



CITY OF HOBART

## AGENDA

The Hobart Workshop Committee Meeting  
Open Portion  
Monday, 10 November 2025  
at 4.00pm  
Lady Osborne Room



City of **HOBART**

## THE MISSION

**Working together to make Hobart a better place for the community.**

## THE VALUES

**The Council is:**

|                                  |                                                                                                                                              |
|----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| <b>People</b>                    | We care about people – our community, our customers and colleagues.                                                                          |
| <b>Teamwork</b>                  | We collaborate both within the organisation and with external stakeholders drawing on skills and expertise for the benefit of our community. |
| <b>Focus and Direction</b>       | We have clear goals and plans to achieve sustainable social, environmental and economic outcomes for the Hobart community.                   |
| <b>Creativity and Innovation</b> | We embrace new approaches and continuously improve to achieve better outcomes for our community.                                             |
| <b>Accountability</b>            | We are transparent, work to high ethical and professional standards and are accountable for delivering outcomes for our community.           |

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## ORDER OF BUSINESS

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

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

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**The Hobart Workshop Committee Meeting (Open Portion) held Monday,  
10 November 2025 at 4.00pm in the Lady Osborne Room.**

The title Chief Executive Officer is a term of reference for the General Manager as appointed by Council pursuant s.61 of the *Local Government Act 1993* (Tas).

**COMMITTEE MEMBERS**

Lord Mayor Councillor A M Reynolds  
(Chairperson)  
Deputy Lord Mayor Councillor Dr Z E Sherlock  
Councillor J L Kelly  
Councillor L M Elliot  
Alderman L A Bloomfield  
Councillor B Lohberger  
Councillor R J Posselt  
Councillor G H Kitsos

**Apologies:**

**Leave of Absence:**

Councillor R J Posselt  
Alderman M Zucco

**NOMINEE MEMBERS**

Alderman M Zucco  
Councillor W F Harvey  
Councillor M S C Dutta  
Councillor W N S Coats

**1. ACKNOWLEDGEMENT OF COUNTRY**

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**2. CONFIRMATION OF MINUTES**

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The minutes of the Open Portion of the Hobart Workshop Committee meeting held on [Monday, 20 October 2025](#), are submitted for confirming as an accurate record.

**3. CONSIDERATION OF SUPPLEMENTARY ITEMS**

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Ref: Part 2, Regulation 10(7) of the *Local Government (Meeting Procedures) Regulations 2025*.

**Recommendation**

That the Committee resolve to deal with any supplementary items not appearing on the agenda, as reported by the Chief Executive Officer.

#### **4. INDICATIONS OF CONFLICTS OF INTEREST**

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Ref: Part 2, Regulation 10(8) of the *Local Government (Meeting Procedures) Regulations 2025*.

Members of the Committee are requested to indicate where they may have, or are likely to have, interest in the agenda.

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

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Regulation 17 of the *Local Government (Meeting Procedures) Regulations 2025*.

A Committee may close a part of a meeting to the public where a matter to be discussed falls within 17(2) of the above regulations.

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

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

## **6. REPORTS OF SPECIAL COMMITTEES**

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### **6.1 City Heritage Committee File Ref: F25/73179**

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Report of the Director Strategic and Regulatory Services of 27 October 2025 and attachments.

Delegation: Committee



City of **HOBART**

## MEMORANDUM: HOBART WORKSHOP COMMITTEE

### City Heritage Committee

The purpose of this report is to inform the committee of the outcomes of the meeting of the City Heritage Committee that was held on 23 September 2025.

The following was discussed:

- The City Heritage Committee worked with a consultant and the Council's Heritage Team to provide feedback to contribute to a new Heritage Strategy for the City.

### **RECOMMENDATION**

***That the Hobart Workshop Committee receive and note the minutes of the City Heritage Committee of 23 September 2025, marked as Attachment A.***

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

Karen Abey  
**DIRECTOR STRATEGIC AND  
REGULATORY SERVICES**

Date: 27 October 2025  
File Reference: F25/73179

Attachment A: City Heritage Committee - Minutes - 23 September 2025  
(Supporting information) 

## **7. ITEMS FOR WORKSHOPPING**

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The City of Hobart utilises the workshop forum as allowed under the *Local Government (Meeting Procedures) Regulations 2025* as a mechanism to receive information in relations to specific matter.

In accordance with the Terms of Reference of the Committee, any matter that is listed on the agenda for workshopping may not be the subject of a Committee decision, other than a resolution that the item be noted.

### **7.1 Bloomberg Philanthropies City Leadership Program - Presentation File Ref: F25/79662**

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Report of the Chief Executive Officer of 4 November 2025.

**MEMORANDUM: HOBART WORKSHOP COMMITTEE****Bloomberg Philanthropies City Leadership Program -  
Presentation**

A presentation will be provided to the Hobart Workshop Committee detailing the opportunities the City of Hobart has received through the Bloomberg Philanthropies City Leadership Program.

The presentation touches on the following aspects of the Bloomberg program:

- Bloomberg Harvard City Leadership Initiative
- Bloomberg Harvard City Leadership Initiative Innovation Track
- Bloomberg Harvard City Leadership Initiative Alumni Opportunity
- Bloomberg Harvard Graduate Student Fellow
- Bloomberg Harvard Scholarship Program
- Bloomberg Philanthropies Youth Climate Action Fund

***WORKSHOP PURPOSE***

*For the Committee to note the Bloomberg Philanthropies City Leadership Program presentation.*

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

Michael Stretton  
**CHIEF EXECUTIVE OFFICER**

Date: 4 November 2025  
File Reference: F25/79662

**7.2 Macquarie Point Multipurpose Stadium - Macquarie Point Precinct  
Order and Council Role and Responsibilities  
File Ref: F25/79547; 24/47**

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Report of the Manager Development Compliance of 4 November 2025  
and attachments.



## MEMORANDUM: HOBART WORKSHOP COMMITTEE

### Macquarie Point Multipurpose Stadium - Macquarie Point Precinct Order and Council Role and Responsibilities

#### Background

The *State Policies and Projects (Macquarie Point Precinct) Order 2025* (the **Order**) approved by the Governor on 21 October 2025 specifies the conditions imposed on Macquarie Point Stadium if the project proceeds.

Schedule 8 of the Order specifies the agency responsible for each condition. Of the 29 conditions listed in Schedule 8, Council is specified as being responsible for 23 conditions.

While Council is the primary enforcement agency for most conditions, officers are working with the State Government for enforcement powers to be explicitly shared and allocated to the most appropriate entities, including appointing authorised officers from state agencies when suitable.

Practically, Council's role will be triggered reactively upon complaints and focused on standard compliance activities, with the most significant role arising post-operation for issues like noise or patron numbers which will be managed within existing resources.

#### Legislative regime

The Order specifies, in clause 5:

The project may proceed on the conditions set out in Schedule 1 "as if those conditions were imposed on a permit issued under the *Land Use Planning and Approvals Act 1993* in respect of the Project.

Under section 63 of the Land Use Planning and Approvals Act 1993 (**LUPA**) it is an offence to breach conditions of a permit.

A planning authority commits an offence if it fails to take reasonable steps to ensure compliance with permits. To enable a planning authority to take reasonable steps, the general manager of a council and any person the general manager authorises is an authorised officer for the purposes of LUPA. Authorised officers are the on-the-

ground enforcement officers for the planning authority. Their role is operational as inspectors and compliance officers investigating potential breaches, gathering evidence and issuing notices. Importantly, under LUPA, to issue notices the authorised officer must have reasonable grounds to believe a person has committed an offence. This is personal belief and must be based on objectively verifiable facts.

The duty of a planning authority to take reasonable steps does not mean a planning authority must ensure full compliance. This means a planning authority can prioritise serious breaches first, it does not have to take formal action for every minor breach. What is reasonable will depend on the scale of the breach, available resources and risk. This is reflected in the Council's Compliance and Investigation Procedure Policy (the **Policy**) which states:

*Council will prioritise its efforts towards those non-compliant activity that poses the greatest risk to the health, safety and wellbeing of the community; and*

*When determining what enforcement action to take in response to a non-compliant activity, authorised officers will choose an action that is appropriate in the circumstances and which considers:*

- 1. The level of risk of harm or potential harm associated with the relevant non-compliant activity to the public and the environment.*
- 2. The objectives of the act, regulation, guideline, code and/or standard applicable.*
- 3. Whether the action is an appropriate use of Council's resources.*
- 4. Whether the action sets an appropriate precedent for future cases.*
- 5. The need for general and specific deterrence.*
- 6. Any mitigating or aggravating circumstances.*

### **Council role**

As outlined above, schedule 8 of the Order specifies the agency responsible for each condition. Of the 29 conditions listed in Schedule 8, Council is specified as being responsible for 23 conditions.

This is not unexpected, as only the general manager of a council and any person the general manager authorises have the power to take enforcement action under LUPA.

Other agencies lack the specific powers to enforce conditions under their respective legislative regimes (with the exception of EPA, Heritage Council and TasWater),

However, it has been the position of officers that it is not appropriate that Council are the sole enforcement agency responsible for the conditions. In our submission to TPC on 16 June 2025, it was noted:

*Council, in its feedback to the Bill and draft Permit, recommended that enforcement powers be explicitly granted to the Minister and relevant agencies.*

*It is appropriate that these agencies are afforded the right to enforce compliance with the relevant conditions and approved plans. These conditions are rightly attributed to the relevant agency with the necessary expertise to*

*determine compliance and it is only logical that the responsibility for enforcement should also be undertaken by these agencies.*

...

*Given that compliance with the conditions of any permit will be determined by various different agencies it is only appropriate that these agencies be given the responsibility for enforcing any breaches as well.*

It is appropriate that Council enforce conditions which pertain to impact upon its assets (Schedule 7) with all other conditions being enforced by the respective agencies responsible at a state level for the matters which concern them.

Officers have been working with the Department of State Growth to reach an agreement on an enforcement regime which can be formalised through a Memorandum of Understanding (**MOU**) which ensures:

1. Responsibility for compliance of each condition sits with the entity best placed to monitor and enforce compliance;
2. While the planning authority is nominated as the agency responsible for enforcement for the majority of conditions under Schedule 8, enforcement of these conditions may be more appropriately carried out by state government officials, both in a resourcing and efficiency sense. Where this is the case, the CEO will look to appoint authorised officers under the *Land Use Planning and Approvals Act 1993* (LUPAA) to carry out enforcement activities.

### **Council responsibilities**

Please see **attached** table.

As indicated in the attached table, it is proposed that the State Government assume responsibility for the majority of conditions. The conditions that remain under Council responsibility are primarily limited to ensuring that plans are submitted and approved, and that works are carried out in accordance with those approved plans. These activities are standard functions ordinarily undertaken by Council under LUPA, require minimal resources. In practice, enforcement action will only be initiated if a complaint is received regarding a potential breach. In the first instance, it is expected that information will be provided by the State Government to determine if there is, in fact, a breach and it is expected that the State Government will ensure compliance without the need for formal enforcement action.

The primary risk for Council resources is likely to arise during the post-operational phase, particularly in relation to complaints about patron numbers or noise. These matters are inherently reactive. The permit framework includes processes for obtaining the necessary information to determine whether a breach has occurred which will limit the investigative resources required. Any enforcement action will be undertaken on a reactive basis, with two objectives: (1) to address and penalise the breach if appropriate, and (2) to ensure measures are in place to prevent further breaches in the future. This type of enforcement activity is considered business as

usual and does not present a significant concern. It aligns with standard compliance processes and will be managed within existing resources and procedures

### **Potential Costs for Council**

The potential financial impact is limited to the expenses associated with enforcement activities, and only if such actions become necessary. These costs are expected to be substantially mitigated through the authorisation of other agencies to undertake with enforcement.

Where Council retains responsibility, the associated costs will primarily relate to officer time. These activities are considered routine and are not expected to result in significant expenditure.

### **Potential Liabilities for Council**

Under LUPA, if a Planning Authority does not take all reasonable steps to ensure compliance with permits, it itself is committing an offence. Council has robust policies and processes in place to minimise this risk to the greatest extent possible. However, there is a risk in authorising other agencies to take action those other agencies do not undertake Council. If authorised officers fail to act, Council will ultimately be required to intervene and take appropriate action. To address this risk, the MOU currently being negotiated seeks to clearly define responsibilities.

### **Any recommended amendments to the Order**

An amendment could be made to Schedule 8 to nominate agencies, other than the planning authority, responsible for enforcement. However, this is not recommended. As mentioned previously in the report, only the general manager of a council and any person the general manager authorises have the power to take enforcement action under LUPA. Nominating agencies without enforcement powers has the potential to comprise lawful enforcement and weaken compliance outcomes.

### **Other issues**

This report has focused on the roles and responsibilities arising from the planning authority being specified as the agency responsible for enforcement in Schedule 8 to the Order.

There are other issues raised in the Notice of Motion debated at Council on 27 October 2025 that are the subject of separate discussions and negotiations.

On 31 October 2025, the CEO wrote advising Council had resolved to request additional matters be included in the MOU or a future Operational & Infrastructure Planning MOU, such as traffic and transportation management, Council's asset ownership and associated costs, infrastructure upgrades, the Collins Street footbridge link, and the establishment of a joint working group.

The CEO has requested a meeting to discuss these matters.

**WORKSHOP PURPOSE**

For the Committee to provide feedback on the information provided.

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



Kirsten Turner

**MANAGER DEVELOPMENT  
COMPLIANCE**

Date: 4 November 2025  
File Reference: F25/79547; 24/47

Attachment A: Summary table of conditions and responsibilities 

**7.3 Economic Development Delivery Framework**  
**File Ref: F25/79880**

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Report of the Director Community and Economic Development of 30 October 2025 and attachments.

**REPORT TITLE: ECONOMIC DEVELOPMENT DELIVERY  
FRAMEWORK****REPORT PROVIDED BY:** Director Community and Economic Development**1. Report Summary and Key Issue**

- 1.1. The purpose of this report is to brief Elected Members on a proposed Economic Development Delivery Framework (the Delivery Framework) and seek feedback.
- 1.2. The proposed Delivery Framework has been developed as part of the following Annual Plan priority:  
  
*Review the City's Economic Development Strategy to ensure alignment with economic trends, community aspirations, and as part of building the world's best small capital city.*
- 1.3. The City of Hobart's current Economic Development Strategy, titled 'City Economy Strategy 2023 – 2028' (the Strategy, provided at Attachment A) was approved by Council on 25 September 2023.
- 1.4. Since this time, the City has seen changes to its organisational priorities and a re-alignment of various networks and groups that strengthen the effectiveness of the organisation to deliver economic development outcomes.
- 1.5. Economic development is a dynamic and non-static process, is considered best supported through a flexible, agile and responsive approach.
- 1.6. Given this, a new Delivery Framework is proposed to support the existing Strategy.
  - 1.6.1. The proposed Delivery Framework builds upon the foundations of the existing Strategy and improves the organisation's ability to respond to and deliver economic development outcomes until 2028, and beyond.
- 1.7. Significant community and stakeholder engagement was conducted in 2022 and 2023 in developing the existing Strategy.
  - 1.7.1. The proposed Delivery Framework also has a strong and ongoing focus on stakeholder engagement that will guide the design and delivery of new delivery-based actions.
- 1.8. It is proposed that the Economic Development Delivery Framework, outlined in this report, be used by Council to guide the design and delivery of economic development outcomes until 2028.

- 1.9. A short presentation on the proposed Delivery Framework will be provided by the Director Community and Economic Development.
- 1.10. Elected Member feedback received at the Hobart Workshop Committee meeting will be carefully considered, with an updated report to be presented at a future meeting for endorsement.

**2. Workshop Purpose**

- 2.1. For the Hobart Workshop Committee to review and provide feedback on the proposed Economic Development Delivery Framework and the proposed amendments to the City Economy Strategy 2023 – 2028.

### 3. Discussion and Background

- 3.1. In its most expansive definition, the majority, if not all services provided by local government could be considered as contributing towards local economic development.
- 3.2. The current Strategy has 35 broad actions that sit under the following four thematic areas:
  - 3.2.1. Plan for our collective social, economic and environmental prosperity (9 actions)
  - 3.2.2. Attract responsible investment to unlock an inventive and inclusive economy (8 actions)
  - 3.2.3. Position Hobart as an enviable place to visit, live and do business (10 actions), and
  - 3.2.4. Promote and leverage Hobart's uniqueness and celebrate the Hobart difference (8 actions).
- 3.3. Many of the actions under each theme are being delivered by various units across the organisation, while many could also be considered business-as-usual activities.
- 3.4. Examples include Council's 40% tree canopy target (action 4.1) and the delivery of neighbourhood and structure plans (action 1.9). Arguably, both these initiatives contribute to the local economy, however they achieve longer term outcomes in non-direct, less tangible ways. They are also noted elsewhere in other corporate strategies.
- 3.5. In fact, a total of 22 (or 63%) of actions within the current Strategy are duplicated and noted elsewhere in other corporate strategies. These include:

| Current Actions (total 22)                                                                                                                                                                | Group Responsible                                    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|
| (1.3) Deliver 'buy local' processes as part of the City's procurement policies that support local businesses.                                                                             | Procurement                                          |
| (1.5) Partner and deliver programs that are inclusive, foster well-being and enhance quality aspects of city life, including short-term tactical interventions to improve public amenity. | Community Programs and Urban Design                  |
| (1.7) Partner on projects that support local businesses to transform to a zero emissions economy and to implement locally relevant UN 2030 sustainability goals.                          | Climate Change                                       |
| (1.8) Advocate for additional infrastructure that supports our precinct plans and promotes increased public transport use and micro-mobility                                              | Land Use and Transport Planning                      |
| (1.9) Deliver neighbourhood, vision and structure plans across the city that accommodate population growth and support businesses.                                                        | Land Use Planning                                    |
| (2.1) Partner with State and Federal Governments to introduce our businesses to international markets.                                                                                    | International Relations                              |
| (2.4) Deliver the business grants program                                                                                                                                                 | Grants                                               |
| (2.6) Support local investment in new business via Hello Hobart                                                                                                                           | Communications                                       |
| (2.7) Advocate for the development of strategically important sites.                                                                                                                      | Executive Services                                   |
| (3.2) Deliver Neighbourhood Precinct Plans.                                                                                                                                               | Land Use Planning                                    |
| (3.3) Advocate for local opportunities that connect international students to the Hobart community.                                                                                       | Community Programs                                   |
| (3.4) Advocate for infrastructure which is strategically important to the city and the region including cultural, transport and community infrastructure.                                 | Executive Services & Transport and Land Use Planning |
| (3.6) Partner with State Government and business to develop initiatives to improve safety and security.                                                                                   | Safe City                                            |
| (3.7) Deliver real time parking information and dynamic wayfinding to support more efficient use of city infrastructure and amenity.                                                      | Transport Planning                                   |
| (3.8) Support cross-sector and community collaboration, incubation and testing of new solutions and initiatives to address city challenges and opportunities.                             | Community Programs                                   |
| (3.9) Deliver outdoor dining guidelines to provide best practice advice, direction and support for streetside activation                                                                  | Place Making                                         |

|                                                                                                                                                                                                                                                 |                                 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|
| (4.1) Partner with the Hobart community to become one of the nation's greenest cities, including initiatives to contribute towards our goal of achieving 40% tree canopy cover across the city by 2046                                          | Climate Change & Open Space     |
| (4.2) Partner with State and Federal Government to explore the future potential of Hobart's natural environment, including kunanyi/Mt Wellington access and dispersal and leveraging our natural surroundings for iconic events and experiences | Open Space & Executive Services |
| (4.3) Partner with stakeholders to elevate our Antarctic gateway status as part of our urban identity and to realise the potential of being one of five Antarctic gateway cities globally.                                                      | International Relations         |
| (4.5) Promote our sustainability credentials, to increase public awareness and attract likeminded businesses and investment.                                                                                                                    | Climate Change                  |
| (4.6) Partner, advocate and deliver a climate leaders network and deliver a Hobart Climate Strategy.                                                                                                                                            | Climate Change                  |
| (4.8) Deliver a Hobart City brand.                                                                                                                                                                                                              | Communications and Marketing    |

- 3.6. For the above (22) actions, it is proposed that these be supported where possible through advice from officers in the Economic Development Group, as and when necessary. Further, given their indirect role in supporting economic development they are proposed to be removed from the current Strategy.
- 3.7. While actions 1.5, 2.4, 3.3 and 3.8 sit within the Community and Economic Development Network, they are not considered core / direct economic development services. These actions are also considered business as usual activities of the Network.
- 3.8. Of the remaining (13) actions, these are considered direct economic development roles. Some of the remaining actions are similar, or duplicated, while others have not yet been prioritised for commencement.
- 3.9. In the new Economic Development Delivery Framework these will be grouped into 6 new 'action areas', listed as follows.

| Current actions (#13)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Action area                                             |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|
| (1.1) Advocate for City's lead role in harnessing the opportunity presented by the <b>visitor economy</b> .                                                                                                                                                                                                                                                                                                                                                                                                                                           | Grow the visitor economy                                |
| (1.2) Deliver initiatives that expand or enhance our <b>night-time economy</b> programs in the City.<br><br>(1.4) Partner with subject matter experts to understand and support the key catalysts that enable high impact and high value <b>night-time economy</b> activity.<br><br>(3.5) Deliver programs to foster <b>night-time economy</b> , cultural and creative activity that enhances the visitor experience and supports business in the City.                                                                                               | Grow the night-time economy                             |
| (2.2) Deliver <b>data</b> insights that empower local businesses<br>(2.3) Deliver investment attraction and <b>promotional collateral</b> to facilitate new knowledge-based industry investment<br>(3.1) Partner with Government stakeholders to grow the <b>recognition</b> of our <b>competitive advantages</b><br>(3.10) Partner with stakeholders to deliver a State of the City dashboard to provide social and economic <b>data</b> to and for the City.<br>(4.7) Advocate for, support and promote our artisan producers, business and events. | Collect and use data to promote our economic advantages |
| (2.5) Partner with stakeholders to develop initiatives that attract, retain, and develop Hobart's <b>workforce</b>                                                                                                                                                                                                                                                                                                                                                                                                                                    | Develop a Hobart workforce & talent attraction program  |
| (1.6) Partner with government and business to develop programs that support local inventiveness and <b>innovation</b> .<br>(2.8) Partner with the entrepreneurs, investors, and the business sector to access funding opportunities and facilities that support <b>business innovation</b> .                                                                                                                                                                                                                                                          | Innovation precinct vision                              |
| (4.4) Partner with stakeholders on projects to pilot new technologies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Review of the smart city strategy                       |

**Annual Delivery Framework**

- 3.10. A new Economic Development Delivery Framework is proposed to deliver tangible projects under 'action areas.' This approach will significantly reduce the number of actions through a more direct, hands-on facilitation approach by Council's economic development team.
- 3.11. The new Delivery Framework will be updated annually in accordance with emerging economic trends, opportunities and threats. This will allow for greater responsiveness in the design of strategies to be reported against each year. The new framework will have the following features:
  - 3.11.1. Introduces tangible economic indicators that can be used to track how Council's local economic strategies are resulting in better economic performance over time.
  - 3.11.2. Introduces four new high level, strategic approaches (or domains) to the design of interventions that will shape and grow the local economy. These are based off the City's factor endowments and comparative advantages.
  - 3.11.3. Identifies annual 'action areas' – as opposed to 'fixed 5-year actions' – directly related to projects that will deliver measurable and tangible outcomes.
  - 3.11.4. Recognises the resources and levers available to local government, and picks projects accordingly.
  - 3.11.5. Acknowledges the changing nature and constraints that economic development processes work within, and that some actions areas will take time to identify, design and implement.
  - 3.11.6. Proposes that the Delivery Framework be flexible and includes annual updates to align with the State of the City event in August each year. This timeframe will also align with the beginning of annual corporate planning processes.
  - 3.11.7. Will introduce (in 2026) an overall jobs target to be achieved over a chosen timeframe (say 3, 5 or 10 years).
  - 3.11.8. Acknowledges that future annual actions areas will be added and removed as economic opportunities and challenges arise.

**New indicators of economic performance**

- 3.12. Measuring the impact of local economic interventions is a challenge given the uncontrollable influence of exogenous factors. Notwithstanding this, one of the goals of local economic development is to strengthen the resilience of a locality to deal with external shocks and economic cycles.

- 3.13. While there are many frameworks' economists use to measure economic growth and development, one common one is the Three- Ps model of: Productivity, Population and Participation.
- 3.14. Improvements in productivity, population and the participation rate all directly create a prosperous economy – which support business and jobs growth, investment attraction, and other tangible/ measurable outcomes.
- 3.15. The new framework will measure improvements in Hobart's economy against indicators related to productivity, population and participation. Some of these will include.
  - 3.15.1. Population: growth in the number of businesses and residents (measured against the City's net zero emissions target).
  - 3.15.2. Productivity: can be measured by improvements in health, education (e.g., literacy), commuter travel times, and other qualitative metrics of social and human capital development.
  - 3.15.3. Participation: increases in the proportion of working aged population engaged in the workforce, youth engagement, and other metrics of workforce development across various cohorts.
- 3.16. A new jobs target for Hobart will be developed to set an aspiration around job creation by sector.

#### **Four new strategies**

- 3.17. To guide the design and choice of action areas, four new broad strategies are proposed that will leverage the City's advantages, or address opportunities. The following strategies are linked to improving productivity, population, or participation. These include.

##### **Using the arts as a catalyst for business innovation and participation (linking our creativity city with the economy).**

This strategy builds off Hobart's natural strengths in the arts and its ability to drive tangible outcomes in economic productivity and labour force participation.

##### **Partnering with community and business to build our social and human capital (building capacity through partnerships).**

This strategy builds off the relationships Council has with community and business organisations, and the potential develop new initiatives that support economic outcomes.

##### **Use data, research and greater engagement to promote the advantages of living and investing in Hobart (building and promoting a new narrative).**

This strategy will see a greater use of data, research and engagement to promote Hobart to public and private investors and exploit its advantages – or address its challenges.

**Use technology to drive productivity - and create global business connections (a smart city).**

This strategy will involve the greater use of technology across the City to solve problems and delivery urban productivity benefits. It will also involve building stronger connections with global (and mainland) businesses and investors.

- 3.18. At its next review, the makeup of the City Economy Committee will be selected in alignment with the above strategies. This will identify local champions that can input to the design and implementation of future action areas.

**New annual action areas**

- 3.19. Guided by core strategies, action areas will seek to deliver outcomes that drive measurable improvements in the indicators associated with local productivity, population and participation.
- 3.20. Action areas will be further grouped under themes of People, Place, Industry, and Investment. These minor-level themes will help explain why actions are important to the economic development goal of building the world's best small capital city.
- 3.21. It should be noted that the first six (6) action areas (shown as follows) have been developed from the current Strategy (discussed above). Actions 7 – 10 are new to the Delivery Framework.
- 3.22. Actions 5 – 8 were identified at the 2025 State of the City event where Council committed to prioritising over the next 12 months.
- 3.23. Action areas are proposed to be reported against at the annual State of the City event in August each year.

| <b>2025-26 action area</b>                              | <b>Short summary</b>                                                                                                                                                             |
|---------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Grow the visitor economy                                | This will include looking at the City's visitor services model, and future opportunities for a visitor-interpretation centre on kunanyi to be delivered by the state government. |
| Grow the night-time economy                             | Current work in this area is engaging stakeholders in the design of initiatives that support Hobart's nighttime economy.                                                         |
| Collect and use data to promote our economic advantages | A range of new data sets and dashboard are being designed to promote the advantages of Hobart, including the socioeconomic impact of the City's community programs.              |
| Develop a Hobart workforce & talent attraction program  | To commence in 2026.                                                                                                                                                             |
| Innovation Precinct Strategic Vision                    | A strategic investment vision is currently being prepared by Council and precinct stakeholders.                                                                                  |
| Review of Smart City technologies                       | A review of Hobart's approach and involvement with the Internet of Things will occur in 2026.                                                                                    |
| Key industries                                          | 4 strategic industries, along with hotel & office investment have been prioritised. Industry development plans are being developed by Council and stakeholders.                  |
| Future State of Car Parking                             | An Annual Plan priority that will overhaul technology within Council's parking services over the next 2 years.                                                                   |
| North Hobart retailers' activation plan                 | A range of place-based actions are being developed to active the North Hobart dining strip.                                                                                      |
| Investment incentives program                           | Being developed.                                                                                                                                                                 |

#### **4. Legal, Risk and Legislative Considerations**

4.1. There are no legal risks associated with this report.

## 5. Strategic Planning and Policy Considerations

- 5.1. In addition to delivering on the objectives of current Strategy, this report also delivers on Pillar 4 – City Economies from the City of Hobart Capital City Strategic Plan 2023.
- 5.2. With its focus on the consolidation of previous economic development actions to a smaller number of actions areas, this report supports the streamlining of how Council delivers its economic policy.

## 6. Financial Viability

### 6.1. Financial Considerations:

- 6.1.1. All actions will be delivered within existing or future operational budgets approved by the Council.

|                          | 2025-26 | 2026-27    | 2027-28 | 2028-29 |
|--------------------------|---------|------------|---------|---------|
|                          | \$'000  | \$'000     | \$'000  | \$'000  |
| <b>Revenue</b>           |         |            |         |         |
| Existing Revenue         |         |            |         |         |
| Additional Revenue       |         |            |         |         |
| <b>Total Revenue</b>     |         |            |         |         |
| <b>Expenditure</b>       |         |            |         |         |
| Operating                |         |            |         |         |
| Capital                  |         |            |         |         |
| <b>Total Expenditure</b> |         |            |         |         |
| <b>Net Cost</b>          |         | <b>Nil</b> |         |         |
| <b>FTE Impact</b>        |         |            |         |         |
|                          | 2025-26 | 2026-27    | 2027-28 | 2028-29 |
| Change in FTE            | Nil     |            |         |         |

*Detail the change in the level of full-time equivalents within the group should the requested level of additional funding be required.*

- 6.1.2. All 2025-26 actions proposed in this report will be delivered within existing FTE establishment approved by the Council.

### 6.2. City Economy Strategy

- 6.2.1. This report proposes a consolidation of 13 existing actions within the current Strategy into new action areas to be delivered under a new delivery-based framework.

6.3. Economic Impact:

6.3.1. This report presents a new approach to delivering economic development for the City, the impact of which will be reported against each year via new, tangible economic indicators.

6.3.2. An aspirational jobs target will be established in 2026 as a proxy for the measure of economic development.

6.4. Consultants

6.4.1. No consultants were used in the preparation of this report.

**7. Climate and Sustainability Considerations**

7.1. Future actions envisaged in this report will lead to an expansion in the size of the local economy. All actions that are designed to do this, will support the City's climate and sustainability objectives.

7.1.1. One way this will be done is by a greater potential focus on the bioeconomy. The bioeconomy involves initiatives that produces more food, services and fuel, for more people, using less carbon. These initiatives would have positive benefits for the climate.

**8. Community and Business Engagement and Collaboration**

8.1. As presented to Elected Members in September 2023, significant community and stakeholder consultation occurred in the creation of the City Economy Strategy 2023 – 2028.

8.2. Another feature of the new Delivery Framework is a commitment to ongoing engagement with local businesses who will be involved in in the design and delivery of all actions.

8.2.1. Examples include business roundtables, taskforces and business breakfasts recently organised by Council.

8.3. A one-page draft PowerPoint summary of the proposed Delivery Framework was presented at the City Economy Committee on 29 April 2025.

8.4. Various sections of Council that are leading actions in the current Strategy have been consulted for this report.

**9. Innovation and Continuous Improvement**

9.1. This report outlines a new and innovative approach to advancing economic development in Hobart.

9.2. The new approach will enhance opportunities for continuous improvement in both the design and delivery of actions.

- 9.3. Annual updates to the Delivery Framework will ensure a more responsible and flexible approach to delivering economic development.

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



Ben Artup  
**DIRECTOR COMMUNITY AND  
ECONOMIC DEVELOPMENT**

Date: 30 October 2025  
File Reference: F25/79880

Attachment A: City Economy Strategy 2023 – 2028 (Supporting information)



**8. RESPONSES TO QUESTIONS WITHOUT NOTICE**

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Regulation 34(3) *Local Government (Meeting Procedures) Regulations 2025*.  
File Ref: 13-1-10

**The Chief Executive Officer reports:-**

"In accordance with the procedures approved in respect to Questions Without Notice, the following responses to questions taken on notice are provided to the Committee for information.

The Committee is reminded that in accordance with Regulation 34(3) of the *Local Government (Meeting Procedures) Regulations 2025*, the Chairperson is not to allow discussion or debate on either the question or the response."

***RECOMMENDATION***

*That the following responses to questions without notice be received and noted.*

**8.1 Construction Site Artworks**

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Memorandum of the Director Strategic and Regulatory Services of  
22 October 2025

**8.2 Council Decision - Hoarding**

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Memorandum of the Director Strategic and Regulatory Services of  
29 September 2025

**8.3 Visitor Accommodation Reports**

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Memorandum of the Director Strategic and Regulatory Services of  
27 September 2025

**8.4 Sister City Arrangements**

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Memorandum of the Head of Executive Services of 3 November  
2025



**MEMORANDUM: LORD MAYOR  
DEPUTY LORD MAYOR  
ELECTED MEMBERS**

## **CONSTRUCTION SITE ARTWORKS**

**Meeting: Hobart Workshop Committee**

**Meeting date: 22 September  
2025**

**Raised by: Councillor Kelly**

### **Question:**

Building construction sites hoardings, we have artworks that go around them. There are two major construction sites: KFC in Harrington Street opposite St Marys and Sandy Bay Road opposite St Davids Park which I notice have protective building fences and logos of the building construction company? Where do we stand to get artwork on these ugly sites?

### **Response:**

The Art Sites Program has been running since 2023 enabling numerous construction sites to feature artwork.

The City has now commissioned 8 local artists to design works for the hoardings and feedback about the program has been very positive. The City's Public Art Program is in regular contact with developers and construction companies about the program.

Harrington St would be an excellent site for artwork but it seems that the temporary fencing used is not wind rated for scrim, meaning that it would be unsafe to increase wind resistance. The public art team will approach the developer for the Sandy Bay site.

Some developers / construction companies are not interested in artwork and would instead prefer just to use their branding so not all sites can feature artwork.

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



Karen Abey  
**DIRECTOR STRATEGIC AND  
REGULATORY SERVICES**

Date: 22 October 2025  
File Reference: F25/74370



**MEMORANDUM:** LORD MAYOR  
DEPUTY LORD MAYOR  
ELECTED MEMBERS

## **COUNCIL DECISION - HOARDING**

**Meeting:** Hobart Workshop Committee

**Meeting date:** 22 September  
2025

**Raised by:** Lord Mayor Councillor Reynolds

**Question:**

Where the hoarding is on a shared boundary with a shared public footpath, my understanding is that every city in the country has hoarding standards. Can officers re-circulate the council decision on the hoarding standard?

**Response:**

The *Works on Public Highways – Procedure for Temporary Hoardings and Fences by the City of Hobart* is attached. This document is currently under review by the Transport Group.

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



Karen Abey

**DIRECTOR STRATEGIC AND  
REGULATORY SERVICES**

Date: 29 October 2025  
File Reference: F25/74605

Attachment A: Procedure for Temporary Hoardings and Fences (Supporting  
information) 



**MEMORANDUM:** LORD MAYOR  
DEPUTY LORD MAYOR  
ELECTED MEMBERS

## **VISITOR ACCOMMODATION REPORTS**

**Meeting:** Hobart Workshop Committee

**Meeting date:** 15 September  
2025

**Raised by:** Lord Mayor Reynolds

**Question:**

In relation to the recently released regular cyclic report on short stay visitor accommodation and the Shelter Tas report '[Monitoring the Impact of Short-Term Rentals on Tasmanian Housing Markets](#)' can the Council be provided with an officer perspective of the current impact of short-stay visitor accommodation in the City?

**Response:**

An update on visitor accommodation issues will be provided at the 17 November 2025 workshop.

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



Karen Abey  
**DIRECTOR STRATEGIC AND  
REGULATORY SERVICES**

Date: 27 October 2025  
File Reference: F25/70592



City of **HOBART**

**MEMORANDUM: LORD MAYOR  
DEPUTY LORD MAYOR  
ELECTED MEMBERS**

## **SISTER CITY ARRANGEMENTS**

**Meeting: Hobart Workshop Committee**

**Meeting date: 22 September  
2025**

**Raised by:** Councillor Posselt

**Question:**

Launceston Council has been in the media for a trip to their sister city this week. Can Council be informed of the ongoing costs of maintaining our two sister city relationships and if those two sister city relationships can be reviewed?

**Response:**

As elected members will be aware, we currently only have two sister city relationships. These are with Yaizu in Japan, and L'Aquila in Italy.

**1. Yaizu in Japan**

Established in 1977, this relationship came about from our strong maritime links, with Yaizu fisherman travelling to Hobart to fish for southern blue fin tuna.

It now supports highly immersive student exchanges and cultural activities and in 2027 we will celebrate 50 years of friendship.

**2. L'Aquila in Italy**

Established in 1998, this relationship came about from our strong connection with the Abruzzo region through our strong Italian migrant community.

This relationship is going through a process of renewal as many new opportunities for collaboration have been identified including between the universities and art institutions. A formal renewal document will be put to council in early 2026 for endorsing.

The annual budget allocation to support our sister city activities is approximately \$9 000 and in 2025 these funds have been used to support a range of activities, including:

- A small function to welcome the Mayor and delegation from L'Aquila
- Japanese Children's Day event
- Hobart-Yaizu Student Exchange ('Day in the City' program component)

Many other activities are undertaken throughout the year to support these relationships but are supported by reciprocity from our sister city partners, grants, local or the contributions of our volunteer sister city committees.

Our current International Relations Policy, which was adopted in 2023, provides for reviews of sister city relationships every five years to ensure continued value and strategic alignment. Under this, our sister cities will be reviewed in 2027.

Further, the City is currently in the process of developing a new International Engagement Framework, which is aimed at emphasising the value and contribution our sister city relationships have made to shaping Hobart, and that our international relations activities go beyond sister cities, to maximise strategic outcomes and return. It is envisaged that a draft of this strategic Framework will be presented to elected members at a future workshop, most likely in early 2026.

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



Laura Eaton  
**HEAD OF EXECUTIVE SERVICES**

Date: 3 November 2025  
File Reference: F25/74607

## 9. QUESTIONS WITHOUT NOTICE

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Regulations 33 and 34 of the *Local Government (Meeting Procedures) Regulations 2025*.  
File Ref: 13-1-10

33. (2) *A question asked at a meeting is to, as far as is practicable -*

- (a) be concise; and*
- (b) be clear; and*
- (c) not be a statement; and*
- (d) have minimal pre-ambble*

34. *Questions without notice by a Councillor*

- (1) A councillor at a meeting may ask a question without notice –*
  - (a) of the chairperson; or*
  - (b) through the chairperson, of –*
    - (i) another councillor; or*
    - (ii) the Chief Executive Officer.*
- (2) In asking a question without notice at a meeting, a councillor must not –*
  - (a) offer an argument or opinion; or*
  - (b) draw any inferences or make any imputations –*  
*except so far as may be necessary to explain the question.*
- (3) The chairperson of a meeting must not permit any debate of a question without notice or its answer.*
- (4) The chairperson, councillor or Chief Executive Officer who is asked a question without notice at a meeting may decline to answer the question.*
- (5) The chairperson of a meeting may require a councillor to put a question without notice in writing.*

## 10. CLOSED PORTION OF THE MEETING

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### RECOMMENDATION

That the Committee resolve by majority that the meeting be closed to the public pursuant to regulation 17(1) of the *Local Government (Meeting Procedures) Regulations 2025* because the items included on the closed agenda contain the following matters:

- Minutes of a closed committee meeting
- Closed Questions without notice

The following items are listed for discussion:-

- |            |                                                                            |
|------------|----------------------------------------------------------------------------|
| Item No. 1 | Minutes of the last meeting of the Closed Portion of the Committee Meeting |
| Item No. 2 | Consideration of supplementary items to the agenda                         |
| Item No. 3 | Indications of conflicts of interest                                       |
| Item No. 4 | Questions Without Notice                                                   |