



CITY OF HOBART

AGENDA

The Hobart Workshop Committee Meeting
Open Portion
Monday, 2 March 2026
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:

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

ELECTED MEMBER COMMITMENTS

Respectful and Cooperative Behaviour	We will treat each other, staff, and stakeholders respectfully, fostering a collaborative environment.
Conduct and media use	We will advocate using transparent, evidence-based arguments, respect majority decisions, avoid public criticism of employees, and maintain workplace safety by refraining from harmful communication.
Objective, evidence-based communication:	Our discussions and advocacy are grounded in reliable, shared evidence, avoiding personal attacks and promoting respectful debate before public commentary.
Roles and responsibilities:	We recognise our duty to represent our community while being accountable, engaging in critical debate and holding others to account respectfully.

ORDER OF BUSINESS

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

APOLOGIES AND LEAVE OF ABSENCE

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**The Hobart Workshop Committee Meeting (Open Portion) held Monday,
2 March 2026 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:

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

Apologies:

Leave of Absence:

Nil.

NOMINEE MEMBERS:

Lord Mayor Councillor A M Reynolds
Alderman M Zucco
Councillor W F Harvey
Councillor W N S Coats

1. ACKNOWLEDGEMENT OF COUNTRY

2. CONFIRMATION OF MINUTES

The minutes of the Open Portion of the Hobart Workshop Committee meeting held on [Monday, 16 February 2026](#), are submitted for confirming as an accurate record.

3. CONSIDERATION OF SUPPLEMENTARY ITEMS

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

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

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. ITEMS FOR WORKSHOPPING

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 relation to specific matters.

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.

6.1 Halls Saddle Multi-Purpose Precinct - Project Plan Overview **File Ref: F26/12269**

Report of the Project Manager - Office of the CEO and Chief Executive Officer of 25 February 2026 and attachments.



City of **HOBART**

MEMORANDUM: HOBART WORKSHOP COMMITTEE

Halls Saddle Multi-Purpose Precinct - Project Plan Overview

Purpose

The purpose of this briefing paper is to inform the Council of the Halls Saddle Multi-Purpose Precinct Project Plan (attached) and to outline the project rationale, scope, governance, funding, timing and next steps.

The project plan sets out how the City of Hobart will utilise \$3.2 million in Federal funding to deliver a development-ready plan for the Halls Saddle precinct, including a Visitor Centre and transport hub serving kunanyi / Mount Wellington.

Background and Strategic Context

Halls Saddle is a Council-owned former quarry site located within the Ridgeway Reserve, immediately outside the Wellington Park boundary.

The site has been identified by the City as a strategically important location for improving visitor access, facilities and transport management for kunanyi / Mount Wellington.

As Tasmania's most visited natural asset, attracting more than 500,000 visitors per year, with visitation projected to increase, existing visitor access arrangements, particularly at the Springs and Pinnacle, are constrained by:

- Limited parking capacity
- Heritage and environmental protections
- Weather-related access disruptions
- Increasing traffic volumes on Pinnacle Road.

In September 2019, the Council endorsed investigation of Halls Saddle as an alternative road-based gateway outside Wellington Park with subsequent feasibility work confirming the site's suitability. The City has continued to advocate for Halls Saddle as part of broader mountain access and visitor experience improvements.

Funding and Project Purpose

In November 2024, the City submitted an application under Stream 1 of the Australian Government's Urban Precincts and Partnerships Program (UPPP) with funding of \$3.2 million announced on 17 November 2025.

The funding is specifically for development-ready planning, not construction and will deliver:

- An updated master plan
- A comprehensive business case and operating model
- Construction level design documentation and cost estimates
- Planning approvals
- A resource management plan for the Visitor Centre and associated mountain infrastructure.

The project establishes the foundation for future investment in a precinct with an estimated total construction cost of approximately \$37 million (subject to revised costings).

Project Objective and Outcomes

The project objectives are to:

- Progress master planning for a major visitor and transport hub at Halls Saddle
- Strengthen the role of kunanyi / Mount Wellington in Hobart and Tasmania's visitor experience
- Improve accessibility, safety and visitor facilities at the mountain and its foothills.

Key outcomes include:

- Confirmation of Halls Saddle's capacity to host a visitor facility
- A refreshed master plan aligned with contemporary policy and demand
- A fully resolved business case and operating model
- An investment-ready package to attract future funding.

Alignment with Other Strategic Work

The timing and scope of the project are deliberately aligned with:

- The Tasmanian Government Strategic Review of kunanyi / Mount Wellington, due for completion in early 2026
- The Wellington Park Management Trust (WPMT) business case, due in April 2026
- A revised Halls Saddle Master Plan, being prepared by Terroir and due by March 2026.

This alignment ensures consistency across governance, access, visitor management and financial sustainability considerations.

Scope of Works and Project Elements

The project plan is structured across three integrated elements delivered over 24 months:

Element 1 – Governance and Engagement

- Establishment of a formal governance framework
- Partnership development with government agencies and stakeholders
- Aboriginal cultural knowledge holders cultural engagement
- Community consultation
- Preliminary business case development.

Element 2 – Infrastructure Design: Halls Saddle Visitor Centre Design

- Detailed feasibility and business case
- Visitor, market and operational modelling
- Architectural, engineering and environmental investigations
- Planning approvals
- Detailed construction-ready design documentation.

Element 3 – Infrastructure Design: Roads, Tracks and Mountain Infrastructure

- Design and approvals for supporting infrastructure at the Springs, Summit and connecting routes
- Integrated transport and access planning
- Investment ready costing for associated works.

Governance and Oversight

The City is the lead organisation for the project with oversight provided by a Project Control Group (PCG) chaired by the City's CEO with representation from:

- Wellington Park Management Trust
- Department of State Growth
- Parks and Wildlife Service
- City of Hobart senior officers.

The governance framework is based on principles of accountability, transparency and performance, with clear delegations and reporting arrangements.

Budget Summary

The total development-phase project cost is approximately:

- \$3.2 million (grant funded)
- \$426,000 (in kind contributions).

Indicative breakdown:

- Stage 1 (Governance & Engagement): approximately \$0.9 million
- Stage 2 (Visitor Centre Design): approximately \$1.5 million
- Stage 3 (Roads & Mountain Infrastructure): approximately \$1.2 million.

Risks and Mitigation

Key risks identified in the project plan include:

- Community opposition or polarisation
- Cultural and environmental sensitivities
- Confusion with parallel State led strategic processes
- Planning approval complexity.

Mitigation measures focus on:

- Early, transparent and inclusive engagement
- Aboriginal led cultural guidance
- Clear and consistent communication
- Staged design and approval processes.

Next Steps

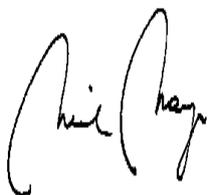
Following completion of the development-ready phase, the City will:

- Finalise an investment ready proposal
- Seek further Federal, State and/or private funding
- Consider staged delivery options if required.

Workshop Purpose

That the Hobart Workshop Committee discuss the concepts presented in this memorandum.

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



Neil Noye
**PROJECT MANAGER - OFFICE OF
THE CEO**



Michael Stretton
CHIEF EXECUTIVE OFFICER

Date: 25 February 2026
File Reference: F26/12269

Attachment A: Hall Saddle Multi-purpose Precinct Project Plan (Supporting information) 

6.2 Draft Creative City Strategy
File Ref: F26/11931; 24/47

Report of the Manager Creative City and Director Community and Economic Development of 23 February 2026 and attachments.

REPORT TITLE: DRAFT CREATIVE CITY STRATEGY

REPORT PROVIDED BY: Manager Creative City
Director Community and Economic Development

Report Summary and Key Issue

- 1.1. The purpose of this report is to present the Discussion Paper - Draft Creative City Strategy (the Discussion Paper, refer **Attachment A**) to the Hobart Workshop Committee on 2 March 2026 for workshopping.
- 1.2. The City of Hobart Creative City Strategy (the Strategy) is a key initiative within the City of Hobart's Annual Plan and has been developed by the Creative City Group, comprising Arts and Culture, Events and Activation, and City Venues.
- 1.3. The Strategy responds to extensive reviews undertaken since 2020 into the City's grants, partnerships, sponsorships and creative sector support, including the March 2023 "Towards a Creative City" discussion paper and subsequent specialist research by Inkhorn Projects.
- 1.4. The Strategy establishes a contemporary, whole-of-Council framework for cultural leadership through four (4) interconnected roles - Champion, Custodian, Curator and Catalyst - which together articulate how the City will enable, govern and invest in Hobart's creative life.
- 1.5. This new model strengthens cross-organisational alignment, clarifies responsibilities, improves transparency, and enhances the City's capacity to measure, evaluate and continuously refine cultural outcomes.
- 1.6. The development of the Strategy was informed by sector-wide engagement, stakeholder consultation, and public feedback collected across multiple phases between July 2025 and March 2026.
- 1.7. Representatives from Inkhorn Projects will attend the Hobart Workshop Committee meeting of 2 March 2026 to present the Discussion Paper.
- 1.8. Feedback from the Hobart Workshop will inform the final Strategy, which is planned to be presented in a report to Council at its meeting of 30 March 2026. Pending the Committee's feedback, the report will seek Council endorsement for the following recommendations:

That:

1. *The Council adopt the “City of Hobart Creative City Strategy.”*
2. *The Council rescind the “City of Hobart Creative Hobart: A Strategic Framework.”*
3. *The Chief Executive Officer be authorised to make any minor amendments necessary to finalise the “City of Hobart Creative City Strategy” and arrange for it to be made available from the City’s website.*

2. Workshop Purpose

- 2.1. For the Hobart Workshop Committee to review the report titled ‘Draft Creative City Strategy’, and the accompanying presentation and provide feedback.

3. Discussion and Background

- 3.1. At its meeting of 9 November 2020, the Council resolved to endorse a broader review of the City of Hobart event grants, which include the City Partnerships, Event Partnerships and Event Medium grants, to be conducted in consultation with stakeholders during 2021.
- 3.2. The review sought to consider the realignment of these grants to offer a fairer, more streamlined and strategic event funding program to meet the needs of event organisers and the community.
- 3.3. Stage One (1) of this review began in September 2022 and involved the engagement of consultants Inkhorn Projects to research and provide recommendations to not only support this action but also facilitate the development of a discussion paper on a Creative City Strategy, an action identified in the 2022-23 Annual Plan.
- 3.4. At its meeting on 17 July 2023 the research project findings “Towards a Creative City” (**Attachment C**) were tabled and the Council resolved to endorse progression to Stage Two (2) of the project to review all City of Hobart Grants, Partnerships, Sponsorships and in-kind arrangements. The report also identified that a Creative City Discussion Paper and Strategy was intended to be delivered as part of the 2023-2024 Annual Plan. Specialist consultant KPMG was contracted to complete the funding review.
- 3.5. The Creative City Portfolio Committee (the Committee) workplan, endorsed by Council on 25 September 2023, included the development of the Creative City Strategy as a key initiative for the Committee for the current period. The Committee also hosted a workshop in October 2023 with key sector and community representatives to provide early input into a consultation process around a Creative City Strategy.
- 3.6. At its meeting of 14 October 2024, a report titled, “City of Hobart - Funding Program Review” was presented to the Council. The Council endorsed the funding review, which included a recommendation to develop the Creative City Strategy.
- 3.7. A tender process was subsequently undertaken in March 2025, with a scope of works with five (5) key deliverables as per the following table:

Creative City Strategy Scope	
Item	Key Deliverables
1	Review of the current Creative Hobart: A Strategic Framework and provide feedback on how it performed (noting that this Strategy is intended to replace the Creative Hobart: A Strategic Framework).
2	Inform how arts and cultural programs and planning develop and support activities within Hobart City as a distinct identity and identify gaps and opportunities.

3	Formation of a new Events and Activations Strategy within the Creative City Strategy which informs:
3.1	What events the City delivers and why.
3.2	What events the City supports (through grants and in-kind relationships) and why.
3.3	What resources are available and how are they allocated.
3.4	The development of a scope and methodology for events education and training models.
4	Develop a framework for the City to further develop a proactive partnerships model to increase return on investment.
5	Define the role of venues and creative spaces in facilitating creativity within the City, and how they can be maximised commercially, and in activating sense of place.
The Strategy will also inform the City's intention to pursue best practices in:	
a)	Emerging creative practises such as the City of Literature and contemporary live music.
b)	How creativity benefits the City's economy, ecology and health.
c)	Accessibility and social inclusion.

3.8. At the conclusion of the tender process consultant Inkhorn Projects was selected from three (3) applicants and contracted to prepare the Strategy.

3.8.1. The Strategy was developed through the following phases:

Phase 1: (May-June 2025) Research phase

Phase 2: (July-September 2025) Initial analysis, testing, and challenge phase

Phase 3: (September-December 2025) Consultation

Phase 4: (December 2025 - March 2026) Ideation, development, writing, testing, and finalising

3.9. Phase 3 and 4 included internal and external consultation meetings as follows, and two (2) Your Say digital surveys as follows.

3.9.1. Initial Survey (7 October to 21 November 2025)

3.9.2. Discussion Paper - Draft Creative City Strategy (19 February to 8 March 2026)

4. Legal, Risk and Legislative Considerations

4.1. Officers from the City's Legal and Corporate Governance, Creative City, and Rates, Procurement and Risk Groups were consulted during the preparation of this Strategy.

5. Strategic Planning and Policy Considerations

- 5.1. The Creative City Strategy is a key action in the 2024-25, and 2025-26 Financial Year Creative City Group Plans.
- 5.2. It is the intention that the Creative Hobart: A Strategic Framework (**Attachment B**) will be rescinded with the development of the Creative City Strategy.
- 5.3. The Strategy will be an aspirational and contemporary document that will set a direction aligned with the City of Hobart's key strategic documents.

Capital City Strategic Plan 2023

- 5.4. The development of this Strategy will support the outcomes and strategies of the following Pillars.
 - *Pillar 1: Sense of place*
 - *Pillar 3: Creativity and culture*

Hobart: A community vision for our island capital

- 5.5. The development of this Strategy, including its proposed engagement methodology, will support the outcomes and strategies of the following Pillars.
 - *Pillar 1: Sense of place*
 - *Pillar 2: Community inclusion, participation and belonging*
 - *Pillar 3: Creativity and culture*
 - *Pillar 4: City economies*

6. Financial Viability

- 6.1. Financial Considerations:
 - 6.1.1. The Strategy is to be developed within the Creative City Group's operational budget, for the total maximum value of \$35,000 (excl GST).
 - 6.1.2. The Inkhorn Projects total quote was \$33,911 (excl. GST), with payment of three (3) Stages: 25%, 25%, 50%.
 - 6.1.3. A total of 25% (\$8,477.75 excl. GST) was allocated in 2024-25 FY for Stage One, with the remaining 75% (\$25,433.25 excl. GST) to be paid in 2025-26 FY.

	2025-26	2026-27	2027-28	2028-29
	\$'000	\$'000	\$'000	\$'000
Revenue				
Existing Revenue				
Additional Revenue				
Total Revenue				
Expenditure				
Operating	25.433	0	0	0
Capital				
Total Expenditure				
Net Cost	25.433	0	0	0

FTE Impact

	2025-26	2026-27	2027-28	2028-29
Change in FTE	0	0	0	0

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

6.2. City Economy Strategy:

6.3. The Discussion Paper aligns to the following strategic priorities listed in the City of Hobart City Economy Strategy 2023-2028:

Strategic Priority 1. Plan for our collective social, economic and environmental prosperity

1.2 - Expansion of the night-time economy

Supports and enhances the night-time economy through creative programming, precinct activation, and improved visibility of cultural activity.

1.4 - High-impact night-time activity as an economic catalyst

By encouraging creative experimentation, events, and public space activation, it helps deliver high-impact cultural activity that drives visitation and local spending.

1.5 - Inclusive programs improving wellbeing and public amenity; small tactical interventions

Focuses on inclusive, playful, accessible program models and seasonal activation that improve public amenity, safety, wellbeing, and participation - particularly for families, young people, Aboriginal communities, and culturally diverse residents.

Strategic Priority 3 – Position Hobart as an enviable place to visit, live and do business

3.5 - Programs fostering night-time economy, cultural and creative activity

Focus on distributed programming, precinct activation, night-time vibrancy, and experimental creative activity directly delivers on this action.

3.8 - Cross-sector collaboration, incubation and testing

The “Catalyst” role explicitly promotes low-barrier experimentation, partnership development, and cross-sector collaboration, including with creatives, community organisations, institutions, and businesses.

Strategic Priority 4 – Promote and leverage Hobart’s uniqueness and celebrate the Hobart Difference

4.7 - Promoting artisan producers, businesses and events

Supports local creatives, celebrates diverse creative identities, and improves the visibility of cultural activity across the city.

4.2 – Leveraging environment and iconic experiences

The Strategy emphasises programming connected to seasons, weather, river, mountain, Aboriginal stories and place - supporting identity, visitation, and unique experiences tied to Hobart’s landscape.

6.4. Consultants

6.4.1. The Strategy is being delivered by external consultants, Inkhorn Projects.

6.4.1.1. A review of current Supplier Panel arrangements was conducted with procurement and found one consultancy panel which was geared towards urban design. In this instance it was approved to tender outside the supplier panel arrangements.

6.4.1.2. An RFQ was issued via Tenderlink on 26 March 2025. Three (3) submissions were received. The evaluation committee unanimously scored Inkhorn Projects as the successful supplier.

7. Climate and Sustainability Considerations

- 7.1. The Strategy will consider how to continue to improve waste management and sustainability measures at Events and Art and Cultural activities that the City delivers. This aligns with the objectives of the City of Hobart Waste Management Strategy 2015-30, and City of Hobart Single-use Plastic By-Law 2020.

8. Community and Business Engagement and Collaboration

- 8.1. Consultation with Elected Members and City Committees were scheduled as follows:

- 14 August 2025 - Executive Leadership Team
- 18 September 2025 - The Hobart Workshop Committee
- 14 October 2025 - City Economy Committee
- 25 November 2025 - Place and Wellbeing Committee
- 2 March 2026 - The Hobart Workshop Committee
- 30 March 2026 - Council Meeting

- 8.2. Internal and external consultation were scheduled as follows:

- 7 October - 21 November 2025 Initial *Your Say* survey
- 10 October - 3 December 2025 Internal and sector consultation
- 19 January - 3 February 2026 Internal stakeholder engagement
- 19 February - 8 March 2026 the Discussion Paper *Your Say* survey

9. Innovation and Continuous Improvement

- 9.1. The Strategy introduces a range of innovations and embeds continuous improvement practices that strengthen the City's cultural leadership, governance, operations and community outcomes. Key elements are summarised below.

- 9.2. Considers innovation and the role of cultural and creative sector, particularly sustainable employment in regional industries.

- 9.3. Applies a regenerative, ecosystem-based mindset inspired by permaculture principles. This represents an innovation in how the City plans and evaluates cultural activity. It prioritises:

9.3.1. Building on existing strengths

9.3.2. Incremental improvements and low-risk experimentation

9.3.3. Long-term capacity building

9.3.4. Ongoing evaluation, reflection and adaptation

- 9.4. These principles collectively embed a structured continuous improvement framework across all creative activity.
- 9.4.1. Creativity is embedded across the organisation rather than within a single program area. The Strategy:
 - 9.4.2. Aligns cultural activity with City-wide strategies and frameworks
 - 9.4.3. Enhances integration across planning, public space, inclusion, wellbeing and economic development
 - 9.4.4. Promotes precinct-based activation and place-led responses
 - 9.4.5. This whole-of-Council approach drives incremental improvement by embedding cultural considerations across existing systems and decision-making

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.



Justyne Wilson
MANAGER CREATIVE CITY



Ben Artup
**DIRECTOR COMMUNITY AND
ECONOMIC DEVELOPMENT**

Date: 23 February 2026
File Reference: F26/11931; 24/47

Attachment A: Discussion Paper - Draft Creative City Strategy (Supporting information) 

Attachment B: Creative Hobart A Strategic Framework (Supporting information) 

7. QUESTIONS WITHOUT NOTICE

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-amble*
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.*

8. CLOSED PORTION OF THE MEETING

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
- Commercial in Confidence
- 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 | Items For Workshopping |
| Item No. 4.1 | Proposed Relocation of Farm Gate Market
LG(MP)R 17(2)(d)(i) |
| Item No. 5 | Questions Without Notice |