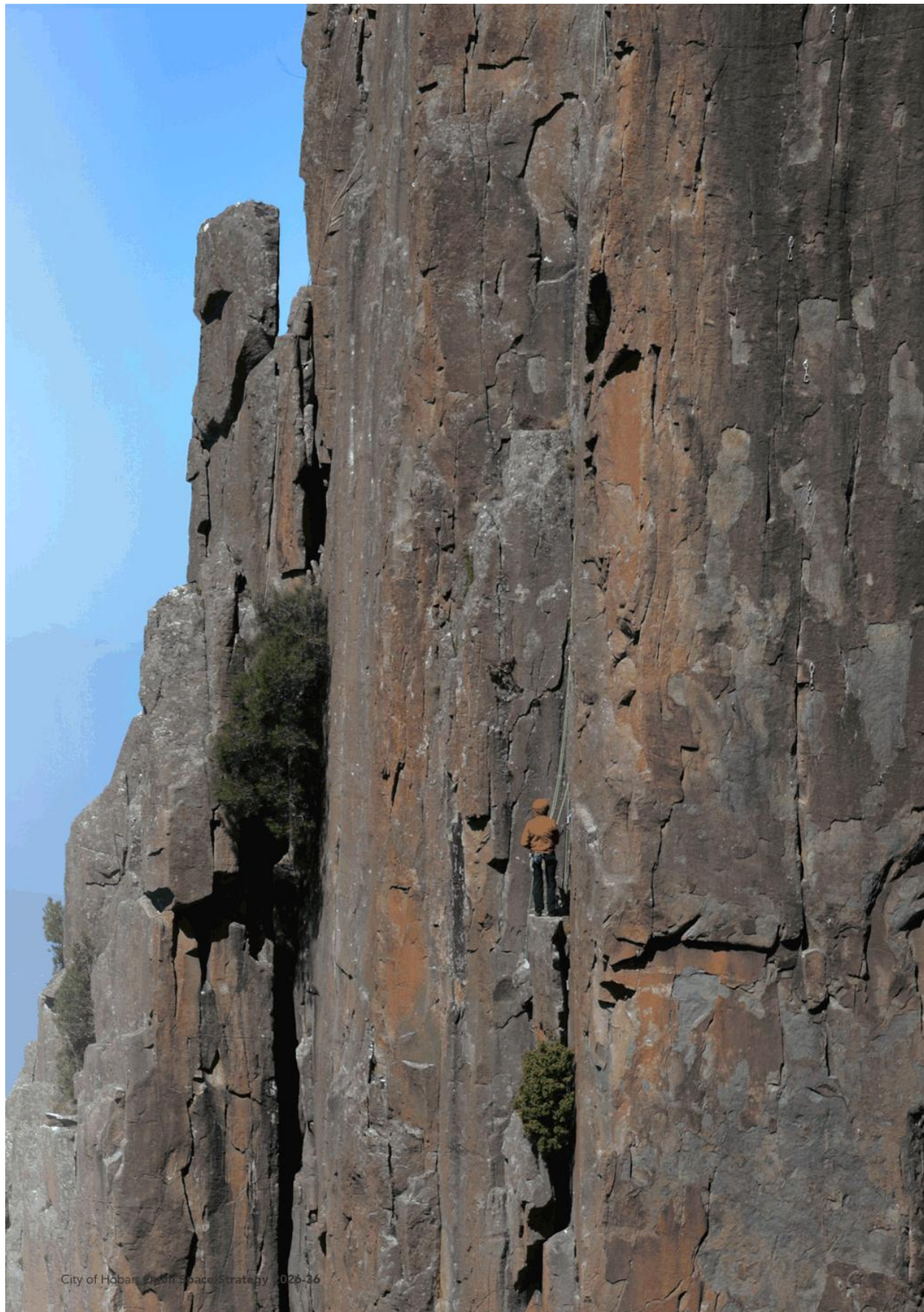
Areas that are suitable for all types of recreation activity including unstructured sports activities for people and their dogs.

## Playground

Areas that contain play equipment for children and young adults. Sometimes fenced and usually located within a larger area of open space.

## Linear tracks and trails

These open spaces are often on rivulets or form connection or linkages between different parts of the city and open spaces.



# Hierarchy of open spaces

To inform this strategy and future work we have developed a hierarchy for Hobart's open spaces. The hierarchy recognises that open spaces operate at different levels and generally service different-sized catchments, while recognising that Hobart is an established city with a huge range of existing open spaces.

Hobart is unique as it contains a significant amount of bushland that is interwoven with the urban environment in many suburbs. Whilst the principal role of this bushland is for protection of biodiversity parts of these areas provide a space for recreation for some residents.

The hierarchy details different levels of open space, a desired proximity standard, a theoretical description of open spaces at that level of the hierarchy for the type of open space. The position within the **hierarchy** of the open space will influence the amenities on offer and the anticipated amount of resources needed for that open space.

For example, **local open spaces**, generally service the local community/suburb and the residents within 5-10 minutes' walk (400m) of the open space.

**District, regional and state significant** open spaces provide different types of recreational experiences with larger areas of open space that will generally service a greater population, including those from neighbouring local government areas and

interstate. Accordingly, open spaces that are subject to higher levels of use will need a higher level of service.

As a future priority, we want all residents in urban areas to be within 400m walking distance (desired service standard) of at least a local open space and for all residents to be within 800m of a district level or higher open space.

Some areas of open space may perform more than one function and accordingly operate at more than one level, for example a District level open space may provide a dual recreation park that is sometimes used for structured sport but also meets the local recreation needs of residents in the area.

This hierarchy is intended to be informative and the basis for a comprehensive plan that will specify our plan for delivering open space in the future.

The proposed hierarchy for open space in Hobart is detailed in Table 5, on the opposite page.

Hierarchy	Description	Desired proximity standard	Examples
<b>Landscaped Areas</b>	Nature Strips and other areas of open spaces normally located along roadsides.		ABC Embankment Burnett Street.
<b>Local Open Space</b>	Open space typically provided at suburb level.  Is readily available for the recreational needs of the residents in the immediate area and neighbourhood.  Generally for shorter visits.  Able to accommodate neighbourhood gatherings.	400m distance of dwellings (for casual/frequent visits).	Friends Park Kalang Avenue Park Swan Street Park
<b>District Open Space</b>	Open Space intended to serve more than one suburb including residents and visitors from both the local neighbourhood and surrounding suburbs, including some users from areas outside Hobart such as Glenorchy or Clarence.  A destination where visits are for a specific purpose and stays are longer as these spaces are subject to higher levels of amenity/embellishment.  Able to accommodate over 100 people and used by individuals or groups/sports teams drawn from Hobart and adjoining Local Government Areas.	800m distance of dwellings	Cornelian Bay Oval Bayside Grounds and Foreshore Reserve  Fitzroy Gardens  John Turnbull Park  Soundy Park  Parliament Street
<b>Regional Open Space</b>	Large areas of open space and/or subject to high usage from a large number of people.  Open Space intended for use by all Hobart's residents, large numbers of people from Southern Tasmania and visitors to the region.  Open space that has high value for recreation due to location, size, or facilities on offer.  Suitable for events for a large number of people, including events that attract people to the region.	For the Greater Hobart region	Cascade Gardens  Long Beach  Princes Park  Waterworks Reserve
<b>State Significant Open Space</b>	Attracts residents from across Tasmania and interstate and overseas visitors.  Open space that has high value for recreation due to cultural reasons, location, size, or facilities on offer.  Spaces consistent with a capital city.	Spaces of state and national significance	Cenotaph  Queens Domain  Wellington Park

Table 5 Open Space Hierarchy

# Parks near people – filling in the gaps

Creating a city that makes it easy for people, no matter where they live, to access public open space has both social and health benefits.

## Areas of Hobart within 400m of a park

The map on the next page shows Hobart areas that are within 400m walking or wheeling distance of an open space designated as a park.

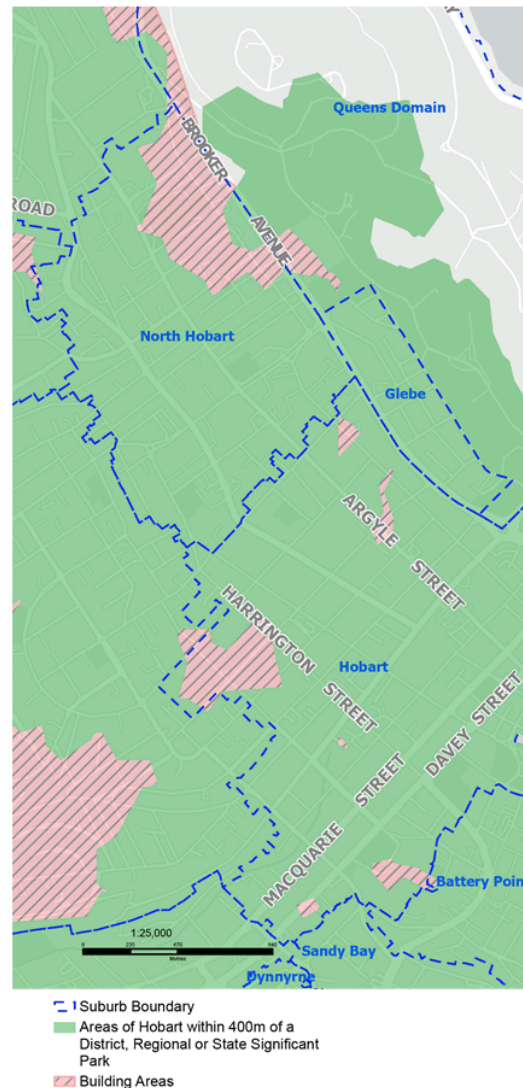
For this map we have included all parks within the hierarchy (see full list of parks in Appendix 1) but excluded bushland areas. A distance of 400m is a five to ten minute walk for most people. Also on the map are areas of Hobart with buildings – houses, commercial buildings and associated infrastructure – that aren't within 400m of a park.

The map reveals gaps in the open space network where residents do not live within 400m of a park. These gaps are in the suburbs of Hobart, Dynnyrne, Lenah Valley, Mount Stuart, New Town, North Hobart, Sandy Bay and West Hobart.

While access to public open space is important for everyone due to the social and health benefits it provides, in Hobart's more urban areas, access to open space may be considered more important, as dwellings are less likely to have large gardens and residents rely more on public green space for recreation.

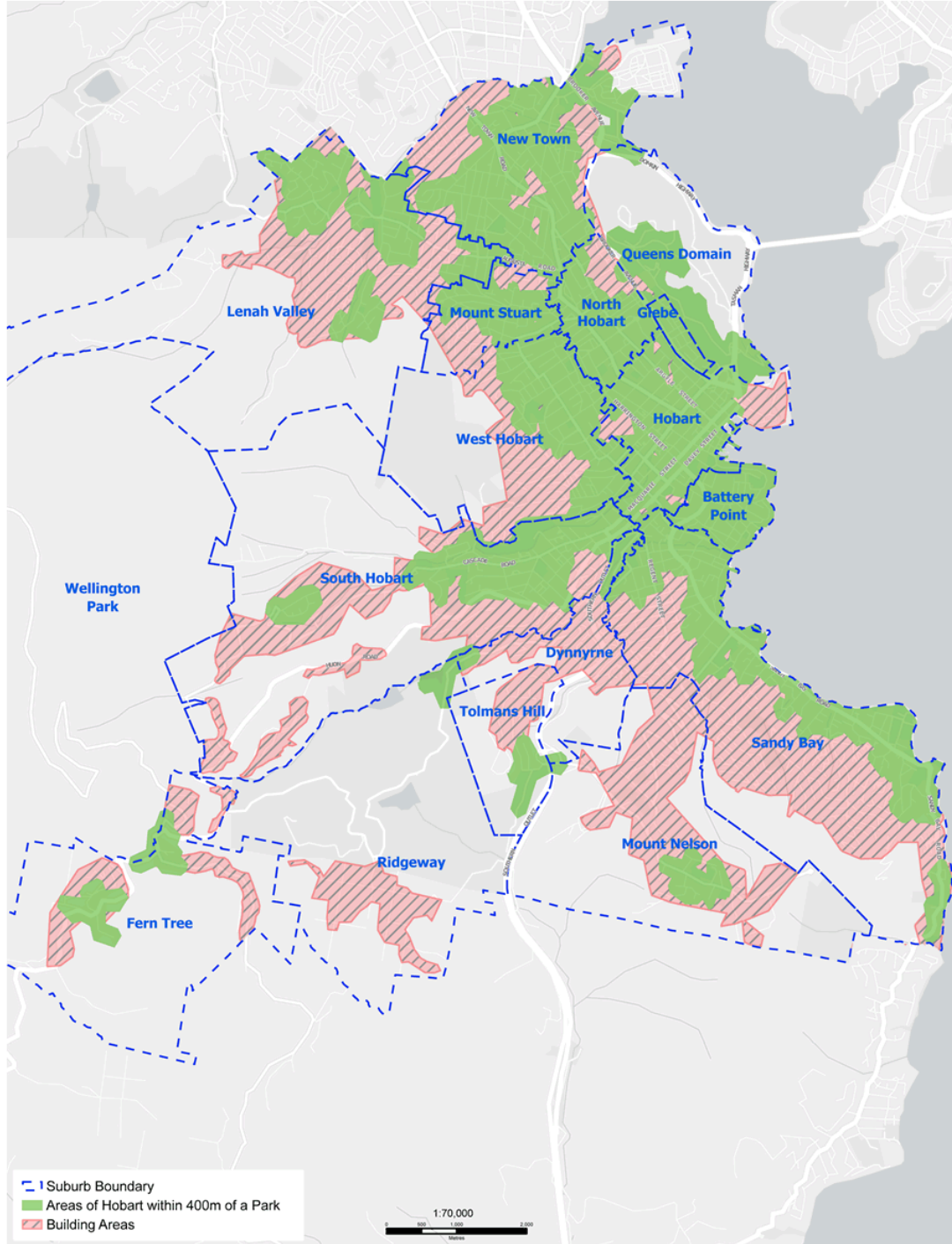
Accordingly, we will prioritise these areas when planning to fill the gaps in the open space network.

The implementation plan that supports this strategy includes an action to develop a plan that ensures in the future everyone has access



to open space in accordance with the desired proximity standards.

## AREAS WITHIN 400 METRES OF A PARK



### Areas of Hobart within 800m of a District, Regional or State Significant Park

The map on the next page shows Hobart areas within 800m walking or wheeling distance of a district, regional or state significant open space designated as a park (see list of these parks in Appendix 1).

A distance of 800m is approximately a 10 to 15 minute walk for most people but might take longer in some areas due to Hobart's topography.

Also on the map are areas of Hobart with buildings – houses, commercial buildings and associated infrastructure – that aren't within 800m of one of these larger, district, regional or state significant parks.

The map shows gaps across the city where residents do not live not within 800m of a district, regional or state significant park. The main gaps are in Lenah Valley, New Town and Sandy Bay.

It might not be possible to provide access to large parks in all peri-urban areas of the city,

however, residents of these areas often have access to bushland that may meet some of their recreation needs.

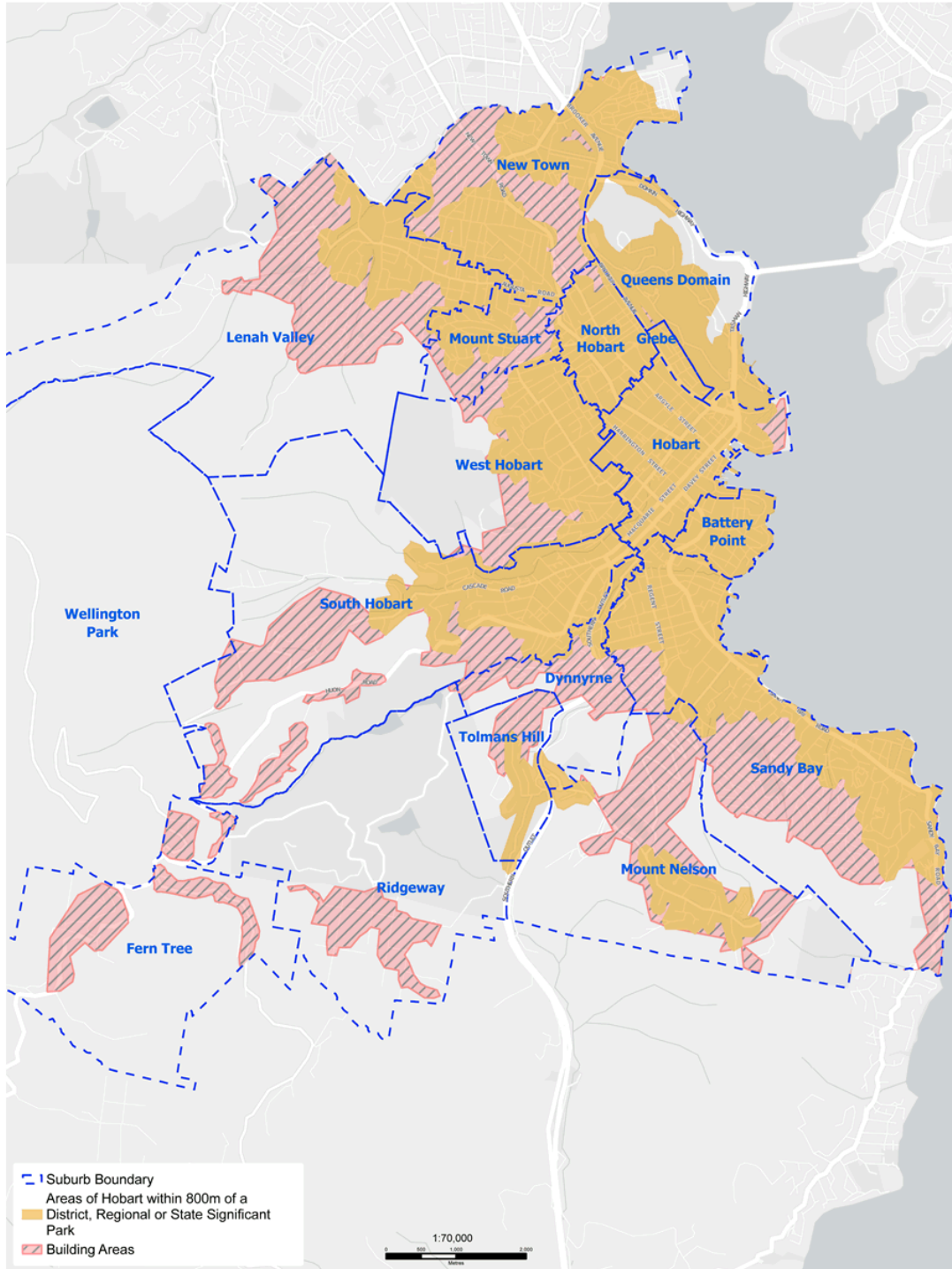
It is important that everyone has access to public open space due to the social and health benefits it provides. Access to larger areas of open space is important because large parks provide for a more diverse range of recreational opportunities than can be experienced in a smaller local park, some of which, such as pocket parks, might be less than 300m<sup>2</sup> in size.

In suburban areas, these large parks provide places for active recreation and games, while those close to the city might be a place to walk the dog, visit a skate park or attend an event. Future planning will look at how we can improve access to larger parks and ensure that the facilities can cope with increasing demands.

The implementation plan supporting this strategy includes an action to develop a plan that ensures that in the future everyone has access to open space in accordance with the desired proximity standards.



## AREAS WITHIN 800 METRES OF A DISTRICT, REGIONAL OR STATE SIGNIFICANT PARK



### Areas of Hobart within 400m of a playground or play equipment

The maps on the following pages show playgrounds and play equipment in Hobart with a 400m 'as the crow flies' buffer, or catchment area, around each of them. Also on the maps, is the areas of Hobart, where there are buildings (houses, commercial buildings and associated infrastructure) outside of the 400m catchment area.

For this analysis, a playground is three or more pieces of play apparatus, a combination play unit, or a skate park. Play equipment is one or two pieces of play equipment, or sometimes a basketball half court.

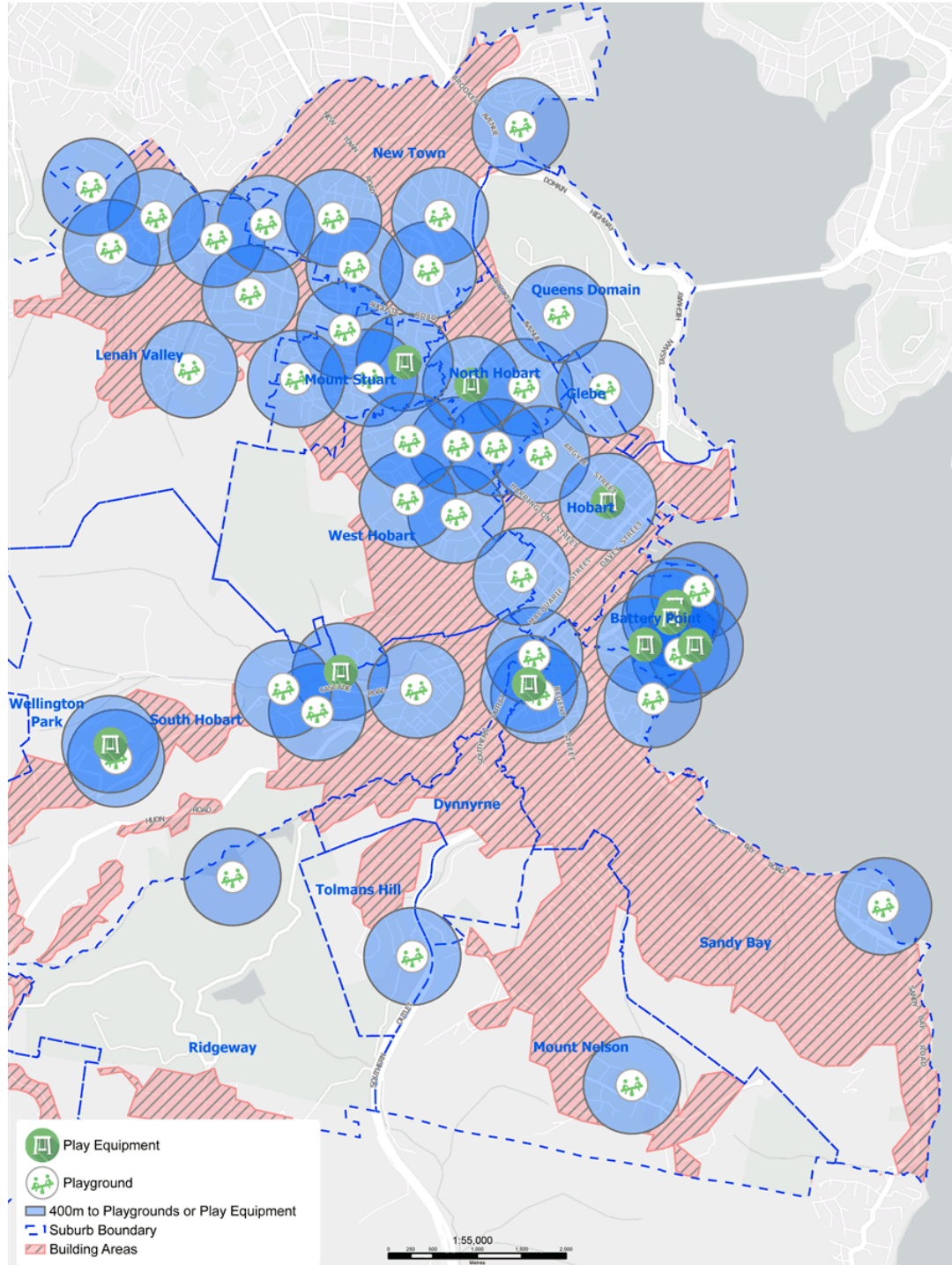
The map shows that there are areas in Hobart where there are concentrations of playgrounds and play equipment, some of which might be used infrequently given

nearby alternative options. There are areas where there aren't any playgrounds or play equipment, for example, a significant area of Sandy Bay. We currently have two skate parks in the city, one of which is on Department of Education land in North Hobart and the other nearby in John Doggett Park.

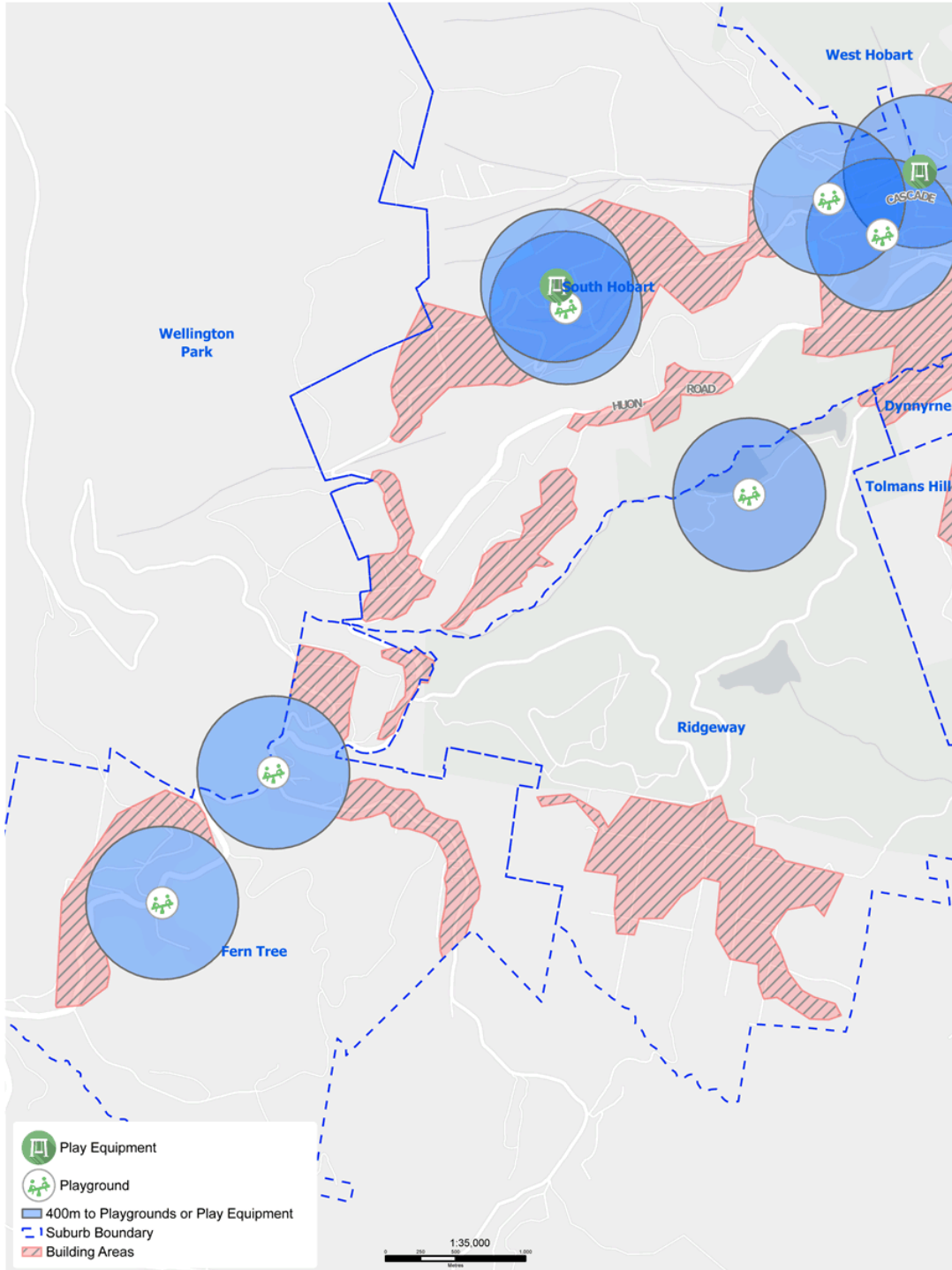
The implementation plan that supports this strategy includes an action to develop a playground action plan. In this plan, a more detailed analysis of demographic data will consider where we should have specific playgrounds or play equipment, whilst having regard to the required funding to deliver the play infrastructure. We know that older children and teenagers love skateboarding and scooting so, on completion of this strategy, we propose to undertake an assessment of facilities and equipment to identify if and where we upgrade skate parks and provide facilities such as pump tracks.

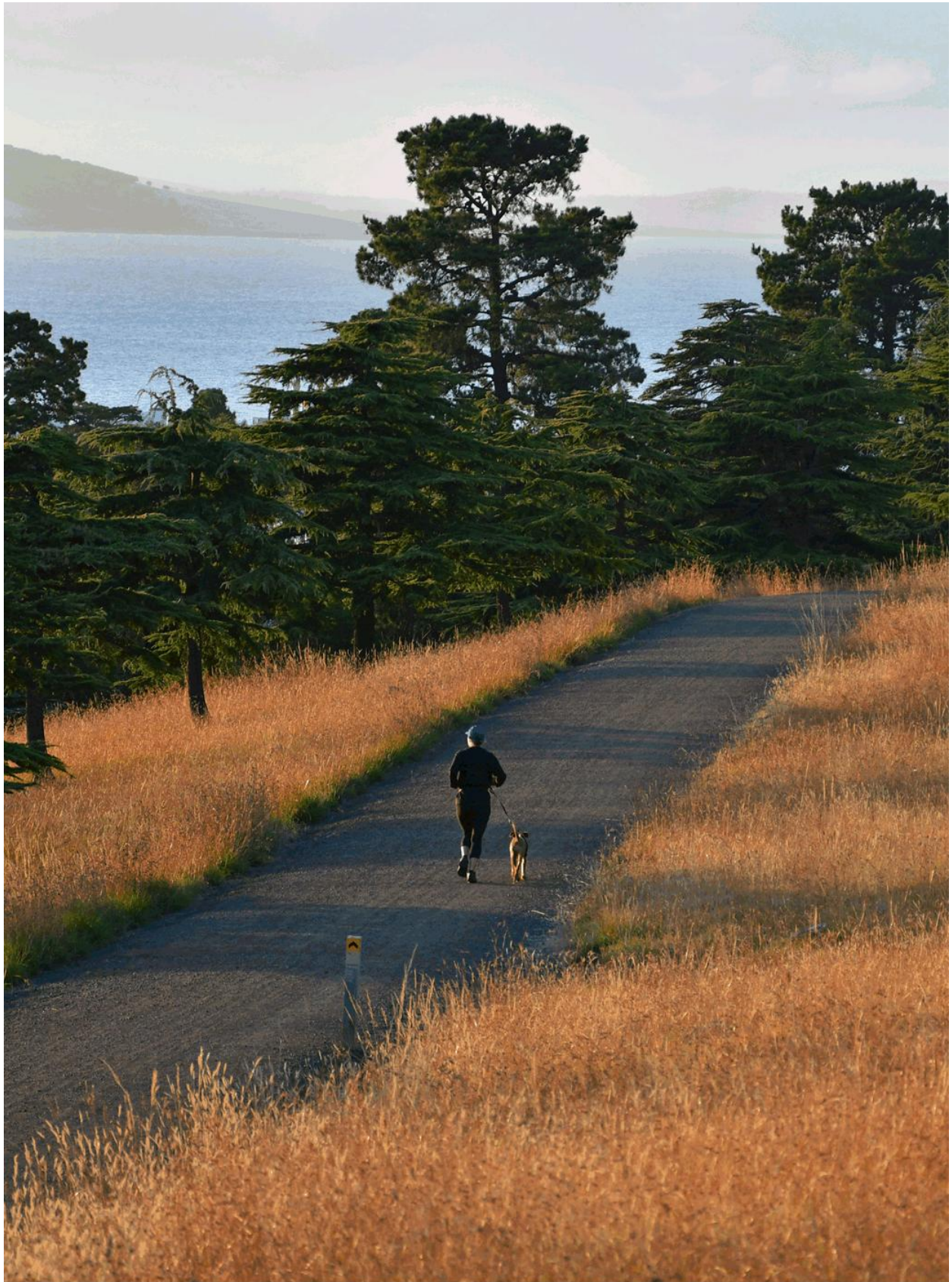


## AREAS WITHIN 400 METRES OF A PLAYGROUND OR PLAY EQUIPMENT



## AREAS WITHIN 400 METRES OF A PLAYGROUND OR PLAY EQUIPMENT





# Trends and opportunities

This open space strategy addresses major trends and opportunities that influence how Hobart's open spaces are used now and into the future. These trends present both opportunities and implications for how our open spaces are managed and provided.

## Population growth and increasing visitor numbers

In the 12 years from 2023 to 2035, Tasmania's population is expected to increase by almost 36 000 people<sup>7</sup>. Most of this growth will take place in the Greater Hobart region. The plan for Central Hobart actively encourages the provision of additional dwellings and a variety of housing types and tenures to meet the projected population demand.

Increasing the density of development and subsequent number of residents and workers in Central Hobart is likely to lead to additional demand on already limited public open space. Generally, higher density development provides less private open space. For example, more apartments built in inner urban areas results in fewer back yards for recreation. Securing additional land in inner urban areas for public open space is expensive.

Hobart is a popular arrival point for interstate and international visitors. In 2024, the city received approximately 1.6 million domestic overnight visitors and nearly 2.5 million people visited Hobart for the day<sup>8</sup>. The Tasmanian Government would like to see 1.6 million interstate visitors and 400 000 international visitors travelling to the state every year by 2030.

A City of Hobart open spaces survey conducted in 2024 revealed that many non-Hobart residents use our open spaces, with more than a third of survey responses coming from people who reside outside of the Hobart local government area.

Hobart's open spaces play a vital role in servicing considerable demand from residents, people visiting from neighbouring council areas or elsewhere in Tasmania, for work or leisure, as well as interstate and overseas visitors. The most popular natural destination for visitors to Tasmania is Kunanyi/Mt Wellington, which receives approximately 500 000 interstate and overseas visitors annually.


## Gaps in open space provision

Mapping of our open space network reveals some significant gaps in open space provision across some suburbs – meaning some residents don't have easy walking access to public open space. This mapping is shown in the parks near people section of this strategy. To remove these gaps, new land will need to be acquired, or existing City of Hobart owned or managed land creatively repurposed. The gaps also extend to the provision of facilities (such as playgrounds, toilets, skate parks and pump tracks) across the municipality. This mapping also shows that some areas are potentially overserved from a public open space perspective.

7. Tasmanian Government 2024 Population Projections for Tasmania (medium series)

8. [statista.com/number of domestic visitors to Hobart by type of trip](https://www.statista.com/number-of-domestic-visitors-to-hobart-by-type-of-trip)

## — Case Study



### Temporary open space – Yard 16, Macquarie Point

This site is open to the public seven days a week. Situated at Macquarie Point, the temporary community space includes an edible garden, two half basketball courts, outdoor seating and a welcoming environment for visitors.

The City of Hobart can seek contributions towards the provision of public open space from subdivision development but not strata development, which is likely to be the majority of future development in Hobart. Without changes by the Tasmanian Government, the cost of acquiring new land for public open space for future residents, workers and visitors will continue to be predominantly funded by existing residents and businesses.

Understanding the current use of open space and estimating future usage demand, including potential conflicts, is needed to help inform priorities and planning for appropriate investment in new and existing open space, services and facilities. One solution to gaps in provision might be to explore the temporary use of vacant land as open space, particularly in central Hobart, where there are a number of vacant blocks of land (see case study).

## Climate change

Climate change is already impacting biodiversity and human health. This has led to an increased risk of extreme weather events such as flooding, drought, urban heat and conditions that increase the likelihood and severity of bushfire. These impacts are unavoidable and the costs of repair and renewal of assets after extreme weather events are well documented.

While we cannot stop the impacts of climate change on our open spaces, we can reduce and mitigate the impacts through careful land and resource management. This means carrying out regular and ongoing bushfire mitigation measures such as fuel reduction burns, planting more trees in urban areas and developing new ways to manage heavy rainfall events.

This strategy and the City of Hobart's 2040 Climate Ready Hobart Strategy include actions that help protect our open spaces from the impacts of climate change.

## Recognising Tasmanian Aboriginal heritage and culture

Understanding our cultural history and supporting creative and cultural initiatives that invite people to engage with the Tasmanian Aboriginal community, their history and culture in our open spaces needs to be delivered in partnership with Tasmanian Aboriginal organisations and groups.

There are a number of actions we can take to improve connection to country in our open spaces and these actions are detailed in the implementation plan that supports the delivery of this strategy.



### Ageing population and health outcomes

Fifty-four per cent of Tasmanians are considered insufficiently active<sup>9</sup>. The most recent National Health Survey found Tasmania has the highest proportion of adults in Australia that are overweight or obese at over 70 per cent<sup>10</sup> of the adult population. We have high levels of people with disability and more than four in five (84.9 per cent) of people living in Tasmania had at least one long-term health condition in 2022<sup>11</sup>. Tasmania also has an ageing population and the likelihood of acquiring a disability increases with age.

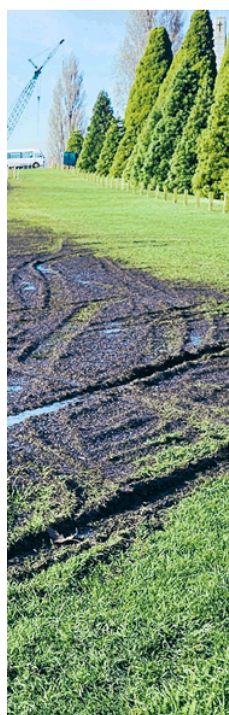
Open spaces provide opportunities for people of all ages and abilities to access areas with natural surroundings and take part in activities that can help improve physical and mental health and wellbeing, at no cost

or low cost. This is particularly important to ensure equity of access to recreation. We can do more to encourage people to get more active in our open spaces by improving access and making them great places for everyday recreational pursuits.

### Changes in the way people use recreation and leisure time

People are changing the way they use their leisure time – with an increase in time spent on individual recreational pursuits, such as recreational walking, cycling, running and bushwalking, which will continue the increasing demand for use of our open spaces.

The increased usage is accompanied by expectations about additional and improved facilities in open spaces. The need to provide diverse and compliant facilities requires



## — Case Study

### Parking and events at Hobart Regatta Grounds

This land is grassed open space that is available for public use. At times it is utilised for activities that include the Royal Hobart Show and touring events for example, the circus and Spiegeltent. The land is also used to provide free of charge parking during the Christmas/New Year period and Dark Mofo. Whilst a fee is paid for use of the land for private events, car parking generates no income and frequently results in the requirement for costly repairs. Cost

benefit analysis is not commonly undertaken for each activity that occurs at the Regatta Grounds but matters for consideration include, the cost of repairing the ground after use as car parking or an event, the impact on neighbouring land uses and whether there is a better or alternate location for the activity. We propose to undertake further investigation into the use of this space and whether we need a dedicated event space in the city.

9. National Health Survey: State and territory findings, 2022 | Australian Bureau of Statistics Released 25/06/2024  
 10. National Health Survey: State and territory findings, 2022 | Australian Bureau of Statistics Released 25/06/2024  
 11. National Health Survey: State and territory findings, 2022 | Australian Bureau of Statistics Released 25/06/2024



investment in infrastructure, maintenance and upkeep as well as program development and long-term planning.

For example, bushwalking is more popular in Tasmania than any other state or territory of Australia and mountain biking continues to grow in popularity. The City of Hobart maintains more than 250km of bushland tracks and trails. Increasing demand from locals and visitors requires ongoing investment in maintenance of tracks and trails, upgrades as well as supporting infrastructure like public toilets.

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### Increasing demand from the commercial sector

Hobart is a popular event city, and easy access to our open spaces makes them popular with event organisers. As the number of events increases so too will our need to plan for the additional demand and resultant impacts on our open spaces. We also need to ensure the revenue collected for the use of our open spaces covers the costs of maintenance following an event. There is a need to explore opportunities and secure sufficient funds to improve the quality and

City of Hobart **Open Space Strategy 2026-36**

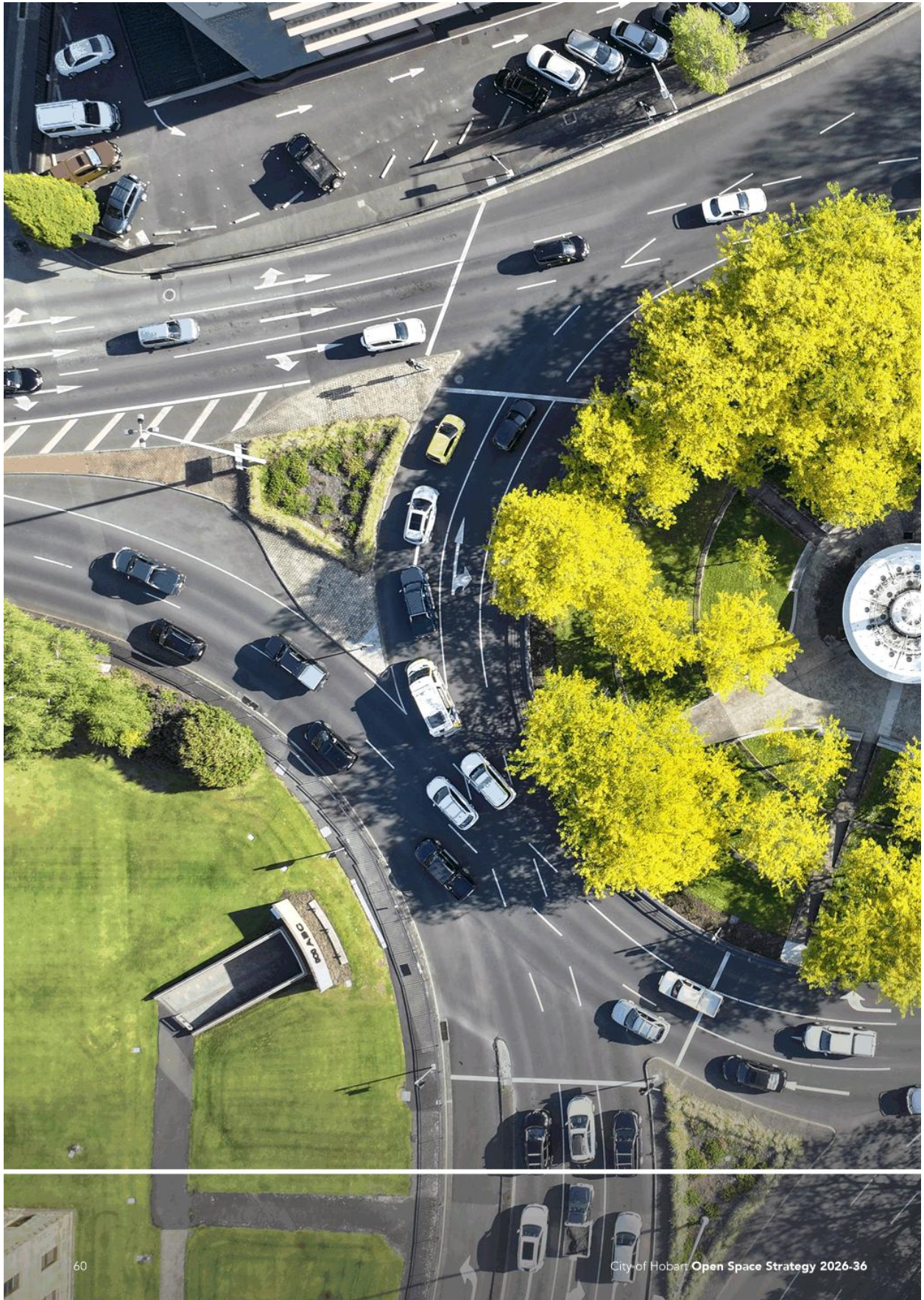


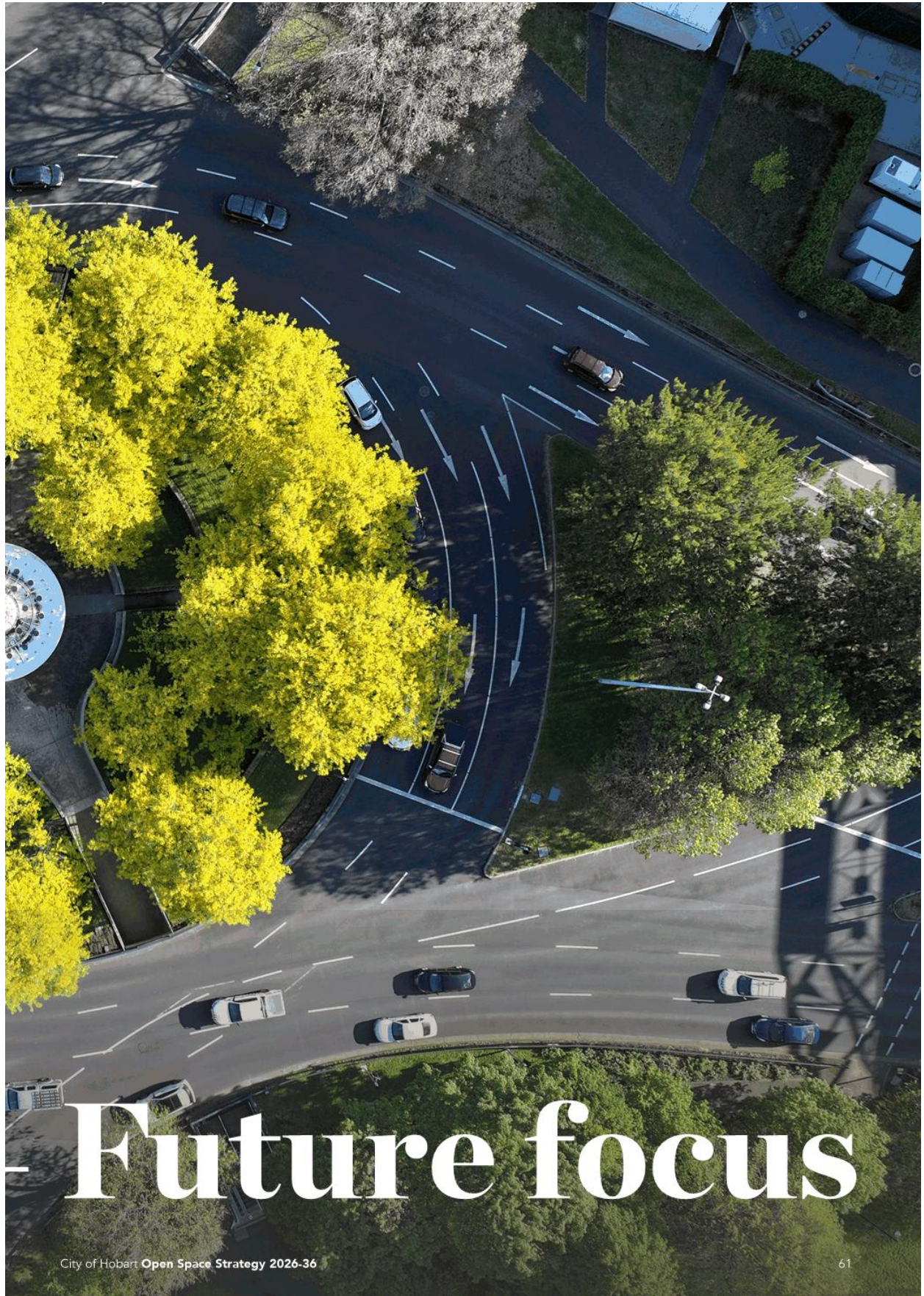
quantity of open spaces and sustain them for future generations to enjoy. This could be done, for example, by adopting new and innovative ways to use, manage and maintain open space.

### **Rising construction and material costs**

The City of Hobart is not immune to the rise in construction and materials costs. This impacts our ability to deliver open space upgrades and maintain open spaces to a high standard. Efficient allocation of existing

resources is required along with the need to identify opportunities that increase funding for open spaces. Additionally, improved data collection is required to support management of open spaces in a way that maximises the use of resources.





# Future focus

# Creating open spaces with an eye to the future

Hobart's open spaces contribute greatly to the quality of life enjoyed by our residents, the Greater Hobart population and the many people who visit our city from interstate and across the world.

We need to plan for the challenges of population growth, changing demographics and lifestyles, increasing demand, climate change and its associated impacts on our natural world, our precious native plants and animals, and seek out opportunities to ensure our open spaces are future ready.

This strategy focuses on the City of Hobart's green spaces that cater for a wide range of passive and active recreation and leisure activities. These open spaces are important for the health and wellbeing of our community and the environment, and include:

- bushlands and reserves
- recreation and urban parks
- playgrounds
- skate parks
- outdoor gyms
- beaches and foreshores
- tracks and trails
- public gardens
- other landscaped areas.

## Principles for open space in Hobart

We have developed a set of principles to use in planning for open spaces in Hobart. The principles are interrelated and set out the significant values that are central to our planning for open space.

Each principle has a set of goals that will be delivered through actions.

# The five principles

-  **1. Accessible and Inclusive**
-  **2. Nature Positive**
-  **3. Cultural**
-  **4. Health and Wellbeing**
-  **5. Quality and Quantity**

## Open Space Vision



Our open spaces are balanced for people and nature, they enhance the health and wellbeing of current and future communities and help mitigate the effects of climate change.



# 1. Accessible and inclusive

Our open spaces are for the enjoyment of everyone in our city and everyone who visits Hobart. Increasing the amount of accessible and inclusive open spaces for people of all abilities, ages and cultures to use them for recreation and leisure, help build social cohesion and reduce levels of social isolation.

## Goals

### 1.1 Open spaces that can be accessed and enjoyed by everyone in the community

We want our open spaces to be as accessible as possible so that everyone can enjoy them.

In 2022 more than 170 000 Tasmanians were living with a disability – almost 30 per cent of the population<sup>12</sup>. Over 38 000 Tasmanians – almost 7 per cent of the population<sup>13</sup> – need assistance with core activities.

Ensuring our open spaces are accessible and can accommodate people with different needs will become increasingly important as people live longer and the likelihood of disability increases with age.

Older people will continue to be active in our open spaces and, importantly, continue to participate in leisure, recreation and volunteering activities. Due to Hobart's topography and the natural formation of our bushland reserves, not all of our open spaces can be fully accessible to everyone.

We aim to meet different needs in different places. By incorporating universal design principles into new and upgraded open spaces we can ensure as many people as possible can access a range of open spaces.

### 1.2 Welcoming for people of all ages

Open spaces are social spaces that provide opportunities for activity, relaxation and stimulation for everyone. Our open spaces are welcoming and help combat social isolation and loneliness by being inviting for everyone at all life stages.

We want them to be friendly places for people, where everyone, regardless of their

12. Disability, Ageing and Carers, Australia: Summary of Findings, 2022

13. [www.abs.gov.au/statistics/health/disability/disability-and-carers-census/2021](http://www.abs.gov.au/statistics/health/disability/disability-and-carers-census/2021)



age, wants to spend time and access areas for recreation that are free of charge, inclusive and allow for healthy exercise or relaxation in green space.

**1.3 Safe places**

Everyone wants to feel safe in their community. Well-designed open spaces should feel safe for everyone.

We want to design and manage our open spaces to mitigate the likelihood and

fear of crime. Crime prevention through environmental design suggests the three key elements to safety are:

- encouraging activity
- providing opportunities for passive surveillance, and
- providing safe choices.

 **WHAT WE ARE DOING NOW**  
Upgrading playgrounds to include more accessible play that enables children to play together.

 **SIGNATURE ACTION**  
Develop a dementia friendly sensory garden in one of our parks.



## 2. Nature positive

Nature's beauty inspires and enriches our lives, and Hobart is uniquely entwined with its natural environment. From the windswept alpine heaths on Kunanyi/Mt Wellington to the winding paths of our rivulet corridors and the serene banks of the River Derwent, our natural surroundings define the character and identity of our city.

Many people are drawn to Hobart by its seamless integration with our bushland forests, woodlands and grasslands, and the opportunity to seek solace in nature. Others are attracted by our formal gardens, and the diverse tapestry of the Queens Domain, where recreation parks and playgrounds blend seamlessly with winding bushland trails.

### Goals

#### 2.1 Nature is secure and flourishing

We are deeply committed to protecting, restoring and improving biodiversity, not just for its own sake, but to ensure our survival and that of future generations. The health of our precious bushland reserves is under threat from climate change, invasive weeds, pest animals, wildfire and habitat fragmentation. These reserves are sanctuaries for extraordinary species found nowhere else on Earth, such as the Knocklofty leek-orchid, Mt Wellington eyebright, Silky snail and Ammonite snail.

Our mission is to safeguard these natural treasures by managing the reserves based on their inherent biodiversity values and the threats they face. By doing so, we strive to secure a thriving future for Hobart's bushland reserves and the unique plants and animals they shelter.

#### 2.2 Resilient open spaces mitigate climate change impacts

Climate change disrupts ecosystems, causing stress to people, plants, animals and natural elements, leading to significant environmental and health challenges. By creating climate resilient open spaces, we can provide essential refuges that help mitigate these impacts.

Open spaces help protect us from some impacts of climate change by acting as natural buffers against extreme weather, mitigating flooding and by absorbing carbon dioxide, a major greenhouse gas. Our bushland reserves and suburban parks help absorb heavy rainfall on the city's edges.



**2.3 Nature threads through our city**

Our urban parks and bushland reserves are spread throughout our City and provide opportunities for recreation and connection to nature while also providing habitat for wildlife.

Urban open spaces play a particularly important role in reducing urban heat, and irrigated and shaded spaces are particularly important.

Our open spaces are interconnected by a network of green corridors that facilitate movement of people and wildlife across our city. They offer opportunities for active travel, exploration, recreation and nature appreciation, enhancing the city's liveability.

By allowing species to move across the landscape these linkages help increase resilience to disease and the changing climate.

We prioritise preserving and enhancing these connections between the built and natural environments.



**WHAT WE ARE DOING NOW**

Increasing the number of trees planted in our open spaces and in the corridors that link them.



**SIGNATURE ACTION**

Develop a plan for a flagship urban ecological restoration project.



## 3. Cultural

Hobart is a cultural city and open spaces provide opportunity for people to get together and participate in social and cultural activities.

Culture creates conditions for growth and our open spaces provide somewhere for our community to grow by learning and sharing cultural activities and knowledge.

Our open spaces are welcoming locations for ideas to generate, somewhere to celebrate and places to experience art and performance.

### Goals

#### 3.1 People can engage with Tasmanian Aboriginal culture in open spaces

Prior to colonisation, there were nine known Aboriginal nations with close to 50 family groups living across Tasmania. They have cared for the land upon which Hobart was built for more than 40 000 years. This place was home to the muwinina people of the South-East Nation.

Tasmanian Aboriginal people, also known as Palawa people, represent the oldest continuous culture in the world and their connection to Country remains unbroken. Appreciation and understanding of this Tasmanian Aboriginal history and cultural connection and relationship to Country is an important part of the story of our open spaces to be acknowledged through nomenclature, interpretation and events. This includes supporting the provision of gathering spaces for Palawa.

#### 3.2 Contemporary cultural heritage

In more recent history, there are stories that can be told through our open spaces. Many of our open spaces are either included on the Tasmanian Heritage Register, listed as a heritage place or form part of a heritage precinct. Heritage open spaces include Arthur Circus and St Davids Park.

Many of our residents and visitors have their own special connection to an open space and these are reflected in the names of parks and reserves and memorial benches and trees. These individual connections will continue to promote a sense of place for so many people.



**3.3 A place for gatherings and social events**

We know people love to use our open spaces as places to meet with friends and family (including their dogs). Being in a natural area with trees, grass and plants creates a pleasant and relaxing environment for socialising. Open spaces are great places for holding organised events or gatherings, particularly those that are easily accessible to many people using a range of transport options.

A variety of open spaces accommodate different numbers of people and different types of events, from food festivals to multicultural events and celebrations. Popular open spaces include Franklin Square, Salamanca Lawns, the Queens Domain, Waterworks Reserve and Kunanyi/Mt Wellington. We will continue to make open space available for large and small events while balancing the needs of everyone in the community.



**WHAT WE ARE DOING NOW**

Provide Tasmanian Aboriginal cultural activities within the Bush Adventures program to build community awareness and understanding of Aboriginal people and culture.



**SIGNATURE ACTION**

Increase the presence of Tasmanian Aboriginal words/language in track and path signage as well as parks and bushland reserves to ensure signage recognises Aboriginal connection to country.



## 4. Health and wellbeing

Open space provides significant mental and physical health benefits by providing a place to undertake activity or exercise, a space for contemplation and relaxation in natural surrounds, and opportunities for community and social interaction.

### Goals

#### 4.1 Our open spaces benefit human health and support healthy and physically active lifestyles

Spending time in natural settings can dramatically improve physical and mental health by reducing the incidence and severity of many health conditions such as diabetes, heart disease, obesity, anxiety, depression and dementia, in people of all ages and from all backgrounds.

We will continue to promote and encourage use of our bushland open spaces for activities such as running, walking or mountain biking, and our recreation parks for social interaction and community events.

Creating and improving paths for walking will help improve access to a free, simple and effective form of exercise with many physical and mental health benefits.

We want to provide more green open space for recreation and leisure in urban settings as natural surfaces generally have less noise and air pollution, and lower air temperatures, than open spaces with hard surfaces. This will help to manage the urban heat island effect.

A place to sit and catch up with friends or to simply 'watch the world go by' is incredibly important for social interaction and mental health.

#### 4.2 Spaces for connection and contemplation

Open space is not always about activity and at times we need a quiet place to sit, practice mindfulness and let our senses be connected to nature.

By offering accessible natural and recreation spaces for reflection, we can help increase connection to nature and deepen appreciation for the environment. In urban



areas, our city parks provide lunchtime refuges from work and places to relax on a busy day. In these urban areas, there should be parks with quieter places screened from traffic noise and air pollution.

**4.3 Facilitating active travel**

Open spaces in natural settings provide ideal routes for active travel options such as cycling and walking, increasing the wellbeing of commuters and reducing the number of vehicles on the road, which will support cleaner air.

By working with partners, we can examine how to improve connectivity between our open spaces and urban areas, providing safe, attractive and seamless paths of travel that enable people to experience nature as part of their daily activities.

We will aim to increase tree canopy cover on connecting paths from surrounding streetscapes and improve safety for pedestrians and cyclists along these connecting routes.



**WHAT WE ARE DOING NOW**

Support community organisations to use City of Hobart buildings in open spaces.



**SIGNATURE ACTION**

Develop and upgrade existing rivulet tracks (Hobart, New Town, Sandy Bay) to improve connectivity, accessibility and ensure they provide an enhanced experience for people.



## 5. Quality and quantity

As the number of visitors to Hobart's open space increases and the climate changes, our open spaces will be placed under additional pressure.

A significant increase in the number of people using existing open space can be detrimental to the quality of the space and its ability to perform its function successfully.

As the climate changes there is an increasing need to build climate resilience into our open spaces.

The continued provision of open space of sufficient quantity and quality to meet the needs of residents and visitors may require a change to the current approach.

### Goals

#### 5.1 Meet the needs of residents and visitors now and into the future

Hobart has a vast range of open spaces, with many of regional significance, that are subject to high use and which we maintain to a high standard. As we plan for population growth and changing lifestyles, we need to address gaps in our open space network to ensure we have equitable distribution of open space across the community to meet the needs of residents and visitors.

We will explore how we can provide new open space to meet anticipated population growth in urban areas where opportunity is limited due to land values and requirements to accommodate housing and economic growth.

#### 5.2 Our open spaces are carefully planned

Our open spaces will be appropriately managed, designed and maintained to ensure they are robust and adaptable and remain fit for purpose and capable of being used activities and events where appropriate.

Having defined management or master plans for our district, regional and state significant open spaces will be critical to ensure these spaces can provide maximum benefit to the community. Asset management and maintenance are key considerations for any infrastructure, ensuring future resources can be appropriately apportioned.



**5.3 New and upgraded open spaces utilise sustainable design principles**

Our open spaces will be creatively designed to ensure they use resources efficiently. Water conservation is an important priority. Methods to achieve this might include drought resistant planting, and, in suitable locations, detaining and harvesting rainwater on site to help with watering vegetation and stormwater management.

We will consider using renewable energy to power lighting and our water fountains

(bubblers). We will prioritise the procurement of materials with zero to low emissions and where possible use recycled and sustainable materials to promote resource efficiency and reduce waste.

Increasing the number of trees will provide additional shade from summer sun and increase the availability of surfaces that will cool or reflect heat, rather than absorb it. Our open spaces need to benefit the wellbeing of the community and provide an accessible space for everyone while being easy to reach via a range of transport options.



**WHAT WE ARE DOING NOW**

New urban open spaces are designed to be robust and adaptable over time so they remain fit for purpose and can be used for a variety of activities.



**SIGNATURE ACTION**

Investigate options for new open space in the Central Hobart Plan and North Hobart Neighbourhood Plan areas.





# Making it happen

# Implementation plan

The implementation actions outlined in this strategy represent an ambitious plan for Hobart's open spaces over the next decade.

## How will we deliver the actions?

These implementation actions will be delivered through a variety of approaches, with an expectation that the significant majority of the actions will be delivered by the City of Hobart.

- Actions will be delivered as part of a **program** of work, as a **project**, or with a **partner** organisation.
- Medium and long term actions for signature projects might require investment from other levels of government, private entities, and philanthropic organisations.

The adopted strategy will be used to assess and prioritise funding needs for open space for all City of Hobart owned and managed open space.

It is important to note that this strategy excludes a lot of the business-as-usual work done to maintain Hobart's open spaces on a day-to-day basis.

## Timeframe for implementation of actions

The actions will be delivered within the short term, medium term, long term or will be ongoing across the life of the strategy. As the strategy will be periodically reviewed, some of the medium and long term actions will be considered as part of a review and the priority of these actions may be assessed and the actions reprioritised.

The timeframes are as follows:

- **Short term:** within 2 years.
- **Medium term:** 2-5 years.
- **Long term:** 5-10 years.



### Principle 1: Accessible and Inclusive

#### 1.1 We have open spaces that can be accessed and enjoyed by everyone in the community

1.1.1	Develop a program of work to upgrade and improve the accessibility of parks, beaches and other open spaces. Work will be informed by an access audit and might include pathways, kerb ramps, car parking spaces, accessible park furniture and amenities.	Program	Medium
1.1.2	Work with developers to ensure open space provided to the City of Hobart is accessible to everyone in the community. For example, it meets the requirements of the <i>Disability Discrimination Act 1992</i> .	Partner	Medium
1.1.3	Undertake a review of toilet facilities in bushland reserves and parks to include the availability and compliance of accessible toilet facilities, to help prioritise toilet upgrades.	Project	Short

**Principle 1: Accessible and Inclusive**

<b>1.2</b>	<b>Welcoming for people of all ages</b>	<b>Delivery Method</b>	<b>Timeframe</b>
1.2.1	Undertake a review of outdoor gyms to determine if new gyms are needed and where they should be located. When renewing existing equipment or installing new gyms, include equipment suitable for older people and people with disability.	Project	Short
1.2.2	Develop a dementia friendly sensory garden in one of our parks.	Project	Medium
1.2.3	Develop a Playground Action Plan that includes a review of existing playgrounds and identifies suburbs where opportunities should be explored for new playgrounds, including nature based playgrounds.	Project	Short
1.2.4	Undertake assessment of facilities and equipment for older children and teenagers – such as skate parks, basketball half courts and pump tracks.	Project	Short
<b>1.3</b>	<b>Safe places</b>		
1.3.1	Improve lighting in open space active travel corridors to enhance safety and make them more attractive to all users, while being sensitive to wildlife.	Program	Medium
1.3.2	Undertake a one year trial of the lighting of two dual recreation open spaces during the evening from April to October. Monitor and report on the financial and non-financial costs/benefits of the trial to determine whether to make it an ongoing arrangement.	Project	Medium

**Principle 2: Nature positive**

<b>2.1</b>	<b>Nature is secure and flourishing.</b>	<b>Delivery Method</b>	<b>Timeframe</b>
2.1.1	Explore new ways to increase community connections to Hobart's nature and biodiversity through initiatives such as community engagement activities, workshops, small events and interpretive materials.	Project	Short
2.1.2	Enhance public education on activities that impact our natural values (e.g. vegetation removal, dogs off-lead in sensitive areas).	Program	Ongoing
2.1.3	Promote and drive good quality 'Citizen Science' initiatives and projects, that contribute to centralised databases, including pollinator observations, invasive plants and bird monitoring.	Project	Medium
2.1.4	Create a biodiversity-centred 'welcome information pack' for new residents in key, high value conservation areas.	Project	Short
2.1.5	Develop a plan for a flagship urban ecological restoration project.	Project	Medium
<b>2.2</b>	<b>Resilient open spaces help mitigate climate change impacts</b>	<b>Delivery Method</b>	<b>Timeframe</b>
2.2.1	Develop a Green Infrastructure Asset Management Plan that accounts for climate change.	Project	Short
2.2.2	Develop plant species lists and guidelines for climate appropriate plantings on private and City of Hobart land.	Project	Medium
<b>2.3</b>	<b>Nature threads through our city</b>	<b>Delivery Method</b>	<b>Timeframe</b>
2.3.1	Identify key ecological corridors through our urban areas that enhance connectivity between native bushland, supporting wildlife movement and habitat diversity.	Project	Long
2.3.2	Identify and develop partnerships with key private landholders to seek opportunities to expand access to open space.	Partner	Long

<b>Principle 3: Cultural</b>			
<b>3.1</b>	<b>People can engage with Tasmanian Aboriginal culture in open spaces</b>	<b>Delivery Method</b>	<b>Timeframe</b>
3.1.1	Establish a collaborative partnership with Pakana Rangers to support shared learning and participation in on-ground land management activities across Hobart's natural areas.	Partner	Long
3.1.2	Increase the presence of Palawa kani (Tasmanian Aboriginal) words/languages in signage used in open spaces to ensure signage recognises Aboriginal connection to country.	Program	Ongoing
3.1.3	Work with the Tasmanian Aboriginal community to progress an Aboriginal Cultural Centre.	Project	Medium
<b>3.2</b>	<b>Contemporary cultural heritage</b>	<b>Delivery Method</b>	<b>Timeframe</b>
3.2.1	Promote and recognise the importance of our heritage parks during Hobart open house week.	Program	Ongoing
3.2.2	Collaborate with key partners to deliver projects to better service visitor needs for Kunanyi/ Mount Wellington – including implementing projects from the One Mountain Many Stories prospectus.	Partner	Long
3.2.3	Review the use of the Cenotaph and Regatta grounds to determine the suitability of use for parking and events.	Project	Medium
<b>3.3</b>	<b>A place for gatherings and social events</b>	<b>Delivery Method</b>	<b>Timeframe</b>
3.3.1	Create an online annual program of events in public spaces.	Partner	Ongoing
3.3.2	Investigate use of the former Beaumaris Zoo site as a permanent event space.	Project	Long

**Principle 4: Health and Wellbeing**

<b>4.1</b>	<b>Our open spaces benefit human health and support healthy and physically active lifestyles</b>	<b>Delivery Method</b>	<b>Timeframe</b>
4.1.1	Establish a Parkcare program that allows members of the community to become part of a group that helps maintain a park in their area.	Project	Long
4.1.2	To help combat loneliness and encourage community interaction, install 'Happy to Chat' benches (a simple sign that reads 'Sit here if you don't mind someone stopping to say hello') in selected parks.	Project	Short
4.1.3	Create a trail of fruit trees in open spaces.	Project	Short
<b>4.2</b>	<b>Spaces provide places for quiet contemplation</b>	<b>Delivery Method</b>	<b>Timeframe</b>
4.2.1	Increase the amount of shaded seating areas in parks.	Project	Ongoing
4.2.2	Encourage developers to create 'pop-up' parks and public green spaces on vacant land.	Partner	Medium
<b>4.3</b>	<b>Facilitating active travel</b>	<b>Delivery Method</b>	<b>Timeframe</b>
4.3.1	Review pedestrian accessibility, amenity and safety around key entrances of popular open spaces to improve connections between open space and the public realm.	Partner	Medium
4.3.2	Work with partners to provide information on etiquette for cycling or using a personal mobility device on paths within open space.	Project	Ongoing
4.3.3	Develop and upgrade existing rivulet tracks (Hobart, New Town, Sandy Bay) to improve connectivity, accessibility, and ensure they provide an enhanced experience for users.	Program	Ongoing
4.3.4	Develop a recreational track and trail action plan to improve Hobarts recreational track and trail network (to include links between open spaces such as parks and bushland).	Project	Short

**Principle 5: Quality and Quantity**

<b>5.1</b>	<b>Meet the needs of residents and visitors now and into the future</b>	<b>Delivery Method</b>	<b>Timeframe</b>
5.1.1	Develop a long-term plan that details how we can provide future open space to ensure everyone has access to open space in accordance with the desired proximity standards in the hierarchy. The plan will include priorities for spending public open space contributions.	Project	Medium
5.1.2	Investigate options for the provision of new open space in the Central Hobart Plan and North Hobart Neighbourhood Plan areas.	Partner	Short
5.1.3	Seek opportunities to partner with schools or other organisations for community use of shared open space.	Project	Medium
5.1.4	Advocate for the Tasmanian Government to seek legislative change that facilitates an infrastructure charging regime to cover the cost of new open spaces to meet the needs of future residents.	Partner	Short
<b>5.2</b>	<b>Our open spaces are carefully planned</b>	<b>Delivery Method</b>	<b>Timeframe</b>
5.2.1	Develop Management Plans for all District, Regional or State Significant level parks to appropriately plan for future use, starting with Salamanca Lawns and Cornelian Bay.	Program	Medium
5.2.2	Develop a plan that identifies visitor facility needs across the five major bushland parks/reserves (Kunanyi/Mt Wellington, Queens Domain, Ridgeway/Waterworks Reserve, Bicentennial Park, Knocklofty).	Partner	Medium

**Principle 5: Quality and Quantity**

5.2.3	Undertake biennial analysis of the use of Hobart's open spaces and use the findings to inform future budget priorities.	Program	Medium
5.2.4	Construct a public toilet facility in Knocklofty Reserve Car Park.	Project	Long
<b>5.3</b>	<b>New and upgraded open spaces utilise sustainable design principles</b>	<b>Delivery Method</b>	<b>Timeframe</b>
5.3.1	Identify suitable open space locations for managing overland flow.	Project	Medium
5.3.2	Investigate opportunities to connect parks to recycled water.	Project	Medium
5.3.3	Investigate alternatives to the use of synthetic grass in City of Hobart owned parks.	Project	Medium

# Appendix I

The following tables provide a snapshot of recreation open spaces that are included in the Open Space Strategy and shown on the maps detailed in the strategy.

It should be noted that not all areas of bushland shown on the mapping are reflected in the following tables, as the focus is on open spaces used for recreation.

The open spaces in the tables are either owned or managed by the City of Hobart, some of which are managed in partnership with community organisations.

The open spaces are grouped in accordance with their position in the hierarchy with the

primary function of the open space listed next to the name of the open space. It should be noted that in some instances, specific areas of open spaces have more than one primary function.

## Local Open Space

Suburb	Open space name	Function	Other significant features
<b>Battery Point</b>	AJ White Park	Rest or Relaxation	
	Arthur Circus Reserve	Heritage	Play equipment
	Buckleys Rest	Heritage	
	Gladstone St Reserve	Rest or Relaxation	
	Henslowe Park	Playground	
	Napoleon St Playground	Rest or Relaxation/ Playground	
	Purdon and Featherstone Reserve	Rest or Relaxation	Play Equipment
	Ross Kennedy Patent Slip Park	Rest or Relaxation	
	St George's Park	Rest or Relaxation	
<b>Fern Tree</b>	Fern Tree Picnic Area and Playground	Rest or Relaxation/ Playground	Playground
	Westringa Park	Rest or Relaxation/ Playground	Playground
<b>Hobart</b>	Garden of Memories	Cemetery and Remembrance	
	Lord Mayors Garden	Rest or Relaxation	
	Mathers Lane	Rest or Relaxation	
	Molle & Goulburn Play Area	Rest or Relaxation/ Playground	
	Railway Roundabout Gardens	Rest or Relaxation	
	St Andrews Park	Heritage/Cemetery and Remembrance	
	St Davids Cathedral Gardens	Rest or Relaxation	
<b>Lenah Valley</b>	Bakers Milk Corner	Rest or Relaxation	
	Doyle Ave Playground	Rest or Relaxation/ Playground	
	Edge Ave Playground	General Recreation/ Playground	
	Girrabong Reserve	Rest or Relaxation	

### Local Open Space

	Glenrose Park	Rest or Relaxation/ Playground	
	Haldane Reserve	Conservation	Bushland
	Kalang Avenue Park	Rest or Relaxation/ Playground	
	Riseley Crt Playground	Rest or Relaxation/ Playground	
	Wallace Ave Playground	Rest or Relaxation/ Playground	
<b>Mount Stuart</b>	Mt Stuart Hall Play Area	Playground	
	Rosina Court Playground	Rest or Relaxation/ Playground	
<b>New Town</b>	Fairfield Children's Playground	Playground	
	Forster St Reserve	Linear Tracks and Trails	
	Garrington Park	General Recreation/ Playground	Walking track
	Harbroe Ave Park	General Recreation	
	John Kennedy Reserve	Rest or Relaxation/ Playground	
	Seymour Street Playground	Rest or Relaxation/ Playground	
	Stoke St Reserve	Rest or Relaxation	
	Swanston St Playground	Rest or Relaxation/ Playground	
	Valentine St Reserve	Rest or Relaxation	
	Wendover Place Reserve	Rest or Relaxation	
	Wilmslow Ave Reserve	Linear Tracks and Trails	

### Local Open Space

<b>North Hobart</b>	Swan St Park	Rest or Relaxation/ Playground	
	Wilson Street	Landscaped Area	
<b>Queens Domain</b>	Aberdeen Street Playground	Rest or Relaxation/ Playground	
<b>Sandy Bay</b>	Derwentwater Beach Reserve/ Lords Beach	Rest or Relaxation	
	Maning Avenue Reserve	Rest or Relaxation	
	Osborne Park	Rest or Relaxation	
	Pearces Park (1)	Rest or Relaxation	
	Pearces Park (2)	Conservation	Bushland
	Red Chapel Reserve	Rest or Relaxation	
<b>South Hobart</b>	Degraves Street Reserve	Rest or Relaxation	
	Marlyn Rd Play Area	Rest or Relaxation	Basketball Hoop
	Saunders Crescent Reserve	Playground	
	South Hobart Play Area	Playground	Tennis Court Basketball/Netball Hoop
<b>West Hobart</b>	Friends Park	Rest or Relaxation/ Playground	Playground
	Leonard Wall Reserve	Conservation	Community Orchard
	Peace Park	Rest or Relaxation	
	Una Street/Lower Jordanhill Road	Rest or Relaxation	

District Open Space			
Suburb	Open space name	Function	Other significant features
<b>Dynnyrne</b>	Fitzroy Gardens	Heritage/Rest or Relaxation/ Playground	Toilet
<b>Lenah Valley</b>	Ancanthe Park	Conservation/ Heritage	Bushland
<b>Mount Nelson</b>	Mount Nelson Park and Oval	General Recreation/ Playground	Toilet
<b>Mount Stuart</b>	Mount Stuart Park	General Recreation/ Playground	Toilet
<b>New Town</b>	Clare Street Sports Ground	General Recreation	Toilet
	Cornelian Bay Oval Bayside Grounds and Foreshore Reserve	General Recreation/ Playground	Toilet
	John Turnbull Park	General Recreation/ Playground	Toilet, Dog Agility Park, Outdoor Gym Equipment
	New Town Bay Reserve	Rest or Relaxation	
	New Town Rivulet Track	Linear Tracks and Trails	
<b>North Hobart</b>	North Hobart Cultural Park	General Recreation/ Playground	Skate Park, Toilets
	Soundy Park	General Recreation/ Playground	Toilet
<b>Queens Domain</b>	University Rose Gardens	Rest or Relaxation	
<b>Sandy Bay</b>	Alexandra Battery Park	Heritage	
	Blinking Billy Point	Heritage/ Linear Tracks and Trails	
	Lower Queenborough Oval	General Recreation	Toilet
	Marieville Esplanade Reserve	General Recreation/ Playground	
	Nutgrove Beach	General Recreation	

### District Open Space

	Parliament Street	General Recreation/ Playground	Toilet, Giant Slide
	Sandown Park	General Recreation	Toilet
<b>South Hobart</b>	South Hobart Sports Ground	General Recreation	
	Wellesley Park Oval and Reserve	General Recreation/ Playground	Toilets, Bushland
<b>Tolmans Hill</b>	Tolmans Hill Park	General Recreation/ Playground	Toilets
<b>West Hobart</b>	Caldew Park	Playground	Toilets
	John Doggett Park	Rest or Relaxation/ Playground	Skate Park, Toilets
	West Hobart Recreation Ground	General Recreation	Playground, Toilets

<b>Regional Open Space</b>			
<b>Suburb</b>	<b>Open space name</b>	<b>Description</b>	<b>Other significant features</b>
<b>Battery Point</b>	Princes Park	Heritage	Playground, Toilets
	Salamanca Square	Rest or relaxation	
<b>Hobart</b>	Innecity Cycleway (Various suburbs)	Linear Tracks and Trails	Outdoor Gym Equipment
	Salamanca Place Lawns	Rest or Relaxation	
	Hobart Rivulet Park	Linear Tracks and Trails	Play Equipment
<b>Queens Domain</b>	Domain Crossroads Oval	General Recreation	Toilets
	Legacy Park	Playground	Toilets
	Soldiers Memorial Oval	General Recreation	Toilets
<b>Ridgeway</b>	Ridgeway Park	Conservation	Bushland
	Waterworks Reserve	Rest and Relaxation	Toilets, Bushland
<b>Sandy Bay</b>	Bicentennial Park	Conservation	Bushland
	Long Beach Reserve/Beach	General Recreation/Playground	Toilets
<b>South Hobart</b>	Cascade Gardens	Heritage	Playground, Toilets
<b>West Hobart</b>	Knocklofty Reserve	Conservation/Linear Tracks and Trails	Bushland

<b>Open Space of State Significance</b>			
<b>Suburb</b>	<b>Open space name</b>	<b>Description</b>	<b>Other significant features</b>
<b>Fern Tree</b>	Kunanyi/Mount Wellington	General Recreation/ Conservation	Bushland, toilet
<b>Hobart</b>	Franklin Square	Heritage	Toilets
	St Davids Park	Heritage	Toilets
<b>Queens Domain</b>	Cenotaph	Cemetery and Remembrance	
	Hobart Regatta Ground	Heritage	Toilets
	Queens Domain	General Recreation/ Conservation	Bushland

## Appendix 2

Open Space Provision Standards: This table provides an overview of the level of provision or embellishment to an open space that is listed in Appendix 1 of this strategy.

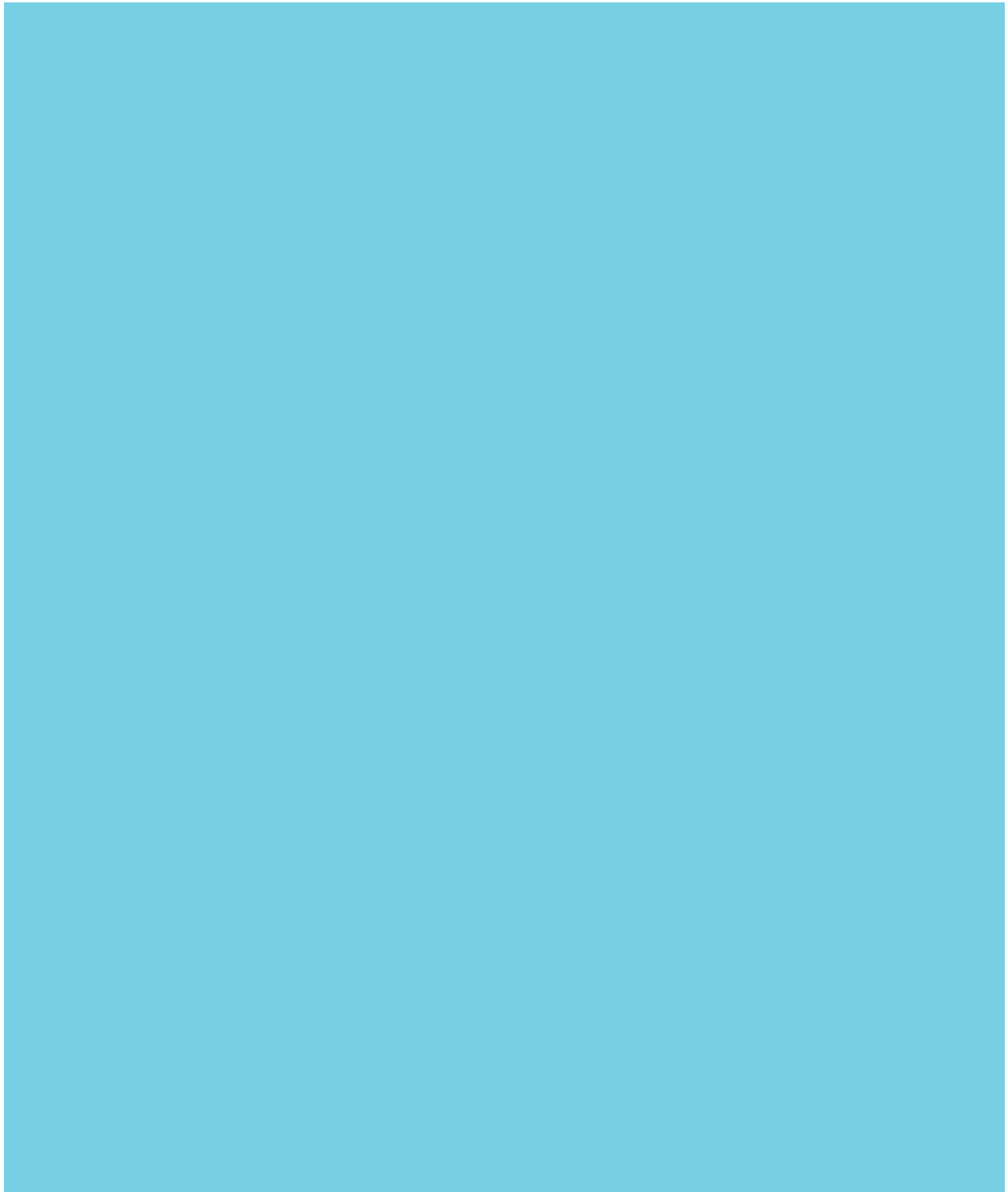
Open Space Provision Standards		
	Landscaped Areas	Local
<b>Parking</b>	<ul style="list-style-type: none"> <li>Not provided</li> </ul>	<ul style="list-style-type: none"> <li>Parking may be available on street.</li> </ul>
<b>Toilets</b>	<ul style="list-style-type: none"> <li>Not provided</li> </ul>	<ul style="list-style-type: none"> <li>Not provided</li> </ul>
<b>Playgrounds</b>	<ul style="list-style-type: none"> <li>Not Provided</li> </ul>	<ul style="list-style-type: none"> <li>Optional</li> <li>Typically targets under 7 age group.</li> <li>Caters for up to 5 children</li> </ul>
<b>Skate parks and pump tracks</b>	<ul style="list-style-type: none"> <li>Not provided</li> </ul>	<ul style="list-style-type: none"> <li>Not Provided</li> </ul>
<b>Rubber softfall</b>	<ul style="list-style-type: none"> <li>Not provided</li> </ul>	<ul style="list-style-type: none"> <li>Not Provided</li> </ul>
<b>Seats</b>	<ul style="list-style-type: none"> <li>Optional</li> </ul>	<ul style="list-style-type: none"> <li>Provided</li> </ul>
<b>Picnic tables</b>	<ul style="list-style-type: none"> <li>Not Provided</li> </ul>	<ul style="list-style-type: none"> <li>Optional</li> </ul>
<b>Barbecues and shelters</b>	<ul style="list-style-type: none"> <li>Not Provided</li> </ul>	<ul style="list-style-type: none"> <li>Not provided</li> </ul>
<b>Shelters</b>	<ul style="list-style-type: none"> <li>Not typically provided</li> </ul>	<ul style="list-style-type: none"> <li>Not provided</li> </ul>
<b>Rubbish bins</b>	<ul style="list-style-type: none"> <li>Not provided</li> </ul>	<ul style="list-style-type: none"> <li>Optional</li> </ul>

District	Regional	State Significant
<ul style="list-style-type: none"> <li>• Parking may be available on street</li> <li>• Determine level of usage and if possible, provide parking</li> </ul>	<ul style="list-style-type: none"> <li>• Onsite parking provided depending on location</li> </ul>	<ul style="list-style-type: none"> <li>• Onsite parking provided depending on location</li> </ul>
<ul style="list-style-type: none"> <li>• Optional</li> </ul>	<ul style="list-style-type: none"> <li>• Toilets provided</li> </ul>	<ul style="list-style-type: none"> <li>• Toilets provided</li> </ul>
<ul style="list-style-type: none"> <li>• Typically provided</li> <li>• Typically targets multiple age groups</li> <li>• Typically includes multiple pieces of equipment for multiple age groups including bouncers, swing, slide, combination climbing unit</li> <li>• Caters for up to 30 children</li> </ul>	<ul style="list-style-type: none"> <li>• Typically provided</li> <li>• Typically targets multiple age groups.</li> <li>• Typically includes specific themed equipment unique to the site.</li> <li>• Caters for over 30 children and groups</li> </ul>	<ul style="list-style-type: none"> <li>• Optional</li> </ul>
<ul style="list-style-type: none"> <li>• Optional</li> </ul>	<ul style="list-style-type: none"> <li>• Optional</li> </ul>	<ul style="list-style-type: none"> <li>• Not typically provided</li> </ul>
<ul style="list-style-type: none"> <li>• Optional</li> </ul>	<ul style="list-style-type: none"> <li>• Preferred</li> </ul>	<ul style="list-style-type: none"> <li>• Not provided</li> </ul>
<ul style="list-style-type: none"> <li>• Provided</li> </ul>	<ul style="list-style-type: none"> <li>• Provided</li> </ul>	<ul style="list-style-type: none"> <li>• Provided</li> </ul>
<ul style="list-style-type: none"> <li>• Typically provided</li> </ul>	<ul style="list-style-type: none"> <li>• Typically provided</li> </ul>	<ul style="list-style-type: none"> <li>• Optional</li> </ul>
<ul style="list-style-type: none"> <li>• Typically provided</li> </ul>	<ul style="list-style-type: none"> <li>• Typically provided</li> </ul>	<ul style="list-style-type: none"> <li>• Optional</li> </ul>
<ul style="list-style-type: none"> <li>• Optional</li> </ul>	<ul style="list-style-type: none"> <li>• Optional</li> </ul>	<ul style="list-style-type: none"> <li>• Optional</li> </ul>
<ul style="list-style-type: none"> <li>• Waste and recycling</li> </ul>	<ul style="list-style-type: none"> <li>• Waste and recycling</li> </ul>	<ul style="list-style-type: none"> <li>• Waste and recycling</li> </ul>

### Open Space Provision Standards

	Landscaped Areas	Local
<b>Dog tidy bins</b>	<ul style="list-style-type: none"> <li>• Not Provided</li> </ul>	<ul style="list-style-type: none"> <li>• Not provided</li> </ul>
<b>Water</b>	<ul style="list-style-type: none"> <li>• Not typically provided</li> </ul>	<ul style="list-style-type: none"> <li>• Optional</li> <li>• Include water bottle filling station on bubbler</li> </ul>
<b>Garden beds</b>	<ul style="list-style-type: none"> <li>• May have small garden beds or planter boxes</li> </ul>	<ul style="list-style-type: none"> <li>• Typically, generic native gardens</li> </ul>
<b>Trees</b>	<ul style="list-style-type: none"> <li>• Shade trees where appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• Shade trees</li> </ul>
<b>Irrigation</b>	<ul style="list-style-type: none"> <li>• Not provided</li> </ul>	<ul style="list-style-type: none"> <li>• Optional</li> </ul>
<b>Visitor Information</b>	Optional	<ul style="list-style-type: none"> <li>• Standard Naming sign</li> </ul>
<b>Master plan / Management plans</b>	<ul style="list-style-type: none"> <li>• Not provided</li> </ul>	<ul style="list-style-type: none"> <li>• Generic management plan</li> </ul>

District	Regional	State Significant
<ul style="list-style-type: none"> <li>• Provided where dog off lead exercise is approved</li> </ul>	<ul style="list-style-type: none"> <li>• provided where dog off lead exercise is approved.</li> </ul>	<ul style="list-style-type: none"> <li>• Optional</li> </ul>
<ul style="list-style-type: none"> <li>• Typically provided</li> <li>• Include water bottle filling station on bubbler</li> </ul>	<ul style="list-style-type: none"> <li>• Optional</li> <li>• Include water bottle filling station on bubbler.</li> </ul>	<ul style="list-style-type: none"> <li>• Typically provided</li> </ul>
<ul style="list-style-type: none"> <li>• Include dog bowl if dogs are permitted in the open space</li> </ul>	<ul style="list-style-type: none"> <li>• Include dog bowl if dogs are permitted in the open space</li> </ul>	
<ul style="list-style-type: none"> <li>• Gardens may be a mix of native and exotic gardens</li> <li>• May have specific gardens as detailed in management plans</li> </ul>	<ul style="list-style-type: none"> <li>• Typically provided</li> <li>• Regional Open Spaces may have specific themes that gardens will follow that are detailed in management plans</li> </ul>	<ul style="list-style-type: none"> <li>• Typically provided</li> <li>• State Significant Open Spaces may have specific themes that gardens will follow that are detailed in management plans</li> </ul>
<ul style="list-style-type: none"> <li>• Large feature trees</li> </ul>	<ul style="list-style-type: none"> <li>• Large feature trees</li> </ul>	<ul style="list-style-type: none"> <li>• Large feature trees</li> </ul>
<ul style="list-style-type: none"> <li>• Optional.</li> </ul>	<ul style="list-style-type: none"> <li>• Automatic irrigation system</li> </ul>	<ul style="list-style-type: none"> <li>• Automatic irrigation system</li> </ul>
<ul style="list-style-type: none"> <li>• Standard Naming sign</li> </ul>	<ul style="list-style-type: none"> <li>• Standard Naming sign</li> </ul>	<ul style="list-style-type: none"> <li>• Standard Naming sign</li> </ul>
<ul style="list-style-type: none"> <li>• Interpretation signage where appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• Interpretation signage where appropriate</li> <li>• Tasmanian Aboriginal words/languages where appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• Interpretation signage where appropriate</li> <li>• Tasmanian Aboriginal words/languages where appropriate</li> </ul>
<ul style="list-style-type: none"> <li>• Site specific management plan</li> </ul>	<ul style="list-style-type: none"> <li>• Site specific management plan</li> </ul>	<ul style="list-style-type: none"> <li>• Site specific master/management plan</li> </ul>



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JANUARY 2026



# Community Engagement Report

OPEN SPACES STRATEGY



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**Date of Report:** 27 January 2026

**Prepared By:** The City of Hobart Community Engagement Team

## Executive Summary

### What we did

This engagement project aimed to inform the community about the Draft Open Space Strategy, the principles contained in the strategy, and to generate opportunities for the community to provide feedback on key actions and areas of focus.

The engagement period ran from **8 October to 12 November 2025**, and included:

- **63 survey participants - in person and online.**

Engagement activities included online and in-person surveys, written submissions, pop-ups and stakeholder meetings. A separate Palawa engagement program was facilitated by a consultant, and a separate engagement report is attached as Appendix 1.

### What we heard

- **Community support:** 95% of poll participants support the draft Open Space Strategy. Survey feedback and submissions indicate overall support.
- **Nature Positive** was the most popular principle for Hobart's open spaces: "Hobart is uniquely entwined with its natural environment. Our natural surroundings define the character and identity of our city".
- Participants emphasised **equitable and inclusive design** for open spaces: accessible signage and equipment, family and community friendly facilities, equal access across Hobart neighbourhoods.
- Importance of **care and maintenance** of current Open Spaces: participants consistently asked for the City to continue its work on well-maintained tracks, accessible toilets, seating, water stations and safer access
- Work on **connectivity**: Easy access and active transport links to popular Open Spaces, like the Domain, were frequently mentioned.

### Next Steps

This engagement report will inform final changes to the Open Space Strategy. It will also accompany the finalised Open Space Strategy, which will be presented to Hobart City Council for endorsement. Once endorsed implementation of the strategy will begin.

# CITY OF HOBART ENGAGEMENT SNAPSHOT

OPEN SPACE STRATEGY

JANUARY 2026

## HOW WE ENGAGED

Throughout the engagement period, activities included: face-to-face and online surveys, pop-ups, interactive maps, targeted workshops in partnership with community organisations, and written submissions.



63



Survey responses

30



Participants across two targeted workshops

14

Responses to interactive map

2



Pop-Ups

4



Written submissions

## WHAT WE HEARD



What are the key challenges the Open Space Strategy should address into the future?

44%



Population growth and increasing visitor numbers

40%



There aren't enough open spaces in Hobart

54%



are most likely to walk to and from open spaces in Hobart, whilst 37% drive.

## Do you support the draft Open Space Strategy?

95%



Said Yes they support

63%



Responses included additional comments

35%



Want more open spaces in the CBD

## PARTNERSHIPS



migrant resource centre  
TASMANIA

## ENGAGEMENT TOOLS

1544

Your Say emails opened, 8% clicked.

6.3K

Social media impressions

663

Your Say visits.



City of HOBART

## 1. Introduction

---

### 1.1 Project background

The City of Hobart's Draft Open Space Strategy sets out a long-term vision for our parks, bushlands, gardens and other public spaces. It has been informed by consultation that began in 2024, asking the broader community what they love about Hobart's open spaces and how they could be improved.

Its purpose is to guide how open spaces are planned, managed and improved to meet the needs of Hobart's growing and diverse community. The strategy recognises open spaces as vital for health, wellbeing, biodiversity and social connection. It also aims to ensure these areas are accessible, inclusive and of high quality.

The strategy contains five key principles and is aligned with the City of Hobart's broader strategic plans, including the Annual Plan 2024-25, which commits to "finalise the open space strategy" as a key priority.

### 1.2 Project Team

Name	Role	Team
Ruby Wolfe	City Greening Lead	Open Space Group
Brian Pearson	Open Space Planner	
John Sampson	Media and Communications Specialist	Strategic Communications and Marketing
Dominica Roebuck	Sr. Adv. Community Engagement	Community Engagement

### 1.3 Engagement objectives

The engagement objectives define why the City of Hobart is consulting with the community on this project. In considering the IAP2 spectrum, the engagement team decided the highest level of engagement that could be promised for this project was 'consult'.

The reflection of this engagement promise to the community is:

***We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.***

The community engagement project for the Open Space Strategy aimed to:

- Inform community members about the Draft Open Space Strategy, and its principles.
- Generate opportunities for different cohorts in the community to share their thoughts, give feedback and preferences on the strategy.
- Receive feedback from a broad cross-section of the community, including under-represented groups such as Palawa, people living with disability and older people.
- To understand community priorities for the principles and actions in the strategy.

#### 1.4 Engagement limitations

There are some limitations that should be acknowledged in the context of this report.

- The community engagement team has reported on information shared by participants. This information has been interpreted to represent the views of participants as accurately as possible.
- Those who chose to participate in the engagement opted in. This report reflects that engagement. Many efforts were made to gather the views of multiple stakeholders; it is important to note that the information in this report doesn't reflect a representative sample.
- Despite ongoing efforts by the engagement and project team to gather diverse feedback from various community cohorts, achieving full representation was challenging within the available resources and timeframe
- Due to Council policy relating to privacy and consent concerns, people under the age of 18 are unable to complete the survey.

## 2. Engagement tools

A diverse range of engagement tools were utilised during the engagement period.

**Engagement period: 8 October to 12 November 2025**

Tool	Description
<b>Your Say Hobart</b>	A webpage for the Open Space Strategy was established on the Your Say Hobart website ( <a href="https://yoursay.hobartcity.com.au/hobart-design-guidelines">https://yoursay.hobartcity.com.au/hobart-design-guidelines</a> ). It serves as a comprehensive resource, providing project information, a survey, a downloadable copy of the strategy, and a lifecycle of the project, including engagement activities. The page received 663 views, 202 visits (users clicked on at least one interactive tool), and 58 unique visitors (engaged in the survey or virtual map) during the engagement period.
<b>Posters</b>	A poster was developed, including a QR code to the survey. This poster was distributed at every pop-up.
<b>Social media promotions</b>	<p>The communications team worked closely with the project team to develop 2 short videos explaining the strategy's purpose and goals and encouraging people to share feedback via the survey.</p> <p>Facebook</p> <p>Post 1: 8 October 25 3k reach 32 engagements 217 link clicks</p> <p>Post 2: 30 October 3k reach 82 link clicks</p>
<b>'Your Say' newsletters</b>	<p>One digital newsletter was sent to Your Say Hobart subscribers in the middle of the engagement period, notifying them that the draft strategy was open for feedback.</p> <p>The newsletter was sent to 2395 people. Approximately 1544 people opened the newsletter (65%), 120 people (8.8%) clicked on a link contained in the e-mail.</p>

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<b>Personalised stakeholder emails</b>	A personalised email was sent from the community engagement email address to a targeted stakeholder group, made up of 15-20 key community organisations and representatives.
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### 3. Engagement activities

This table provides details about engagement activities seeking feedback on the Draft Open Space Strategy.

Tool	Description
<b>Online survey</b>	<p>The online survey was the main method for gathering feedback on the draft strategy. It contained five key questions, with some demographic questions at the end. It was accessible via the Open Space Strategy Engagement Your Say Hobart page.</p> <p>Throughout the engagement period, the online survey received <b>50 responses online</b>. <b>33 additional comments were provided.</b></p>
<b>Intercept survey</b>	<p>The intercept survey was a secondary method for gathering face-to-face feedback on the draft strategy. It contained the same five key questions and demographic questions. It took approximately 5-7 minutes to complete on an I-pad.</p> <p><b>13 responses</b> were completed at a pop-up. <b>7 additional comments were provided.</b></p>
<b>Pop-up</b>	<p>Throughout the engagement period the project team, along with the Community Engagement team, delivered the below pop-ups. They were opportunities to complete the survey, read through project materials, and speak to the project experts.</p> <ul style="list-style-type: none"> <li>- Pop Up 1: Mathers House, October 14.</li> <li>- Pop Up 2: Long Beach (in collaboration with Variety Tasmania), November 1.</li> </ul>
<b>Interactive map</b>	<p>The Your Say Hobart web page included an interactive map where participants could pin drop locations and add comments in response to prompting questions.</p> <p>Five people contributed to the interactive map, with <b>14 place-based contributions</b> between them.</p>
<b>Workshops (external)</b>	<p>The project team delivered a presentation and workshop to the below committees:</p> <ul style="list-style-type: none"> <li>• Council of Hobart Community Associations: Wednesday October 15.</li> <li>• Migrant Resource Centre Women's Group: Friday November 28.</li> </ul>

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There were approximately **30 attendees across these workshops.**

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**External submissions and meetings**

The project team received 6 submissions from representative bodies. They attended debrief meetings with some of the below organisations, creating an opportunity for the submission to be discussed in a more in-depth setting.

- Mount Stuart Residents Community Association (submission).
  - Variety Tasmania.
  - Disability Voices Tasmania.
  - New Town Community Association (submission)
  - South Hobart Sustainable Community (submission)
  - Streets People Love Hobart (submission)
-

## 4. Summary of participants

Feedback via the survey (face-to-face and online) was received from **63 participants**.

### 4.1 Age

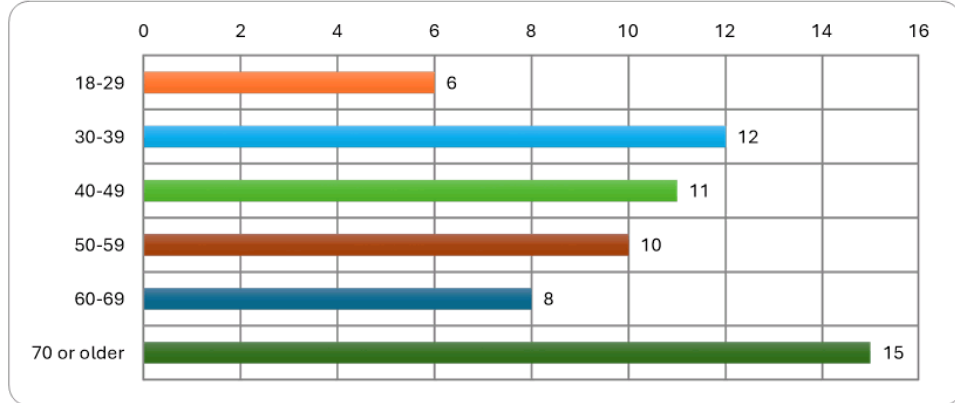
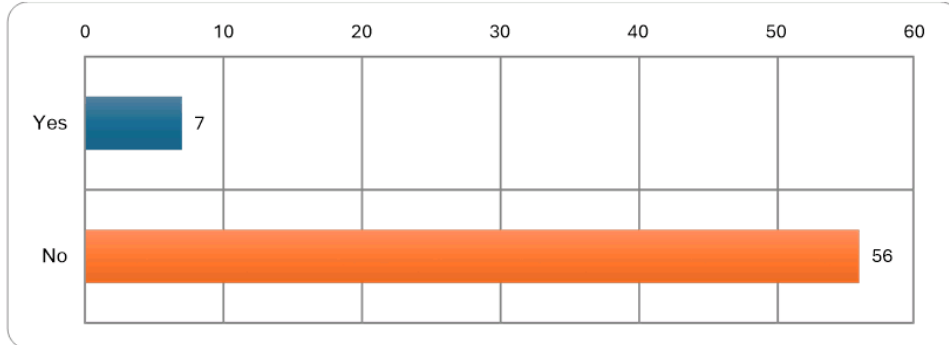


Figure 1. Question 'Please tell us your age range' (n=62). One participant did not answer.

As shown in Figure 1, there was a spread of age groups represented in the survey. The largest proportion was represented by people aged 70+ years (24%) followed by people aged 30-39 (20%).

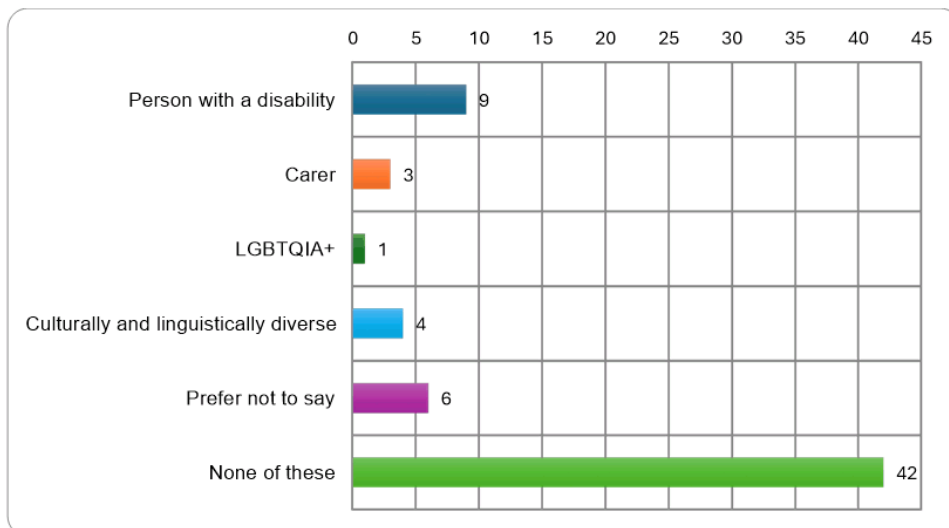
### 4.2 Accessibility

Participants were asked "Do you have any accessibility requirements?" The chart below reflects the spread of responses.



### 4.3 Self-identification

Participants were asked "Do you identify with any of the following?" The chart below reflects the spread of responses. Notably, approximately 14% of participants identified as people living with a disability.



## 4.2 Connection to city

The following questions were only responded to by participants in the online survey (50 participants).

### 4.2.1 Ratepayers

Figure 2 shows a high percentage of online survey participants (74%) answering yes to 'Are you a City of Hobart ratepayer?'

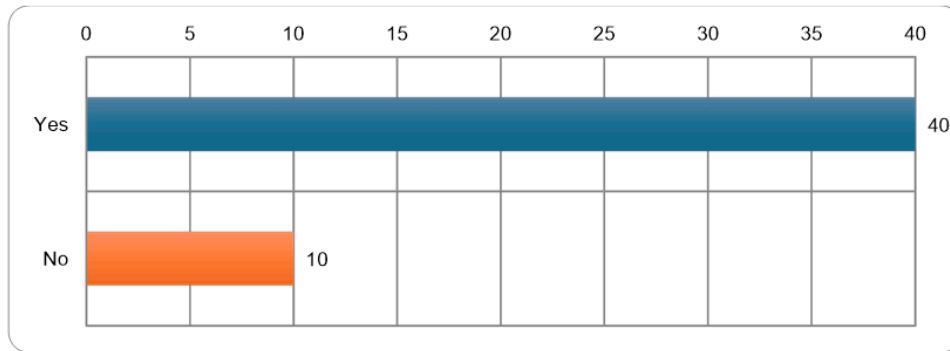
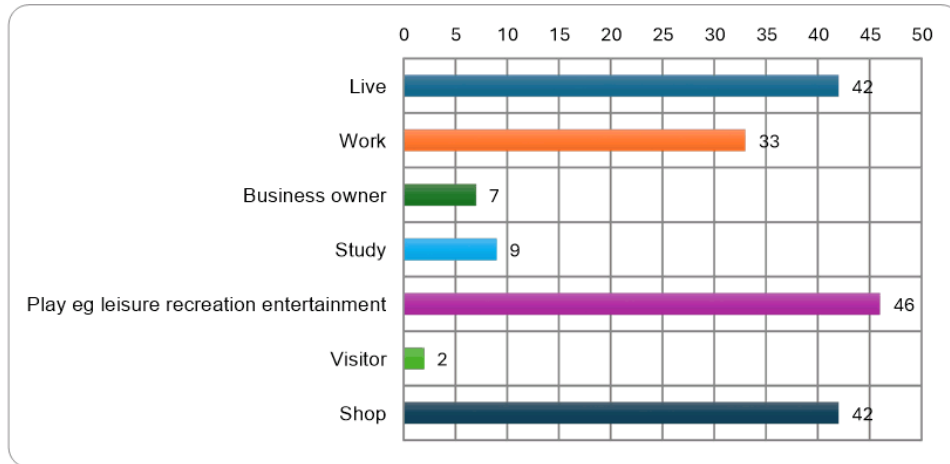


Figure 2. Question 'Are you a City of Hobart ratepayer' (n=50).

4.2.2 Hobart life



To the question “How do you participate in Hobart life” a significant percentage of respondents not only live in Hobart but participate in a range of leisure activities(25%), to live (23%) and to shop (23%).

Figure 3. Question ‘How do you participate in Hobart life?’ (n=50).

### 4.3.3 Local Government Area

A high percentage of online survey participants live within the City of Hobart Local Government Area. The suburbs receiving the highest representation in the online survey included:

City of Hobart suburb	Percentage
New Town	14%
South Hobart	10%
Sandy Bay	10%
Hobart	10%

### 4.3 Representation from 'hardly reached' communities

All community engagement that is done well has been informed by a rich and diverse community. Their varied skills, experience and knowledge provide unique insights that shape the future of strategic documents like the Draft Open Space Strategy.

The term '*hardly reached*' refers to groups or individuals who face barriers to engagement with mainstream services. There are seven key groups identified in the City of Hobart's Social Inclusion Policy, and the Community Inclusion and Equity Framework. This is a non-exhaustive list of groups whose needs must be considered and carefully designed for engagement projects from the outset.

- Palawa (Aboriginal) people.
- Children and young people.
- People are experiencing homelessness.
- LGBTQIA+ communities.
- Multicultural communities.
- Older people.
- People with disabilities.

The below 'hardly reached' groups were engaged with the project team.

'Hardly reached' group	Engagement activity
People with lived experience of disability in Hobart.	Access Advisory Committee Meeting with Variety Tasmania. Accessible Pop-Up at Long Beach
Older people	Council of Hobart Community Associations Meeting at Mathers House.
Multicultural community	Migrant Resource Centre Women's workshop. Network for Harmony meeting.
Palawa and Tasmanian Aboriginal Consultation	A Palawa consultant was hired separately to conduct an engagement period and present an engagement report.

## 5. Engagement data

The following findings summarise the feedback and ideas collected throughout the engagement process. Percentages are approximated based on the nearest figure.

For a more detailed breakdown of data, please contact the community engagement team.

### 5.1 Quantitative engagement data

#### Draft Open Spaces Strategy survey

##### 5.1.1 Question 1

When asked '*What is your favourite open space in Hobart*', the most popular responses were:

- The Queens Domain and Botanical Gardens (including Soldiers Memorial Avenue).
- Kunanyi/Mt Wellington and Wellington Park.
- Knocklofty Reserve.
- Hobart Rivulet and other rivulets.
- Cornelian Bay.
- Nutgrove Beach and Long Beach.

5.1.1 Question 2

When asked, “How do you most often travel to and from open spaces in Hobart?” approximately 54% (34 participants) answered ‘walking’, 37% answered ‘driving’, with the remainder riding, taking public transport or nominating ‘other’.

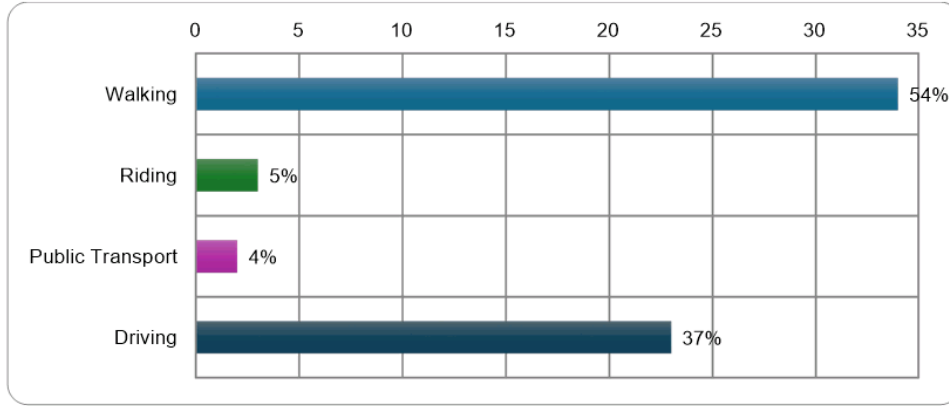


Figure 6. Respondents to Question 2: How do you most often travel to and from open spaces in Hobart? (n=62) one participant did not respond.

5.1.2 Question 3

The second question asked, 'Can you easily access open space on a daily basis?'  
Approximately 85% (54 participants) answered yes, while approximately 15% (9 participants) answered no.

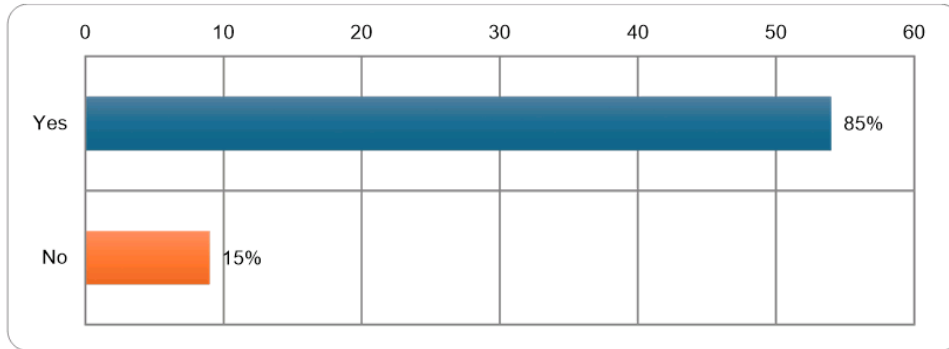


Figure 7. Respondents to Question 3: Can you easily access open space on a daily basis?

5.1.3 Question 4

When asked about the five key principles in the draft, participants were asked to “rank them in order of importance from 1-5, 1 being most important and 5 being least important”. The most popular (closest to 1- most important) was Nature Positive.

Participants rating of principles:

1. Nature Positive.
2. Health and Wellbeing.
3. Quality and Quantity.
4. Accessible and Inclusive.
5. Cultural.

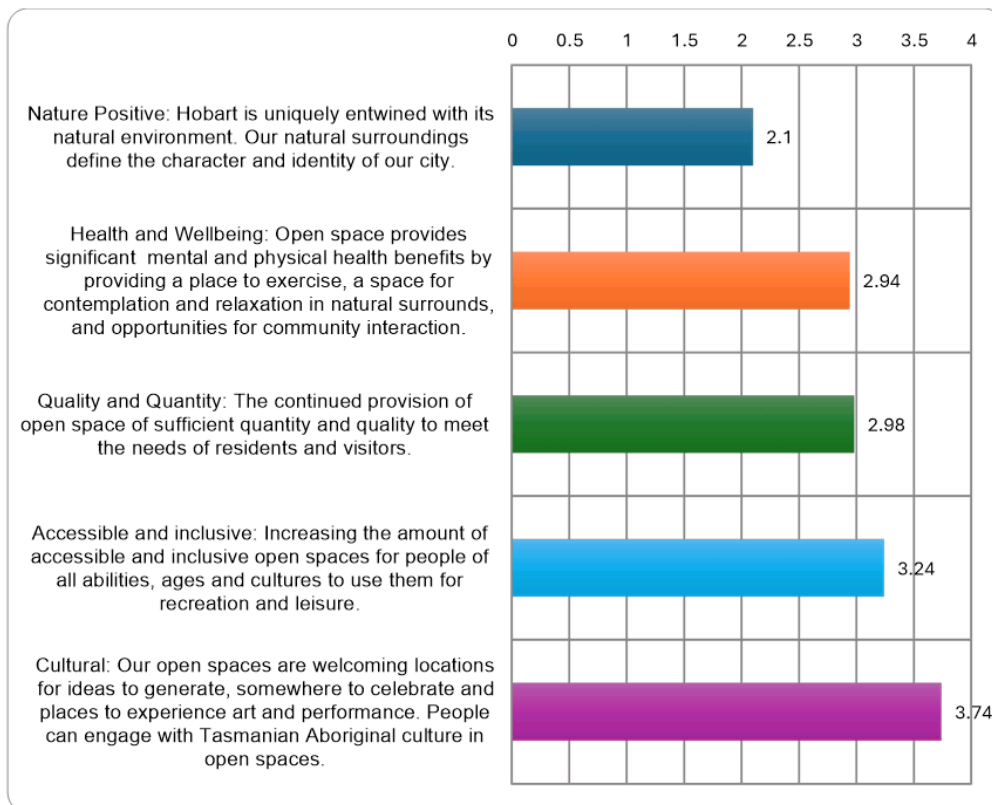


Figure 8. Respondents to Question 4: The Draft Open Space Strategy identifies five key principles that reflect Hobart’s open spaces now, and into the future. Please rank them in order of importance from 1-5, 1 being most important and 5 being least important.

5.1.4 Question 5

The fifth question asked, 'What do you think are the most significant challenges for the city that our Draft Open Space Strategy should address into the future?' Participants were asked to select up to 3. 'Population growth and increasing visitor numbers' was voted the most significant challenge (28 votes), while 'there aren't enough open spaces in Hobart' was the second most significant (25 votes).

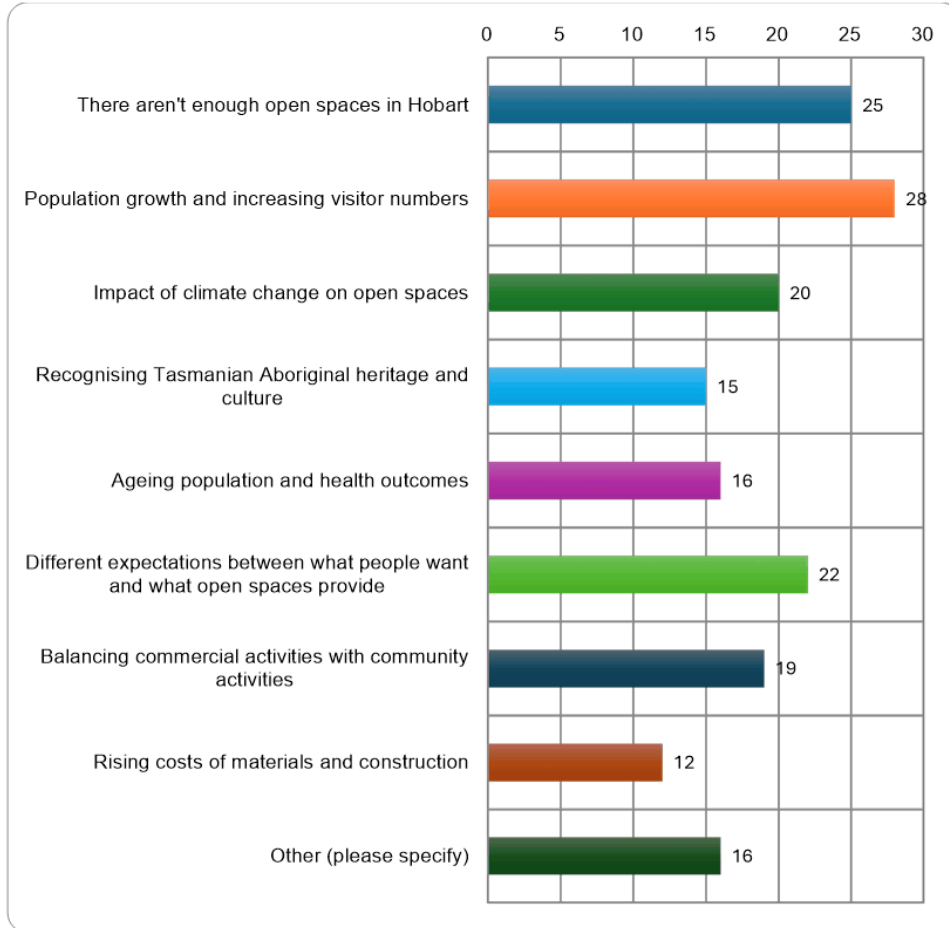


Figure 9. Respondents to Question 5: What do you think are the most significant challenges for the city that our Draft Open Space Strategy should address into the future? Select up to 3.

5.1.5 Question 6

The fifth question asked about reducing disparity in the distribution of public parks across Hobart. It asked, 'Where do you think the city should prioritise providing parks?'

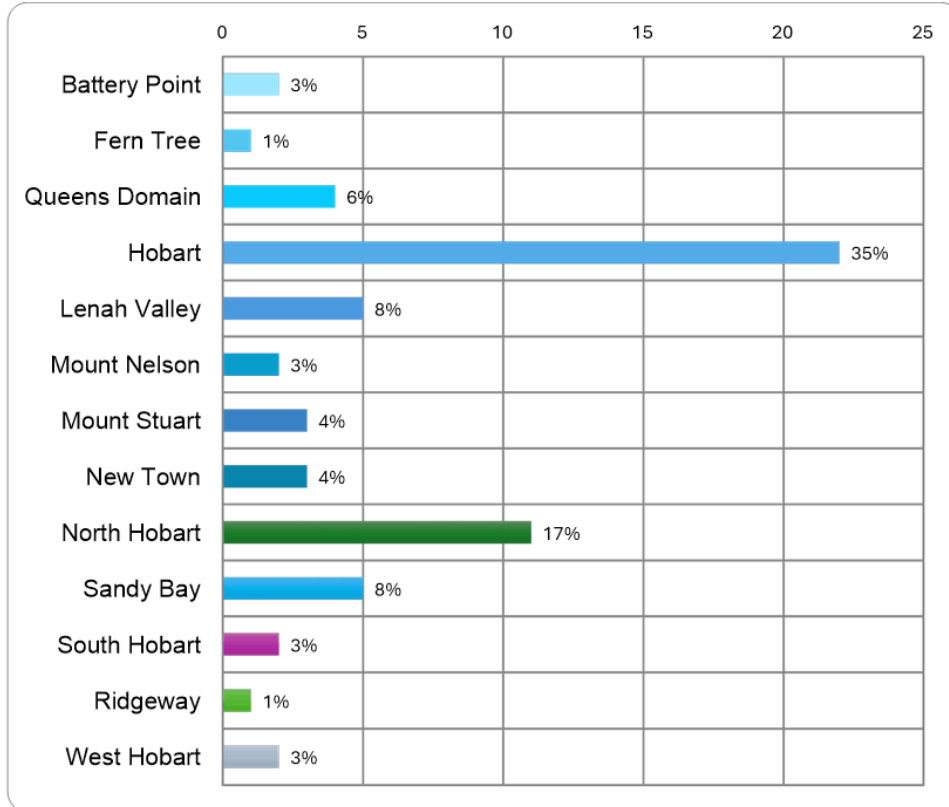


Figure 10. Respondents to Question 6: One of the key features of the Draft Open Space Strategy focuses on reducing disparity in the distribution of public parks across Hobart. Public parks are particularly important in urban areas, as dwellings are less likely to have large gardens and residents rely more on public green space for recreation. The bar graph above represents the amount of park space per resident, per suburb. Where do you think, the city should prioritise providing parks?"

## 5.2.2 Survey places tool

**Purpose:** This online activity was designed to create a quick interactive way for participants to give feedback, without having to go through the longer survey. It provided the opportunity for online participants to identify where there should be more public green space, or facility upgrades in Hobart. A series of questions prompted them to identify the design elements influencing their experience of the space. Participants did not have to be registered to use this tool.

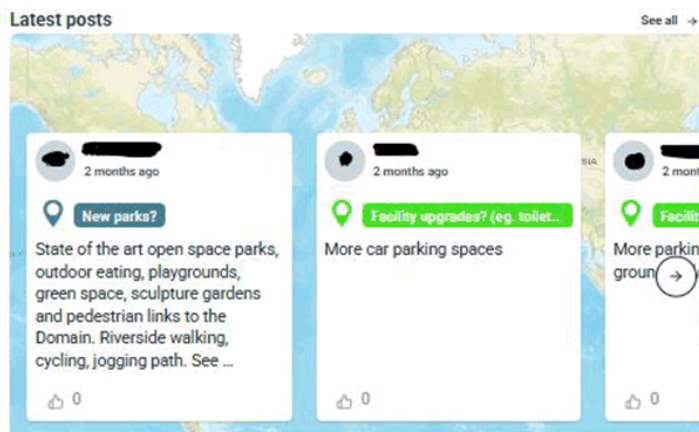
Participants were asked to tag places on the map within the Hobart Local Government Area, that suited the categories below:

### Open Spaces map

Where should there be more public green space or facility upgrades in Hobart?

Tag a location on the map and tell us:

- Where there should be new parks and/or green space
- Where we need to upgrade facilities (toilets, playgrounds, etc)
- Anything else you want to share about open spaces.



- Where should there be new parks and/or green space.
- Where we need to upgrade facilities (toilets, playgrounds, etc.).
- Anything else you want to share about open spaces.

**Findings:**

- **13 pins** across Hobart region.
- **5 participants.**
- The **most popular area** for pins was the Hobart CBD, followed by the waterfront between Cornelian Bay and Elizabeth Street Pier.
- Some of the key comments emphasised:
  - New path connections as well as wayfinding linking prominent areas (e.g. Cornelian Bay to Queens Domain and the CBD waterfront)
  - Upgrading, widening and structurally enforcing paths that already exist.
  - New playgrounds in suitable locations.
  - Additional seating to encourage spending time in open space.
  - Additional parks near open space.

Some examples of responses:

- *Plan for a link between Cornelian Bay and the Queens Domain. A walking track adjacent to Queens Walk through the bush to connect with the TasWater cleared area and fire trail to Lower Domain Road would open up access to the Domain from the North.*
- *Beautiful large mature trees [are] providing very good shade, but space degraded by regular car parking by locals. Consider edging (Arthur Circus) or other preventative landscaping. If tolerated as informal car parking the space will not be used for recreation... seating should be reconfigured/renewed to picnic table to make it more usable.*
- *Formalising the footpath through the open space by constructing a path that connects between Lenah Valley Primary School and New Town Primary School/Hobart City High School with a link to Gregson Ave.*

### 5.2.3 Quick Poll

The poll was designed to create a quick interactive way for participants to indicate whether or not they supported the strategy, without having to go through the longer survey.

The question asked, ‘Do you support the draft Open Space Strategy?’

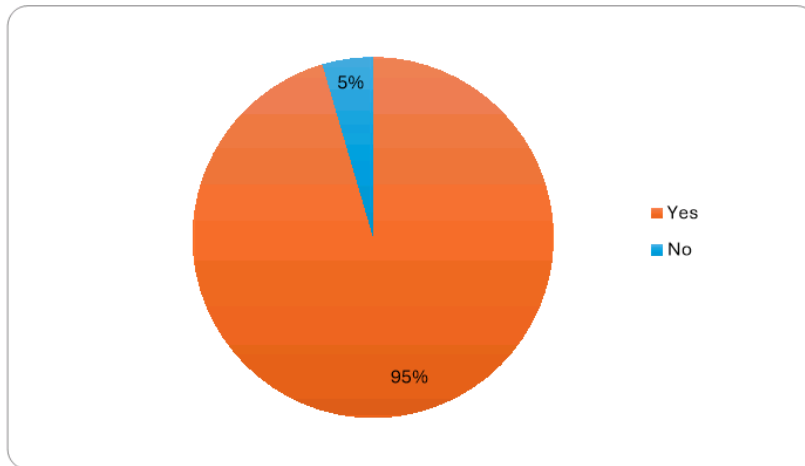


Figure 12: Respondents to the Quick Poll. Approximately 95% of participants (19) answered yes, whilst 5% (2) answered no.

## 5.2 Qualitative engagement data

### 5.2.1 Other engagement methods

The following engagement activities created a space for groups, committees, organisations and community members to give their feedback.

Date	Group
1 October 2025	Meeting with Open Space Team, Community Engagement and Variety Tasmania to discuss engagement.
13 October 2025 24 October 2025	Pop-up(s) for face-to-face survey at Mathers House.
1 November 2025	Pop-up in collaboration with Variety Tasmania at Long Beach.
15 October 2025	Council of Hobart Community Associations Workshop.

28 November 2025	Migrant Resource Centre Women's Group Workshop.
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The methods above included:

- General overview of the context / story behind the Draft Open Space Strategy and the first engagement period.
- Introduction of the Draft Open Space Strategy.
- Interactive activities such as 'mentimeter' and idea walls to capture participants experience of open space in Hobart, including the questions:
  - *What is your favourite open space?*
  - *Why is it your favourite open space?*
  - *What do you think makes our open spaces the most inclusive and accessible?*

5.2.2 Photos



### 5.2.3 Insights

Below is a summary of key reflections and feedback from in person engagements.

#### **Playgrounds should be inclusive, equipped community spaces for all**

There was a strong emphasis towards the City of Hobart adopting best-practice frameworks for playgrounds and public spaces, with Variety Tasmania leading this conversation. Variety referenced the work of organisations like *'Touched by Olivia'*<sup>1</sup>, as well as the NSW Government's *'Everyone Can Play'*<sup>2</sup> framework as two leading examples for the City of Hobart to research. At the Migrant Resource Centre workshop, women participating spoke about the importance of having toilets that are accessible and that include change tables, water fountains and free barbeques.

#### **Clear communication and multilingual signage**

Feedback highlighted the need for clear, accessible signage in open spaces, especially in multiple languages. Participants at the Migrant Resource Centre spoke about the importance of signage not only for wayfinding, but to communicate the 'rules' of the space (eg. dogs allowed, fishing allowed) so everyone feels safe and that they 'belong'. Some participants had recent negative experiences in City of Hobart owned open spaces where lack of signage and clear guidance created confusion. The women who participated in the workshop offered to collaborate on this with the city.

#### **Contentiousness and diversity of opinion on open space development**

The development of open space was a topic of active debate across engagements, with some community members advocating for economic development and others for preservation and maintenance. While they were outside the scope of the strategy, proposed development of the stadium, as well as the cable car, was frequently mentioned. There was active recognition of the importance of thoughtful planning and learning from leading global cities that participants had visited or lived (e.g. Singapore, Melbourne).

#### **Universal Value of Open Spaces**

It was obvious that open spaces are meaningful to people of all ages, backgrounds and experiences in Hobart. For some, especially migrant women participating in the workshop, these spaces can foster a sense of freedom and belonging, while for others, they are vital for mental health and social connection.

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<sup>1</sup> Touched by Olivia, NSW, 2025 < <https://www.touchedbyolivia.com.au/>>

<sup>2</sup> 'Everyone can play – A guideline to create inclusive playspaces', 2023, < <https://www.planning.nsw.gov.au/sites/default/files/2023-03/everyone-can-play-a-guideline-to-inclusive-playspaces.pdf>>

Neighbourhood anchored attachment to parks - often the green spaces people highlighted the most are those individuals prefer to spend time in. Particular focus on Knocklofty Reserve as a very significant area has come from the Mt Stuart Community Association's submission and is mirrored in other feedback. This is also anchored in specific feedback about infrastructure and wayfinding at certain parks, eg. Mt Stuart Park. There are opportunities for the city to have small wins in this way.

**Neighbourhood open space and identity**

Many participants expressed strong attachments to specific local parks and public spaces they visit regularly, such as Long Beach Reserve, Knocklofty Reserve and the Hobart Rivulet. Participants spoke about small but targeted improvements needed in these places (eg. addition of signage, water fountains).

## 5. Conclusion

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### 5.1 Summary of findings

The below includes a non-exhaustive list of some key findings that emerged in the survey and broader engagement period.

#### **Majority of participants support the draft strategy**

A combination of the survey feedback, quick poll and submission indicates overall strong support for the Open Space strategy. More comments in the survey were constructive, and based on improvements and priorities, rather than adversarial.

#### **Care and maintenance are critical**

Participants consistently asked for well-maintained tracks, accessible toilets, seating, water stations and safer access (eg. lighting, signage) - suggesting that resourcing and ongoing maintenance of current open space is just as important as creating new open spaces.

#### **Hobart loves its open spaces**

Participants strongly connect Hobart's identity and character to the nature surrounding - Kunanyi/Mt Wellington, the Queens Domain, Royal Tasmanian Botanical Gardens and the rivulets - reinforcing "Nature Positive" as the top-ranked principle.

#### **Equity and inclusion by design**

Across workshops, the Palawa engagement report (separate), and the survey, all contributors called for inclusive, family and community friendly facilities (e.g., accessible toilets, change tables, pram access, water play) and multilingual, clear signage, with a strong emphasis on designing with multicultural communities, Palawa perspectives and people with disability.

#### **Open spaces as everyday community places**

Respondents want spaces that enable community life to exist in multiple ways, for example, open spaces with clear rules, dog-friendly areas, shade, water fountains, barbeques, public stages and pockets of greenery in the CBD - so people can gather, rest and belong.

#### **Connectivity is a major gap**

Some contributors to the survey expressed that specific open spaces are experienced as "islands" – for example, people asked for safe walking/cycling links and crossings to and across the Domain/Brooker/Domain highways and wayfinding to connect suburbs, schools and major open spaces. Access to the Queens Domain was referenced

frequently. In some of the submissions, there was emphasis on the importance of active transport connections to the existing reserves with fewer parks.

#### **Quality and quantity**

While most participants report daily access to open space, they still call for more high-quality spaces and upgrades, with a priority for inner-city 'pocket parks' and playgrounds where demand and density is growing and changing. Submissions echoed this sentiment.

#### **Differing opinions on development**

Community views diverge on development (e.g., stadium, cable car), but there is broad agreement that any change should protect natural values and the unique Tasmanian ecology, improve access and be planned thoughtfully with strong environmental and cultural safeguards.

#### **Climate Resilience**

Some participants comments in the survey highlighted the importance of open space for heat regulation of the City, and asked for more urban greening projects.

## 5.2 Next steps

Based on the comprehensive engagement project conducted by the City of Hobart's Engagement Team, the following recommendations are proposed to ensure the community's feedback is effectively integrated.

1. **Debrief with the Engagement Team:** The Engagement Team will meet with the project team and conduct a debrief, considering the engagement objectives.
3. **Complete draft 'Open Spaces Strategy':** The project team will finalise the Draft Open Space Strategy, considering the findings of this engagement report in the principles and how they might influence the actions and principles of the strategy.
5. **Strategy presented to Council with engagement report:** The finalised strategy will then be presented to Hobart City Council for endorsement. Once endorsed, implementation of the Open Space Strategy will begin.
6. **Close the Loop:** The Engagement Team will contact those who participated in the engagement period and share how their feedback was incorporated. The team will also conduct a broader reflection on the challenges and successes of this engagement project, to share more broadly within the organisation.



*Executive summary – Hobart City Council  
"Open Space Strategy"*

## Aboriginal community consultation outcomes November 2025

*This Report outlines the methodology and results of Aboriginal Community consultation regarding the Hobart City Council Project "Open Space Strategy 2025-2035". The strategy has been developed to guide the provision of management of open spaces and improve these spaces to meet the needs of the community now and into the future. The aim of this engagement is to provide an understanding of the Aboriginal community needs and views regarding the strategy with this consultation focusing on Aboriginal cultural values.*

*The consultation was conducted in a direct target method of Face-to-Face interviews; Aboriginal community members were engaged through a 2-stage approach. Stage 1 directly targeting Aboriginal community members and families who live within Hobart City and Stage 2, reaching out to the broader regional areas consulting with Aboriginal people who work within, spend time and regularly access the city.*

*This method allows for Aboriginal community members to engage in face-to-face conversation, providing greater clarity of the project information and ideas discussed being shared in culturally appropriate environments.*

*Community feedback included common themes such as "Aboriginal connections are stronger in spaces where it feels more of the natural environment is present". A desire to see more Palawa Kani used where and when appropriate and more contemporary cultural gathering spaces. Overall, the Aboriginal community members who were involved in this consultation supported the project and its aim to manage and improve open spaces across Hobart City but felt the strategy did not go into enough detail about how to achieve Aboriginal cultural inclusion and some felt the strategy lacks in detail regarding actions to deliver outcomes.*



## Project background / context

The Hobart City council has engaged Aboriginal Consultant Sharnie Read – “Paliti Rruni Island Spirit consulting” to share the details of the Hobart City Councils’ – Open Spaces Strategy project with members of the Aboriginal community, to seek feedback, identify gaps and provide community driven input and involvement with the project aims, objectives and actions. The project aims to outline strategies to increase the understanding of Tasmanian Aboriginal history, to provide opportunities for creative cultural initiatives while supporting the connection to country within the open spaces of the Hobart City. The strategy aims to achieve this through working in partnership with Tasmanian Aboriginal community supporting programs and events that showcase the Tasmanian Aboriginal history and cultural connection.

The Hobart City Council are committed to the inclusion of Aboriginal voices in the Open Space project. The council Community Engagement policy and framework outline the council commitment to community engagement and its role in good decision-making; It defines the principles that guide the Hobart City Council approach to community engagement. The framework outlines how the council will be guided to deliver on the commitments made as a result of community engagement in line with this Policy. It steps out the council’s engagement process and establishes clear roles and responsibilities in carrying out engagement. In planning and delivering community engagement, the Hobart City Council follows the values and methods set out by the International Association of Public Participation (IAP2) – Spectrum of Public Participation.

The purpose of this consultation is to inform Aboriginal community members of the project and to obtain Aboriginal community feedback. The consultant has used a consultation methodology that targeted Aboriginal people who live, work, and spend time within the city of Hobart. This targeted approach of face-to-face meetings has been a successful methodology with past projects and community initiatives. The consultant conducted a number of in person engagement sessions; following on from this work the consultant will provide a report outlining the community feedback, analysing the results including identifying any gaps and potential areas for improvements regarding the strategy, from an Aboriginal community perspective.



## Engagement methodology

Engagement with the Aboriginal community in lutruwita / Tasmania has a higher success rate when delivered and controlled by Aboriginal people. Aboriginal community members are less likely than most other community groups to access online survey methods, respond or engage through digital surveys or email communications. It is also recognised that Aboriginal people are less likely to attend public forum information sessions or meetings. While this may not be true for all Aboriginal people, it is well established that the majority of Aboriginal community members are more likely to discuss topics, provide insight and consider project objectives when information sharing is delivered at an Aboriginal community gathering or through face-to-face engagement with other Aboriginal people.



The consultation methodology consisted of 4 stages outlined below:

1. Planning and networking: Established an outline of project aims and suggested initiatives to guide discussion during consultation / community meetings.  
Contacting Aboriginal community members to arrange Face-to-Face meetings.
2. Two Stage Engagement:
  - 1 – Engagement with Community living in Hobart City
  - 2 – Engagement with Community working, and spending time in Hobart City
3. Draft Report: Development of report describing outcomes from community engagement,
4. Final Report: Engagement Report provided to Council with a summary and Recommendations



## Engagement data

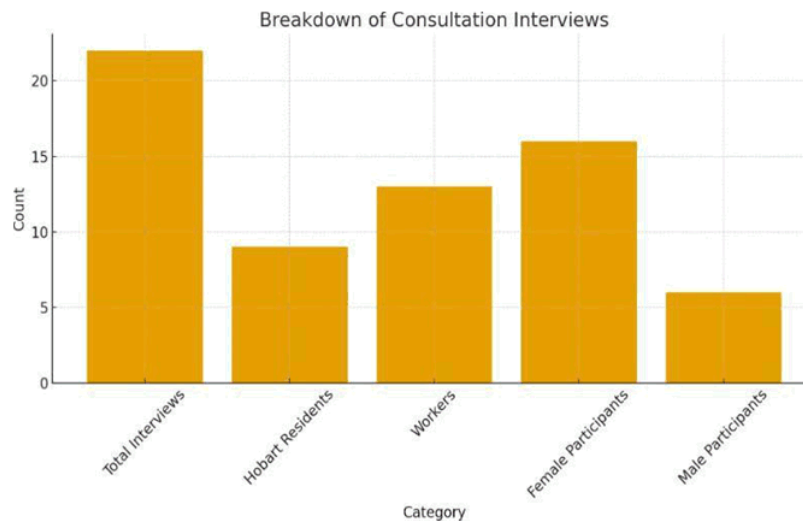
In total 22 individual interviews were conducted with Aboriginal community members. 9 interviews were conducted with Aboriginal people who live in Hobart city.

Of the 9 Hobart City residents interviewed, 7 were female and 2 were male participants. 7 interviews were conducted in family settings where more than 1 Aboriginal person was present and contributed to the discussion.

13 interviews were conducted with individual community members who work in Hobart city. Of these 13 participants, 9 were female and 4 were male.

In total 16 Female and 6 Males participated in the consultation interviews.

## Engagement data graph





## Stage 1 - Consultation with Aboriginal people who live in Hobart City

9 family groups were engaged during the first stage of consultation. All participants in this stage of consultation live in the Hobart City region and all have worked in the Hobart city area at some point during their working life, 6 are still currently working within the region. Consultation was conducted through face-to-face meetings, where project information was shared and discussion relating to the project was generated via referencing the project aims and suggested initiatives.

Families are determined by living circumstances, if the community member is living with one (or more) Aboriginal community members, they are characterised as an Aboriginal family group. During this process family members were present, but not all interviews provided for feedback from more than the main family member. In 2 of the 9 interviews only the individual family member who was initially contacted was present or contributed to the consultation.

Talking with family groups provides various views that are shared and helps to drive discussion and consideration of the topic, this approach has proven to generate a greater level of feedback. The report includes all feedback gathered during the course of engagement from all of the family members present at the time of engagement.

## Stage 2 – Consultation with community members who work in the Hobart City Region.

13 Individual Aboriginal community members were interviewed during the second stage of consultation. All who contributed to the engagement are currently working in Hobart city. Consultation was conducted through face-to-face meetings, project information was shared, and discussion was generated via referencing the project aims and suggested initiatives.



## Summary of findings

All members of the Aboriginal community who contributed to the consultation provided positive feedback regarding The Hobart City Council Open Space Strategy project.

Aboriginal Community members were supportive of the Aboriginal / cultural focus within the strategy however feedback recognised a lack of detail or proposed actions.

Participants expressed the view that the concept of working with the Aboriginal community in partnership needed to be clearly defined. The details of How, When and Where partnership initiatives would be established was missing.

Aboriginal community members want to see more "Palawa Kani" (the revived Tasmanian Aboriginal language), used either in dual naming or straight out naming particularly for nature reserves and gathering spaces. Some participants also expressed the need for careful consideration to ensure the language was used thoughtfully and in culturally appropriate settings.

The consultation provided insight into the community view that very few open spaces in Hobart are considered cultural or reflective of Aboriginal history. Places like ST Davids Park are considered important aspects of the contemporary Aboriginal history however the changes to this park in recent years has changed the way Aboriginal people access and use this space.

Aboriginal gathering spaces are not always associated with places where interpretation and cultural activities are displayed. Gathering spaces that are focused on providing connection to each other and to country were highlighted as lacking in the region.

Consultation generated suggestions that the council could identify places of gathering that reflected the feedback that Aboriginal connections are stronger in spaces where it feels more of the natural environment is present.

Other suggestions including establishing a space where Aboriginal businesses and people could run cultural programs, set up pop up shops and for promotion of Aboriginal businesses. A space that was central to the Hobart business district was the focus of this suggestion.



## Recommendations

As a result of the consultation and feedback the following recommendations have been developed as a reflection of the Aboriginal community view directly related to this project.

These recommendations are specific to this project, the project aims and objectives have formed the basis of the feedback and recommendations.

*Recommendation:* Council to consider a greater use of “Palatwa Kani” (the revived Tasmanian Aboriginal language), particularly for naming or re-naming nature reserves and gathering spaces. These names should be considered in consultation with the Aboriginal community.

*Recommendation:* Hobart City Council to establish a methodology for working “in partnership” with the Aboriginal community for achieving the objectives outlined in the Hobart City Council Open Spaces strategy.

*Recommendation:* Develop a space that allows for Aboriginal economic and cultural advancement for Aboriginal businesses, provide space for the promotion of Aboriginal businesses and where cultural programs could operate including pop-up stations for promotion of Aboriginal cultural events, issues and services.



## **“Indigenous Cultural Intellectual Property”**

The information provided in this feedback report belongs to the Aboriginal community. For the avoidance of doubt, to the extent that any Indigenous Cultural Intellectual Property (ICIP) is embodied in the developed IP, it is not owned by "the organisation", nor hereby assigned or transferred by the Contractor to "the organisation" and will not be used by "the organisation" without the cultural consent of the traditional owners of that ICIP.

“Indigenous Cultural Intellectual Property” means the tangible and intangible traditional knowledge (for example, but not limited to, knowledges of social structures, languages, medicines, petroglyphs) and cultural heritage (for example, but not limited to, art or performance) of Indigenous peoples.

“IP” means any copyright and neighboring rights, all rights in relation to inventions (including patent rights), plant varieties, registered and unregistered trademarks (including service marks), registered designs, business and domain names, user accounts with third-party service providers and confidential Information from intellectual activity in the industrial, scientific, literary or artistic fields, but for the avoidance of doubt, does not include Indigenous Cultural Intellectual Property.

— Draft —  
**Creative City  
Strategy**



City of HOBART

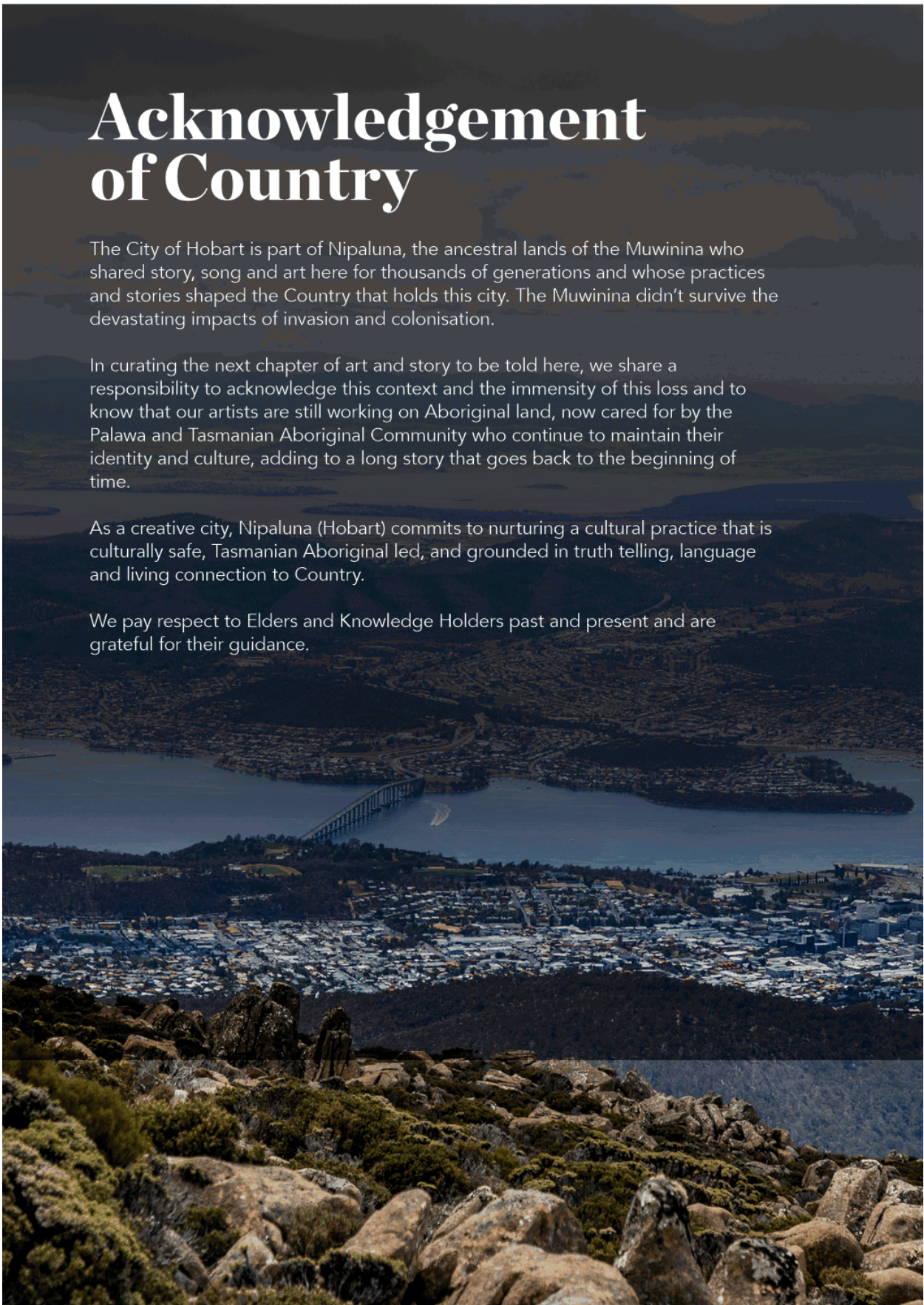
# Acknowledgement of Country

The City of Hobart is part of Nipaluna, the ancestral lands of the Muwinina who shared story, song and art here for thousands of generations and whose practices and stories shaped the Country that holds this city. The Muwinina didn't survive the devastating impacts of invasion and colonisation.

In curating the next chapter of art and story to be told here, we share a responsibility to acknowledge this context and the immensity of this loss and to know that our artists are still working on Aboriginal land, now cared for by the Palawa and Tasmanian Aboriginal Community who continue to maintain their identity and culture, adding to a long story that goes back to the beginning of time.

As a creative city, Nipaluna (Hobart) commits to nurturing a cultural practice that is culturally safe, Tasmanian Aboriginal led, and grounded in truth telling, language and living connection to Country.

We pay respect to Elders and Knowledge Holders past and present and are grateful for their guidance.



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Cover: Terrapin Puppet Theatre – *King Ubu* – Theatre Royal, image courtesy Brand Tasmania.

Inside cover: 2019 Kunanyi/Mt Wellington, image courtesy Brand Tasmania.

# Lord Mayor's Message

Creativity is essential to Nipaluna (Hobart)'s identity, liveability and future.

Artists, cultural workers and creative thinkers shape how Nipaluna (Hobart) understands place, connects as a community and imagines its future. The City recognises their contribution across every suburb, neighbourhood and stage of life and supports creative practice as an investment in the City's long-term resilience and character.

## **Economic Contribution of the Creative Sector**

Tasmania's arts and cultural sector is a significant economic contributor to both the state and Greater Hobart. Based on national cultural satellite account data from the Bureau of Communications, Arts and Regional Research (BCARR) and the Australian Bureau of Statistics (ABS), the sector contributed an estimated \$4.4 billion to Tasmania's economy between 2020-21 and 2023-24, with Greater Hobart accounting for around \$2.6 billion. These figures represent gross value added (GVA) - the standard measure of an industry's contribution to the economy.

### **Several factors underpin this contribution:**

- Strong post-pandemic recovery, with national cultural industry value rising from \$51.9 billion to \$67.4 billion over the same period driven by the return of live performance, festivals and cultural tourism.
- A consistently strong Tasmanian cultural economy, contributing approximately \$1-1.3 billion annually to Gross State Product.



Evening lights in Hobart, image courtesy City of Hobart.

- Greater Hobart as the state's cultural centre, home to more than half of Tasmania's cultural workforce, major festivals, institutions and creative businesses.
- A strong link between culture, tourism and hospitality, where creative activity enhances visitation and strengthens the City's identity.

These estimates cover activity across key creative sectors, including performing arts, music, visual arts and craft, museums and heritage, and design and architecture.

Greater Hobart represents an estimated 55-60% of Tasmania's cultural economy, reflecting its concentration of creative employment, infrastructure and events.

Despite strong contribution to the economy, Tasmanian artists and cultural organisations face comparatively lower access to funding and support than national peers, creating barriers to sustainable careers, program continuity and sector development.

Sustaining the economic strength of the creative sector relies on nurturing the artists, organisations and cultural enterprises whose work drives its impact and vitality.

*Anna Reynolds*

**Cr. Anna Reynolds**

Lord Mayor of Hobart



2022 Myer City of Hobart Christmas Pageant, image courtesy City of Hobart.

# Strategy at a Glance

At its core are four interconnected outcome areas that describe the City's role in supporting creative and cultural life: Champion, Custodian, Curator and Catalyst. Together, they strengthen visibility, care, coherent experiences and creative experimentation across the City.

The Strategy offers a practical framework for how the City can support creativity across all its functions - through stewardship, connection, advocacy and enabling activity. It also continues the City's commitment to creative programming, venues and activation.

## What the Strategy Strengthens

- Tasmanian Aboriginal leadership, visibility, and place-based storytelling.
- Positions artists and creative practitioners as central to the City's identity, wellbeing and economy.
- Improves communication and visibility so creative activity is easier to find and participate in.
- Embeds creativity across City facilities, teams and processes.
- Strengthens Nipaluna (Hobart)'s reputation as a confident, contemporary creative city.
- Connects arts, events, venues and spaces, youth culture and community life through coordinated precinct-based experiences.
- Builds long-term partnerships that support shared capacity and trust.
- Uses evidence and data to guide decisions and support sustainable investment.

## Core Approach

- **Place-led and people-centred:** Creativity shaped by Nipaluna (Hobart)'s people, stories, seasons, river and mountain.
- **Regenerative mindset:** Build on what exists, value diversity and connection, grow capacity over time, and plan for long-term resilience.
- **City context:** Recognises Nipaluna (Hobart) as both a lived community and a capital city welcoming visitors, with creativity active in daily life and seasonal rhythms.

### Guiding principles

- Work with existing strengths.
- Grow capacity and trust over time.
- Value diversity and connection across cultures, ages and places.
- Use small tests to create lasting change.
- Design for care, resilience and renewal (wellbeing, inclusion, sustainability).
- Retain ideas, skills and infrastructure so value accumulates.
- Observe, learn and adapt using evidence.

### Implementation focus

- Clearer communication and easier participation.
- Stronger partnerships and collaboration that build capacity and trust.
- Evidence-informed decisions that demonstrate value and support sustainable investment.



An event at Franklin Square, image courtesy Brand Tasmania.

# Background

The Creative City Strategy is one of the City of Hobart's core guiding documents, developed to define values, support decision-making, set priorities and provide direction on cultural and creative activity across the City and community, replacing the former Creative Hobart strategy and expanding its scope to include arts and events, public art, venue and space use, and criteria for grants and support.

## ■ What is a Creative City?

In developing this strategy, a range of Australian and international cities with strong place-based creative frameworks were examined to help consider the question: What is a Creative City? Rather than focusing on large metropolitan centres, the process centred on places with characteristics more comparable to Nipaluna (Hobart), taking into account geography, population size, economic context, and links to tourism.

Across the case studies reviewed, no single place embodied all aspects of a Creative City. However, many shared a number of common traits, including:

- A strong and distinctive identity as a creative, liveable, and attractive place.
- An identifiable arts district, hub, or precinct.
- Accessible spaces for creative development, production, and presentation.
- Ongoing opportunities for children and young people to actively contribute to cultural life (not only participate as audiences).
- Facilities and programs that support emerging and early-career practice, and that build understanding of professional and creative pathways.
- Strategic investment that strengthens local capacity, relationships, and collaboration across sectors.
- A culture that encourages the exchange of knowledge, skills, and learning.
- The future success of the Creative City Strategy will be measured against the extent to which these characteristics are embedded, supported, and sustained over time.

## Our Role

The Creative City team leads, supports and activates cultural and creative life across Nipaluna (Hobart) by enabling ideas, removing barriers, testing new approaches and fostering meaningful engagement.

While the Strategy guides decision-making across the whole organisation and informs the work of the City, the Creative City team plays a central role in championing its intent - supporting creatives and communities, coordinating programs, and activating places.

The Strategy sets the long-term direction and priorities, while specific projects and actions are developed, tested and delivered through the Creative City team's annual action plan, which is reported publicly each year.



2019 Dark Mofo Winter Feast, image courtesy Jess Hunniford, City of Hobart.

# Engagement and Feedback

Nipaluna (Hobart)'s Creative City Strategy has been developed through an extended period of consultation in 2025-2026 and engagement with artists, cultural organisations, young people, families, community members, and City staff.

## Themes

Community consultation brought forward many diverse voices. Across these conversations, ten (10) clear themes emerged.

<b>Theme 1.</b>	<b>A more connected, welcoming creative life</b>
People want Nipaluna (Hobart) to feel easy to navigate and participate in, with clear information, multilingual communication, a unified city-wide events calendar, and stronger sense of welcome. Families and young people especially emphasised the importance of safety, belonging and feeling invited into the City's cultural life.	
<b>Theme 2.</b>	<b>Tasmanian Aboriginal leadership and visibility</b>
People highlighted the need for stronger Palawa engagement, visibility and storytelling, with Tasmanian Aboriginal leadership, culture and creativity embedded across the City's cultural activity and public spaces.	
<b>Theme 3.</b>	<b>Place, nature and seasons as cultural identity</b>
The Timtumili Minanya (The River Derwent), Kunanyi/Mount Wellington, wind, darkness, weather and seasonal shifts were consistently described as defining features of Nipaluna (Hobart)'s creative identity. There is a strong desire for cultural programming that responds to these natural rhythms - playful, seasonal, place-based and environmentally aware.	
<b>Theme 4.</b>	<b>More spaces to create, gather and explore</b>
There is strong demand for accessible, flexible spaces such as rooftops, warehouses, laneways, parks, neighbourhood hubs and underused buildings. Children and families highlighted the need for playful environments, opportunities to make and perform, and accessible places to spend time together.	

<b>Theme 5.</b>	<b>A playful, experimental, and surprising city</b>
<p>Many people expressed enthusiasm for a city that encourages experimentation - pop-ups, unexpected informal experiences, small activations, street parties and moments woven into everyday life.</p>	
<b>Theme 6.</b>	<b>Equity, access, and comfort</b>
<p>A recurring priority was inclusion. People asked for free or low-cost events, accessible design, quiet spaces, sensory-aware programming, multicultural events, and family-friendly night-time activities. Improved transport connections were seen as essential to these goals.</p>	
<b>Theme 7.</b>	<b>Support for youth and creative practitioners</b>
<p>Young people emphasised the need for pathways to make, learn and lead, including mentorships, workshop and practice spaces, career opportunities, agency, and meaningful ways to contribute to the City's cultural future. Artists, producers and creative businesses highlighted the need for stable conditions to develop and sustain practice.</p>	
<b>Theme 8.</b>	<b>Collaboration and shared effort</b>
<p>Collaboration across creative sectors, local governments, institutions, the university and communities are viewed as crucial. Participants widely supported shared infrastructure, precinct-based collaboration and co-programming.</p>	
<b>Theme 9.</b>	<b>A more enabling City</b>
<p>Echoing staff insights, the community called for simpler processes, clearer pathways to getting things done, easier compliance, less duplication and stronger coordination across City teams.</p>	
<b>Theme 10.</b>	<b>Trust</b>
<p>People want the City to be trustworthy - and to show trust in its partners. This means being clear about purpose, process and expectations in programs, partnerships and decision-making.</p>	

Together, these themes describe a creative city that is welcoming and connected, culturally safe, playful, easy to navigate, and supported by clear pathways to participate and create.



My Street – Newdegate Street, image Jillian Mundy, City of Hobart.

# Vision

A City that leads with creative thinking, champions courageous decisions, and connects people through shared stories and expressive public life.

Between the Kunanyi/Mount Wellington and Timtumili Minanya (The River Derwent), imagination shapes everyday life in Nipaluna (Hobart).

Grounded in our people, stories, and landscapes, the City will nurture ideas and expression that spark possibility, celebrate what makes this place extraordinary, and bring creativity into public life in bold and connected ways.

# Strategic Framework

The Strategy uses a place-led, people-centred and regenerative approach shaped by Nipaluna (Hobart)'s environment, stories and communities, drawing on ecological design thinking, consultation, City values and sector conditions to guide decision-making and support a connected, resilient creative system.

## ■ Guiding Principles

- 1. Work with existing strengths**  
Build on the people, places and cultural activity already shaping the City.
- 2. Grow capacity over time**  
Strengthen long-term relationships, skills, infrastructure and trust.
- 3. Value diversity and connection**  
Support the creative City ecology as enriched by different cultures, ages, practices, places and ways of working.
- 4. Use small interventions to create lasting change**  
Enable low-risk experimentation that can adapt and build impact over time.
- 5. Design for care, resilience and renewal**  
Ensure cultural activity supports wellbeing, career development, inclusion and sustainability, to build resilience and connection through ongoing investment.
- 6. Capture and store creative energy**  
Capture ideas, skills and infrastructure so value accumulates across projects.
- 7. Observe, learn and adapt**  
Use evidence and feedback to refine approaches and adjust where needed.

## Outcome Areas

The Strategy defines four outcome areas that clarify the City's role in championing, caring for, connecting and enabling creativity across Nipaluna (Hobart), with objectives setting intent, strategies guiding progress, and shared delivery between the City and the artists, organisations, businesses and communities who lead the creative work.

### OUTCOME AREA 1. CHAMPION

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**Objective:** Strengthen the visibility, communication and advocacy of Nipaluna (Hobart)'s creative identity, reinforcing a shared narrative across the City.

**Strategies:**

- 1.1 Elevate Tasmanian Aboriginal leadership, visibility, and cultural safety across the City's creative activity.
- 1.2 Enhance communication of creative activity and opportunities, and maintain ongoing engagement with communities, creatives, and organisations.
- 1.3 Advocate for creativity as essential as central to belonging, wellbeing, identity and economic prosperity.
- 1.4 Strengthen Nipaluna (Hobart)'s identity as a UNESCO City of Literature where writing, reading and storytelling are visible, celebrated and embedded in public life.

### OUTCOME AREA 2. CUSTODIAN

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**Objective:** Care for the City's cultural assets, heritage, stories and creative workforce through long-term sustainable investment and integrity.

**Strategies:**

- 2.1 Support long-term investment that builds capability and strengthens creative infrastructure.
- 2.2 Commission and share stories of people and place so the City's cultural, social and environmental transformation is understood over time.
- 2.3 Maintain and sustainably resource the creative workforce, facilities and assets required for a resilient cultural ecosystem.
- 2.4 Public Art reflects Nipaluna (Hobart)'s unique identity through innovative and accessible works of art.

### OUTCOME AREA 3. CURATOR

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**Objective:** Shape coherent, connected and place-based creative programming across seasons, communities, precincts and public spaces.

**Strategies:**

- 3.1 Build cohesive programming frameworks aligned with the City's seasons, stories, and places.
- 3.2 Build partnerships with local and state cultural institutions and creative businesses to develop integrated storytelling and precinct approaches that create a unified creative experience across the City.
- 3.3 Support local vibrancy through distributed and place-responsive programming.
- 3.4 Program family-friendly creative play and making opportunities across neighbourhoods and peak times (weekends and school holidays).

### OUTCOME AREA 4. CATALYST

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**Objective:** Enable creative experimentation by reducing barriers to participation and expanding access to diverse spaces for making, testing and activating ideas.

**Strategies:**

- 4.1 Support creative development and practitioner pathways and strengthen a culture of experimentation.
- 4.2 Increase access to diverse and unexpected spaces for small-scale, exploratory and playful creative activity.
- 4.3 Streamline processes, permits and regulation to reduce barriers and enable creative freedom.
- 4.4 Support live music by enabling low-risk performance permits, promoting noise/amenity settings that protect venues, and piloting small-scale music showcases in under-used spaces.

Together, Champion, Custodian, Curator and Catalyst define how the City and its partners will strengthen visibility, care for culture, connect programs and enable experimentation across Nipaluna (Hobart).

## Implementation and Measurement

Delivery of the Creative City Strategy is led by the Creative City Group, working closely with teams across the City involved in programming, events, public art, planning, community engagement, regulatory services and asset management. Cross-branch coordination ensures creative activity, precinct activation and regulatory processes are aligned.

Delivery includes collaboration with Tasmanian state-funded cultural institutions (e.g., museums, galleries, libraries), and creative organisations to align programming, access to space and audience development.

Headline measures track access, participation and the strength of Nipaluna (Hobart)'s creative ecosystem. These include:

- Precinct activation days
- Percentage of events with accessible features
- Increase participation by children, young people, and emerging-to-established creative practitioners.
- Tasmanian Aboriginal visibility and cultural safety indicators
- Practitioner and organisation engagement across programs
- Satisfaction and participation rates
- Night-time economy indicators
- Processing times for low-risk creative permits
- Number of live-music activations supported
- Increased participation by families with children in City-supported programs

## Broader Policy Environment

The Strategy aligns with key international, national, state and local frameworks to ensure cultural safety, access, creative workforce sustainability and place-led city-making. These references shape the Strategy's direction and provide shared language for delivery and evaluation.

### International

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#### UNESCO Cultural framework

UNESCO's cultural domains provide a clear way to describe the breadth of cultural practice in Nipaluna (Hobart), including intangible cultural heritage - essential to recognising Tasmanian Aboriginal culture, knowledge and ongoing connection to place.

### National

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#### Revive (National Arts Policy) and Creative Australia

Revive (2023) sets a national framework that centres First Nations leadership, supports artists and creative workers, and expands public access and participation in arts and culture.

Creative Australia (launched 2023) is the Commonwealth's principal arts investment and development body, providing funding, research and advocacy - including Music Australia and Creative Workplaces.

### State

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#### Cultural and Creative Industries Recovery Strategy

Tasmania's Creative Industries Recovery Strategy outlines principles to strengthen sustainability, employment and inclusion across the cultural, events and tourism sectors.

### Local

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#### Arts and Culture Policy Position Statement

The Australian Local Government Association affirms arts and culture as essential to community wellbeing and local economies, advocating a whole-of-government approach that recognises councils' central delivery role.

# City of Hobart Plans and Strategies

The Creative City Strategy is intentionally designed to sit within and activate the City's broader strategic policies and frameworks. It does not replace these – rather, it puts into action through cultural, creative, and place-led action.

## Hobart: A Community Vision for our Island Capital



**Primary pillars engaged:** Sense of Place; Community Inclusion, Participation and Belonging; Creativity and Culture; City Economies; Movement and Connectivity; Natural and Built Environment; Governance and Civic Involvement.

The Community Vision outlines aspirations for a connected, creative, inclusive, environmentally aware and culturally confident city, and the Creative City Strategy activates these aspirations by translating the Vision's values - flourishing, belonging, participation, diversity and resilience - into cultural practice and city-shaping activity.

- Embedding creativity in everyday life (Pillars 1, 3).
- Strengthening belonging and participation through visibility, storytelling, and inclusive programming (Pillar 2).
- Enhancing movement and connectivity through precinct-based activation and easy navigation (Pillar 5).
- Linking creativity to place, seasons, river, and mountain (Pillar 6).
- Working across the City to build governance clarity, trust, and transparency (Pillar 8)

## Hobart: A City for All – Community Inclusion and Equity Framework



**Key priorities:** Truth, Reconciliation, Participation, Access, Wellbeing, Knowledge, Safety and Resilience.

This framework commits the City to supporting an inclusive, welcoming city. The Creative City Strategy advances these commitments through alignment with inclusion, access and cultural safety priorities across all City of Hobart functions.

## Capital City Strategic Plan 2023

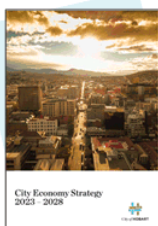


**Key outcomes supported:** Inclusion and Access; Wellbeing and Knowledge; Safety and Resilience; Place Identity; Mobility; Community Connection.

While each action area of the Creative City Strategy supports a different part of the Strategic Plan, the core contributions include:

- The Creative City Strategy functions as the cultural delivery mechanism for cross-organisation outcomes.
- Elevating cultural identity and storytelling (Place Identity).
- Creating safe, inclusive, accessible public experiences (Inclusion and Access; Safety and Resilience).
- Strengthening community connection through precinct and neighbourhood activation (Community Connection).
- Supporting wayfinding, mobility, and ease of participation (Mobility).
- Embedding long-term stewardship and sustainability (Wellbeing and Knowledge).

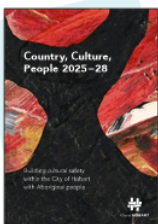
## City Economy Strategy 2023-2028



The City Economy Strategy highlights the value of arts-led activation but does not always explicitly reference the artists, practitioners and governance structures behind this work. The Creative City Strategy provides this missing framework and ensures these elements are recognised and supported.

- **Strategic Priority 1:** Plan for our collective social, economic and environmental prosperity.
- **Strategic Priority 3:** Position Hobart as an enviable place to visit, live and do business.
- **Strategic Priority 4:** Promote and leverage Hobart's uniqueness and celebrate the Hobart Difference.

## Country, Culture, People 2025-28 (Cultural Safety Strategy)

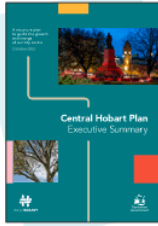


**Key priorities:** Country as living and central; Truth-telling; Cultural Safety; Generational Stewardship; Tasmanian Aboriginal Visibility.

The Creative City Strategy reinforces this framework by:

- Embedding Tasmanian Aboriginal leadership, cultural knowledge, and cultural safety
- Supporting long-term, culturally safe partnerships and shared decision-making.
- Strengthening storytelling connected to Country, seasons, and place.
- Enabling community-led and generational approaches to cultural expression.
- Ensuring the City's creative activity is culturally safe and respectful.

## Central Hobart Plan



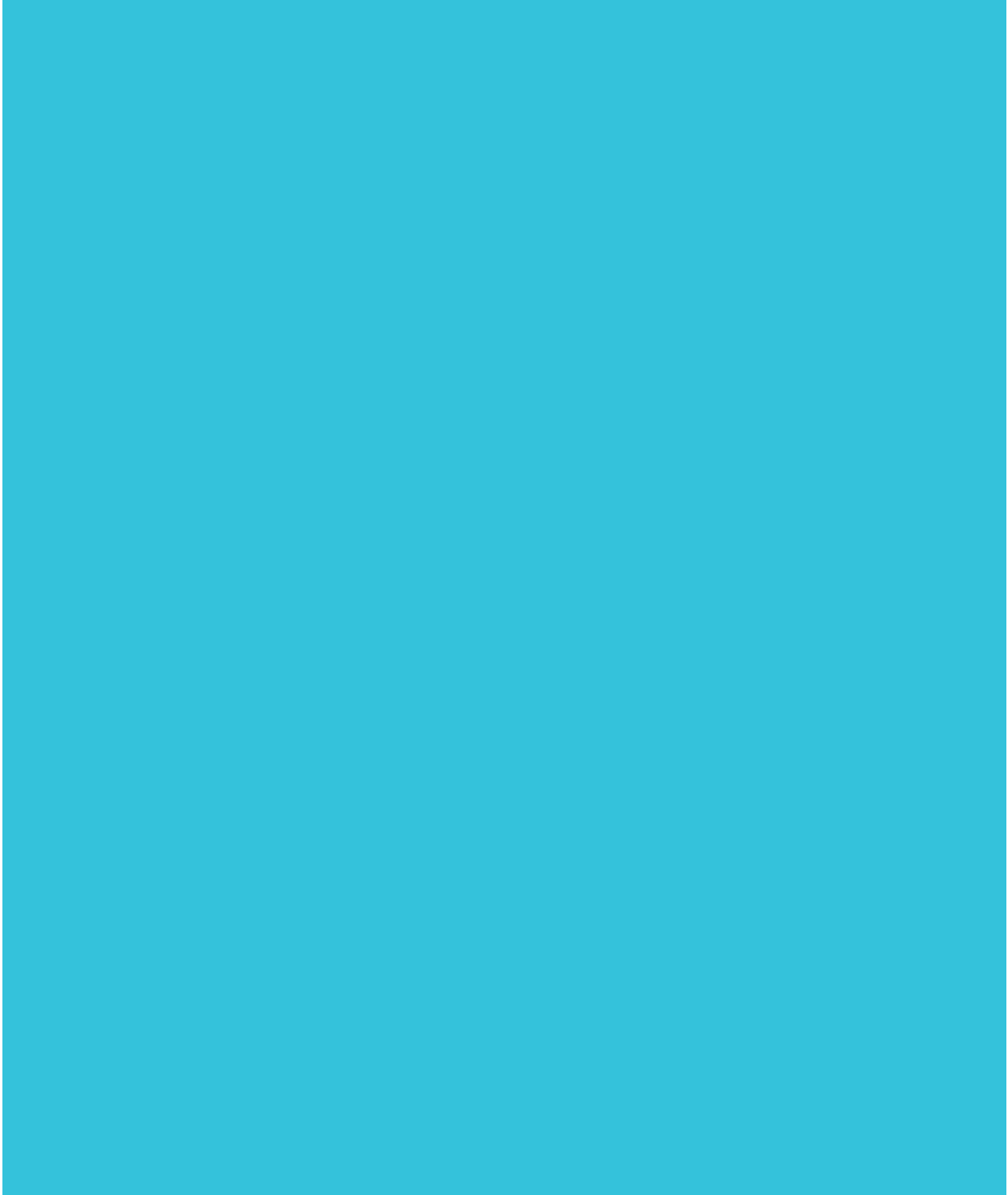
The Central Hobart Plan is a long-term structure plan guiding growth, change and renewal in the city centre over the next 20 years.

### **Creative intent of the Plan**

The Plan positions creativity as city-shaping, not decoration. It prioritises:

- Investment in cultural and community assets.
- A visible everyday cultural identity, including public art and storytelling.
- Diverse, year-round experiences that strengthen wellbeing and social connection.
- Distinct precincts with clear purposes (e.g., Civic & Cultural, Innovation, Central/Retail & night-time economy).
- Protections and design settings that enable creative venues and street life (e.g., reverse-amenity approaches, active frontages, adaptive reuse, Tasmanian Aboriginal identity in place-making).

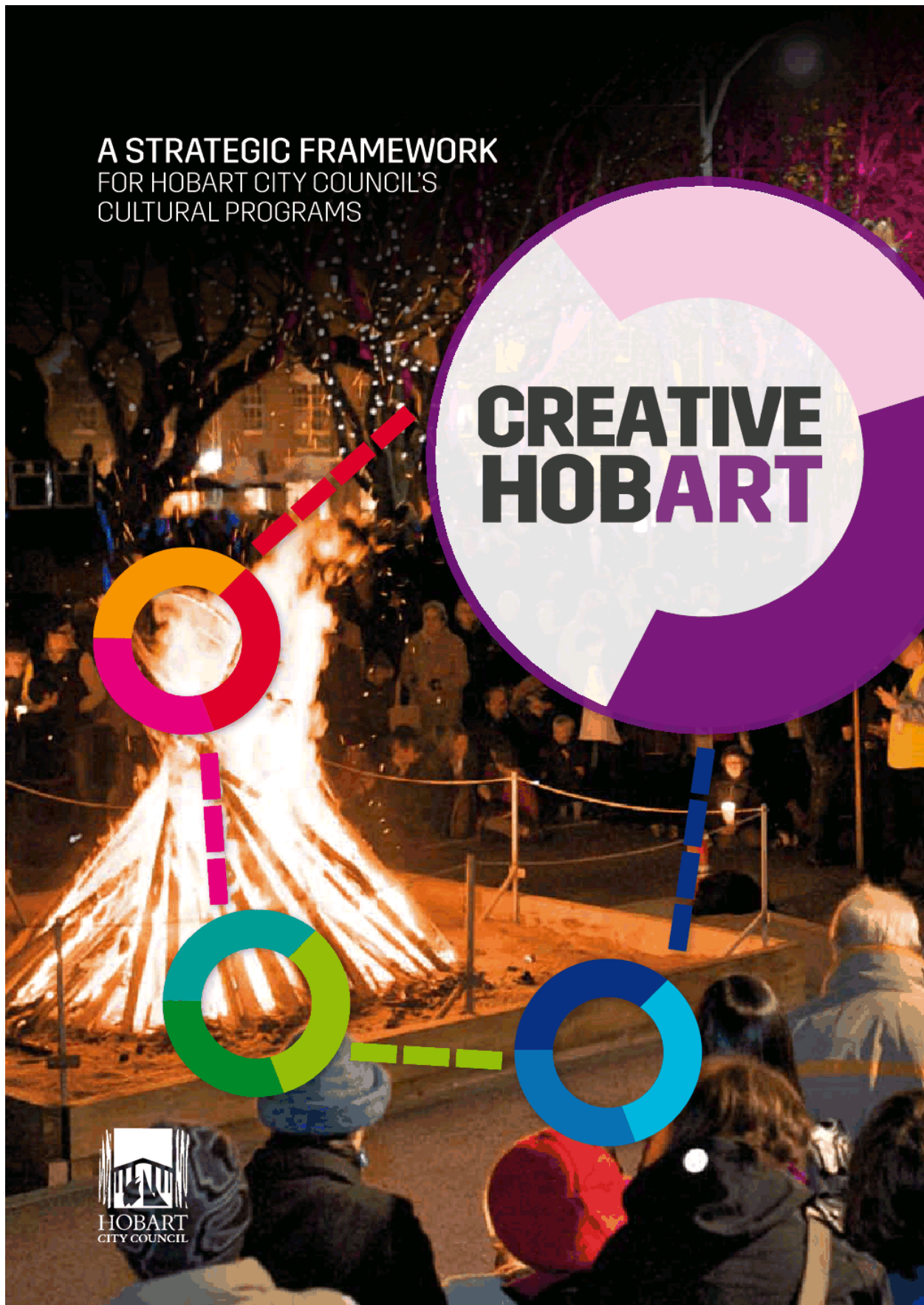
In combination, these plans position creativity as a driver of identity, inclusion, wellbeing and economic vitality; the Creative City Strategy activates these goals through place-led programs, partnerships and clear measures of participation and access.






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**A STRATEGIC FRAMEWORK  
FOR HOBART CITY COUNCIL'S  
CULTURAL PROGRAMS**

**CREATIVE  
HOBART**



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## INTRODUCTION

CREATIVE HOBART is an aspirational strategy document focused on profound change to the positioning of the Hobart City Council's role in the cultural and creative life of Hobart's community.

Hobart has a well deserved reputation as a centre for quality cultural and creative products, activities and experiences. Its cultural festivals and events draw tourists from across Tasmania, interstate and internationally. Its strong traditions in craft and design are gaining increasing recognition nationally and internationally. Its professional artists are exhibiting and performing across the world and the Museum of Old and New Art [MONA] and the recently refurbished Tasmanian Museum and Art Gallery [TMAG] will increasingly bring an expanded art world to Hobart.

This strategy aims to reposition Hobart City Council as a key facilitator in Hobart's growth as a truly creative city for the benefit of residents and visitors alike. The change in approach from providing a relatively limited range of visual arts activities to a broader focus on culture and creativity is supported by the knowledge gained during extensive consultation with the sector and community.

CREATIVE HOBART is based on a holistic vision that contemporary cultural policy needs to build on the recognition that the growth of the cultural and creative industries provide a real opportunity to strengthen community wellbeing, create a culturally rich sense of place and contribute to economic viability.

To contribute to the development of a vibrant and diverse city, CREATIVE HOBART seeks to support an expanded breadth of programs that: bring more cultural and creative activities out into the public realm; provide greater exposure to cultural activities; increase opportunities for the involvement of the community; provide an attractor for cultural tourism; and, above all, make Hobart a truly wonderful place to live, work and visit.

## POLICY CONTEXT

In developing CREATIVE HOBART significant consideration has been given to how the strategy is informed by, and reinforces the way in which Council's Hobart 2025 and Strategic Plan 2008 – 2013 position culture and creativity as important contributors to the future of Hobart.

### Strategic Plan 2008 – 2013

The Strategic Plan is structured around a series of seven Future Direction statements with relevant outcomes, strategies and priority actions. While it can be demonstrated that there is a cultural component to all Future Directions, of most relevance to this document is Future Direction 7 (FD7), which states:

**FD7 – is dynamic, vibrant and culturally expressive.**

*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.*

Outcomes to be Achieved:

FD7.1. *A destination of choice and a place for business.*

FD7.2. *Clever thinking and support for creativity will help build a strong economic foundation.*

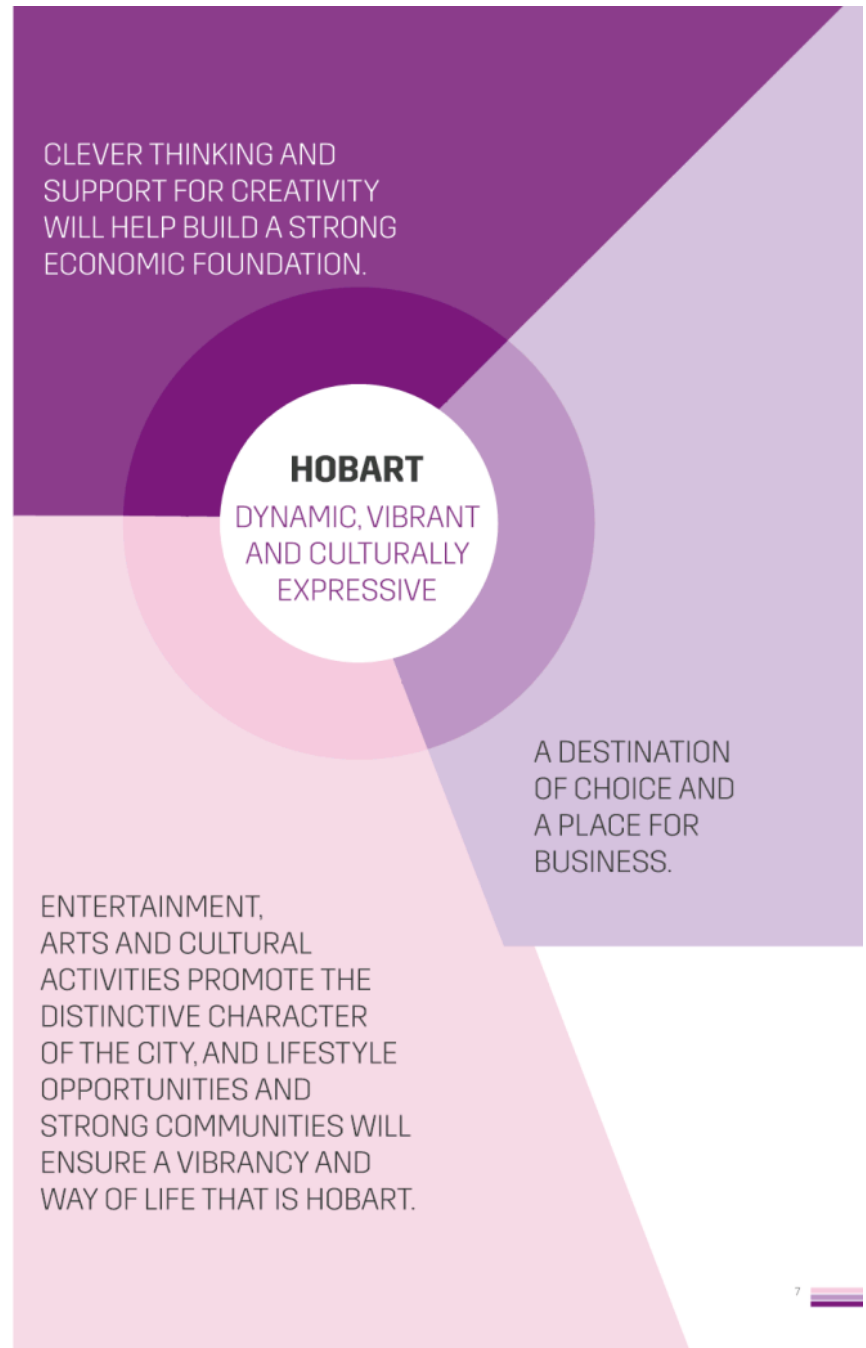
FD7.3. *Entertainment, arts and cultural activities promote the distinctive character of the city, and lifestyle opportunities and strong communities will ensure a vibrancy and way of life that is Hobart.*

Cultural activities, the arts and the creative industries have a role to play in all three of the above outcomes. A vibrant arts scene and a wide diversity of cultural activities such as festivals, theatre and concerts bring people to Hobart and the greater the range on offer the more likely people are to stay in the city and contribute to the viability of local businesses.

With the decline in manufacturing, the 'creative industries' have become recognised as an important contributor to employment and economic growth. Bringing more arts activities out into the public realm through activities such as public art, temporary exhibitions and impromptu performances in the streets, lanes and malls can make a significant contribution to the feel of a city. Spaces that are vibrant and exciting are safe and welcoming spaces.

Other relevant strategies and plans include:

- *Public Art Strategy*
- *Social Inclusion Strategy for Hobart 2010 – 2013*
- *Cultural & Linguistic Diversity Strategy 2009 – 2012*
- *Youth Strategy 2008 – 2011*
- *Positive Ageing Strategy 2010 – 2013*
- *Economic Development Plan 2009 – 2014*
- *Hobart 2010 Public Spaces and Public Life [Gehl Architects]*
- *Inner City Action Plan 2011*





## A DESTINATION OF CHOICE AND A PLACE FOR BUSINESS

Hobart is a city with a wonderful geographic location, in a unique bushland setting between the mountains and the sea, with an historic urban fabric and a reputation for quality lifestyles and rich cultural experiences. People and places are at the forefront of this strategy and therefore the focus is on investing in cultural activities and activating public places for local people; and as a consequence, providing the basis for the 'authentic' tourism experience and a growth in the economic viability of the city.

It is a recognised fact that cultural tourism is a growing phenomenon and potential contributor to the economic growth of cities around the world. Research has shown that there are an increasing number of tourists who make destination decisions based on seeking a distinctive and authentic cultural experience. For Hobart, an advantage of attracting cultural tourists is that they tend to stay longer and spend more than the average tourist.

Tourism Tasmania's *Arts Tourism Strategy 2012* states that:

*Tasmania can expect steady growth in arts tourism and an increased recognition on the mainland of Tasmania as an artistic destination. And with 44 per cent of tourists over 55 years of age visiting arts attractions, there is also an opportunity to engage a younger demographic whose interests are not currently being met.*

The success of *MONA* as a 'must see' cultural experience is likely to have a significant long term impact on the number of cultural tourism visitors to Hobart, and is even now the number two visitor destination in Tasmania behind Salamanca Market attracting 313,688 visitors in the 12 months from October 2011 to September 2012.

There is an important opportunity for Hobart to leverage off this visitation by developing and marketing quality art and cultural experiences and offerings that keep these visitors in Hobart for longer – in particular at those times of the year when interstate and overseas visitation is traditionally lower – delivering economic benefits that will flow to the broader local economy.

In our highly mobile and interconnected world, people and businesses make location choices based on factors such as lifestyle, environment and cultural life. Richard Florida, author of *The Rise of the Creative Class*, has through his research measured and demonstrated the interconnections between the creativity, openness and quality of life of a place and its ability to attract people and businesses that are involved in innovation and creativity.

This strategy therefore seeks to further develop the cultural and creative sectors' contribution to Hobart's quality of life – for the city's residents and as a vibrant attractor for people seeking a special destination.

## CLEVER THINKING AND SUPPORT FOR CREATIVITY WILL HELP BUILD A STRONG ECONOMIC FOUNDATION.

Hobart has the foundations of a strong cultural and creative industry sector. It is home to many individual artists, craftspeople and designers, and has a rich network of sector organisations and creative industry businesses.

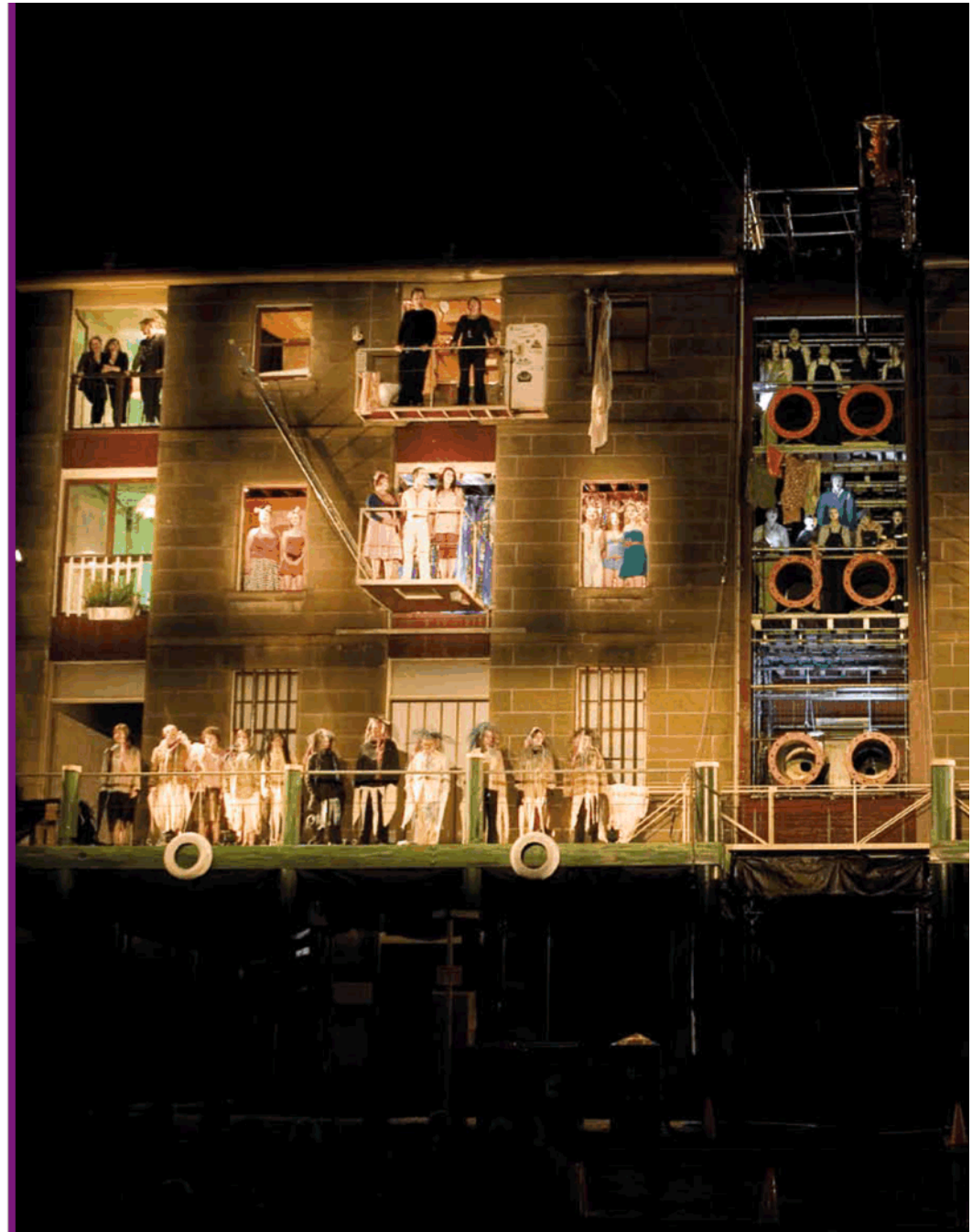
The creative industries in Australia are a growth area and have the potential to make an increasingly important contribution to the Hobart economy. The increased attention on the creative industries recognises the importance of creativity and innovation and the vast industry involved in the development, production, marketing and consumption of creative product. The creative industries are those industries that involve the production, distribution and consumption of material with a cultural or 'expressive' function. It is generally accepted that the creative industries include areas of activity and industry such as the traditional art forms, as well as activities such as music production and distribution, publishing, architecture, graphic design and the film and multimedia businesses.

In addition to the contribution of employment and products of the creative industries, there are significant economic benefits to be gained from cultural activities such as cultural festivals and events. This can be demonstrated by the economic impact study conducted by KPMG on the 2012 Festival of Voices. The festival attracted audiences of more than 19,000 people with more than 1,900 of those being from interstate, staying an average of 6.5 nights. It is calculated that the event delivered an economic impact of \$8.2 million and the creation of the equivalent of 52 full time jobs in the Tasmanian economy.

When Tasmanian visitor expenditure is included, the festival was estimated to deliver a total spend of \$5.9 million, with 90 per cent expended in the Hobart area. Overall the festival is estimated to have generated a 15 fold economic impact against expenditure. In addition, the festival employed 27 people and 85 independent contractors and artists.

Likewise, analysis of the 2011 Ten Days on the Island festival found that the event generated an additional value add of more than \$24 million and provided the equivalent of 76 full time jobs.

The evidence above provides a compelling picture of the potential for cultural tourism to be a significant employer and contributor to Hobart's economy. It also demonstrates the importance, at a time when other industries such as manufacturing and forestry may be in decline, of the Council investing in cultural and creative industry activities that will have a positive impact on the vitality and viability of Hobart and its people.





**ENTERTAINMENT, ARTS AND CULTURAL ACTIVITIES PROMOTE THE DISTINCTIVE CHARACTER OF THE CITY, AND LIFESTYLE OPPORTUNITIES AND STRONG COMMUNITIES WILL ENSURE A VIBRANCY AND WAY OF LIFE THAT IS HOBART.**

The Hobart City Council is committed to the notion of building strong and vibrant communities, as is demonstrated by the findings of the Gehl report *Hobart 2010 Public Spaces and Public Life – a city with people in mind*, and the *Inner City Action Plan*, which recognises the critical link between the quality of the built and business environments.

*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. 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.*

*Hobart 2010 Public Spaces and Public Life [page 102]*

This approach dovetails with 'Priority Action 15 – City Activation' of the *Inner City Action Plan*, adopted by the Council following community consultation on the Gehl report.

Urban theorists such as Charles Landry, author of the *Creative City: a toolkit for urban innovators* and the *Art of City Making*, have made compelling arguments that there is a direct link between the cultural vitality and economic viability of cities.

*Most urban experiences are shallow, disappointing and increasingly homogenised. A creative city thus seeks to generate a rich deep experience, which is not pre-digested and over-branded, where citizens feel they can be makers, shapers and co-creators of their experience rather than merely consumers of the pre-given. This requires the city to be confident in its identity in order to develop cultural depth and sophistication as well as play off and be inspired by its history.*

*The Origins & Futures of the Creative City, [Landry 2012]*

A premise in developing this strategy has been focused on generating a "rich deep experience" for people living in or visiting Hobart. It aims to bring together the "cultural depth and sophistication" and conditions that support the development of the cultural and creative industries.

Cultural and arts activities also have a vitally important role to play in developing community and individual wellbeing, community cohesion and lifelong learning. There is a growing body of evidence that participation in cultural activities and access to a range of arts opportunities can dramatically improve health outcomes and increase wellbeing. This strategy provides participation opportunities by increasing the range of intercultural and intergenerational cultural activities for the Hobart community.

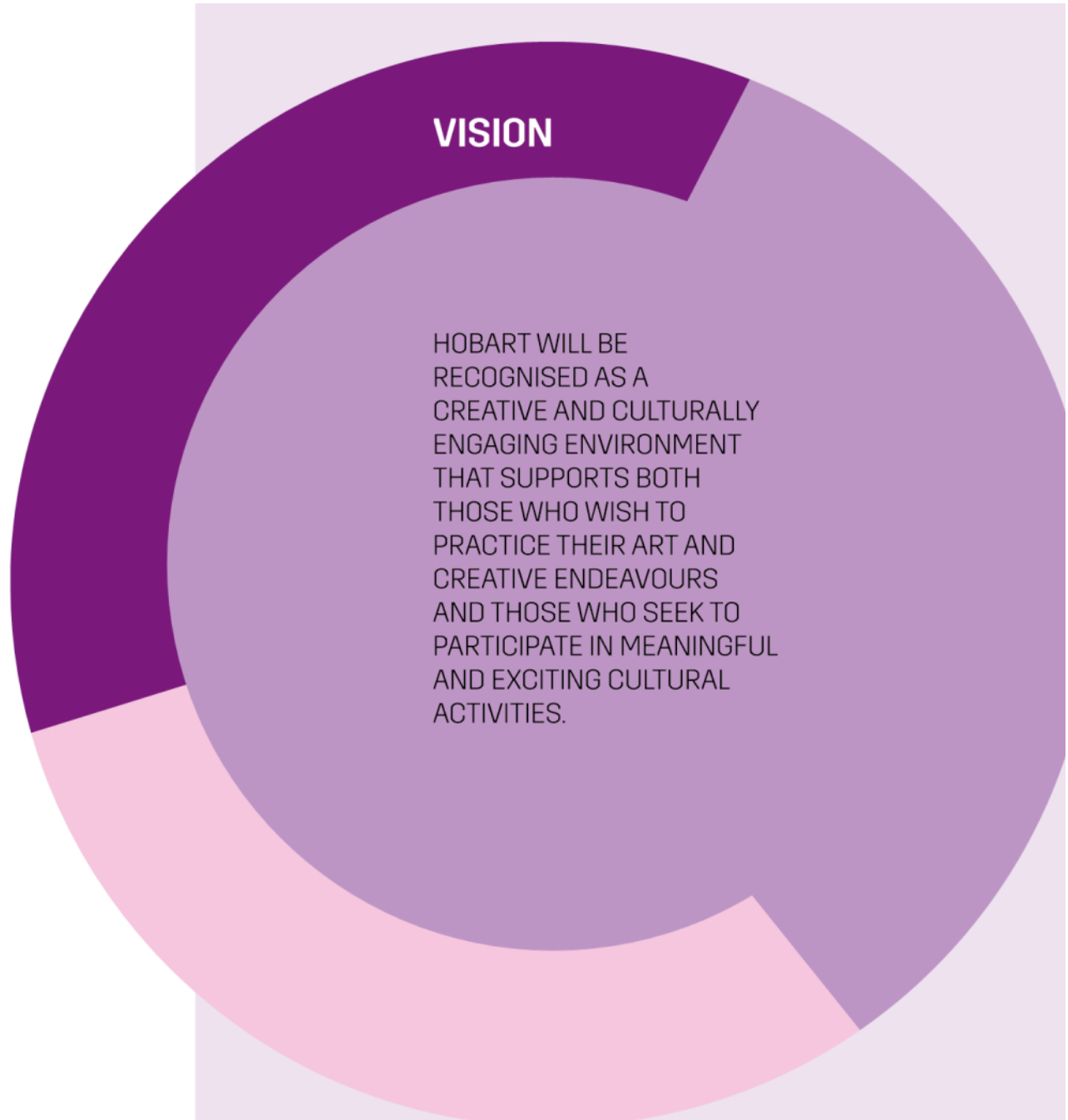
## STRATEGIC DIRECTIONS

CREATIVE HOBART aims to maximise Hobart's sense of place, activating public spaces and Council facilities. The focus of these strategies and actions is to further develop the City of Hobart as a creative milieu with programs and activities that build the viability and vitality of the city. In this way the whole city can become a platform for cultural expression and creative participation through maximising the city's unique range of urban and natural environments. In addition, strategies and actions are focused on bringing more cultural activities and creative people into central Hobart to contribute to the sense of place and vibrancy of the city.

In supporting the notion of the 'creative milieu', CREATIVE HOBART supports strategies that will: nurture creativity; invest in innovation; celebrate excellence and diversity; and connect creative people. Through these strategies Hobart will become an incubator of creativity, innovation and excellence, and the initiatives will highlight these qualities that further strengthen Hobart's existing reputation for quality artwork, artisanship and cultural experiences.

Working with Hobart's strength as a small and accessible place, the CREATIVE HOBART strategies focus on the city as a connector of people, information and knowledge. The goal is to reinforce the other objectives and position the city at the centre of cultural life.

Here the Council is ideally placed to become an important clearinghouse for information and host to a comprehensive guide of cultural activities across the municipal area. This will provide connections to both the not-for-profit sector and the for-profit organisations and businesses staging cultural activities.



# CREATIVE HOBART MISSION STATEMENT

The Hobart City Council is central to developing the city as: an exciting platform for a wide diversity of cultural expression; an incubator of creativity and innovation; and a place where connections are made and knowledge is shared.

## CORE ROLES

Central to CREATIVE HOBART is the shift over time from the Council as a provider of cultural programs and services to adopting a greater role as a facilitator and coordinator. The goal is to reposition resources and expand the range of program areas through support and partnerships across Council and the cultural and private sectors.

### Facilitate/Coordinate

Increasingly the Council's primary role will be as a facilitator and coordinator. As part of this new approach, the Council will actively support, nurture and guide the development of arts and creative industries in Hobart to maximise Council resources, and build partnerships with other governmental agencies and the private sector.

### Promote/Advocate

The Council will deliver strategies that help to promote arts and cultural activities to ensure that they gain the exposure they require to succeed and contribute to community enrichment.

### Invest/Support

The Council will continue to support and invest in cultural institutions and events that make a significant contribution to the city, and assist the Council to deliver on its vision for Hobart being a creative and culturally engaging environment.

### Provide/Partner

The Council will, where gaps exist, provide services and programs, or develop partnerships to provide services and programs that fulfil an identified need in the community.

## STRATEGIC FRAMEWORK

CREATIVE HOBART has the city at its core, in recognition of the Council's pivotal role in developing and supporting an environment in which the arts and creativity can flourish. The strategy positions the city as: the 'stage' upon which the cultural life of the community is played out; as a supportive environment that encourages creative people to achieve great things; and as a place of networking and information exchange.

The strategy is built around three outcome areas (next page).

### OUTCOME AREA 1

The city as a platform for cultural expression and creative participation



The concept of a city as a platform arises from the knowledge that Hobart has an active arts and creative sector that could be made more visible throughout the municipal area. Here the Council is uniquely placed to facilitate programs that would engage artists and cultural workers in activating the city's built and natural public spaces in order to provide expanded opportunities for meaningful community participation in cultural activities.

The 'city as a platform' objectives build on Council's *Strategic Plan 2008 – 2013* which states:

*FD7.3 Entertainment, arts and cultural activities promote the distinctive character of the city, and lifestyle opportunities and strong communities will ensure a vibrancy and way of life that is Hobart.*

### OUTCOME AREA 2

The city as an incubator of creativity, innovation, excellence and diversity



The concept of the city as an incubator is based on the knowledge that the arts industry sectors have creativity and innovation as their *raison d'être*. The Council in its role as a facilitator can work with the sector and the community to foster a milieu in which this creativity can flourish. In addition to the contribution that cultural activity makes to community wellbeing and vitality, it can make an important contribution to city viability both directly through the sale and consumption of cultural product and indirectly through the multiplier effects that flow from events and activities.

The 'city as an incubator' objectives build on Council's *Strategic Plan 2008 – 2013* which states:

*FD7.2 Promote economic growth through creative and innovative businesses.*

### OUTCOME AREA 3

The city as a connector of people, information and knowledge



Cities are about people and the interactions between people. Developing shared understandings, exchanging opinions and sharing information form the very basis of our society. In this context, the Council is positioned to facilitate programs and activities that provide a welcoming and supportive environment in which to share ideas and dreams for the future.

The 'city as a connector' objectives build on Council's *Strategic Plan 2008 – 2013* which states:

*FD3.2 Partnerships with governments, the private sector and local communities are achieving significant regional, city and community goals.*

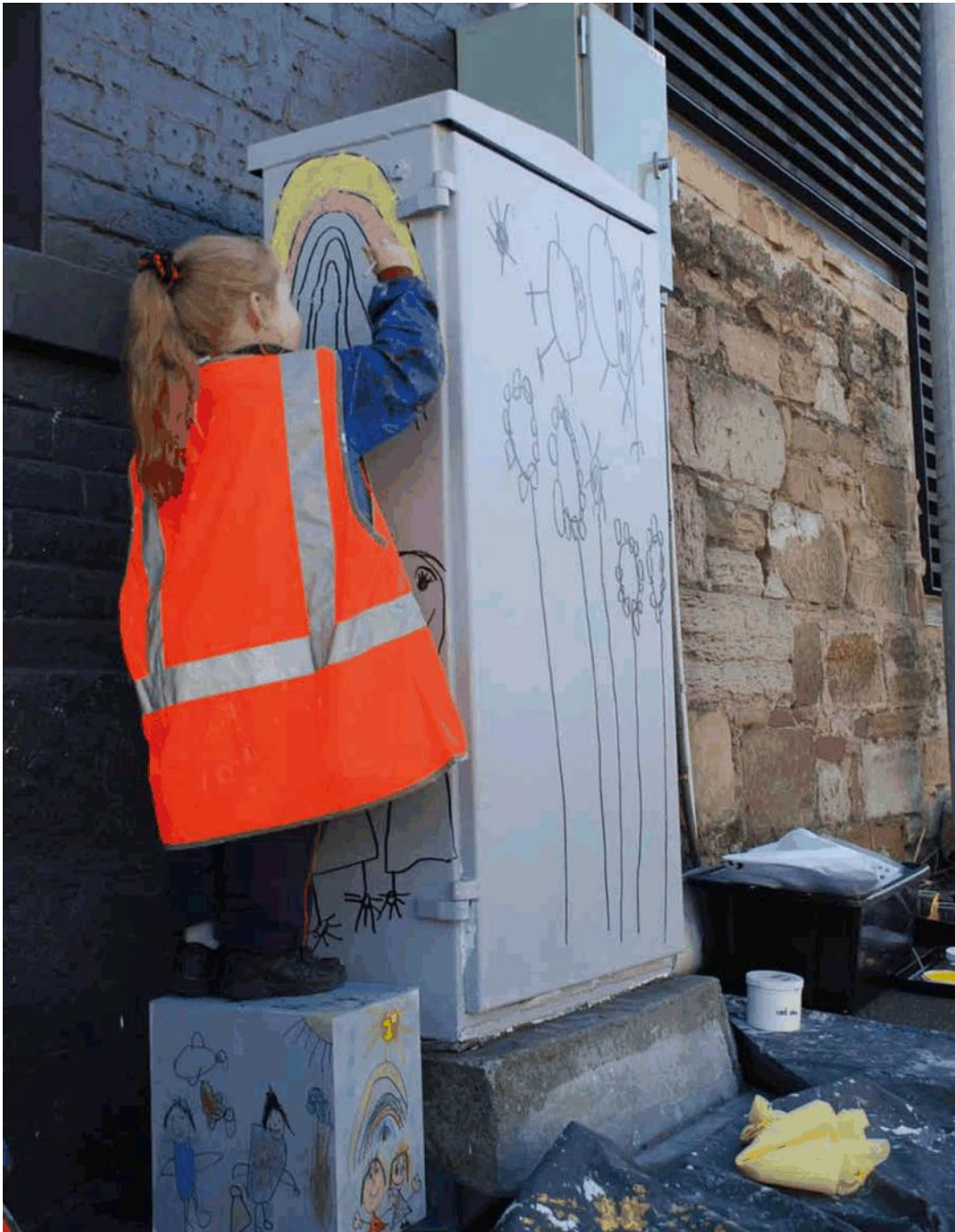
and

*FD6.1.1 Create opportunities for the community to participate in shared experiences, where all community sectors can feel welcomed and valued.*



**THE CITY AS  
A PLATFORM**

cultural  
expression  
& creative  
participation



**OBJECTIVE 1.1**  
**ENHANCING SENSE OF PLACE**

This objective seeks to enhance the look and feel of Hobart’s natural and built public spaces through acknowledging and celebrating Hobart’s Indigenous and European heritage and expressing the diversity and creativity of its people.

Cultural expression in its many forms has an important role in building the city’s sense of place, expressing civic pride and engaging the community. Therefore the following strategies and actions are designed to maximise the Council’s role in delivering, partnering and supporting place-making activities such as heritage interpretation and the commissioning of contemporary public art, in its many forms, in order to enhance the city’s sense of place.

**Strategy 1.1.1: expressing diversity**

To acknowledge the need for Hobart’s public places to express the intergenerational and intercultural nature of Hobart’s people and develop cultural programs in response to this evolving diversity.

**Strategy 1.1.2: expressing Aboriginal cultural identity**

To acknowledge, celebrate and express the rich cultural heritage and living cultural life of Hobart’s Indigenous people in public places across the city.

**Strategy 1.1.3: art in public places**

To develop art programs in public places that build upon Hobart’s unique history, setting and sense of place through creative, innovative and high quality contemporary public art practice, including both permanent and temporary works.

## OBJECTIVE 1.2 ACTIVATING PUBLIC SPACES

This objective focuses on public space as a stage upon which cultural activities can take place. Cultural activities do not have to take place in formal cultural facilities; events such as impromptu performances and art installations may take place in the streets, on the waterfront, in the parks or in bushland. Hobart can benefit greatly from activating public space, being made more vibrant through the bringing of the city's cultural activity out into these places. Therefore, the following strategies are designed to work in partnership with the cultural sector and facilitate opportunities for increased activation of public space across the city.

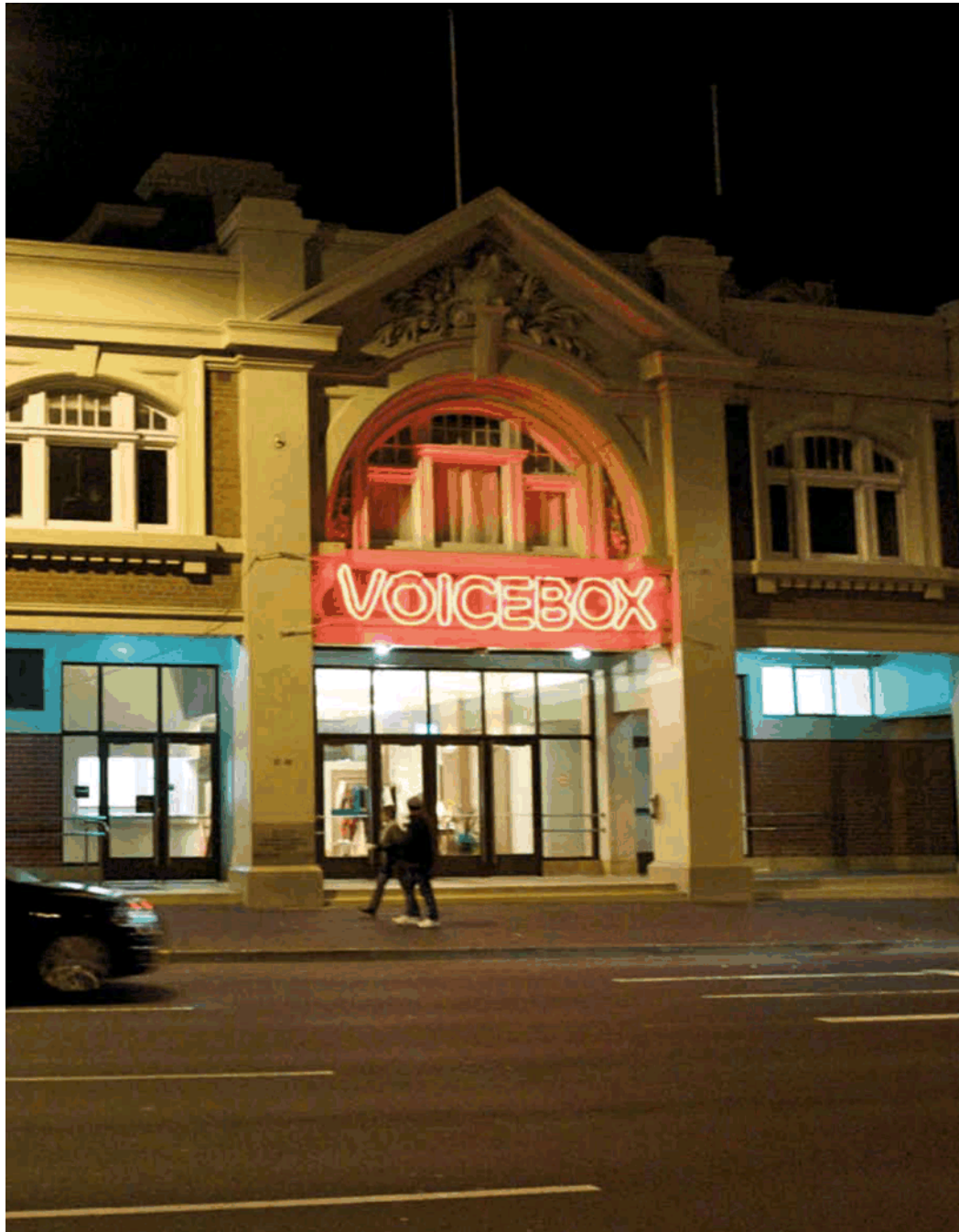
### Strategy 1.2.1: **open space activation**

To develop art programs and cultural events in public open spaces, especially in Hobart's extensive bushland environments, that generate activity and a sense of connection and caring for the environment. Programs should be relevant to all sectors of the community.

### Strategy 1.2.2: **artwork platforms**

To create vibrant public spaces through the installation of 'platforms' for the temporary exhibition of artworks. The 'platforms' will provide opportunities for a range of ephemeral, digital and text-based works by both established and young and emerging artists.





### OBJECTIVE 1.3 ACTIVATING COUNCIL FACILITIES

This objective acknowledges that the Council is the custodian of a rich and diverse range of facilities that could be better utilised for cultural activities. In addition to the major civic buildings, such as the Town Hall and the City Hall, there are community facilities such as Mathers and Criterion Houses and the Youth Arts and Recreation Centre which currently run arts and cultural activities. There are also a variety of other facilities that could be used creatively for culturally related activities. Therefore, the following strategies are designed to unlock the potential of the City's civic and alternative facilities.

#### Strategy 1.3.1: **civic venues**

To encourage greater arts sector and broader community usage of the Council's facilities such as the Town Hall, City Hall, Mawson Place, Waterside Pavilion, Mathers and Criterion Houses and Youth Arts and Recreation Centre for cultural activities

#### Strategy 1.3.2: **alternative venues**

To encourage greater community usage of the Council's facilities not normally associated with cultural activities.



**THE CITY AS  
AN INCUBATOR**

creativity,  
innovation,  
excellence &  
diversity

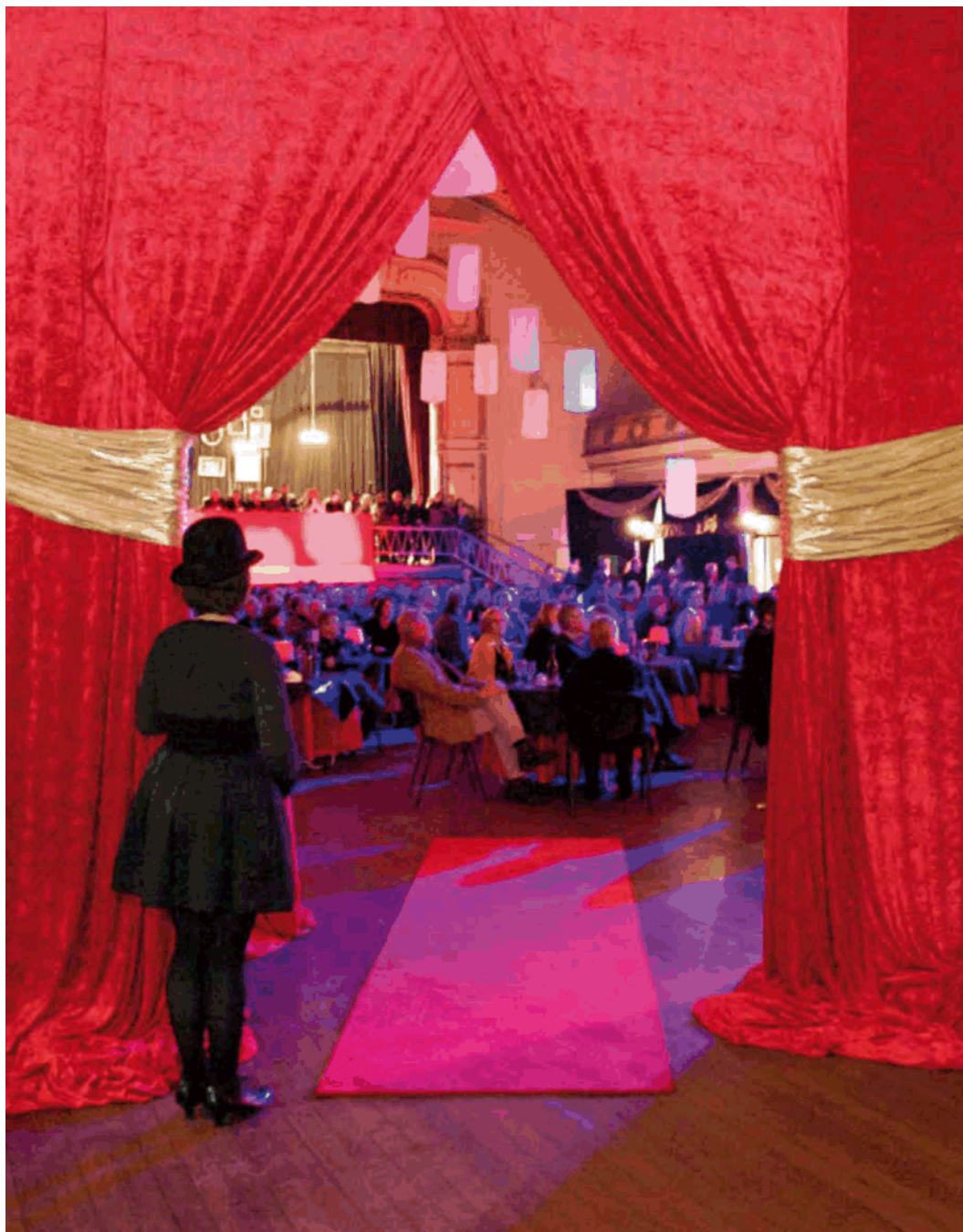
## OBJECTIVE 2.1 NURTURING CREATIVITY

This objective recognises that the Council has an important opportunity to facilitate the development of a supportive environment in which creativity and innovation can flourish. Hobart has an ideal scale and potential for excellent connectivity between sectors, such as arts and business. Small cities such as Hobart are often home to highly creative people and new ideas, however it is often difficult for creative people to sustain their practice in the small marketplace. Therefore, the following strategy is designed to support arts practitioners and creative industry workers to develop the sustainability of the sector.

### Strategy 2.1.1: creative industry development

To facilitate an industry development program that acknowledges the importance of the creative industries as a driver of innovation and creativity, and as a significant sector providing increased employment opportunities and contributing to Hobart's economy.





**OBJECTIVE 2.2**  
**INVESTING IN INNOVATION**

This objective focuses on innovation in the cultural sector and acknowledges that, as with other research and development areas, innovation needs investment support to reach its potential. The focus is not on the direct investment of venture capital but rather strategic investment of resources to encourage the exploration of ideas and development of innovative practices. Therefore, the following strategies are designed to develop initiatives that position ideas and innovation as central to Hobart’s future.

**Strategy 2.2.1: cultural capacity building**

To provide Council support through direct grants and the facilitation of programs that assist cultural organisations to build capacity and become more sustainable in order to make an ongoing contribution to Hobart’s vibrant cultural life.

**Strategy 2.2.2: ideas incubator**

To encourage the exploration of new understandings about Hobart, significant contemporary issues and innovation by local and visiting thinkers, through initiatives such as the proposed ‘Ideas Incubator’ residency program and partnering with the tertiary sector.

**Strategy 2.2.3: funding support**

Support to external organisations would be made provisional on the organisation agreeing to a partnership model, with clear ‘public good’ assessment criteria against which the outcomes of the funding can be quantified. This would establish their contribution to delivering on the strategy and helping to build the vitality and viability of Hobart’s cultural sector.

### OBJECTIVE 2.3 CELEBRATING EXCELLENCE AND DIVERSITY

This objective builds upon Hobart's well deserved reputation for excellence in design and arts. Hobart and Tasmania also have a strong 'artisan' tradition, particularly in craft and design practice. While many of these artisan products gain public exposure through markets and festivals, they are not necessarily widely supported through the city's marketing and promotional material. Therefore, the following strategy is designed to facilitate activities that develop a greater awareness of Hobart's creative strengths and artistic excellence.

#### Strategy 2.3.1: city showcases

To maximise opportunities that showcase the diversity, creativity and excellence of Hobart's arts and creative industries.





**THE CITY AS  
A CONNECTOR**  
people,  
knowledge  
& information

**OBJECTIVE 3.1  
CONNECTING CREATIVE PEOPLE**

This objective is about strengthening existing networks and facilitating new connections within the cultural sector, within the region and beyond. While Hobart is generally a well-connected city, it cannot be assumed that the cultural sector has strong and effective communication and information-sharing networks. By its very nature, the sector is made up of major organisations and individual practitioners, both working somewhat in isolation and competition. Therefore, the following strategies are designed to facilitate new initiatives that can help to bring creative people together to share ideas, make connections and explore potential collaborations.

**Strategy 3.1.1: creative industry connections**

To implement initiatives and actions that assist the development and growth of the creative industries as an important employer and significant contributor to the Hobart economy.

**Strategy 3.1.2: cultural sector connections**

To facilitate and create practical opportunities to build the professional networks that assist the development and growth of the cultural sector as a major contributor to Hobart's vitality and community wellbeing.





## OBJECTIVE 3.2 GATHERING & DISSEMINATING KNOWLEDGE

This objective focuses on improving the availability and accuracy of information about what Hobart has to offer from the cultural and arts perspective. If residents and visitors to the city are to fully appreciate the scope and quality of the arts and cultural activities available, they require accurate and up-to-date information that is readily accessible online and in print. Therefore, the following strategy is designed to improve the quality of knowledge about Hobart's cultural life.

### Strategy 3.2.1: **knowledge hub**

To position Hobart City Council as a central knowledge hub for information on cultural organisations, creative industry businesses, cultural events and activities in the city.

### OBJECTIVE 3.3 BROKERING CONNECTIONS

This objective positions the Council as a 'cultural broker' that takes advantage of, and leverages, the Council's central role within the city to identify opportunities, 'join the dots' and smooth the way so that activities can happen. As with any large organisation, from an external perspective, access to the Council's capacity in terms of opportunities, programs and venues may be somewhat fragmented and difficult to navigate. There is an opportunity to better harness the Council's significant capacities to assist those individuals, small community groups and even large organisations wishing to conduct a cultural event in Hobart. Therefore, the following strategies are designed to facilitate, simplify and smooth the way for cultural organisations seeking Council approvals and support for their activities.

#### Strategy 3.3.1: internal connections

To position Council as a cultural broker that provides support to individuals and organisations seeking to access and use the Council's facilities or spaces.

#### Strategy 3.3.2: external connections

To facilitate more effective external organisational partnerships and information sharing in order to expand and improve the Council's capacity to more efficiently and effectively assist the community to undertake cultural activities in the city.



## GOVERNANCE STRATEGIES

To support CREATIVE HOBART, the Council will establish an appropriate supporting governance structure.

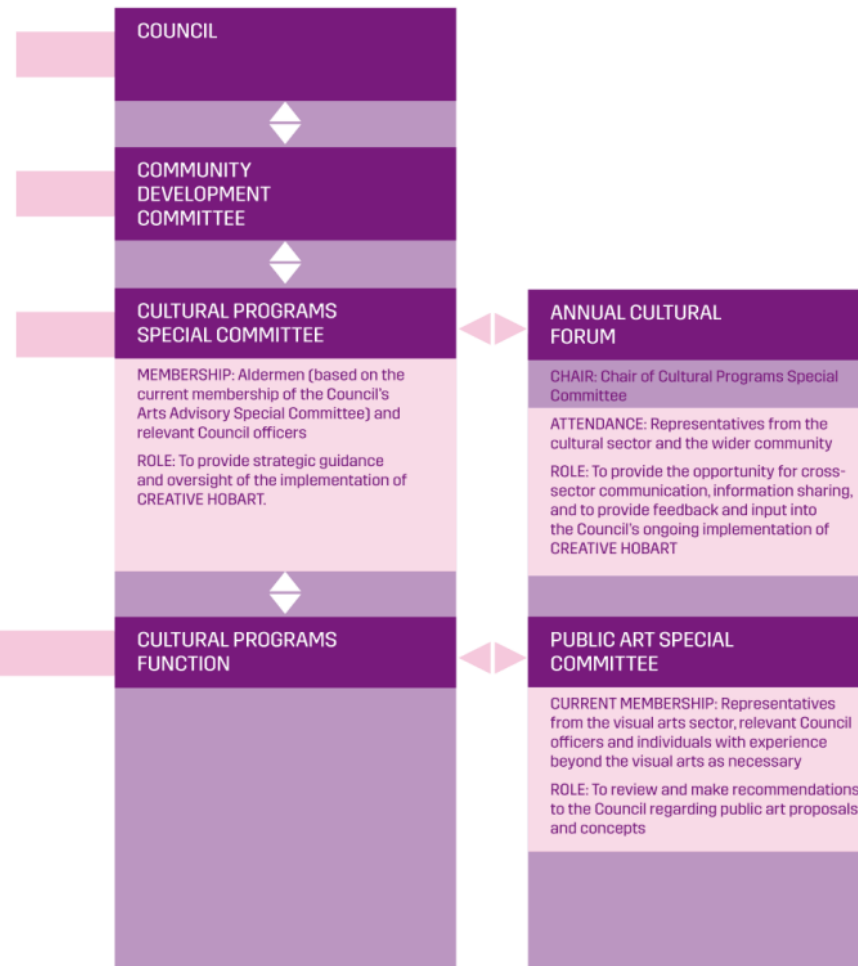
This will firstly involve the establishment of a Cultural Programs Special Committee to champion and provide strategic guidance to, and oversight of, the implementation of CREATIVE HOBART.

The Council will also host an Annual Cultural Forum which will involve individual arts practitioners and representatives from organisations and groups across the cultural sector and the general community. The forum will provide a platform for a wide-ranging discussion around the needs of the sector in Hobart. It will also provide the opportunity for cross-sector communication, information sharing and to provide feedback and input into the Council's ongoing implementation of CREATIVE HOBART.

The Council will retain its current Public Art Special Committee in recognition of its important continuing role in support of Council's public art program. The membership of this committee will include individuals with experience beyond the visual arts as necessary.

## GOVERNANCE STRUCTURE

The following diagram sets out the proposed governance structure with the new Cultural Programs Special Committee and the Annual Cultural Forum.





## IMAGE CREDITS

**Front cover:** Festival of Voices, *Firesong*, 2012. Supported by Hobart City Council. Photo: courtesy of Festival of Voices.

**Back cover:** Justy Phillips, *The Yellow Line*, 2013. Photo: by Jonathan Wherrett.

**P.4:** Mature Artists Dance Experience *Pane 2009*. Supported by Hobart City Council. Photo: Nicole Robson.

**P.8:** 628, Battery Point Sculpture Trail. A cultural initiative of the Hobart City Council, 2010. Futago in collaboration with Judith Abell and Chris Viney. Photo: Jonathan Wherrett.

**P.11:** *Dream Masons*, Salamanca Arts Centre 2007. Supported by Hobart City Council. Photo: Peter Matthew.

**P.12:** *Homing* 2011. Artist: Lucy Bleach, Performer: Rebekah Del Rio. Part of *Iteration Again*, Contemporary Art Services Tasmania, supported by Hobart City Council. Photo: Millie Mutimer.

**P.18-9:** Tasmanian Symphony Orchestra (Marko Letonja, Chief Conductor and Artistic Director) Federation Concert Hall, Hobart, supported by Hobart City Council, 2012. Photo: courtesy of the TSO.

**P.22:** *Signal Box*. A cultural initiative of Hobart City Council, managed by Urban Smart Projects, with support from Tasmanian department of Infrastructure, Energy and Resources 2012. Photo: courtesy Cindy Cartwright, The Friends School.

**P.23:** *Craig Walsh Digital Odyssey*, 2011. Ten Days on the Island and Hobart City Council presenting a Museum of Contemporary Art touring project. Photo: Jonathan Wherrett.

**P.24:** Festival of Voices, *Voice Box* 2012. Supported by the Hobart City Council. Photo: courtesy of Festival of Voices.

**P.26-7:** Megan Keating, *Pulp and Smoke*. Winner of City of Hobart Art Prize 'Paper' (foreground artwork: *Uma & Ishi*, Stuart Houghton & Craig Rosevear). A cultural initiative of Hobart City Council, 2011. Photo: courtesy of the Tasmanian Museum and Art Gallery.

**P.29:** *The Big Weekend*, SAC35, 2012. Salamanca Arts Centre, 2012. Supported by Hobart City Council. Photo: Craig Opie.

**P.30:** Festival of Voices, *Voice Box* 2012. Supported by Hobart City Council. Photo: courtesy of Festival of Voices.

**P.33:** Notice from *The Public: Notice Project*, Elizabeth Woods. For *Chance Encounters* exhibition, Salamanca Arts Centre 2009. Supported by Hobart City Council. Photo: Kevin Leong.

**P.34-5:** Ryoji Ikeda, *spectra [tasmania]*, Dark Mofo, 2013. Supported by Hobart City Council. Photo: Jonathan Wherrett.

**P.37:** Soapbox billboards, Mathers Place. A cultural initiative of Hobart City Council, 2012. Photo: Hobart City Council (Chris Phelps).

**P.39:** Cultural Bolland North Hobart. A cultural initiative of Hobart City Council. Photo: Hobart City Council (Keiran Bradley).

**P.41:** *Artbikes bike hoops*. Artist: Ken Betlehem. Commissioned by Hobart City Council in partnership with arts@work 2011. Photo: Jonathan Wherrett.

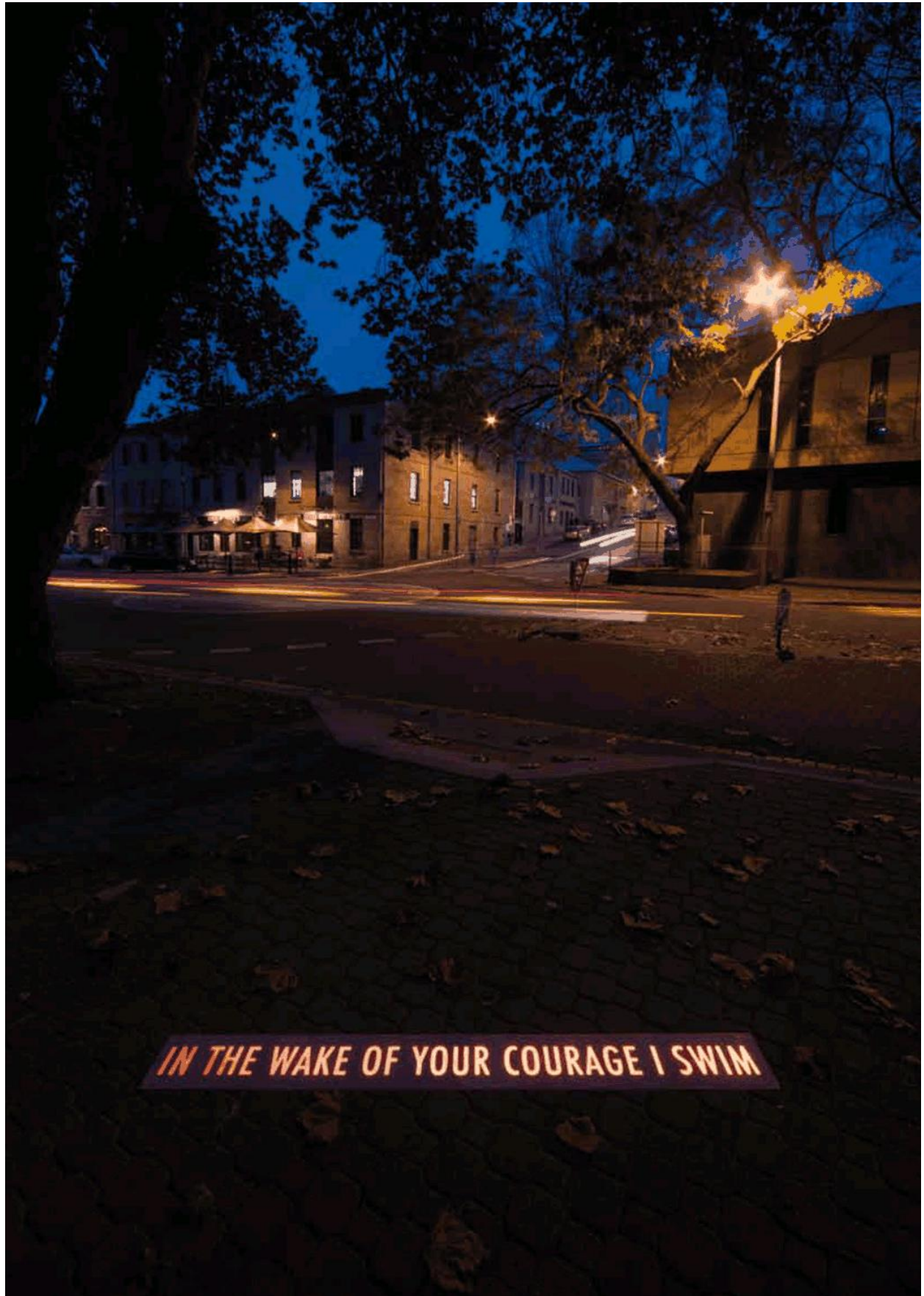
**p.45:** 313, Battery Point Sculpture Trail. A cultural initiative of the Hobart City Council, 2010. Futago in collaboration with Judith Abell and Chris Viney. Photo: Jonathan Wherrett.

**P.46-7:** Christmas Pageant 2010, a community cultural initiative of the Hobart City Council. Photo: Sean Fennessy.

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City of Hobart

# Policy

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**Title:** Hobart Inner City Housing Supply Incentive Policy

**Category:** Environment Planning and Development

Date Last Adopted:

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## 1. Objectives

1. To encourage the development of housing within the inner city areas of Hobart by offering targeted incentives that reduce financial barriers for developers, community housing providers and other eligible proponents.

## 2. Background

2. The City of Hobart has identified an urgent need to increase housing supply, diversity, affordability and choice within the inner city areas of Hobart.
3. The Southern Tasmania Land Use Strategy (STRLUS) has identified that the Hobart Central Business District (CBD) and immediate surrounds (including waterfront) should be complemented by infill and consolidation of surrounding residential areas at higher net densities of 25+ dwellings per hectare. **The draft STRLUS is currently proposing that a more ambitious target of 50+ dwelling per hectare be adopted for the Hobart CBD.** The current residential density within the Hobart CBD is approximately 7.8 dwellings per hectare.
4. Existing supply and construction trends have been analysed and continuing the current rate of urban expansion is not sustainable, particularly against the capacity of existing residential areas to accommodate additional dwellings. At present approximately 85% of new dwellings in Tasmania are single, detached and located in greenfield subdivisions and at relatively low densities of between 7 to 10 dwelling per hectare (net density). This proportion is higher than any other Australian state or Territory.

5. Within the Hobart CBD there are many underutilised sites which enable a variety of options, are well-located and close to infrastructure, employment, and natural assets such as parks and the waterfront. There is diversity in lot sizes, with large lots perfect for medium density.
6. In December 2024, the City of Hobart hosted the Hobart Housing Forum: A conversation with the housing sector on affordability and supply in Hobart. The forum identified that financial barriers are a major obstacle to development in Hobart. This included the cost and supply of appropriate sites for development, the cost of upgrading infrastructure, construction costs including materials, and labour costs resulting from insufficient access to qualified builders and tradespeople.
7. The financial impact associated with recovering upfront construction costs when developing new residential housing in central Hobart can be significant and act as a deterrent in delivering new housing to the market. This policy outlines Council's approach to reduce these financial deterrents to facilitate more residential development within central Hobart.

### 3. Policy

#### Eligibility Criteria

8. Development that meets all the following criteria will be eligible to make a request to the City of Hobart for the incentives outlined in this policy:
  - (a) located within the area identified under Figure 1 (refer Section 4 - definitions);
  - (b) comprises a residential development for multiple dwellings which include a minimum of 5 dwellings or more **within a development that is wholly residential or has a mixed use component or, the conversion of the Upper Levels of existing building stock into residential development in which case there would be no minimum requirement;**
  - (c) has all the required planning permits and associated approvals in place and construction has commenced or is to commence imminently; and
  - (d) has been designed taking into account the design principles in the Hobart Design Guidelines and has been through the Urban Design Advisory Panel (UDAP) review process **except in cases where the development only includes a change of use for an existing building.**

9. Residential development for multiple dwellings includes:
- (a) Market Dwellings;
  - (b) affordable housing, which is housing available to the long-term rental market at 75% of market value, or similar;
  - (c) build-to-rent housing, where the dwellings are available to the long-term rental market, at full market rate or as affordable housing, with the ownership of all dwellings being retained by one entity;
  - (d) independent living units;
  - (e) key worker housing, allocated for essential workers, such as nurses, teachers, and police officers, who serve vital community functions; and
  - (f) retirement villages.
10. This policy does not apply to:
- (a) residential development that is funded in its entirety by a State or Federal Government Agency for affordable or social housing. Community housing providers are eligible for developments including a portion of affordable housing;
  - (b) any use category other than residential if part of a mixed use development;
  - (c) residential development that has commenced prior to the endorsement of this policy;
  - (d) residential development where non-compliance with the conditions of consent on the applicable planning permit have been demonstrated;
  - (e) residential development that is used for short stay visitor accommodation; and
  - (f) residential development that is used for student accommodation.

#### Eligible Developments

11. Only one package will be issued per planning permit.

12. The minimum number of additional dwellings in a single development for which assistance can be claimed is five.
13. All development must have a use category, as described in the planning permit that is "residential", such as multiple dwellings. This may be as part of a mixed-use development, in which case the Policy would apply only to the residential component of the development.
14. Development with the use category "Visitor Accommodation", as described in the planning permit issued by Council, are not eligible.
15. All dwellings for which assistance is claimed must either be new or the result of adaptive reuse of an existing non-residential building.
16. All developments for which assistance is claimed must result in a net increase in the total number of dwellings on that development site by at least five. For example, a development that demolishes one dwelling and builds five new dwellings would result in a net increase of four dwellings therefore would not be eligible.
17. If the City of Hobart is satisfied that the development meets the requirements of this policy, upon commencement of construction the City will enter into an agreement with the eligible entity. An agreement will be subject to the following terms and conditions, along with other requirements specified by the Chief Executive Officer.
18. The Council will reimburse the following Council fees:
  - (a) planning application fees (including condition endorsement fees);
  - (b) building application fees;
  - (c) plumbing application fees;
  - (d) fees for Council approval of a strata plan; and
  - (e) waiving of disposal fees at McRobies Gully Waste Management Centre for any demolition and/or construction waste generated by the project.
19. The following fees may not be waived:
  - (a) Consumer Building and Occupational Services (CBOS) fees;

- (b) fees for a referral to the UDAP, except for a referral to satisfy this policy;
  - (c) permit amendment fees; and
  - (d) strata title fees charged by the Land Titles Office.
20. Reimbursement or remission ('rates holiday') of the General Rate and Stormwater Removal Service Rate for the financial year that the construction is commenced and four (4) further financial years for the property/properties subject to development. The rates holiday will be no greater than five (5) years.
21. For clarity, the rates holiday will apply to the property/properties subject to development not the owner of the property/properties. A change of owner within the five (5) year period will not alter the Housing Supply Incentive Package.
22. All other service rates and charges would continue to apply.
23. The City reserves the right to cancel the rates holiday if construction ceases or is paused, or if the development doesn't eventuate as an Eligible Development (e.g. some of the minimum 5 units are converted to short stay visitor accommodation in the first 5 years), at the absolute discretion of the CEO.



#### Application

24. The City of Hobart will only accept a request for a Housing Supply Incentive Package under this policy if:
- (a) a written request is received by the Council's CEO;
  - (b) after the commencement date of the construction of the development or when construction commencement is imminent;
  - (c) all of the applicable eligibility criteria have been satisfied; and
  - (d) the request is made by the Eligible Entity or an entity who is not the Eligible Entity if that entity has the written consent of the Eligible Entity.

25. An entity must make a request to the CEO under this policy in a form approved by the City (if applicable) that demonstrates it complies with the eligibility criteria of this policy. The approved form may require:
  - (a) evidence that the eligibility criteria have been satisfied; and
  - (b) evidence that the person requesting the reduction is the Eligible Entity or has obtained the written consent of the Eligible Entity to apply; and
  - (c) any other material relevant to requesting an agreement with the City.
26. The CEO will consider and determine all eligible requests made after the commencement date of the development.
27. If approved pursuant to this policy, an agreement must be entered into on terms and conditions agreed to by the CEO in accordance with objectives of this policy.
28. In assessing requests for a Housing Supply Incentive Package, the Council will take into consideration its financial sustainability and reserves the right to refuse a request based on the number of prior housing incentive agreements that have been entered into and the cumulative impact on the Council's operational budget.

#### Terms and Conditions

29. Development construction must reach completion within two (2) years.
30. Completion, as it relates to this policy, is the date when the development commences use and/or occupancy permit whichever occurs first.
31. During the rates holiday, while the General Rate and Stormwater Removal Service Rate will not be demanded for the term of the Housing Supply Incentive package by Council, the rates and charges that apply to the property will be subject to change and increase in accordance with the City's annual rates resolution, Council policy the provisions of the *Local Government Act 1993* and the *Fire Services Act 1979* and subject to valuation changes in accordance with the *Valuation of Land Act 2001*.
32. During the rates holiday, while they will not be demanded, the rates payable for the property, will be subject to automatic increase in accordance with the provisions of the *Local Government Act 1993*, the relevant charges resolution, the relevant infrastructure charges notice and any other relevant policy of the City.

- 
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33. If a dwelling is constructed with fees waived under this policy and then changed to a visitor accommodation use within five (5) years of the first occupation of the property, the Housing Supply Incentive Package (including if the property has been sold) must be re-paid to the Council within 14 days of that change of use.
  34. All agreements that are entered into by the Council under this policy will be included in the City's Grants and Benefits listing in its Annual Report each year for transparency.

DRAFT



## 4. Legislation, Terminology and References

### Definitions

Applicable area as shown in Figure 1:

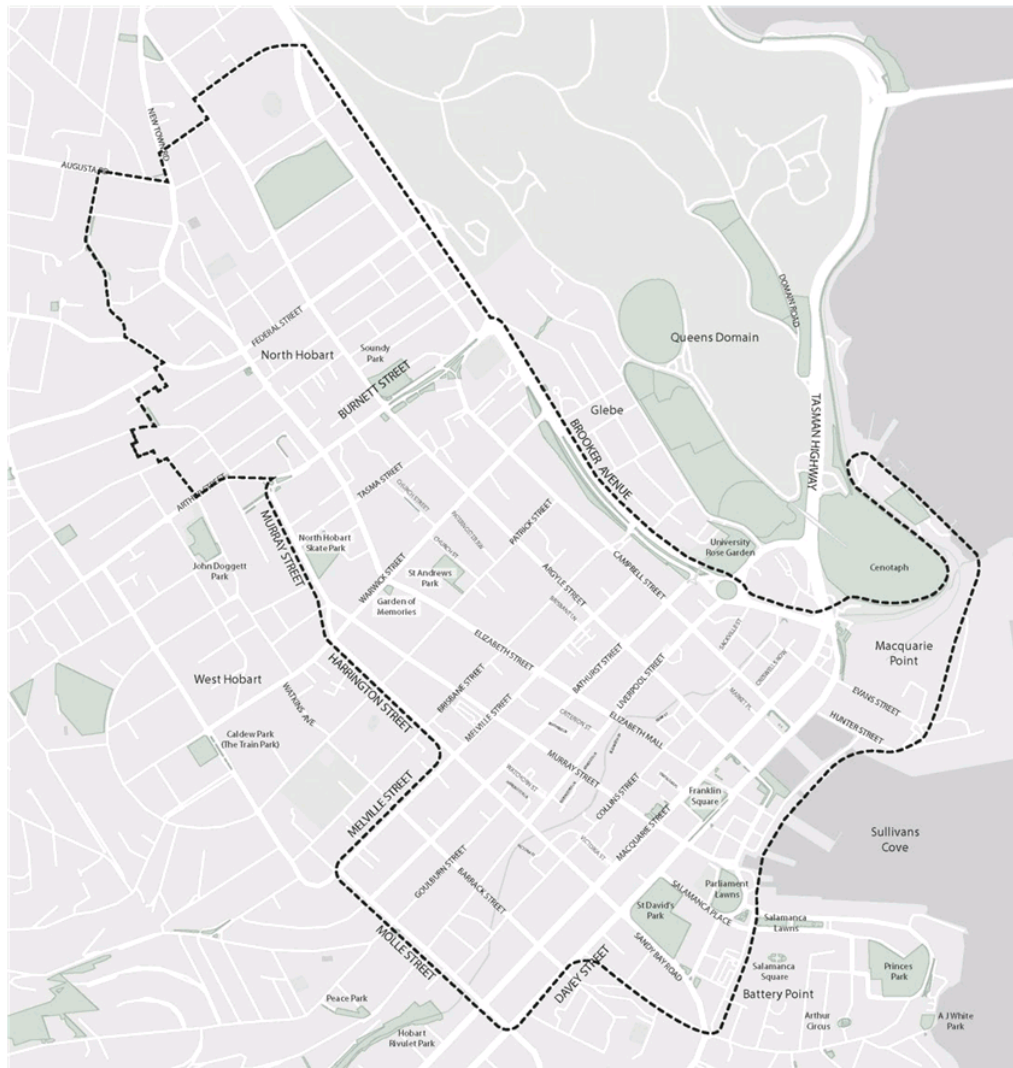


Figure 1: Applicable area



**Community housing provider** means a national provider or a state provider within the meaning of the *Housing Act 2003*.

**Eligible Entity** means an entity (i.e. owner or the agreed ratepayer) who will have the obligation to pay the levied charge for the development containing eligible dwellings and that is authorised to enter into an agreement.

**Market Dwelling** means those Dwellings which comprise general market housing for sale on the open market and which do not meet the definition of social or affordable Housing as defined in the City's Housing Action Plan.

**Remission of Rates** - section 129 of the *Local Government Act 1993* (Tas)

**Remission of Fees and Charges** – section 207 of the *Local Government Act 1993* (Tas)

**Upper Levels** – refers to any level of a building above the ground level, including spaces between two floor levels or between a floor level and a ceiling or roof.

<b>Responsible Officer:</b>	Director Strategic and Regulatory Services
<b>Policy first adopted by the Council:</b>	
<b>History</b>	
Amended by Council	Not applicable
<b>Next Review Date:</b>	
<b>File Reference:</b>	



# CITY HALL

Final Masterplan June 2020

Prepared for



City of HOBART

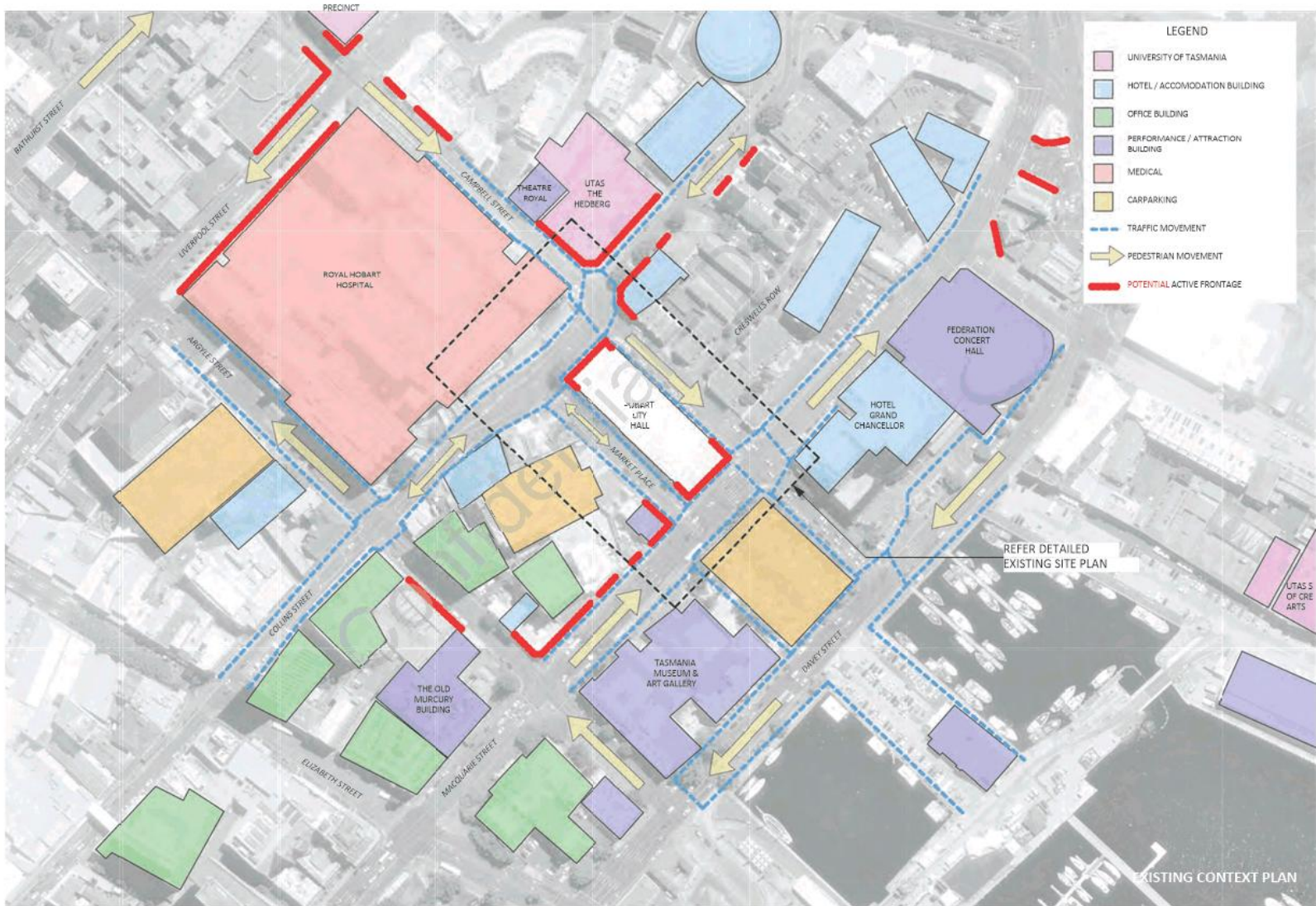
Partners Hill  
LOVELL CHEN



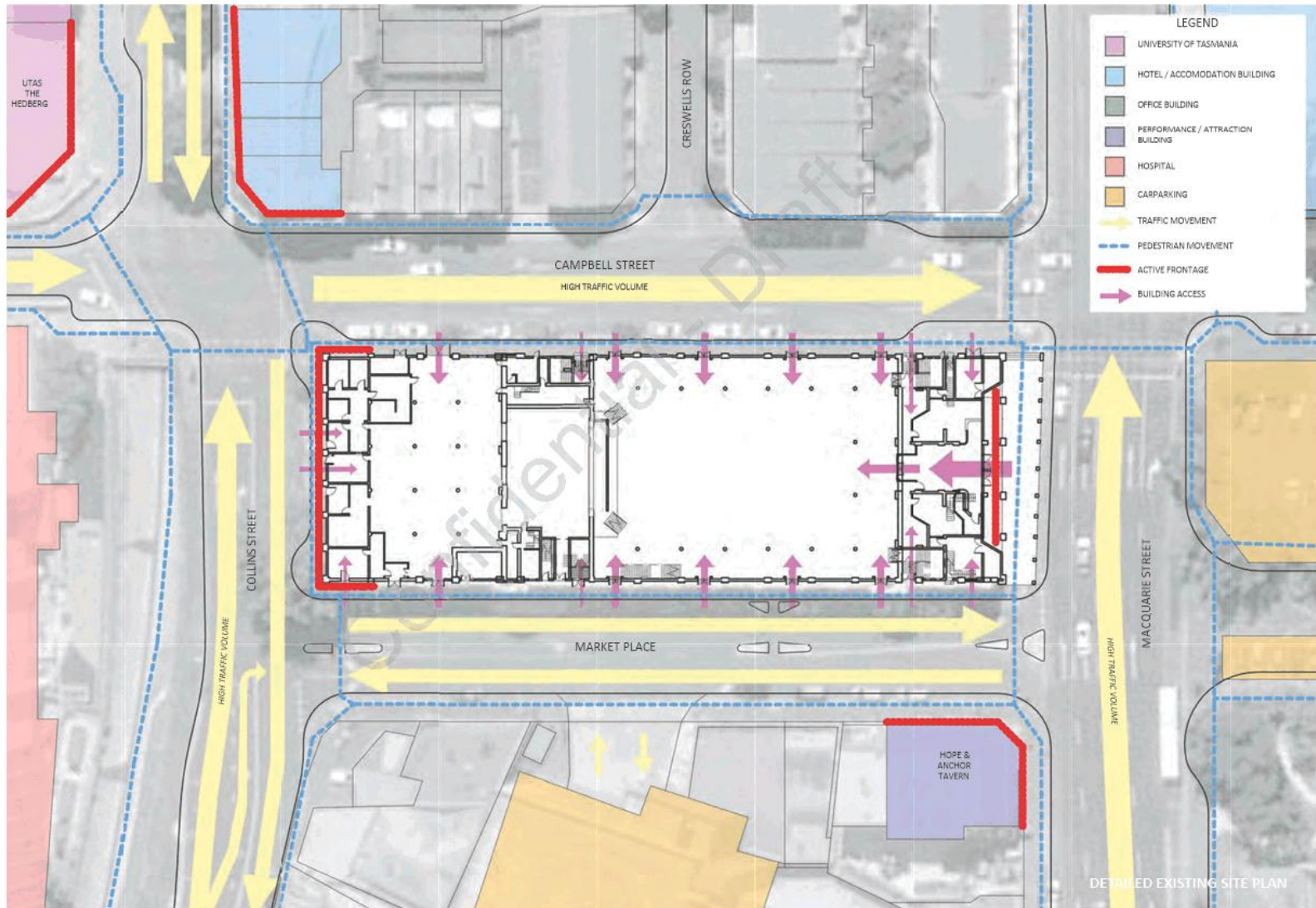
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SITE AND SITUATION ILLUSTRATIONS

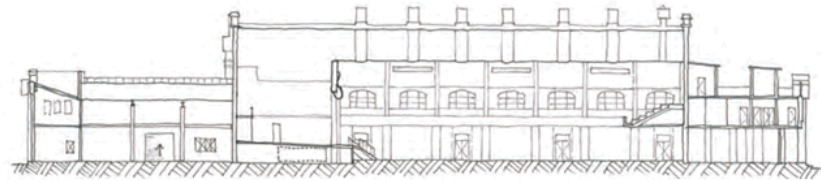


SITE AND SITUATION ILLUSTRATIONS

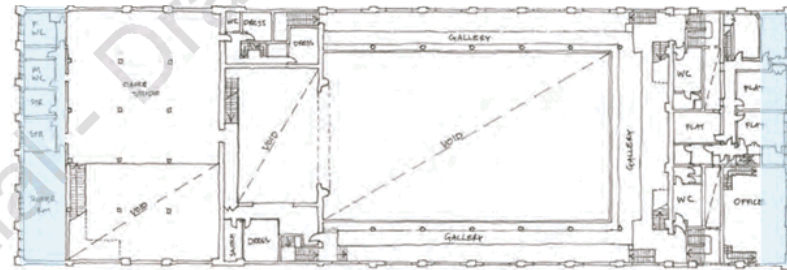


SITE AND SITUATION ILLUSTRATIONS

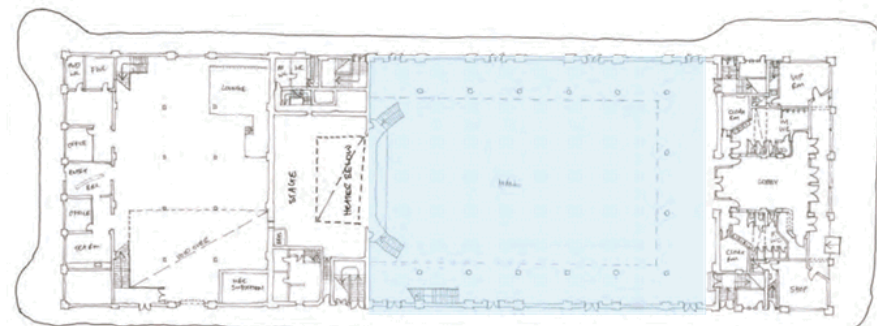
RICH HOBART | Re-Imagining City Hall 5  
INTRODUCTORY MATERIAL



Longitudinal Section



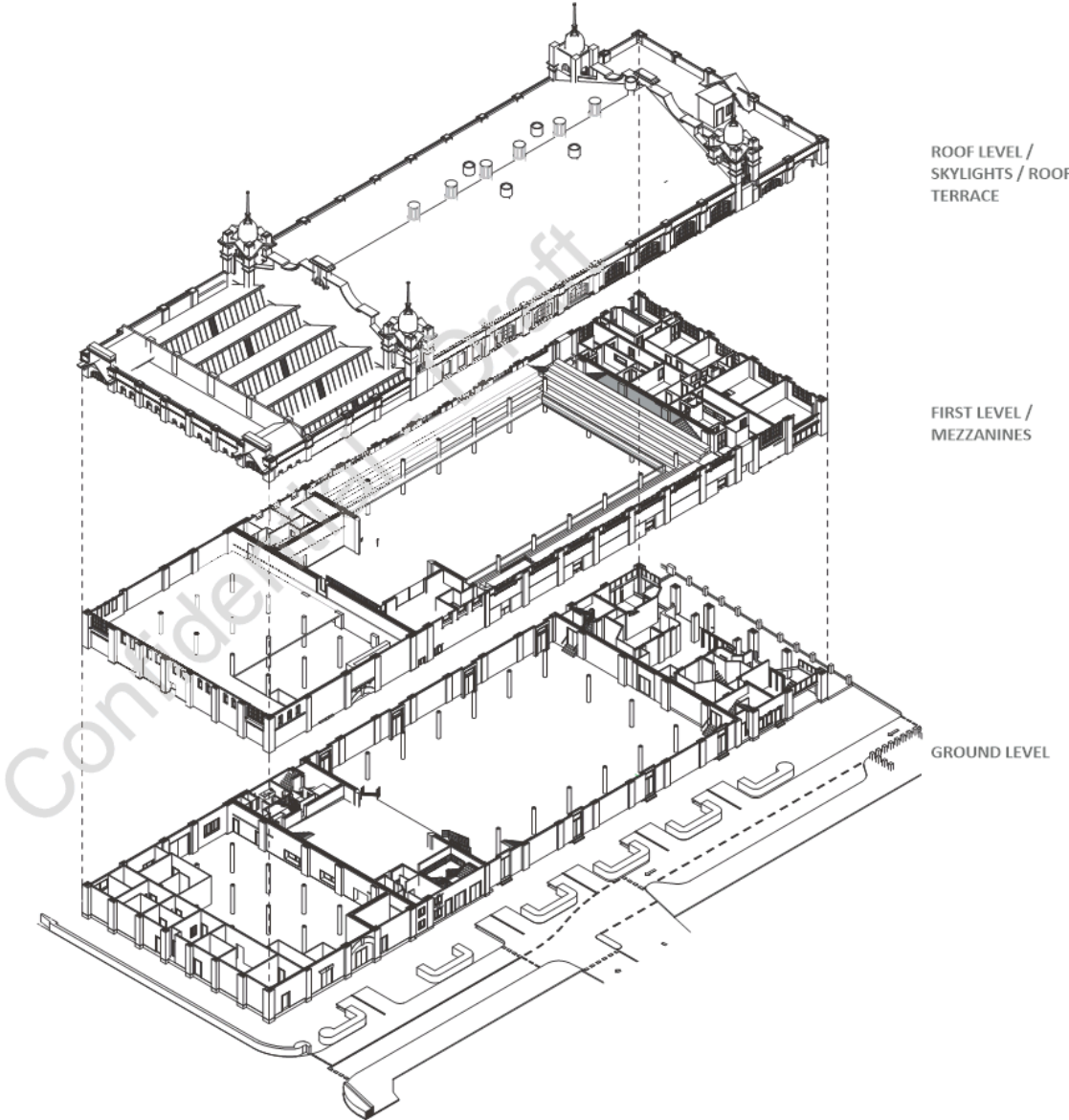
Level 1 Floor Plan



Ground Floor Plan with Context

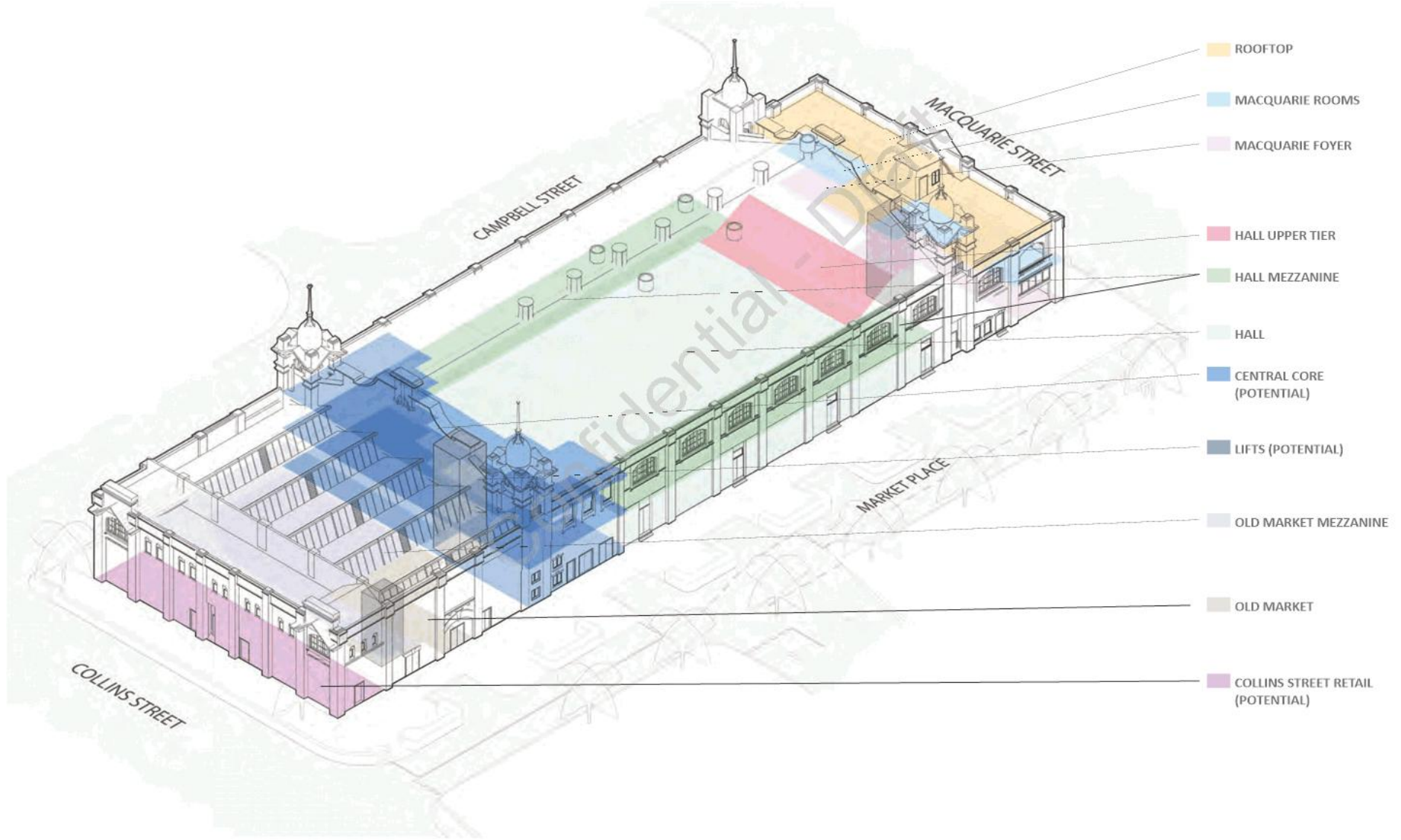
BUILDING AND SITUATION 'AS FOUND'

RICH HOBART | Re-imagining City Hall 6  
INTRODUC TORY MATERIAL



NOMENCLATURE

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INTRODUCTORY MATERIAL



## EXECUTIVE SUMMARY

## Requirements of this plan

- The City Hall Masterplan has been prepared by Partners Hill and Lovell Chan on behalf of the City of Hobart. It is intended to strengthen the facility's presence within the cultural precinct in which it is located, increase the frequency and diversity of hall hire and maximise community benefit.
- The Masterplan is to identify and critique potential options for the future use, development and design solutions for the Hobart City Hall including economically viable operational and management models including potential partnerships. A recommendation on the preferred option is then made.

## Relevant history

- City Hall was constructed on the site of a former market at 57-63 Macquarie Street. Designed by Raymond N Butler, it was completed and opened in 1915 with the intention of providing a 1,500-person space that could accommodate a range of events, as well as a covered fruit and vegetable markets space to the rear and retail tenancies intended to off-set some of the Hall's operating costs. In addition, independent accommodation for a 'live-in' administrator/caretaker was also provided.
- Since opening, it has been utilised for a wide range of activities, including boxing events, basketball championships, cultural and community events, film showings, storage, markets, and trade shows. Although the main hall and upper gallery has remained largely unchanged, the market area and the main hall foyer and retail spaces have been altered and adapted to suit the needs of tenants or make them more useable. Changes to the stage and back of house areas has included a reconfiguration of the stage apron and stairs in 1962-3 and a reconfiguration of the ground and gallery dressing room and storage facilities in 1974-5.

- It currently remains as a 'hall for hire' with the former market space occupied by the well regarded Youth Arc facility which provides a valuable social role along with single business occupying part of the retail units. It also remains a dedicated evacuation centre and was utilised as such during the recent Dunalley Bush Fire event.

## Site Issues

- The site stands on the original course and river mouth of the Hobart Rivulet which was directed away from the site in 1825 via the 'New Cut'. Low lying, the site is therefore prone to flooding, including in both the 1960's and most recently in 2018 when water up to a metre in depth surrounded the building. Current flood modeling indicates that in any one year, the site may be impacted by flood waters with a 0.2% chance that flooding reach a depth of 1.4m to 15m. Such incidents cause not only physical damage, but also potentially restrict interest from longer term occupiers.
- Opportunities for the provision of onsite flood protecting works would therefore be highly beneficial. However, it should be noted that there is no feasibility of increasing the drainage capacity of the existing infrastructure and that potential mitigation options higher in the catchment would be limited, costly and require significant planning, pushing any such works at least beyond 2035.
- In addition to the Wapping re-developments of the 1980's and 90's, the area neighbouring the Hall is accelerating in an unprecedented manner, including the Hedberg Complex, restored Theatre Royal, extension of the Royal Hobart Hospital and a number of multi-storey hotels within 250m of the site.
- The site's curtilage is challenged by heavy traffic volumes, narrow footpaths and entries to the site having no thresholds or vestibule spaces from its busy surroundings.

## Building Issues

- The building appears on both the State and City Heritage Listing and is subject to its own Conservation Plan adopted by the City Council in March 2002.

- Despite its proposed civic intention, the building suffers from an under-supply of toilets, poor quality back of house facilities including lack of storage, wings and fly-tower, unsatisfactory sight lines, lack of adequate heating system and poor acoustics and sound proofing.

• Major repairs are required and significant upgrades and interventions are required in order to bring the building up to code/standard.

- Although known as 'City Hall', the building is divided into three portions. The future of each portion and the extent to which they can interact and function coherently with each other is considered to be of high importance.

## Consultation findings regarding brief

- Previously identified issues were reiterated.
- The Hall is much loved, essentially for its memories and its potential, rather than it being a particular joy to use currently.
- Demand for the Hall is latently strong since Hobart's development has not yielded many competing spaces, as has occurred in other cities where there are quandaries regarding their Halls. This case is refreshing by comparison; there is much demand and with some simple improvements to amenity, the Hall can be made much more useful. The user demographic is very broad, ranging from boxing to recitals, from antique shows to corporate dinners.
- A method for loading the building is required since it has no storage capacity i.e. chairs, tables etc that are needed for events cannot be stored on site, despite the vast size of the facility.
- Many user groups require furniture, stages, rostra, amplification equipment, projection screens etc. All user groups agreed that irrespective of character or development issues, the Hall space requires (even to attract patrons for free); real sight lines, comfortable seating, warmth and insulation from noise.
- Predictably, user groups like to safely and straightforwardly prepare and offer food and beverages.
- Many other nuanced and thematic suggestions and complaints were received. It is encouraging that many of the discouraging faults with the Hall are simple, practical in nature and fixable.

Concluding as to the size of the Hall was less straightforward and is caught up with the consideration of other venues. Suffice to say, the size of user groups varies enormously. A maximum seated capacity of 1,000 is occasionally required and could be considered as a limit.

## Recommendations

Although the brief requires a recommendation in the form of a structure 'Option,' any consideration of the site's future needs to account of:

- Youth Arc's need of a home, either at the site or in conjunction with an alternative centre dedicated to the welfare of the age group.
- Need of a reliable annual budget for maintenance and prevention of building fabric decay, continuing attempts at compliance, gradual improvement in acoustics and amenities.
- A management structure that treats the site as a whole, helps make hiring conducive and adapts a custodial position regarding the future.
- The need to provide some small improvements that would make differences; some on site furniture, AV equipment, meal management, heating.
- Effort in raising the profile of the facility to increase its usage and actual cultural value.

## Additional findings

- Conduct of the exercise and contact with the community clarified several issues of civic reality that play a part in forecasting a future for the Hall.
- Hobart is short of venues. Smaller cities such as Wagga Wagga or Albury Wodonga offer greater range of activities (that are not expensive) for their residents on a week by week basis. Hobart has one theatre (The Royal, seating 600). It has no high ceilinged tiered seating site for 1500 - the minimal ideal for cheap gigs and shows.
- City of Hobart has a small tax base but the Hall's subscription and influence extends to Greater Hobart.
- The 'precinct' model of cultural activity is limited by the amount of surrounding vitality and activity i.e. there is only a tiny inner city residential population.

## SUMMARY OF THE PROCESS UNDERTAKEN

**Site Review**

Masterplan commission commencement coincided with preparations for capital spending on repairs. Consultation and advice was given to prioritise floor repair and observe various heritage protocols.

**Document Review**

All existing documents, reports, minutes, accounts, received and checked for consistency. Heritage examination, financial examination, architectural examination by appropriate consultant team members.

**Literature Review**

Review of success indicates useful precedents, influence of organisational structures, relationship to catchment sizes, annual operating costs, cultural benefit indications, heritage responses surveyed.

**Compliance**

The process of developing a Masterplan for the building has revealed that there is a need for urgent capital works to ensure that the building is made compliant with the addition of appropriate Disabled access and facilities. Also, the building in its current state lacks suitable amenities for both hirers and audiences to make it a viable venue for hire into the future. Upgrading the facility should also enable an adjustment of hire charges to reflect standard commercial rates for a venue of this type.

**Rolling Fortnightly Project Meetings**

Reporting, brainstorming, officer inputs, progress checks, communication strategies developed collaboratively over several months. This process enabled continuous updating and capacity to adjust to issues and circumstances.

**Communications Plan and Program Developed**

Referenced by IAP2 protocol, although full adoption not yet operating within Council. Stakeholder lists, meeting formats, output categorising etc finalised.

**Discussion Paper Prepared for Consultation**

Basis for initial stakeholder engagement outlined precedents, success factors, governance alternatives presented via nominally 10 meetings. Paper circulated to non-attendees. Responses logged and commented for diagrammatic representation in Stage 2 communications. Fortnightly meetings continue.

**Initial Option Preparation for Consultation**

Diagrams used as prompts for second meeting round to confirm registration of issues and demonstrate conceptual exploration of previous themes.

**Specialised Heritage Review**

In response to the high level of importance that heritage plays in securing future works, two director level meetings were convened specifically to focus on heritage matters, and providing the opportunity for heritage officers to visit the site. Detailed plans and sections were prepared to a 'conceptual design standard' to serve as a basis for 'preliminary-in-principle approval' to enable masterplan options to be progressed incorporating heritage stipulations.

**Schematic Options Prepared**

Though interchangeable with 'stages' rather than the envisaged 'options,' levels of detail enabled advanced levels of assessment. The masterplan is more than an 'optimisation study,' it has been trialled for efficacy.

**'Test Fit' Exercise and Engagement**

Many of the serious proponents emerged well after the consultation process. Exercises were undertaken to 'test fit' for preliminary briefs, although levels of 'conceptual design,' beyond 'masterplanning' diagrams were relied on.

**Make Recommendation**

Although the brief envisaged an output in the form of three 'Options,' five scenarios have been distilled that in some respects have interchangeable features and may function as 'stages.'

## RESPONSES TO THE CONSULTANT BRIEF

## Description

*Suitably qualified and experienced consultant or consortium of consultants to develop a Master Plan for the City Hall facility.*

- A consortium was selected comprising 3 groups with differing discipline experience.
- Partners Hill have a background in architecture and urban planning and are based in Hobart.
- Lovell Chen specialise in the heritage of buildings and places and are based in Melbourne.
- Michael Mitchener Creative Business Solutions has a history in the cultural sector and specialises in financial planning and governance.

*The City Hall Master Plan will provide creative and achievable approaches to build on the facility's strengths, increase its connections within the local cultural precinct and maximise the frequency and diversity of hall use and hire in order to realise full community benefit.*

- Investigation has revealed a deep fondness for the facility and a potentially wide range of uses and subscribers.
- During the planning process the Hedberg project immediately opposite has moved towards completion and will contribute to the precinct significantly by increasing population in the vicinity, creating additional demands for rehearsal and performance space and commencing a new phase of life for Collins Street as a quietly trafficked conduit with lively edges (which returns the Collins Street facade of the Hall to being viable as tenancies).
- Although the Hall has a low profile and low frequency of use, there is demand for such a facility; a range of very practical matters inhibit broad and consistent usage.

*The City Hall Master Plan will inform an ongoing management model, as well as mid and long term infrastructure investment decisions within and around the facility.*

- The masterplan reveals that a change of management model is critical; it needs to shift from a 'hall for hire' model to become a 'curated site.'
- The process has revealed several opportunities both within the Hall itself and its periphery.
- The hall has been maintained on a bare-bones basis. The increase in the Hall's capacity to contribute to the community and its setting will require both a degree of investment and commitment from its custodian.

## Background

*225,000 people within Greater Hobart.*

- The Hall is a conspicuously large venue given the relatively small size of the population.
- Particular attention has been given to matching the potential future of the Hall to the size of the population base.

*The City is currently experiencing economic growth with increased investment and development.*

- The investment activity does not encompass production of new venue spaces. Compared with other cities which have tended to yield more and more venues as they grow, the City Hall retains a large potential subscriber base because there is limited competition.

*Hobart has a thriving residential, business and tourist city centre and serves as the main administrative, financial and governmental centre for the State.*

- At the time of writing, the increase in the residential population in the Hobart CBD is not a current policy focus as it is in the other Australian capitals. Consequently the rate base which might grow to fund civic infrastructure is not growing.
- Tourist usage of the Hall is possible if the programming of the Hall is appropriate, or if the Hall, due to its size is more easily available to serve conferences and events associated with tourism.

- International evidence suggests that the overlapping of tourist activity with local civil activity is of benefit to cities and their creative momentum.

## City Hall

*The Hobart City Hall was completed in 1915 and for just over a century has served the Hobart community well. The facility has provided a large, flexible, accessible and centrally located facility that can be used for a multitude of purposes.*

- It is confirmed that the Hall is used for a multitude of purposes due in part to the paucity of alternatives. This is a paradoxical feature; it has many potential and vital functions but performs poorly in most circumstances. Various practical interventions can improve the situation.
- Apart from some unfavourable interventions in the 1970s (which are straightforward to remove), the Hall is remarkably intact. This feature is both its merit and its downfall, since many of the difficulties associated with its usage have persisted since its inception.

*The building has had little change in its design and layout over time and while ongoing maintenance has been consistent, hall usage has declined as the demands of contemporary events and the expectations of the community have changed.*

- This report identifies practical issues that have contributed to the decline; it is difficult to hire, it is barely compliant in the legal sense, it has no storage space which means every element that might be required at an event must be brought to the site, it has no loading dock, it has poor sight lines, it is not noise isolated and it has inadequate heating. Contemporary patrons, even at a free event, expect to hear, see and be comfortable at an event.
- The in-tact-ness of the Hall, the authenticity it carries in the city's memory and the cautious local approach to redevelopment, together endorse a feature of the building which is critical to reinvigoration; it has a high heritage significance. In any contemplation regarding the future of the Hall, heritage will be a front and centre issue. The investigative process and outcomes derived in this report reflect this.

*An engagement with Hall hirers and key stakeholders in 2015 assisted in the identification of key issues, including the physical condition of the City Hall.*

- The 2015 engagement and subsequent continuing stakeholder interactions have been extremely useful in structuring a response, since many issues can be confirmed as continuous, straightforward and widely held.

## Purpose

*The City of Hobart requires a Master Plan for the City Hall facility that will strengthen the facility's presence within the cultural precinct in which it is located, increase the frequency and diversity of hall hire and maximise community benefit. This document will provide practical and detailed recommendations:*

*An economically viable operational and management model including potential partnerships and associated design solutions;*

- Viability, operationality, management style, have been investigated jointly; the masterplan is not principally focused on design, yet emphasises the need for overlapping, practicality, affordability and approachability, which are of interest to potential partners. Key partners have emerged.

*To strengthen the facility's connection within its physical, community and cultural context;*

- As noted above, these connections can be made possible not just by environmental change but with change in capacity, remit and commitment.

*On mid and long term infrastructure decisions for the City Hall, taking account of its current design and layout, heritage considerations and the design solutions noted above.*

- Particular attention has been given to heritage issues involving consultation and concept preparations well beyond the expectations of a masterplan exercise.

## RESPONSES TO THE CONSULTANT BRIEF

RICH HOBART | Re-Imagining City Hall 11  
REVIEW OF BACKGROUND INFORMATION

## Scope

## Stage 1 - Document Review

- The extensive documentation has been reviewed and synthesised. In response, the consultant team has been prompted to be very direct and suggestive in its recommendations rather than be merely descriptive.
- A Discussion Paper was prepared which reviewed international evidence so as to identify key success factors in reinventions of this kind; scale of facility needs to be matched with scale of population, multiple use of a facility requires particular amenities, facilities need a curated program rather than simply wait to be hired, restoration is not a prerequisite, governance models must be active and well-matched, raising the profile of the facility is often necessary prior to investment etc.
- This Discussion Paper was circulated as the basis for the first round of community consultations.

## Stage 2 - Phase 1 Community Engagement

Detailed engagement plan including the identification of key stakeholders, methodology. This engagement plan must align with the principles of the International Association of Public Participation Australasia (IAP2) and its professional core values and ethics.

- Best practice was attempted in order to contribute to the Council's efforts in achieving an IAP2 standard.

A full written report on the results of the engagement and a list of stakeholders engaged and their contact details will be provided at the end of the engagement period.

- Results are attached as an appendix to this report.

Engagement with other potential users or industries or community sectors, focus of this consultation being the identification of new markets for the facility.

- Although new markets have been identified and the appropriate proponents approached, viability could not be reconciled with the necessity of the Hall space remaining for truly public use.

The engagement process will capture and evaluate key industry sector, and community views.

- Capturing has occurred and it has been concluded that it is essential that the Council and its Hall maintain a triangular relationship with UTAS or MONA/Dark Labs, to encourage cultural diversity and ensure perpetual public access.

All outcomes of this engagement phase will be presented to the Council as part of the project development.

- Both summaries and details are presented in this document.

## Stage 3: Business and Operational Model, and Design Concept Development

- 'Fit studies' have been conducted as preliminary tests for the occupant groups that have emerged. Design concept development is not viable within the scope of a masterplan exercise, nor are detailed briefing requirements that would be required to contemplate concept development commencement.

Consultants will be expected to develop three (3) operational and business model and design concepts:

- To constructively capture opportunities for the site, five scenarios have been prepared which tend to reflect options for staging rather than offer differing but viable concepts. In essence there are two ways to proceed; the council persists (under a new governance model for the Hall) as the funding source, or it makes a partnership with a body who acts as both custodian and financier.

a. Balance the needs of the City as facility owner and manager, with those of users and the community;

- It is clear that increased facilitation of the community will require investment. In accord with the brief, the team has attempted to structure the scale of investment involved and link any investment by either the council or a partner to a more appropriate governance model.

b. Are realistic and achievable in approach;

- Unlike many masterplan exercises, the team has been forensic in examining the physical conditions and avoided blue sky pitching. It is clear that any realistic and achievable approach will require heritage sign off and significant effort has been expended in this regard to achieve clarity such that proposals are realistic and achievable.

c. Present options from superficial treatments to complex developments;

- The options presented stretch across this range. It should be noted that even a superficial treatment would be best directed towards a change in management approach.

d. Identify opportunities for greater use and wider application, taking into account similar offerings in the immediate and wider Hobart area

- The City of Hobart and the Tasmanian Government have agreed to work together to deliver a Central Hobart Precincts Plan to guide future development and public infrastructure provision and funding in Central Hobart. The creation of a strategic plan relating to the retention and promotion of cultural facilities within the city centre has been identified as a key issue. This includes the potential identification of the area surrounding City Hall as a dedicated Cultural Precinct.
- Notably, during the production of this Masterplan, the Cultural Venues Study 2020 covering the Greater Hobart area was completed and is available for circulation.

- The study was joint funded by the City of Hobart and the Department of State Growth and its stated aim is to provide an audit of the distribution and functionality of existing cultural venues; identify emerging trends and shortfalls in the cultural sector; and to make recommendations on how to support existing cultural infrastructure, community frameworks and the ability of local practitioners to develop work.

- As a result of the review of Cultural venues undertaken by the Study, a forensic analysis of notable surrounding venues can be provided.

## Macquarie Wharf No 2

- This facility has no climate control, no seating expectation and limited back of house. It is uncompetitive with small cities who offer a similar crowd capacity but with higher amenity and reduced costs.

## Theatre Royal

- Technically, this is Hobart's only theatre, in that it has a back of house, fly tower etc.
- It is profoundly limited by audience size and has now been further compromised by the demands that the Conservatorium will place upon it, therefore limiting its broader availability.

## Wrest Point Casino

- The venue has neither a mandate for authentic community participation nor the technical capacity to deliver a 'performance' as distinct from a 'show.'

## Hotel Grand Chancellor/The Federation Concert Hall

- The venue is concert driven and has no capacity due to lack of back of house or fly tower to deliver any other performance type. The authenticity and experience of a public event is further compromised by the reliance on hotel commercial spaces to offer authentic 'spill space.'
- Although limited in capability, the venue is able to establish monopolistic control of the venue hire cost for an offer that has climate controlled, comfortable seating and a very traditional stage area, though without back of house support.

## RESPONSES TO THE CONSULTANT BRIEF

RICH HOBART | Re-Imagining City Hall 12  
REVIEW OF BACKGROUND INFORMATION*Red Square and the Good Shed*

- Ideal from time to time and neither specific nor particular. Most cities with a population size equivalent to Hobart have choices in this regard.

*Long Gallery and Peacock Theatre*

- These are enigmatic venues with extremely small capacity. The Peacock Theatre is essentially an auditorium.

*The Odeon Theatre*

- The current usage and custodianship of the Odeon demonstrate the case as regards the necessity for programming and curatorship.
- It is exemplary in the Hobart context that the Odeon Theatre can assert itself both as a venue for performers and for audiences, given that it is a converted picture cinema; it is not a theatre.
- The demonstration as regards how provisional management of space and occasion can create subscription and interest ought to be of note to council, since it is emphasised that venue limitations can be overcome via committed curatorship.

*The Derwent Entertainment Centre*

- Although there is ambiguity as regards ownership and purpose of this venue, the consultant team analytically encourages the council to be mindful that facilitation of civic occasions in the city itself are of value.
- There is a jurisdictional issue pertaining to the DEC site, however it does have a capacity that ought figure in any projections as regards the city's cultural offering. The concept of the centre is warranted in another era where major collective gatherings were orchestrated at a distance from the civic heart. Current trends are more evidence based and seek to secure large crowds within infrastructure that can delight in large crowds. The DEC is a single purpose venue, though it has

extensive grounds which might be the subject of strategic government interest as regards potential for increased housing density. The City Hall Masterplan, while it naturally focuses on the Hall itself, invites speculation regarding utilisation of investments in Hobart. The initial 1913 decision to invest in the HCC site may benefit from comparison with decision processes that encouraged the development of the Derwent Entertainment Centre.

*Princes Wharf No 1 (PW1)*

- Limited ceiling heights have an overarching effect on event scope, i.e. lighting effects and sight lines that are offered in other cities are able to viably attract acts that are a match for the crowd capacity.
- Performances that can financially deliver on a one or two night act to the PW1 crowd size also require back of house facilities for both performers and production activity.
- The venue is expensive to utilise since typical venue facilities are not provided and the costs that accrue from temporary installation are unattractive.

*Playhouse Theatre*

- This site acknowledges, through its long term existence and persistent investment, the depth of interest in theatric activity as part of civic life.
- The Playhouse demonstrates the metrics of audience size versus city size and the persistent subscription to this metric.
- While not in the remit of the City Hall Masterplan project it is responsible to draw the council's attention to the fact that theatric activity is part of a civic tableau. The evidence of the persisting enthusiasm that surrounds the Playhouse warrants the need for Hobart to provide actual functioning theatres with fly towers, loading docks, staging format choices etc.

*Collegiate College Theatre and similar school theatre and hall venues*

- The broad subscription to these venues demonstrates civic enthusiasm. That students might not be valued at civic moments in their lives because the City Hall cannot

facilitate such a simple civic dimension forces school children to be celebrated within their own environments rather than in a larger environment of civic acknowledgment and typical metropolitan engagement.

*e. Articulate possible changes or enhanced linkages to adjacent streets, particularly Market Place and Dunn Place*

- The report is very straight forward in recommending acknowledgment of marketplace as an apron to a facility that can house a large population. As noted in our discussion paper, large public gathering places usually sit beside large venues that can balance the displaced crowd.
- Reference to any kind of international evidence notes that the small footpaths around the Hobart City Hall cannot absorb with either dignity or safety, those who wish to attend inside. Hence because the City Hall is Hobart's largest internal meeting place it has a warrant for an accompanying public space.

*f. Consider public transport connections, walking and cycling connections and parking availability;*

- The feature of public transport connectivity that bears most upon the site is its immediacy to transit systems that facilitate students moving between their education site and their home, (this is perhaps exacerbated since Hobart has no central public high school). In any event, many subscribing groups are facilitated by the immediacy of the site to what in Hobart is limited to a 'public transport connection,' o.e. the bus service.
- This associability and immediacy to the bus interchange (Bus Mall) has been vital in the site's service to a group, who in official processes, do not usually have much voice; youth.
- The team's investigations and engagements reveal the depth and consequence of the Youth Arc project which has been offered from the City Hall site. This project has successfully persisted over enough time to enable measurement of its contribution; it makes real contributions and precipitates meaningful civil interest across age groups since generations of parents are a

party to its effectiveness. The team concludes that the effectiveness must be deeply related to proximity since the offer itself, in physical terms is of a most discouraging type.

- Since the engagement process has warranted the value of Youth ARC, it could only be positive that the facility, the sensibility and the amenity be gently expanded. Youth ARC is a small but valued operation. Two factors indicate its significance. Firstly it has produced an astute alumni, who have an appreciation that precipitates their continuing contribution. The facility has re-opened at the time of writing.

*g. Consider noise proximity and impacts, location within a 'floodplain', and that the Hall may be required for use as an evacuation/recovery centre during major emergencies; and*

- Difficulties associated with insulation from noise generate in two basic forms; firstly there is porosity between the hall space and the YouthARC space (mindful that the YouthARC space includes the upper level dance studio). The noise of activity and the appropriately loud music which generates from this end of the venue easily transfers to the hall. This needs to be rectified so that the functional requirements of either space can allow simultaneous occupation i.e. at the moment events in the hall have to be timetabled around music being generated in the dance studio. The second noise issue has progressively increased in significance over time; the heavy traffic on three sides of the Hall includes large vehicles and also the variations in noise volume caused by the traffic as it stops and starts at the three adjacent sets of traffic lights. An acceptable level of noise insulation could be achieved with a correspondingly high level of expenditure to seal all openings and insulate the roof itself. Differing options entail differing extents i.e. an option that achieves good acoustics within the double height volume of the hall represents an alternative to attempting sealing of the entire hall at its periphery.

## RESPONSES TO THE CONSULTANT BRIEF

- The floodplain issue is a vivid one, demonstrated by an unusual storm event at the commencement of the consultancy (the event precipitated the expediting of total floor replacement at the ground level). The threat of further flooding is more consequential for some development options. For example, if valuable instruments and recording instruments are kept on the premises, guarantees will be required concerning its protection. The consultant team has included a design for the periphery of the Hall which would mitigate but not eliminate the threat. A whole-of-Rivulet-approach would be required to give convincing protection. This approach would ideally include emergency availability of upstream redirection, diversion capacity into storage areas upstream and reconstruction of the Campbell Street crossing of the Rivulet which currently constrains the water flow and in conjunction with debris easily forms a dam, precipitating overflow directly onto Collins Street, City Hall and the downstream blocks.
- The role of the site as an evacuation centre is made paradoxical since it will be unsuitable in the event of flood. It is however, a mandatory requirement and also a logical requirement for civil authorities to have plans in place regarding both procedure and venue available to the community in the event of emergency. It's most recent utilisation was to temporarily house residents effected by fires who were brought to the centre of Hobart by boat.
- Like many of its other roles the Hobart City Hall serves this evacuation function due to the singularity of choice i.e. alongside the evidence that there are few alternatives for community or cultural use there is not an apparent alternative evacuation centre. The matter is beyond the scope of this masterplan exercise although the authors recommend a review of alternate sites and note that to be fully or authentically effective there should be capacity to generate emergency power, water storage, communications capability and storage of emergency provisions in the form of food, blankets, cots, medical supplies. Plans to redevelop the Showgrounds presents a convincing opportunity.

#### *h. Provide specific options to increase connectivity of the facility with surrounding precincts*

- This report includes responses to the connectivity issue and suggests the usefulness of a public square to assist both the Hall and the precinct. Many factors that would enhance connectivity are detailed and pragmatic rather than forming a part of a metaplan. For example, if the footpaths surrounding the Hall had a comfortable grade, a useful width, some shade, and some minor works to establish safety on the Macquarie Street edge, connectivity would be advanced simply by creating comfort and approachability in the immediate surroundings.

#### *University of Tasmania's consolidation of its campus in the Hobart Inner City*

- The University's commitments have become clearer during the process of this masterplanning exercise, with clear implications regarding a home for YouthARC, since many of YouthARC's subscribers will be associated with the university. For YouthARC to better function it deserves better facilities, better associations and some outdoor space of its own. The University's Hedberg scheme will shortly open on the corner opposite the Hobart City Hall which will immediately increase the surrounding population and increase the diversity of the population with clear opportunities for the Hobart City Hall to participate by offering additional rehearsal/performance space and general civic amenities for hospitality etc.
- Also of consequence is the imminent completion of several hotels, which by Hobart standards are very large. This will not only increase population numbers and population diversity, but increase the ratio of tourists in the vicinity. Again, Hobart City Hall is well-placed to co-participate in this imminent change, the like of which is unprecedented in the Hall's history.

#### *The Theatre Royal*

- The re-establishment/rectification of the Theatre Royal is to be welcomed, especially since it is the only 'actual' theatre in Hobart. This is noteworthy since the masterplan study emphasised that although the Hobart City Hall contains an element referred to historically as a 'stage,' it is not a theatre. It does not have any of the necessary attributes that enable theatrical performance; it has no wings, it has no fly tower, it has no rear stage, it cannot offer sight-lines, it does not have a controllable climate.
- The masterplan study also revealed the need not only for more genuine theatres but the requirement for a theatre of a genuine size. It's seating capacity is very limited. Since the theatre is also to serve the new conservatorium its availability for other cultural utilisation is unclear at this stage.

#### *Royal Hobart Hospital redevelopment*

- The new hospital shifts its main entry closer to Hobart City Hall, therefore it will be an even further contributor to increased population in the immediate vicinity for the Hobart City Hall site. This further suggests potential for provision of hospitality on the Collins Street frontage. The hospital site's presentation to Collins Street is less than civic and in conjunction with the Rivulet footpath might form the basis of a simple and welcome landscape contribution.

#### *The Tasmania Museum and Art Gallery (TMAG)*

- TMAG are a very active near neighbour. Increases in the amenity of the Hobart City Hall would make invitations to co-participate more viable. Eventual expansion of TMAG is presumed to occupy the current carpark opposite the City Hall. The masterplanning process reveals the benefits of preserving much of the carpark area as an open public space or park. Such a park or space would give amenity to TMAG, and would preserve a degree of openness of the Hobart City Hall to the water (which it has historically enjoyed). The opportunity to consolidate and intensify the expansion plans of TMAG so as to retain a parkspace would be entirely typical of an inner urban cultural response to redevelopment.

#### *Macquarie Point Development Corporation*

- The speculations and engagement with the community involved in the RICH project revealed many pragmatic issues that might form a brief for Macquarie Point; the city needs a 2,500 seat capacity venue to make visiting acts, performers, events etc viable. I.e. the cost of 'putting on a show' is related to the audience size and ticket price. Provision of such a venue would dramatically change the cultural life of Hobart but it is entirely outside the capacity of the existing Hobart City Hall. Engagements, consultations, reflections and research entailed in the RICH project also indicated the need to dramatically increase the size of the population resident within the Hobart CBD, both to generate typical urban liveliness and to bolster the tax base of the city so it has the capacity to reciprocate with amenities.

#### *The proposed Odeon Theatre development*

- The Odeon site has been ingeniously and unconventionally developed in a way that invites a broad demographic subscription and scope for particular types of performance. It should be noted that it is a converted cinema. It makes a welcome contribution to the city but leaves the city short of available actual theatres.

#### *Potential major conference centre development*

- Conference centres succeed when they can double as sites for trade fairs. As such, they require enormous loading capacity to enable rapid bump in-bump out activity. They are notoriously difficult to interweave into urban fabric, although conference visitors are invariably attracted to adjacency with urban experiences and accommodation choices. Again, careful inclusion at Macquarie Point is recommended since it is beyond the capacity of the Hobart City Hall or its site to serve as a conference centre.

## RESPONSES TO THE CONSULTANT BRIEF

*Consultant will be expected to identify business and operational models that provide a range of balance between financial sustainability and community benefit*

- In acknowledging this expectation the consultants have developed a range of options. The community engagement and consultation evidenced equivocally that the community benefit must not only be maintained but be revived, widened, vitalised, made more apparent, made more intensive and be at least as diverse as its history of service.
- Financial sustainability is integral to governance. without an appropriate change in governance of the site, it would be inappropriate to contemplate financing any option or improvement of any type.

*a. This may include the identification of partnering opportunities*

- The extended timetable of the consultant activity has enabled identification of partnering opportunities. During the process it has been agreed within the project team that it is ideal for the city to have a 'third player,' in the cultural sphere and to partner with UTAS or MONA would tend to reduce diversity and dilute the activities of these other two key players.

*b. It is expected that any management or operational proposals would identify best practice management/operational processes and procedures.*

- Operational proposals have been identified. In order for best practice to be demonstrated such proposals may lie outside of Council's expectations regarding asset management.

*3. Business and operational models and associated design concepts should be accompanied by:*

- Business, operational and spatial configurations have been designed to be interdependent.

*a. A suggested operational and governance model that achieves the best result for the facility as proposed;*

- Models have been focused on benefiting the facility outside of any political or operational presumptions within council.

*b. Indicative costings demonstrating potential capital expenditure, future income and ongoing operational costs;*

- Costings are indicative in the extreme, particularly since costs associated with heritage issues are impossible to predict at either a masterplan or a conceptual design stage. The team has presented costings essentially to clarify which options have the potential to be value neutral and which options would require outright subsidy.

*c. For more complex options, how the proposal could be staged in its development to accommodate manageable future funding options.*

- As a result of conducting the masterplan activity the options have necessarily formed as stages. Staging has therefore become integral rather than peripheral to the masterplanning work.

*4. The options will be considered by the Project Reference Group and presented to the Council for consideration, prior to release to the Phase Two Community Engagement process.*

- Due to council election processes and response times from key players, phasing has had to have been adjusted for realities. Although there have been two waves of community engagement our reporting is structured according to issues raised rather than time cycles. This has given the conclusions more efficacy and will enable a more concise and coherent approach to involving the City of Hobart Elected Members.

#### **Stage Four: Phase Two Community Engagement**

*a second stage of engagement that includes consultation with the community, key external and internal stakeholders and City of Hobart Aldermen.*

#### **Stage Five: Master Plan Finalisation**

*the Consultant will develop the concept to a detailed stage that allows a comprehensive business plan, funding model and management and operational structure to be documented to a level that satisfies the project objective, for a City Hall Master Plan.*

- This stage has necessarily been completed in order to structure the options and make a recommendation. The extent of design investigation entailed in considering the options has exceeded typical masterplan requirements and places council in a position to make meaningful assessments. The process has also revealed not only the consequences of the heritage aspects of the project, it has revealed that heritage consideration will deeply underpin what options can be viably considered. For this reason the consultants have sought to engage with heritage based jurisdictions and advance design concepts to an extent well beyond masterplan expectations so that recommendations can be made on reliable assumptions.

### VISION REFLECTIONS AND PILLARS

A key reference in this project is *Hobart: A Community Vision For Our Island Capital*.

This document is the community's vision for their city: Hobart, Tasmania. Over 1100 contributions from community members and stakeholders from across greater Hobart went into creating it. The first draft was written by the community panel, a group of 46 Hobart community members and business people from a range of backgrounds and suburbs in greater Hobart, who then collaborated with the City of Hobart to create this vision.

Its purpose is to guide all of the City of Hobart's work, so that Council decisions help create the Hobart that our communities want, for current and future generations.

The vision statement below was created during the Community Panel and received the highest number of votes by panellists. The vision statement is the overarching message for the document—reflecting how to approach the future of Hobart.

#### *Hobart breathes*

Can our Hall live a contemporary life and be self-sufficient?

#### *Connections between nature, history, culture, businesses and each other are the heart of our city*

If our Hall is at the heart of our city, can it be host to more than just events and tenancies?

#### *We are brave and caring*

Can we identify more ways to care for our community at the Hall?

#### *We resist mediocrity and sameness*

What can we offer at the Hall that makes it a world leading example of a community facility?

#### *As we grow, we remember what makes this place special*

Historically, our Hall has facilitated the community, what aspects of the community need a home in our contemporary future?

#### *We walk in the fresh air between all the best things in life*

Can the Hall's gallery and roof deck become active indoor and outdoor places for us to celebrate and recreate?

#### *Sense of place*

How can the Hall become a place and not just a facility?

#### *Community inclusion, participation and belonging*

What groups in the community can utilise and belong to the Hall?

#### *Creativity and culture*

What further activities can happen at the Hall to enrich and deepen our civic life?

#### *City economies*

How can we add value generation to the program of the Hall and utilise its generous size?

#### *Movement and connectivity*

How can we make the Hall easily identified, comfortably accessed, and connected to its neighbourhood?

#### *Built environment*

Should we dedicate resources to utilising the site rather than simply restoring the Hall?

#### *Governance and civic involvement*

What type of management structure would encourage participation and activity at the Hall?



PRECEDENTS AND EXEMPLARS

Visioning the future of City Hall requires a number of key considerations that are a given prior to determining a future concept plan. Whilst these "givens" will present restrictions on the development of future concepts, they will not necessarily completely limit opportunities to expand the current usage of the building. These considerations include heritage and planning issues that relate to various physical aspects of the building that can't be modified or aspects that might be modified to enhance future usage and also bring the building's theatrical presentation facilities and audience amenities up to an acceptable standard.

In order to garner ideas for the project we have been looking at a number of old building reuse projects of a similar nature. One concept is to see the current configuration of the hall utilised as is, with various upgrades to the floor, lighting, ventilation, seating etc; while other concepts might see the usage changed to divide the building's spaces up to provide flexible performance, rehearsal or display spaces. Provision for other activities may include creative business start ups, a gallery, spaces for arts organisations, updated facilities for the current Youth Program and as a tourism attraction, which might include viewing the building itself or the building providing a permanent exhibition dedicated to the history of Hobart.

In all our research we are reminded that the building is currently designated as an Emergency Recovery Centre for the people of Hobart, so this needs to be factored into any reconfiguration of the building. In contemplating various precedents, consideration will also need to be given to how the refurbished building can maximise community participation and be financially sustainable into the future. Ongoing governance will also need to be addressed by any new model of operation. As part of this process, various management, operational and staffing models will be put forward to support future sustainability.

While various precedents and exemplars can provide inspiration for the future of City Hall, they all have their own particular characteristics including different population sizes and demographics that support them, as well as different levels of public and private financial support. They are also different in configurations. The Meat Market and Boroondara Town Hall bear the closest resemblance to City Hall's layout, as would many Town Hall's in Australia.

None of the exemplars are exclusively commercially owned and operated. They all have a mix of public support and earned income from ticket sales, from self-entrepreneuried programs, external space hire, and the leasing of spaces for cafes, restaurants and other activities, such as markets.

**Precedent 1**  
**Hawthorn Town Hall**  
Melbourne, Victoria  
Funded by Boroondara Council

*Catchment Size: 1.7M*  
*Typical heritage solution networked with other venues.*

The Hawthorn Town Hall is the main hall and part of the Boroondara Arts Centre. A traditional Victorian Hall, featuring main hall and balcony seating, it was completely refurbished in 2006. It now includes in addition to the main hall, an adjoining function room, an art gallery, a visitor information centre and a cafe. There are also additional small meeting rooms off the upstairs balcony. The hall holds 416 seated for performances utilising the proscenium stage and 600 for stand up. The hall is utilised for choirs, concerts and award ceremonies. The full stage is rarely used for performances or presentations, with groups preferring to utilise the new extended apron to bring the audience closer to the performers. Additional lighting grids have been installed in the main hall to provide better lighting for the apron.



**Precedent 2**  
**Carriageworks**  
Sydney, New South Wales  
Funded by Create NSW

*Catchment Size: 5.6M*  
*An independent organisation with clout and resident groups/companies*

Carriageworks is the largest contemporary multi-arts centre of its kind in Australia. Housed in the old Eveleigh Rail Yards at Wilson Street, it is located within the emerging Redfern Waterloo precinct, and has been developed by the NSW State Government through Arts NSW. The distinctive nineteenth century industrial atmosphere of the former railway carriage and blacksmith workshops have been retained, with many heritage iron and brick details featured in the regeneration of the building.

The Carriageworks Artistic Program provides significant support to leading Australian and international artists through commissioning and presenting contemporary work. The program is artist-led and emerges from Carriageworks' commitment to reflecting social and cultural diversity.

Carriageworks also houses a number of Resident Organisations, all working within the contemporary arts sector: Contemporary Asian Australian Performance (CAAP), Erth, Force Majeure, Performance Space, Sydney Chamber Opera, Moogahlin, Felix Media and Marrugeku.

Carriageworks has a number of large spaces for hire, for performances, exhibitions and events.



PRECEDENTS AND EXEMPLARS

**Precedent 3**  
**The Meat Market**  
North Melbourne, Victoria  
Funded by Creative Victoria

Catchment Size: 4.82M  
*Super adjustable, super casual*

Melbourne's Meat Market is a heritage listed building restored as a hire space for the arts, theatrical performances as well as a variety of events, weekend markets, social functions and sit down dinners. The extremely versatile spaces can be configured to suit different theatrical productions with options that include a sprung floor and a box truss which is ideal for circus and additional lighting.

Original features of the Main Pavilion include the original cobblestone floor, period fretwork, bricked archways and the barrel vaulted ceiling. A retractable seating bank can be installed for performances. There are additional side rooms, some of which are tenanted and others can be used for meetings and conferences. Capacity can vary between 400 and 800 depending on the event configuration.

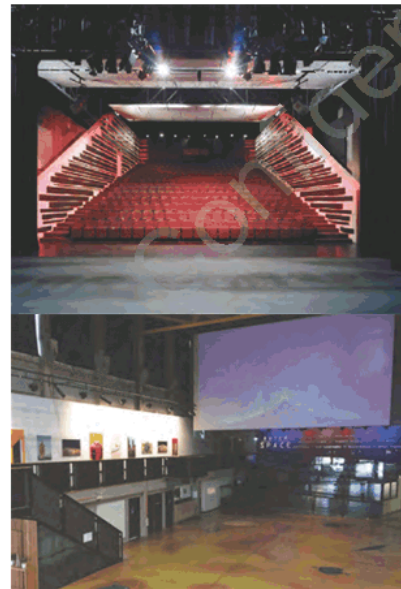


**Precedent 4**  
**Casula Powerhouse**  
Liverpool, New South Wales  
Funded by Liverpool Council + Create NSW

Catchment Size: 800,000  
*Intensely curated with a reputation in its own right*

The Casula Powerhouse combines a large regional gallery with arts production and performance spaces, within a heritage-listed disused power station on the Georges River. An extensive process of community consultation and workshops was undertaken to guide the design of the conversion as a multi-use cultural centre for Liverpool City Council. The first two stages, incorporating gallery, studio, office and rehearsal spaces and the theatre shell, were opened in October 1994 and incorporate a range of commissioned public artworks. A small third stage followed in 1998. The major fourth stage, completed in 2008, comprises a fully conditioned regional gallery, art store, workshop, bookshop, office space and a 350-seat theatre. Each stage of work was designed to a very constrained budget and a carefully managed approach to major services upgrading.

The heritage fabric of the building, including remnant equipment, is almost entirely conserved, with new facilities fitted into its large-scale spaces. The major volume - the Turbine Hall - is a multi-use space for large-scale functions, activities and exhibitions, as well as being the major foyer and orientation space for the building. The Powerhouse serves a range of professional and community groups in the region as well as accommodating touring productions by professional companies, specially-curated exhibitions and major one-off events, and has achieved an Australia-wide reputation for innovation and excellence.



**Precedent 5**  
**The Substation**  
Newport, Victoria  
Funded by Hobson's Bay Council + Creative Victoria

Catchment Size: 4.82M  
*Engagement with artists gives character*

Newport is one of the oldest substations in the Victorian metropolitan systems, and also one of the largest. The building has strong visual and functional associations with the nearby Newport railway workshops, established in 1882. The Substation presents an annual curated program of creative development, residencies and presentation. Engaging with artists from across artistic disciplines, working in non-traditional modes and across art-forms, The Substation provides the opportunity for artists and audiences to connect with the space and location of Newport.



**Precedent 6**  
**Brisbane Powerhouse**  
Brisbane, Queensland  
Funded by Arts Queensland + City of Brisbane

Catchment Size: 1.97M  
*Events range from walk-in casual to proper ticketed theatre. It's a set of real theatres made lively as a place.*

Brisbane Powerhouse is Queensland's home for contemporary culture, a power station of the 1920s reborn as an arts centre on the Brisbane River. Brisbane Powerhouse features two main stage theatres and three additional performance venues, gallery spaces, two restaurants and bars, corporate facilities and one of the best river views in Brisbane.

Powerhouse produces some of Queensland and Australia's largest events, including Brisbane Comedy Festival, Australian Performing Arts Market, Queensland Cabaret Festival, MELT: A Festival of Queer Arts and Culture, and Wonderland.



PRECEDENTS AND EXEMPLARS

**Precedent 7**  
**Battersea Arts Centre**  
Battersea, London  
Funded by UK government

*Catchment Size: 8.1M*  
*Four performance spaces, then a fire. Now there are 35 performance spaces*

New routes through the building, carved out new performing spaces, inserted office accommodation and actors' bedrooms, raised the number of rooms and areas in which to stage performances from four to 35.

The old courtyard in the centre of the building has been converted into a compact outdoor theatre, with vertical steel gentries and removable seating. Layers of spectators view the stage from stacks of balconies and a deck on the roof. Office accommodation for 65 staff, eight twin bedrooms, basement transformed into a Scratch Hub, a place to incubate start-up business from surrounding area, continuing strong outreach program.

Restored after a fire in 2015, the scorched surface of the exposed brick and plaster has been kept, while the new veiled ceiling allows technical requirements to be incorporated above.



**Precedent 8**  
**Wodonga Cube**  
Wodonga, Victoria  
Funded by Creative Victoria

*Catchment Size: 86,000*  
*A small city success with a program Hobartians would love*

Located in Wodonga CBD, owned and operated by Wodonga Council. Theatre space, film screenings, conferences and events, meeting room and community lounge. Cafe and bar operates out of the venue.



**Precedent 9**  
**Sala Beckett Theatre + Drama Centre**  
Barcelona, Spain  
Funded by Barcelona Institute of Culture + Sala Beckett Foundation

*Catchment Size: 1.6M*  
*Proof that tiny spaces can yield a lot of life*

The Sala Beckett Theatre and Drama Centre provides spaces for experimental theatre and workshops that help shape life in the creative district of Poblenou, Barcelona. A two-storey building at an intersection, it has survived a wide variety of occupants and is now home of the drama centre.

Its multi-faceted interior is a place for encounter and interaction whilst waiting for performances.

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REVIEW OF BACKGROUND INFORMATION



GOVERNANCE, OPERATIONS AND FINANCIAL MODELS REVIEW

**Background**

A key aspect of the brief in developing the Masterplan for City Hall has been reviewing the current governance, operational and financial model that it operates under and to investigate other models that might better serve the Hall into the future. The key objectives for the future operation of the Hall have been identified as:

- Reviewing the current governance and operational model of City Hall in terms of its effectiveness in supporting the Hall's key function as a venue for hire to external hirers and a revenue generator
- Investigating a new governance and operational model that might be more appropriate than the current model and might better support the operation of the Hall into the future
- Recommending a new governance and operational model that recognises the heritage significance of the building but also recognises the need to ensure that the facility remains commercially viable through the provision of appropriate facilities for both tenants, hirers, and patrons into the future.

**Situation Analysis**

Until the recent flood, City Hall was operational with bookings for the venue right through until 2019. Apart from the flood damage and the need for immediate repair to support existing hire agreements, it is generally agreed that the building in its current state lacks adequate amenities for both hirers and audiences.

It is noted that both bookings and income for the venue from 2006 have been declining, as has earned income. In a ten year period the Hall earned just over \$700,000. There is an income peak in 2011 at \$87,000 but it then gradually drops off to \$47,000 in the last financial year. Costs attributed to the ongoing operation of the Hall in the last financial year were \$68,579.

**Current Governance**

City Hall currently operates under a hall for hire model and is managed by Council as are all other Council owned buildings and facilities in Hobart. There is no advisory board or committee.

City Hall's overall governance is informed by several separate policies and procedures that sit under Council's general Corporate Governance Policy, including Property Management Policy which makes provision for the protection of heritage classified buildings and restrictions that have been imposed on the physical development of the buildings.

**Current Operation**

City Hall is available for hire on a bare walls rental basis with no provision for a hirer to have the ability to hire additional equipment or technical support staff, which is something that many other venues for hire offer.

On a day to day basis the bookings for the hall are managed by a Hall Keeper who essentially opens and closes the hall for hirers.

There is no on site Venue Manager with technical experience to support producers and any specific production needs they might have.

This "hall for hire" model has been used by many town halls and local government facilities both in Australia and in other countries over the centuries, but it is now seen as extremely inefficient and certainly does not represent best practice in venue hire.

While still a hall-for-hire the new Hall-keeping Services Co-ordinator has brought a greater level of operational support to hirers and was an active participant in the Masterplan project.

**Usage of City Hall**

Attendance and bookings for the central hall have been slowly declining although interest in its potential functionality remains high. This situation is distinctive. While many such halls in Australian towns and cities experience declining participation due to other specialized venues becoming available to serve, in Hobart, there are few alternative venues that have the height, generosity and affordability to facilitate all sorts of functions such as large catered events, 500 person community gatherings, boxing, festival hosting, large fairs, trade displays etc.

Through public and stakeholder consultation our report recognises that City Hall's future usage may rely upon the Hall being better at accommodating existing demand rather than regearing itself for other purposes.

It should be noted that the size, ownership and centrality of the Hall make it useful a Hobart's major Emergency Relief Centre although in many other respects its unsuitable.

**Financial**

The Hall is rented out to both Community and Commercial hirers for many different types of events.

Fees for the rental of the Hall have been determined by Council policy and fees and charges are based on a commercial and community basis. The poor state of many aspects of the Hall's amenities also in part determine the level at which fees and charges can be set, particularly for a commercial hirer.

In terms of the Hall's ability to earn revenue to support its upkeep and maintenance, income for the venue from 2006 have been declining. In a ten year period 2006-16 the Hall has only earned just over \$700,000 or an average of \$70,000 pa. There is an income peak in 2011 at \$87,000 but it then gradually drops off to \$47,000 in the 2016 financial year. Costs attributed to the ongoing operation of the Hall in the 2017 financial year were \$68,579. One of the objectives in the development of this Masterplan is to look at ways of fully utilising the Hall and thereby generating additional revenue streams to support the overall operation of the building.

**Youth Programs**

The Collins St end of City Hall was once a separate market. It now contains a series of rooms that are used by a Youth Arts and Recreation Group that is financially supported by Council and other groups. There is also a Dance Studio in the building which is privately hired.

**Private Tenants**

At the Macquarie St end of the building there are several offices and rooms which are privately tenanted. In consideration of the future Masterplan for the building, the ongoing leasing of these rooms and offices would need to be reviewed considering any possible physical alterations that might be required to maximise the overall usage of the building.



## GOVERNANCE, OPERATIONS AND FINANCIAL MODELS REVIEW

## REVIEW OF BACKGROUND INFORMATION

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**New Models for City Hall**

Most larger town halls both in Australia and overseas now have a dedicated Venue Manager that replaces the Hall Manager. This role is to support a hirer's needs and provide additional services that might include technical equipment hire, casual sound and lighting staff, casual stage hands and backstage and front of house staff. Providing these additional services makes venues far more attractive to hirers and depending specific requirements of producers, can help to support an increase in the usage of the venue and garner higher hire fees, therefore adding additional earned revenue to defray management and operational costs.

**Venue Manager Model**

Unlike the Hall Manager or Keeper, the Venue Manager is seen as being trained and experienced in theatrical and event presentations. In the case of City Hall, the Venue Manager would also manage the entire building, including the Youth Arts and Recreation Group and permanent tenants.

The Venue Manager could be an employee of Council or a contractor under a separate agreement depending on the governance model of the facility. The Venue Manager would then have the responsibility of hiring any sub-contractors to support productions and events as well as front of house needs. They would have total responsibility for the building.

Depending on the overall Vision for the future of City Hall will determine what is specifically required of the Venue Manager. If there is a decision for City Hall to become more than just a venue for performances and events, then this would need to form part of the Venue Manager's role. For example, City Hall could be rebranded as an Arts & Entertainment or Cultural Centre that provides several arts, entertainment, cultural and civic programs, some provide by external hirers, some provided by the Venue Manager.

In order to implement this model, Council would have to guarantee the salary for the Venue Manager as well as funds to allow this person to purchase equipment, market the venue and employ casual staff. In the future, depending on the levels of income achieved through hire, the Venue Manager might be able to engage additional staff on a permanent or part-time basis.

**Additional Venue Support Staff**

In the first instance the Venue Manager would utilise casual staff as required and within an agreed budget authorised by Council or recommended by an Advisory Committee.

**Entrepreneurial Model- Venue Manager / Creative Director**

This model sees the Venue Manager more as a General Manager/Creative Director and the position requires a different skillset. In this role, the GM would be tasked with the responsibility of actively finding product to program as well as manage independent hirers. In effect, the GM would also fulfil the role of a Producer by developing an annual program which is informed by a Policy Framework or a Business Plan. This model presents the Venue Manager with the opportunity to curate programs for the venue.

This model would require that the Manager having some independence from Council as in this role he/she would be responsible for managing financial risk in relation to the hire of the venue and the performance and event program. Council would be in the position of needing to provide funding to support the overall operation of the Hall as well as providing an entrepreneurial fund to allow the Manager to attract hirers through increased marketing and possibly buy in product for the venue.

In a move to this model one might assume that there is a permanent staff place to manage the overall operation.

**Hall for Hire**

Currently, City Hall is controlled by Council as are all its Halls and they are all the responsibility of the City Governance Division of the City of Hobart. They set the fees and charges for hiring the Hall, and the other tenancies, for both community and commercial hire and for overseeing the overall capital maintenance of the building. Some fees and charges are costed against other funded programs.

The building also has a Hall Keeper who manages the day to day hall bookings and who liaises with hirers. He is more like a traditional Hall Keeper rather than a Venue Manager and does not provide any additional services to the hirers.

Currently groups hiring the hall are expected to provide their own lighting and sound equipment, their own ticketing, ushers and any front of house refreshments.

In this model, Council maintains overall responsibility for building and all costs associated with its maintenance and ongoing allowance for depreciation of the building.

**Venue Manager and Advisory Committee**

While the Venue Manager Model can be implemented under the current City Hall management arrangements, another model which still sees Council control of the venue but puts in place an Advisory Committee to support the Venue Manager in making decisions related business planning, hiring policy, fee setting and other management, financial and operational matters.

This Advisory Committee could be comprised of representatives from the performing arts industry, the music sector, the community sector, the private sector and a representative of Council.

This Committee would only act in an Advisory capacity and would not be able to make resolutions.

**Company Limited by Guarantee**

This is a company structure recommended for Not for Profit Organisations and provides the Directors of the Company and the Venue Manager with a degree of autonomy to set the direction of the Company, in this case the City Hall. In this model, the Venue Manager could have a seat and a vote on the Board.

Arts organisations that are structured as a Company Limited by Guarantee report a dynamism and professionalism and independence and ability to manage their own organisation as major strengths of the model. Other strengths identified are that the organisation is not bound by the Local Government Act which enables the organisation to maximize commercial opportunities (i.e. purchasing, sponsorship and acquisitions). Another advantage of this model is that it is not bound by Council's internal management procedures so can be more agile as an organisation with decisions being made more speedily.

The key issues to be considered in changing the governance model of City Hall and incorporating at this stage are:

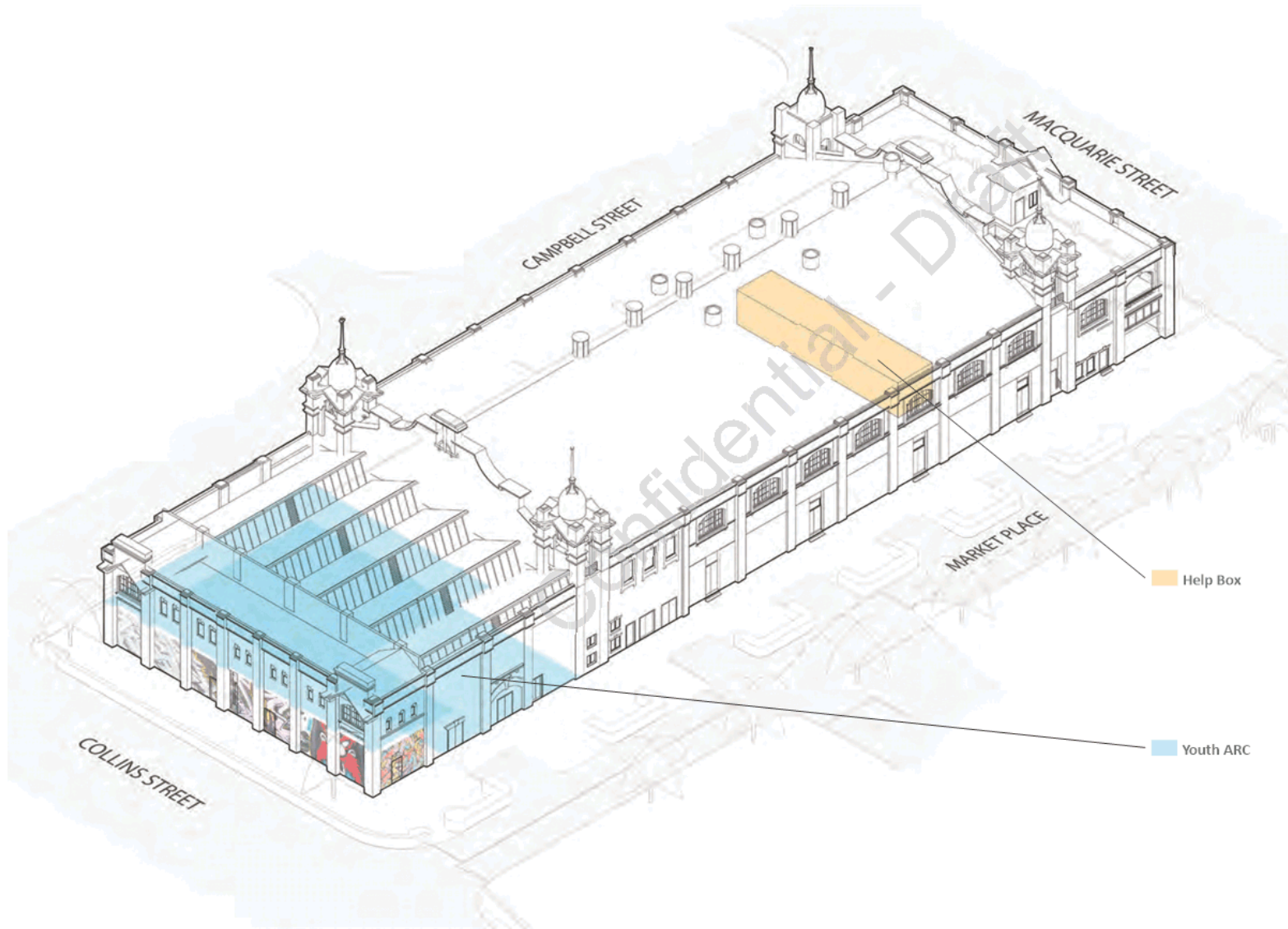
- Establishing a Company Limited by Guarantee would require City Hall establishing its own independent constitution and recognising that Board members would have total fiduciary and financial responsibility for the hiring program.
- There are formal registration procedures to be followed in relation to establishing a company.
- The actual management of running a Company Limited by Guarantee carries a range of legal and fiduciary duties imposed on the Directors of the Company, which include maintaining accurate minutes of meetings, maintaining accurate financial records and submitting annual reports to the regulators, including audited financial statements.
- Currently there is no Venue Manager for City Hall, so this appointment would have to be made first for incorporation to be considered.
- In the current situation, an Advisory Committee Could be considered establishing to consider many of the issues facing the future governance, operational and financial management of City Hall.

COMPARATIVE ANALYSIS

OPTIONS AND RECOMMENDATIONS

	OPTION 1 - IMPROVED BUSINESS AS USUAL	OPTION 2 - RICH VENUE	OPTION 3 - ANCHOR TENANT	OPTION 4 - YOUTH HUB + HALL	OPTION 5 - CIVIC UPGRADE
PROS	<ul style="list-style-type: none"> <li>Suggest immediate path to action and prompts Youth ARC re-habitation.</li> <li>Canny to raise profile as part of raising funds.</li> <li>Minimal cost but constructive investment</li> <li>Choice of "right" small things could make a big difference.</li> </ul>	<ul style="list-style-type: none"> <li>Delivers on repeated investigations of community requirements and community demand.</li> <li>Recovers from dis-enabling features present since construction.</li> <li>The neighbourhood / precinct well placed to co-exist/benefit/thrive.</li> </ul>	<ul style="list-style-type: none"> <li>Ideal precinct contribution; a once in a lifetime synergy.</li> <li>Custody of site with an appropriate and experienced organisation.</li> <li>Partnership involvement releases capital otherwise difficult to source.</li> </ul>	<ul style="list-style-type: none"> <li>Responsive/responsible participation with civic demographic.</li> <li>Acknowledges merit of co-location/ aggregation for service delivery.</li> <li>Could make a real social and community difference</li> </ul>	<ul style="list-style-type: none"> <li>A simple 'move' that makes a wide range of civic contributions.</li> <li>Flexible with timing.</li> <li>Pre-rehearsed scenario; avoids contention typical of 'road closure.'</li> </ul>
CONS	<ul style="list-style-type: none"> <li>Very dependent on attracting the ideal person(s) and City of Hobart giving mandate to act.</li> <li>Fails to support precinct which is already shaping.</li> <li>Risks becoming the future instead of a stage.</li> </ul>	<ul style="list-style-type: none"> <li>A substantial investment for a council with a small tax base.</li> <li>Dependant on City of Hobart accepting a Board-based structure and associated autonomy.</li> <li>Flood threat.</li> </ul>	<ul style="list-style-type: none"> <li>Very dependent on agreement/ participation at leadership levels.</li> <li>Vesting 'Public Use' with a partially public organisation.</li> <li>Over-identification with a particular cultural stratum/offer/enablers.</li> <li>Difficult to exit arrangement in the medium term if scenario fails.</li> <li>Flood threat.</li> </ul>	<ul style="list-style-type: none"> <li>Proposal is compromised by the site itself; the building is too small, too 'tight', too inflexible.</li> <li>Expensive method of funding a good idea.</li> <li>Flood threat.</li> </ul>	<ul style="list-style-type: none"> <li>Complex inter-relation with flood mitigation risks perpetual postponement of the project.</li> </ul>
CRITERIA ADDRESSED IN COMPARATIVE ANALYSIS OF OPTIONS	<p>Heritage &amp; Physical - capital works are required to make the building fit for purpose into the future and also compliant with current building regulations</p> <p>Social - how the building can continue to be a place that supports the broader community in terms of its policies and programs.</p> <p>Cultural - how the building supports the maintenance of cultural fabric of the city as well as supporting the presentation of cultural programs.</p> <p>Economic &amp; Financial - costs of the refurbishment, potential for economic impact and potential for cost recovery. Also considers tourism opportunities.</p> <p>Environmental - assumes that considerable effort will be made to utilise sustainable building methods and to ensure that the building is as far as possible environmentally sustainable.</p> <p>Note: Best possible scenario to support criteria = 5, doesn't support criteria = 1. Some high scores have been achieved because the criteria are assumed to be part of existing Council policies. Some low scores have been given because some criteria have not been considered for this project or there is some uncertainty as to whether the criteria can be met at all. In this Option the physical changes to the building are minimal.</p>				
PRELIMINARY CONCEPT ESTIMATES	<p>Harlock Consulting were engaged by the City Council to prepare preliminary concept estimates in relation to options 1 through to 4 based on the reports and investigations prepared to date. It should be noted that Harlock have advised that estimates exclude GST; cost escalation beyond September 2021; HAZMAT removal; restoration and maintenance items beyond those specifically noted in the estimate; Section J thermal upgrade compliance; infrastructure upgrades; flood mitigation including potentially significant stormwater infrastructure upgrades and all works associated with Option 5 - 'Civic Upgrade Works'. Roof repair works estimates are based on a broad order of scope based on the interpretation of recommendations from several reports and are indicative of the potential scope only. Estimates should be viewed as preliminary order of cost estimates for guidance on initial option selection only. It is recommended by Harlock that if an option is further considered then another more detailed review of scope and costs would be recommended before seeking funding. The estimates attempt to account for the potential design and construction cost premiums associated with Heritage works based on previous experience however the scope of works could be subject to significant variance pending reviews. It should also be noted that Harlock Consulting has no control over, without limitation, cost of labour, cost of materials, cost of equipment, pricing methods used by third parties, availability of competitive bids, economic factors and specific market conditions. Accordingly, Harlock Consulting has not guaranteed or warrant that actual costs will not vary from any estimates or forecasts provided. A traditional fully documented and tendered construction procurement methodology is assumed to be adopted for these options and the estimates reflect the expected preliminaries and trade pricing associated with this form of procurement. The rates in this estimate are based the opinion of Harlock Consulting based current market prices. Harlock have noted that an escalation allowance of 3.5% per annum would be recommended up to construction commencement.</p>				

OPTION 1 - IMPROVED BUSINESS AS USUAL



CONCEPT

A preparation phase for future work, that lifts the profile of the facility in readiness. Uses and tenancies (including Youth ARC) remain. Some simple adjustments are made to assist functionality.

MANAGEMENT

Establish an Advisory Committee. Consider employing a Curator/ Manager to work with the Hall Keeper to co-ordinate, initiate and manage events/profile. Consolidate accounting and operations offer. Maintain Youth ARC.

WORKS

Commission contemporary Conservation Management Plan. Minimal but meaningful soundproofing between Old Market and Hall. Avoid use of existing heating plant; install electric infrared heating. Continue, under Heritage supervision, repairs of asset damaging items. Avoid triggering compliance by limiting building fabric modification. Install a temporary 'Help Box' for storage, bar/kitchen, equipment and trial of spatial arrangement.

INVESTMENT

Instigate an annual rolling budget for maintenance operations, 2 x salaries (3 year increments). Actively seek state/federal/ heritage funding for future RICH realisation.

Help Box

Youth ARC

## OPTION 1 - IMPROVED BUSINESS AS USUAL

## OPTIONS AND RECOMMENDATIONS

## 1.1 CONCEPT

Although the Hall is much loved, its profile and vitality has waned in recent times. Several factors contribute to this situation, but with limited commitment, a phase of preparation could be implemented with a view to readying for more ambitious development.

Many institutional sites do the investing first and build the profile later. The reverse move could be sprung; raise the profile early, to garner support for further investment. A visiting curator / performer? Indicative graphics on the bricked out facades? An Advisory Committee could broaden an options list.

In the absence of political or evidently public interest in reintroducing the Hall site into Hobart Civic life there are some useful, low key moves that can make use of a waiting period in a relatively cheap and useful way.

Declining attendance in recent years has accorded with a decline in profit to a point where costs of running the Hall are in excess of what it yields. There is neither community complaint about this circumstance or any active momentum to upgrade the site's functionality. Given this stasis, the situation can be relatively cheaply persisted with, awaiting circumstantial and contextual changes that will become apparent over the next 2 years.

## 1.2 CUSTODIAN

Youth ARC is a vital force and tenant. They could be invited to have custody of more space and initiate more events.

Although the Hall, as a significant city institution should have its own governing Board. For now the Hall Keeper does a good job but their job description should be more comprehensive and who they report to made more clear and singular.

In the current situation, an Advisory Committee could be established to consider many of the issues facing the future governance, operational and financial management of City Hall.

## 1.3 COMMUNITY USAGE

The state of the building's compliance limits invitations that can be made to the community e.g. toilet facilities, kitchen facilities, storage facilities have pragmatic elements. Specific effort to interest conference organisers in the hall as a 'bare walls site' might encourage experimental and imaginative temporary fitouts of either the hall space or roof terrace; some publicity of these results would be positive.

A range of minor adjustments can be instigated by the Curator / Manager and can be used to refine performance and increase scope. The cultural potential is weighted heavily with how the site is operated rather than how the site is physically improved.

## 1.4 CONTEXT CONTRIBUTION

There should be a focus on readying the Hall to coordinate with the completion of Hedberg; so many more people, so much need for space, (just across the road).

The Hall is a large institution trapped inside a city block surrounded by busy roads. The area around the Hall could be made more suitable, and Market Place could become more like a public square. Most large gathering places need an accompanying space for people to gather before and after events. Planning for this should begin now.

## 1.5 HERITAGE

It is understood that the Hall has heritage significance, but works in recent years have bricked up its once transparent facades. Planning should begin to restore these facades in line with the original design and intentions to be a 'transparent' building within the city.

The Conservation Management Plan for the Hall, originally authored in 2002 has had only minor updates, although the report itself recommended major review in 2010. The CMP could be revisited and rewritten to account for the changes in context around the Hall (near hotels, conservatorium etc) and be updated for current regulations / federal innovations and population demands.

## 1.6 FINANCIAL TEMPLATE

The building is subject to only limited regular maintenance regime at the moment and areas of disrepair are emerging that will take time and money to fix. An annual budget should be dedicated to the Hall's upkeep.

The current scenario at the site entails differing reporting protocols for differing parts of the complex to differing parts of council. In a preparatory phase, this would be consolidated and a single 'set of books' established to monitor and account for activity.

Various grants and opportunities are available for restoration / redevelopment of public assets through State and Federal programs. These opportunities could be identified and business cases established.

The costs of immediate and necessary repairs could be determined in detail and a budget rolling over on a year by year basis established.

Under this option no funding should be directed towards the stage area since it is rarely used. Access to any upper levels would remain restricted and an annual maintenance budget should be carefully directed so that disrepair in the current complex does not cause expensive or irreparable damage.

Establish an annual rolling budget and authorise for three year minimum term i.e. sporadic spending is expensive and inefficient.

## 1.7 KEY OPERATIONAL WORKS

An immediately useful intervention would be to provide a 'help box' within the very generous hall space in which to store some useful deployable seats / tables, a lectern, a projector and some PA equipment. Ideally it might have a partial kitchen to boost the offer for user groups. It could be a fun intervention, trialled to test an altered entry sequence and test the need for storage.

Hiring the Hall is not straightforward. The current website portal should be improved with online booking provisions explored.

Many eventual improvements to the whole site will trigger legal compliance provisions; lifts for disabled access, better fire escapes, more toilets etc. These improvements are inevitably required, but a strategy can be deployed in a way that limits usage of the Hall until a time when it can be

made comprehensively safe and all its spaces utilised. The building should be fully and correctly documented.

Opportunities to further increase electrical efficiency and solar generation pursued.

Some form of subtle but minor work on Macquarie Street footpath to assist with safety of attendees in that cramped location.

It envisages a temporary and heralding block in the existing hall space to provide simple storage and amenity in a manner that massively changes the functionality of the Hall and predicts adjustments to its format in the future.

Ideally, an adjustable, top-hung, light-weight electrical heating system would be included in this option so as to profoundly assist with amenity, remove the expense, noise and limited effectiveness associated with the existing heating system.

## 1.8 AVAILABILITY FOR EVACUATION

The Hall is currently designated as an evacuation centre (councils are legally required to offer such facilities). Another site should be nominated and developed that is not flood prone and be more suited to unprogrammed clear floored use, in the longer term.

OPTION 1 - IMPROVED BUSINESS AS USUAL

OPTIONS AND RECOMMENDATIONS

Heritage & Physical	Rating 1-5	Assumptions
To ensure that the heritage values and heritage recommendations for the building be adhered to in any physical changes to the building	3	Assumes that this will be adhered to in all Options if work proceeds because of heritage values. This Option does not include the reinstatement of the Macquarie St end of the building.
To ensure that the building provides adequate community amenity	3	Assumes that this will be adhered to in all Options if work proceeds because of building regulations. May not meet all hirer expectations if works are limited.
To ensure that the building is flood protected	5	Assumes that this will be achieved in all models
Capability as evacuation centre	5	Assumes that this will be adhered to in all Options
Has Disabled Access	5	Assumes that this will be adhered to in all Options if work proceeds because of regs and policy
Context Contribution	0	At this stage no broader context development is anticipated. This is addressed in the Civic Option.
Supports continuation of Youth Arc as a tenant	5	Assumes that Youth Arc will be catered for in all Options. One Option recommends moving the Youth Arc to the front of the building.
<b>Total Score</b>	<b>26/35</b>	

Social	Rating 1-5	Assumptions
Can contribute to range of uses for other purposes e.g. Variety of Events with broad appeal	3	Assumes a broad selection of product programming and not just a venue for hire -but dependent on policy
Increasing community participation	3	Assumes that there will be an increase in attendances-dependent on marketing
Contributing to public acceptance and use	3	Assumes that there will be an increase in attendances-dependent on product mix and marketing
Access to car parking, bike parking	3	Assumes that there will be parking available in the Carpark in Collins Place
Enhanced accessibility, e.g. wheelchair use	5	Assumes that this will be done according to building regs in all Options
Enhancing relationships between the community and the setting (and facilities) other public organizations including educational organisations and general commercial organizations including tourism	3	Dependent on the appointment of an entrepreneurial Manager who can develop external relationships, as opposed to just a Hall Keeper
Best fit entity as custodian of the building	2	May not be best fit in the long term
<b>Total Score</b>	<b>22/35</b>	

Cultural	Rating 1-5	Assumptions
Supports preservation of cultural fabric and heritage values	5	Assumes that this will be adhered to and is supported by Council policy
Product mix to represent both "high" culture and other forms of entertainment	3	Assumes a broad selection of product programming and not just a venue for hire
Contributes to the development of educational programs services etc.	2	Could be possible and add value
Contributes to programs/ services/activities for different community segments	3	Assumed to support broader community and not just the culturally educated
Maximises capacity for use for all community	3	Assumed to support overall community which means that cost of hire will have a community hire rate
Delivers multi-purpose settings to accommodate a range of users and activities	3	Depends on how hall is configured-dependent on policy
Supports cultural development for local artists	2	Depends on new policy settings and provision of facilities for artists
<b>Total Score</b>	<b>21/35</b>	

Total Score Option 1: 98/160

The major issue of Option 1 is that although it does rate well on some criteria, many of the rating criteria cannot currently be met because of a lack of a commitment from both Council for the capital works that are required to bring the building back to a certain standard. If a Venue Manager was appointed, he or she could work towards achieving a number of the rating criteria, but again this would require a commitment from Council for an annual operational budget to support both management and operations.

Note: Many of the assumptions in this Option need to ensure there is a proper management and operational model in place and that there is a concerted effort to promote the Hall as a venue for hire. Some of the assumptions also rely on the development of some self-presented programs that will support achieving many of the criteria set down in each pillar, e.g. Contributes to programs / services / activities for different community segments.

Environmental	Rating 1-5	Assumptions
Construction methods and materials have least impact on the environment (e.g. use of recycled materials, minimal use of chemicals in construction etc.)	5	if refurbishment/ construction goes ahead then development will need to conform to Council's Environmental and Sustainability policies
Enhanced links to other areas (e.g. open spaces) of the cultural precinct, communities and places	1	This has not been determined
Supporting environmental sustainability model of rethink, reduce, reuse, recycle etc.	5	This is assumed as it will need to conform to Council's Sustainability policies.
Contribution to the Precinct in becoming a "model" of sustainability (e.g. Solar Power, Water Tanks, Environmental Architecture and Building Development)	1	This is ideal but not yet determined in this Option.
<b>Total Score</b>	<b>12/20</b>	

Economic	Rating 1-5	Assumptions
Capital Cost to upgrade/ maintain/operate	1	Costs to undertake works to bring the building back to a standard very high
Opportunity for cost recovery	3	This is limited by the physical attributes of the hall itself and its suitability for various activities- but there is limited opportunity for some cost recovery
Ability for entrepreneurship	3	Depends on management model and hall's suitability for a variety of activities
Potential for philanthropic support	2	Depends on management and governance model- but there is potential
Can deliver financial sustainability	2	Possible in the long term, but will probably always require subsidy
Supports job creation	3	Potential for a number of EFT jobs and casuals
Supports Gov Economic Policy	3	Potential for Tourism (Dark MOFO)
<b>Total Score</b>	<b>17-35</b>	

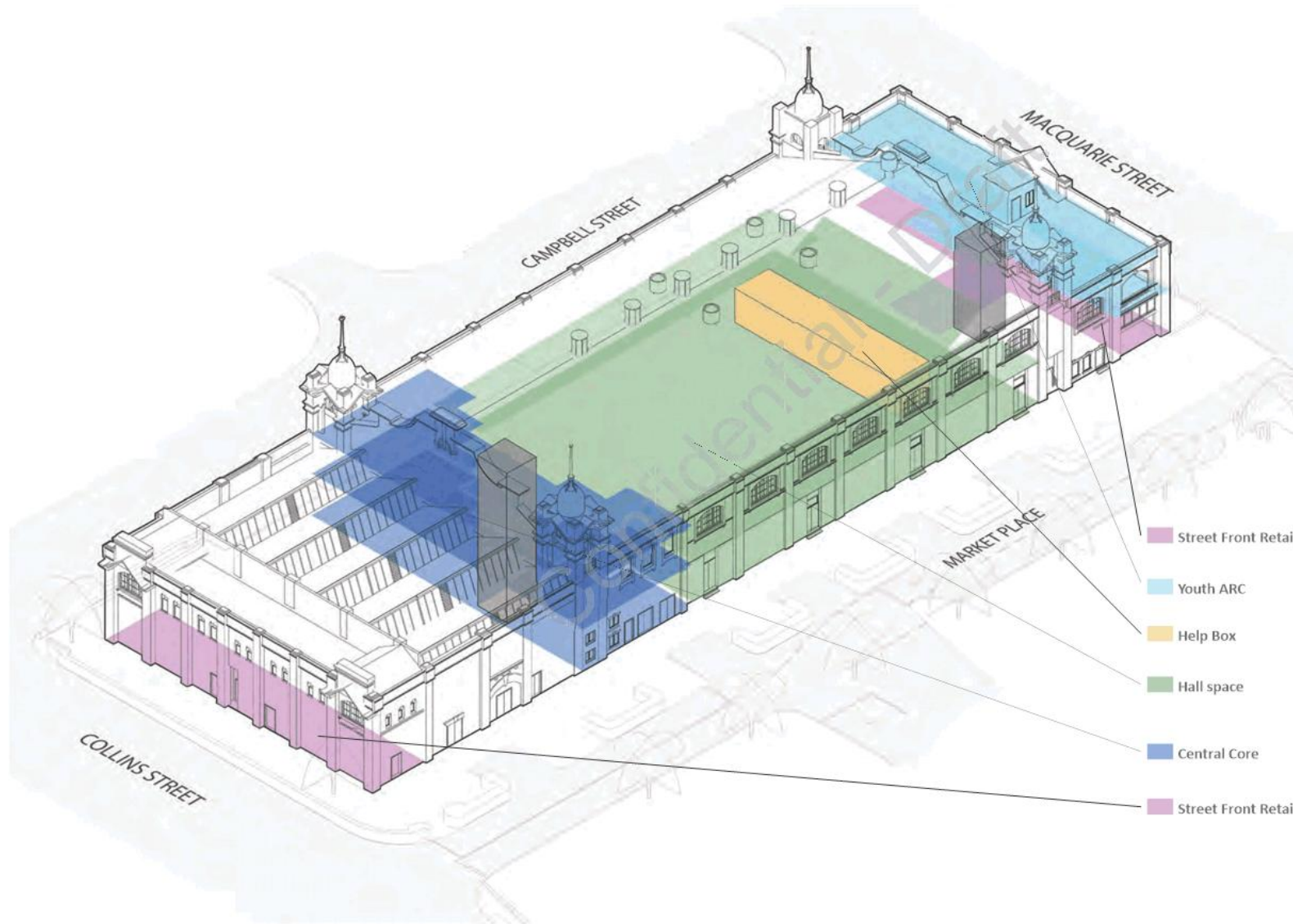
OPTION 1 - IMPROVED BUSINESS AS USUAL

OPTION 1 - BUSINESS AS USUAL - REMAINS AS BARE WALLS FOR HIRE												
	Refurbishment	Yr 1	Yr 2	Yr3	Yr4	Yr5	Yr6	Yr7	Yr8	Yr9	Y10	Totals
<b>Capital Cost</b>												
Total 10 year Capital investment including compliance and works to improved amenity including -												\$ 1,695,000.00
Commission Conservation Management Plan	-\$ 200,000.00											
Skylight and window works	-\$ 200,000.00											
Minimal soundproofing between Old Market and Hall	-\$ 185,000.00											
Install electric infrared heating	-\$ 280,000.00											
Install temporary 'Help Box' for storage, bar/kitchen etc	-\$ 640,000.00											
Roof repairs	-\$ 190,000.00											
<b>Staffing</b>												
Venue Manager	-\$ 130,000.00	-\$ 130,000.00	-\$ 130,000.00	-\$ 130,000.00	-\$ 130,000.00	-\$ 135,200.00	-\$ 135,200.00	-\$ 135,200.00	-\$ 135,200.00	-\$ 135,200.00	-\$ 135,200.00	
Bookings Marketing	-\$ 75,000.00	-\$ 75,000.00	-\$ 75,000.00	-\$ 75,000.00	-\$ 75,000.00	-\$ 78,000.00	-\$ 78,000.00	-\$ 78,000.00	-\$ 78,000.00	-\$ 78,000.00	-\$ 78,000.00	
Casuals	-\$ 20,000.00	-\$ 20,000.00	-\$ 20,000.00	-\$ 20,000.00	-\$ 20,000.00	-\$ 20,800.00	-\$ 20,800.00	-\$ 20,800.00	-\$ 20,800.00	-\$ 20,800.00	-\$ 20,800.00	
Superannuation	-\$ 33,750.00	-\$ 33,750.00	-\$ 33,750.00	-\$ 33,750.00	-\$ 33,750.00	-\$ 35,100.00	-\$ 35,100.00	-\$ 35,100.00	-\$ 35,100.00	-\$ 35,100.00	-\$ 35,100.00	
<b>Total Staff</b>	-\$ 258,750.00	-\$ 258,750.00	-\$ 258,750.00	-\$ 258,750.00	-\$ 258,750.00	-\$ 269,100.00	-\$ 269,100.00	-\$ 269,100.00	-\$ 269,100.00	-\$ 269,100.00	-\$ 269,100.00	\$ 2,649,600.00
<b>Office Set Up and Operations</b>												
Equipment	-\$ 10,000.00					-\$ 10,000.00						
IT/Web Development	-\$ 10,000.00					-\$ 10,000.00						
<b>Total Operations</b>	-\$ 20,000.00					-\$ 20,000.00						\$ 40,000.00
<b>Total Annual Running Cost To Council</b>	-\$ 278,750.00	-\$ 258,750.00	-\$ 258,750.00	-\$ 258,750.00	-\$ 258,750.00	-\$ 289,100.00	-\$ 289,100.00	-\$ 289,100.00	-\$ 289,100.00	-\$ 289,100.00	-\$ 289,100.00	
<b>Venue Hire</b>												
Commercial	\$ 45,000.00	\$ 47,250.00	\$ 49,613.00	\$ 52,093.00	\$ 54,698.00	\$ 57,433.00	\$ 60,304.00	\$ 63,320.00	\$ 66,485.00	\$ 69,810.00	\$ 73,310.00	
Community	\$ 15,000.00	\$ 15,750.00	\$ 16,638.00	\$ 17,364.00	\$ 18,233.00	\$ 19,144.00	\$ 20,101.00	\$ 21,107.00	\$ 22,162.00	\$ 23,270.00	\$ 24,428.00	
Permanent Leaseholders	\$ 20,000.00	\$ 21,000.00	\$ 21,000.00	\$ 21,000.00	\$ 21,000.00	\$ 21,000.00	\$ 21,000.00	\$ 21,000.00	\$ 21,000.00	\$ 21,000.00	\$ 21,000.00	
<b>Total Income</b>	\$ 80,000.00	\$ 84,000.00	\$ 87,157.00	\$ 90,457.00	\$ 93,931.00	\$ 97,577.00	\$ 101,405.00	\$ 105,427.00	\$ 109,647.00	\$ 114,080.00	\$ 118,738.00	\$ 963,675.00
<b>Projected Annual Lose / Surplus</b>	-\$ 198,750.00	-\$ 174,750.00	-\$ 171,593.00	-\$ 168,293.00	-\$ 164,819.00	-\$ 191,523.00	-\$ 187,695.00	-\$ 183,673.00	-\$ 179,453.00	-\$ 175,020.00	-\$ 170,362.00	
												<b>COST / INCOME</b>
												\$ 3,420,925.00

Assumptions

1. Minimal Capital works to meet compliance provided by Council
2. Hall Keeper replaced by Venue Manager and Bookings Manager
3. Main Staffing & Operational Costs cash flowed by Council
4. Option where Hall is bare walls rental
5. NPV has not been applied to this model
6. Assumes annual loss will be made up by Council
7. Assumes a 3% increase in Staffing after 5 Years
8. Assumes a 5% increase per annum for hire

OPTION 2 - RICH VENUE



CONCEPT

Major renovations and additions yield a fully functioning multi-purpose hall, tenancies and market/events building on the site. A 1,000 seat auditorium has 700 seat concert configuration, supported by a new service core. Youth ARC occupies the Macquarie Rooms and Roof Terrace. Retail on Collins Street and Macquarie Street with restored facades.

MANAGEMENT

The transformation and future of the venue(s) is under supervision of a Board and Staff, operating as a separate entity to the Council. In completed form, the site runs as an independent Not-For-Profit.

WORKS

Original street level Collins Street and Macquarie Street facades are fully restored with uses transparent to their adjoining realms. A new core is built within the existing shell containing covered loading dock, goods lift, storage, rehearsal space, green room, mechanical plant, fire escapes and toilets. Within the hall, a permanent 'Helping Box' has retractable seating, wet bars, kitchen facilities, usher support etc. A re-planned/restored Macquarie Foyer is connected to upper levels and roof by a lift. Acoustic and mechanical treatment throughout. The Old Market is restored, paved and serviced for retail, events, performances, (whole-of-site administration above Collins Street retail).

INVESTMENT

Via the Board, substantial capital is required for transformation works. Annual returns are geared to cover operating costs (capital never repaid). The level of investment required is in excess of City of Hobart precedent (since original construction).

- Street Front Retail
- Youth ARC
- Help Box
- Hall space
- Central Core
- Street Front Retail

## OPTION 2 - RICH VENUE

## OPTIONS AND RECOMMENDATIONS

## 2.1 CONCEPT

- Big Heritage
- New Governance
- Costs a lot
- Managed roof

This option seeks to overlap necessary and appropriate conservation work with achieving useful, functional changes.

This Option seeks to be ready to anticipate contextual changes in the City generally and in this portion of the City particularly. The next two years will furnish the vitality of a nearby Conservatorium, an increase the number of tourists within 400m of the site, and an increase in the resident student population within the CBD. There will not only be a change in vibe, there will literally be a need for 'a place to go,' be it for structured events or in simple support of how a metropolis works... with its need of public places.

## 2.2 CUSTODIAN

It seeks to overlap changes in the fabric of the Hall with changes in the way the Hall operates since the hall-for-hire model is outmoded and culturally passive. It waits for people to approach the Hall, rather than have the Hall make approaches to people.

Establishing a Company Limited by Guarantee would require City Hall establishing its own independent constitution and recognising that Board members would have total fiduciary and financial responsibility for the hiring program.

Currently there is no Venue Manager for City Hall, so this appointment would have to be made first for incorporation to be considered.

Company Limited by Guarantee is a company structure recommended for Not for Profit Organisations and provides the Directors of the Company and the Venue Manager with a degree of autonomy to set the direction of the Company, in this case the City Hall. In this model, the Venue Manager would have a seat and a vote on the Board.

Arts organisations that are structured as a Company Limited by Guarantee report a dynamism and professionalism and independence and ability to manage their own organisation as major strengths of the model.

## 2.3 COMMUNITY USAGE

Option 2 most fully responds to latent demand but also facilitates other experiences and places that would be expected in a metropolitan situation such as Hobart's.

## 2.4 HERITAGE

The Collins Street facade is returned to its original form to provide transparency, to provide amenity to Collins Street and to provide a home not only to YouthARC but to other tenancies .

The Macquarie Street facade is returned to a version of the original, stripped of the 1970s remodelling and providing more room and amenity against the busy footpath.

The central ex-stage zone has the potential to be partially extended through the roof plane in order to accommodate a brief for storage, plant, platform lift and back of house.

## 2.5 KEY OPERATIONAL WORKS

The paradoxical issue of the existing unsuitable stage is emphatically resolved by utilising the volume to assist with functionality that the auditorium requires; mobility in staging points, places for storage, clarity of loading, correction of scale and anticipation of new and convincing sight lines.

Option 2 is a strategy that makes some significant changes in small parts of the complex to enable big changes in the experience and amenity of the whole complex.

It is envisaged that for Option 2 to have authentic credibility it would operate as a net positive energy site. Opportunity for solar collection is massive and can be co-ordinated with battery and water storage in the central ex-stage zone.

OPTION 2 - RICH VENUE

OPTIONS AND RECOMMENDATIONS

Heritage & Physical	Rating 1-5	Assumptions
Ensure that the heritage values and recommendations for the building be adhered to	5	Assumes that this will be adhered to in all Options. Sees reinstatement of the original front of the building and opportunities for retail.
Ensure that the building provides adequate community amenity	5	Assumes that this will be adhered to in all Options. Opening the roof provides additional attraction and amenity.
Ensure that the building is flood protected	5	Assumes that this will be adhered to in all Options
Capability as Evacuation Centre	5	Assumes that this will be adhered to in all Options
Has Disabled Access	5	Assumes that this will be adhered to in all Options
Context Contribution	0	At this stage, no broader context development is anticipated.
Supports continuation of Youth Arc as a tenant	5	This Option presents greater opportunities for the use of the Hall. With the Youth Arc moved to the front of the building and the Market Section at the rear of the Hall reconfigured, this will provide more space and greater flexibility for overall use and hiring potential.
<b>Total Score</b>	<b>30/35</b>	

Economic	Rating 1-5	Assumptions
Capital Cost to upgrade/maintain/operate	1	Costs to undertake works to bring the building back to a standard very high. More expensive than Option 1.
Opportunity for cost recovery	3	This is limited by the physical attributes of the hall itself and its suitability for a variety of activities- but there is greater opportunity for cost recovery than Option 1.
Ability for entrepreneurship	4	Greater opportunities for cost recovery as an Independent Company with a Board and CEO
Potential for philanthropic support	4	Greater opportunities for cost recovery as an Independent Company with a Board and CEO
Can deliver financial sustainability	4	Greater opportunities for cost recovery as an Independent Company with a Board and CEO
Supports job creation	4	Potential for a number of EFT jobs and casuals
Supports Gov Economic Policy	4	Potential for Tourism (Dark MOFO)
<b>Total Score</b>	<b>24/35</b>	

Social	Rating 1-5	Assumptions
Can contribute to range of uses for other purposes e.g. Variety of Events with broad appeal	3	Assumes a broad selection of product programming and not just a venue for hire -but dependent on policy
Increasing community participation	3	Assumes that there will be an increase in attendances- dependent on marketing
Contributing to public acceptance and use	3	Assumes that there will be an increase in attendances- dependent on product mix and marketing
Access to car parking, bike parking	3	Assumes that there will be parking available in the Carpark in Collins Place
Enhanced accessibility, e.g. wheelchair use	5	Assumes that this will be done according to building regs in all Options
Enhancing relationships between the community and the setting (and facilities) other public organizations including educational organisations and general commercial organizations including tourism	3	This Option presents greater opportunities for the use of the Hall. With the Youth Arc moved to the front of the building and the Market Section at the rear of the Hall reconfigured for more space and greater flexibility.
Best fit entity as custodian of the building	4	Council will always remain custodian of the building. But a management structure underpinned by Council policy should support ongoing custodianship by the Board and management.
<b>Total Score</b>	<b>24/35</b>	

Cultural	Rating 1-5	Assumptions
Supports preservation of cultural fabric and heritage values	5	Assumes that this will be adhered to and is supported by Council policy
Product mix to represent both "high" culture and other forms of entertainment	3	Assumes a broad selection of product programming and not just a venue for hire
Contributes to the development of educational programs services etc.	2	Education programs could be part of programming
Contributes to programs/services/activities for different community segments	3	Assumed if to support overall community and not just the culturally educated
Maximises capacity for use for all community	3	Assumed to support overall community which means that cost of hire will have a community hire rate
Delivers multi-purpose settings to accommodate a range of users and activities	3	Depends on how hall is configured- dependent on policy
Supports cultural development for local artists	2	Depends on new policy settings and provision of facilities for artists
<b>Total Score</b>	<b>21/35</b>	

Environmental	Rating 1-5	Assumptions
Construction methods and materials have least impact on the environment (e.g. use of recycled materials, minimal use of chemicals in construction etc.)	5	If construction goes ahead then development will need to conform to Council's Environmental and Sustainability policies
Enhanced links to other areas (e.g. open spaces) of the cultural precinct, communities and places	1	This has not been determined for this Option
Supporting environmental sustainability model of rethink, reduce, reuse, recycle etc.	5	This is assumed as it will need to conform to Council's Environmental & Sustainability policies. Other Options place a stronger emphasis on this aspect.
Contribution to the Precinct in becoming a "model" of sustainability (e.g. Solar Power, Water Tanks, Environmental Architecture and Building Development)	1	This is ideal but not yet determined in this Option.
<b>Total Score</b>	<b>12/20</b>	

Total Score Option 2: 111/160

Option 2 is very much an advance on Option 1. By reconfiguring the rear of the building and reinstating the front of the building to its original design will support the preservation of major heritage values of the building. By moving Youth Arc to the front of the building, this Option provides space at the rear of the building for storage and offices. Currently the Hall has no storage facilities. This Option rates well on many criteria, particularly the Economic but because of a lack of a commitment from Council for the capital works that are required to bring the building back to a certain standard it remains problematic. At least with a CEO and Board, there would be a strong incentive to raise funds for the refurbishment and ongoing maintenance of the building.

OPTION 2 - RICH VENUE

OPTIONS AND RECOMMENDATIONS

OPTION 2 - RICH VENUE												Totals
Refurbishment	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10		
<b>Capital Cost</b>												
Total 10 year Capital Investment including compliance and works to improved amenity including -												\$ -10,840,000.00
Commission Conservation Management Plan	-\$ 200,000.00											
Original street level Collins Street and Macquarie Street facade are re-instated	-\$ 1,080,000.00											
A re-planned /restored Macquarie Street foyer is connected to upper levels and roof by a lift	-\$ 890,000.00											
Acoustic and mechanical treatment throughout	-\$ 1,700,000.00											
New core containing covered loading bay, goods lift, storage, rehearsal space and green room	-\$ 1,635,000.00											
Fully restored fire escapes and toilets	-\$ 700,000.00											
Install permanent 'Help Box' with retractable seating, wet bars and kitchen facilities	-\$ 930,000.00											
Old market restored, paved and serviced rental events and performances	-\$ 1,480,000.00											
Administration offices created above Collins Street	-\$ 1,140,000.00											
Youth Roof Terrace/Promenade	-\$ 410,000.00											
First Floor Macquarie Street refurbishment for Youth Hub	-\$ 515,000.00											
Roof repairs	-\$ 160,000.00											
<b>Staffing</b>												
General Manager	-\$ 140,000.00	-\$ 140,000.00	-\$ 140,000.00	-\$ 140,000.00	-\$ 145,000.00	-\$ 151,424.00	-\$ 157,481.00	-\$ 163,780.00	-\$ 170,331.00	-\$ 177,145.00		
Business Coordinator	-\$ 80,000.00	-\$ 75,000.00	-\$ 75,000.00	-\$ 75,000.00	-\$ 78,000.00	-\$ 78,000.00	-\$ 78,000.00	-\$ 78,000.00	-\$ 78,000.00	-\$ 78,000.00		
Operations & Technical	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00		
Marketing Coordinator	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00		
Community Liason	-\$ 70,000.00	-\$ 70,000.00	-\$ 70,000.00	-\$ 70,000.00	-\$ 70,000.00	-\$ 70,000.00	-\$ 70,000.00	-\$ 70,000.00	-\$ 70,000.00	-\$ 70,000.00		
Admin Assistant	-\$ 55,000.00	-\$ 55,000.00	-\$ 55,000.00	-\$ 55,000.00	-\$ 55,000.00	-\$ 55,000.00	-\$ 55,000.00	-\$ 55,000.00	-\$ 55,000.00	-\$ 55,000.00		
Casuals	-\$ 30,000.00	-\$ 30,000.00	-\$ 30,000.00	-\$ 30,000.00	-\$ 30,000.00	-\$ 30,000.00	-\$ 30,000.00	-\$ 30,000.00	-\$ 30,000.00	-\$ 30,000.00		
Superannuation	-\$ 80,250.00	-\$ 80,250.00	-\$ 80,250.00	-\$ 80,250.00	-\$ 77,254.00	-\$ 77,254.00	-\$ 77,254.00	-\$ 77,254.00	-\$ 77,254.00	-\$ 77,254.00		
<b>Total Staff</b>	<b>-\$ 615,250.00</b>	<b>-\$ 610,250.00</b>	<b>-\$ 610,250.00</b>	<b>-\$ 610,250.00</b>	<b>-\$ 615,854.00</b>	<b>-\$ 621,678.00</b>	<b>-\$ 627,735.00</b>	<b>-\$ 634,034.00</b>	<b>-\$ 640,585.00</b>	<b>-\$ 647,399.00</b>		<b>-\$ 6,233,285.00</b>
<b>Office Set Up &amp; Staging</b>												
Stage Purchases	-\$ 500,000.00				-\$ 50,000.00							
Office Purchases	-\$ 200,000.00				-\$ 10,000.00							
IT/Web Development	-\$ 15,000.00				-\$ 10,000.00							
Marketing	-\$ 100,000.00	-\$ 100,000.00	-\$ 100,000.00	-\$ 100,000.00	-\$ 100,000.00	-\$ 100,000.00	-\$ 100,000.00	-\$ 100,000.00	-\$ 100,000.00	-\$ 100,000.00		
<b>Total Operations</b>	<b>-\$ 615,000.00</b>	<b>-\$ 100,000.00</b>	<b>-\$ 100,000.00</b>	<b>-\$ 100,000.00</b>	<b>-\$ 170,000.00</b>	<b>-\$ 100,000.00</b>	<b>-\$ 100,000.00</b>	<b>-\$ 100,000.00</b>	<b>-\$ 100,000.00</b>	<b>-\$ 100,000.00</b>		<b>-\$ 1,785,000.00</b>
<b>Total Annual Running Cost To Council</b>	<b>-\$ 1,430,250.00</b>	<b>-\$ 710,250.00</b>	<b>-\$ 710,250.00</b>	<b>-\$ 710,250.00</b>	<b>-\$ 785,854.00</b>	<b>-\$ 721,678.00</b>	<b>-\$ 727,735.00</b>	<b>-\$ 734,034.00</b>	<b>-\$ 740,585.00</b>	<b>-\$ 747,399.00</b>		
<b>Venue Hire</b>												
Commercial	\$ 80,000.00	\$ 82,400.00	\$ 84,872.00	\$ 87,418.00	\$ 90,041.00	\$ 92,742.00	\$ 95,524.00	\$ 98,390.00	\$ 101,342.00	\$ 104,382.00		
Community	\$ 15,000.00	\$ 15,750.00	\$ 16,538.00	\$ 17,364.00	\$ 18,233.00	\$ 19,144.00	\$ 20,101.00	\$ 21,107.00	\$ 22,162.00	\$ 23,270.00		
Self Entrepreneurial Programs	\$ 100,000.00	\$ 100,000.00	\$ 110,000.00	\$ 121,000.00	\$ 133,100.00	\$ 146,420.00	\$ 161,064.00	\$ 177,097.00	\$ 194,606.00	\$ 213,796.00		
Permanent Leaseholders	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00		
Government & Philanthropy	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00		
<b>Total Income</b>	<b>\$ 320,000.00</b>	<b>\$ 323,150.00</b>	<b>\$ 336,410.00</b>	<b>\$ 350,782.00</b>	<b>\$ 366,374.00</b>	<b>\$ 383,606.00</b>	<b>\$ 402,289.00</b>	<b>\$ 421,494.00</b>	<b>\$ 441,306.00</b>	<b>\$ 461,748.00</b>		<b>\$ 4,108,452.00</b>
<b>Projected Annual Lose / Surplus</b>	<b>-\$ 1,110,250.00</b>	<b>-\$ 387,100.00</b>	<b>-\$ 373,840.00</b>	<b>-\$ 359,468.00</b>	<b>-\$ 419,480.00</b>	<b>-\$ 338,072.00</b>	<b>-\$ 295,446.00</b>	<b>-\$ 259,540.00</b>	<b>-\$ 216,085.00</b>	<b>-\$ 163,552.00</b>		
											<b>COST / INCOME</b>	<b>-\$ 14,749,833.00</b>

Assumptions

1. Main Capital works to support Option's objectives
2. Venue Manager becomes General Manager of a Company Limited by Guarantee
3. Increased staffing to support increase programs and entrepreneurial activity
4. NTV has not been applied to this model
5. Assumes annual loss will be made up by Council
6. Assumes a 4% increase in Staffing after 5 years
7. Assumes a regular increase per annum for low income owing to improved facility and entrepreneurial activity
8. Entrepreneurial Program Policy to support the Social and Cultural Pillars

OPTION 3 - ANCHOR TENANT - such as a MUSICAL HEADQUARTERS

OPTIONS AND RECOMMENDATIONS

CONCEPT

An independently funded 'Anchor Tenant', such as an orchestra, is 'resident' at the site and becomes its custodian, facilitator and manager. While the orchestra often utilises the auditorium in a 'concert mode,' it remains available for public use in accord with its current function, but with improved amenity. The orchestra, its administration and its key rehearsal space are housed in new building work within the Old Market shell. Macquarie Rooms and Terrace are available for Youth ARC.

MANAGEMENT

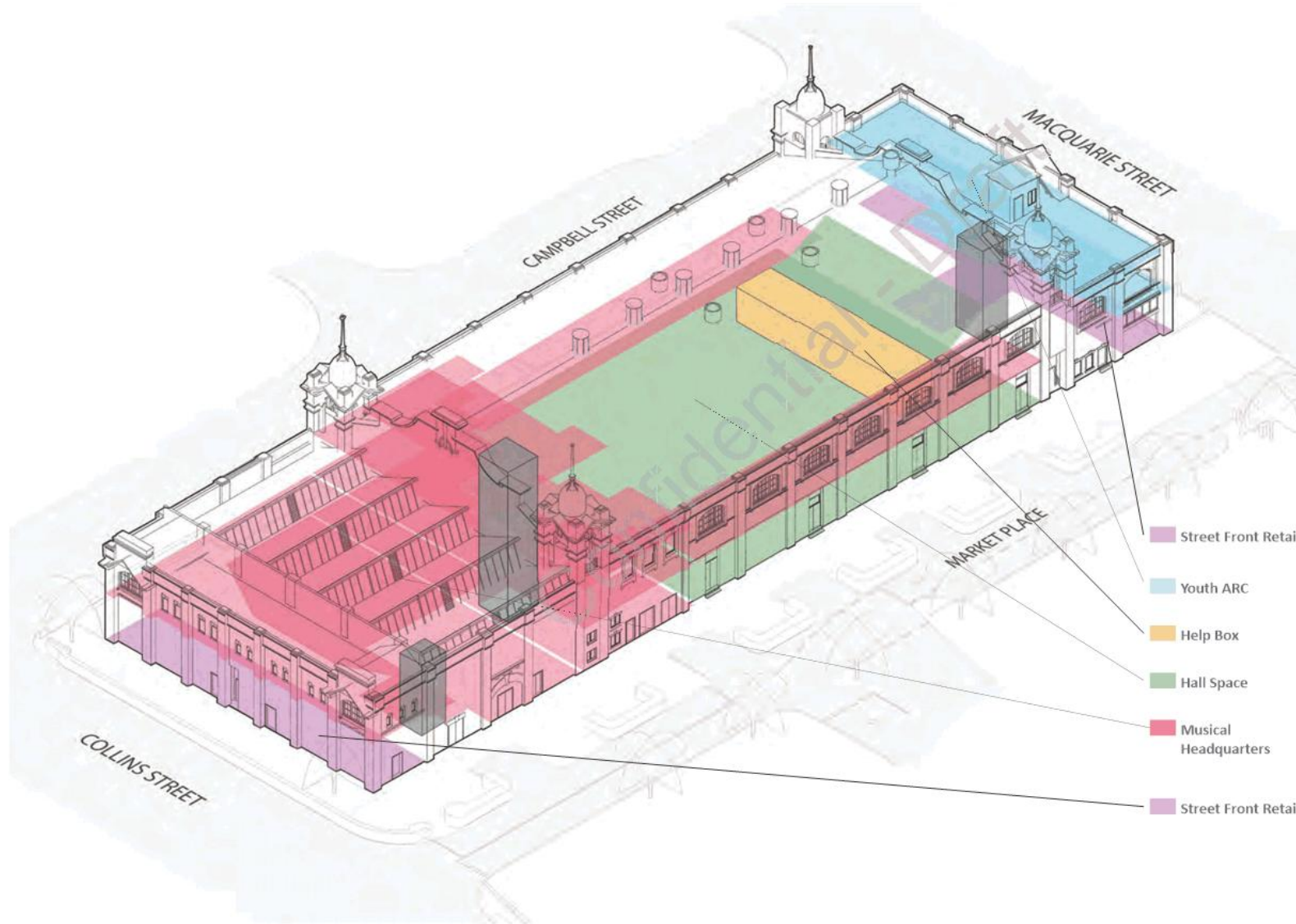
Partnership arrangement; orchestra on long peppercorn lease capitalises and then operates the site. Care required in forming such an agreement to ensure perpetual public access/use of the Hall. Whole-of-site custodianship preferable to operate/offer/facilitate 'curated' utilisation/participation.

WORKS

As for the RICH proposal (Option 2) with additional intensity to service core and 'wings' of rehearsal rooms on existing Hall Mezzanines. Works to Old Market are extensive / profound to achieve institutional standards. Flood 'guarantee' imperative.

INVESTMENT

Very substantial, though cost to City of Hobart potentially nil, (or open to being engineered as such). Compartmentalisation of costs for city asset 'restoration' may be required.



Street Front Retail

Youth ARC

Help Box

Hall Space

Musical Headquarters

Street Front Retail

## OPTION 3 - ANCHOR TENANT - such as a MUSICAL HEADQUARTERS

### 3.1 CONCEPT

This proposal is geared to house a **substantial Anchor Tenant, such as an** entire orchestra and its administration, a permanent rehearsal venue, and spaces for education and outreach activities, small format performances and community music initiatives, under one roof. The proposal would require extensive building work to accommodate a rehearsal room on the ground floor of the Old Market, a remade and extended mezzanine floor above it and multi-storey reconstruction of the Central Core for storage, rehearsal, plant etc. A suite of practice rooms run beside the Hall space on the Hall Mezzanines.

Such a big commitment would require a partnership arrangement between **an anchor tenant** and the City Council. Fully public use of the Hall would be maintained with the orchestral partner becoming the major investor and host / manager of the overall site.

Youth ARC currently partially occupy the Old Market. If they wish to maintain occupation at the redeveloped site, the Macquarie Rooms and the associated rooftop could serve to replicate the occupation pattern that they utilise at the moment; some compact administrative spaces are co-located with generous general purpose project / event space. A Macquarie Rooms / Rooftop scenario would represent a substantial physical improvement on current circumstances. Alternatively if a Youth Hub were to be established in the city in conjunction with UTAS redevelopment it may be appropriate for Youth ARC to be accommodated with other service partners.

### 3.2 CUSTODIAN

The masterplan process has revealed unanimous support for making the site a home for an active and civic entity. Making an 'open' orchestra the effective custodian of the site brings a vitality and commitment beyond typical expectations. There is the opportunity for Hobart to have a transparent and active musical offering in the centre of town. This surpasses the conventions surrounding City Halls in Australia. It places both the orchestra and Hobart in a leading and innovative position.

### 3.3 COMMUNITY USAGE

It is envisaged that an upgraded, well-managed, appropriately appointed Hall would better serve existing users. The power to attract, invite and stimulate new use commends this proposal. The benefits of encouraging musical activity in cities is well-evidenced, yielding primary, secondary and tertiary benefits.

### 3.4 CONTEXT CONTRIBUTION

The proposal effectively shifts the significant edge from Macquarie Street to Collins Street; a move which supports Macquarie Street as a busy ceremonial thoroughfare and Collins Street as a slower, more casual fare, lined with quiet activities, footpath dining etc. This clarification of Collins Street is already underway with the Hedburg development due for completion in 2020. The 'charging' of the emerging precinct with additional performance sites, rehearsal spaces, and general intensification of musical activity is rendered even more powerfully by the capacity of the City Hall site to make so much of this activity transparent and accessible.

### 3.5 HERITAGE

The inclusion of an orchestra and the transformation of the Hall's functionality aligns with the general **heritage** schema identified during the masterplan process; most of the site is preserved (and in many situations, **restored**) with most of the transformative work consolidated in the Central Core (a portion of the building which **requires** reworking for legal, structural and functional purposes, under any scenario). **Subject to heritage approval**, there is potential to lift the roof over this portion without significant apparency. The planned practice rooms located on the Hall Mezzanines can be slid into place with little irreplaceable intrusion but at the same time yielding significant benefits to the hall space generally; an 'inner' envelope is established for the hall volume enabling efficient and emphatic mechanical / acoustic control, a necessary service plenum can be located, longstanding difficulties with the over-expansiveness of the Hall flanks can be resolved and vitality is generated by having the practice rooms visually open to a performance space and vice versa.

### 3.6 FINANCIAL TEMPLATE

Financial packaging would need to take account of several factors; availability of an orchestra within its current premises' obligations, an agreement that enabled an orchestra's current leasing costs to be diverted into capital expenditure, an agreement that enabled revenues generated in the improved Hall to be diverted back to Council, financial support for the move from governments or other funders with cultural agency.

### 3.7 KEY OPERATIONAL WORKS

Additional to the scope outlined in 3.5:

It is imperative that restoration of the Collins Street Retail take precedence as a priority above or in conjunction with any planned tenancies. For example, toilets, facilities and some cellular spaces on the Old Market ground floor require relocation so that bricked up portions of the facade can be removed and reglazed. Although the central core will have a lift sized for storage purposes, any expansion of the Old Market Mezzanine precipitates the need for a one storey lift to serve population within the Old Market itself.

The Old Market's skylit trusses are carried on double height steel columns; uses requiring clear spans will necessitate roof reconstruction. The Old Market Mezzanine floor structure itself is located slightly low adjacent floor levels; a new over-floor will be likely required. The Old Market has no mechanical services; new plant is envisaged in the Central Core building with recirculating services to the Old Market subject to heritage considerations. Apart from the Collins Street Retail, the ground level is rendered as an asphaltic layer over the original ground; a new 'real' floor will be required across the entire area.

Due to the delicacy, value and functionality of an orchestra's occupation, threat of flash-flooding must be removed / resolved.

### 3.8 LEVEL OF COMPLEXITY

It is a complex proposal requiring brokering, substantial capital inputs, substantial building work, effective flood mitigation and refabrication of the realm adjacent to the site. Alignments between the participating parties would need to be endorsed at senior levels in Tasmania. Although the proposal represents the most ambitious undertaking at the site since the building's initial construction 104 years ago it does represent a positive and genuine remedy to many of the preventative deficiencies evident in the history of the Hall.

### 3.9 ACHIEVABILITY

Since in essence the proposal is for an anchor tenant partnership plan, achievability will rest with the Council and an orchestral partner. The actual planning and building works are unremarkable.

OPTION 3 - ANCHOR TENANT - such as a MUSICAL HEADQUARTERS

OPTIONS AND RECOMMENDATIONS

Physical	Rating 1-5	Assumptions
To ensure that the heritage values and heritage recommendations for the building be adhered to in any physical changes to the building	5	Assumes that this will be adhered to in all Options if work proceeds because of building regulations and heritage values. This model sees the front of the building returned to its original state.
To ensure that the building provides adequate community amenity	5	Assumes that this will be adhered to in all Options. The opening of the roof provides additional attraction and amenity.
To ensure that the building is flood protected	5	Assumes that this will be adhered to in all Options
Capability as evacuation centre	5	Assumes that this will be adhered to in all Options if work proceeds
Has Disabled Access	5	Assumes that this will be adhered to in all Options
Context Contribution	0	At this stage no broader context development is anticipated.
Supports continuation of Youth Arc as a tenant	5	Presents greater opportunities for the use of the Hall. Youth Arc moved to the front of the building and the Market Section at the rear of the Hall reconfigured will provide more space and greater flexibility for overall use. This additional space to be utilized by the Orchestra for offices and storage.
<b>Total Score</b>	<b>30/35</b>	

Economic	Rating 1-5	Assumptions
Capital Cost to upgrade/maintain/operate	NA	Not relevant in this Option. This will be the responsibility of the Anchor Tenant with some contribution from Council.
Opportunity for cost recovery	NA	Not relevant, will be the responsibility of the Tenant
Ability for entrepreneurship	NA	To be directed to the Orchestra's programs
Potential for philanthropic support	NA	Philanthropic support could be directed to the performance program.
Can deliver financial sustainability	NA	Delivers total sustainability over number of years of lease
Supports job creation	NA	Employment will be determined by the Anchor Tenant.
Supports Gov Economic Policy	NA	Potential for Tourism
<b>Total Score</b>	<b>35/35</b>	

Social	Rating 1-5	Assumptions
Can contribute to range of uses for other purposes e.g. Variety of Events with broad appeal	2	In this Option there will be less time for a broad range of community events as the Anchor tenant will have priority for use.
Increasing community participation	3	Leasehold agreement will ensure that Hall is available for external hire.
Contributing to public acceptance and use	3	Establishing City Hall as the Tenants home will engender pride because the building is being protected and utilised
Access to car parking, bike parking	3	Assumes that there will be parking available in the Carpark in Collins Place
Enhanced accessibility, e.g. wheelchair use	5	Assumes that this will be done according to regs in all Options
Enhancing relationships between the community and other public organizations including educational and commercial entities including tourism	3	Presents greater opportunities for the use of the Hall. With the Youth Arc moved to the front of the building and the Market Section at the rear of the Hall reconfigured for more space and greater flexibility.
Best fit entity as custodian of the building	5	Council will always remain custodian of the building. But with a professional management structure an Orchestra would make an ideal custodian of the building.
<b>Total Score</b>	<b>24/35</b>	

Environmental	Rating 1-5	Assumptions
Construction methods and materials have least impact on the environment (e.g. use of recycled materials, minimal use of chemicals in construction etc.)	5	If construction goes ahead then development will need to conform to Council's Environmental and Sustainability policies
Enhanced links to other areas (e.g. open spaces) of the cultural precinct, communities and places	1	This has not been determined for this Option
Supporting environmental sustainability model of rethink, reduce, reuse, recycle etc.	5	This is assumed as it will need to conform to Council's Environmental & Sustainability policies. Other Options place a stronger emphasis on this aspect.
Contribution to the Precinct in becoming a "model" of sustainability (e.g. Solar Power, Water Tanks, Environmental Architecture and Building Development)	2	This is ideal but not yet determined in this Option.
<b>Total Score</b>	<b>13/20</b>	

Cultural	Rating 1-5	Assumptions
Supports preservation of cultural fabric and heritage values	5	Assumes that this will be adhered to and is supported by council policy
Product mix to represent both "high" culture and other forms of entertainment	3	This must rate low as the Hall essentially becomes a rehearsal and storage facility. However, its is proposed that the Hall will be for hire.
Contributes to the development of educational services	2	An orchestra may offer educational programs
Contributes to programs/services/activities for different community segments	2	Assumed if to support overall community and not just the culturally educated
Maximises capacity for use for all community	2	Assumes that cost of hire will have a community subsidy
Delivers multi-purpose settings to accommodate a range of users and activities	4	Depends on how hall is configured-dependent on policy
Supports cultural development for local artists	4	Depends on new policy settings and provision of facilities for artists
<b>Total Score</b>	<b>22/35</b>	

Total Score Option 3: 125-160

From a business perspective, this Option presents an exciting opportunity that would see City Hall become a permanent home for an Anchor Tenant, such as a full Symphony Orchestra. In this Option, **the Orchestra would become the anchor tenant and the Hall's refurbishment would be in part be driven by its day to day working requirements.** The Board and management have shown a commitment to a construction project to support the needs of the orchestra and have also shown a string interest in other aspects of RICH, which see City Hall being utilised for other community activities and other large community events. In the best of all possible world, Option 5 would be incorporated with this Option, with the Orchestra providing the funding for the building and Council providing the funding for the Civic Upgrade.



OPTION 4 - YOUTH HUB AND HALL

OPTIONS AND RECOMMENDATIONS

CONCEPT

A 'Youth Hub' would consolidate many services already provided in disparate locations; Colony A7, Link Youth Health Services and Youth ARC. Making an aggregate offer to youth at a single site has both common sense and well evidenced advantages. Since the Hall itself needs to remain publicly accessible, the bulk of accommodation would be provided in the Old Market; a less than ideal fit.

MANAGEMENT

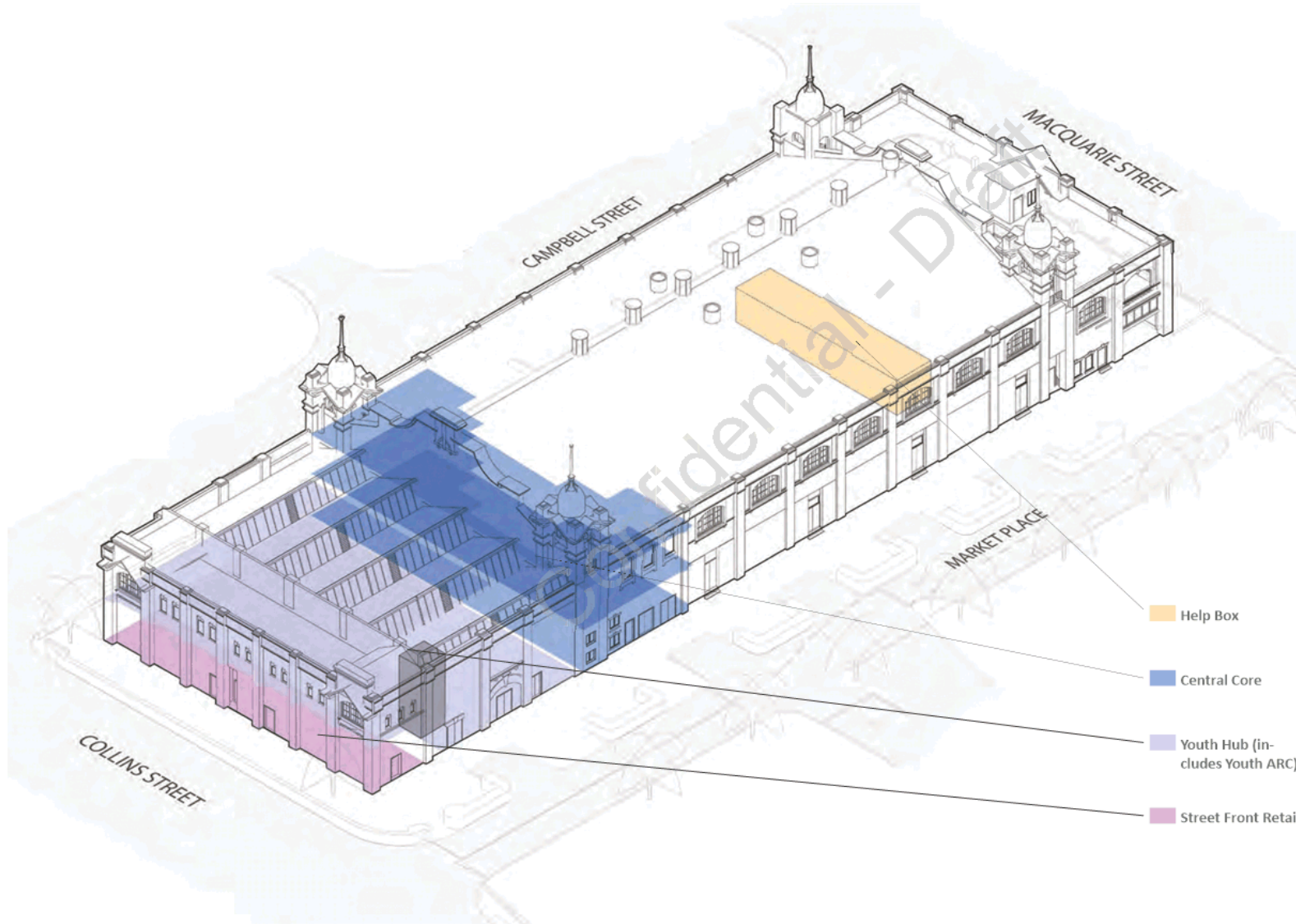
A 'Youth Hub' as the site's 'resident' would signal and facilitate the legitimacy of 'youth in the city.' Ideally the 'resident' would also function as the site 'curator' which may place a 'service provider' agency in a challenged position.

WORKS

Implementation of the RICH (Option 2) proposal is required for the Hall to reach functionality. Additionally, the conversion of the Old Market to office space/consultation rooms would require extensive reconstruction without a particularly convincing motive; cheaper/flexible/cellular space is available in more positive forms elsewhere. Demands on floor area cannot be met; a deficit for the proposal to carry.

INVESTMENT

The benefit of the concept is in its brief for combined administrative/project/sports spaces. Providing for the spaces in an extremely delicate heritage environment is expensive. A more robust, expansive venue is ideal. Since a high proportion of services are devoted to UTAS students, it is logical that UTAS assist with space provision.



Help Box

Central Core

Youth Hub (includes Youth ARC)

Street Front Retail

## OPTION 4 - YOUTH HUB AND HALL

## OPTIONS AND RECOMMENDATIONS

## 4.1 CONCEPT

The Hobart Youth Hub is a proposal seeking to better support young people (12-24 year olds) by implementing a model based on a 'collective impact approach.' This approach builds on evidence that the youth sector better engages with services when they are coordinated and co-located. It is led by an accomplished consortium; Colony 47, Link Youth Health Services and the City of Hobart (who currently operate Youth ARC).

A preliminary brief for requirements lists as a minimum 40 workstations, 25 offices (some of which are specialist treatment rooms), meeting rooms, typical office facilities, youth lounge areas, flexible event space, flexible sports area, kitchen / dining area and amenities including a laundry.

It is envisaged that the major Hall space and Central Core are reserved for community use and that The Hub would therefore occupy the Old Market (where Youth ARC currently reside) on both lower and upper floors.

Reviewing the preliminary Hub spatial brief and matching it with the Old Market spatial scenario inevitably suggests a ground floor for shared facilities, sports areas etc with office spaces above. Test diagrams indicate that profound compromises would need to be made to the brief. It is considerably larger than the site allows. The alternative, that the site itself be adapted, reconfigured and enlarged is likely not viable on both heritage and cost grounds.

## 4.2 CUSTODIAN

It is recommended that Hobart City (in either direct or Board form) remain the custodian and that The Hub be invited as a 'major homemaker' on a long term lease.

## 4.3 COMMUNITY USAGE

Research and consultation undertaken during the masterplan process has emphasised the success of the Youth ARC program at what has been to date, an ideal address in the city. The Hub proposal amplifies potential profoundly, especially since the lead partners draw on expertise, knowledge and experience within Hobart.

Planned services include: open access facilities with arts and recreating focus; general health and wellbeing advice, referral and support; targeted clinical health care; youth alcohol and drug service; housing connect youth support; transition to work services; Reconnect (early intervention outreach service that works to reduce youth homelessness); and national youth mental health initiative, Headspace.

Demographic depth is well evidenced. Expected increase in UTAS student numbers in the CBD have been recently confirmed.

The social benefits accord well with the City's declared Visions and Pillars.

## 4.4 CONTEXT CONTRIBUTION

Two schools of thought prevail. Under one view the expansion of youth services at the site is ideal since a civic site with a social purpose contributes to a city's dignity and diversity. The alternative view would suggest that the immediate context of the site is quickly moving towards a precinctual model geared to support performance, music and tourism. This redevelopment of the area anticipates cultural activity rather than service activity.

Irrespective of ideological view, it is certain that the context has rapidly commenced adjustment, with the various addresses within it becoming more conspicuous. It is only realistic to suggest that youths who are seeking help in relation to a disadvantage may feel uncomfortable both in the region of and within the planned Hub. Such an issue would not be of significance in a denser city.

## 4.5 HERITAGE

The Old Market has some very specific spatial characteristics. Portions of The Hub seek to be private and would benefit from being private. A possible contradiction with the overall momentum to make the site more transparent; the Old Market particularly. The line of street-side tenancies which comprise the Collins Street retail, from both a civic and heritage point of view, need to be restored and returned as transparent spaces, even if they do not serve a retail function. The Hub brief tends to not suit this intention. It is therefore preferable for the Collins Street retail to be independent of The Hub, with entry to The Hub via Market Place. The remaining ground floor area (which was originally open through

two levels to the skylights above) would benefit from retention of a maximum amount of this double height space.

The current Old Market Mezzanine is an addition to the original design. In its current form as a dance studio the skylit roof is appreciable in its original form since there are few partitions or spatial segregations.

Accommodation of The Hub brief in a manner which required the extension of the mezzanine to be total and for the mezzanine floor itself to be partitioned into offices is not of benefit either to the original building or to The Hub.

During the masterplan process alterations to the roofscape of the site have been considered, with a conclusion that lifting the roof over the Central Core area is within limits. Placing parts of The Hub in the upper levels of the Central Core risks compromising The Hub (due to separation and lack of fenestration) and compromising the Hall (which is reliant on additional storage space, rehearsal space etc). Even if the roof over the Old Market could be lifted, spatial problems persist for The Hub brief; the ground floor is too small and the upper plates are not well suited to cellular office demand.

## 4.6 FINANCIAL TEMPLATE

The masterplan brief requires consideration of revenue returning uses on the site. Although The Hub would return a rental income, capital costs would be considerable; more considerable than in conventional space suitable for office occupation. While Youth ARC currently contributes only \$20,000.00 per annum in rent, it should be noted that the rental area is very small, as reiterated in the brief itself. It is essentially four workplaces and a cellular room attached to a broad, multi-use area; area which is at the moment effectively empty space in the Old Market. In the envisaged Hub brief, Youth ARC would share and contribute to the larger spaces. By comparison, the Link requires 12 workstations and 15 cellular rooms and Colony 47 requires up to 56 workstations and 24 cellular rooms.

The Hub briefing notes mention that heavy demand is placed upon youth services by UTAS students; a demand likely to increase as UTAS shifts to the City. The role of UTAS as an eligible financial contributor should not be overlooked. Further, as a major landholder in the City, and owner of a large amount of suitable building stock, it would be logical from a financial, town planning and efficiency point of view

for The Hub to find a home some blocks away. Additionally, with the support of UTAS, The Hub proposal could be on the ground and running comparatively quickly since heritage and governance procedures ought to be simpler.

## 4.7 KEY OPERATIONAL WORKS

It is imperative that restoration of the Collins Street Retail take precedence as a priority above or in conjunction with any planned tenancies. For example, toilets, facilities and some cellular spaces on the Old Market ground floor require relocation so that bricked up portions of the facade can be removed and reglazed. Although the central core will have a lift sized for storage purposes, any expansion of the Old Market Mezzanine precipitates the need for a one storey lift to serve population within the Old Market itself.

The Old Market's skylit trusses are carried on double height steel columns; uses requiring clear spans will necessitate roof reconstruction. The Old Market Mezzanine floor structure itself is located slightly low adjacent floor levels; a new over-floor will be likely required. The Old Market has no mechanical services; new plant is envisaged in the Central Core building with recirculating services to the Old Market subject to heritage considerations. Apart from the Collins Street Retail, the ground level is rendered as an asphaltic layer over the original ground; a new 'real' floor will be required across the entire area.

## 4.8 LEVEL OF COMPLEXITY

Essentially, the Old Market is a secure, but open-air shed built above a road. It has a provisionally built, rude mezzanine installed soon after the original construction. Its conversion to a performing building that is at odds with its original construction / intention is a major exercise, warranted only under very specific conditions. The Hub brief is well suited to a situation where the volumetric demands and the demands for office space are easily achieved because either the site or the fabric is suitable. The project inherently is conditioned by, and probably benefits from, being a 'low-capital-high-atmosphere' reconciliation. It is not well-suited to a highly heritage conditioned situation. Feasibility will need to account for capital spending within a bid that is service based. This makes the proposal complex.

## OPTION 4 - YOUTH HUB AND HALL

## 4.9 ACHIEVABILITY

There are a number of factors that present as hurdles to the proposal. Firstly, the available space is undersized. Secondly, it is inappropriate to summon a depth of capital that may mitigate against the ambitions of the project itself. Thirdly, a level of uptightness in the overall financial / governance compromises the necessary fluidity required for reconciliation of partnership ambitions with seasonal budgets. Fourthly, without having to conclude as to the appropriateness of locating a Youth Hub in an imminent precinct (given that even the idea of a precinct is an anomaly in an unusually low density city), the technical difficulties, in a sense, confirm that the overlapping of comfortable civic functionality is some way off in Hobart.

## 4.10 FLOOD PLAIN SUITABILITY

Any consideration of the site's tendency to flash-flood is entwined with the City's overall management of the Rivulet. This obligation is additionally bound up with the City's ability to raise a revenue amidst its low density / low population base. Protection from flash-flood can be mitigated with site-based measures or alleviated with regional intervention / innovation. Within a 'low-key' frame, it can be argued that the types of space allocated to the ground floor under this proposal, have flood resilience i.e. damage would be to the relatively low value of fabric and fittings that might be contained within The Hub tenancy itself. The Collins Street Retail, which would likely demonstrate a high capital investment per square metre, would exhibit a higher threat of financial loss. It is beyond the scope of this report to speculate on the operations of governments with respect to insuring their own property. The Hub as an organisation, totally funded by government would require clarity in its dealings as to how it might be insured. The masterplanning consultants note that the frequency of flash-flood damage is increasing; very recent events have precipitated curtailment of services, with consequent disruptions to youth behaviour being registered in the City.

## 4.11 AVAILABILITY FOR EVACUATION

In any proposal there needs to be a functional reconciliation between the onus on the Hall to provide disaster support space, while at the same time being **potentially highly susceptible to being compromised by flood events itself**. Currently, the site is nominated as an evacuation centre, essentially because there is **a lack of feasible publicly owned** alternative. In a masterplanning sense it should be noted that the site is (because of its elderly construction) **also** particularly vulnerable to fire and earthquake. The construction's innate porosity makes it vulnerable to any airborne biological threat. The masterplan authors / consultants are very aware of the intelligence expressed in the City's clarification of its Values, and its formulation of its Pillars. In order to demonstrate a reciprocal level of intelligence, it is suggested by evidence, that the population would appreciate an insightful / intelligent policy as regards an evacuation centre, rather than an evacuation centre that was provisionally prescribed in order that obligations as prescribed by federal legislation are met.

Confidential - Draft

OPTION 4 - YOUTH HUB AND HALL

OPTIONS AND RECOMMENDATIONS

Physical	Rating 1-5	Assumptions
Ensure heritage values and heritage recommendations for the building be adhered to in any physical changes to the building	3	Assumes that this will be adhered to in all Options. This model does not see the reinstatement of the front of the building to its original state
Ensure building provides adequate community amenity	5	In this Option changes to the building will be determined by the needs of the Youth Hub.
Ensure building is flood protected	5	Assumes that this will be adhered to in all Options
Capability as evacuation centre	5	Assumes that this will be adhered to in all Options
Has Disabled Access	5	Assumes that this will be adhered to in all Options
Context Contribution	0	Not included in this Option
Supports continuation of Youth Arc as a tenant	5	This Option sees Youth Arc as the primary user of the Hall
<b>Total Score</b>	<b>28/35</b>	

Economic	Rating 1-5	Assumptions
Capital Cost to upgrade/maintain/operate	1	This Option relies on Council and Gov funding
Opportunity for cost recovery	2	Limited opportunity for hire, dependent on policy
Ability for entrepreneurship	2	Dependent of policy
Potential for philanthropic support	4	Strong potential for support for Youth Programs
Can deliver financial sustainability	2	Will be difficult in this Option
Supports job creation	2	The ARC Program currently does not support Youth Employment
Supports Gov Economic Policy	0	
<b>Total Score</b>	<b>13/35</b>	

Social	Rating 1-5	Assumptions
Can contribute to range of uses for other purposes e.g. Variety of Events with broad appeal	3	Major part of the Hall is dedicated to Youth; still opportunities to hire the Hall out to external hirers.
Increasing community participation	3	Strong possibilities for community participation
Contributing to public acceptance and use	3	Assumes acceptance of the Youth Arc concept
Access to car parking, bike parking	3	Assumes that there will be parking available in the Carpark in Collins Place
Enhanced accessibility, e.g. wheelchair use	5	Assumes this will be done according to regs
Enhancing relationships between community, the setting/facilities, other public organizations including educational and commercial entities including tourism	3	Presents opportunities for developing relationships with other Youth and Educational Organisations
Best fit entity as custodian of the building	5	Council will always remain custodian of the building with a management structure underpinned by Council policy
<b>Total Score</b>	<b>24/35</b>	

Environmental	Rating 1-5	Assumptions
Construction methods and materials have least impact on the environment (e.g. use of recycled materials, minimal use of chemicals in construction etc.)	5	If construction goes ahead, then development will need to conform to Council's Environmental and Sustainability policies
Enhanced links to other areas (e.g. open spaces) of the cultural precinct, communities and places	1	This has not been determined for this Option
Supporting environmental sustainability model of rethink, reduce, reuse, recycle etc.	5	This is assumed as it will need to conform to Council's Environmental & Sustainability policies. Other Options place a stronger emphasis on this aspect.
Contribution to the Precinct in becoming a "model" of sustainability (e.g. Solar Power, Water Tanks, Environmental Architecture and Building Development)	2	This is ideal but not yet determined in this Option. Other Options emphasise this.
<b>Total Score</b>	<b>13-20</b>	

Cultural	Rating 1-5	Assumptions
Supports preservation of cultural fabric and heritage values	5	Assumes that this will be adhered to and is supported by Council policy
Product mix to represent both "high" culture and other forms of entertainment	3	Depends on hire policy and the number of hours available for hire.
Contributes to the development of educational programs services etc.	5	Fulfills this criterion
Contributes to programs/services/activities for different community segments	3	Depends on whether the model includes
Maximises capacity for use for all community	2	Assumed if to support overall community which assumes that cost of hire will have a community subsidy Assumed if to support overall community which assumes that cost of hire will have a community subsidy
Delivers multi-purpose settings to accommodate a range of users and activities	3	Depends on how hall is configured-dependent on policy and use requirements of ARC.
Supports cultural development for local artists	4	Depends on new policy settings and provision of facilities for artists. Will support youth arts
<b>Total Score</b>	<b>25/35</b>	

Total Score Option 4: 107-160

This Option gives a major part of City Hall over to the Youth Hub concept. While this is laudable, it needs to be considered in relation to both the financial considerations of the refurbishment of the building to meet the needs of the Hub, it also needs to consider the numbers of youth who will potentially utilise the Hub. Currently, Youth Arc only occupies a small part of the building and their program is not a full time program. Developing City Hall as a Youth Hub, apart from the physical requirements, would require a Business Plan to determine what the Hub would do and what its funding requirements would be.

OPTION 4 - YOUTH HUB AND HALL

OPTIONS AND RECOMMENDATIONS

OPTION 4 - YOUTH HUB												Totals
	Refurbishment	Yr 1	Yr 2	Yr3	Yr4	Yr5	Yr6	Yr7	Yr8	Yr9	Y10	
<b>Capital Cost</b>												
Total 10 year Capital investment including Compliance and works to improved Amenity including - Commission Conservation management Plan	-\$ 200,000.00											
Collins Street retail restored	-\$ 610,000.00											
New core built containing loading bay, goods lift, storage, rehearsal space and green room	-\$ 1,380,000.00											
Install 'Help Box' for storage, bar/kitchen, equipment	-\$ 930,000.00											
Old Market skylit trusses are carried on double height steel columns, using clear spans and roof reconstruction	-\$ 460,000.00											
Old market mezzanine floor structure itself located slightly lower to adjacent floor levels - install new over-floor	-\$ 115,000.00											
Old market restored, paved and serviced	-\$ 2,540,000.00											
Roof Repairs	-\$ 190,000.00											
<b>Staffing</b>												
General Manager	-\$ 100,000.00	-\$ 130,000.00	-\$ 130,000.00	-\$ 130,000.00	-\$ 130,000.00	-\$ 135,200.00	-\$ 135,200.00	-\$ 135,200.00	-\$ 135,200.00	-\$ 135,200.00	-\$ 135,200.00	
Artistic Director	-\$ 100,000.00	-\$ 75,000.00	-\$ 75,000.00	-\$ 75,000.00	-\$ 75,000.00	-\$ 78,000.00	-\$ 78,000.00	-\$ 78,000.00	-\$ 78,000.00	-\$ 78,000.00	-\$ 78,000.00	
Administrative Officer	-\$ 70,000.00	-\$ 70,000.00	-\$ 70,000.00	-\$ 70,000.00	-\$ 70,000.00	-\$ 72,800.00	-\$ 70,000.00	-\$ 70,000.00	-\$ 70,000.00	-\$ 70,000.00	-\$ 70,000.00	
Youth Programmer 1	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 83,200.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	
Youth Programmer 2	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 83,200.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	
Youth Programmer 3	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 83,200.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	
Superannuation	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 83,200.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	-\$ 80,000.00	
<b>Total Staff</b>	-\$ 590,000.00	-\$ 595,000.00	-\$ 595,000.00	-\$ 595,000.00	-\$ 595,000.00	-\$ 618,800.00	-\$ 603,200.00	-\$ 603,200.00	-\$ 603,200.00	-\$ 603,200.00	-\$ 603,200.00	
<b>Office Set Up</b>												
Equipment	-\$ 100,000.00					-\$ 10,000.00					-\$ 10,000.00	
IT/Web Development	-\$ 10,000.00					-\$ 10,000.00					-\$ 10,000.00	
<b>Total Operations</b>	-\$ 110,000.00					-\$ 20,000.00					-\$ 20,000.00	
<b>Total Annual Running Cost To Council</b>	-\$ 700,000.00	-\$ 595,000.00	-\$ 595,000.00	-\$ 595,000.00	-\$ 595,000.00	-\$ 638,800.00	-\$ 603,200.00	-\$ 603,200.00	-\$ 603,200.00	-\$ 603,200.00	-\$ 623,200.00	
<b>Venue Hire</b>												
Commercial	\$ 45,000.00	\$ 47,250.00	\$ 49,613.00	\$ 52,093.00	\$ 54,698.00	\$ 57,433.00	\$ 60,304.00	\$ 63,320.00	\$ 66,485.00	\$ 69,810.00	\$ 73,270.00	
Community	\$ 15,000.00	\$ 15,750.00	\$ 16,538.00	\$ 17,364.00	\$ 18,233.00	\$ 19,144.00	\$ 20,101.00	\$ 21,107.00	\$ 22,162.00	\$ 23,270.00	\$ 24,420.00	
Permanent Leaseholders	\$ 20,000.00	\$ 21,000.00	\$ 21,000.00	\$ 21,000.00	\$ 21,000.00	\$ 21,000.00	\$ 21,000.00	\$ 21,000.00	\$ 21,000.00	\$ 21,000.00	\$ 21,000.00	
<b>Total Income</b>	\$ 80,000.00	\$ 84,000.00	\$ 87,151.00	\$ 90,457.00	\$ 93,931.00	\$ 97,577.00	\$ 101,405.00	\$ 105,427.00	\$ 109,647.00	\$ 114,080.00	\$ 118,750.00	
<b>Projected Annual Lose / Surplus</b>	-\$ 620,000.00	-\$ 511,000.00	-\$ 507,849.00	-\$ 504,543.00	-\$ 544,869.00	-\$ 541,223.00	-\$ 501,795.00	-\$ 497,773.00	-\$ 493,553.00	-\$ 488,120.00	-\$ 504,450.00	
												<b>COST / INCOME</b>
												-\$ 11,621,125.00

Assumptions

1. Minimal Capital works to meet compliance- provided by Council
2. Hall run by Hub Management which could be a company or Incorporated Association
3. All Staffing & Operational Costs cash flow'd by Council
4. External Hire remains bare walls rental unless there is a significant upgrade in equipment
5. NTV has not been applied to this model
6. Assumes annual bus. will be made up by Council

OPTION 5 - CIVIC UPGRADE

OPTIONS AND RECOMMENDATIONS

CONCEPT

Large venues typically need large spaces set in conjunction to marshal visitors and encourage secondary crowds. Market Place can be adapted for this purpose; it becomes the Public Hall's Public Square. Limited vehicle traffic is enabled, a scenario that has been tested previously. The Hall needs more profile, more significance and more amenity; giving it an 'urban skirt' helps.

MANAGEMENT

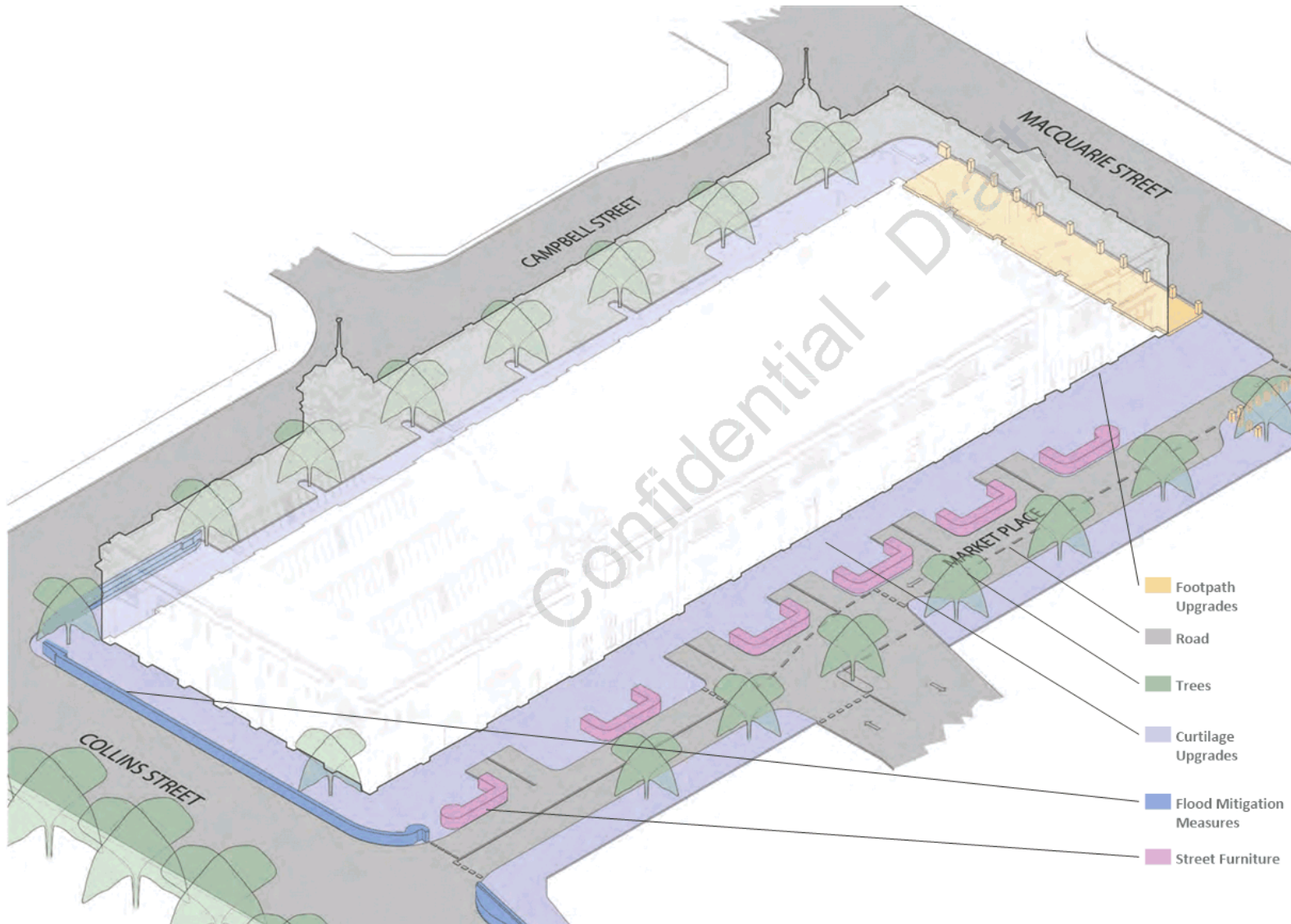
Public spaces benefit from 'curation' and careful attention; they do not passively exist in the way a street does. The curator/custodian of the Hall and its activity needs to embrace and have jurisdiction over a refashioned Market Place.

WORKS

As an urban space, rather than a converted street / footpath, civil works need to include level / accessibility adjustments to the entire Hall perimeter, as well as Market Place itself. The treatment is in total, also a flood mitigation device requiring both strategic and detailed incorporation in the Rivulet resolution.

INVESTMENT

Capital will inevitably be from the public sector; although civil works/road engineering budgets are typically large, diversion of funds to a project that is relatively small hints at viability. Extent of other flood measures would determine works' cost.



- Footpath Upgrades
- Road
- Trees
- Curtilage Upgrades
- Flood Mitigation Measures
- Street Furniture

## OPTION 5 - CIVIC UPGRADE

## 5.1 CONCEPT

Key to changing both the perception and functionality of the site is the yielding of public curtilage at the scale of attendance i.e. 1500 people inside the Hall need a place to gather outside the Hall. The conversion of Market Place into an 'apron' that is mostly for people and only partially for cars generates the '3rd place' that is so often critical to performance and public venues.

Rather than try and disturb the originating ideas of the building by threading it with internal circulation the autonomy of separate parts is preserved by giving Market Place the role of connector.

Apart from yielding facility and identity a comprehensive treatment of the periphery of the Hall can serve a vital functional purpose; mitigation of flash-flood water.

## 5.2 CUSTODIAN

A Public Place invariably needs both management and to be tended in a curatorial way. It would be imperative that Market Place be thought of and effectively belong to the City Hall (in whatever form or through whichever phases that responsibility might pass).

## 5.3 COMMUNITY USAGE

The emerging precinct is very tight; buildings are tight on their alignments, footpaths are narrow and any dedicated public space is very limited in scale or scope. A converted Market Place would serve the community generally in addition to offsetting operations of the Hall itself. With improved amenity the space would likely serve as a preferred pedestrian route for movements from East to West, between the city and the water (a pathway that is further supported by the pedestrian attractive gradients). Active use as it might relate to public events, festivals, artistic activity, market activity, can be facilitated, especially at the level of detailed design (example powerpoints, lighting choices, surface treatments, connection hasps etc).

## 5.4 CONTEXT CONTRIBUTION

It would be the aim of the project to contribute to the context rather than preserve it. The nearby streetscapes are rudimentary and unfriendly. The contribution could be maximised by ensuring that the City Hall peripheral works were of exceptional quality, made from distinctly civic materials, was appreciably complete (example the usual defraying effects of casual parking signage, unsympathetic light poles, excessive footpath cambers) and the introduction of generous tree planting in the treescape (which is unfortunately not well precedented in the Hobart CBD). Sites for waiting, dining, gathering in the public realm would also be welcome in Hobart.

## 5.5 HERITAGE

Tuning the periphery of the Hall contributes to its significance rather than detracts from it. It is likely that some awning elements would assist with loading etc. Initial heritage review confirms that if the original structure is not perceived to have been 'extended' in any way, its heritage values are well supported.

## 5.6 FINANCIAL TEMPLATE

Would likely depend on who the Hall custodianship was.

## 5.7 KEY OPERATIONAL WORKS

In Market Place; re-orchestration of traffic movement and parking bay configurations, provision of loading territory for the Hall, tree planting, development of bund / street furniture for flood, fractional re-cambering of ground levels adjacent to the Hall to assist with accessibility, provision of profound drainage capacity.

Collins Street; removal of parking spaces, widening of footpath and reconciliation of difference in street level and footpath level, continuation of bund.

Campbell Street; establish new footpath outline to accommodate parking bay / tree configuration, possible lifting of the footpath edge to manage current excessive camber.

Macquarie Street; reform the footpath as a flatter 'tray' and potentially recover original building elevation base, introduce bollard / chain treatment at footpath edge for pedestrian / crowd safety and clear division between people and arterial road.

## 5.8 TIMEFRAME

As a civic works project it could be commenced or completed at any time or any stage. Timing should also be referenced with other works geared to mitigate difficulties and threats associated with the Rivulet.

## 5.9 LEVEL OF COMPLEXITY

Straight-forwardness is yielded by the subject site being singly within Council's jurisdiction. Complex aspects pertain to co-ordination with other flood mitigating works.

## 5.10 ACHIEVABILITY

Essentially the scheme is a partial road closure, a move often plagued with contention. In this case the suggested configuration has often been trialled and is used as the default setting when additional territory for Hall operations is required.

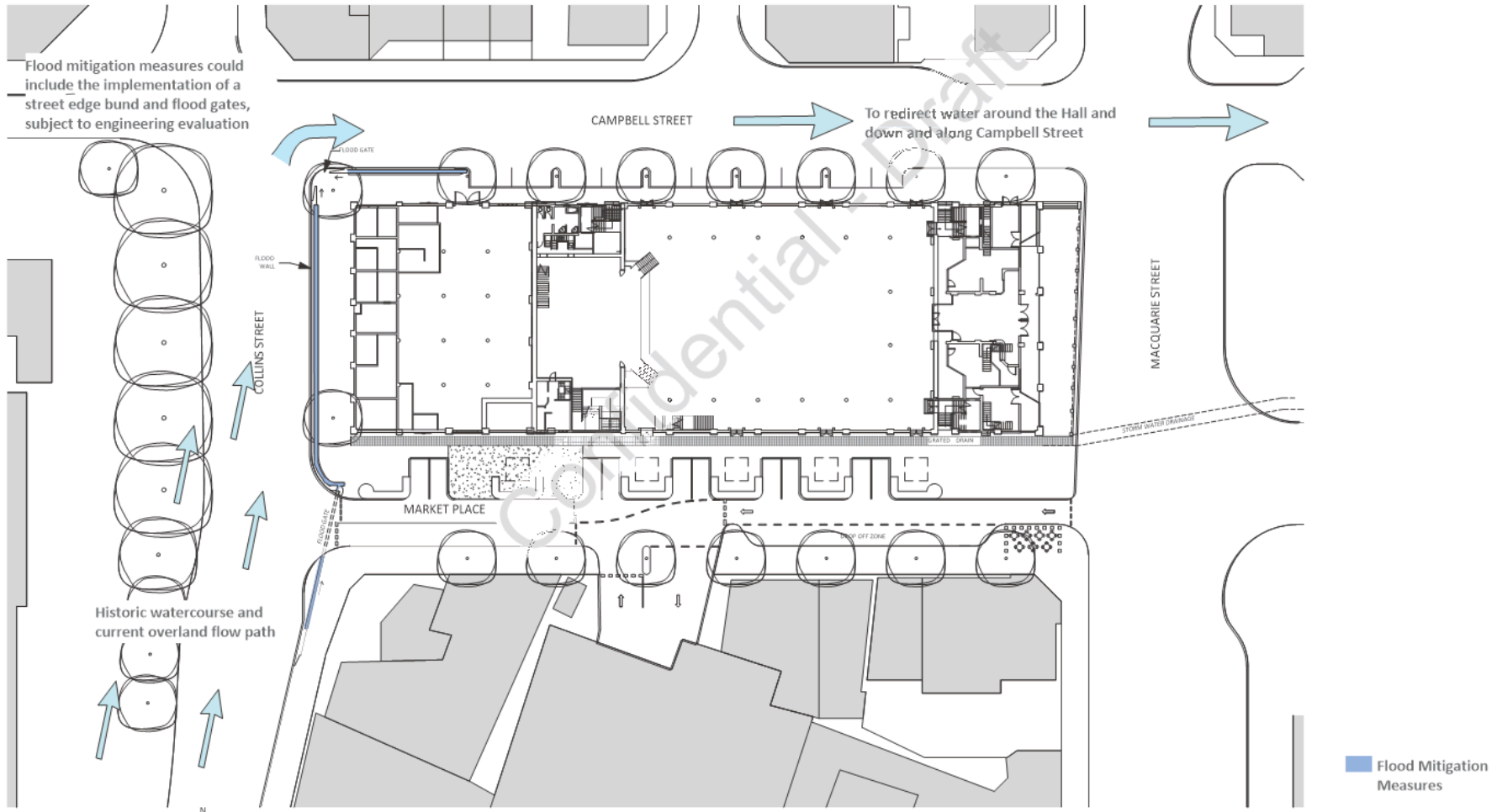
## 5.11 FLOOD PLAIN SUITABILITY

Making a localised mitigating barrier not only serves the Hall functionally. The outcome of folding and moulding the terrain in order to yield pedestrian comfort is well evidenced as a piece of urban craft that can 'lift' place character. The bund and peripheral treatments will contribute to improving the Hall's significance and makes a visible cultural contribution; the making of a mitigating artifact draws attention in a positive rather than a defensive way to the geographic reality of the place and its history as a watercourse.

## 5.12 AVAILABILITY FOR EVACUATION

The provision of a bund greatly assists as warranting the Hall a logical evacuation site.

OPTION 5 - CIVIC UPGRADE



OPTION 5 - CIVIC UPGRADE

"high" culture and other forms of entertainment

OPTIONS AND RECOMMENDATIONS

Physical	Rating 1-5	Assumptions
To ensure that the heritage values and heritage recommendations for the building be adhered to in any physical changes to the building	5	Assumes that this will be adhered to in all Options.
To ensure that the building provides adequate community amenity	5	Provides external community amenity
To ensure that the building is flood protected	5	Assumes that this will be adhered to in all Options
Capability as evacuation centre	5	Assumes that this will be adhered to in all Options
Has Disabled Access	5	Assumes that this will be adhered to in all Options
Context Contribution	5	Strongly supports this Option
Supports continuation of Youth Arc as a tenant	0	NA
<b>Total Score</b>	<b>30/35</b>	

Environmental	Rating 1-5	Assumptions
Construction methods and materials have least impact on the environment (e.g. use of recycled materials, minimal use of chemicals in construction etc.)	5	If construction goes ahead then development will need to conform to Council's Environmental and Sustainability policies
Enhanced links to other areas (e.g. open spaces) of the cultural precinct, communities and places	5	Presents great opportunities for enhancing links to the other cultural venues.
Supporting environmental sustainability model of rethink, reduce, reuse, recycle etc.	5	This is assumed as it will need to conform to Council's Environmental & Sustainability policies.
Contribution to the Precinct in becoming a "model" of sustainability (e.g. Solar Power, Water Tanks, Environmental Architecture and Building Development)	2	This is ideal but not yet determined in this Option.
<b>Total Score</b>	<b>17/20</b>	

Social	Rating 1-5	Assumptions
Range of uses for other purposes e.g. Variety of events with broad appeal	4	Supports external events and activities.
Increase participation	4	Presents strong possibilities for community participation
Contribute to public acceptance and use	4	Assumes that there will be acceptance of the Youth Arc concept
Access to car parking, bike parking	3	Assumes that there will be parking available in the Carpark in Collins Place
Enhanced accessibility, e.g. wheelchair use	5	Assumes that this will be done according to regs in all Options
Enhancing relationships between the community and the setting (and facilities) other public organizations including educational organisations and general commercial organizations including tourism	4	Presents opportunities for linking the activities of TMAG and the Hedberg Development
Best fit entity as custodian of the building	3	Council will always remain custodian of the building so this assumes that the Hall itself will have a management structure in place that will have custodianship of the interior and exterior of the building.
<b>Total Score</b>	<b>28/35</b>	

Economic	Rating 1-5	Assumptions
Capital Cost to upgrade/maintain/operate	1	This Option relies on Council funding
Opportunity for cost recovery	2	Limited opportunity for hire, dependent on policy
Ability for entrepreneurship	1	Limited
Potential for philanthropic support	4	
Can deliver financial sustainability	2	Will be difficult in this Option
Supports job creation	2	Limited
Supports Government Economic Policy	0	Tourism Potential
<b>Total Score</b>	<b>12/35</b>	

Cultural	Rating 1-5	Assumptions
Supports preservation of cultural fabric and heritage values	5	Assumes that this will be adhered to and is supported by Council policy
Product mix to represent both 'high' culture and other forms of entertainment	3	Depends on how Precinct is activated
Contributes to the development of educational programs services etc.	5	Depends on how Precinct is activated.
Contributes to programs/services/activities for different community segments	3	Depends on how Precinct is activated
Maximises capacity for use for all community	2	As a public precinct this Option does fulfill this criterion
Delivers multi-purpose settings to accommodate a range of users and activities	3	Depends of Precinct policy and Precinct activation
Supports cultural development for local artists	2	
<b>Total Score</b>	<b>23/35</b>	

Total Score Option 5: 113/160

This Option, presents an opportunity to improve the public amenity around City Hall and definitely fulfills many of the requirements of the four pillars of sustainability. While this Option does not focus on the building itself, it provides enhanced open space for both the general public, the youth arc participants and visitors and audiences to the venue. In an ideal situation, this Option would be implemented in conjunction with the one of the other Options that support the refurbishment of City Hall.



## RECOMMENDATIONS

*Given that a viable Anchor Tenant is unlikely to have the capacity or be able to commit to such an investment within a period of 10 years, that the Youth Hub model still may require a significant capital investment to achieve its preferred accommodation outcomes, and given the City has no significant funds to invest itself, an option in the short to medium term could be:*

- Progressing Option 1 - Improved Business as Usual (BAU) - with a focus on increasing activation and a curatorial model and Youth ARC remaining.
- Continue to undertake the management of the venue - with this being guided by an advisory committee or similar, supported by the engagement of a Venue Manager/Creative Curator.
- Facilitating the LINK and other services to cohabit in the Youth ARC end of the venue.
- The DRILL or another company takes on the residency of the dance studio.
- Capital improvements continue (flood protection, light wells and acoustic insulation in the main Hall) - but which will not impact on the long term Option 3 solution.

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### ISSUES PREVIOUSLY IDENTIFIED BY STAKEHOLDERS

#### 1. Clarifying Purpose of City Hall

Core values that had been identified to underpin decisions include: a diversity of use, disability access, mezzanine seating, 'authenticity' and continuity of history, flexibility, community and affordability.

It is envisaged that City Hall will be inclusive and accessible to all and be home to a vibrant mix of commercial and creative programs to revive the use of the hall.

A high quality public domain including further promotion of Youth Arc's presence in the young communit providing shelter and a place to gather.

Public space in the city centre which is attractive for children and encourage children and caregivers to enjoy the public life of the city.

#### 2. Managing and Operating City Hall

The overall ambition is to deliver a flexible space to encourage a diversity of use and multi-disciplinary approach. There is need to allow for smaller flexible spaces whilst providing upgraded large capacity event space (i.e. increase capacity range).

#### 3. Strategic Contribution of City Hall to Hobart

Making the most of the location in the CBD, close to waterfront. Make the centre of arts precinct and create a sense of boulevard. Potential for new public space at intersection of Collins and Campbell streets for public gathering. Address the lack of an actual 'arts precinct.'

Support an expanded breadth of programs that bring more cultural and creative activities out into the public realm and provide greater exposure to cultural activities, increase opportunities for the involvement of the community, provide an attractor for cultural tourism. Community connectedness and participation is valued.

#### 4. Technical Issues at City Hall

Current perceived limitations of City Hall include acoustics, lack of operational support, empty space without front of house, facilities and green room infrastructure. Currently need for increased storage.

#### 5. The Site of City Hall

Insufficient way-finding and interpretation around the building. Lack of pedestrian crossings .Connectivity with UTAS precincts.

Strategies have been identified to promote the City Hall axis, increased engagement with waterfront, create a spine of diverse activities along Campbell and Hunter Streets. Key nexus point for activity and movement between the city and waterfront.

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## SUMMARY OF ENGAGEMENTS

COMMUNITY ENGAGEMENT MATERIAL

## Internal City of Hobart Engagement

An internal City of Hobart engagement was conducted on 25 September 2018.

- Patricia Cinquini
- Phillip Holliday
- Louisa Gordon
- Brendan Lennard
- Sandra Soccol
- Margaret Johns
- Dougal McLauchlan
- Martin Schmidt
- Steve McCarthy

## Targeted Stakeholder Engagement

Intensified group consultation sessions were held on Monday 10 December and Tuesday 11 December 2018 (4 group sessions in total). Further one-on-one meetings were set up for key stakeholders who were unavailable.

Stakeholders who were approached include:

- Nicholas Heyward | Managing Director | Tasmanian Symphony Orchestra
- Caroline Sharpe | Tasmanian Symphony Orchestra
- Tim Munro | Chief Executive Officer | Theatre Royal
- Charles Parkinson | Artistic Director | Tasmania Theatre Company
- Dr Kathleen Williams | Head of Journalism, Media and Communications | University of Tasmania
- Janet Carding | Director | Tasmanian Museum and Art Gallery
- Samuel Cairnduff | Director Marketing & Communications | Tasmanian Symphony Orchestra
- Alex Heroys | Chief Executive Officer | Destination Southern Tasmania
- Jacqui Allen | Deputy Secretary, Cultural and Tourism Development | Department of State Growth
- Steven DeHaan | Manager - Major Projects, Cultural and Tourism Development | Department of State Growth
- Robert Rule | Concerts Officer | Conservatorium of Music
- Associate Professor Andrew Legg | Curator of Music and Performance, Community and Industry Partnerships | Conservatorium of Music
- Emma Porteus | Creative Producer | Salamanca Arts Centre
- Joan Wright | Senior Choral Producer | Festival of Voices
- Madi Seeber-Peattie | Even Manager | Peattie Events
- Jane Haley | Chief Executive Officer | Ten Days on the Island
- Laura Harper | Chief Executive Officer | Music Tasmania
- Mary Massina | Chief Executive Officer | Macquarie Point Development Corporation
- Marnie Craig | Chief Executive Officer | Business Events Tasmania

## General Public Engagement

Phase 1 Community Consultations were held on Monday 8 October and Tuesday 9 October 2018 (5 sessions in total).

Yoursay.hobartcity.com.au in November 2018 requested community members to respond to the question 'what is your favourite City Hall Moment'

Phase 2 Community Consultations were held on Monday 10 December and Tuesday 11 December 2018 (2 sessions in total).

Further face to face discussions were held in January 2019. Music Tasmania was consulted on 10 January 2019 and Caroline Sharpen (CEO of Tasmanian Symphony Orchestra) on 22 January 2019 and 27 February 2019.

Detailed heritage discussions with City of Hobart staff and Lovell Chen were held on 6 February and 20 February 2019.

## KEY FINDINGS AT A GLANCE

**The Hall is much loved, but hardly used**

Although in its long history the Hobart City Hall has been castigated for its difficulties in use, it is currently treasured because there are few alternative venues, it prompts fond memories, it has prominence in the cityscape. It conspicuously demonstrates an intact heritage appearance. All responses from the public and stakeholders presume it ought to be retained and improved; it was not in any instance thought redundant.

*The enthusiasm for the Hobart City Hall is at odds with its declining usage. Although demand for utilisation is high, the site remains plagued by functional issues that are becoming more emphasised as conventional expectations of venue standards rise. Demand is also high because there are few competing or alternative sites, which makes Hobart unusual in national terms.*

**Hobart City Hall needs to become a facility with a curated program and an independent mandate. It needs to become the home of an active cultural body**

The public and stakeholders are aware that the 'shell-for-hire' model currently in operation, puts the onus on the user to orchestrate, furnish and operate the venue. This is discouraging and expensive. Users want to contribute to an overall program that runs out of the site and they want to be assisted and facilitated. The public wants a 'what is on at the Hall this week' situation; they understand the difference between a busy 'cultural home' and an occasionally used 'facility.'

*The need for independent governance, a committed full time staff, canny curatorship and a wide ranging self propelled program has been evidentially proven as a success factor. Such a change in attitude would be a big step for Council to embrace, but a necessary one if the Hall is to play a part in Hobart's cultural life.*

**Many difficulties experienced at the site are simple to identify and remedy**

The City of Hobart has diligently consulted widely prior to this masterplan process. In returning to the public and stakeholders as part of the current exercise, several simple issues have been identified as critical to functionality. The Hall needs to have a comfortable internal climate, acoustic protection from road noise, comfortable seats, good viewing lines of site and enough toilets. There needs to be storage on site for furniture options, rostra, AV and audio systems, food preparation and a way of running a bar. Without these simple amenities the public will not even accept a free ticket.

*These rules of thumb are in accord with evidence and national expectations. Currently, every item required to host an event must be delivered through a side door, direct into the main event space. Loading, storage and comfort are key to success.*

**Tasmania and Hobart holds a very particular Heritage stance**

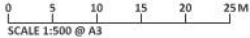
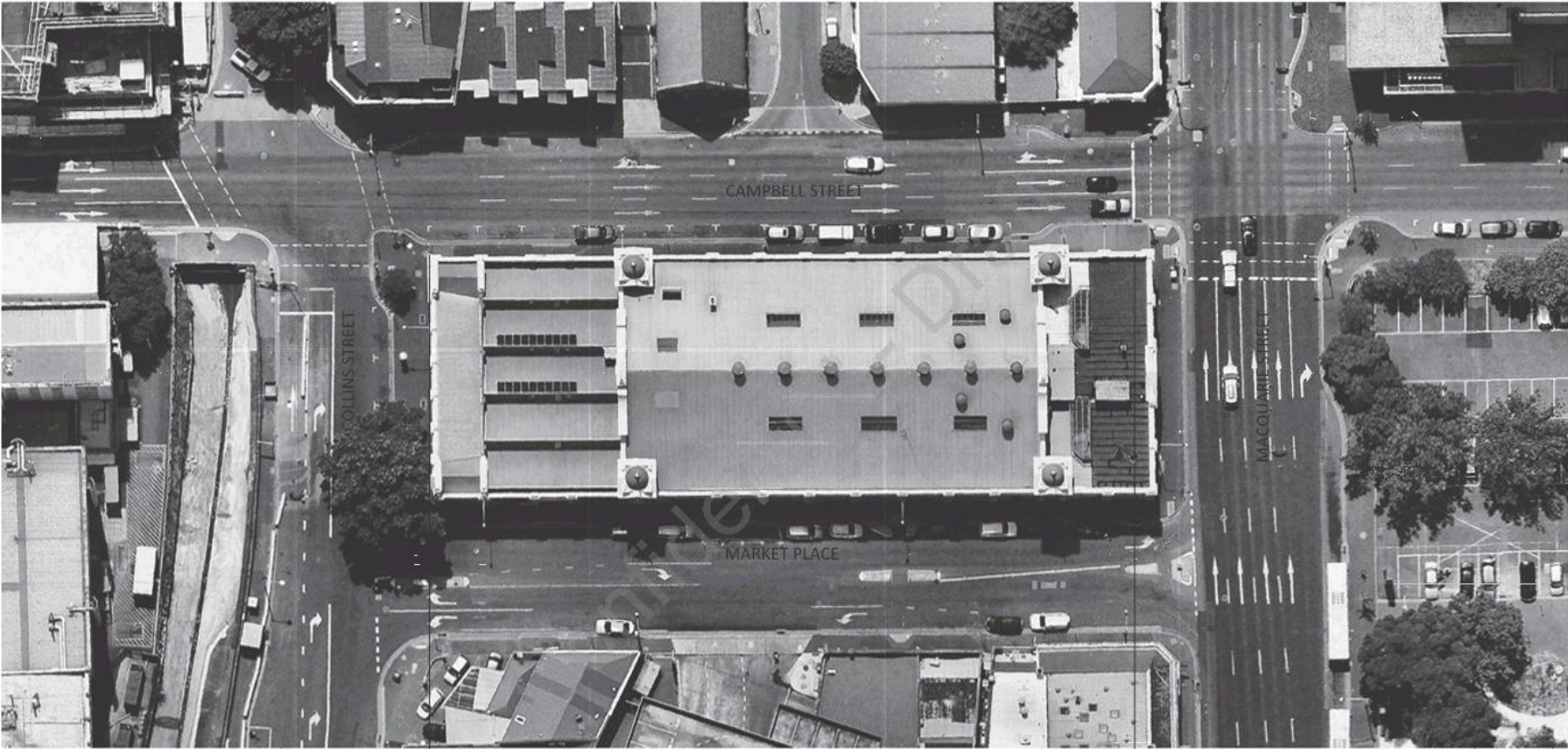
The public are proud of Hobart as a 'Heritage Capital' and consider Hobart City Hall to be a contributing element to that view. There is limited awareness that the 'bricked-in' lower frontages of the building are an extreme digression from current standards or that the City of Hobart itself, in another era, was responsible for these works. The public also perceives the venue as a form of 'theatre' which it is not. Many of the public and stakeholder interests in 'transparency at the ground plane,' 'rooftop venue,' 'multi-purpose exhibition spaces,' 'small theatres,' 'outdoor lifts' etc cannot be contemplated within the limits exercised currently in local heritage jurisdictions.

*Aware that heritage will be a subject of keen authority interest, the consultants have engaged extensively to ascertain scope for intervention. Event sites historically are subject to continuous change as patterns of entertainment/usage/crowd size etc change radically and quickly. A solution has been brokered that goes some way to addressing issues present since the building was first constructed; storage, deliveries, building services, accessibility etc.*

**The Hobart City Hall could be part of a precinct and be more lively**

The public is aware and mindful that the immediate neighbourhood is about to change, in a positive way that will boost numbers of people on foot and boost synergistic opportunities. There is keenness to experience a 'district' (with multiple opportunities and increase length of stay) rather than just visit an isolated building for occasional events.

*Two initiatives could assist the district. Firstly, reopening the original retail frontages to Campbell Street, and secondly by improving the curtilage of Hobart City Hall (to the extent of partially closing Market Place). People need sites and activities to make an occasion before and after events, but also to generally increase 'vibe,' since events draw crowds and crowds need to be absorbed when not actually in attendance. Improvements to the Hobart City Hall curtilage would improve connectivity, amenity, civic presence, safety, functionality and aesthetic presentation.*



**HOBART CITY HALL  
MASTERPLAN  
SITE PLAN**

DATE: FEBRUARY 2019  
 CLIENT: CITY OF HOBART  
 DRAWING NO: SK-D1  
 SCALE: NOT TO SCALE



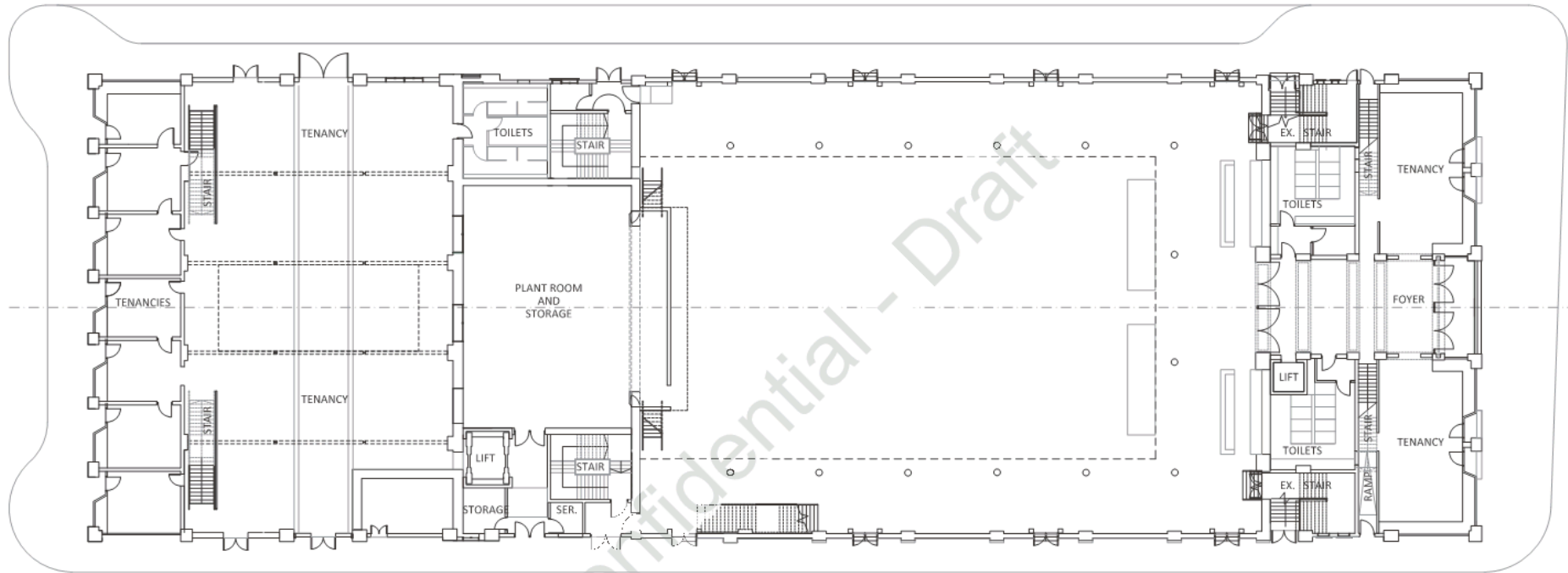
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**HOBART CITY HALL  
MASTERPLAN  
GROUND FLOOR PLAN**

DATE: FEBRUARY 2019  
 CLIENT: CITY OF HOBART  
 DRAWING NO: SK-02  
 SCALE: SCALE 1:250 @A3



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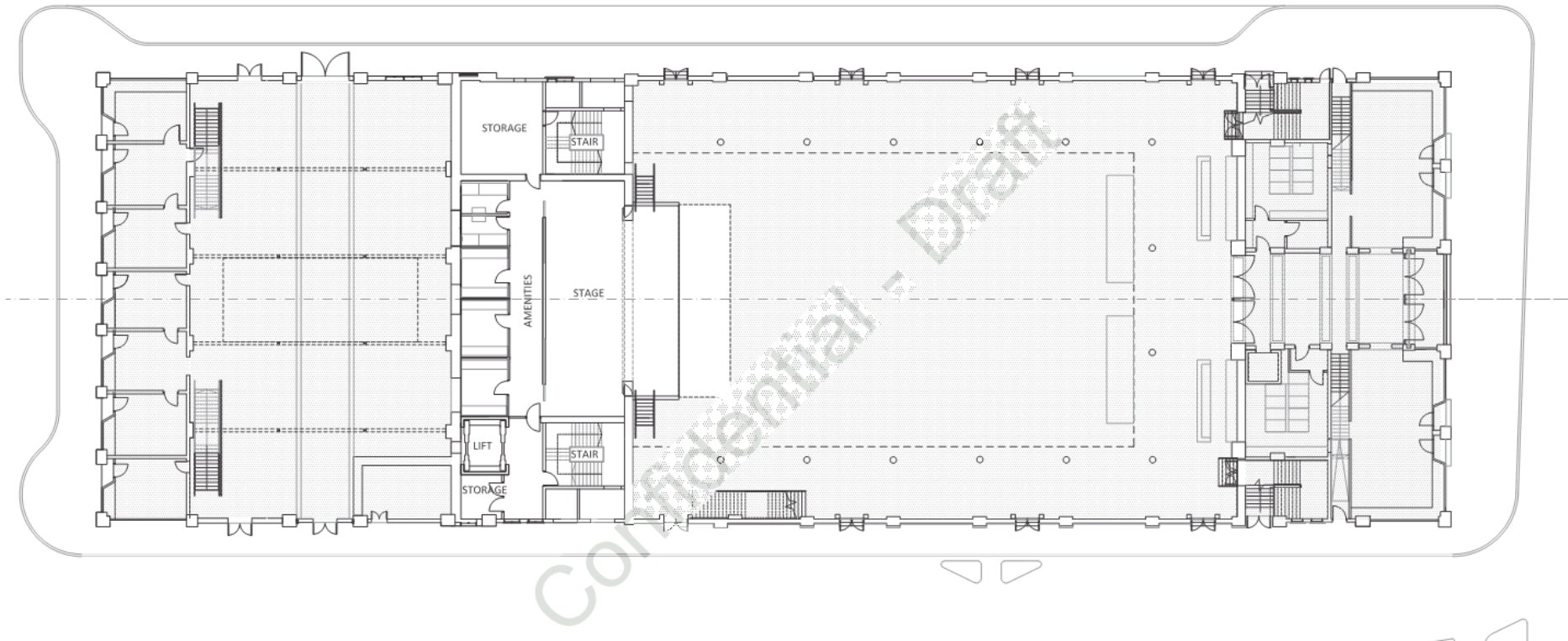
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HERITAGE BROKERED DRAWING SET AND MEMORANDUM



**HOBART CITY HALL  
MASTERPLAN  
STAGE LEVEL**

DATE: FEBRUARY 2019  
 CLIENT: CITY OF HOBART  
 DRAWING NO: SK-D3  
 SCALE: SCALE 1:250 @A3



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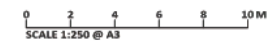
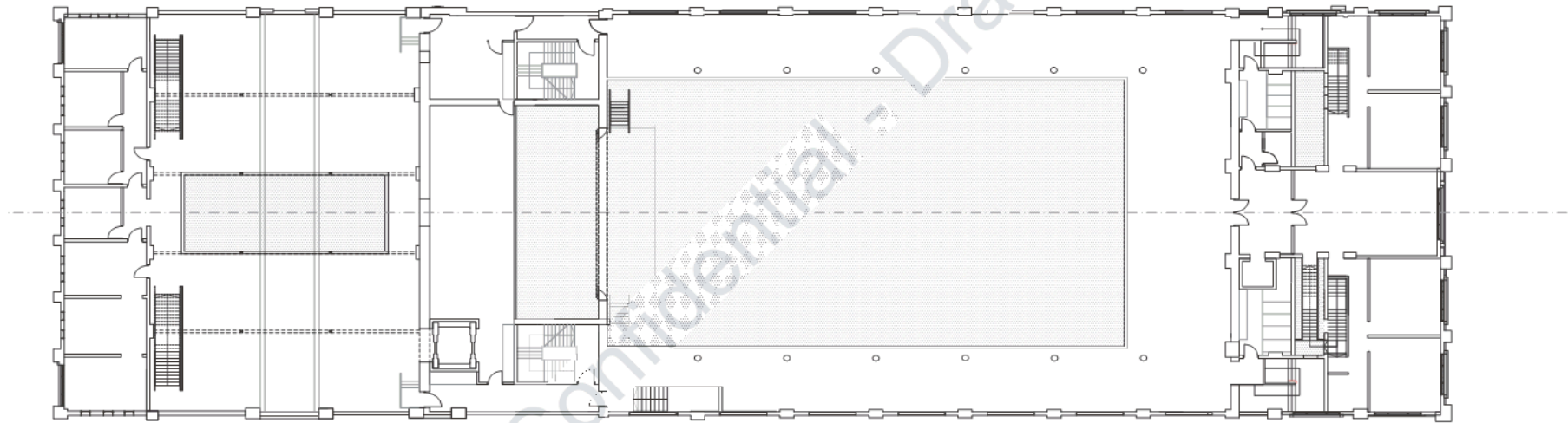
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HERITAGE BROKERED DRAWING SET AND MEMORANDUM



**HOBART CITY HALL  
MASTERPLAN  
FIRST FLOOR PLAN**

DATE: FEBRUARY 2019  
CLIENT: -  
DRAWING NO: SK-04  
SCALE: SCALE 1:250 @A3

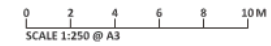
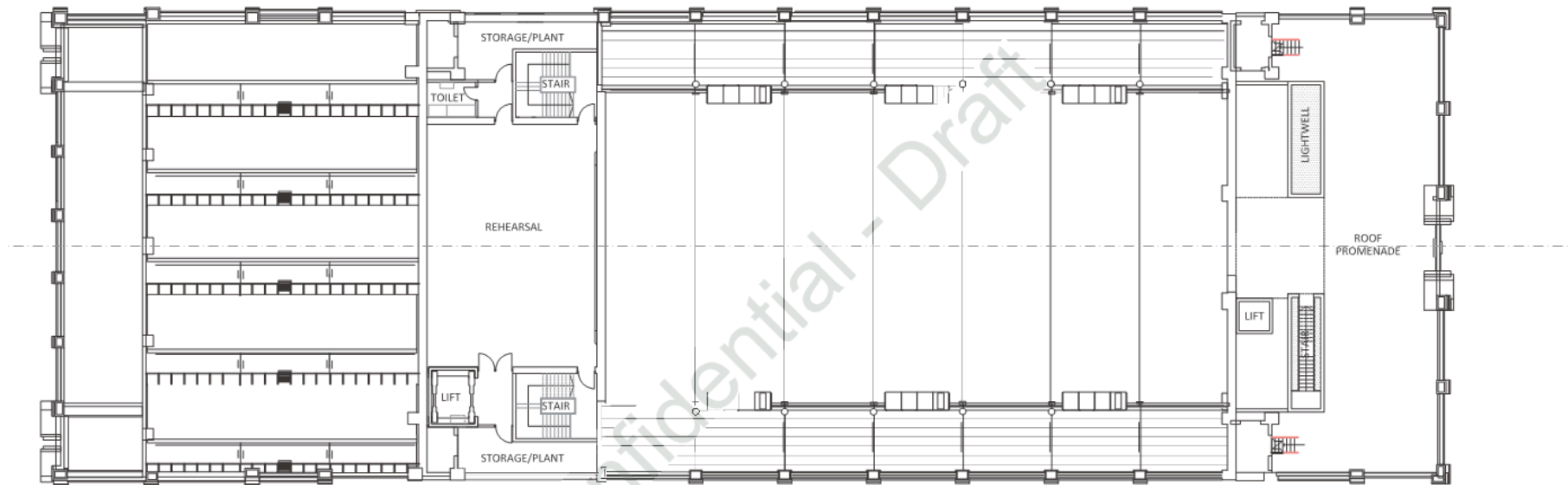


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**HOBART CITY HALL  
MASTERPLAN  
ATTIC AND ROOF PLAN**

DATE: FEBRUARY 2019  
 CLIENT: CITY OF HOBART  
 DRAWING NO: SK-D5  
 SCALE: SCALE 1:250 @A3



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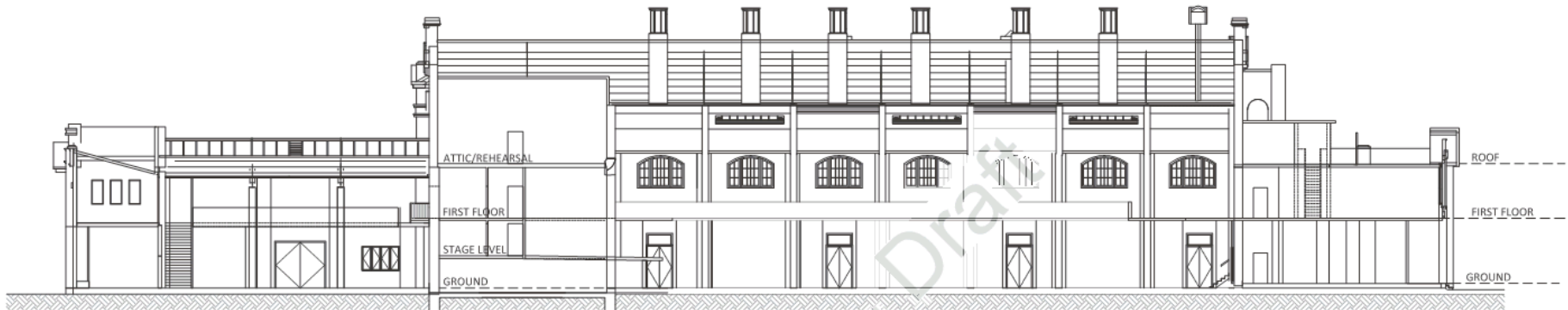
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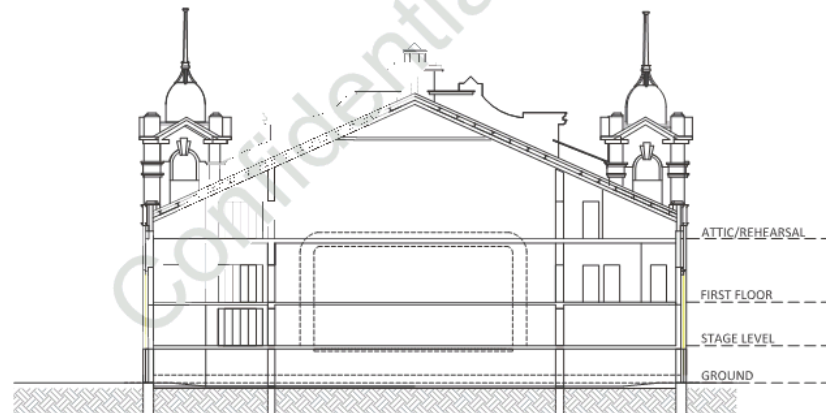
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HERITAGE BROKERED DRAWING SET AND MEMORANDUM



LONGITUDINAL SECTION



CROSS SECTION

**HOBART CITY HALL  
MASTERPLAN  
SECTIONS**

DATE: FEBRUARY 2019  
CLIENT: CITY OF HOBART  
DRAWING NO: SK-D6  
SCALE: SCALE 1:250 @A3

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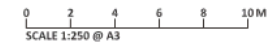


MACQUARIE STREET ELEVATION



COLLINS STREET ELEVATION

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**HOBART CITY HALL  
MASTERPLAN  
ELEVATIONS**

DATE: JANUARY 2019  
CLIENT: CITY OF HOBART  
DRAWING NO: SK-D7  
SCALE: SCALE 1:250 @A3

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ARBY C50004

## MEMORANDUM

TO	Philip Holliday	FROM	Kai Chen
RE	Hobart City Hall	DATE	19 February 2019

## 1.0 Background and scope

This memorandum has been prepared to provide an assessment of the proposed masterplan prepared for the refurbishment and upgrade works to the Hobart City Hall. The proposed works are in response to the stakeholder consultation and series of interventions identified through the Business Case development.

## 2.0 Statutory heritage controls

The City Hall is included in several heritage lists. These include:

- Schedule F of the City of Hobart Planning Scheme
- National Trust of Australia (Tasmania) — recorded
- Tasmanian Heritage Register
- Register of the National Estate

The works will be subject to permit approval from the Tasmanian Heritage Council and Hobart City Council.

## 3.0 Understanding the built fabric

The Hobart City Hall was constructed in 1914-15 to the design of architect Raymond Butler in conjunction with Ricards & Heyward.

As built, it comprised the main hall entered from Macquarie Street entered via a vestibule with shops on each side and a caretaker's residence above. To the rear of the hall were fruit and vegetable markets, divided into 14 stalls with cart thoroughfare from Campbell Street to Dundas Street through the middle of the market and seven shops fronting Collins Street with mezzanine storage over. The hall supper room to the rear of the hall is located over the market.

Although the main hall and upper gallery has remained largely unchanged, the market area, supper room, toilet and kitchen facilities, the main hall foyer and retail spaces have been altered and adapted to suit the needs of tenants or make them more useable.

Changes to the stage and back of house areas has included a reconfiguration of the stage apron and stairs in 1962-3 and a reconfiguration of the ground and gallery dressing room and storage facilities in 1974-5.

## 4.0 Proposed works

The proposed works as described in SK-01 to SK-07 inclusive and comprises:

## Macquarie Street entry foyer and tenancies

- Reinstatement of original foyer entry from Macquarie Street on axis with the auditorium with flanking tenancies including façade treatment.
- New DDA compliant access via Market Place entry to Foyer.
- Reinstatement of public toilets flanking entry lobby.
- Introduction of DDA compliant lift to provide public access to Auditorium gallery and Macquarie Street first floor **plus new roof promenade deck.**
- Refurbishment of first floor former Caretaker's Flat as single or multiple tenancies with access from entry foyer or via original external entry from Campbell Street.
- Refurbishment of gallery toilets.
- Continuation of stair access to new roof promenade within existing light well to new roof promenade deck.

## Auditorium: Hall and Stage

- Introduction of concession points at rear of hall, flanking main entry.
- Removal of non-original stage apron and stairs from hall floor. Reinstatement of flanking stairs and extended stage apron. Retention of plant and furniture storage under stage.
- Removal of existing staircases to both sides of stage wings and construction of new compliant stairs.
- Insertion of new goods lift adjacent Market Place entry for stage and market deliveries.
- Reconfiguration of services areas around new staircases including toilets at ground level.
- New stage amenities to rear of stage including dressing rooms, soloist rooms and storage.
- New green room, toilets and dressing rooms to mezzanine over stage.
- New large rehearsal space over stage within roof space with lift and stair access and flanking storage and plant areas.

## Market and Collins Street tenancies

- Removal of staircases and partitions to former market area.
- Pair of new compliant staircases within former market area to service tenancy space above with central void.
- Refurbishment of Collins Street tenancies at ground and first floor including removal of toilets to allow reinstatement of shop fronts.

## 5.0 Assessment of heritage impacts

## 5.1 Summary of significance

The Conservation plan (2014) provides the following statement of significance for Hobart City Hall.

**Criterion (a)** City Hall has **cultural heritage significance** as it demonstrates the evolution of public recreation and meeting venues in Tasmania in the early twentieth century and the development of civic infrastructure in Hobart.

The site has cultural heritage significance as it demonstrates the evolution of public markets in Hobart between 1854 and 1996.

**Criterion (c)** City Hall site has the potential to provide important insights concerning the conditions and adaptive responses to topographical conditions of early Hobart Town prior to major modifications.

5.3 Comments on impacts

The following assesses the impact of the proposed works described in the masterplan drawings against the specific Conservation Plan policies outlined in Sections 3.0 and 6.0.

No	Policy	Comment
<b>6.2 General Conservation Policy Statement</b>		
1	City Hall should be retained principally as a place of public entertainment and exhibition retaining the significant fabric and spaces, especially the auditorium space and the exterior form of the building in their planned forms. Other uses for the place should have a high level of public access.	Complies
2	The building is a significant element of Hobart's and Tasmania's cultural heritage and as such all significant fabric should be retained, repaired and maintained.	Complies
3	The building's setting as a dominant structure in a predominantly nineteenth and early twentieth century streetscape should be retained and recognised in future developments in the neighbourhood. Actions to improve the setting should include the replacement of the interlocking pavers on the Macquarie and Collins Street frontages in the medium term and may include the removal of the trees on the Collins Street frontage.	Outside the purview of the masterplan
4	Significant associations in the history of the site and building should be interpreted to enable the community to understand its significance.	Outside the purview of the masterplan
<b>6.4 Use</b>		
9	Civic use of the main auditorium is the preferred and appropriate use for the building. The range of uses should be encouraged by the provision of better support facilities.	Design supports this outcome.
10	The present use of the market area is an appropriate use providing public access, a community facility and benefit and utilisation of most of the ground floor area. It is unlikely at this time that retail use of the shopfronts would be viable. This may change over time with the increase in residential accommodation in the area and should be considered a desired future use for these areas.	Design supports this outcome.
11	The first floor of the Collins Street frontage is underutilised. While the use itself is compatible with the spaces and building, additional uses for this area could be developed to provide greater access and an improved revenue.	Design supports this outcome.
12	The lease of the former tea rooms for commercial offices is appropriate.	Design supports this outcome.

No	Policy	Comment
13	The residence is underutilised in its present form. It could be upgraded as a rental property, for use by a caretaker or could be adapted for commercial use if demand was suitable.	Design supports a commercial use.
<b>6.5 External Building Fabric</b>		
14	The foyer area was and continues to be too small for the size of the auditorium. Consideration should be given to incorporating the former shops into the foyer area to provide an enhanced space that may include some facilities.	Design supports this outcome.
15	The planned 1914 exterior form of the building is its most significant form. All original external fabric is to be retained and maintained.	Design supports this outcome.
16	Changes related to significant changes including the 1934 first floor additions to the market area.	Not clear what this Policy requires.
17	Changes to the exterior including the removal of Macquarie Street and Collins Street shopfronts and the present foyer should be removed and the earlier known form of these elements reinstated to allow the building to be seen as designed.	Complies
18	Replacement joinery on the building should be of timber construction to original detailing.	Complies – subject to detailed design.
19	External building lighting requires repair and in some cases replacement this should be undertaken to match early light fittings.	Complies – subject to detailed design.
20	Maintenance should be maintained on the building and minor repair work undertaken regularly. In particular the following need repair: <ul style="list-style-type: none"> <li>i. clear and repair/replace blocked or damaged downpipes causing damage to walls</li> <li>ii. repair steel lintels</li> <li>iii. repair timber thresholds on some doors</li> <li>iv. repoint deteriorated pointing in brickwork</li> <li>v. maintain and clean lightwells</li> <li>vi. remove redundant equipment from former tenancies from lightwells</li> <li>vii. replace missing sections of wire from gable end ventilating grilles and side facade vents</li> <li>viii. replace window glass where necessary</li> <li>ix. relocate exhaust fans from windows</li> <li>x. several early doors have been replaced with solid core doors — they should be replaced with matching early doors</li> </ul>	Design supports this outcome – subject to detailed design.

No	Policy	Comment
<b>6.6 Macquarie Street Frontage</b>		
21	The foyer should be retained as the main entrance area for the auditorium. It may be retained or upgraded to enlarge public and concession areas and remove corner rooms.	Complies
22	Existing use of first floor spaces may be retained or altered.	Complies – altered to suit contemporary use
23	Recommended changes to recover significance and significant elements outlined in section 3.3.6 should be implemented including removal of unsympathetic materials and fitout.	Refer following section
<b>Section 3.3.6</b>		
1	The foyer should remain as such with access to facilities supporting the hall.	Complies
2	The corner tenancies could be incorporated into the foyer to provide additional space.	Complies
3	The present use of RAIA office as commercial space should be retained.	Complies
4	The residence could be either: <ul style="list-style-type: none"> <li>• upgraded either for ongoing residential use attracting a higher rental in a key location within the city by providing an upgraded standard of accommodation,</li> <li>• converted to tourist rental accommodation, or</li> <li>• used for commercial rental either related to the operation of the building or on a leased basis.</li> </ul>	Complies – refurbished for commercial rental. External access from Campbell Street retained.
5	The rooftop should continue to be linked to the residence with restricted usage.	Complies – rooftop area expanded to enable a commercial use related to or separate to tenancies on first floor.

No	Policy	Comment
7	<p>The foyer area may be reconfigured as suggested in the attached concept sketches or similar ways to allow better utilisation of the areas and to provide a higher level of public amenity associated with the use of the auditorium. Specifically the foyer may be extended and upgraded:</p> <ul style="list-style-type: none"> <li>• to incorporate the two corner tenancies with more public space and better access to the building.</li> <li>• to provide a consistent and coordinated façade treatment to Macquarie Street that recovers the planned intent of the design using planned materials and details for entries or if these are not available a contemporary entry that is in character with the building.</li> <li>• to provide new ticketing and information facilities,</li> <li>• to provide the potential for a concession to operate within the foyer area with a direct opening to the auditorium,</li> <li>• to provide upgraded and reduced toilet facilities,</li> <li>• to provide a rationalised cloakroom facility, and/or</li> <li>• by removing the brick walls to the former shops and reinstating glass shopfronts to the corners of the building.</li> </ul>	Complies – original form of the facade and foyer plan form reinstated.
	<p>To recover significance the following works are recommended:</p> <ol style="list-style-type: none"> <li>1 The early/planned style of shopfronts should be provided to the foyer perimeter. While they cannot follow the planned form exactly as there is not a requirement for retail facilities, the pattern of glazing extending around the corners of the building and the removal of the brickwork and aluminium windows will recover a significant attribute of the appearance of the building.</li> <li>2 Reinstating the original/planned form of the entry doors.</li> <li>3 Retain the original sections of the foyer ceiling and incorporate into the revised foyer layout.</li> <li>4 Reinstating the missing auditorium doors and refinish the entry doors to their planned finish.</li> <li>5 Reinstating a compatible floor finish to the original/planned floor treatment.</li> <li>6 Remove all vinyl tile and sheet finishes throughout the area as uncharacteristic elements.</li> <li>7 Provide a paint scheme to the foyer area compatible with its original period and style.</li> </ol>	Complies – original form of the facade and foyer plan form reinstated.

No	Policy	Comment
24	All early or original joinery and fitout should be retained in any future work.	Complies – subject to detailed design
25	An opening may be made in the wall between the foyer and the auditorium to provide a servery or similar access to the auditorium for a concession. Such an opening should involve as little intervention in the fabric as possible and should be ultimately reversible if that is considered desirable in the future.	Complies
26	The works to achieve ACA compliance identified in sections 3.3.6 should be undertaken following a further BCA compliance check of the building.	
	To comply with the BCA the following works are recommended:  1 Provide a fire system to comply with the BCA requirements.  2 Provide exit doors that comply with the BCA.  3 Provide disabled access to the new foyer area with disabled toilet facilities.	Complies – subject to detailed design.  DDA access provided via entry from Market Place.
<b>6.7 Auditorium and Stage Area</b>		
27	The auditorium should be retained in its planned form with all planned fitout elements.	Complies
28	Recommended changes to recover significance and significant elements outlined in section 3.4.6 should be implemented including removal of unsympathetic materials and finishes.	Refer section below
<i>Section 3.4.6</i>		
1	The auditorium should continue in use as an auditorium catering for a wide range of events, performances and activities.	Complies
2	The projection box should be retained and may continue to operate for that activity in association with new uses for the auditorium space.	

No	Policy	Comment
	To recover significance the following works are recommended.  1 Remove vinyl cladding from columns and miscellaneous other elements within the auditorium and provide a new painted finish to recover the planned 1914 finish and appearance of these elements.  2 Remove fibreglass hinged panels to windows in gallery (it appears they do not comply with the BCA) and if required for blackout a more appropriate screening be provided.  3 The blackout screens in the roof space above the light shafts be reconstructed to comply with the BCA and the missing linkings from the light shafts be reinstated. These elements should be painted to maximise light.  4 Damage to the decorative ceiling be repaired and purpose made access points for cabling and lifting equipment be fitted. Hall users should not be permitted to make holes and openings in the ceiling.  5 Miscellaneous services and conduits be removed from the walls of the auditorium and services and items such as speakers be located in a coordinated and planned way.  6 The applied linings over the ground floor exit doors be removed to recover the panelled doors. If required acoustic seals be applied around the door leaves.  7 All toilet and shower facilities in the backstage area may be upgraded to contemporary standard. There are no significant finishes apparent in these areas that restrict a new fitout.  8 All dressing rooms may be upgraded. Retain early joinery and fitout elements such as coat hooks where they remain.  9 Repair windows and doors throughout the backstage area and paint, particularly in the light well area.  10 The interior of the building may have a new paint scheme that should be based on researched colour schemes of the early interior.	The scheme proposes major refurbishment and reconfiguration of the backstage facilities including introduction of goods and DDA access via new lift, new fire isolated and BCA complaint stairs, new dressing room, toilet and stage storage and support areas including a new large rehearsal space in the roof space over stage.  Resolution of the BCA and access compliance issues requires the introduction of a new lift and stairs.  Reconfiguration of the dressing rooms and support areas improves the capacity and ability of the hall to attract an anchor tenant and enables the hall to operate as both a rehearsal space while community activities occur within the auditorium.  The interventions retain the ongoing operation of the hall as an entertainment and performance venue for a range of community and professional uses and significant physical fabric within the hall, including the proscenium and stage footprint are retained.  On balance the works are considered acceptable as they address the numerous shortcomings of the current design in a sensitive manner.
29	The dressing rooms and general backstage area should be upgraded to comply with basic BCA requirements and to provide a safe environment. This particularly applies to access and egress and fire separation of elements.	Complies – introduction of new stairs to achieve BCA compliance for egress
30	The lower kitchen should be fire separated and should be upgraded to comply with basic health standards.	Complies – subject to detailed design

No	Policy	Comment
31	Dressing rooms and toilet areas may be upgraded.	Complies – new dressing rooms and major refurbishment of toilets proposed
32	Significant fabric in the backstage area including: early joinery and door furniture; sliding doors and fly equipment and the general stage arrangement should be retained.	Retained to the extent possible and reasonable in the context of the extent of works that need to be undertaken to upgrade stage operations and amenities.
33	The works to achieve BCA compliance identified in sections 3.4.6 should be undertaken following a further BCA compliance check of the building.	Refer section below
	<p>To comply with the BCA the following works are recommended:</p> <p>1 The basement kitchen should be separated from the backstage area as a minimum requirement for fire separation and safety.</p> <p>2 Backstage access should comply with the BCA. This will require a new stair to each wing. The stair to the north wing should provide egress from the stage area and backstage of the building and should be fire isolated.</p> <p>3 The wire mesh gate on the access stair between gallery and main floor of the auditorium should be fully accessible as an exit from the gallery level.</p> <p>4 A further investigation of the stage area and smoke management is required to be undertaken. This should include checking the roof and void spaces to ensure they are smoke protected.</p> <p>5 Balustrades and handrails be checked for compliance and if inadequate in height additional railings of an appropriate design which does not detract from their significance be added.</p> <p>6 Fire services such as hose reels be housed in cabinets rather than wall mounted.</p> <p>7 Missing fire extinguishers and fire services be reinstated and a maintenance program for essential services be instigated.</p>	<p>Complies – new fire stairs proposed, egress provisions improved.</p> <p>Fire services upgrade subject to detailed design.</p>
<b>6.8 Collins Street Frontage</b>		
34	Recommended changes to recover significance and significant elements outlined in section 3.5.6 should be implemented including removal of unsympathetic materials and finishes.	Refer section below

No	Policy	Comment
<i>Section 3.5.6</i>		
1	The exterior form of the building should be returned to its planned 1914 form except for the minor changes through addition of doors to the side elevations.	Complies
	<p>To recover that form the following works are recommended.</p> <p>1 Replace shopfronts with matching shopfronts to original. This should be undertaken to recover the north elevation of the building even though it is unlikely (at least in the short term) that shops would occupy the area.</p> <p>2 Relocate or rearrange toilets in the corner of Collins and Campbell Streets to allow shop front to be installed</p> <p>3 Allow interconnection of shops and market area as currently provided through extended openings in the dividing wall with potential for other changes to connecting walls. Openings in the wall should continue to be understood as openings in contrast to removing whole walls.</p> <p>4 Retain the open form of the market area. Partitions for short-term occupancy, if required, should be lightweight and removable.</p> <p>5 Retain the timber loading dock in the market area as evidence of earlier use.</p> <p>6 Allow for upgrading of toilets in the backstage area for contemporary use. Retain existing fitout where possible.</p> <p>7 Retain roller shutter entry to Market Place and sliding steel gate to Campbell Street. Recent brick and glass infill may be retained or removed longer term.</p> <p>8 Allow flexible use of remaining store rooms on upper level with opportunity for further interconnection or subdivision. Retain room divisions evident in wall locations.</p> <p>9 Allow removal of fitout to upper level rooms as non-significant fabric.</p> <p>10 Remove surface conduits from ceilings and walls as a long-term measure.</p> <p>11 Finish new plasterboard walls separating exits from market space.</p> <p>12 Check compliance of cool room ceiling for fire separation from stage area.</p>	Complies

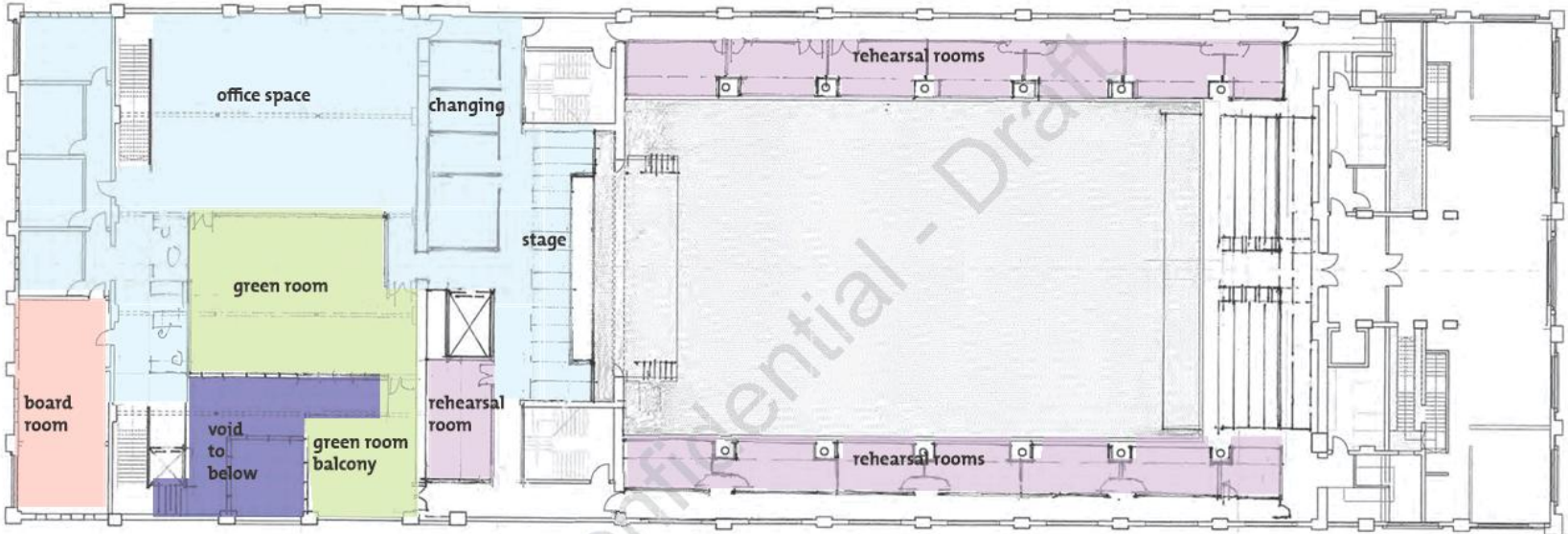
No	Policy	Comment
	<p>13 Remove false ceilings in ground floor shop areas and recover pressed metal ceilings. Do not fix conduit directly to pressed metal ceilings.</p> <p>14 Provide fire safety measures to comply with BCA including:</p> <ul style="list-style-type: none"> <li>Remove trip hazards at exits from upper level and ensure doors open in direction of travel</li> <li>Remove obstructions from fire exits, e.g. drink machines and stored material</li> <li>Maintain exit signs and provide certified smoke detectors and emergency lighting</li> <li>Separate exits from market area and upstairs to provide security</li> <li>Provide fire separation through openings in backstage wall</li> <li>Provide complying door hardware to exit doors</li> </ul>	Complies
35	The Collins Street shopfronts should be returned to their planned form with shopfronts and entries reflecting the separate shops.	Complies
36	The market area should be retained as one single space. Short-term lightweight partitions may be provided to allow ongoing use provided they are capable of removal without damage to early fabric.	Complies
37	False ceilings should be removed to allow early decorative ceilings to be viewed.	Complies – subject to detailed design
38	The shop areas may be further sub-divided to provide offices or have small scale additional openings created to provide interconnection. Ensure that openings retain wall nibs and lintel areas to conserve room forms and ceilings.	Complies
39	The dance studio area should be retained as a single space with early finishes.	Complies

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51

ANCHOR TENANT CONCEPT DRAWING SET



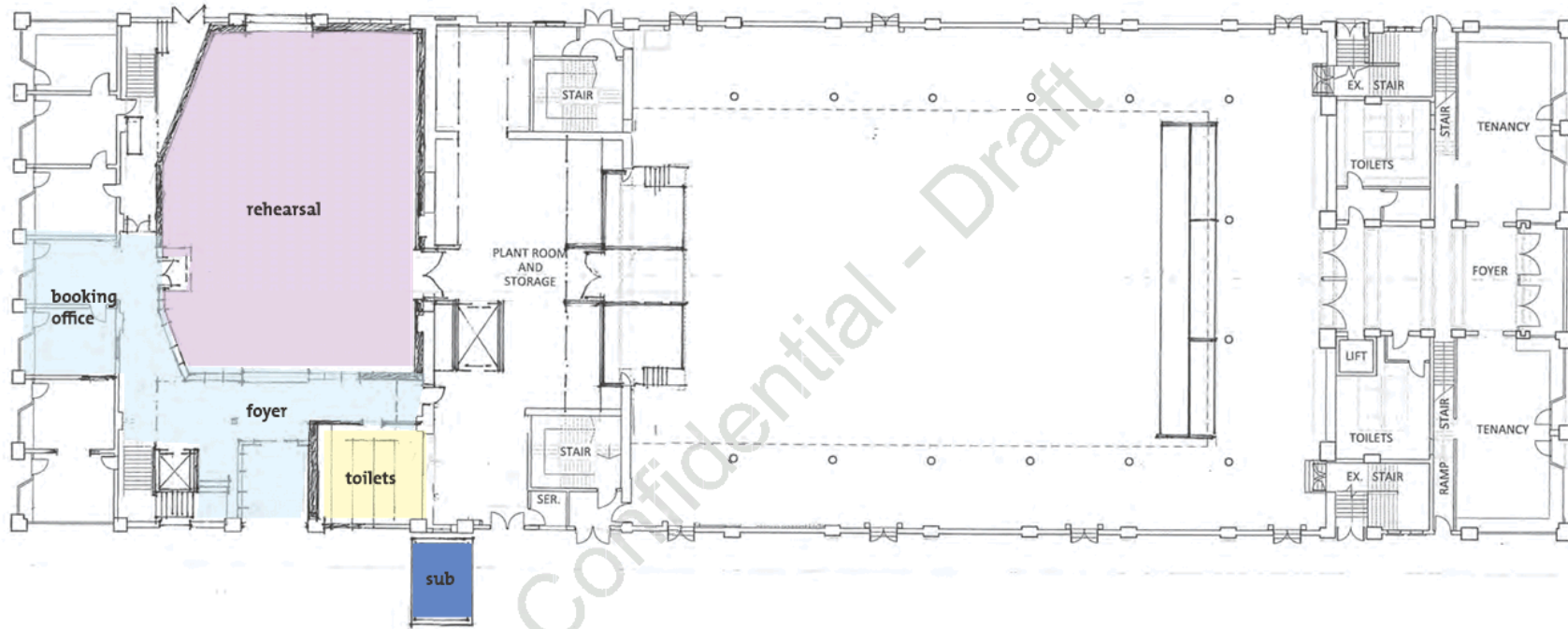
HOBART CITY HALL  
MASTERPLAN FIRST  
FLOOR PLAN



RICH HOBART | Re-Imagining City Hall

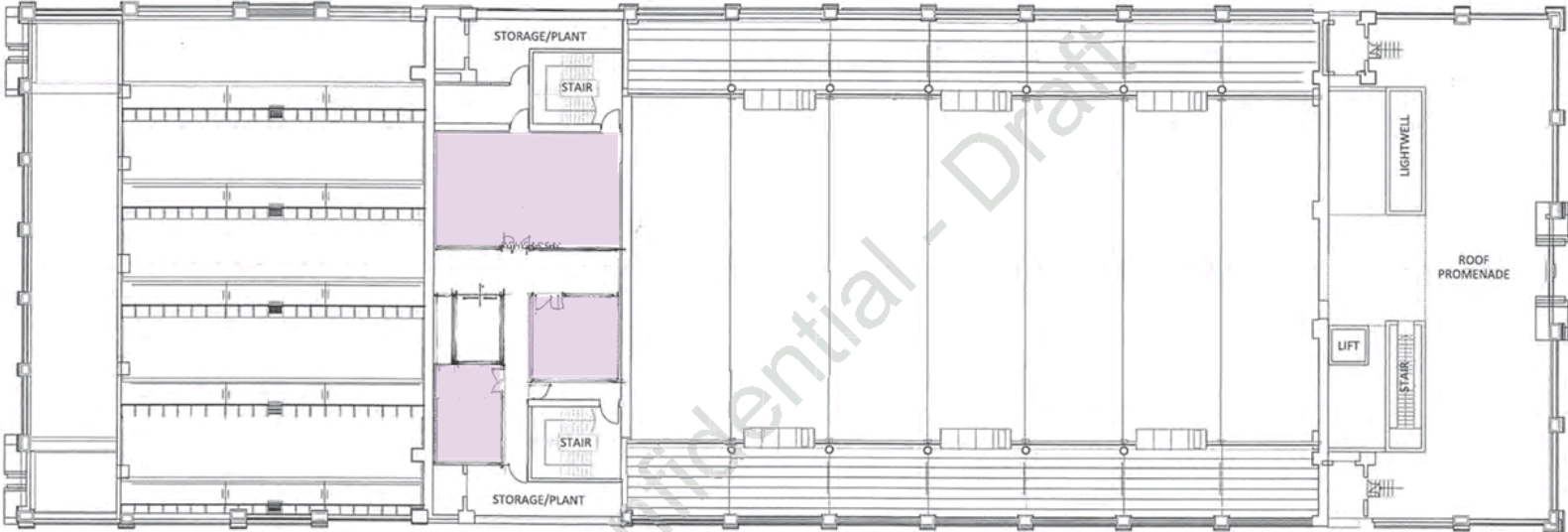
62

ANCHOR TENANT CONCEPT DRAWING SET



HOBART CITY HALL  
MASTERPLAN GROUND  
FLOOR PLAN





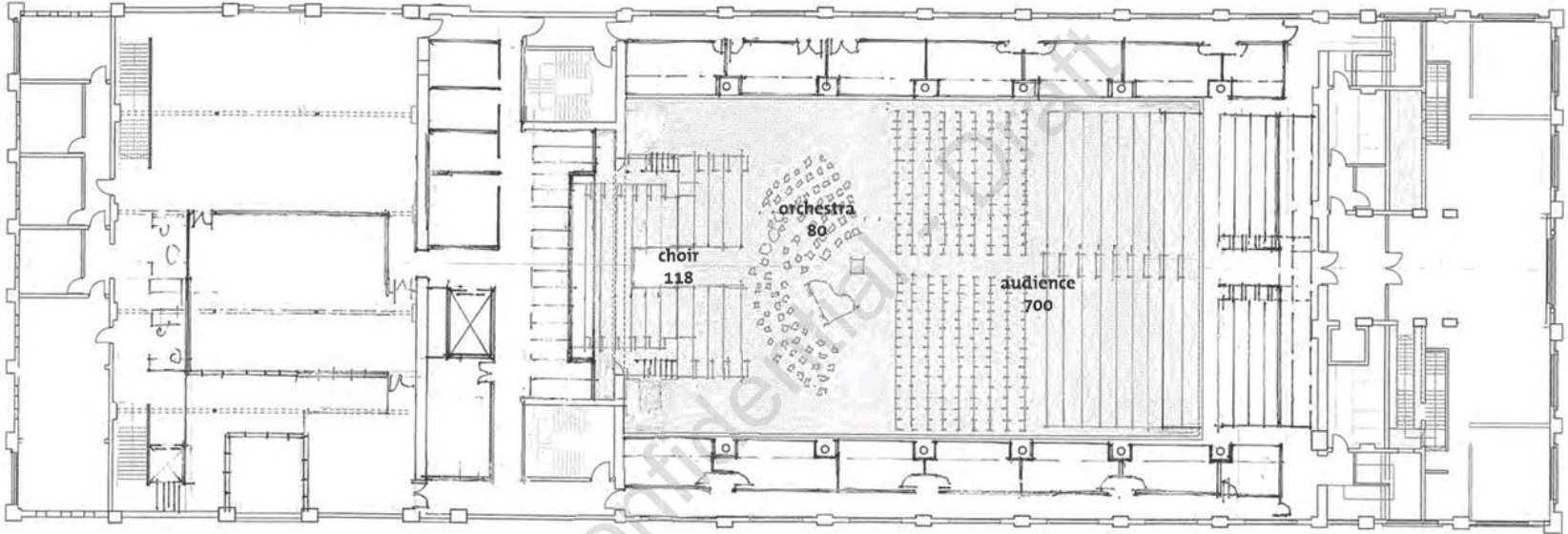
HOBART CITY HALL  
MASTERPLAN ROOF  
AND ATTIC



RICH HOBART | Re-imagining City Hall



ANCHOR TENANT CONCEPT DRAWING SET



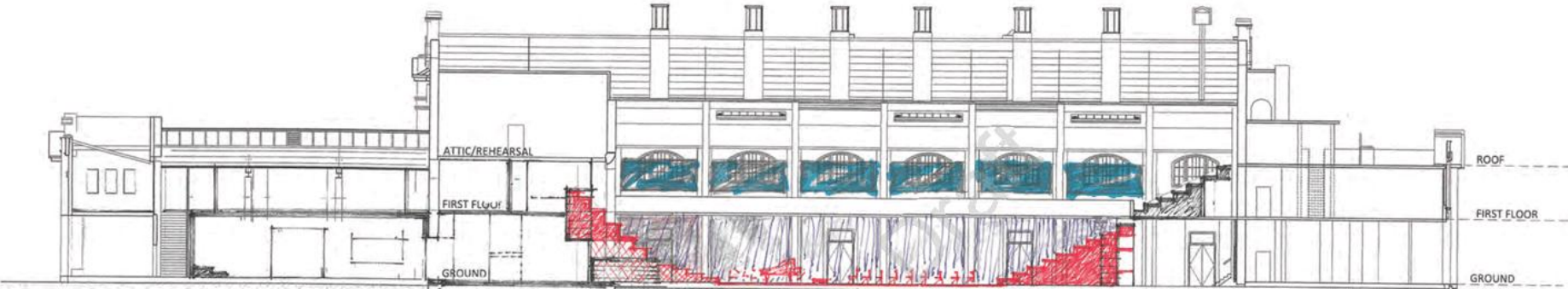
HOBART CITY HALL  
MASTERPLAN FIRST  
FLOOR SEATING PLAN



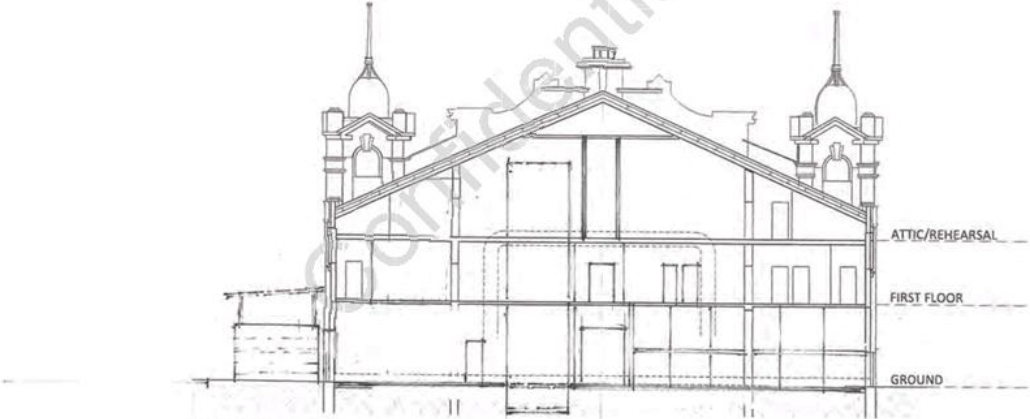
RICH HOBART | Re-Imagining City Hall

05

ANCHOR TENANT CONCEPT DRAWING SET



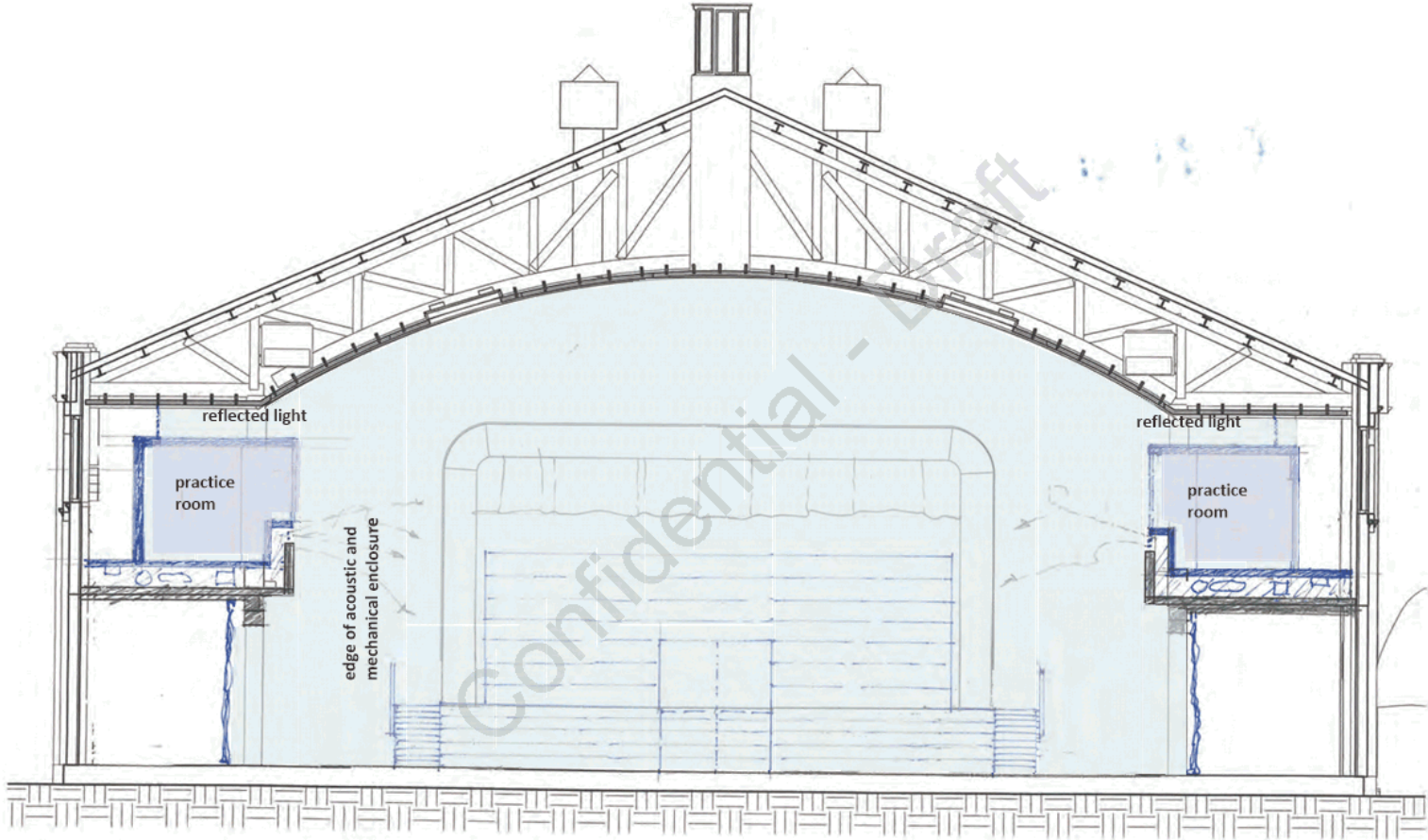
LONGITUDINAL SECTION



CROSS SECTION

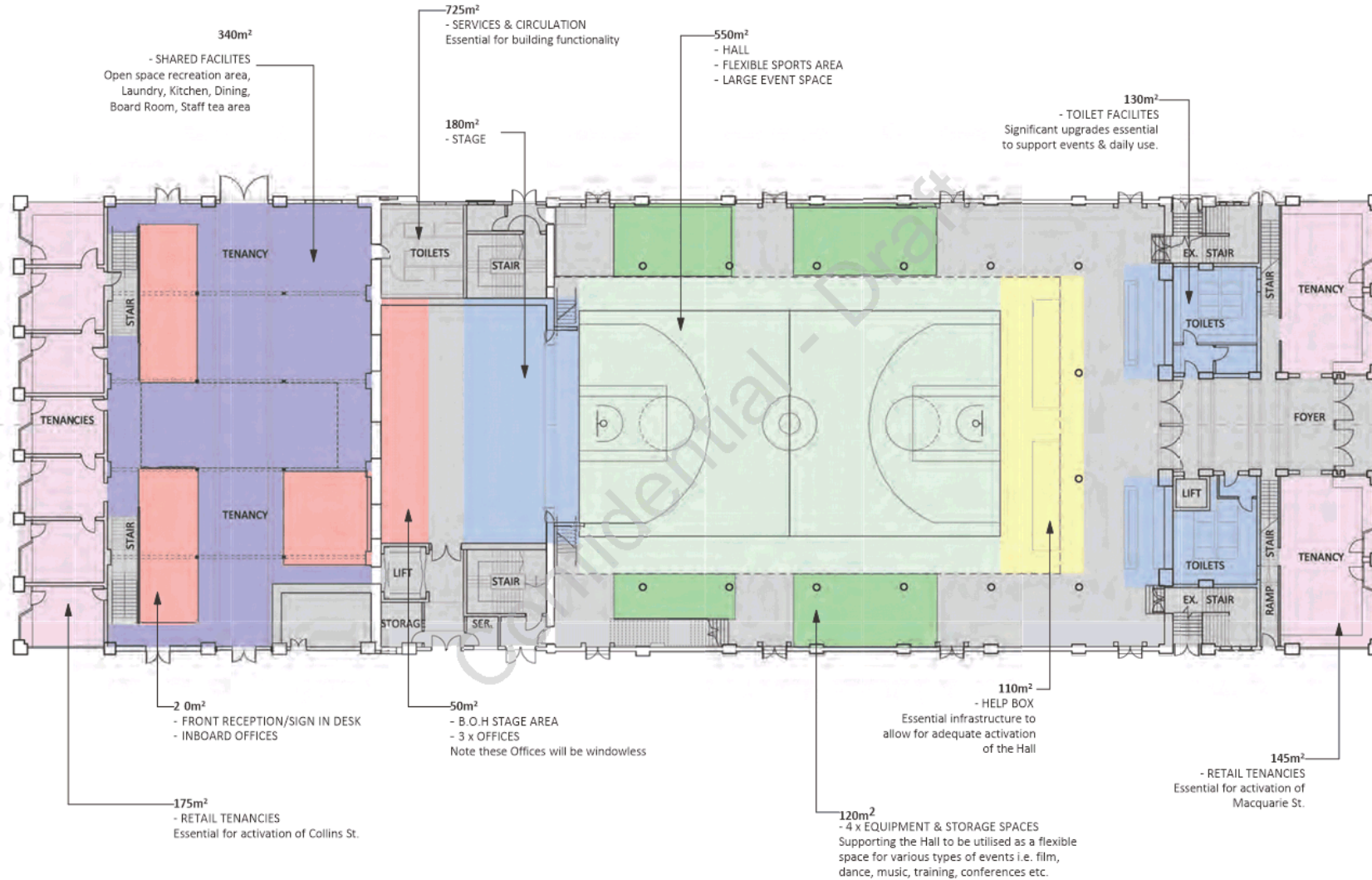
HOBART CITY HALL  
MASTERPLAN  
CONCERT SEATING  
SECTIONS





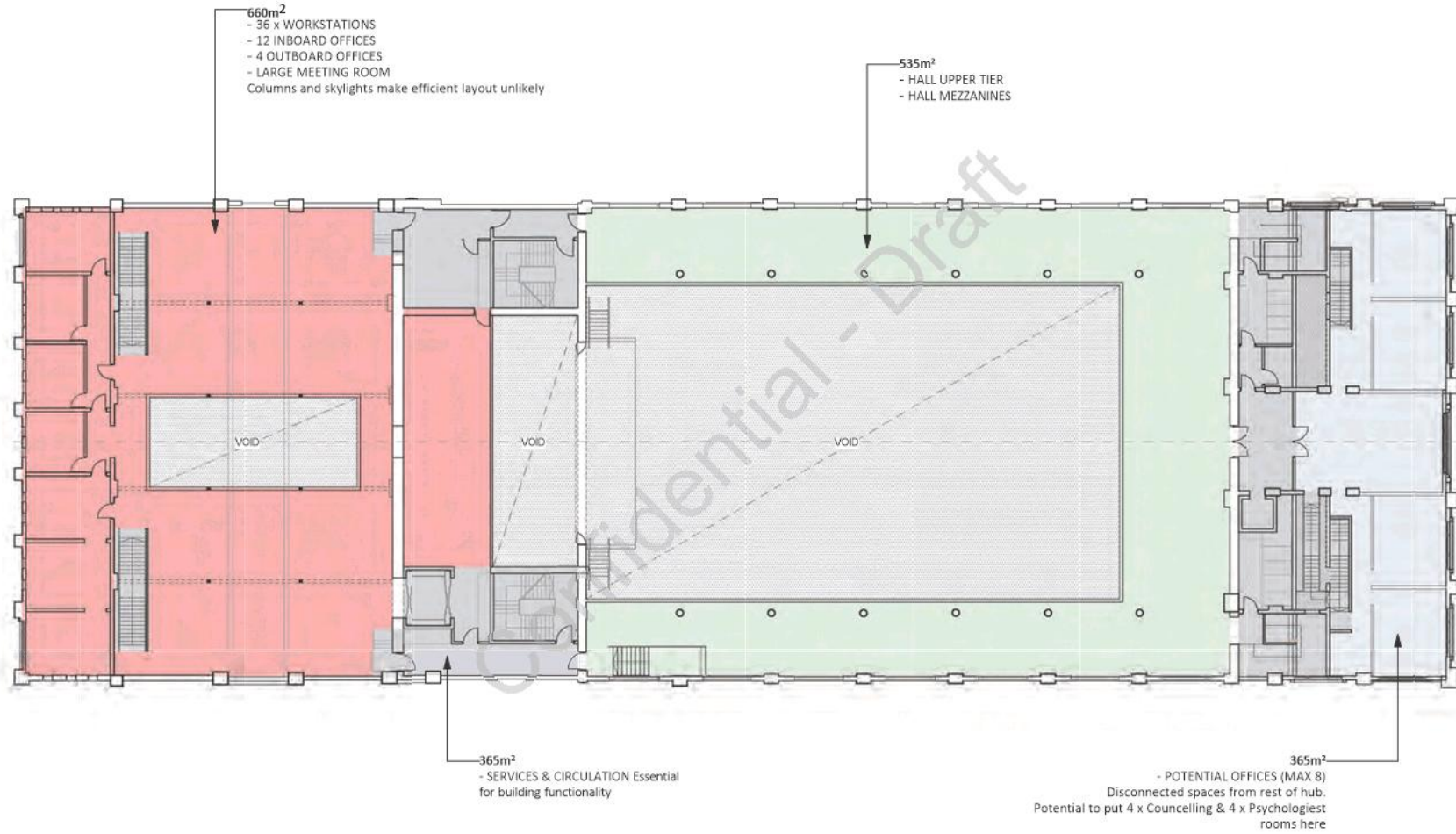
HOBART CITY HALL  
MASTERPLAN  
CONCERT SEATING  
SECTION





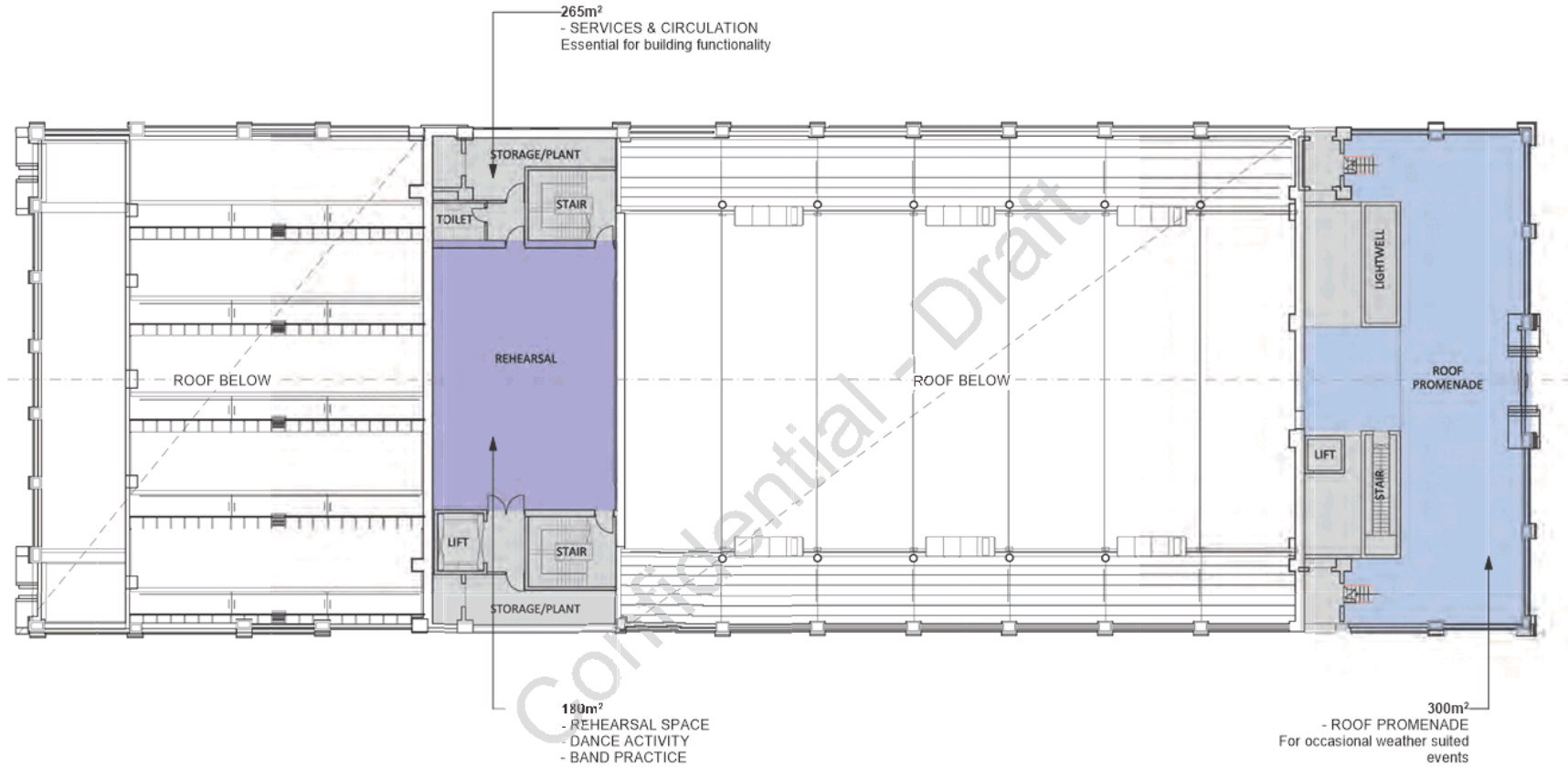
GROUND FLOOR  
PLAN





YOUTH HUB - LEVEL 1  
FLOOR PLAN



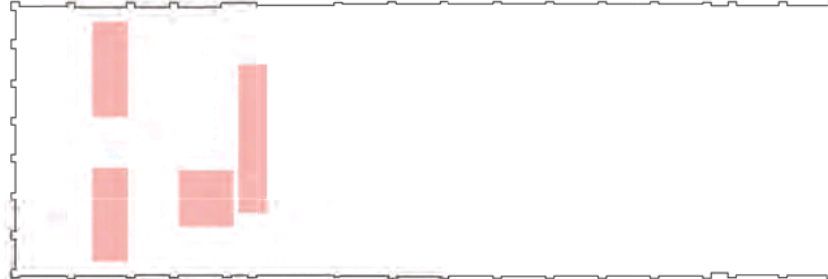


YOUTH HUB - ROOF PLAN

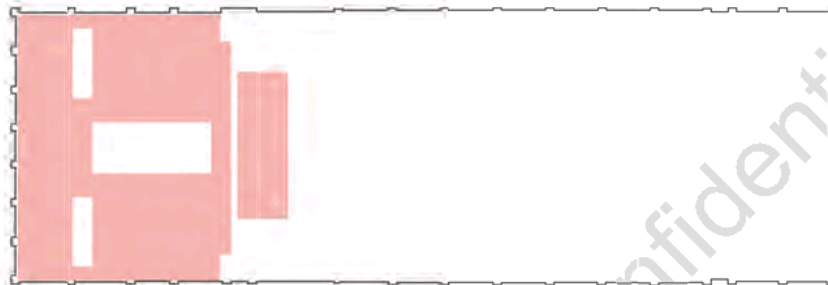


MEASURING THE CRITICAL FACTOR: GFA AVAILABLE V.S. GFA REQUIRED FOR PRIVATE OFFICES, MEETING ROOMS, TREATMENT ROOMS, COUNCELLING / INTERVENTION ROOMS, WORKSTATIONS & SUPPORT ROOMS

HOBART CITY HALL

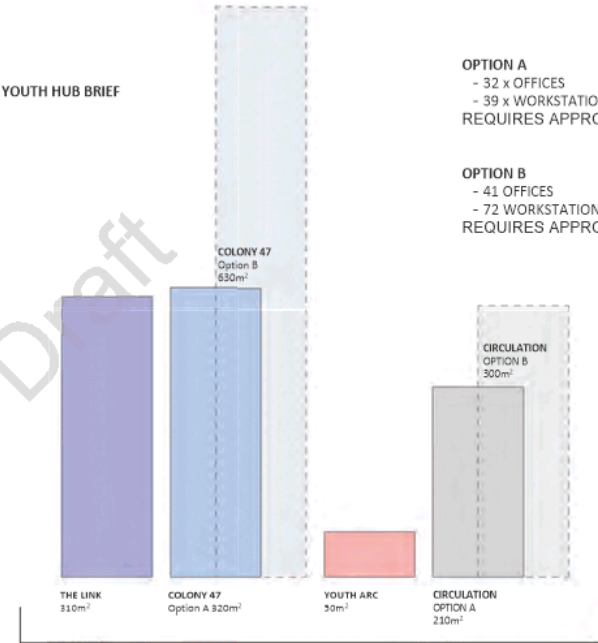


GROUND GFA AVAILABLE FOR OFFICES & WORKSTATIONS 170m<sup>2</sup>



LEVEL 1 GFA AVAILABLE FOR OFFICES & WORKSTATIONS 660m<sup>2</sup>

YOUTH HUB BRIEF

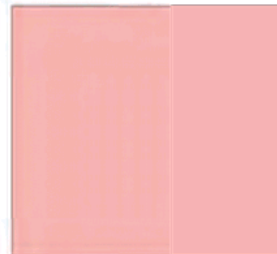


**OPTION A**  
- 32 x OFFICES  
- 39 x WORKSTATIONS  
REQUIRES APPROX 890m<sup>2</sup> OF GFA

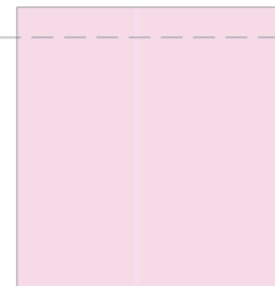
**OPTION B**  
- 41 OFFICES  
- 72 WORKSTATIONS  
REQUIRES APPROX 1290m<sup>2</sup> OF GFA

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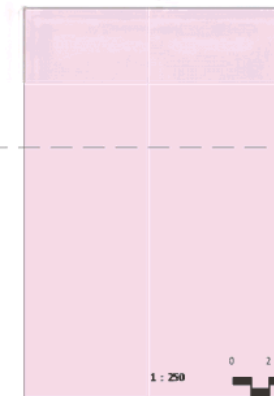
YOUTH HUB - AREA DIAGRAMMING



TOTAL GFA AVAILABLE  
830m<sup>2</sup>



TOTAL GFA REQUIRED FOR OPTION A 890m<sup>2</sup>



TOTAL GFA REQUIRED FOR OPTION B 1290m<sup>2</sup>

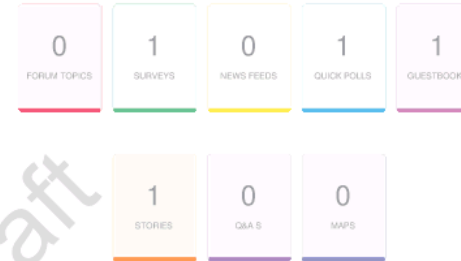


# Your Say Hobart

## The RICH (Re-Imagining City Hall) Hobart Project



### ENGAGEMENT TOOLS SUMMARY



### Visitors Summary



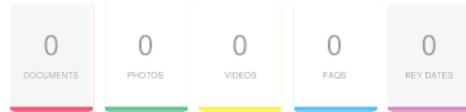
### Highlights

TOTAL VISITS	291	MAX VISITORS PER DAY	94
NEW REGISTRATIONS	2		
ENGAGED VISITORS	31	INFORMED VISITORS	79
		AWARE VISITORS	238

Aware Participants	238	Engaged Participants	31
Aware Actions Performed	Participants	Engaged Actions Performed	Registered   Unverified   Anonymous
Visited a Project or Tool Page	238	Contributed on Forums	0   0   0
Informed Participants	79	Participated in Surveys	3   1   0
Informed Actions Performed	Participants	Contributed to Newsfeeds	0   0   0
Viewed a video	0	Participated in Quick Polls	21   5   0
Viewed a photo	0	Posted on Guestbooks	11   0   0
Downloaded a document	0	Contributed to Stories	9   1   0
Visited the Key Dates page	8	Asked Questions	0   0   0
Visited an FAQ list Page	0	Placed Pins on Places	0   0   0
Visited Instagram Page	0	Contributed to Ideas	0   0   0
Visited Multiple Project Pages	44		
Contributed to a tool (engaged)	31		

Tool Type	Engagement Tool Name	Tool Status	Visitors	Contributors		
				Registered	Unverified	Anonymous
Story Telling Tool	Pleasantries	Accepted	11	1	0	0
Story Telling Tool	BOXING STADIUM	Accepted	0	1	0	0
Story Telling Tool	I love City Hall	Accepted	0	1	0	0
Story Telling Tool	Holidaying at home in Hobart	Accepted	0	1	0	0
Story Telling Tool	A Poor Venue	Accepted	0	1	0	0
Story Telling Tool	Too many memories	Accepted	0	1	0	0
Story Telling Tool	The Auntie Jack Show	Accepted	0	1	0	0
Story Telling Tool	Exhibitions	Accepted	0	1	0	0
Story Telling Tool	previous use of site	Accepted	0	1	0	0
Story Telling Tool	Marriage Equality rally in 2015	NewlyAdded	0	0	1	0
Guest Book	Guest Book	Published	60	11	0	0
Survey Tool	Stay informed	Published	5	3	1	0
Quick Poll	How important is City Hall as a venue for Hobart's commun...	Published	26	21	5	0

**INFORMATION WIDGET SUMMARY**



Widget Type	Engagement Tool Name	Visitors	Views/Downloads
Key Dates	Key Date	8	9

**STORY TELLING TOOL**

**Pleasantries**

author: Robert Thompson

My pleasantries are at the Hobart City Hall with a number of performances with Southern Gospel Choir and volunteer management of the Festival of Voices cabaret nights. Site needs extensive renovation and safety measures for use of mezzanine seating, toilets and stage..

VISITORS	11	CONTRIBUTORS	1	CONTRIBUTIONS	1
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No Responses

**BOXING STADIUM**

author: Trevor

The City Hall has a rich history, including as a boxing stadium. In the 1930s (not in my time), the building would be packed to the rafters (say a crowd of 3000) to watch boxing bouts.

VISITORS	0	CONTRIBUTORS	1	CONTRIBUTIONS	1
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No Responses

**I love City Hall**

author: msteadman

I organised several Environmental Home Expos in the City Hall. They were great events and I enjoyed working with the HCC staff. I've been to lots of significant community events in the Hall - Gay Marriage rallies, symphony concerts ...

VISITORS	0	CONTRIBUTORS	1	CONTRIBUTIONS	1
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No Responses

**Holidaying at home in Hobart**

author: TOLFARY

Every year we listen as our friends plan trips for the July school-holidays to escape the winter cold of Hobart. We choose to stay in Hobart. We wouldn't miss the Festival of Voices. For 10 years we have been involved with the FOV. FOV has provided our two daughters with the most marvellous opportunities to work and sing with some amazing national and international choral directors. They have performed several choral works in City Hall and so this beautiful space has become an integral part of their childhood and our family memories. Now the girls have grown to adulthood we have the opportunity of attending Voice-Box in the City Hall as audience members. Last year we thought about how much we would spend on a holiday in warmer climes and decided that we would stay in Hobart and spend our holiday money here. We decided that we could dine out and attend FOV events. We were not disappointed. We totally loved the performances and the cabaret atmosphere that was generated in City Hall. All of us would love to see more live events staged this way throughout the year. City Hall could be such a jewel in Hobart's Crown.

VISITORS	0	CONTRIBUTORS	1	CONTRIBUTIONS	1
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No Responses

**A Poor Venue**

author: Evan Hadkins

I've been to a couple of concerts and a workshop day in City Hall. The acoustics are fairly poor. It is entirely unsuitable as a space for workshops. Heating and cooling non-existent - a bit of an issue in Hobart (esp. the lack of heating). A space for community to use in a variety of ways would be excellent. Evan

VISITORS	0	CONTRIBUTORS	1	CONTRIBUTIONS	1
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No Responses



### Too many memories

author: Brita

over the years I have been to so many events at the City Hall ... too many to mention. I have been to many great concerts, loved going to the Antiques Fair over many years, and been to some of the Ten Days on the Island and other Festival Events. So many things happen there ... I seem to go a few times each year.

VISITORS 0	CONTRIBUTORS 1	CONTRIBUTIONS 1
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No Responses

### The Auntie Jack Show

author: Roger McLennan

The Auntie Jack show live in the City Hall sometime in 1974 as part of a national tour. Best show I've seen there.

VISITORS 0	CONTRIBUTORS 1	CONTRIBUTIONS 1
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No Responses

### Exhibitions

author: tarfin

Back in the nineteen-fifties the City Hall was the venue of several Careers and Hobbies exhibitions. On display was everything from the wood-working, model railway, model car racing on control wires like a kite, flower arranging, stamp collecting, the Armed Forces, Emergency Services, car maintenance, pictorial arts, hairdressing, photography, cooking and building activities. Most displays had practical demonstrations as well as pictorial records. The exhibitions ran for a weekend every year. There were also Dance Competitions, orchestral concerts, social dances for various age groups, conferences, music recitals, pop-music performances, election tally-room nights, antique fairs and more.

VISITORS 0	CONTRIBUTORS 1	CONTRIBUTIONS 1
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No Responses

### previous use of site

author: Eliza

This is not a personal memory, but a bit of historical knowledge that may provide some kind of inspiration for imaginative uses for today's building. In 1883, the previous building (known as New Market - there's a photo by TJ Nevin) was used among other things for the Juvenile Exhibition. This was not confined to young people's work only, but had an emphasis on it, and a major purpose was to encourage young people in their work. 'Craftsmanship' back then was seen as a much wider thing than today's 'crafts'. It referred to almost any job, such as being a good tram driver through to a good machinist, and of course also included those trades that required specific artisan skills, such as clock-making. It was an era when going on an apprenticeship and doing well in it was a major path to upwards mobility - and a great loss to us today, that this pride in one's work, of any kind, is lost. The exhibition also included domestic skills, from sewing to gardening, as well as displays from local shops and industries. It therefore had a wide appeal and one wonders if this idea - local pride in local work - could be used again to stimulate something good for Hobartians? I'm not just thinking of exhibitions - although a re-creation of such, in a modern context, could be fascinating too - but also in ongoing stuff like workshops, skills training, the encouragement of more engagement with the workings of Hobart's shops and industries, maybe even the granting of apprenticeships and fostering of new small businesses, a practical drawing-in of our shops and workshops into the life of our community (there are many small workshops in areas like Moonah - who ever thinks about them unless they have business with them?). It would surely appeal to many things we acknowledge today - the alienation of the young, the loss of 'the local', a general lack of pride in the abilities of the everyday person. Could our City Hall be made to really live up to its name by becoming a hub for such things?

VISITORS 0	CONTRIBUTORS 1	CONTRIBUTIONS 1
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No Responses

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### Marriage Equality rally in 2015

author: Holly E

This was my first ever rally, and when Rodney Croome took the stage I cried along with everyone else. It was beautiful . I still have the poster I held up on the wall at work :)

VISITORS <b>0</b>	CONTRIBUTORS <b>1</b>	CONTRIBUTIONS <b>1</b>
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No Responses

### Guest Book

VISITORS <b>60</b>	CONTRIBUTORS <b>11</b>	CONTRIBUTIONS <b>12</b>
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07 November 18			It's minimal usage suggests that low income housing, or emergency housing, would serve better social purpose if the building lends itself to internal refurbishing for this purpose.
Chris H			
AGREES	DISAGREES	REPLIES	
0	0	0	

07 November 18			Community groups need a place to hold events within the city. City Hall is ideally placed to become a venue that schools and community groups could use to for theatrical and musical performances , end of year assemblies etc. The number of venues available for hire within the Hobart area for this type of purpose are quite limited and very expensive. The Hall would require to be upgraded to include some sound, lighting and audiovisual aids so that each user is not required to install temporary systems at added cost.
TOLEARY			
AGREES	DISAGREES	REPLIES	
0	0	0	

08 November 18			I grew up in Launceston and have such wonderful memories of the Christmas Fair at the Albert Hall every year. It was a huge go-to event, where charities could show case and sell their items, run raffles, sell cakes, toys, etc... there were lucky dips for children, all sorts of wonderful treasures to be found. Stalls from both businesses and charities, something for everyone. It went for 3 or 4 days and was such a boost for the charities (who paid a peppercorn rent) and for the businesses (who paid more!). They had Santa photos and occasionally bands playing. It was something we looked forward to all year. Entry was free. Something like that would be wonderful, bringing the community together for Christmas, helping the charities raise money and giving businesses the opportunity to showcase their wares as potential Christmas presents.
Joswim			
AGREES	DISAGREES	REPLIES	
0	0	0	

08 November 18			more free events and displays
Joswim			
AGREES	DISAGREES	REPLIES	
0	0	0	

08 November 18			Agree with Toleary. Hobart public primary schools are full to bursting. Perhaps a collaboration with the Department of Education? It's also very close to the University's Hedberg, seems like an opportunity to leverage greater support for creativity.
Merran			
AGREES	DISAGREES	REPLIES	
0	0	0	

Confidential - Draft

08 November 18		A part-time live music and event venue would be nice. Something like the Enmore Theatre in Sydney.
Bumblebee		
AGREES	DISAGREES	
0	0	0

08 November 18		While I have been to many different types of events at the City Hall, the Hall was not the most suitable type of venue for some of them. I realise there would be a huge cost in making the Hall more adaptable, I think that it would mean that it could be used for more, different events. It is such a great space. It is a pity it is not used more often. I think Hobart is seriously short on really top quality performance spaces (especially with the Theatre Royal being closed for renovation). So ... I think it would be best if the re-thinking made it into a top-class venue for visiting and local plays, concerts, opera, dances etc. We may be able to attract more touring concerts etc if we had another good venue. I am not really in favour of it becoming a small community-type hall, as I think this would lead to it gradually continuing the decline it is in at the moment. It is too valuable and beautiful space and needs to be a major player with a focused role in the Hobart and Tasmanian cultural community, complementing the others in the immediate area ... TMAG, Theatre Royal, the TSO concert Hall. The City Hall has the scale, beauty and Heritage to become part of a "Hub" of culture and entertainment in Hobart.
Brita		
AGREES	DISAGREES	
0	0	0

08 November 18		Would be great to see it used for live music through upgraded acoustics and seating and if possible theatre/dance by modifying stage and giving Hobart another mid sized venue
hamenw		
AGREES	DISAGREES	
0	0	0

11 November 18		I think the City Hall should have the capability of being a cinema theatre and regularly program the screening of non mainstream/local movies and documentaries and other audiovisual productions. There could be a fixed day of the week or the month frequency to be discussed in detail by expert advisors, external consultants and council community development and arts & events staff, in consultation with the community allocated to the screening of films either for free or for an affordable ticket price. I am an expert in this field and can provide further advice/insight as to how to implement such a thing.
rafamolina		
AGREES	DISAGREES	
0	0	0

11 November 18		I think the City Hall should be as unashamedly 'Regal' as it is affordable (and maybe even elements that aren't affordable). It should be adaptable, and reflect a uniquely Australian sentiment with strong Tasmanian environmental and historical elements. It should not give way to contemporary / trendy sentiment but reflect a timeless vitality. Could it capture an early European history that included the French, Dutch and English noting some of that early European effort in our waters came from the visions of the French King Louis XVI / Napoleon / King George III and thus the exploration spirit of Tasman / Cook / Bligh / Flinders / Peron / Baudin / D'Entrecasteaux. Could it also come to terms with the First Nation People / Black War / dispossession / genocide? And then the pioneering spirit of the mining and pastoral industries where our fine wool in particular is still testimony to the pioneering effort made by Eliza Forlong. I appreciate that some of these are not Hobart specific but shouldn't the capital city of Tasmania resonate with the State's history.
Peter Martin		
AGREES	DISAGREES	
0	0	0

12 November 18		The City Hall should be just that. A facility for holding events in the City that are too big for other venues and that are not suitable for outdoors. Such a venue is very hard to come by in the middle of the City. Its location makes it an ideal alternative to the Domain for ANZAC DAY in times of poor weather [ it has been used as such several times ]. Some of Dark Mof, Wooden Boat Festival, et al could easily be a candidate for use. The upstairs seating needs replacing. The on-stage facilities need updating - improving. Catering facilities need updating and moving the Youth Center from the area that faces Collins Street might be a good way of getting the extra space required. The idea of subdividing the area for housing or any other purpose is totally against the City ideals. We need venues for events that bring us together.
tarfin		
AGREES	DISAGREES	
0	0	0

14 November 18		I agree with the many suggestions, ideas, comments already posted. In particular it is an ideal location for community events. One option is that it could be used during Wooden Boat Festival and other similar events eg. Antarctic Festival. The proximity of the Argyle car park will help manage parking during events. Perhaps on these occasions the open hours for the car park could be extended. I feel very strong against any thought for the building to be demolished.
Hobart		
AGREES	DISAGREES	
0	0	0

Confidential - Draft

ENGAGEMENT TOOL: SURVEY TOOL

Stay informed

VISITORS 5	CONTRIBUTORS 4	CONTRIBUTIONS 4
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No Graphs to show

Pro Tip:

The following types of questions are shown here as graphs.

Dropdown Type Question

Checkbox Type Question

Radio Type Question

Region Type Question

Number Type Question

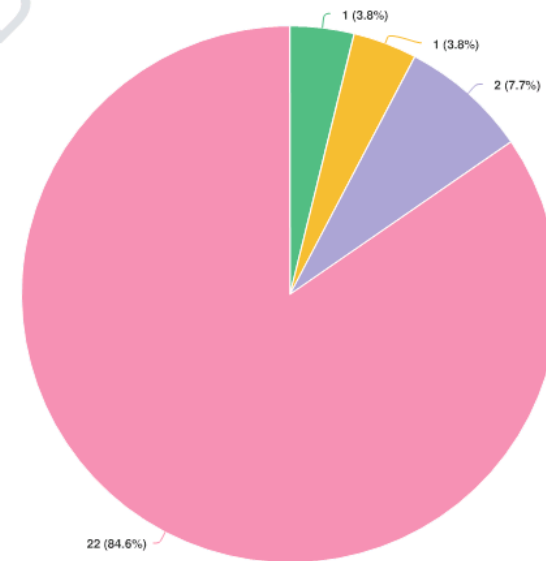
Text based responses are not shown in this report.

ENGAGEMENT TOOL: QUICK POLL

How important is City Hall as a venue for Hobart's community? (rate between 1 - 5 with 1 being low and 5 being high)

VISITORS 26	CONTRIBUTORS 26	CONTRIBUTIONS 26
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How important is City Hall as a venue for Hobart's community? (rate between 1 - 5 with 1 being low and 5 being high)



Question options

● 1 ● 2 ● 4 ● 5

(26 responses, 0 skipped)

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## PROMPTING RICH PROPOSALS

**Physicalities**

- Adjust Market Place and yield a covered crush area?
- Make the gallery level and form a ring or circuit for all-weather use, exercise, display, promenading?
- Make the stage movable to encourage different configurations and yield storage space?
- Reinstate the original entry sequence and foyer?
- Reinstate the glazed corners and shopfronts at ground level?
- Create acoustic and climate managed shell inside the double height space and utilise perimeter for service and circulation?

**Purposes**

- Museum of Hobart?
- Indoor sports?
- New dance hub?
- Scratch Theatre capital of Australia?
- Venue to revive tea dancing?
- A multi-faith site?

**Symbols**

- Every other venue's second home?.... The fringe version of everything?
- The central heart building of the city is Off-The-Grid.... together the community generates power and benefits the environment?
- TMAG for Tasmania, HCH for Hobart?
- Permanent base for annual festivals?
- Not one thing but many things big and small?
- Salamanca at one end, HCH at the other?
- A memorial; Hobart's centre of memory and prediction?

**Finances**

- Partner with energy industry?
- Public bond?
- Joint venture with Government?
- Independent board and curator?
- Commonwealth starter grant?

In optimising City Hall as a venue and enhancing and maintaining its cultural and civic importance, our team anticipates that the Masterplan should enable:

- Acknowledgement that in conception and in its history, the hall is a multi-purpose venue requiring consideration of **what scales and types of activity are a match** for current conditions.
- A distinctive purpose and identity which assists in dealing with a continuing misunderstanding between the town hall and the city hall.
- Examination of the utilisation of **Market Place as a service flank** since traffic volumes are manageable and the city has become familiar with it as a street with restricted access for vehicular traffic.
- Respond to the profound acoustic load on the site generated from major traffic activity on three sides. Either the use of the building or the acoustic insulation of the building will have to be matched to appropriate forms of occupation.
- A solution which copes with the eccentric condition of the existing stage; which is too high above the existing main floor for comfortable viewing, slopes downwards towards the audience (which limits its usefulness), and lacks rear-of-stage area or facility.
- A solution to rigging and above stage access which can be viably operated to an acceptable level under current workplace standards.
- Acoustic separation between performance activity and adjoining spaces.
- Resolution of **inclusion of mezzanine viewing spaces** which are potentially too high for audience inclusion in performance.
- Choice of options for utilisation of back-of-house spaces geared for performance.
- Realistic assessment of facilities in the vicinity that may better serve certain types of live performance so as to reveal both niche use and appropriate size of events at the site.
- Reveal what slight or thematic adjustments can be made for pedestrians to comfortably approach the site and make the site experienced better connected to its vicinity and associated array of activities and places.
- Detail ways in which the site can vitally support or offset the demands and potentials of nearby or associated facilities.
- Resolution of vertical circulation which needs not only to be brought to standard but give simple, **appealing access to mezzanine level** and the under-utilised but potentially very memorable **roof deck** which overlooks the harbour.
- **Offer concepts for storage** of equipment, display material or furniture in support of new uses at the site.
- Resolution of loading access to safely and efficiently enable installations for inventions/fairs/performances/events.
- Clarify how a revitalised, multi-use facility can be signed and evident from the exterior.
- Clearly identify roles for existing stakeholders and custodians in the future development and operation of the site.
- Clarify potential for permanent on-site staffing to enable **cost-effective curation and management of a revitalised facility**.
- Deliver a conceptual solution or direction for efficient heating of the site and its various array of spaces.
- Clarify how ultimate directions and concepts can be achieved in stages.
- Plan to facilitate safe and comfortable crowd space for patrons awaiting or exiting large events.
- Advice on long-term building services, which may include introduction of larger toilet facilities and plant spaces.
- Provide strategic feasibility study of various business models, tenancy/hire scenarios and potential revenue streams to plan for the above through partial or full financial self sufficiency.
- Strategic plan to cope with flooding by preferencing or combining a) external infrastructural protection or b) acceptance of occasional flooding in a building made resilient.

PROMPT A - IMPROVED BUSINESS AS USUAL

Description

- The City Hall complex ticks along quietly, much loved but under-utilised.
- Declining attendance in recent years has accorded with a decline in profit to a point where costs of running the Hall are in excess of what it yields. There is neither community complaint about this circumstance or any active momentum to upgrade the site's functionality. Given this stasis, the situation can be relatively cheaply persisted with, awaiting circumstantial and contextual changes that will become apparent over the next 5 years.
- In the absence of political or evidently public interest in reintroducing the Hall site into Hobart civic life, there are some useful, low key moves that can make use of a waiting period in a relatively cheap and useful way. In Option 1, a three, four or five year period could be used to; a) raise the profile of the Hall prior to significantly investing in it; b) conduct repairs; c) seek an alternative Evacuation Centre; d) refresh or replace the Conservation Management Plan (CMP) to be well in advance of eventual building compliance works.
- Under this option, no funding should be directed towards the stage area since it is rarely used. Access to any upper levels would remain restricted an an annual maintenance budget should be carefully directed so that disrepair in the current complex does not cause expensive or irreparable damage.
- Option 2 can be treated as a stage and can be shortened.

Operational Works

- Installation of a new and strengthened floor is nearly complete.
- Fire compartmentation should be attempted, lintels and structural movement stabilised, missing grills, window panels etc replaced, rainwater collection system replaced, thresholds made safe and defensive water seals installed, side wing mezzanine seats removed, continued removal of non-heritage /non-functional items such as fans and sundry appliances removed.

- The building should be fully and correctly documented.
- Minimum requirements for an Evacuation Centre revisited and tested
- Flood mitigation strategies persisted with
- Opportunities to increase electrical efficiency and solar generation pursued.
- Occasions requiring the heating system to be solar generation pursued.
- Occasions requiring the heating system to be operated should be minimised.
- Some form of subtle but minor work on Macquarie Street footpath to assist with safety of attendees in that cramped location.

Governance and Funding

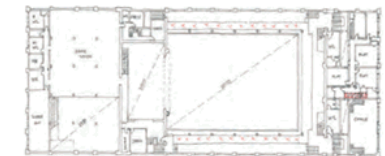
- Persist under Hall-For-Hire model (current Hall Keeper gives excellent service within job remit).
- Establish an annual rolling budget (Consultant team to assist) and authorise for three year minimum term i.e. sporadic spending is expensive and inefficient.
- Review funding and governance as part of a civic reflection in light of the State Government's audit of cultural facilities available early 2019.
- (To be confirmed with HCC) invite YouthARC to have involvement and co-custody of other spaces in the site).
- Ensure a single line of reporting/authority for the various components of the site at a single point within City of Hobart's administration.

Cultural Potential

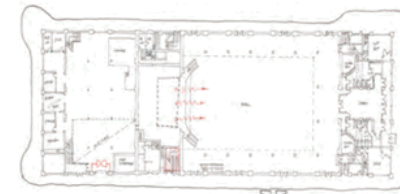
- The state of the building's compliance limits invitations that can be made to the community eg toilet facilities, storage facilities have pragmatic elements. Specific effort to interest conference organisers in the Hall as a 'bare walls site' might encourage experimental and imaginative temporary fitouts of either the hall space or roof terrace; some publicity of these results would be positive.



Longitudinal Section



Level 1 Floor Plan



Ground Floor Plan with Context

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PROMPT B - CONSERVE AND ENABLE

Description

- Option 2 places City of Hobart in a leadership position which takes a bet on community sentiment. The Masterplan consultancy exercise has revealed a depth of community interest in the site that can be validated by reference to the lack of alternatives ie there are many events, communities, programs, and uses with nowhere else to go. The issue for the Hall is not demand, it is functionality, approachability and visibility.
- This option seeks to overlap necessary and appropriate conservation work with achieving useful, functional changes.
- This Option seeks to be ready to anticipate contextual changes in the city generally and in this portion of the city particularly. The next two years will furnish the vitality of a nearby conservatorium, an increase in the number of tourists within 400m of the site, and an increase in the resident student population within the CBD. There will not only be a change in vibe, there will literally be a need for 'a place to go,' be it for structured events or in simple support of how a metropolis works...with its need of public places.
- It seeks to overlap changes in the fabric of the Hall with changes in the way the Hall operates since the hall-for-hire model is outmoded and culturally passive. It waits for people to approach the Hall, rather than have the Hall make approaches to people.
- It envisages a resident organisation and a Curator/Manager to have charge over the whole site and be accountable to a dedicated Board rather than a Council Department.

Operational Works

- The Collins Street facade is returned to its original form to provide transparency, to provide amenity to Collins Street and to provide a home not only to YouthARC but to other tenancies.
- The Macquarie Street facade is returned to a version of the original, stripped of the 1970s remodelling and providing more room and amenity against the busy footpath.
- It envisages a temporary and heralding block in

the existing hall space to provide simple storage and amenity in a manner that massively changes the functionality of the Hall and predicts adjustments to its format in the future.

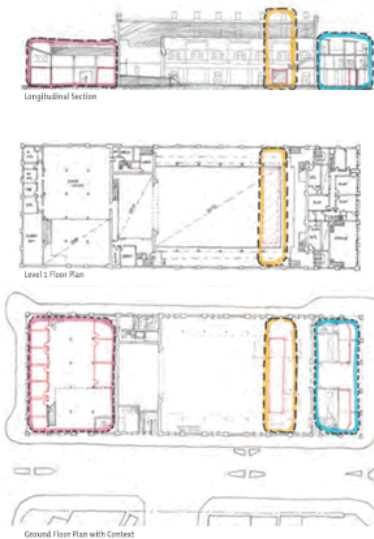
- Like Option 1, Option 2 can work as a stage, though it would be plagued with compliance issues as they relate to access (the central issue is in provision of lifts; a more ambitious version includes lifts, a less ambitious version tries to avoid them). Any scenario that tries to avoid complying and reasonable toilet provision by deferring them to Option 2 would be troubled but possible.
- Ideally, an adjustable, top-hung, light-weight electrical heating system would be included in this option so as to profoundly assist with amenity, remove the expense and dangers associated with the existing heating system.
- Requires an investigation of compliance issues surrounding the upper floor of the Macquarie Street end ie detailed investigation and modelling may enable these existing rooms to be rented to tenants.

Governance and Funding

- Establishing a Company Limited by Guarantee would require City Hall establishing its own independent constitution and recognising that Board members would have total fiduciary and financial responsibility for the hiring program.
- There are formal registration procedures to be followed in relation to establishing a company.
- The actual management of running a Company Limited by Guarantee carries a range of legal and fiduciary duties imposed on the Directors of the Company, which include maintaining accurate minutes of meetings, maintaining accurate financial records and submitting annual reports to the regulators, including audited financial statements.
- Currently there is no Venue Manager for City Hall so this appointment would have to be made first for incorporation to be considered.
- In the current situation an Advisory Committee could be established to consider many of the issues facing the future governance, operational and financial management of City Hall.

Cultural Potential

- The ability to make small functional changes that can have relatively large cultural benefits is conditioned by the necessity of the Hall to function as an Evacuation Centre. A truly complying Evacuation Centre has its own demands and its own obligations to become available at short notice to an extent that impinges on the cultural scope of a simply and insightfully adjusted site.
- A range of minor adjustments can be instigated by the Curator/Manager and can be used to refine performance and increase scope. The cultural potential is weighted heavily with how the site is operated rather than how the site is physically improved.
- A range of temporary adjustments would enable persistence without use of the stage. While the stage has significant presence in the space and in memory, it is an impediment to the enjoyment and flexibility of the Hall and is already rarely used.



PROMPT C - INSTITUTE RICH

Description

- Option 3 most fully responds to latent demand but also facilitates other experiences and places that would be expected in a metropolitan situation such as Hobart's.
- The paradoxical issue of the existing unsuitable stage is emphatically resolved by utilising the volume to assist with functionality that the auditorium requires; mobility in staging points, places for storage, clarity of loading, correction of scale and anticipation of new and convincing sight lines.
- Option 3 is a strategy that makes some significant changes in small parts of the complex to enable big changes in the experience and amenity of the whole complex.
- Key to changing both the perception and functionality of the site is the yielding of public curtilage at the scale of attendance ie 1500 people inside the Hall need a place to gather outside the Hall. The conversion of Market Place into an 'apron' that is mostly for people and only partially for cars generates the '3rd place' that is so often critical to performance and public venues.
- Rather than try and disturb the originating ideas of the building by threading it with internal circulation, the autonomy of separate parts is preserved by giving Market Place the role of connector.

Operational Works

- The Collins Street facade is returned to its it envisaged that for Option 3 to have authentic credibility it would operate as a net positive energy site. Opportunity for solar collection is massive and can be co-ordinated with battery and water storage in the central ex-stage zone.
- The central ex-stage zone has the potential to be partially extended through the roof plane in order to accommodate a brief for storage, plant, platform lift and back of house.

Governance and Funding

- The refinement and delivery of this option requires the investment of a small group and leader to act as client. Option 3 relies on involving key commissioners and operatives

prior to redevelopment rather than observe the poorly predated pater of developing first and subsequently trying to acquire talented management.

- Company Limited by Guarantee is a company structure recommended for Not for Profit Organisations and provides the Directors of the Company and the Venue Manager with a degree of autonomy to set the direction of the Company, in this case the City Hall. In this model, the Venue Manager would have a seat and a vote on the Board.
- Arts organisations that are structured as a Company Limited by Guarantee report a dynamism and professionalism and independence and ability to manage their own organisation as major strengths of the model.
- Other strengths identified were that the organisation was not bound by the Local Government Act which enables the organisation to maximise commercial opportunities (ie purchasing, sponsorship and acquisitions).
- Another advantage of this model is that it is not bound by Council's internal management procedures so can be more agile as an organisation with decisions being made more speedily.

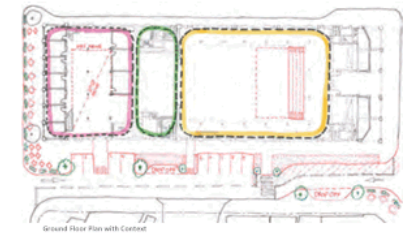
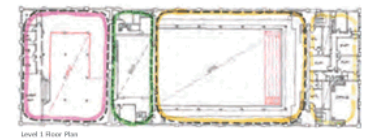
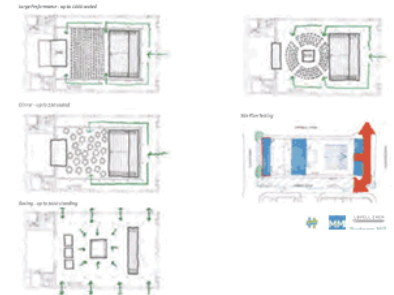
Pillar Match

- **Sense of place;** matched with Market Place, the community can experience a place, not just an object
- **Community inclusion, participation and belonging;** by reflecting the results of community engagement the HCH is kept as a facility that serves broadly, it remains a people's place, not a specific cultural experiment.
- **Creativity and culture;** not only a creative approach but a place that facilitates people gathering creatively.
- **City economies;** by offering extensive new facilities the site can generate income to return on investment (in accord with the Hall's original 1915 Charter).
- **Movement and connectivity;** becomes not just sorted for the Hall itself but for the district around it that it serves.
- **Natural Environment** is made more apparent as the Hall complex becomes more porous

- **Built environment;** an environment is made, not just a building.
- Governance and civic involvement; HCH is run as a corporate / civic / government hybrid, it moves on from being a government only asset.

Vision Match

- **Hobart breathes;** with its increase in porosity, HCH is less isolated, it takes in what is around it.
- **Connections between nature, history, culture, businesses and each other are the heart of our city;** and are demonstrated at the scale of a single project, it is as if HCH becomes a miniature city.
- **We are brave and caring;** we reflect this in how we make a bold and ingenious scheme that facilitates everyone.
- **We resist mediocrity and sameness;** by making a scheme around the scheme. A better context makes for a better treasure.
- **As we grow, we remember what makes this place special;** as we adapt HCH we acknowledge its wonderful site by making more of the site.
- **We walk in the fresh air between all the best things in life;** just as we walk past the Hall and enjoy what it is even without going inside.



THEME	No.	Statement	Description or Suggestion	Positive, Negative or Neutral	Evaluation	Implication for RICH
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.1	YouthARC is used as a venue i.e. for birthday parties. Age bracket 14-18 likes routine (average of 50 drop ins a day).	Description	Positive	YouthARC's contribution to the city is longstand-ing and of great value.	YouthARC's service must be maintained. Opportunities on other sites or partnerships with other providers could improve service even further.
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.2	YouthARC's Rock Challenge – 225 attend.	Description	Positive	Parties of 225+ is part of YouthARC's activity.	As above.
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.3	Parties for 13-15 year olds 5-7:30pm. Parents are able to go out.	Description	Positive	Noted.	Vital component of any YouthARC brief i.e. proximate to bus stop.
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.4	Dance studio is vacant until 3pm.	Description	Neutral	Noted	Potential for multi-use if managed appropriately eg DRILL.
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.5	YouthARC is already curating sub-tenants and activation.	Description	Positive	Contribution noted.	Emphasizes the need for curation at the Hall generally to facilitate activa-tion.
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.6	What it means to Hobart.	Description	Positive	Multiple associations from both a memory and amenity point of view.	Strong mandate again endorsed, redevelopment options should persist with rather than abandon the Hall.
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.7	1. The building is really important. 2. It really is threatened so we must start restoring. 3. While we are at it let's make it usable.	Description	Positive	Noted	The options embody a staged approach. Required tasks are clear.
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.8	Dame Melba, go to see a band, Miss Tasmania Quest, PW1 is priced out of the range; too often places are 'hushed' up,in a market the size of 200K+ diversity likely to be important.	Description	Positive	Most available venues lack amenity which increases costs for performance.	PW1 has several difficulties; ceiling too low, bump-in inefficient etc.
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.9	How to match something to a small city that has a big hall.	Suggestion	Neutral	A distinction to be acknowledged in a positive rather than a negative way.	Participation costs must be kept low and breadth of use kept wide.
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.10	Niche that City Hall fills – large scale, flat floor, flexible space, affordable. Theatre Royal – proscenium arch with 700 seats, redeveloped is full service – resident tech, front of house.	Description	Positive	Acknowledges that different spatial types and that different spatial scales suit differing types of performance.	Hobart's cultural life is limited by having one high ceillinged, flat floor site and one actual theatre. Irrespective of RICH, more venues are required.
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.11	Roof deck not currently publicly accessible. People are interested in its potential though.	Description	Negative Positive	Acknowledged.	Development of the roof-deck would require major works and is included in one of the options.
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.12	Possible rooftop accessibility for general community.	Suggestion	Positive	Noted.	Expensive to provide and supervise and therefore inter-related with selected business model.
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.13	Mathers House precinct – proves the value of precinct vibe.	Description	Positive	Suits demographic and scale of site.	Hobart City Hall has a broader demographic and challenging spatial condi-tions.
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.14	Festival of voices 1284 – now multi-evening	Description	Positive	Longterm subscription and commitment to cultural calendar and profoundly expensive eg \$120K/night setup costs. Requires comfort and sight-lines to succeed	Emphasizes need for adaptable infrastructure for events based fixtures and furniture
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.15	Interactive green center. Keeps it in the hands of the city/people.	Suggestion	Positive	Due to buildings solid and restricted curtilage interactive green space may only be possible as front to TMAG and HCH	Parking would need to be repurposed as civic space fronting both build-ings
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.16	Brand of the City Hall. Not associated with anything very much, has memories but is not known for anything – name, program or partner could help this. Prize of the city, belonging to all but not known for anything.	Description	Neutral	Agree. There is a nostalgic fondness for the building, however evidence suggests that his-torically this has not always been the case. The buildings value could be revitalized by addressing its amenity, curatorial and compliance deficits so that civic events and partners are better support-ed	Changes to the management structure would enable an independent committee or board to ascertain how the Hall would be utilized, pro-grammed and marketed. Branding could better communicate the antici-pated value of the Hall and the amenity that could be offered for tenants, partners and the community with upgrade and potential redevelopment
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.17	Don't have many public rooms for cultural groups to use.	Description	Negative	This is also reflected in the city's lack of library facilities.	The RICH exercise has revealed the demand for cultural sites within the city that are beyond the remit of Hobart City Hall. Such sites require appropriate custodianship

THEME	No.	Statement	Description or Suggestion	Positive, Negative or Neutral	Evaluation	Implication for RICH
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.18	Future of tenancies- could these spaces be opened up for other community groups?	Suggestion	Positive	Noted	Noted
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.19	Carriageworks – not just about the venue; build a venue and they will come, not necessarily going to work. Needs a programmer, presenters etc. In all of team precedents – curatorial bravery, take risks – local government not good at doing. Have a separate body building more innovation, holding onto community outcomes with commercial savvy. Finding the fit with the program. Universities not good at that either – good at building things but not necessarily activating them.	Suggestion	Neutral	Noted, new venues have been built in other jurisdictions on the assumption that the building will attract patronage. What is typically found is that this is not the case and instead patronage and interest in a venue needs to be built prior to the venue being built	The Theatre Royal is only actual theatre in Hobart and regrettably cannot accommodate ranges of theatre. Hobart City Hall not suitable for conversion into a theatre. A new theatre is required
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.20	Actual makers?	Suggestion	Neutral	Latent supply of musicians, technicians, entertainment and comedy acts revealed	As a setting to facilitate and co-ordinate local productions, the Hall needs a suite of sub-spaces
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.21	Hotel increase is boosting conference market for large groups for 2020. Will change a lot of demand for boutique infrastructure.	Suggestion	Positive	Acknowledged, especially most hotels are of non-boutique 3 star type in Hobart	Resulting spaces need to be authentically Tasmanian and not a generic hotel style
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.22	'Architecture' is valued by visitors and it distinguishes from other venues	Description	Positive	Alternate interventions required to make it attractive. By visitation standards the Hall is very dull	Programming and curatorship is required so that the Hall changes from a typically closed to a typically open and inviting status. Walk in from the street should be the default state
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.23	Site inspection experience for hirers needs to be appealing – hearing about history 'story' , helpful attitude	Suggestion	Positive	People contemplating hiring the Hall visit months in advance	The Hall needs to facilitate hirers by providing full-time curatorial staff
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.24	Do nothing – put everything in to making it friendly and easy to use. Bookings going down – is that because other venues sucking them up, is that because the things the hall is offering is too difficult to use, few people can see it being a disadvantage to have cooking area.	Suggestion	Neutral	There seems to be little community complaint about the current circumstance of the Hall. However decline in bookings doesn't appear as a consequence of demand. Instead inherent amenity and management issues makes the venue less desirable for events	Masterplan concepts suggests a <i>Business As Usual</i> approach with a small amount of meaningful improvements undertaken now in readiness for future improvements or redevelopment
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.25	Model of the community hall.	Suggestion	Positive	Its been a community hall and should continue to fulfill this requirement	Suggests flexibility
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.26	Think that it needs to be many things. Needs to work for local community firstly. Strength in being a hub. City Hall as a tourism hub – activated all the time. All the various agencies in there that are currently dispersed. Same potential idea could happen for a cultural or arts space.	Suggestion	Positive	Maintaining the Halls multi-functionality whilst also supporting the community identified as positive	Continual activation requires interactive frontages and variety of spaces that support a variety of community and stakeholder groups. Cultural and arts space would require the issues of flooding and heating to be fixed
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.27	Museum of Hobart idea intriguing but would want to be careful about putting any collection based entity in there because it just flooded. Older TMAG masterplans look at the Rivulet.	Suggestion	Neutral	Flooding an issue not just for museum but also as an emergency shelter	RICH concepts look to address this issue with civil works as flood mitigation measures
ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.28	Narrative – vital	Suggestion	Positive	Agree. Developing the narrative early of how the Hall could be re-imagined to host a variety of events whilst maintaining its civic function, would aid momentum and community/stakeholder support for upgrade and redevelopment	

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ALTHOUGH UNDER-UTILISED, THE HALL IS VALUED	1.29	5 years of the resident thinker.	Suggestion	Positive	Applies to Masterplan Concept Opt 1 raising the profile of the Hall	Very value efficient low capital investment. Would warrant making compartment compliant
PRACTICALITIES MAKE A DIFFERENCE	2.1	Size of venue both a positive for large events and a negative for smaller events.	Description	Neutral	There is demand for both large and smaller event capacities in Hobart generally.	Look for a solution that will maintain the amenity of size for hosting large events in the main auditorium but provide smaller spaces that can be hired out. Need to determine the nature of the demand for smaller spaces - i.e. is it for performance, community meetings, private dinners/events.
PRACTICALITIES MAKE A DIFFERENCE	2.2	3 phase power supply adequate for all events however there is no emergency generator.	Description	Neutral	Noted	Future development should include an emergency generator. Look at how this could be incorporated with off-the-grid initiatives.
PRACTICALITIES MAKE A DIFFERENCE	2.3	Limited storage in building.	Description	Negative	A chronic problem since the building's inception.	Storage vital to any form of development, however minimal.
PRACTICALITIES MAKE A DIFFERENCE	2.4	No commercial kitchen for functions serving food.	Description	Negative	This adds an extra level of difficulty with logistics of organizing dinners and receptions at the venue. Of particular value to groups with migrant backgrounds.	Evaluate possibility of including commercial kitchen in the facility. Could this be satisfied by providing space for a cafe that could also cater for events on demand.
PRACTICALITIES MAKE A DIFFERENCE	2.5	Need for adequate heating and cooling.	Description	Negative	Accepted as a contemporary minimum standard. Currently heating system is ineffective and dangerous.	Look at how heating and cooling options can be integrated in an energy and cost efficient manner, utilizing renewable resources. City Hall could be an exemplar of a comfortable space operating year round.
PRACTICALITIES MAKE A DIFFERENCE	2.6	Extra capacity suits existing dance space (noise between dance studio and YouthARC).	Description	Positive	Noted	Capacity to offer a dance studio in the district vital.
PRACTICALITIES MAKE A DIFFERENCE	2.7	Top level dance bleeds more than YouthARC.	Description	Negative	Noted	Requires physical and managerial attention.
PRACTICALITIES MAKE A DIFFERENCE	2.8	Fire threat is a reality.	Description	Negative	Noted. Recent work by Council has reduced threat.	Any form of development, however minor, must comprehensively address fire and other legal requirements.
PRACTICALITIES MAKE A DIFFERENCE	2.9	YouthARC Hobart, Corporate Services - 3 parts of council, 3 sets of keys, 3 pieces of management.	Description	Negative	Noted; situation very unhelpful.	Requires total overhaul as part of new management/governance/curatorship.
PRACTICALITIES MAKE A DIFFERENCE	2.10	Storage: blankets, beds, chairs.	Suggestion	Negative	Noted	Included along with other necessary storage demands.
PRACTICALITIES MAKE A DIFFERENCE	2.11	Ease of use – does that need to justify storage.	Suggestion	Negative	Storage is vital to make the Hall straight forward to use and to avoid damage to the Hall itself and damage to the equipment that is constantly being dragged in and out.	Convention needs to be observed and storage provided for; chairs, tables, lectern, projection equipment etc as is typical throughout the world.
PRACTICALITIES MAKE A DIFFERENCE	2.12	HEATING.	Description	Negative	Significant issue for many clients and patrons.	Recommend high-tech infrared heating system.
PRACTICALITIES MAKE A DIFFERENCE	2.13	It is currently so non-compliant it is a risk and needs to be fixed before sued or building leaks.	Description	Negative	Noted	Repair is suggested rather than closure.
PRACTICALITIES MAKE A DIFFERENCE	2.14	Acoustics.	Description	Negative	Noted by many as essential.	Needs to be approached both technically and strategically.
PRACTICALITIES MAKE A DIFFERENCE	2.15	Needs to be easy to use. At the moment have a place that can be used for gigs but have to have everything there. Can't even have a meeting without hiring chairs.	Description	Negative	Widely acknowledged throughout the consultation process.	Storage and custodianship can directly address these straight-forward and well-understood pragmatic issues.
PRACTICALITIES MAKE A DIFFERENCE	2.16	Visually not great on flat floor. Scale of the show is bigger than what can fit on the stage.	Description	Negative	The scale of the floor in relation to the stage, the height of the stage and site line impediments are an innate feature of the design.	Adjustment of scale and improved sight lines noted in options.
PRACTICALITIES MAKE A DIFFERENCE	2.17	Don't put storage on a street or edge.	Suggestion	Neutral	Acknowledged	Acknowledged

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PRACTICALITIES MAKE A DIFFERENCE	2.18	For standing audiences the stage height is not an issue.	Description	Negative	This point is contested. Very few events are for standing audiences.	Adjustable stage heights and locations critical to utilization.
PRACTICALITIES MAKE A DIFFERENCE	2.19	Safety aspect of road/concerts finishing/out-spill. Patron security/counter-terrorism/need to consolidate entries and exits etc. Macquarie Street edge better if use bricked in ends. The gem civic space is a toilet.	Description	Negative	Acknowledged; Macquarie Street frontage dangerous and poorly utilized.	Imperative that ground level spaces be liberated.
PRACTICALITIES MAKE A DIFFERENCE	2.20	Hydroelectric energy advance people, we have the right climate – we need heating rather than cooling.	Suggestion	Positive	Acknowledged	Cooling capacity should be incorporated to enable usage irrespective of the weather.
PRACTICALITIES MAKE A DIFFERENCE	2.21	Should the venue provide a minimum range of technical equipment (lighting, sound and rigging) to support hirers who do not have equipment.	Suggestion	Neutral	Noted above.	Noted above.
PRACTICALITIES MAKE A DIFFERENCE	2.22	Possible lift to balcony and roof.	Suggestion	Positive	Noted above.	Noted above.
PRACTICALITIES MAKE A DIFFERENCE	2.23	Catering – don't bring food in	Suggestion	Positive	Many community and ethnic groups are for flexible and longstay uses	Cooking together gives cultural depth and is safer than non-professional bringing in of food and also supports formal dinners
PRACTICALITIES MAKE A DIFFERENCE	2.24	Flat floor = flexible	Description	Positive	The flat floor does offer opportunity for various event options	Flat floor replaced during masterplan consultation. Restricted extent for loading as recommended by RICH and co-location with large storage will limit floor damage.
PRACTICALITIES MAKE A DIFFERENCE	2.25	Interventions/fragments – what string of them could make a difference? Perhaps better recommended given failure of 'big scheme' masterplanning	Suggestion	Neutral	Interventions could be incremental whilst momentum to upgrade the Hall and investment and/or key tenants are found	Concepts outlined by RICH Masterplan can be carried out in separate or combined stages
PRACTICALITIES MAKE A DIFFERENCE	2.26	Free carparking as part of an offer	Suggestion	Positive	Carparking issue serially raised as Hobart Public Transport is nascent	Prompts city-wide rising demand for city transport. Negotiating with adjacent multi-storey carpark owner could facilitate public availability to utilise facility
PRACTICALITIES MAKE A DIFFERENCE	2.27	Portable seating at PW1 (tiered seating) would be ideal	Suggestion	Positive	Noted	Pull out seating be made available in high quality version.
PRACTICALITIES MAKE A DIFFERENCE	2.28	Tiered seating that slid out of proscenium. Space underneath for storage. Need to agree that what we take away makes sense.	Suggestion	Positive	Noted	As above
PRACTICALITIES MAKE A DIFFERENCE	2.29	Buy the curtains!	Suggestion	Positive	Noted, many essential pragmatic furnishings and fittings required	Curtains enable the lower perimeter to be closed off. This demonstrates innate proportional problems
PRACTICALITIES MAKE A DIFFERENCE	2.30	Suspicious of grand architectural plans to make it totally flexible, price many groups out of the market i.e. PW1. Left wing theatre, improvised venues.	Description	Negative	Amenity can be achieved very inexpensively if the size and format of the venue is appropriately organised. PW1 is not a theatre, it is a partially converted warehouse.	Acknowledgment of amenity can inexpensively make the site more flexible and better value for both performers and proprietor.
PRACTICALITIES MAKE A DIFFERENCE	2.31	OHS + building survey.	Description	Neutral	Council continues with this work, although on a limited budget.	This work must be co-ordinated and completed.
PRACTICALITIES MAKE A DIFFERENCE	2.32	Seismic?	Description	Negative	Noted.	It is now industry practice to seismically protect buildings as part of renovation works.
PRACTICALITIES MAKE A DIFFERENCE	2.33	Example for solution for Rivulet - Mississippi Lawrence Halprin	Suggestion	Positive	Civic spaces could be created that both redirect flooding whilst improving amenity by creating urban structures	Requires major civil works and co-ordination and redirects effort and funding away from Hall
PRACTICALITIES MAKE A DIFFERENCE	2.34	Non-amplified; acoustic a great site for it.	Description	Positive	Differing opinions were expressed.	Choice of amplified or non-amplified must be maintained.

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PRACTICALITIES MAKE A DIFFERENCE	2.35	From a business perspective City Hall can be a different price point. PW1 is a large space but price can be prohibitive. Different scale – 7,000 people.	Suggestion	Positive	Noted, however even sites for several thousand people require appropriate ceiling heights and sight lines.	Price point is also related to level of subscription. i.e. price-point is related to whether the Hall is booked nearly every night or once a fortnight. Diversity and custodianship required.
PRACTICALITIES MAKE A DIFFERENCE	2.36	Precinct in a traffic nightmare. No evidence that making a cultural precinct makes more culture.	Description	Negative	Evidentially, this is correct.	The RICH exercise has revealed a latent cultural demand in Hobart. Without an increase in CBD resident population, cultural development will be limited.
PRACTICALITIES MAKE A DIFFERENCE	2.37	Community groups (i.e. Nepalese) 500-600 max, like to be able to decorate, need to be able to safely cook	Suggestion	Positive	Noted	Noted
PRACTICALITIES MAKE A DIFFERENCE	2.38	'Run your own bar,' 'run your own food,' 'don't lug your own kit'	Suggestion	Positive	Noted	Masterplanning concepts recommend provision for improved kitchen and bar facilities for the serving of food and drink for large and small scaled events as part of the base buildings offer
PRACTICALITIES MAKE A DIFFERENCE	2.39	Most critical thing will be who runs it.	Suggestion	Neutral	The current Halltaker does a fantastic job but there is currently no dedicated role for a Venue Manager with technical experience to support producers and curate events	The governance and management structure needs to be re-evaluated as the "hall for hire" model is antiquated and does not represent best practice
PRACTICALITIES MAKE A DIFFERENCE	2.40	Governance	Suggestion	Neutral	The current Hall for Hire model is outdated and a new governance/management model is required	RICH offers alternatives that envision various levels of independence. Improved efficiency would result from having a committee or residential company that manages the Hall and its corporate affairs
PRACTICALITIES MAKE A DIFFERENCE	2.41	Role of place could be stability of usefulness	Suggestion	Neutral	The need for the city to have a hall with continuous availability was repeatedly emphasized and valued	Civic functions must be preserved in any enhancement project
PRACTICALITIES MAKE A DIFFERENCE	2.42	A roof deck would be amazing	Suggestion	Positive		Provision for equitable access would require a lift to be installed and this is addressed in one of the RICH Concepts
PRACTICALITIES MAKE A DIFFERENCE	2.43	Flat fee preferred by hirers, rather than per table or head price	Description	Neutral		
PRACTICALITIES MAKE A DIFFERENCE	2.44	For emergency need water, power and batteries. Kitchen overlaps with emergency. Of the things we have to do we can make secondary benefits.	Description	Neutral	Noted, however non-compliant, flood prone premises unsuitable	Thorough and compelling haven likely to be developed at showgrounds
PRACTICALITIES MAKE A DIFFERENCE	2.45	Timetable component	Description	Positive	Timing and funding interlinked	The first priority, as outlined in this report, is to raise the profile of the Hall
PRACTICALITIES MAKE A DIFFERENCE	2.46	Rooftop – access for everyone? Lack of places in Hobart.	Suggestion	Positive	A rooftop terrace has been identified as being positive but would require additional infrastructure for equitable access and to support its occupation and surveillance would need to be tied to a business model	RICH concepts identify the potential of a rooftop terrace with activation via adjoining tenancies or bar/cafe spaces. A publicly accessible lift would be required to provide equitable access along with fire escape stairs. This would have a significant capital cost
PRACTICALITIES MAKE A DIFFERENCE	2.47	Take over more of Market Place can make a lift tower in the street – use as a marker, take people up to Mezzanine level. Fun to see people doing things/set up a corporate dinner, no way these things would have to be secret if they were separate. Then pipe them up to roof terrace.	Suggestion	Positive	Logical and functional from planning point of view	Local heritage authorities resistant to any visible interventions even in adjoining space
PRACTICALITIES MAKE A DIFFERENCE	2.48	Peppercorn rent the tenant may pay for the capital works	Suggestion	Positive	Identified as possible model to enable capital works as part of agreement with a larger resident	Anchor Tenant Option recommends a partnership arrangement; whereby an organisation, such as an orchestra on long peppercorn lease, capitalizes and then operates the site subject to terms that conserve public use of the Hall
PRACTICALITIES MAKE A DIFFERENCE	2.49	Concert Hall currently negotiating lease.	Description	Positive		

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PRACTICALITIES MAKE A DIFFERENCE	2.50	Hire costs may be prohibitive for some community groups	Suggestion	Negative		
PRACTICALITIES MAKE A DIFFERENCE	2.51	Possibility of tiered retractable seating	Suggestion	Positive		
PRACTICALITIES MAKE A DIFFERENCE	2.52	Enables reconfigurable performance or presentation space. Could overcome difficulty of stage	Suggestion	Positive		
PRACTICALITIES MAKE A DIFFERENCE	2.53	Closure of Macquarie St entrance	Suggestion	Positive	Entrance has significant heritage value restoration would improve	Footpath works and alternate entry required for safety as envisioned in curtilage (Civil Works Option)
PRACTICALITIES MAKE A DIFFERENCE	2.54	Projections, signage, market place to activate	Suggestion	Positive		
PRACTICALITIES MAKE A DIFFERENCE	2.55	Re-branding of City Hall to communicate both location and programs to broader audience and improve overall community awareness e.g. Palawa Place	Suggestion	Positive	Widely agreed by stakeholders	Dependent on curatorship and management model
PRACTICALITIES MAKE A DIFFERENCE	2.56	Seating/flexibility comes with cost	Suggestion	Neutral	Flexible seating supports various scaled events. Even though it has a higher upfront cost many event organizers have stated that lack of on-site seating and inherent view line and amenity issues as limiting the venues attractiveness as a venue	Good quality options for flexible seating are available that offer retractable configurations and terracing for compactness and seeing. Adequate storage required when not in use
PRACTICALITIES MAKE A DIFFERENCE	2.57	1200 easily fills – 2000 easy/desirable and suits profitability/looks full	Suggestion	Positive	Noted	Whilst larger events may look fuller they are harder to break even. Where-as smaller events can be run with less resources and can easily be put on
PRACTICALITIES MAKE A DIFFERENCE	2.58	Stop use of stage, stop use of mezz	Suggestion	Neutral	Stage and mezzanine has inherent issues which are problematic and can't be corrected due to heritage constraints	Whilst the stage is not functional its heritage value restricts modification or removal. Suggests events are reorientated around mobile stages. The mezzanine has sizable and usable floor area
PRACTICALITIES MAKE A DIFFERENCE	2.59	Overall long time frame	Suggestion	Positive	This is anticipated. Currently there is not the financial means to undertake major restoration or redevelopment. Therefore RICH options can be staged	Masterplan recommends undertaking a minor amount of improvements initially to deal with the issues of compliance and attain a minimum level of amenity. The masterplan suggests that this is a preparedness phase that could be utilized to lift the profile of the Hall to gather support for redevelopment
PRACTICALITIES MAKE A DIFFERENCE	2.60	Remember if it is managed it can be a rehearsal space some of the time	Suggestion	Positive	Hall is better suited to rehearsal space that performance space in its current configuration	Managing multi-functionality and various groups adds to argument that alternate management structure is required and curatorial staff required
PRACTICALITIES MAKE A DIFFERENCE	2.61	YouthARC – needs a space big enough, generosity of choices, exclusive use/ ownership	Suggestion	Positive	Noted and agreed. YouthARC contribution highly valued	YouthARC has an excellent address, deserves better space and needs out-door space. Would benefit with co-locating with other services. Imperative to remain in range of bus stops
PRACTICALITIES MAKE A DIFFERENCE	2.62	A huge volume but no crush space – unless you are in the Hall, where are you? Entering into Macquarie Street at this point is dangerous.	Description	Negative	Safety and spill out space onto curtilage needs to be addressed	RICH Civic Upgrade option recommends that the curtilage to Market Pl is increased to improve safety and enable spill space to the Hall. Footpath upgrades to Macquarie St recommend removal of trip hazards entering the Hall and safety barriers to fast moving traffic
PRACTICALITIES MAKE A DIFFERENCE	2.63	Redirect the rivulet. Make a big riverbed that people want to hang out in and then sometimes it has water in it. If you did the sublime version here it would incite interest all the way up.	Suggestion	Positive	Noted and generally agreed. Expensive and requires support from multiple authorities	Risk of not benefiting Hall itself
PRACTICALITIES MAKE A DIFFERENCE	2.64	External access to rooftop bar. Herald itself from afar.	Suggestion	Positive	Activated rooftop terrace seen as ideal location to many. Contingent upon business case and infrastructure	

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PRACTICALITIES MAKE A DIFFERENCE	2.65	Host city functions – rooftop restaurant/kitchen. Discussion of pitching to the market. Ground floor \$9, upper floor \$48. Big kitchen to do dinners for the events.	Suggestion	Positive	Rooftop terrace has potential as publicly accessible area supported by eateries and bars. Prime location not afforded to many buildings in Hobart. Suggests higher returns on investment if supported by rentable floor space to off-set large capital expense	Equitable access and fire escape would need to be resolved. Requires vertical lifting and fire separation due to code requirements resulting from public classification
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.1	Creating smaller performances in the main hall presents production issues, both in terms of creating the smaller space, providing adequate seating for the smaller audience and managing the acoustics because of the high ceiling.	Description	Negative	A solution would need to provide either a permanent smaller space for smaller performances or allow intervention in the larger space to temporarily effect the amenity.	Need for jointly usable spaces emphasizes necessity of appropriate management/governance.
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.2	Height of venue is no good for rigging lighting at various heights and for “big sound.”	Description	Negative	Noted	Do not break up the height of the main space.
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.3	Acoustics good for choirs.	Description	Positive	Noted	Soundproofing essential to any future plan. Evidence indicates choirs are well subscribed and of significant cultural value. Support of choirs is ideal and inexpensive.
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.4	Seating for all seated events not suitable.	Description	Negative	Noted by several parties.	Industry participants reiterate, comfortable seating critical to venue success.
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.5	Lack of proper dressing rooms and green room.	Description	Negative	This lack of amenity means it is currently not an attractive location for performances.	Include dressing room and green room
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.6	Need for proper theatre seating similar to other entertainment venues.	Description	Negative	As noted above.	Pull out seating is available in high quality versions.
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.7	Need for adequate front of house facilities and more internal and external gathering space for audiences.	Description	Negative	Noted by many groups.	Options address this issue with treatment of the building's entire periphery.
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.8	Need for Improved disability access.	Description	Negative	Noted.	Equitable access is one of many issues requiring legal upgrade.
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.9	Front of house is easier than back of house – HCH has no back door, no loading dock.	Description	Negative	Widely reported and acknowledged.	Options address this difficulty which has persisted since initial inception. Floor strengthening has been included as part of reflooring works conducted during the masterplan period.
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.10	DRILL STOMPING	Description	Negative	A temporary arrangement has been made.	Dance is perhaps under-rated in Hobart and lacks venues.
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.11	TAS DANCE but no place in Hobart	Description	Negative	As above.	As above.
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.12	Stage is a big impediment in every way. Wrong height, no fly tower. Stage is unusually high. Rake.	Description	Negative	The stage is rarely used. Although it is impractical, it has a high heritage value.	A redeveloped Hall must utilise many aides to performance however the Hall must be acknowledged as a Hall. It is not a theatre and was not designed to be a theatre and is not used as a theatre.
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.13	City Hall is not a theatre but can make a theatrical experience in any type of space.	Description	Positive	The Hall is suited to types of theatre not requiring fly towers, wings etc.	Different theatre types require different types of theatre. Hobart is under-resourced in this regard.
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.14	Desperate shortage rehearsal spaces.	Description	Negative	Widely acknowledged; Hedberg may increase this pressure.	Hobart City Hall well-placed to serve this community demand if amenity and management are suitable.
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.15	The Odeon is 1200 standing. Expensive. Seating 900. Production for upstairs downstairs \$12K then venue hire on top of that. Needs a rebuild for every show. Labour intensive getting gear in and out. City Hall easier.	Description	Negative	Acknowledged; Odeon is a converted cinema.	City Hall usage can be made even easier if gear can be stored within its huge area., thus making it even cheaper and more efficient to use.

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CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.16	Mac2 – 1100 without permit 3000 with permit. 300-500 standing is a gap in the market. Need to fill a space with stuff, then transport that stuff.	Description	Negative	Acknowledged; Mac2 barely qualifies as a performance site, however it indicates that the market is so keen, it will tolerate conditions.	The ultimate capacity of the venue must be matched with plans and capacities for other venues.
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.17	Not a theatre – no storage, only some people can use the stage, the stage has no useful wings or back.	Description	Negative	Noted above.	Noted above.
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.18	Entrance experience is 'deeply depressing,' no sense of excitement. Should be some energy re: what the arrival experience is. It has been successfully transformed into things for a couple of weeks at a time i.e. Dark Mofo club.	Description	Negative	That is widely noted and acknowledged.	The option to develop Market Place has potential in this regard.
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.19	Height of venue not good for smaller more intimate productions or activities. Any creation of multiple spaces could also require some form of roofing structure over a designated performance area. For example, an in-the-round stage area could easily be created in the center of the hall with tiered banks of seating on four sides, two sides, three sides or one side.	Description	Negative	Acknowledged and noted.	The options address this issue.
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.20	It was pointed out that Theatre Royal will soon have new flexible theatre space for 100. This needs to be considered in relation to the provision of multi-flexible smaller spaces in the main hall.	Description	Negative	Acknowledged, although it is unclear how available this space will be to the public.	Theatre spaces will create more demand for rehearsal spaces. Hobart City Hall, if appropriately managed, can be supportive in this regard.
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.21	Should there be a resident technical officer who has extensive production knowledge for the Hall?	Suggestion	Neutral	The usefulness of such a person is related to the number of events per day and the extent to which production equipment is available within the Hall.	It is suggested that production equipment be stored and utilized within the Hall and managed as part of the custodianship responsibilities under new governance procedures.
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.22	Should there be a permanent Venue Manager?	Suggestion	Neutral	There is. They do an excellent job.	Hobart City Hall needs to move beyond the 'hall for hire' model.
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.23	Need a 300 seat theatre – no wings? In-the-round?	Suggestion	Neutral	Some types of performances may be suitable for the Hall to assist its viability. But not in its current configuration	Suggests additional infrastructure required such as retractable tiered seating, green rooms and back of house facilities
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.24	Music ecosystem requirements eg Fort Collins music district (performance, rehearsal, production)	Description	Neutral	Many latent music/choir/musical groups without base facilities. Choirs and Tea Dances in other capital cities are proliferating	Both local and international literature recommend supporting community singing and performance. It is imperative that any future inversions support this.
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.25	No rehearsal in Hobart City	Description	Negative	Hedberg does not assist in this regard. Amateur groups also keen. Current Hall as a venue is too big and under serviced	Reinforces need for curatorial co-ordination. Needs capacity for sub-divided space and multi-occupation whereby two groups can rehearse at one time
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.26	Need rigging points for lighting.	Description	Neutral	Noted. Rigging points should enable various seating and stage and lectern configurations considering stage deficits	Interchangeability of the stage and seating positions suggests mobile rigging structures and their storage as part of the buildings offer
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.27	Business community want a 2000 seat facility.	Suggestion	Positive	Noted	As previously noted the city requires a 1500+ venue with good operability and sight-lines
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.28	Venue standards – round tables, chairs or covered chairs, mike/av/lectern/projection	Suggestion	Positive	Noted	Convention needs to be observed and storage provided for; chairs, tables, lectern, projection equipment etc as is typical throughout the world
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.29	Potential Anchor Tenant - \$500K lease. Includes 30 uses of the hall.	Suggestion	Positive	Orchestra, like the TSO would still require existing concert hall although more casual events at HCH could be facilitated with upgrades	Diversion of huge leasing costs towards HCH repair invites consideration

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CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.30	Pursue strategic opportunities with other cultural facilities as part of overall City Hall Masterplan	Suggestion	Positive	Conducted	Refer Options
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.31	Creative festival for music; other arts; drama; a 'music store?'	Suggestion	Positive	Local enthusiasm for local music evident and repeatedly endorsed	Any retail venture requires intensive subscription. Existing venue may be too large. Note - success of Sala Beckett boutique performance spaces in Barcelona as reference in RICH discussion paper
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.32	Cabaret possibilities	Suggestion	Positive	Refer above	Refer above
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.33	MAC2 – no placemaking for most shows	Description	Negative	MAC2 suffers from poor separation between loading and public spaces, it has a flat floor and the ceiling is too low. During consultation many reiterate interest in Hobart having appropriate venues. Gigs don't bother to include Hobart on national tours	The potential for a raked floor, multi-purpose venue with easy bump in and bump out would more easily enable an increase in touring performances and enable one night only performances to be viable. Touring performances would be better accommodated at Macquarie Point.
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.34	At PW1 – not too low, noise from Spiegelent so no shows at same time.	Description	Negative	Refer above	PW1 is a shed and not a properly designed venue, just as Hobart City Hall is a hall and not a venue
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.35	'A subscription season – and idea for a council venue.'	Suggestion	Positive	Seasons, subscriptions and programs have lots of interest as expected in a city of this size and demonstrated nationally	Emphasizes curatorial approach and independence from Council
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.36	Hobart for Playhouse is too small; Peacock – certain style, 150 seats, Theatre Royal – greater, will be better.	Description	Negative	Evidently and statistically, Hobart is under served. Most venues are recycled picture theaters without fly towers, side wings and back of house	A large permanent resident has the advantage of not only occupying and activating the venue but also has the ability to act as the Halls custodian and manager
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.37	Interest in concerts. Mainly popular music. CH identified for minimum 1200 people. Want to lift occupancy up to 2000. Space at Macquarie Point can get up to 1500. Then next space is Mac2 is 3000 but cost of doing concert is prohibitive unless guaranteed over 2500. City Hall, less than 1000 people in room for standing concert it looks empty. Complaints about concert acoustics. Ability for audio batters to be put up either permanently or windows or back of the hall temporarily and store.	Description	Neutral	Mitigation measures to prevent noise leakage for concerts difficult with heritage restrictions. Temporary devices require storage	To avoid community complaint the acoustics would need to be resolved for concerts. To accommodate large events safely the Halls cartilage would also need to be improved
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.38	Reconciliation of creative/cultural/commercial	Suggestion	Positive	Sentiment expressed in many forums, including original 20th Century Hall brief	Requires curatorial approach
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.39	Avalon and Odeon (actually made as cinemas and have stress for dance and theatre)	Description	Negative		
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.40	Is it a theatre or an event space? If it's too big for Theatre Royal it won't happen... City Hall steps in.	Description	Neutral	Sensitivity of venue size and purpose repeatedly endorsed	Since original construction Hobart City Hall has not served as a theatre. Suitability for events should be emphasized
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.41	Up to 100, occasionally 200 max – corporate/incentive Market 'special identity space' is a growth area	Suggestion	Positive	Corporates pay well for unusual locations to incorporate in conference there is good data to inform spatial types and sizes	Memorable spaces, terraces and rooms are good return on investment
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.42	500 sit down dinners (Grand Chancellor or Wrest Pt)	Suggestion	Positive	There is a market at this scale	Can only be realistically offered if conditions are comfortable and there is a proper warm up kitchen
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.43	300-500 plenty, 800ish strong	Suggestion	Neutral	Smaller conference groups pay higher premiums	As above noting profound storage ie tables and chairs stored on site
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.44	Unique spaces for corporates i.e. if it is tailored to them it is an incentive	Suggestion	Positive	Corporates will invest in modifying for an event ie marquees, lighting etc	For offer to be viable it would need to deal with the current non-compliant and legal issues of the Hall ie Eastern Terrace would need lift and toilets etc

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CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.45	Needs to exhibit life to attract attention eg meat market	Suggestion	Positive	Noted. Hence need transparency and adjustment to occupiable territory for ground plane	Meat Markets require independent management and curation
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.46	No dance space	Description	Neutral	Noted, ballet, dance, rock gigs have differing requirements	Not realistic for Hall to continue as being all things for all people ie viable ballet needs sprung floors, dance studio needs acoustic, rock gigs need viable scale
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.47	Big in Tas Pro Am musical theatre	Description	Neutral	Noted, however requires theaters	HCH is not equipped and never was a theatre
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.48	Colleges etc are putting up smaller 'theaters'	Description	Neutral	Effectively these are multi-purpose venues not theaters	It would benefit the Hall to be treated as a serious ceremonial site rather than compete with contemporary college activities
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.49	Bigger than 1500 is a market	Suggestion	Positive	Noted, however the Hall is stretched to accommodate 1500 and cannot offer amenities or sight-lines	As noted previously the city requires a 1500+ venue with good operability and sight-lines
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.50	Potential Anchor Tenant - \$500K lease. Includes 30 uses of the hall.	Suggestion	Positive	Orchestral like TSO would still require existing concert hall although more casual events at HCH could be facilitated with upgrades	Diversion of huge leasing costs towards HCH repair invites consideration
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.51	Meat Market – capacity to adjust. Market to fashion parade to conference space.	Suggestion	Positive	Capacity to adjust can be designed for although requires significant investment	Caution to be exercised, density of population compared to the capacity of the Hall as a venue have underpinning importance
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.52	Food space – make a venue livelier?	Suggestion	Positive	Permanent food spaces would require adjustment to the street-frontage to enable better retail connectivity, this would be difficult given the heritage constraints applied to the Hall but could be more easily integrated along the Collins and Macquarie St frontage with restored facades	Permanent food spaces, as compared to part-time food markets, require a high level of servicing infrastructure
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.53	TMAG – Children's festival, would be interested in flowing into City Hall	Suggestion	Positive	Noted, ideal	Generous safe space required adjacent Hall to facilitate desirable flow
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.54	Theatre in the round proposals from festivals	Suggestion	Positive	Noted. Can be accommodated with flexible tiered seating and performance space within centre of Hall	Associated greenroom, storage, tiered seating required
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.55	Changed usage of balconies and existing tiers - possible removable of tiers and creation of exhibition spaces	Suggestion	Positive	Noted, but dimensions, access and heritage is-sues make proposal unsuitable	Utilization of tiers and mezzanine difficult although potentially large floor areas available
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.56	Many more venues are appearing, what does this mean/competition?	Suggestion	Neutral	Analysis indicates the contrary in comparative terms	Demand for Hall, partly due to lack of competition
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.57	Hedberg – recital, salon, concert	Description	Neutral	On analysis Hedberg facilities limited	HCH could be supportive
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.58	Casula – curated. Exhibition and performance.	Description	Neutral	Noted in discussion paper, benefits from large catchment	Emphasizes role curatorship can play
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.59	Brisbane Powerhouse – spectacular site and variability of offer. Anyone can go there at any time.	Suggestion	Positive	Success of venue is devised by incorporating a large central room within the heritage fabric which is multi functional (reception, bar, im-promptu performance) and is intrinsically acces-sible and public. This room sits between more formal but flexible theaters	Easily adaptable theatre space supported by simple acoustic and rigging box inserted into existing fabric. Key to adaptability is quality retractable terraced seating that can be adjusted to optimal performance capacity and associated storage
CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.60	Battersea – earnest restored venue that burnt and they kept it as a burnt offering. Used to have 4 venues and now 24.	Suggestion	Positive	Quality of performance space is based upon the intimacy between audience and performer not the surrounding building fabric	Smaller sized venues can be operated more efficiently and therefore more frequently as small support staff requirement and easier mobilization. Look for solutions that maintain size and amenity of large events within Hall whilst also incorporating smaller spaces for more intimate lower cost events

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CONTEMPORARY VENUES CONDITION EXPECTATIONS	3.61	How big?	Suggestion	Neutral	Big events have big overheads and need mini-mum audience numbers to break even	Event size less important that providing spatial diversity to encourage events that are viable
HERITAGE INTERPRETATIONS ARE BROAD	4.1	Can digital art be projected in a public way?	Suggestion	Positive	Yes	Could be key to raising profile of City Hall in initiating stage.
HERITAGE INTERPRETATIONS ARE BROAD	4.2	We can't continue to spend money on contravening the CMP.	Description	Neutral	Noted	The CMP is also overdue for review.
HERITAGE INTERPRETATIONS ARE BROAD	4.3	Toilets and recent Youth ARC against CMP.	Description	Negative	As above.	As above.
HERITAGE INTERPRETATIONS ARE BROAD	4.4	CMP sitting around being ignored for 16 years.	Description	Negative	As above.	As above.
HERITAGE INTERPRETATIONS ARE BROAD	4.5	Hawthorn in Melbourne. Exquisitely restored. Hobart's is larger and has biggest proscenium arch in Australia (according to LC).	Suggestion	Positive	Hobart's Hall has had to perform many functions during its life and consequently has a curious and unusual scale.	Focus should be on amenity and liveliness rather than reaching exquisite restoration standards, as Hobart is not as well-resourced as Hawthorne.
HERITAGE INTERPRETATIONS ARE BROAD	4.6	Preserving what is there in 1913 or 70's is potentially not constructive in moving forward. Want to breathe life, it is about what happens in it more than anything else. In a heritage sense you want to be able to see where it has come from but keep it alive and active. Restoring its heritage is about getting it used for all the things it used to be used for. Unusable, cold, unfriendly memorials to the past.	Suggestion	Positive	Although much loved, the Hall has many design flaws in its original conception. Careful reading of history reveals it was particularly unpopular in the 70s from this point of view.	Because the Hall is so intact, the current moment is an opportunity to repair its inherent flaws while balancing its heritage value and increasing its latent capacity.
HERITAGE INTERPRETATIONS ARE BROAD	4.7	Stage too high, arch too big. If stage is limiting the use you are not serving the cultural heritage.	Description	Negative	Buildings used for performance are typically changed through their history.	The 'presence' of the stage can be maintained in conjunction with improving functionality and offering other performance formats.
HERITAGE INTERPRETATIONS ARE BROAD	4.8	Older people attached to Magus Lane.	Description	Positive	Excellent scale and subtlety of intervention, well-matched to demographic.	Hobart City Hall has a peculiar scale and level of isolation. Utilization must be a match for this situation.
HERITAGE INTERPRETATIONS ARE BROAD	4.9	Parts of the Hall need more delicacy.	Description	Negative	Works by Council in earlier decades are both heavy handed and low amenity	Paradoxically Council's own premises
HERITAGE INTERPRETATIONS ARE BROAD	4.10	Small spaces better as found spaces	Suggestion	Positive	Suggests that the Hall has a transparent and open frontage so that the public feels invited to enter and explore the daily activities of the Hall	This will be challenging given the restrictions imposed to the Halls outer facade
HERITAGE INTERPRETATIONS ARE BROAD	4.11	Building very mute to the street – sits solidly and solemnly. Only time it looks like it is occupied is neon sign for Festival of Voices. For Dark Mofa acts like a bunker.	Description	Negative	Widely noted and acknowledged; the site was often referred to as a traffic island.	Increasing the transparency and porosity of the site is a focus. It needs to shift from an expression where it is usually closed to an experience where it is usually open.
HERITAGE INTERPRETATIONS ARE BROAD	4.12	Probably should have a resident company – adds life (eg at ten day site has residents and trickle ...)	Suggestion	Positive		
HERITAGE INTERPRETATIONS ARE BROAD	4.13	Not too generic	Suggestion	Positive	The intrinsic multi-functionality of the Hall with its various room types results in the current spaces not being generic. Recommend same applies to any redevelopment	The variability of different scaled rooms to host a variety of different sized events or tenants would add to the buildings spatial diversity
HERITAGE INTERPRETATIONS ARE BROAD	4.14	Needs to be 'attractive/beautiful'	Suggestion	Positive	As above but profound curtilage required to appreciate the building	Curtilage and partial street closure essential and included in this report
HERITAGE INTERPRETATIONS ARE BROAD	4.15	'Returning it to useful, compliant, self'	Suggestion	Positive	History indicates many of the initial fit for purpose issues remain	Functionality must be profoundly addressed in addition to compliance

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HERITAGE INTERPRETATIONS ARE BROAD	4.16	Title is 're-imagining' rather than 'redeveloping.' Aspirational as opposed to 'fixing it up.' Fixing Up City Hall – remarkable acronym.	Suggestion	Positive	As noted City Hall has embedded difficulties that have never been addressed	Unless the embedded issues are addressed, repair or re-development does not represent value
HERITAGE INTERPRETATIONS ARE BROAD	4.17	Exercise space on the mezzanine.	Suggestion	Positive	From a heritage point of view the mezzanine has scope for adjustment	It is a challenging space to utilise. Offers strategic opportunity to reduce the size of the internal envelope, control acoustics and improve spatial characteristics
HERITAGE INTERPRETATIONS ARE BROAD	4.18	Make Hall less proper – semi indoor/outdoor. Can drive through, huge opening on one side, conventional on the other.	Suggestion	Positive	The Hall currently functions in this manner however does little to help demand for storage	Imperative loading and unloading can occur irrespective of Hall timetable. Loading and unloading must serve large storage. Imperative extent of loading and unloading to be reduced to mitigate damage
HERITAGE INTERPRETATIONS ARE BROAD	4.19	Masterplans are often almost hopelessly OTT – yet we could work out how little to do.	Suggestion	Positive	Noted	RICH report provides a 'little to do' option whilst further interest and investment is sort
THE HALL IS BOTH CIVIC AND REGIONAL	5.1	Hire rates may be prohibitive for some community groups.	Description	Negative	HCC already has a sliding scale.	Needs attention via new management/governance arrangements.
THE HALL IS BOTH CIVIC AND REGIONAL	5.2	City Hall to be part of Hobart's Cultural Facilities Mapping currently being undertaken.	Suggestion	Positive	Noted. The consultant team has also mapped concurrent with state government project.	There are clear demands for more venues, noted in this report. HCC cannot meet demand for small theaters, genuine performance spaces, 2,500 seat performances.
THE HALL IS BOTH CIVIC AND REGIONAL	5.3	Only space for large emergencies – needs storage.	Description	Neutral	Noted. Requires further review. Paradoxical site in emergency situations since it floods and is a fire risk.	The site needs to come under singular, curated management.
THE HALL IS BOTH CIVIC AND REGIONAL	5.4	Youth Center becomes HQ when site is in emergency.	Description	Neutral	Noted. Refer comment above pertaining to emergency status.	Needs to be addressed at a level above the scope of the masterplan.
THE HALL IS BOTH CIVIC AND REGIONAL	5.5	Oscillates between high-brow, low-brow, mid-brow.	Description	Neutral	This versatility is part of the charm of the Hall.	Will require an authentic attitude to be maintained under new custodian-ship.
THE HALL IS BOTH CIVIC AND REGIONAL	5.6	If you belong to a club or association, what makes the hall useful to you?	Description	Positive	Its easy to bring things in and does not present as too formal.	This character and amenity to be preserved.
THE HALL IS BOTH CIVIC AND REGIONAL	5.7	The 'message' is collective use.	Description	Positive	Subscription to the Hall is varied.	Breadth of historical activity from boxing to mass meetings must be maintained.
THE HALL IS BOTH CIVIC AND REGIONAL	5.8	'Sharing of services' needs Tasmanian lift.	Description	Negative	Evidence suggests that Tasmanian bureaucrats do tend to atomise.	A new Governance/Management model must focus on facilitating the entire site.
THE HALL IS BOTH CIVIC AND REGIONAL	5.9	Two tiers in Tas	Description	Neutral	(Relates to leavers versus stayers).	Hall needs to perform across a very wide bandwidth.
THE HALL IS BOTH CIVIC AND REGIONAL	5.10	Economic and social capital tend to leave the state.	Description	Negative	As above.	As above.
THE HALL IS BOTH CIVIC AND REGIONAL	5.11	Finding the model for optimal use exhibition space vs venue for performance eg 2019 Theatre Royal closed. Don Boscoe auditorium at Glenorchy out of town \$120,000 to put on show which will likely lose \$60,000 – viability relies on seating and sight-lines. Instead of 10 days and epic over three weekends.	Description	Neutral	Other evidence was presented indicating that as the Hall has so little amenity the costs of staging performances can reach over \$100K per evening.	Investment in the Hall is required to reduce the cost of performance and increase the number and range of performances.
THE HALL IS BOTH CIVIC AND REGIONAL	5.12	The mares put on at Peacock Theatre eg at Launceston Princess St Earle managed by Council, but as Theatre North (does include subscription) Albert Hall ... sublet to contractor therefore they take trade shows, doesn't support.	Description	Neutral	Highlights the difference between outsourcing and genuine curatorship.	If the Hall is to succeed at a cultural level it requires authentic custodian-ship.

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THE HALL IS BOTH CIVIC AND REGIONAL	5.13	Mona have acquired the Odeon, has a transformative brief, need to be briefed on that vision, (don't want to duplicate) lease on the old theatre and Tattersals. They could clean out the market. They don't like rules.	Description	Positive	Inner city Mona venues are converted picture theaters	The Mona sites contribute vitality and evidence the potential of the CBD. It is a complementary situation not a competitive situation
THE HALL IS BOTH CIVIC AND REGIONAL	5.14	Audit of what exists in the city and work being done in the next 5 years	Description	Neutral	State Government audit in progress. Scope and objective unclear	Stakeholder consultation has tended to duplicate this process and indicate future briefs as mentioned prior; range of smaller theaters, large 1500+ tiered venue
THE HALL IS BOTH CIVIC AND REGIONAL	5.15	Collins street face of the building, how it interfaces with Hedberg and university precinct.	Description	Neutral	Noted, Hall should have reciprocal civic relationship even though they may have different civic responsibilities	RICH masterplan recommends increased transparency to street frontages. More detailed evaluations and design concepts required that are outside the scope of the masterplan
THE HALL IS BOTH CIVIC AND REGIONAL	5.16	How to make something we enjoy and tourists can enjoy us enjoying it rather than something just for 'us' or just for 'tourists.'	Suggestion	Positive	The Halls size and positioning within the city supports the idea that as a civic building it has a responsibility to accommodate and engage with both. Currently the Hall is deficient in both	Any redevelopment or management brief should be drafted to incorporate both civic and tourist function
THE HALL IS BOTH CIVIC AND REGIONAL	5.17	Connectivity of TMAG and City Hall important	Suggestion	Positive	Proximity ideal	Imperative to utilise openspace and carpark which fronts both institutions rather and redevelop
THE HALL IS BOTH CIVIC AND REGIONAL	5.18	Corner Collins and Campbell is major public facing. Aspiration to be a genuine public space.	Suggestion	Positive	Noted and broadly supported. Requires involvement of hospital eastern flank	HCH well placed to contribute, however other precinct activation is imminent
THE HALL IS BOTH CIVIC AND REGIONAL	5.19	Don't want to duplicate Macquarie Point	Suggestion	Neutral	Agree, Hall shouldn't compete with other venues but can fill the gaps	Macquarie Point better suited to loud large gigs. Hall better at ceremony and civic events, supporting community groups and as performance space where productions don't require theatre quality space
THE HALL IS BOTH CIVIC AND REGIONAL	5.20	Very valuable to have capacity in town.	Description	Positive	Many cities don't have the additional capacity of a separate and large town hall	The full capacity of the Hall is typically under utilized. This suggests that any redevelopment will also need to support a variety of event types, combined events and events of various sizes through improved functionality, programming and management
THE HALL IS BOTH CIVIC AND REGIONAL	5.21	Happenstance funding profoundly disruptive.	Description	Negative	Noted	Even if small, an ongoing funding regime is recommended.
THE HALL IS BOTH CIVIC AND REGIONAL	5.22	Vision – we are not stifled – what is election suitable idea.	Suggestion	Positive	The Hall appears of little political interest.	Raising the profile of the Hall must be integral with making physical improvements to the Hall.
THE HALL IS BOTH CIVIC AND REGIONAL	5.23	Youth is a difficult group so the fact that YouthARC are doing so well is to be acknowledged.	Description	Positive	Acknowledged that youth is a difficult group and that YouthARC provide an excellent service.	YouthARC is so important, it deserves to be better housed.
THE HALL IS BOTH CIVIC AND REGIONAL	5.24	YouthARC – what they achieve in the community is big.	Description	Positive	Acknowledged	Acknowledged
THE HALL IS BOTH CIVIC AND REGIONAL	5.25	Feels like an overflow venue, doesn't have an identity, it attracts what it attracts, feels like a heritage space but town hall competes with that. Business events have a desire to work in a heritage space, in a way city and town hall compete with each other and there is a bit of con-fusion. City hall is kind of the same but a bit bigger, more difficult to use from a kitchen perspective. PW1 too big. Now days it is about flexibility.	Description	Neutral	Acknowledged.	The development of its physical periphery and committed appropriate custodianship have the potential to turn this around.

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THE HALL IS BOTH CIVIC AND REGIONAL	5.26	Need for future certainty as to what the Council's broad vision and future commitment is for the Hall, notwithstanding stakeholder and community input. This includes financial commitment.	Description	Neutral	Acknowledged and noted.	The masterplan process also revealed the necessity for a vision of the CBD and how it will become as dense and vital as the other Australian capitals.
THE HALL IS BOTH CIVIC AND REGIONAL	5.27	Total self sufficient venue- power and water.	Suggestion	Positive	Noted	Noted
THE HALL IS BOTH CIVIC AND REGIONAL	5.28	Possible community grants for users	Suggestion	Positive	Noted	Relies on custodianship
THE HALL IS BOTH CIVIC AND REGIONAL	5.29	Plethora of activities 'super mix' – if it is too tailored for one particular use it threatens others.	Suggestion	Negative	The buildings history and its future potential lies in its ability to accommodate a diversity of uses and tenants.	As a multi-purpose facility, the Hall will be more robust in meeting latent and future demand than tailoring for one particular use
THE HALL IS BOTH CIVIC AND REGIONAL	5.30	Diversity more important than focusing on particular	Suggestion	Positive	Any form of development of Hobart City Hall should allow for multi-functionality.	This can be enabled by the provision of different spatial types and scales which would be attractive to a variety of tenants. The building is large enough to be multi-tenanted even with a large resident
THE HALL IS BOTH CIVIC AND REGIONAL	5.31	State Visitor Center	Suggestion	Neutral	Would require an appropriate retail frontage	Possibly better suited with more focused site. This would be more dramatic if co-located with the waterfront
THE HALL IS BOTH CIVIC AND REGIONAL	5.32	Total off the grid power for entire venue.	Suggestion	Positive	Would suit Hobart ethos and evacuation center status.	Would require Council or partner support.
THE HALL IS BOTH CIVIC AND REGIONAL	5.33	Audit of what exists in the city and work being done in the next 5 years	Description	Neutral	State Government audit in progress. Scope and objective unclear	Stakeholder consultation has tended to duplicate this process and indicate future briefs as mentioned prior; range of smaller theaters, large 1500+ tiered venue
THE HALL IS BOTH CIVIC AND REGIONAL	5.34	One of the few places that have both a City Hall and a Town Hall. Discover something worldly in its level of ambition.	Description	Positive	Evidence supports this view and the city vision suggest such an outcome	Local heritage constraints mitigate against both worldly and ambiguous results
THE HALL IS BOTH CIVIC AND REGIONAL	5.35	Governance model needs to anticipate a changed context – Hedberg, Tourists, Conservatorium, TSO	Suggestion	Neutral	A need articulated within this report, but widely anticipated and supported by stakeholders	Pooling of resources will be required since Hedberg, Conservatorium and TSO have inappropriate premises
THE HALL IS BOTH CIVIC AND REGIONAL	5.36	What is dance and theatre in Hobart compared to Launceston	Suggestion	Neutral	State Government conducting concurrent review	Both desktop and anecdotal review indicate Tasmania is generally under serviced. HCH is not geared to that particular segment
THE HALL IS BOTH CIVIC AND REGIONAL	5.37	Team up with an energy partner, energy more porous, windows as louvers. Bird used to fly in during concerts. Loud – part of the charm	Suggestion	Positive	Energy usage requires reconciliation with comfort and acoustics	Potential for innovative energy solutions and re-enclosure solutions would require commitment and co-ordination
THE HALL IS BOTH CIVIC AND REGIONAL	5.38	Carriageworks – state and philanthropic funding. Also an address for people who pay rent. What it is home to rather than what the spaces are like.	Suggestion	Positive	Stakeholders broadly agree on the necessity for the site to be a base for a cultural organisation rather than an empty hall	Benefits of 'housing' custodians and cultural curators are challenged at HCH compared to Carriageworks
THE HALL IS BOTH CIVIC AND REGIONAL	5.39	Should it become the Museum of Hobart	Suggestion	Positive	There is lack of clarity about the role of museums	Since event functionality would need to be maintained due to demand, a museum would be difficult to broker due to its complexity fulfill both functions
THE HALL IS BOTH CIVIC AND REGIONAL	5.40	It's so enormous it could be the home of someone	Suggestion	Positive	The occupiable portions of the building are relatively small and heritage constraints severe	Ideal candidate for a home would be someone seeking transparency and cultural exchange rather than size alone
THE HALL IS BOTH CIVIC AND REGIONAL	5.41	'Tasogen Hall' – branding of financial partner suggested but not embraced.	Suggestion	Negative	Financial partners have been keenly sort during the project period	Potential partners are anxious about heritage restrictions and financial tenure
THE HALL IS BOTH CIVIC AND REGIONAL	5.42	No precinct activity other than when performances are on	Description	Negative	Lack of adjacent facilities or space further reduces precinct activity	Forms part of larger review

THEME	No.	Statement	Description or Suggestion	Positive, Negative or Neutral	Evaluation	Implication for RICH
THE HALL IS BOTH CIVIC AND REGIONAL	5.43	Masterplan recommendation - base of job description	Description	Neutral	Agree masterplan sets out alternate business models as the 'hall for hire' model is outdated. Evidence suggests that governance is improved if there is a level of autonomy and curatorship	Curator would have skillset to facilitate events and in the case of City Hall could also manage the entire building including the requirements of tenants
THE HALL IS BOTH CIVIC AND REGIONAL	5.44	Students don't want things that are specifically student oriented – they want to be part of the city.	Suggestion	Positive	Proven evidently. Also applies to tourists	Calls into question the value or precinctual planning and highlights need to increase CBD resident numbers and tax base as per other capital cities
THE HALL IS BOTH CIVIC AND REGIONAL	5.45	Market PI as gathering place and possible entrance	Suggestion	Positive	Agreed, reconfiguring Market PI and widening curtilage would have multiple benefits	RICH options suggest curtilage along Market PI is adjusted, implications include improved safe spill out, loading reconfigured to reduce extent and damage, create an urban space not just a reconfigured street
THE HALL IS BOTH CIVIC AND REGIONAL	5.46	Need to make a decision about what goes.	Suggestion	Neutral	Agree does require a certain amount of config-ured space to meet occupant requirements. Can't be totally re-configurable	Removing some of the previous intervention fabric will be key to providing functional and compliant spaces
THE HALL IS BOTH CIVIC AND REGIONAL	5.47	Linking to vision for "Hobart Breathes" to future of City Hall- provides a strategic direction- tells us what is appropriate and what is not appropriate	Suggestion	Positive	As a community facility, potential redevelopment of the HCH should take into consideration larger strategic and community frameworks	
THE HALL IS BOTH CIVIC AND REGIONAL	5.48	Not just an Arts and Entertainment Center- could be utilized for many sports	Suggestion	Positive	Historically the venue has been used for sports. Spatial envelope could be maintained to allow for multiple indoor sports into the future	Additional infrastructure required for flexible indoor sports space. Most of this infrastructure is demountable but requires storage

Confidential - Draft

### Multi-Criteria Analysis Results

The site assessments were completed by way of a multi-criteria analysis, with results of this analysis summarised as follows. A description of the Key Factors follows.

Key Factors	Market Place	Liverpool Street	Collins Street	Elizabeth Mall	Bathurst Street (base case)
1. Would the Market fit in this location					
2. Is it a practical location					
3. Wind risk impacts	Not assessed			Not assessed	
4. Potential new economic benefits					
5. Likely costs to Council					
6. Likely (and revealed) support by local business					
7. Opportunity to enhance local amenity and activation					
8. Operator support					
<b>Overall objective assessment / rank</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>

**Legend**

Very good	Good	Medium	Poor	Very poor

### Conclusion and recommendation

The overall conclusion of the multi-criteria analysis is that, should Council decide to support the relocation of the Market away from Bathurst Street, the preferred new location is Liverpool Street, between Murray and Harrington Streets.

### Explanation of Key Factors used in the multi-criteria analysis

- 1.1 Would the Market fit in this location - This criterion considers if the location would fit up to 81 market stalls in a suitable configuration.
- 1.2 Is it a practical location - This criterion considers factors such as physical barriers to holding the Market, traffic, disruption impacts, infrastructure installation, and access to parking.
- 1.3 Potential economic benefits - This criterion considers the potential localised economic benefits that would occur because of locating the Markets in this location.
- 1.4 Likely costs to Council - This criterion considers estimated financial costs to Council such as traffic management alterations, underground engineering works, staff time and other related infrastructure costs.
- 1.5 Likely (and revealed) support by local business - This criterion considers likely support by businesses and feedback already provided by local businesses and landowners in January and February 2026, conducted as part of the assessment in relation to Collins Street.
- 1.6 Wind risk impacts - This criterion considers independent technical advice received by the Council from a wind expert (Windtech Consultants Pty Ltd) regarding potential sites on Collins, Bathurst and Liverpool Streets.
- 1.7 Opportunity to enhance local amenity and activation - This criterion considers the role of the Market in activating other potential activity and enhancing public amenity.
- 1.8 Operator support - This criterion indicates if the Farm Gate Market owner and operator, Peattie Enterprises, supports this location as a future site for Farm Gate Market.

## 2. Discussion of Key Factors by location

### 2.1 Would the Market fit in this location?

As identified at the Hobart Committee Workshop on 1 December 2025, an additional three (3) sites were identified for possible relocation of the Markets. These were Liverpool Street (between Murray and Harrington Streets), Market Place and the Elizabeth Mall.

With up to 81 stalls during peak season, Market Place and Elizabeth Mall would not have sufficient space to support the Market's footprint.

Collins and Liverpool Street sites are considered large enough to support up to 81 stalls on a Sunday if configured in a similar way to Bathurst Street.

## **2.2 Is it a practical location?**

A range of factors were considered to weigh up the practicality of establishing the Farm Gate Market at each site.

While Collins Street is a very central CBD location, factors such as disruption to both public and private car parks, traffic flows, airporter bus stop and a live infrastructure trial (Transforming Collins Street) reduce the practicality of this site. The site does have a good connection to the Centrepoint Car Park which is considered important infrastructure for the Market's operation.

Market Place lacks practicality given the privately owned multi-story car park in the centre of the site which is commonly utilised by local shift workers, and few complementary businesses.

Elizabeth Mall has shop fronts, significant furniture and existing infrastructure as well as other urban improvements that would prevent stall holders from easily setting up on market days.

Both the Elizabeth Mall and Market Place sites do not provide enough space for a maximum of 81 market stalls.

Liverpool Street, between Murray and Harrington Streets, has good connection to the Centre Point Car Park and better access to three phase power. The site also has a mixture of retail, hospitality, theatre, services and offices, currently with several vacant store frontages.

Liverpool Street also has multiple building awnings that help protect the site from wind (see attached wind assessment report).

## **3. Potential new economic benefits**

The achievement of economic benefits at alternative sites was determined by estimating the relative difference in increases to local spending induced by the Markets, at each site.

Direct premises fronting street	Market Place	Liverpool Street	Collins Street	Elizabeth Mall	Bathurst Street (base case)
Hospitality, cafes & entertainment	2	9	14	10	4
Retail & health	3	20	12	26	8
Business services	0	10	22	3	3
Vacant	1	7	2	6	3
Residential (incl. multi dwellings)	0	4	0	4	3
<b>Rank of potential for new spending</b>	<b>4</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>5</b>

Sites such as Liverpool Street, Collins Street and the Elizabeth Mall are all in a one-block radius from the central block that captures Centrepoint Shopping Centre, The Icon Complex, The Cat and Fiddle Arcade, and the shopping strips between Murray and Elizabeth Streets. As such, they have the largest numbers of businesses that would benefit from spending from Market-day patrons.

While any new spending that went to businesses directly adjoining the Markets would be limited initially to Sundays, should other events be established at these locations, then the potential for capturing additional spending by business would be greater than at Bathurst Street and Market Place.

For example, Liverpool Street has 29 businesses that could typically open on Sundays (retail, hospitality, cafes etc), compared to Collins Street with 26. Liverpool Street also has more vacant business premises (7) compared to Collins Street (2) and Elizabeth Street Mall (4). This represents opportunity for

more new and existing business to be supported by the establishment of the Farmers Markets on Liverpool Street than other sites considered in this assessment.

In summary, the largest number of businesses and vacant premises that would directly benefit from the Farm Gate Markets are located on Liverpool Street.

While it might be suggested that relocating the Markets will not increase overall spending and economic activity in the CBD, some economists argue differently.

In 1977 Joseph & Dixit published a paper titled, "*Monopolistic Competition and Optimum Product Diversity*" showing that when overall consumer choice increases, so does expenditure and consumption. Generally known as the 'love of variety model' this model provided strong support for "more options equal more spending".

In this assessment, Liverpool Street has 'more options to create more spending' in the CBD than other sites considered.

#### 4. Wind risk

As identified in the previous briefing to Elected Members, by Madi Peattie of Peattie Enterprises, the Market owner and operator, identified wind risk as a major reason for proposing to relocate the Market. Specifically, that tall buildings either side of the existing market site, create a wind tunnel effect along the sloping roadway.

It is noted that since the onset of spring 2023, Ms Peattie has observed a marked shift in weather patterns, with wind speeds and gusts now consistently exceeding those recorded in previous years. These claims have, to a greater extent, been verified by two (2) independent sources.

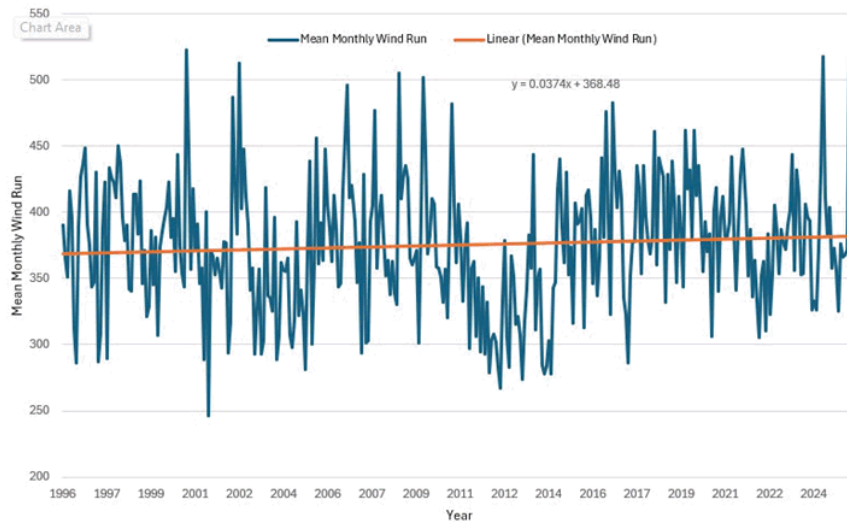
Firstly, conversations with environmental experts suggest the frequency of high-wind events in Hobart have increased over the past three years due to a stratospheric-ocean event that has occurred since 2023.

Secondly, according to data provided to Council by the Bureau of Meteorology (BOM) the number of 'Wind Runs' experienced by the Ellerslie Road anemometer has seen an increase in the two most recent years.

A 'Wind Run' is a measure of how many times in a day the BOMs anemometer spins around, where one rotation is a single 'run'.

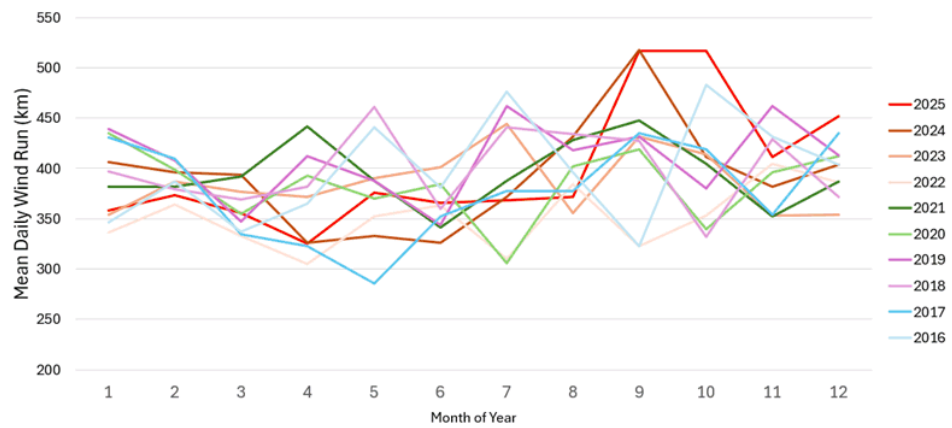
Further, the data appears to indicate that the months of September and October of 2024 and 2025 were unusually windy in comparison to previous years.

Figure 1: Mean Monthly Wind Run: 1996-2025 for Hobart



Source: Bureau of Meteorology

Figure 2. Mean Daily Wind Run by month for Hobart



Source: Bureau of Meteorology

This information corroborates Ms Peattie's observation that high winds now present more consistently during spring.

#### 4.1 Independent Wind Assessment of Bathurst Steet, Collins Street and Liverpool Street

To assess more localised wind impacts and risks at the current Market site on Bathurst Street against Collins and Liverpool streets, Council engaged Windtech Consultants Pty Ltd to assess prevailing wind impacts.

This assessment concluded that:

*It is anticipated that Liverpool Street will be a more favourable option when compared to Collin Street and Bathurst Street for the hosting of the Farm Gate Market. This is due to the existing low-rise commercial buildings, non-significant terrain changes, possible severity of wind conditions and limited entry and exit pathways that ease the implementation of localised and removable wind treatments.*

Windtech Consultants Pty Ltd, 19 February 2026

This report presented an opinion on the likely impact of the local wind environment at the critical outdoor areas within and around the current Farm Gate Sunday Market against potential relocation sites on Collins Street and Liverpool Street.

The effect of wind activity was examined for the three predominant wind directions for the region, namely the northerly, north-westerly and south-westerly winds. The analysis was carried out in the context of the local wind climate, building morphology and land topography.

#### 4.2 Farm Gate Market stall holder testimonials

Ms Peattie provided Council with the following testimonials from current stall holders regarding operational issues of the Bathurst Street site:

Testimonial 1:

*"I have currently been operating on the main street of the market at Farm Gate for the past 3 years. Operating my market in the extreme windy conditions is incredibly stressful.*

*It can affect my business in several ways.*

- 1. Safety for my customers and myself is a big concern; my stall has had tables and other equipment blown over.*

2. *My day can be cut short which means I am at a financial loss for numerous reasons (stall fees/perishable goods not sold/ rental fees for food production).*

*Generally, a very stressful and at times scary situation”.*

Testimonial 2:

*“The high winds that regularly seem to gust down Bathurst Street in Hobart these days always disrupt the market regardless of the stall positions and time of day.*

*This causes stall, stock and infrastructure damage even with the 25kg weights on each gazebo leg. Also flying hazards to the general public and general disruptions to trade occur.*

*Just recently these winds seem to have gotten worse and seem to whistle around buildings, whatever wind direction they come from.*

*Hopefully a new site can ease some of these problems”.*

Testimonial 3:

*“I've had the absolute joy of having a market stall at Farm Gate Market for the last 3 years. As a stallholder at the Market and having my site up the top end of the market opposite the Library car park it can get very windy.*

*This windy season was next level.*

*As a market stallholder we have the responsibility of making sure our stores are set up for wind. This season my store was affected very hard by the wind. Having my table flipped over knocking product to the ground and as they are in glass a lot of breakage and lost of product hence cost lost. Another market the wind caused a heavy weighted down market bench to missile into my market table, causing both lost of product and having to replace a \$500 table which comes from NSW.*

*Windy days have also caused the early closing of markets causing lost of income. Emotionally the wind cause a lot of stress on market days making it hard to sell products.*

*Very much looking forward to the new site.”*

## 5. Likely costs to Council

### 5.1 Power and water access

Any new Council managed market space will require the installation of new infrastructure to supply water and power for use by stallholders.

At some locations, this may involve installation of up to six (6) permanent service pedestals or other integrated public furniture-based option. Some site options would also require more significant electrical upgrades (switchboards) to supply power.

The cost of necessary underground (electrical and hydraulic) investigations to develop reliable cost estimates is approximately \$25,000 per site.

In addition to the above costs, the purchase and installation cost for six (6) permanent pedestals (in any location) is estimated to be \$231,000. It should be noted that pedestals may not be the preferred ultimate solution with many other more appealing public furniture-based options available today.

It is noted that the installation of pedestals / or integrated public furniture-based option in public roadways would provide infrastructure that could be utilised for a range of other all year-round events and activities.

### 5.2 Traffic Management

All sites considered would require different traffic management plans. High level feedback has been provided for each site below from the Manager City Transport:

#### *Collins Street*

As previously indicated, the indicative cost of traffic management infrastructure on the Collins Street site option is \$400,000 (inclusive of planning and design).

There would be high disruption impacts due to the proximity of public and private car parks and challenges at the intersection of Victoria Street and Collins Street. There are approximately 60 private car park in the vicinity that would need relocation at no cost into Centrepoint car park. This site would likely require more extensive traffic management infrastructure upgrades and complex traffic management on market days. It is noted that the Airporter bus also has a stop at this site.

#### *Liverpool Street*

Liverpool Street would require a less complex traffic management plan than other sites, while access to nearby parking (Centrepoint, Cat & Fiddle, & surrounding streets) gives good private transport access.

Scheduled bus services along Liverpool Street would need re-routing, however this would be minimal given the markets are held on Sunday mornings and there is resultant low overall traffic volumes.

There is only one side street (Watchorn Street) that could be easily managed from a traffic perspective.

#### *Market Place*

There would be access complexities due to the privately-owned multi-storey car park that is often used by shift workers. Fewer surrounding complementary businesses - reduced pedestrian flow and may need new signage and wayfinding to draw foot traffic.

#### *Elizabeth Mall*

This site would require major intervention for loading-unloading of vehicles, pedestrian flow, and safety separation. Limited road space means more reliance on surrounding streets for traffic circulation and stallholder access.

#### *Other general transport matters to consider*

- Interaction with bus routes on Liverpool Street and Collins Street would require route diversions or stop relocations.
- Line marking and surface delineation for pedestrian zones verse stallholder delivery areas.
- Ensuring emergency vehicle egress routes are known and clear during Market operating hours.
- Impacts on public car parks (particularly Centrepoint, Hobart Central). The current Bathurst Street site relies heavily on Hobart Central Car Park with any relocation needing to ensure equivalent or better access (the Liverpool Street is arguably the best site in this regard).
- Consideration will need to be given to understanding how Market traffic interacts with existing CBD congestion peaks. However given the Markets are on Sundays, these impacts would be minimal.
- Loading and unloading arrangements for up to 81 stalls would need to be further considered.

## **6. Likely (and revealed) support by local business**

As requested by Elected Members in December 2025, businesses on Collins Street were visited to gauge high level interest and concerns about a potential relocation of the Farm Gate Market to Collins Street between Harrington and Murray Streets.

In January 2026 a Council officer along with Ms Peattie visited selected businesses along Collins Street. This was completed by way walking the street and dropping in on street frontage business operators that currently open on a Sunday, or that may open if the Market was operating at that site.

These conversations were informal and were held with the intent of getting a sense check of whether existing businesses were generally supportive of the concept of the Farm Gate Market potentially moving to this area of Collins Street.

Through these conversations, it was clear that there are still concerns from some businesses following the recent bicycle lane and infrastructure changes, and that any further impacts on businesses (particularly parking) would be of a concern.

It was noted that there were differing responses between retail businesses and hospitality businesses. In general, hospitality businesses were very supportive and could see the benefits of having the Farm Gate Market operating on a Sunday, whereas some retail businesses were concerned about loss of parking outside the businesses and reduction in access. It is noted that not all businesses were engaged with as part of this process.

There have been no discussions by Council with any businesses located at any of the other potential sites, however it is noted that Peattie Enterprises have met with DarkLab and several hospitality businesses on Liverpool Street (see commentary in next section).

#### **7. Opportunity to enhance local amenity and activation**

Sites such as Collins Street and Elizabeth Mall are currently high amenity locations with a range of street level improvements that support activity.

While the Liverpool Street site has less street level improvements, as a former city entertainment precinct featuring the (former) Majestic Theatre and Odeon Theatre, it has strong potential for further activation/ reactivation.

Similarly, the proposed redevelopment of the former Spotlight site on the corner of Liverpool and Harrington Streets would deliver street-level economic activation that the Market may support.

It is noted that In the Hanging Garden has direct laneway access to the Liverpool Street site with the owner (DarkLab) also owning the Odean Theatre which faces directly onto the site. It is considered that there could be a significant opportunity for any event infrastructure to be utilised by these venues.

Ms Peattie has met with DarkLab who won a large property portfolio along the Liverpool Street. DarkLab was very supportive of the concept of Farm Gate Market relocating to this site and felt that it would complement their offerings and events, including Dark Mofo.

DarkLab indicated they see strong opportunity to integrate any new Council event infrastructure into the delivery of greater activation of the precinct.

It is further noted that there is direct laneway access to Bidendopes Lane which is also a site the Council is actively pursuing as a space for greater arts-led activation. While this work is ongoing, if successful it would further add to the amenity and appeal of Liverpool Street being the home for the Market.

In February 2025 Council's design team completed a 'civic amenity proposal' for Watchorn Street. This was done in response to proposed private investment in the vicinity and included a range of street level improvements. While this proposal was not supported at the time, it highlighted an opportunity to create a 'green gateway and event hub' on the corner of Liverpool and Watchorn.

Future activation of Liverpool Street by way of the Farmgate Markets may justify delivery of a 'green hub and event hub' in this location.

As for Market Place, while it features the Council owned City Hall, the location lacks any strong connection with business and residential activity.

#### **8. Market operator support**

Ms Peattie has also been consulted about all proposed locations in this report and has provided feedback on site preferences.

As a result of the investigations outlined in this report, Ms Peattie's preference for a new Market location corresponds with officer recommendations, that Liverpool Street is the preferred site.



**Call for Submission of Motions**  
*Councils are invited to submit motions for debate  
to be Included at General Meetings*

Name of Council : West Tamar Council.....

Contact person (name, title) Kristen Desmond, Chief Executive Officer .....

Phone: 03 6323 9300 Email: wtc@wtc.tas.gov.au

Date of General Meeting for Motion to be Included.....10 April 2026.....

**Motion Requirements:**

In order for a Motion to be considered please indicate if the proposed Motion:

- X      Addresses the objectives of the Association<sup>1</sup>.
- X      Concerns a local government matter.
- X      Is a matter of common concern to councils and not a specific local issue.
- O      Is linked to LGAT’s current Annual Plan, available [here](#)
- X      Is not an existing resolution of the sector (please refer to the Follow up of Resolutions Report in the preceding General Meeting for a list of current resolutions).
- X      Has not been considered at a General Meeting in the 12 months prior.
- X      Relates to existing, or sought activities/policy of the Tasmanian Government and would benefit from members understanding the Tasmanian Government position prior to considering<sup>2</sup>.

*LGAT staff are happy to assist you in developing your motion. Please phone 03 6146 3740 in the first instance.*

**Please attach –**

The proposed Motion, which should clearly articulate the action required of LGAT or the policy position being sought from the sector.

The attachment should also include additional background comments to ensure members have a complete understanding of what is being sought and how the Motion addresses the requirements listed above.

Email to [admin@lgat.tas.gov.au](mailto:admin@lgat.tas.gov.au)

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<sup>1</sup> The objectives of LGAT are

- (a) Protect and represent the interests and rights of Councils in Tasmania;
- (b) Promote an efficient and effective system of local government in Tasmania; and
- (c) Provide services to Members, councillors and employees of Councils.



## Details of Motion

**Motion Title**      **Changing Local Government's role in delivering immunisation programs**

### Decision Sought

That LGAT advocates for the following:

1. That the Tasmanian Government remove or modify section 57 of the *Public Health Act 1997* which requires Councils to develop and implement an approved program for immunisation in its municipal area.
2. That the Tasmanian Department of Health take primary responsibility for delivery of school-based immunisation programs in Tasmania.
3. That Section 57 (1) if not removed be replaced with:

*"A Council may develop and implement an approved program for immunisation in its municipal area by liaising with the Tasmanian Health Service who is required to carry out school-based immunisation programs statewide."*

### Background Comment

Under section 57 of the *Public Health Act 1997*, a council must develop and implement an approved program for immunisation in its municipal area.

#### **57. Council immunisation programs**

- (1) A council must develop and implement an approved program for immunisation in its municipal area.
- (2) The Director may require a council to provide any information the Director determines relating to its immunisation program.

For most councils this includes delivering the National Immunisation Program (NIP) to high school students. This is the School-Based Immunisation Program (SBIP). Some councils also deliver community immunisation clinics.



Delivering an immunisation program is a specialised activity, requires the employment or contracting of nurse immunisers or health professionals, and the management of specialised medical processes including administering vaccines, managing adverse reactions and the storage and transport of vaccinations.

Victoria and Tasmania are the only States where local Councils deliver school based immunisation programs. All other States coordinate this function through State government departments.

The Tasmanian Department of Health is considered to be best placed to manage the resourcing and risks associated with implementing an immunisation program across the state, including school-based immunisation programs.

This is especially the case as the State Government has implemented its school nurse program. Now that a school nurse program has been implemented it is Council's belief that running school immunisation programs should no longer be a requirement and that Council can and should be able to choose to opt in to providing these programs when and if it believes that it is appropriate to do so.

Questions Taken on Notice During Debate (Open)

Council Meeting Date	Open/Closed	Item No.	Responsible Officer	Question	Response
23-Feb-26	Open	Item 16	Michelle Wickham Acting Director Corporate Services ?	Cr Elliot - Compared to last year's budget, are we tracking lower than last financial year's budget? And are there any trends?	Fines revenue at 31 December 2024 was \$2.809 million, this is 8.8 per cent lower than the \$3.055 million collected to 31 December 2025. The fines are determined by the Hobart City Council Parking By-Law No. 5 of 2018, however, if we apply the 3.5 per cent increase that was applied to other fees for 2025-26, fines revenue would have been \$2.907 million (assuming no increase in fines issued), which is still 5.5 per cent lower than the \$3.055 million collected to 31 December 2025.
23-Feb-26	Open	Item 15	David Reeve, Director Infrastructure and Assets	Cr Posselt - Do the Royal Botanical Gardens own Pavilion Point a little further around, where the rowing sheds are up to the Tasman Bridge?	<p>The City of Hobart lease a parcel of land as a reserve next to the Tasman Bridge. This reserve has an Engineering Heritage National Marker for the floating bridge.  <a href="https://portal.engineersaustralia.org.au/system/files/engineering-heritage-australia/panel-title/HRP.Hobart%27s%20Floating%20Bridge.Panel%20%28Hobart%20Side%29.Mar%20202015.pdf">https://portal.engineersaustralia.org.au/system/files/engineering-heritage-australia/panel-title/HRP.Hobart%27s%20Floating%20Bridge.Panel%20%28Hobart%20Side%29.Mar%20202015.pdf</a></p> <p>The map marked as <b>Map A</b> (below) shows the area that the City of Hobart leases from the crown.</p> <p>Pavilion Point is Crown land administered by the State of Tasmania, with NRE Tas (Property Services) responsible for tenure management, including leases and licences over discrete portions of the site.</p> <p>While the Gardens manage nearby Crown land along the Domain, this does not extend to:                      # Pavilion Point                      # The rowing sheds area                      # The foreshore land approaching the Tasman Bridge                      NRE Tas (Property Services):                      # Acts as land manager on behalf of the State                      # Issues and oversees leases and licences</p> <p>The map marked as <b>Map B</b> (below) shows the area in grey that is owned by the crown and the area in green is owned by the City of Hobart</p>
	Open	Item 15	Continued	Continued	<p>The <b>Map A</b> below shows the area that the City of Hobart leases from the crown.</p> 
					<p>The <b>Map B</b> below shows the area in grey that is owned by the crown and the area in green is owned by the City of Hobart</p> 

23-Feb-26	Open	Item 10	Karen Abey, Director Strategic and Regulatory Services	Cr Kelly - Are Greyhounds permitted to run at full pace and exercise on the <b>**sporting ground?</b>	No. Greyhounds may only be exercised off-lead in public areas that have been specifically declared by a council as allowing off lead exercise for greyhounds.
23-Feb-26	Open	Item 10	Karen Abey, Director Strategic and Regulatory Services	Lord Mayor - Just looking at the actual submissions, which I think it was only provided to Elected Members, will staff agree that there was around three times more submissions in favour of dogs staying in the oval that dogs against? 25 for the council's decision in July's to allow dogs on the oval, 8 against?	Yes. The draft declared areas notified between 25 August 2025 – 12 September 2025 received 25 submissions in favour of retaining current restrictions at South Hobart Oval and 8 submissions in favour of restricting dogs at all times.
28-Jul-25	Open	Item 18	Wes Young, Manager Legal and Corporate Governance	How far does the Chair's discretion extend as to what agenda items they follow? For example, can a chair just decide to skip over the 'Dog Management Policy tonight?' Are not all Agenda items equal?	A meeting Chairperson has a level of discretion in how they conduct a meeting. When exercising their discretion in a proper and appropriate manner (for instance, when a Council decision is not required), a Chairperson may decide to simply refer to an Agenda item and move forward. A Chairperson would not be able to simply refer to the Dog Management Policy agenda item as a decision of the Council was required.
29-Jan-24	Open	Item 17	<del>Michael Reynolds, Director City Enablers</del> Michael Stretton CEO	Please provide an update on the NOM Audit	This has been an extensive piece of work which is now largely complete. A draft audit report was presented to the Hobart Workshop Committee on 23 March 2026.