

CITY OF HOBART COVID-19 ECONOMIC RESPONSE AND RECOVERY FRAMEWORK AND ACTION PLAN 2020–22

JUNE 2021 UPDATE



City of **HOBART**

ACKNOWLEDGEMENT OF COUNTRY

In recognition of the deep history and culture of this place, the City of Hobart acknowledges Tasmanian Aboriginal people as the Traditional Custodians of the land upon which nipaluna (Hobart) was built.

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 recognise that we have much to learn from Aboriginal people today, who represent the world's oldest continuing culture. We recognise the value of continuing Aboriginal knowledge and cultural practice. We pay our sincere respects to Elders past and present and to all Aboriginal people.



LORD MAYOR'S MESSAGE

When I first came to
I knew I'd found
I was surrounded by
Silver clear waters flow down
rippling over pebbles and
past the houses, eventually
stream to the river, from the
walked to that river in which
I love living here!



EXECUTIVE SUMMARY

The City of Hobart's *COVID-19 Economic Response and Recovery Framework and Action Plan 2020–22* aims to work with Hobart communities, businesses and stakeholders to deliver economic recovery for Hobart on limited resources.

The framework establishes the structure and guiding ideas behind the City's response and recovery efforts.

IT HAS SIX GOALS:

1. Confident households, businesses and investors
2. Thriving city centre and retail precincts
3. Local economy transitioned to the 'new normal'
4. Opportunities of the crisis embraced
5. Coordinated recovery efforts
6. Responsive and financially sustainable local government

The action plan is designed to work in service to these goals and to be updated frequently to meet the changing COVID-19 situation. It has four initiatives with 28 total projects.

The framework and action plan respond to both the long-term guidance of the community vision and the uncertainty posed by the pandemic.

The two-year timeframe of the plan was chosen to reflect Reserve Bank of Australia projections for economic recovery as at November 2020. At that stage, the RBA estimated Australia's GDP would not return to pre-pandemic levels until late 2021 at the earliest. However, the Australian economy is recovering more quickly than anticipated, with GDP expected to reach pre-pandemic levels in March quarter 2021.¹ Tasmania's economy has also recovered well – performing better than any other state in 2020 – but, according to Deloitte, the state 'has probably already seen the best of its recovery'.² Given RBA projections, and unless Tasmania's COVID-19 status changes substantially, it is anticipated that this will be the second and final update of the economic recovery plan. Focus will then shift to longer-term economic development, to deal with potential ongoing impacts of the pandemic and recovery, as well as other opportunities and challenges for the Hobart economy.

INITIATIVE 1: LEARNING WHAT PEOPLE NEED

- 1.1 Business consultative group
- 1.2 Safe public spaces
- 1.3 Creative sector engagement
- 1.4 Business and community research and engagement

INITIATIVE 2: BUILDING BUSINESS RESILIENCE

- 2.1 Business concierge
- 2.2 Business grants
- 2.3 Hello Hobart
- 2.4 Salamanca Market online and Tasmania's Own Market
- 2.5 Outdoor dining regulations
- 2.6 Outdoor dining platforms

INITIATIVE 3: BUILDING COMMUNITY ECONOMIC RESILIENCE

- 3.1 Rental, fees and charges relief package
- 3.2 Mobility for city vibrancy
- 3.3 Safety in Wellington Court and surrounds
- 3.4 Elizabeth St (Midtown) Retail Precinct streetscape revitalisation
- 3.5 UTAS Southern Transformation university-led urban renewal
- 3.6 Busking and street performance trials

INITIATIVE 4: RESPONSIVE LOCAL GOVERNMENT

- 4.1 Resilient Hobart
- 4.2 Capital works program
- 4.3 Funding for City projects
- 4.4 Micromobility options
- 4.5 Digital twin
- 4.6 Smarter parking
- 4.7 Greenhouse gas targets
- 4.8 Economic development strategy
- 4.9 Investment attraction
- 4.10 Responsive planning and mobility services
- 4.11 Community vision stewardship

¹ See <https://www.rba.gov.au/publications/smp/2020/nov/economic-outlook.html> and <https://www.rba.gov.au/publications/smp/2021/may/economic-outlook.html> for details.

² See <https://www2.deloitte.com/au/en/pages/media-releases/articles/dae-business-outlook-bump-become-grind-120421.html>



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COVID-19 ECONOMIC RESPONSE AND RECOVERY FRAMEWORK

BACKGROUND

The COVID-19 pandemic is unlike any global event in recent memory.

Past disease outbreaks – such as Spanish influenza in the early 20th century, or the more localised SARS, MERS and Ebola epidemics – had severe impacts. But the world as it is today, with a globalised economy, has never faced a pandemic of this scale. Globalised supply chains and travel networks meant the SARS-CoV-2 virus spread quickly and widely. Despite lockdown measures, which helped slow the spread in some places, there have been over 176.2 million global cases and over 3.8 million global deaths³.

Australia has fared well compared to other countries, and Tasmania has had some of the lowest case numbers in Australia. This was the trend at the time the December 2020 version of the plan was released, and, fortunately, it has continued. Early travel restrictions and physical distancing measures supported this success. As an island state, Tasmania's geographic isolation has made it easier to enact preventative measures.

But even with low case numbers, Tasmania experienced profound social and economic impacts. With much recent economic success centred on cultural, tourism and hospitality industries, the state was especially hard-hit by the sudden drop in interstate and international traveller numbers.

As a prime tourism hub and gateway city, Hobart has been heavily affected. Reductions in employee numbers and hours, revenue losses, supply chain disruptions and the need to quickly adapt to online consumer environments have affected businesses in all industries. Some have flourished, while others have struggled or even closed down.

Although the economy has recovered in the short-term, and even performed better than other states', it is likely the pace of recovery will slow and longer-term impacts will begin to manifest.

The situation for local governments, in Hobart and around the world, is also challenging. Councils have needed to respond quickly – in some cases, across multiple lockdowns – to stop the spread of the virus and support financially-struggling people and businesses. Doing both at once has had major impacts on local government finances, reducing revenue (such as from rates and parking) and increasing expenditure (such as adapting to COVIDSafe regulations).

The City of Hobart has worked hard to maintain community services and keep people employed. During the peak of the pandemic, restrictions and revenue losses meant pausing or scaling down operations of city businesses (such as the Doone Kennedy Hobart Aquatic Centre, Salamanca Market and the Taste of Tasmania), standing down some staff, putting a freeze on new hires and implementing other cost-saving measures. Still, the City has undertaken large-scale risk and resilience work to prepare for pandemic and other disaster scenarios and make sure we continue to be there for the community.

The short-term impacts have been challenging for communities, businesses and government in Tasmania and Australia. The medium- to long-term effects will also be hard, as global economic uncertainty continues. There is no precedent for the current economic situation: the impacts of an effective pause of nearly the entire global economy, followed by rapid vaccine development and sometimes multiple waves of spread in cities and countries around the world.

Despite these challenges, the COVID-19 pandemic has provided an opportunity to rethink the Hobart economy and find ways to make the best of this disruption to business as usual. It has highlighted strengths to build on and weaknesses to improve.

The City of Hobart has a critical role in economic response and recovery in Hobart.

The *COVID-19 Economic Response and Recovery Framework and Action Plan 2020-22* outlines how the City will support communities, businesses and other stakeholders in responding to the challenges and opportunities presented by the COVID-19 pandemic.

³ As at 15 June 2021 Compared to 55.4 million cases and 1.33 million deaths, as at 18 November 2020, when the December 2020 version of this plan was drafted. See <https://coronavirus.jhu.edu/map.html> for up-to-date figures.

RESPONSE AND RECOVERY FOR HOBART

Cities and countries across the world declared states of emergency in response to the COVID-19 pandemic, but it is not a typical disaster. Bushfires and floods, for example, usually have a clear start and finish, which help people to prepare in advance and recover afterwards, knowing the worst is over. With the current pandemic, a first round of lockdowns helped reduce the spread, but new clusters have surfaced and the pandemic continues, albeit at a slower pace in many countries.

At the time the first version of this place was released, in December 2020, there was no vaccine and no certainty about when one would be developed. In the six months since then, multiple vaccines with high efficacy rates have been not only developed but distributed around the world. Over 2 billion doses have been administered globally, and 5.2 million in Australia (with 4.4 million people in Australia fully vaccinated)⁴. But even with a vaccine, it is difficult to say when the 'response' ends and 'recovery' begins, because there is still the risk of COVID-19 spreading.

This is how the City defines these terms in its work on the economic impacts of the pandemic.

Response refers to initiatives that deal with the 'survival' stage, helping people and businesses work through the immediate impacts of COVID-19 and associated restrictions.

Recovery means initiatives for the longer-term Hobart economy, helping people and businesses adjust to the 'new normal' of living with the virus, such that the economy can support community wellbeing and livelihoods. It does not mean working to make things exactly as they were before, acknowledging that the pandemic has changed how economies will function for the long-term.

The City sees a once-in-a-lifetime chance for work on other topics of importance, such as reducing greenhouse gas emissions, to simultaneously promote economic recovery. There is a chance for the Hobart economy to emerge better than before, taking advantage of the opportunities presented by recovery, including lessons learned from the peak of the pandemic.

⁴ As at 8 June 2021. See <https://coronavirus.jhu.edu/map.html> and <https://www.abc.net.au/news/2021-03-02/charting-australias-covid-vaccine-rollout/13197518> for details.

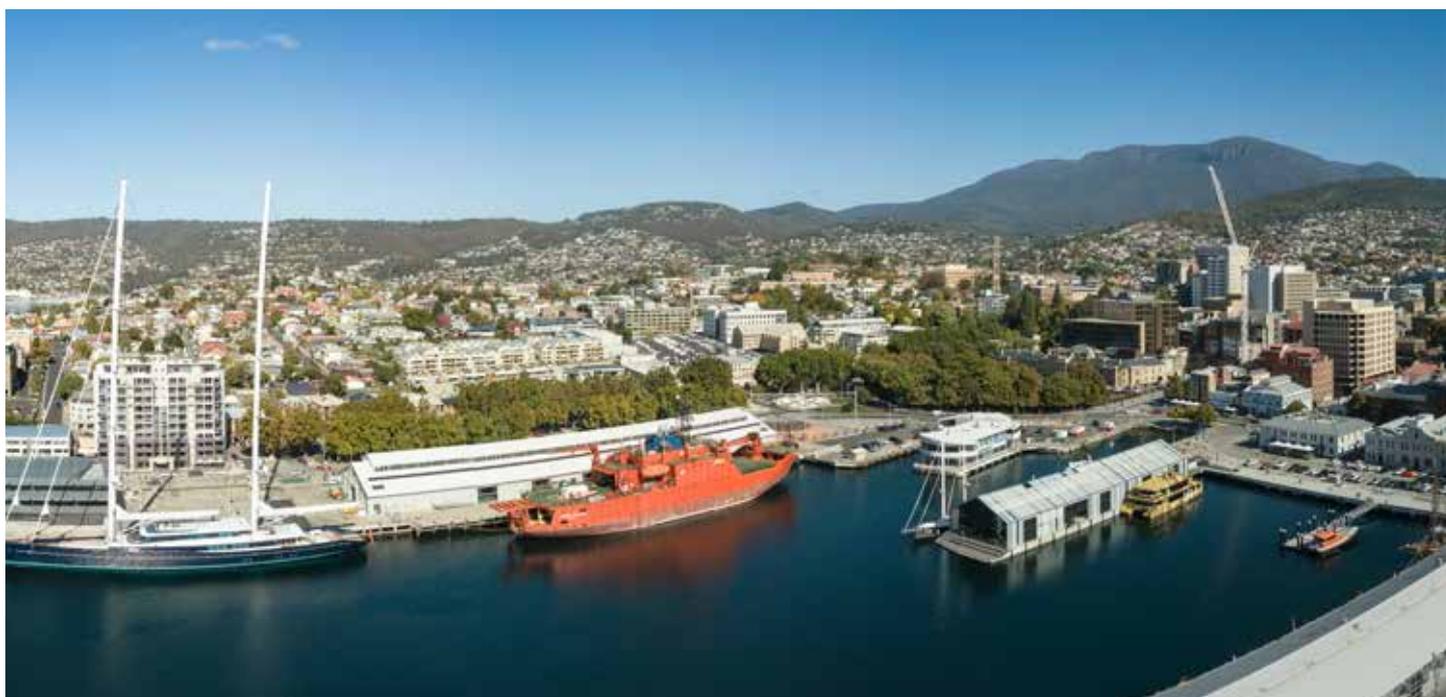


THE SCOPE OF THE CITY'S ECONOMIC RECOVERY WORK

The framework and action plan are for Hobart Local Government area, which is the City of Hobart's jurisdiction and the place where we can have the biggest influence. But we have Hobart's role as Tasmania's capital city strongly in mind.

The focus is on Hobart residents, rate payers and businesses, with people who travel to Hobart to work, study, play and access services and amenities also included.

As a community recovery program, it is not about how the City of Hobart as a local government organisation plans to recover. However, because of the strong connections between local government and local economies, it does consider the City's various economic roles, for example, as a purchaser of goods and services. These roles are described in the next section.



THE CITY OF HOBART'S ROLES IN ECONOMIC RECOVERY

Hobart has a unique role in Tasmania as the capital city and regional hub. Although much of the experience of the pandemic has been shared across the state, some impacts have been especially strong in Hobart, such as job losses in the creative sector.

The City of Hobart shares its responsibility for economic recovery with the Australian Government, the Tasmanian Government and other economic actors and stakeholders, such as:

- Hobart Region local governments
- not-for-profit and social service organisations
- businesses and peak bodies
- educational institutions
- individual people and families.

The City of Hobart has economic influence in areas such as:

- **Advocacy:** Representing Hobart's needs and helping communities have a voice on economic decisions affecting the city.
- **Business relationships and support:** Working with businesses, helping them access the City's services and connecting them with people and organisations.
- **Community activation and celebration:** Encouraging COVIDSafe events and festivities that support businesses.
- **Education and awareness-raising:** Communicating information about economic issues and opportunities.
- **Employment:** Providing meaningful jobs for people who can then serve Hobart communities.
- **Engagement:** Seeking input and collaborating with community members, businesses and stakeholders to learn about their needs, values and ideas.

- **Facility, parks and bushland management:** Providing and maintaining spaces that support business and quality of life initiatives.
- **Grants:** Providing funding for established and emerging businesses, community programs and other initiatives.
- **Infrastructure:** Improving city services and amenity and creating jobs.
- **Place making:** Making Hobart's public realm accessible, safe and vibrant.
- **Procurement:** Leveraging the City's role as a purchaser to support business activity in the Hobart and the broader Tasmanian economy.
- **Regulation:** Creating a regulatory environment that encourages both business growth and community safety.

The majority of the City's functions have some type of economic impact and the City will continue to consider how economic recovery work can have mutually beneficial relationships with other critical priorities, for example:

- **Climate change:** Ensuring recovery efforts contribute toward mitigation and adaptation goals and environmental sustainability programs.
- **Economic development:** Ensuring response and recovery initiatives position Hobart for a flourishing economic future.
- **Social inclusion and participation:** Directing support toward those most affected by the economic impacts of the pandemic.
- **Smart cities:** Seeking opportunities to embrace the best of the technological developments happening before and during the pandemic.
- **Creative programs:** Supporting artists and other creatives to recover from the impacts of lockdown measures.

OPPORTUNITIES AND CHALLENGES

The pandemic has raised many opportunities and challenges for people, businesses and governments. These are some of those influencing the City's planning.

OPPORTUNITIES

- **Collaboration:** The City of Hobart is just one of many stakeholders influencing the economy, and ongoing communication and partnerships will be key to response and recovery. People and organisations have already come together in interesting, surprising and inspiring ways, and there are many possibilities for working together towards an economy that makes the people of Hobart proud.
- **Creativity:** Resourcing pressures mean a challenging road ahead, but they also provide the chance to think creatively about how to do more with less.
- **Win-wins:** The pandemic hasn't made other important issues, such as housing affordability and environmental pressures, disappear. Projects that help Hobart's economic recovery can also help the City make progress in other areas critical to Hobart's future.
- **Advocating for Hobart:** The City is fortunate to have a recently developed community vision and strategic plan that outline what Hobart's people and stakeholders want and how the City of Hobart will respond. This guidance provided by community helps the City advocate for capital city needs and values, helping fill a Hobart-specific niche in recovery.
- **Contributing to broader recovery:** People in Tasmania, Australia and globally are working hard to develop economic initiatives to help communities recover from the impacts of the pandemic. Initiatives undertaken in Hobart can provide useful lessons, and there is much to learn from other cities and projects.

CHALLENGES

- **Uncertainty:** Although the future is never certain, it seems especially unpredictable now. The pandemic is ongoing, and projections suggest the best of Tasmania's recovery has already passed. The what, when and how of Hobart's longer-term economic recovery are unknown, and the situation changes quickly and often. As this pandemic is without precedent during our lifetimes, there are limits to knowledge and expertise as to how best to respond.
- **Budget pressures:** Local government budgets have been hit hard by the pandemic response, and the City of Hobart is no exception. Recovery initiatives need to be highly effective in their use of financial, staffing and other resources.
- **Time:** Hobart communities and businesses have immediate financial needs, making immediate support important. But the situation is rapidly evolving, making it difficult to choose the 'best' projects to help longer-term recovery.
- **One part of the whole:** Local government is only one player in the economy. Much of the responsibility for economic recovery sits with state and federal government, and with other economic actors like businesses and households. Although there are many ways to influence, much is outside the City's direct control. The City is also constrained by legislation that governs its responsibilities.
- **COVID fatigue:** Nearly a year into the pandemic, restrictions and uncertainty are wearing on many people and businesses, especially in mainland cities, such as Melbourne, and in countries with larger case numbers, such as the USA and India. Tasmania has seen much of life return to a form of 'normal', but people can't plan or travel like they used to.



STRATEGIC ALIGNMENT AND GUIDING PRINCIPLES

The *COVID-19 Economic Response and Recovery Framework and Action Plan 2020–22* is part of the City’s overall response to community recovery. They are guided by *Hobart: A community vision for our island capital* and the *Capital City Strategic Plan 2019–29*.

It forms one of three parts of the overall COVID-19 recovery program. The other two parts cover social recovery in the community and organisational recovery for the City of Hobart local government. A COVID-19 crisis plan has also been created, to outline how the City would respond to potential subsequent waves of COVID-19 transmission.

Economic response and recovery work also links to the Municipal Emergency Management Plan and the Community Recovery Plan, which go into effect during any emergency.



The *COVID-19 Economic Response and Recovery Framework and Action Plan 2020–22* is informed by other City of Hobart frameworks, strategies, plans and policies that influence economic participation and outcomes in Hobart, for example:

- Hobart: A city for all (social inclusion and equity framework)
- Community Engagement Framework
- Creative Hobart
- Connected Hobart Smart City Framework and Action Plan
- Transport Strategy 2018–30 Draft
- Sustainable Hobart Action Plan 2020–25
- Procurement Strategy 2018–22
- Rates and Charges Policy
- Financial Hardship Assistance Policy

GUIDANCE FROM THE COMMUNITY VISION AND THE STRATEGIC PLAN

Hobart: A community vision for our island capital was the result of over 1100 contributions from Hobart community members and businesspeople. The vision outlines what Hobart people want for the future of their city. The vision demonstrates community desires for Hobart's economy to find opportunity in Hobart's special qualities, including its geography and close connections.

The *Capital City Strategic Plan 2019–29* is the City of Hobart's response to the community vision, outlining the ways the City will help the community vision be achieved.

Economic response and recovery planning especially seeks to support the vision focus areas and strategic plan outcomes of Pillar 4: City economies.

We are a city whose economies connect people, businesses, education and government to create a high-quality lifestyle in a thriving and diverse community. Our city is our workshop. We collaborate, embracing ideas, inventiveness and initiative.

Hobart: A community vision for our island capital

Pillar 4: City Economies community panel vision statement

COMMUNITY VISION FOCUS AREAS	STRATEGIC PLAN OUTCOMES
Pillar 4.1: Our businesses and industries reflect and support our Hobart identities.	Outcome 4.1: Hobart's economy reflects its unique environment, culture and identity.
Pillar 4.2: We believe in meaningful work.	Outcome 4.2: People have a range of opportunities to participate in the economic life of the city.
Pillar 4.3: We support diverse journeys through working life.	Outcome 4.3: Diverse connections help Hobart's economy, businesses and workers thrive.
Pillar 4.4: We build on our connections.	Outcome 4.4: Hobart is a place where entrepreneurs and businesses can grow and flourish.
Pillar 4.5: Hobart is our workshop, supporting entrepreneurs and small businesses.	Outcome 4.5: Hobart's economy is strong, diverse and resilient.
Pillar 4.6: Our economies are diversified.	

Economic response and recovery planning specifically delivers on the following *Capital City Strategic Plan 2019–29* strategies:

- **Strategy 2.4.6:** Deliver and support initiatives, activities and programs that build community resilience, wellbeing and safety.
- **Strategy 4.5.1:** Understand and respond to the strategic context of the Hobart economy at regional, state, national and international levels.
- **Strategy 8.2.4:** Position the city regionally, nationally and internationally to achieve positive outcomes.

Actions in the action plan help further many additional aspects of the vision and strategic plan.

GUIDING PRINCIPLES

The Council has committed to the following principles to economic response and recovery planning.

That economic recovery ...

... is focused on need and adding value.

... supports resilience.

... builds economic confidence and participation.

... is evidence-based.

... is flexible and adaptable.

These principles were informed by the first phase of community and business engagement, undertaken in April to June 2020, which underlined the importance of learning and adapting to changing needs as the local, national and global economic situation develops.





PLAN STRUCTURE AND PROCESS

The *COVID-19 Economic Response and Recovery Framework and Action Plan* responds to both the long-term guidance of the community vision and the uncertainty posed by the pandemic.

FRAMEWORK

The guiding ideas behind response and recovery planning. The framework is more firmly established and includes elements like the City of Hobart’s roles, opportunities and challenges, strategic alignment and principles for planning. It is based on several existing strategies and many conversations with community members, businesses and stakeholders over recent months and years.

ACTION PLAN

Initiatives and projects more responsive to the changing situation. The projects outlined in the action plan represent smaller-scale decisions based on the City’s best understanding of the current situation, leaving space for new projects or adjustments to existing ones. The City aims to make the best possible decisions on when and how to

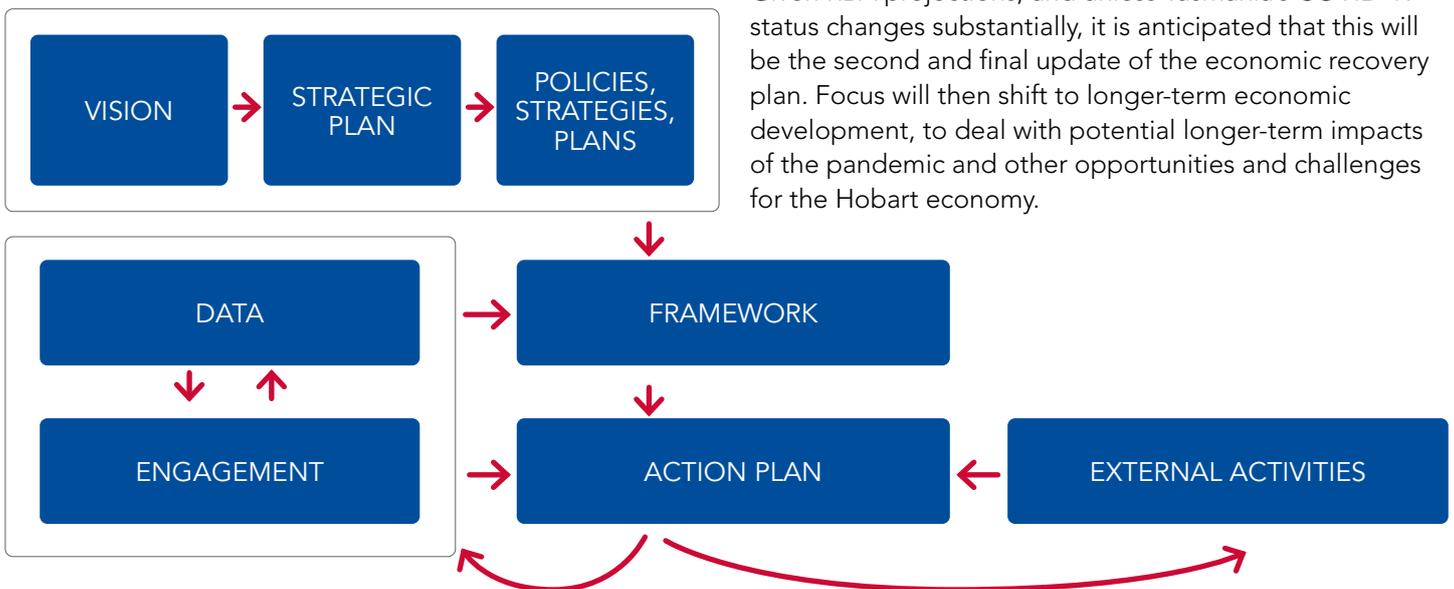
use the limited available resources. The City also needs to respond to a variety of external initiatives designed to support and stimulate local and national economies, filling gaps rather than duplicating efforts.

LEARNING AND ADAPTING

One aspect of this planning is identifying robust and useful data sources to support continual updates of the action plan and to adjust the framework as required. Ongoing engagement with communities and businesses will form part of this learning.

The two-year timeframe of the plan was chosen to reflect Reserve Bank of Australia projections for economic recovery as at November 2020. At that stage, the RBA estimated Australia’s GDP would not return to pre-pandemic levels until late 2021 at the earliest. However, the Australian economy is recovering more quickly than anticipated, with GDP expected to reach pre-pandemic levels in March quarter 2021.⁵ Tasmania’s economy has also recovered well – performing better than any other state in 2020 – but, according to Deloitte the state ‘has probably already seen the best of its recovery’.⁶

Given RBA projections, and unless Tasmania’s COVID-19 status changes substantially, it is anticipated that this will be the second and final update of the economic recovery plan. Focus will then shift to longer-term economic development, to deal with potential longer-term impacts of the pandemic and other opportunities and challenges for the Hobart economy.



⁵ See <https://www.rba.gov.au/publications/smp/2020/nov/economic-outlook.html> and <https://www.rba.gov.au/publications/smp/2021/may/economic-outlook.html> for details.

⁶ See <https://www2.deloitte.com/au/en/pages/media-releases/articles/dae-business-outlook-bump-become-grind-120421.html>

COMMUNITY ENGAGEMENT AND RESEARCH

Research and engagement was been undertaken to inform the framework and action plan:

- **Desktop research:** Topics have included global, national, state and local economic impacts and projections, as well as early examples of recovery plans and actions. A team of UTAS interns developed an issues paper on important economic trends affecting Hobart's future, and additional research has been done through the December 2020 version of this plan.
- **Community surveys and consultations:** Through the Hobart Together campaign, City's engagement team conducted on the impacts of the COVID-19 pandemic and lockdown on community members, with 377 responses.
- **Business surveys and consultations:** At the start of Tasmania's lockdown, the City's economic development, strategy and engagement teams conducted in-depth phone interviews with 200 Hobart businesses, about the impacts of the pandemic on business operations and future plans. Business consultation has been ongoing through the Business Consultative Group, which provides feedback on this plan and on Hobart business needs.
- **Links with the University of Tasmania's Tasmania Project:** The City's strategy team connected with the Institute for the Study of Social Change at UTAS, who is undertaking research into community impacts during and post-lockdown. Hobart-specific findings will inform recovery planning.

These engagements were undertaken in April 2020 to June 2021. Initial engagement focused on the impacts of the lockdown phase, and much has happened since then. Findings from the lockdown phase remain relevant for potential future lockdowns, as well as for planning for the ongoing impacts of the lockdown phase. Ongoing engagement is included in the action plan (see Initiative 1 starting on page 26).

WHAT WE HEARD

Businesses

- Local businesses have been hit hard, with one in three businesses unable to operate at the time of the survey, shortly after lockdown.
- A similar proportion had to let go of casual staff, and many relied on government support, such as JobKeeper, to keep operating.
- Hobart business owners are extraordinarily resilient. Many adapted their business models, using the crisis as an opportunity to reset and connect with their customers on a new level.
- Feedback reinforced the City of Hobart's role in providing support and information for businesses. The need for transparency and ongoing open dialogue with businesses is crucial.
- Urban renewal and revitalisation are key priorities for business owners, especially projects that make the city beautiful and clean, and activations that encourage people into retail precincts and public spaces.

Community

- The biggest initial impact was an increase in social isolation (72 per cent of respondents), with 64 per cent saying they missed social contact the most.
- Impacts on mental health were reported by 36 per cent of respondents.
- Keeping parks and reserves open and providing timely information about COVID-19 were two key ways the City could support people during lockdown phases.

THE CITY'S GOALS FOR ECONOMIC RESPONSE AND RECOVERY

AIM

To work with Hobart communities, businesses and stakeholders to deliver economic recovery for Hobart on limited resources.

GOALS

1. Confident households, businesses and investors

- Support people, households, businesses and communities to have stable incomes and meet their essential needs.
- Support participation in the economy and job market.

2. Thriving city centre and retail precincts

- Attract people into the city centre and retail precincts in a COVIDSafe manner.
- Regain economic and social vibrancy in Hobart.
- Support local and other businesses to have operations based in Hobart.

3. Local economy transitioned to the 'new normal'

- Identify the changes in economic conditions and help people and businesses adjust.
- Respond to the ongoing impacts of lockdown and physical distancing measures.
- Respond to the impacts of global economic conditions on Hobart's economy.

4. Opportunities of the crisis embraced

- Capture lessons learned from the pandemic and lockdown measures.
- Keep and evolve the best of the responses to pandemic impacts.
- Use recovery efforts to make progress on other issues important to Hobart communities.
- Position Hobart's economy for the future, responding to emerging trends and boosting competitiveness.

5. Coordinated recovery efforts

- Support other levels of government and agencies to deliver their support.
- Support social recovery, acknowledging the role of economic recovery in personal and community wellbeing.
- Advocate for Hobart-specific needs as Tasmania's capital city.
- Support regional and state-wide recovery through Hobart's capital city role.

6. Financially sustainable local government

- Enact recovery efforts such that they make the best possible use of limited resources.
- Ensure the financial stability and viability of the capital city local government.
- Provide infrastructure, programs and services to meet the community's needs.



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Jeweller

Jenny Jeweller

COVID-19 ECONOMIC RESPONSE AND RECOVERY ACTION PLAN

The action plan has four initiatives made up of 28 projects. The actions are guided by the principles and are in service to the six goals and the overall aim of delivering recovery for Hobart communities.

Actions **underway** are already being implemented.



INITIATIVE 1:

LEARNING WHAT PEOPLE NEED

PROJECT 1.1: BUSINESS CONSULTATIVE GROUP

PROJECT 1.2: SAFE PUBLIC SPACES

PROJECT 1.3: CREATIVE SECTOR ENGAGEMENT

PROJECT 1.4: BUSINESS AND COMMUNITY
RESEARCH AND ENGAGEMENT

INITIATIVE 2:

BUILDING BUSINESS RESILIENCE

PROJECT 2.1: BUSINESS CONCIERGE

PROJECT 2.2: BUSINESS GRANTS

PROJECT 2.3: HELLO HOBART

PROJECT 2.4: SALAMANCA MARKET ONLINE AND
TASMANIA'S OWN MARKET

PROJECT 2.5: OUTDOOR DINING REGULATIONS

PROJECT 2.6: OUTDOOR DINING PLATFORMS

INITIATIVE 3:

BUILDING COMMUNITY
ECONOMIC RESILIENCE

PROJECT 3.1: RENTAL, FEES AND CHARGES
RELIEF PACKAGE

PROJECT 3.2: MOBILITY FOR CITY VIBRANCY

PROJECT 3.3: SAFETY IN WELLINGTON COURT
AND SURROUNDS

PROJECT 3.4: ELIZABETH ST (MIDTOWN)
RETAIL PRECINCT STREETScape
REVITALISATION

PROJECT 3.5: UTAS SOUTHERN TRANSFORMATION
UNIVERSITY-LED URBAN RENEWAL

PROJECT 3.6: BUSKING AND STREET
PERFORMANCE TRIALS

INITIATIVE 4:

RESPONSIVE LOCAL GOVERNMENT

PROJECT 4.1: RESILIENT HOBART

PROJECT 4.2: CAPITAL WORKS PROGRAM

PROJECT 4.3: FUNDING FOR CITY PROJECTS

PROJECT 4.4: MICROMOBILITY OPTIONS

PROJECT 4.5: DIGITAL TWIN

PROJECT 4.6: SMARTER PARKING

PROJECT 4.7: GREENHOUSE GAS TARGETS

PROJECT 4.8: ECONOMIC DEVELOPMENT
STRATEGY

PROJECT 4.9: INVESTMENT ATTRACTION

PROJECT 4.10: RESPONSIVE PLANNING
AND MOBILITY SERVICES

PROJECT 4.11: COMMUNITY VISION STEWARDSHIP

INITIATIVE 1: LEARNING WHAT PEOPLE NEED

Projects that use engagement and data to help the City of Hobart learn what Hobart residents, businesses, commuters, students, visitors and other stakeholders need to help them respond and recover to the impacts of COVID-19 and lockdown measures.

PROJECT	DESCRIPTION	TIMEFRAME	LEAD DIVISION	GOALS	DELIVERABLES	COMMUNITY BENEFITS
1.1 Business consultative group	A group of Hobart businesspeople is coming together with the City to voice business needs and provide input and feedback towards recovery initiatives. This group has been assembled specifically to deal with the impacts of COVID-19 on Hobart businesses.	Underway	Community Life	To undertake fast, efficient, and meaningful engagement with Hobart business stakeholders. To create an in-depth complement to wider business and community engagement.	A group of Hobart businesspeople dedicated to providing input and feedback on COVID-19 recovery. Meetings and other engagement as required.	Direct input of the business community into City recovery initiatives, increasing their relevance.
1.2 Safe public spaces	Hobart's nightlife has been heavily affected by physical distancing requirements. A key priority is ensuring community and patron safety while people wait to enter licenced venues. The City has been convening meetings with venues and key stakeholders to ensure safe public spaces.	Underway	Community Life	To ensure community safety in public spaces as the night-time economy transitions to the 'new normal' of physical distancing requirements, in particular as summer approaches.	Stakeholder meetings as required.	A vibrant nightlife in Hobart. Enhanced safety in the public spaces near night-time venues.

PROJECT	DESCRIPTION	TIMEFRAME	LEAD DIVISION	GOALS	DELIVERABLES	COMMUNITY BENEFITS
1.3 Creative sector engagement	The creative sector has experienced some of the most significant job losses due to restrictions on events and travel. Arts and events had been thriving in the years leading up to the pandemic and are a central part of Hobart life. The City has been engaging with the creative sector and businesses that service that sector to identify gaps in support and develop ways of working together.	Underway	Community Life	To support creative artists and businesses to recover from the initial shock of the first lockdown, such that the creative sector can survive and flourish.	Stakeholder meetings as required. Creative Hobart grants program.	A thriving creative sector where people can participate as professionals, hobbyists and audiences. An arts and culture scene that attracts visitors and patronage as it did prior to the pandemic.
1.4 Business and community research and engagement	The pandemic is ongoing, and the situation changes daily. Yet, the City simultaneously needs to respond to longer-term impacts as they unfold. An ongoing program of business and community research and engagement, including gathering, analysing, and responding to quantitative and qualitative data, will help the City identify community and business needs and target the response. This project also includes analysing gaps and opportunities in state and federal-level responses, to support their work and advocate for Hobart's needs.	Underway	Community Life	To drive evidence-based decision making at the City of Hobart. To ensure response and recovery efforts and budgets are directed where they will make the greatest positive impact.	To date, phone interviews with 200+ businesses. A community survey with 377 responses. Engagement with the University of Tasmania's Tasmania Project. Ongoing face-to-face engagement (where possible) with vulnerable groups and community leaders to identify community needs. Ongoing work with the Business Consultative Group (Project 1.1). Further rounds of business and community engagement as needed.	Community support where it's needed most.

INITIATIVE 2: BUILDING BUSINESS RESILIENCE

Projects that support Hobart businesses to survive, recover and thrive, and to navigate the 'new normal'.

PROJECT	DESCRIPTION	TIMEFRAME	LEAD DIVISION	GOALS	DELIVERABLES	COMMUNITY BENEFITS
2.1 Business concierge	The City is piloting a business 'concierge' service to help businesses navigate City of Hobart processes. Businesses often deal with two or more areas of council, for example, for fees, permits and licencing. The concierge will help streamline those conversations.	Underway	Community Life	To simplify doing business with the City. To make it easier for businesses to navigate local government administrative and regulatory processes.	A single point of contact for business enquiries.	More time for businesses to spend on developing their offering and serving customers rather than local government processes.
2.2 Business grants	The City has a strong grants program serving a variety of sectors. Grants were one of the first opportunities the City had to support businesses during and after lockdown. Professional assistance, ecommerce support and business adaptation grants have complemented Tasmanian Government support, and further rounds of grants will be targeted at specific needs identified by the business community.	Underway	Community Life	To provide businesses with targeted funding for recovery, complementing offerings by state and federal governments and other organisations.	Updated grant offerings over the 2021-22 financial year, targeted at specific business needs and community outcomes.	Support for businesses to recover from the impacts of the pandemic.

PROJECT	DESCRIPTION	TIMEFRAME	LEAD DIVISION	GOALS	DELIVERABLES	COMMUNITY BENEFITS
2.3 Hello Hobart	Hello Hobart is a marketing campaign supporting Hobart businesses, first in the city centre and now citywide. Hello Hobart has helped promote businesses through the pandemic including the creation of a number of online directories to encourage online shopping and takeaways. The Passport to Hobart voucher scheme incentivised patrons to frequent local food and beverage venues. Hello Hobart also runs a number of annual campaigns including for Christmas. In 2020, this included an online gift directory encouraging the community to purchase locally for the festive season.	Underway	Community Life	To connect customers with Hobart businesses, increasing opportunities to buy local and work together toward economic recovery.	A marketing campaign to encourage patronage at participating Hobart food and beverage venues.	Incentives for supporting local businesses and driving recovery in our own community.

INITIATIVE 2: BUILDING BUSINESS RESILIENCE (CONT.)

PROJECT	DESCRIPTION	TIMEFRAME	LEAD DIVISION	GOALS	DELIVERABLES	COMMUNITY BENEFITS
2.4 Salamanca Market online and Tasmania's Own Market	Salamanca Market is Tasmania's most-visited tourism destination and the incubator for dozens of small businesses. When physical distancing requirements led to a pause on the physical market, the City worked with stallholders to create Salamanca Market online, so people in Tasmania and elsewhere can find market products. The City will continue to maintain the site for the foreseeable future. Tasmania's Own Market is an interim market, providing a physical distancing-compliant way for stallholders to trade in person.	Underway	Community Life	To provide Salamanca Market stallholders with online and in-person platforms for trading. To provide people in Hobart and beyond with ways to access the unique product offering ordinarily found only at Salamanca Market. To continue to engage and attract local audiences through promotions and activations. To support local small business.	An online store for Salamanca Market, creating opportunities for stallholders to connect with interstate audiences and increase their revenue. A weekly interim market each Saturday, from 8.30am to 3pm. Ongoing implementation of best practice COVID-19 safety procedures to ensure a safe trading environment for patrons, staff and stallholders.	The continued operation of one of Tasmania's best loved markets, as a support and incubator for small business, and a place to access unique goods and services. An inspiring example of COVIDSafe best practices for other markets and events to refer to.
2.5 Outdoor dining regulations	In response to ongoing physical distancing requirements, the City has adjusted its own regulations to increase outdoor dining opportunities for the hospitality industry.	Underway	City Planning	To make it easier for hospitality businesses to comply with physical distancing requirements.	Enabling regulation for outdoor dining.	Supportive regulatory environment for using outdoor seating as a means of complying with physical distancing requirements.
2.6 Outdoor dining platforms	The City is implementing funding from the Department of State Growth to create outdoor dining platforms, with Midtown as the pilot precinct.	Underway	City Planning	To help ensure people continue to have opportunities to visit food and beverage establishments in Hobart.	Administration of State Growth funding for outdoor dining platforms. Implementation of platforms in Midtown pilot locations.	Improved outdoor dining infrastructure and experiences for participating establishments and their patrons.

INITIATIVE 3: BUILDING COMMUNITY ECONOMIC RESILIENCE

Projects that support Hobart people, households and communities as participants in the Hobart economy, providing relief, building confidence, and creating people-centric urban spaces.

PROJECT	DESCRIPTION	TIMEFRAME	LEAD DIVISION	GOALS	DELIVERABLES	COMMUNITY BENEFITS
3.1 Rental, fees and charges relief package	A relief support package providing assistance to community members and businesses. Organisers of cancelled events, including sporting clubs using City facilities for training and competition, can have fees and charges waived or refunded. Tenants of City-owned premises who are experiencing hardship can apply for rent relief. Fees, such as for outdoor dining, food licences and expanding outdoor dining, can be waived. A zero per cent increase to the 2020–21 fees and charges.	Underway	All divisions	To provide assistance to community members who are suffering financial hardship by providing an appropriate level of relief from local government rental, fees and charges.	A suite of financial relief measures including rental relief and refunding and waiving of fees and charges.	Financial support for those in need, particularly those suffering financial hardship due to the COVID-19 pandemic.
3.2 Mobility for city vibrancy	The City has moved forward a range of planned transport and mobility initiatives to help stimulate the Hobart economy. Projects include lowering central city speed limits (including evaluation of impacts on businesses), supporting the Tasmanian Government initiative to increase in green time for pedestrians, trial cycle lanes and refining taxi, rideshare and food delivery policy.	Underway	City Planning	To increase walkability and improve customer experience in Hobart retail precincts. To encourage active transport and improve active transport experience, including as a means to support physical distancing for commuters.	Central city speed limits of 40 kph. Business impact evaluation.	Improved cyclist and pedestrian infrastructure, services and experiences.

INITIATIVE 3: BUILDING COMMUNITY ECONOMIC RESILIENCE (CONT.)

PROJECT	DESCRIPTION	TIMEFRAME	LEAD DIVISION	GOALS	DELIVERABLES	COMMUNITY BENEFITS
3.3 Safety in Wellington Court and surrounds	The City is responding to an increase in undesirable behaviour in the area which is affecting businesses, damaging assets and creating an unpleasant space for the community.	Underway	Community Life	To improve the safety and ambiance of the area for all members of the community.	A suite of measures to mitigate the impacts of the undesirable behaviour long-term.	Improved safety, security and experience for the community.
3.4 Elizabeth Street (Midtown) Retail Precinct streetscape revitalisation	A streetscape revitalisation is being planned for 2022 in Elizabeth Street (Melville to Brisbane). The concept for this project was co-designed with local traders and community stakeholders in 2019, and it aims to enhance the image and accessibility of this busy retail strip. Planning is underway with implementation scheduled for 2022.	Underway	City Planning	To create a more welcoming, attractive and accessible main street environment that supports businesses, residents and the UTAS community.	Wider footpaths, uphill bike lane, paved surfaces, street trees, street furnishings.	Enhanced walkability, a vibrant, welcoming and people-oriented city precinct.

PROJECT	DESCRIPTION	TIMEFRAME	LEAD DIVISION	GOALS	DELIVERABLES	COMMUNITY BENEFITS
3.5 UTAS Southern Transformation - university led urban renewal	The City is responding to and supporting UTAS's transformative agenda in relocating its campus to the city centre. The UTAS Southern Transformation has the capacity to drive urban renewal in central Hobart. The project will include capital investment in streetscapes, campus properties and urban infrastructure over the next decade. The Urban Design Framework/ Master Plan has recently been released for a decade-long transformation agenda.	Underway	City Planning	UTAS states that it 'aspires to a southern campus in the city of Hobart that is more accessible, with a single heart, where we are more connected to our partners and each other - a vibrant, contemporary campus which blends university and city life'.	Stakeholder meetings and relevant support as required.	There is the potential to stimulate enhanced knowledge economy activity, bringing students and staff into the heart of the city, complementing the renewal and city-shaping opportunities currently being developed through the Central Hobart Precincts Plan. These impacts would be supplemented by uplift opportunities presented by the proposed master planning work for the current Sandy Bay Campus.

INITIATIVE 3: BUILDING COMMUNITY ECONOMIC RESILIENCE (CONT.)

PROJECT	DESCRIPTION	TIMEFRAME	LEAD DIVISION	GOALS	DELIVERABLES	COMMUNITY BENEFITS
3.6 Busking and street performance trials	The initial Busking and Street Performance trial ran for 6 months, from October 2020 to March 2021. It aimed to expand opportunities for performance and creative expression throughout Hobart. Prior to the trial, permitted buskers only had three locations to perform in, at Elizabeth Mall or on Wellington Court, between 11am and 2pm. The trial increased permitted performance locations from three to 27 (across the city centre, outer suburbs and parks locations) and from 8am to 8pm M-F and 10am to 8pm on weekends. The findings of the trial were presented to Council in June 2021, where elected members endorsed the recommendation to approve the expanded busking and Street Performance Program.	Underway	Community Life	To activate areas across the city and bring social, cultural and economic benefits for the community.	Expanded Busking and Street Performance Program for Hobart LGA.	The impacts of the COVID-19 pandemic have restricted opportunities for performers in Hobart. Expanding the number of venues and performance times could generate income for performing artists affected by the closure of venues and lack of audiences, whilst activating public spaces and benefitting local businesses. The community will benefit from increased opportunities for performance and creative expression and more vibrant and appealing public spaces throughout Hobart.

INITIATIVE 4: RESPONSIVE LOCAL GOVERNMENT

Projects that enhance the City of Hobart's service to customers and communities.

PROJECT	DESCRIPTION	TIMEFRAME	LEAD DIVISION	GOALS	DELIVERABLES	COMMUNITY BENEFITS
4.1 Resilient Hobart	Resilient Hobart is the City of Hobart's emergency response and recovery program. It is the City's way of helping Hobart communities respond to COVID-19 pandemic, providing access to support, information and advice to face the challenges of physical isolation and the evolving health crisis. Resilient Hobart provides information and advice on topics ranging from working from home to finding grant funding.	Underway	Community Life	To provide community members and businesspeople with links to a range of resources to assist them with response and recovery.	A section of the City of Hobart website dedicated to providing COVID-19 and physical distancing-related information, advice and links for people and businesses, in particular through the Hobart Together campaign. Other campaign elements as needed.	Clear understanding about how the City is contributing to response and recovery. Access to resources to support communities' own resilience.
4.2 Capital works program	Although the City's revenue has been heavily impacted, the organisation is still implementing a \$35-million capital works program for 2020-21. These projects maintain and/or improve amenity across the Hobart local government area.	Underway	City Amenity	To meet Hobart's current and future infrastructure and asset needs.	Various projects through the capital works program.	Maintained and upgraded infrastructure and assets. Employment across a range of sectors.
4.3 Funding for City projects	The City is advocating for Hobart communities by seeking stimulus funding for key projects. Applications were submitted for road and stormwater upgrades, parks, bushland and emergency management. Several Grants were awarded.	Underway	City Amenity	To obtain external funds for infrastructure and other community projects.	Submissions to funding bodies.	Improved infrastructure and increased employment opportunities through successful projects.

INITIATIVE 4: RESPONSIVE LOCAL GOVERNMENT (CONT.)

PROJECT	DESCRIPTION	TIMEFRAME	LEAD DIVISION	GOALS	DELIVERABLES	COMMUNITY BENEFITS
4.4 Micromobility options	The City of Hobart and the City of Launceston released an EOI in May 2021 to bring micromobility devices (on a hire-per-minute basis) to Tasmania for a 12-month trial in both cities. The devices, likely to be electric scooters or e-bikes, will allow people to move quickly between city locations to shop, eat or travel to work without the hassle or expense of parking. Those wishing to drive benefit from reduced congestion and lower competition for parking spaces. The cost to the City is negligible and the devices create more options beyond private car and public transport for medium-length trips in Hobart.	Underway	City Innovation	To bring new mobility modes to Hobart and stimulate consumer and commuter trips without increasing private vehicle numbers on our crowded streets.	12-month trial. Granular data about movement of people through the City and inner suburbs.	The community often asks what options the City is making available when we implement changes, such as to road speeds or parking, to help deal with increasing congestion in the city. This initiative brings an entirely new mobility mode and allows freedom to travel quickly and independently within the city centre or to other suburbs. It will increase the viability of trading on the city centre fringe and reduce the overall number of short car trips in Hobart.

PROJECT	DESCRIPTION	TIMEFRAME	LEAD DIVISION	GOALS	DELIVERABLES	COMMUNITY BENEFITS
4.5 Digital twin	The City of Hobart is creating a digital twin (i.e. a virtual model) of the city, to give unparalleled insights into the way Hobart works as an urban environment. The digital twin allows 3D and 4D (through time) fly-throughs of the city, allowing governments, businesses, community and visitors to investigate shared, public and private big datasets. They can explore demographic trends, house prices, rentals, traffic models, people counting, shadow diagrams, planning applications, tourism businesses, public transport, ABS data, zoning, weather, flood mapping, bushfire management, public art, history, cultural activities, underground services, parking availability and pricing and much more.	Underway	City Innovation	To bring disparate datasets together into a unified and accessible portal that can be explored spatially. To stimulate multiple use cases and new avenues for economic growth in Hobart. To pursue an open data policy that will democratise and make available valuable data assets that are otherwise siloed or accessible only to database experts.	Wide-area digital twin accessible through any browser with permissions to give each class of user (government, public etc.) access to as much data and functionality as possible.	Myriad new ways of exploring and imagining the city, from tourism to gamification. Great opportunities to tap into data for businesses to gain insights into area growth, underground services, parking assets and more.

INITIATIVE 4: RESPONSIVE LOCAL GOVERNMENT (CONT.)

PROJECT	DESCRIPTION	TIMEFRAME	LEAD DIVISION	GOALS	DELIVERABLES	COMMUNITY BENEFITS
4.6 Smarter parking	<p>The City of Hobart is developing better ways for drivers to find and pay for parking in the city. These initiatives usually reduce costs and provide people with better access to parking availability, helping guide their mobility choices on a trip-by-trip basis. The EasyPark parking app is now able to be used to purchase parking for as little as 1 minute or to cancel unused time if you return to your car early. The app will be extended to off-street carparks and can also be used to pay for Electric Vehicle chargers that are owned by the City. The City has recently placed real-time parking information for major car parks online, and will continue to work with mobility app providers and other outlets (such as our own digital twin) to make this information visible and useful to every driver visiting Hobart. Hobart has some of the cheapest and fairest parking of any Australian capital city, including generous 1-hour free parking in off-street carparks and low cost on-street rates.</p>	Underway	City Innovation	<p>To bring people into shopping areas and allow them ample time to eat, shop, watch a movie etc. for the minimum possible cost. Keeping the city moving and preventing all-day commuter parking in residential and retail areas. Making it easier and cheaper to park in Hobart, by giving drivers more opportunities and information to avoid parking offences (for instance, with warnings sent to your phone and the opportunity to top up paid parking).</p>	<p>New digital and app-based tools to help people find low-cost parking, increasing the turnover of vehicles in retail precincts.</p>	<p>More parking available for people who are shopping and fewer all-day commuter vehicles in CBD fringe areas, boosting retailer revenue, increasing turnover and increasing parking availability for residents and their visitors.</p>

PROJECT	DESCRIPTION	TIMEFRAME	LEAD DIVISION	GOALS	DELIVERABLES	COMMUNITY BENEFITS
4.7 Greenhouse gas targets	<p>We are working with community and business to develop community greenhouse gas targets that we can commit to as a city and region. While the outcome of this process will be driven by the community, it is clear that there are potential significant economic benefits within targets. For instance, the carbon content of locally-grown, locally-produced or locally-purchased goods is generally lower than imported goods (particularly if shopping online involves flying individually shipped goods from the mainland or overseas). Happily, locally produced goods support local jobs. The same goes for local holidays. Whatever boosts the local economy can frequently have a positive environmental outcome, so we are encouraging the community to reduce their greenhouse gas output, while increasing the proportion of money they spend locally.</p>	Underway	City Innovation	To reduce the greenhouse gas emissions of the Hobart community.	A target set by the community that benefits the global environment and brings economic benefit to the region	<p>Involvement in setting targets that are meaningful and positive. Reduced greenhouse gas emissions. Benefits won through stimulation of the local economy.</p>

INITIATIVE 4: RESPONSIVE LOCAL GOVERNMENT (CONT.)

PROJECT	DESCRIPTION	TIMEFRAME	LEAD DIVISION	GOALS	DELIVERABLES	COMMUNITY BENEFITS
4.8 Economic development strategy	Much was changing in the Hobart economy even before the pandemic, and global developments across a range of industries will influence the economic life of the city. An updated economic development strategy will consider economic and demographic shifts on the horizon and how to position Hobart for a prosperous future.	Short-term	Community Life	To set the strategic direction for the City's work on economic development.	An economic development strategy in consultation with community and stakeholders.	A range of actions dedicated to the medium- and longer-term prosperity of Hobart.
4.9 Investment attraction	As Tasmania's capital city, Hobart presents a range of compelling investment opportunities. The City of Hobart has a role in helping investors understand the advantages of and opportunities for investment in Hobart. This project will investigate methods to promote Hobart as an attractive destination for study, visitation, investment and lifestyle, helping to establish future directions for investment strategy.	Underway	Community Life	To communicate to investors about Hobart's advantages and special qualities and attract investment.	Research and relevant reporting, leading to investment attraction outputs such as, for example, an investor prospectus.	Increased investment in Hobart, in line with the community vision.

PROJECT	DESCRIPTION	TIMEFRAME	LEAD DIVISION	GOALS	DELIVERABLES	COMMUNITY BENEFITS
4.10 Responsive planning and mobility services	Through phases of lockdown and re-opening, the City has worked to stand alongside communities and continue providing services for Hobart's economy, including for planning, building and environmental health. The City is also reviewing the process for temporary road closures to test street design changes, such as for bike lanes	Underway	City Planning	To ensure processes for planning, building, food licencing and other approvals continue to meet community customer service needs.	Outstanding customer service. A review of temporary road closure procedures.	Ability to move through local government processes despite challenges posed by the pandemic. Evidence-based changes to street design.
4.11 Community vision stewardship	In 2018, a representative panel of Hobart community members and businesspeople came together to draft the community vision. The vision, and the new City of Hobart strategic plan created in response, outline what Hobart communities want for their future and how the City will help. Much has changed with COVID-19, but the fundamentals of what people value about and want for Hobart are critical to recovery. The City will work to design and advocate for recovery initiatives that advance the future Hobartians want to create.	Underway	All divisions	To implement economic recovery in ways consistent with the community vision, across all pillars of community life.	Reflection of the vision and strategic plan through recovery projects. Continued engagement with vision stakeholders.	Knowledge that the City is targeting recovery initiatives to advance the Hobart people want for the future.

COMPLETED PROJECTS

The following projects were completed through The December 2020 of this plan.

PROJECT	DESCRIPTION	LEAD DIVISION	GOALS	DELIVERABLES	COMMUNITY BENEFITS
Social inclusion dashboards	The City has developed a set of over 30 online dashboards that display socio-economic data about Hobart communities. The City will maintain and use the data from the dashboards to inform economic response, recovery and development work.	City Innovation	To create a centralised location for key data about social and economic outcomes in Hobart.	A set of dashboards containing socio-economic indicators.	Access to data on a range of indicators. Evidence-based local government decision making.
Block parties	Restrictions on large gatherings have led to big changes for the 2020 holiday season. In lieu of the annual Christmas Pageant, the City is supporting retail precinct block parties, where groups of businesses are collaborating with each other and Hobart communities to celebrate the festive season.	Community Life	To celebrate the festive season in line with physical distancing requirements.	Funding and administrative support for organising and implementing precinct-based gatherings.	Opportunities to celebrate in local communities. Enhanced community safety.
Local preference procurement policy	A local preference procurement policy will support local businesses and industry and encourage local economic business activity for the benefit of local communities. It encourages national suppliers to have a presence in Tasmania, through sub-contractors, local supply chains and employing and/or basing operations in Tasmania. Quotes and Tenders still have to meet value-for-money, capacity and capability requirements. The policy is carefully balanced, acknowledging that it is not possible for all goods to be sourced in Tasmania.	Office of the Deputy General Manager	To create a framework that ensures the City considers the benefits to the local economy of sourcing goods, services and works locally where possible whilst ensuring value for money. To maximise the use of local businesses to supply goods, services and works to the City thereby encouraging local employment opportunities and generating economic growth.	Quotations with a Contract value less than \$100,000 are to be sought from local businesses where local capability and capacity exists. A 10% weighted evaluation criterion for quotations and tenders with a Contract value over \$100,000.	Direct support for local businesses through City of Hobart purchasing. Increased employment opportunities for Hobart and Tasmania.

PROJECT	DESCRIPTION	LEAD DIVISION	GOALS	DELIVERABLES	COMMUNITY BENEFITS
Rates relief support package	A \$4.6 million rates relief support package for 2020-21 including waiving penalties and interest, negotiated payment plans, formal postponements and remissions on application and determined on a case-by-case basis in accordance with the City's Financial Hardship Assistance Policy. A zero per cent increase to the 2020-21 rates.	Office of Deputy General Manager	To provide assistance to community members who are suffering financial hardship by providing an appropriate level of relief from Local Government rates.	A suite of rates relief including: waiving penalty and interest, negotiated payment plans, formal postponements and remissions in accordance with Financial Hardship Assistance Policy, freeze on rates for 2020-21 financial year.	Financial support for those in need, particularly those suffering financial hardship due to the COVID-19 pandemic.
Resilient Hobart grants	The pandemic and lockdown have created challenges and opportunities across many aspects of community life. Through the Resilient Hobart campaign (see Project 4.5), the City has provided funding to support the delivery of community and creative projects and programs that support the community to respond to and recover from the impacts of COVID-19.	Community Life	To support community response and recovery through financial assistance.	To date, one round of grants funding for amounts of \$1000 to \$5000, as well as a quick response grants round for amounts up to \$1000.	Funding for a range of projects supporting community and economic wellbeing, including artistic, multicultural, educational and sports projects. See the City of Hobart website for a full list of recipients so far.
International student support partnership	International students make a major contribution to Hobart life, socially, culturally and economically. Supporting them at this challenging time is important for their wellbeing as well as the community's. The City is working with stakeholders to identify gaps and respond to community issues as they arise, providing support in the form of grant funding, expert advice and by facilitating connections.	Community Life	To support international students in need through partnerships with key stakeholders.	A partnership with Study Tasmania to provide international student support grants.	Improved personal and financial wellbeing for international students, with flow-on effects to Hobart's communities and economy more broadly.

COMPLETED PROJECTS (CONT.)

PROJECT	DESCRIPTION	LEAD DIVISION	GOALS	DELIVERABLES	COMMUNITY BENEFITS
Festive season charitable quick response grants	The pandemic has posed a challenge for many traditional festive season activities. In response, the City has used the funds usually allocated to the Community Christmas Activation Quick Response Grant for an alternative quick response grant focused on charitable initiatives. Not-for-profit organisations, registered charities and unincorporated groups or organisations can apply for funding to support those most in need during the festive season.	Community Life	To provide direct benefit for people in vulnerable or disadvantaged situations, through programs and initiatives provided by the community and charitable sector, with a focus on compassion, generosity and connectedness.	A funding pool of \$10,000, with a maximum grant amount of \$1000. Organisations could apply from 13 November 2020, for projects that are delivered in the period from 1 to 31 December 2020. The grant round would close once the funding pool has been fully allocated or 11 December, whichever comes first.	Support for organisations providing critical community support. Funding directed to those most in need during the festive season.
Central Hobart precinct planning economic analysis	Precinct planning for Central Hobart has been underway as part of the Hobart City Deal. Economic analysis outlining opportunities for the precinct was undertaken before the pandemic. This analysis will be updated to reflect the new economic context.	City Planning	To identify opportunities to position Hobart City for the new economic future.	Updated economic analysis report.	Guidance for local government and other stakeholders leading toward better economic outcomes for the city centre and Hobart as a whole.

GLOSSARY

ACTION PLAN A detailed plan outlining the specific actions or projects that will be taken to meet a goal or goals.

COMMUNITY BENEFIT The positive or helpful results of an effort, action or project.

COMMUNITY VISION The City's highest-level strategic document, called *Hobart: A community vision for our island capital*. It articulates community values about and aspirations for Hobart now and into the future, based on in-depth engagement. The vision is critical for ensuring that the City's work aligns with what is important to Hobart communities.

COVID-19 A mild to severe respiratory illness caused by the SARS-CoV-2 coronavirus.

COVIDSafe Regulations, plans and other initiatives designed to limit the transmission of Covid-19.

DELIVERABLE The tangible result or product of an effort, action or project.

ECONOMIC RESPONSE Initiatives that deal with the 'survival' stage, helping people and businesses work through the immediate impacts of COVID-19 and associated restrictions.

ECONOMIC RECOVERY Initiatives for the longer-term Hobart economy, helping people and businesses adjust to the 'new normal' of living with the virus, such that the economy can support community wellbeing and livelihoods.

GOAL The end towards which an effort, project or action is directed.

FRAMEWORK A structure or system used to guide planning, decision-making and implementation.

INITIATIVE A broad theme representing a group of actions or projects.

LOCKDOWN Temporary restrictions imposed by government authorities, requiring people to stay in their homes and/or to limit or restrict activities undertaken outside the home, in the case of Covid-19, to limit public contact to reduce or eliminate transmission of the illness.

'NEW NORMAL' The term used to refer to the long-term social and economic changes arising from the COVID-19 pandemic and lockdown measures.

OUTCOME The result or effect of an action or actions.

PANDEMIC An illness occurring over a wide geographic area and affecting a significant proportion of the population. It covers a wider geographic area than an epidemic. An outbreak is a sudden increase in the incidence of a disease but typically confined to a localised area.

Pillars The major aspects of community life, used in the community vision and strategic plan: sense of place; community inclusion, participation and belonging; creativity and culture; city economies; movement and connectivity; natural environment; built environment; and governance and civic involvement.

SARS-COV-2 The coronavirus that causes the respiratory illness Covid-19.

Strategic plan The City of Hobart's primary planning document, outlining the outcomes the City aims to achieve over a 10-year period, in response to the community vision. It is required under the *Local Government Act 1993* and must be reviewed every four years.



TASMAN QUARTERMASTERS

ORIENTAL RUG

Kell Sport
CYCLE CENTRE

Take away

RESOURCES

A wide range of resources are available to help people and businesses toward economic resilience and recovery.

CITY OF HOBART COMMUNITY SUPPORT PACKAGE

A \$3.5 million program to assist ratepayers and businesses experiencing hardship due to Covid-19.

www.hobartcity.com.au/Community/Public-health/COVID19updates/community-support-package

HOBART TOGETHER

The City of Hobart's way of helping Hobart communities respond to COVID-19 pandemic, providing access to support, information and advice to face the challenges of physical isolation and the evolving health crisis.

www.hobartcity.com.au/Community/Community-Programs/Resilient-Hobart/Hobart-Together

BUSINESS TASMANIA

The Tasmanian Government's resource for micro, small and medium enterprises (SMEs).

www.business.tas.gov.au/home

PREMIER'S SOCIAL AND ECONOMIC RECOVERY ADVISORY COUNCIL (PESRAC)

Established by the Tasmanian Government to provide advice to the Premier on strategies and initiatives to support the short to medium, and the longer term recovery from Covid-19.

www.pesrac.tas.gov.au/home

BUSINESS.GOV.AU

The Australian Government's primary website for the business community.

www.business.gov.au/

THE TASMANIA PROJECT

Surveys and interviews with Tasmanian residents conducted through University of Tasmania's Institute for Social Change, gathering information that is summarised as a resource for those making critical decisions in response to the pandemic.

www.utas.edu.au/tasmania-project

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