



# **Economic Development Strategy**

## **2013-2018**

- ✓ Reinforce and expand the economic foundations of our city
- ✓ Build strength and resilience into our communities
- ✓ Understand our customers as city businesses, property owners, investors, workers, residents, visitors, shoppers, students, and the regional and state-wide communities
- ✓ Leverage our status as the Capital City

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# 1 Introduction

## 1.1 Economic Development and Local Government

The essence of economic development at the Local Government level is about building resilience into communities, by reinforcing and expanding the economic foundations that support the well-being and capacity of a community to sustain itself over the long term. It is not simply to generate income and rate revenue to Councils from development.

Well-being and capacity are generated through sustained employment and balanced communities, in terms of the range of services and facilities that support families, attract population growth and provide sufficient lifelong opportunities for a “cradle to grave” lifestyle.

As State and Federal politicians become less accessible to communities, and local services are divested by governments or centralised, local councils are being expected to respond in a more direct manner and in a more prominent leadership capacity. The pressures on local councillors are becoming more demanding, particularly at times of community uncertainty, upheaval or distress.

The expectation of the local council from the community in terms of supporting their economic sustainability is well founded. Local Government, by nature of its local representatives, is best placed to understand the current capacity, opportunities and threats faced by individual communities to their long term sustainability.

As a result an effective Local Government will:

- Understand the economic drivers for a local or regional community;
- Understand the weaknesses, vulnerabilities and opportunities within communities;
- Seek to broaden the economic base and minimise impacts through promotion of local strengths, opportunities and benefits, and assist with developments, activities, services and events whether through facilitation, partnerships or direct provision;
- Establish strategic alliances and relationships with existing or potential businesses or markets both domestic and international; and
- Create networks within communities to build relevance, engagement and participation.

Councils that perform this role effectively will understand that economic development requires an organisational and community commitment, not simply an “at the time” response.

In meeting these criteria, a Council will need to maintain resource capacity and integration within its organisation, and at times, across Councils if it is to support regional, state and national goals. It will require an understanding that economic sustainability is a synergy of a number of Council functions and activities, including development facilitation, events, marketing, strategic relationships, community engagement, infrastructure planning and provision, land use planning, community development, strategic planning and long term financial planning and management.

The challenge for Local Government is to maintain sufficient resource capacity and capability within all functions to deliver a strategic and consistent response.

It is clear that future Councils will be expected to take the wider view of economic development to encompass economic sustainability. Communities will expect higher levels of participation and leadership from Councils in securing their well being. This will be more so in the rural and remote communities as traditional industries and business retract or cease to exist, the population gravitates to the major population centres for employment, and community services and support are cutback or devolved.

Economic sustainability will require a new way of thinking if these communities particularly are to survive to a point of achieving a secure and long term future.

It will be expected that a modern Local Government will facilitate that outcome.

Hobart City Council (2013) *Exploring the roles of Local Government Discussion Paper*. DPAC, Division of Local Government, Security and Emergency Services, Hobart.

## 2 Our Role in Economic Development

### 2.1 Current role

The previous Economic Development Strategy had a five year life from July 2009 to June 2014 and focused on four priority areas:

- Development of an Inner City Development Plan;
- Facilitating Office Based Activity;
- Expanding Higher Education; and
- Growing the Research Sector.

A mid-term review of the Strategy was undertaken in order to:

- Identify the achievement / non-achievement of actions;
- Determine the relevance of priority areas and remaining actions; and
- Where appropriate, propose new priority areas and actions going forward.

The review recognised the current importance of the inner city as the primary economic driver for the region. As a result, it is argued that Council's role in economic development is not about being industry specific but about strengthening the viability and long term sustainability of the inner city by focusing attention on encouraging people to enjoy the inner city. This will result from making the public realm an engaging place to spend time, encouraging new investment, encouraging niche business which differentiates the inner city from shopping in the suburbs, encouraging office workers to be based in and around the CBD, and encouraging population growth through inner city residential living.

In developing a new Economic Development Strategy, the Council recognises that while there are many important economic activities that exist within the City, the Strategy should be based on the areas where the Council can add value and make the most difference.

### 2.2 Future Role

By aligning the results of the midterm review with criteria outlined in section 1, it is apparent that there are a number of current activities that will continue to deliver economic development outcomes into the future. Through discussions with the Aldermen there are also a number of additional activities that will be pursued or enhanced to increase the economic benefits to the city, region and state.

Current and future (*italics*) activities include:

*Understand the economic drivers for a local or regional community;*

- Collection and analysis of city data and trends
- Visitor services
- *Visitor attraction*

*Understand the weaknesses, vulnerabilities and opportunities within communities;*

- Inner City Action Plan

*Seek to broaden the economic base and minimise impacts through promotion of local strengths, opportunities and benefits, and assist with developments, activities, services and events whether through facilitation, partnerships or direct provision;*

- Facilitation of significant city developments
- Higher education
- *Retail Strategy*
- *Office Strategy*
- *Digital economy*

*Establish strategic alliances and relationships with existing or potential businesses or markets both domestic and international;*

- Engagement with the inner city business community and support for small business
- Antarctic sector development
- *International relations*

*Create networks within communities to build relevance, engagement and participation.*

- Partnerships with key strategic stakeholders

## **2.3 Our Focus**

In recognising our future role in economic development it is appropriate that we redefine our general intent or daily focus as:

- Reinforcing and expanding the economic foundations of the city
- Building strength and resilience into our communities
- Understanding our customers as city businesses, property owners, investors, workers, residents, visitors, shoppers, students, and the regional and state-wide communities
- Leveraging our status as the Capital City

We recognise that our activities and this strategy are targeted to achieving these results.



## 3 Strategic Objectives for Economic Development

### 3.1 Understand the economic drivers for a local or regional community

#### 3.1.1 Collection and analysis of city data and trends

This is an important responsibility for Local Government. It is imperative that the Council understands the dynamics of activity in the City. This understanding helps in better decision making. To do this the Council needs to collect, interrogate and interpret a range of data that describe the activity of the City. This will range from areas such as employment data, office space vacancy and visitor numbers through to population and demographics. It is also important that the Council makes this data widely available so that our stakeholders can also use it to make informed decisions.

#### 3.1.2 Visitor services

The Council currently offers a number of visitor services. Through the Economic Development Unit this is most notably through the Council's Tasmanian Travel and Information Centre on the corner of Davey and Elizabeth Streets. Council's objective in supporting this function is to support the 800+ businesses that the Centre regularly books visitors into, for activities and accommodation. The Centre has the capacity to book 1,500 individual tourism businesses across Tasmania that have listed themselves in the tourism database. The Council sees the support of the City's tourism businesses through the Centre as an important role.

Additionally, the Council provides the welcome to an increasing number of cruise ships that are now calling into Hobart each summer season. In 2012/13 there were 36 cruise ship visits to Hobart. These ships are now bringing in excess of 100,000 passengers and crew to the City and region each year, and the Council's aim is to ensure these visitors find it easy to make their way into the City and are well informed about the City's and the region's offer.

Council's involvement in the visitor centre and cruise ship arrival provides a unique insight into what visitors are seeking and their perceptions of Hobart and this will provide an ongoing source of evidence for the Council.

#### 3.1.3 Visitor attraction

The Council recognises that increased visitation is important for the City; it benefits a range of business sectors and creates vibrancy in the City. The Council wishes to increase visitor numbers to Hobart through increased investment in the City, international relationships and major events / experiences. The Council needs to ensure that visitor experiences are meaningful and enjoyable to encourage repeat visitation and positive word of mouth.

The continued development of Hobart as a hub for visitors through the growth of events and attractions is an important goal for the City. Council will continue its role through operating its own events such as the Taste and Salamanca Market but importantly will continue to focus on how it facilitates other events, such as Dark MOFO, the Australian Wooden Boat Festival, AFL football and so on.

## 3.2 Understand the weaknesses, vulnerabilities and opportunities within communities

### 3.2.1 Inner City Action Plan

The most significant outcome from the previous EDS was the development of Hobart's Inner City Action Plan (ICAP), commencing with the work undertaken by Gehl Architects. The importance of this outcome has been to reinforce Council's traditional role as place manager and to ensure that Hobart is *a City with people in mind*. By creating a vibrant, attractive and sustainable inner city, both social and economic outcomes are achieved. As such, the ICAP is a plan for Hobart's inner city now and in to the future.

The ICAP contains a selection of key recommendations from the Gehl Architect's Report, *Hobart 2010 Public Spaces and Public Life - a city with people in mind*. It outlines 15 recommended projects designed to attract people and activity into Hobart and to create a vital, dynamic city centre.

The projects will bring life and energy to our city. As they take shape, inner Hobart will become more people-focused, with well-designed public spaces, a pedestrian network that enables smooth movement between city destinations, and an urban environment that encourages cycling as a safe, alternative mode of transport. Traffic will flow more smoothly and our public transport system will become more usable, efficient and reliable.

Our inner city destinations will be rejuvenated and enhanced. Elizabeth Street will develop as a vibrant, active spine to the city, and Sullivans Cove will continue to grow as an accessible and welcoming destination. Hobart's shopping and nightlife will be invigorated, our educational precinct will be strengthened, and inner city living will emerge as an appealing and practical option.

The ICAP is the first stage of the Council's response to the Gehl Report and forms the basis for future planning and development for the inner city. As further recommendations from the Gehl Report are tested and approved, more projects will be introduced to continue to realise our community's exciting vision for Hobart.

### **3.3 Seek to broaden the economic base and minimise impacts through promotion of local strengths, opportunities and benefits, and assist with developments, activities, services and events whether through facilitation, partnerships or direct provision**

#### **3.3.1 Facilitation of significant city developments**

Hobart is a unique city in terms of capital cities in Australia. A relatively small population means that the economy is finely balanced. Significant developments are rarely built as speculative ventures and most developers will seek a pre commitment from a large tenant such as government or large retail anchor before commencing a new building.

In this context, the Council recognises that it has an important role to facilitate such developments to occur as they are the nucleus upon which much of the city is built and relies. Council has a Major Developments Assistance Policy, which guides the Council in determining how best to facilitate a major development, and indeed what is considered 'major' in the context of that Policy.

However the Council recognises that a development may not be major in terms of its existing policy but still be important or significant enough to warrant Council's assistance. In this context a significant development may not be a major office building or retail magnet for the city. Rather it may be a smaller development that nevertheless generates a significant outcome in terms of movement of people, spending of money, strengthening a local neighbourhood or underpinning a strategic objective of Council. In response to this need, Action 4.3.1 in the next section of this strategy notes that a new policy will be developed for a more holistic development facilitation position for the City.

Moreover, the Council has a role in investing in key infrastructure projects that will act as a seed from which development can grow. The Inner City Action Plan is Council's priority focus in this area but other infrastructure projects will be contemplated by the Council across the City.

#### **3.3.2 Higher education**

The ongoing growth of UTAS is important to the City. The growth in student numbers provides a direct benefit to the City through spend, and the growth in international students also has flow through to increased visitation through relatives visiting and repeat visitation into the future. This area has a strong link to the Council's pursuit of future international relationships outlined later in this strategy.

UTAS is also on a pathway of increasing its presence in the inner city through developments such as IMAS, the Medical Sciences precinct, the Domain precinct, and recently, student accommodation in Melville Street.

The growth of higher education through UTAS has many flow on benefits into our community. There is investment; increased international visitation; but also the education of our community itself is an important outcome for the City and the Council will strive to support the ongoing and increased presence of UTAS in the City.

### **3.3.3 Retail Strategy**

The retail industry is a significant contributor to Hobart's economy and employment, and there have been significant new developments to the Hobart CBD landscape in recent years. In 2011, retail trade was Hobart's fourth largest industry sector by employment, and there were 345 businesses operating in the retail trade sector in Hobart; the fourth largest sector in terms of the number of businesses. The Council must understand the dynamics of this sector in order to create a one-stop shopping experience distinct from any other shopping centre and to ensure the future of retail in the inner city.

### **3.3.4 Office Strategy**

Research indicates that more than 50% of the City's workforce is office based. Therefore the City is highly reliant on the office sector and associated service industries that support them. The Council must understand the dynamics of this sector to ensure the future of office space in the inner city.

### **3.3.5 Digital economy**

Tasmania has a unique first to market opportunity in relation to the National Broadband Network. This creates opportunities to increase the efficiency of HCC's service delivery as well as to create a digital economy which benefits Hobart's businesses and presents an opportunity for a range of new investment not previously contemplated.

## **3.4 Establish strategic alliances and relationships with existing or potential businesses or markets both domestic and international**

### **3.4.1 Engagement with the inner city business community and support for small business**

The ongoing implementation of the Council's Inner City Action Plan is a key strategy for the Council as a whole. Ongoing communication with the City's businesses through this project will be essential. The Council has started a more formal process of engagement

with a trader advisory group for the redevelopment of Liverpool Street. Moving forward, the Council will seek to continue to grow its engagement with the wider inner city business community and small business in particular through such mechanisms as the Memorandum of Understanding with the Hobart Chamber of Commerce, and project specific engagement through the Inner City Action Plan process.

Through better engagement with small businesses the Council will seek to understand how the Council can better facilitate small business stability and growth. The Council already operates the Tasmanian Travel and Information Centre which directly supports over 800 independent tourism businesses in the state by providing an advertising medium direct to visitors. The Council recognises the importance of a diverse economy and that small business underpins this diversity.

### 3.4.2 Antarctic sector development

The Antarctic sector continues to grow as one of the City's and the region's key competitive advantages. In this area, the Council's objective is to facilitate the ongoing growth of this sector. The State Government and the Tasmanian Polar Network play the lead role in this industry; however Council continues to have an important role.

This is in particular, the Council's civic role and providing the 'welcome' to visiting Antarctic nations. It is important that our own and visiting Antarctic programs see Hobart and Tasmania as a welcoming and well connected step off point to Antarctica. Already the Council hosts an annual reception to open the Antarctic season in October each year. Antarctic expeditioners and crew from Antarctic vessels are invited from the Australian and French Antarctic programs to participate.

Furthermore, through key strategic and international city to city relationships the Council will continue to seek new opportunities for the City and State.

### 3.4.3 International relations

The Council has determined that it is important to seek an element of investment from outside of Tasmania and Australia. To this end, the Council is desirous of establishing key economic relationships, particularly with cities in China and Korea.

The Australian Government's White Paper, *Australia in the Asian Century* clearly establishes a role for local government in international relations.

The Australian Government's White Paper, *Australia in the Asian Century*, states:

*Work with and through all levels of government, business, institutions and the community to promote Australian interests in the region*

*Support stronger relationships between State and Territory and local governments and their counterparts in the region including by broadening and promoting sub-national relationships as well as the value of sister-city and sister-state relationships.*

The Council will build strong networks in Tasmania and overseas to assist in creating the right relationships with appropriate cities that will benefit our community through tourism, research and education, culture and arts, and investment.

### **3.5 Create networks within communities to build relevance, engagement and participation**

#### **3.5.1 Partnerships with key strategic stakeholders**

The Council needs to work in an environment of cooperation and collaboration. There are many stakeholders and communities that create outcomes that impact upon the City. The Council will work with these stakeholders for the benefit of the City and will seek to grow existing, and where appropriate, establish new partnerships with key groups within and outside the City.

## 4 Action Plan

The tasks in this section are ascribed as being high, medium or low priority. This does not reflect their relative importance but simply the time frame in which they will be delivered.

High = one to two years

Medium = two to four years

Low = four to five years

### 4.1 Understand the economic drivers for a local or regional community

#### 4.1.1 Collection and analysis of city data and trends

Collect and maintain accurate and timely data about Hobart

Tasks	Priority
<ul style="list-style-type: none"><li>Establish outcomes required from use of data</li></ul>	High
<ul style="list-style-type: none"><li>Confirm which data sets provide the information required</li></ul>	High
<ul style="list-style-type: none"><li>Establish process for regular collection</li></ul>	High
<ul style="list-style-type: none"><li>Collect and monitor and interpret data</li></ul>	High
<ul style="list-style-type: none"><li>Share data and interpretation as appropriate</li></ul>	High

#### 4.1.2 Visitor services

Council will continue to grow key visitor services through the Tasmanian Travel and Information Centre, including provision of the welcome to Hobart message for cruise ship arrivals.

Tasks	Priority
<ul style="list-style-type: none"><li>Continue to operate the Tasmanian Travel and Information Centre and develop ongoing strategic and operational plans for the Centre's future operation</li></ul>	High
<ul style="list-style-type: none"><li>Examine the future opportunities for the Centre including funding models and the Centre's role in the context of the region and State.</li></ul>	High
<ul style="list-style-type: none"><li>Maintain the relevance of the Centre's offer to visitors and</li></ul>	High

businesses through research and feedback	
<ul style="list-style-type: none"> <li>Maintain an active involvement in Cruise Down Under so as to strengthen our strategic understanding of the cruise ship industry.</li> </ul>	Medium
<ul style="list-style-type: none"> <li>As part of the TTIC's role develop and grow cruise ship arrivals through an active "on the wharf" welcome.</li> </ul>	High
<ul style="list-style-type: none"> <li>Investigate the roll out of free to the public WiFi in the inner city</li> </ul>	High

### 4.1.3 Visitor attraction

*Resolve Council's role in tourism and destination marketing*

Tasks	Priority
<ul style="list-style-type: none"> <li>Define what Council means by a 'visitor'</li> </ul>	High
<ul style="list-style-type: none"> <li>Define the roles of the various tourism bodies</li> </ul>	High
<ul style="list-style-type: none"> <li>Identify the range of services and activities that Council currently provides for visitors <ul style="list-style-type: none"> <li>i.e. visitor services &amp; information, tourism product, infrastructure, marketing / promotion, strategic partnerships</li> </ul> </li> </ul>	High
<ul style="list-style-type: none"> <li>Analyse visitor trends &amp; expectations</li> </ul>	Medium
<ul style="list-style-type: none"> <li>Identify any gaps and areas of opportunity to improve visitor experiences in Hobart</li> </ul>	Medium
<ul style="list-style-type: none"> <li>Determine Council's role in relation to visitors and destination marketing</li> </ul>	Medium
<ul style="list-style-type: none"> <li>What are the actions required to achieve this?</li> </ul>	Medium

## 4.2 Understand the weaknesses, vulnerabilities and opportunities within communities

### 4.2.1 Inner City Action Plan

The continued role of the Economic Development Unit in the roll out of ICAP is to maintain the key relationships with the business and institutional stakeholders involved.

Tasks	Priority
<ul style="list-style-type: none"> <li>Continue to coordinate the engagement process with the Liverpool Street Trader advisory group throughout the</li> </ul>	High



implementation of the redevelopment of Liverpool Street.	
<ul style="list-style-type: none"> <li>Provide active support to the Development and Environmental Services Division in coordinating key stakeholder engagement on future ICAP projects.</li> </ul>	High

### 4.3 Seek to broaden the economic base and minimise impacts through promotion of local strengths, opportunities and benefits, and assist with developments, activities, services and events whether through facilitation, partnerships or direct provision

#### 4.3.1 Facilitation of significant city developments

*Council will facilitate and support new, innovative and key development and infrastructure across a range of sectors in the City.*

Tasks	Priority
<ul style="list-style-type: none"> <li>Develop a holistic and consistent policy position on Council’s facilitation of new development in the City               <ul style="list-style-type: none"> <li>The policy will cover commercial and residential development outcomes.</li> <li>The policy will address Council’s role in infrastructure development that can act as a catalyst for development.</li> </ul> </li> </ul>	High
<ul style="list-style-type: none"> <li>Understand and define what options are open to the Council in seeking to <b>assist</b> and <b>facilitate</b> development.</li> </ul>	High
<ul style="list-style-type: none"> <li>Seek appropriate data as required to inform the Council on the impact of major city development.</li> </ul>	Medium

#### 4.3.2 Higher education

Higher Education is important to Hobart through not just the University as developer and as a business but equally importantly through the intellectual and creative capacity it creates in our community.

Tasks	Priority
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<ul style="list-style-type: none"> <li>Facilitate the University's continued expansion into the inner City of Hobart for research, teaching and residential purposes.</li> </ul>	Medium
<ul style="list-style-type: none"> <li>Utilise Council's international relationships to add value to the University's and senior secondary schools' international student intake.</li> </ul>	High / Medium
<ul style="list-style-type: none"> <li>Understand the goals for the Education Sector in relation to future expansion and growth particularly in the area of international education.</li> </ul>	High/Medium

### 4.3.3 Retail Strategy

*Develop a Retail Strategy which addresses the future of retail in the inner city*

Tasks	Priority
<ul style="list-style-type: none"> <li>Benchmark study of other Council's retail strategies</li> </ul>	High
<ul style="list-style-type: none"> <li>Review of relevant HCC strategies / policies</li> </ul>	High
<ul style="list-style-type: none"> <li>Analysis of existing data sets – supply and demand</li> </ul>	High
<ul style="list-style-type: none"> <li>Retail audit and business environment study</li> </ul>	High
<ul style="list-style-type: none"> <li>External consumer behaviour research</li> </ul>	High
<ul style="list-style-type: none"> <li>Initial consultation with retail industry (through Hobart Chamber of Commerce)</li> </ul>	High
<ul style="list-style-type: none"> <li>Consolidation of all research and development into a 'discussion paper' which will: <ul style="list-style-type: none"> <li>Identify Council's role <ul style="list-style-type: none"> <li>City Design – ICAP</li> <li>City Marketing – marketing / promotion</li> <li>Economic Development – business attraction, services for businesses, facilitation of strategy implementation</li> <li><b>Planning</b></li> </ul> </li> <li>Identify role for external stakeholders <ul style="list-style-type: none"> <li>Key industry groups – facilitation of strategy implementation</li> <li>Retailers – retail offering &amp; product mix</li> <li>Developers – supply of retail floor space</li> <li>Centre Managers – retail mix</li> </ul> </li> </ul> </li> </ul>	Medium

#### 4.3.4 Office Strategy

*Maintain an understanding of the pattern on office space demand and supply*

Tasks	Priority
<ul style="list-style-type: none"><li>• Conduct analysis of office space supply and demand for the next 5-10 years</li></ul>	Medium
<ul style="list-style-type: none"><li>• Identify whether there is a surplus or deficit<ul style="list-style-type: none"><li>○ A surplus will result in actions around attracting tenants</li><li>○ A deficit will result in actions around attracting development</li></ul></li><li>• Development of new office space if required – planning scheme, development assistance, land opportunities</li></ul>	Medium
<ul style="list-style-type: none"><li>• Determine what actions are required to either attract tenants or attract development</li></ul>	Medium

#### 4.3.5 Digital economy

*Explore the development of a digital economy strategy for Hobart's inner city*

Tasks	Priority
<ul style="list-style-type: none"><li>• Understand the timing and location of the roll-out of the NBN in Hobart</li></ul>	High
<ul style="list-style-type: none"><li>• Understand the impact the NBN will have for Council and the Hobart business and general community</li></ul>	High
<ul style="list-style-type: none"><li>• Host a forum(s) that includes key stakeholders involved in the uptake and use of the NBN to assist the Council to better understand what the opportunities are and how to maximise benefits for the Council and for the community.</li></ul>	High
<ul style="list-style-type: none"><li>• Research comparable cities with regard to their approach to the digital economy</li></ul>	Medium
<ul style="list-style-type: none"><li>• Determine Council's role in relation to the digital economy</li></ul>	Medium

## 4.4 Establish strategic alliances and relationships with existing or potential businesses or markets both domestic and international

### 4.4.1 Engagement with the inner city business community and support for small business

Ongoing engagement with the City's business community will lead to more informed decision making by Council.

Tasks	Priority
<ul style="list-style-type: none"> <li>Support the growth of the Hobart Chamber of Commerce through an ongoing and active dialogue</li> </ul>	Medium
<ul style="list-style-type: none"> <li>Renew the memorandum of understanding with the Hobart Chamber of Commerce in 2013 and seek to incorporate actions that will benefit inner city businesses</li> </ul>	High
<ul style="list-style-type: none"> <li>Engage the business community on specific inner city projects such as those contained in the Council's Inner City Action Plan</li> </ul>	Medium
<ul style="list-style-type: none"> <li>In conjunction with the State Government, seek to undertake a vitality study of business in the City</li> </ul>	

### 4.4.2 Antarctic sector development

Ongoing promotion of Hobart's capabilities and support of Government and business in the Antarctic sector

Tasks	Priority
<ul style="list-style-type: none"> <li>Continue Council's membership of the Tasmanian Polar Network (TPN) and seek to add value to the TPN through Council's resources and networks.</li> </ul>	High
<ul style="list-style-type: none"> <li>Participate in the State Government led "Tasmanian Antarctic Group"</li> </ul>	High
<ul style="list-style-type: none"> <li>Continue to hold and develop on an annual basis the official opening of the Antarctic Season Function in October each year.</li> <li>Seek feedback to maintain the function's relevance.</li> </ul>	Medium
<ul style="list-style-type: none"> <li>Utilise Council's international relationships to promote Hobart's capabilities as an Antarctic gateway and to support the local Antarctic industry.</li> </ul>	Medium

### 4.4.3 International relations

Council will develop international relationships that are relevant to and provide opportunity for all sectors of our community.

Tasks	Priority
<ul style="list-style-type: none"> <li>Develop a policy and criteria to assess and manage future international relationships that ensure such relationships are meaningful and outcomes focused for the benefit of the Council, its international partner and the community</li> <li>Seek to establish an advisory group to the Council on matters of international relations and trade particularly with reference to China and South Korea</li> </ul>	High
<ul style="list-style-type: none"> <li>Based on the signed letter of intent between the City of Hobart and Xi'an, actively pursue a friendship city relationship with the City of Xi'an, China</li> <li>Develop and implement an annual plan of activity and exchange between Hobart and Xi'an</li> <li>Work with Hobart and Tasmanian businesses and industry to explore opportunities as a result of the relationship with Xi'an</li> <li>Continue to develop a relationship with Shanghai Pudong through a Memorandum of Understanding (MOU)</li> </ul>	High
<ul style="list-style-type: none"> <li>Investigate the potential of a relationship with a city(s) in South Korea</li> <li>Continue to investigate the potential of a relationship with the City of Pohang, South Korea, through better understanding the opportunities that may exist between the two cities and its respective communities.</li> </ul>	High
<ul style="list-style-type: none"> <li>Investigate and respond to requests for further relationships with international cities that have potential economic outcomes for Hobart</li> </ul>	Medium

## 4.5 Create networks within communities to build relevance, engagement and participation

### 4.5.1 Partnerships with key strategic stakeholders

The Council will achieve more for the community if it works in partnership with its stakeholders

Tasks	Priority
<ul style="list-style-type: none"> <li><b>Actively manage and renew as appropriate existing memorandums of understanding with:</b> <ul style="list-style-type: none"> <li><b>Hobart International Airport</b></li> </ul> </li> </ul>	High

<ul style="list-style-type: none"> <li>○ <b>Hobart Chamber of Commerce</b></li> <li>○ <b>Business Events Tasmania</b></li> <li>○ <b>Department of Economic Development Tourism and the Arts</b></li> <li>○ <b>The Tasmanian Museum and Art Gallery</b></li> <li>○ <b>Launceston City Council</b></li> <li>○ <b>Glenorchy City Council</b></li> </ul>	
<ul style="list-style-type: none"> <li>● Re-establish an active memorandum of understanding with UTAS</li> </ul>	High
<ul style="list-style-type: none"> <li>● Develop a new format and focus for the Council’s Economic Development Advisory Forum (EDAF)</li> </ul>	High
<ul style="list-style-type: none"> <li>● Use feedback from Council’s Strategic Plan review process conducted with stakeholder groups to better understand which other groups Council needs to more actively engage with in Economic Development matters.</li> </ul>	Medium

## 5 Whole of Council Approach

This Economic Development Strategy is part of a whole of Council approach in recognition of the fact that many of Council's day to day activities have an economic development outcome to the City. Appendix 1 outlines a range of activities undertaken across Council that contribute to economic development activities and underpin the intent outlined above.

This strategy will not impact upon the delivery of these services and activities but recognises their importance and contribution.

In the context of this strategy the table below demonstrates that many of the activities Council undertakes, although ostensibly for another purpose, clearly contribute to the economic development of the City and underpin the various criteria outlined in Section 6 of this strategy.

The table demonstrates that economic development is a whole of Council activity by virtue that all divisions are involved in delivery.

As such the Council must continue to maintain and build upon these services and activities.

Division	Activity	Outcome	Actions
<b>Community Development</b>	Taste of Tasmania Festival	Deliver a high profile annual event, of major regional economic significance	The Taste of Tasmania will continue to bring visitors and associated economic value to the city.
	Salamanca Market	Salamanca Market plays an important role in employing many people, and attracting thousands of people into the city each Saturday.	Council to continue to facilitate market. Salamanca Market governance to be reviewed
	Grants Program	Shift from grants to partnerships, providing a greater economic outcome for Council	Refer to Cultural Strategy
	Public Art	Enhances the look and feel of the city, building a sense of place.	Refer to Cultural Strategy
	City Marketing	City Marketing has a role in the promotion of Hobart, the promotion of retail, and building relationships with the business community	Development of City Marketing Strategy Updating of City Brand
	HECSA	Provides opportunity for wide-spread interaction with business community and Council.	Review HECSA annually
<b>Parks and Customer Services</b>	Mount Wellington	A major tourist attraction for the State, but also provides plentiful opportunity for approx	Refer to Wellington Park Management Plan

		70 businesses that operate on the mountain.	
	Open Spaces	Improve the amenity of the city, and allow the use of the city's natural environment.	
	Parking	Provides a place for people to park to access businesses within the CBD.	Refer to Parking Strategy
	Parking Enforcement	Maintain a high turnover of vehicles through the city, whilst regulating against abuse of parking.	Refer to Parking Strategy Revenue raised has been used to improve other aspects of the city.
	THAC	Regional role Improved amenity Attraction of major sporting events	SGS Economics Report
	AFL	Increased intrastate and interstate visitation to Hobart Provide regional event in Hobart.	Review sponsorship as required. North Melbourne Football Club Tasmanian 2012 Report estimates \$2.2m in visitor expenditure
	Domain Tennis Centre	Provides International standard venue for Hobart, and facilitates high profile events.	Continue to host International events, bringing visitors to Hobart.
	Queen's Domain	Regional role Public amenity	Domain Master Plan
	Playgrounds	Localised economic benefit to surrounding businesses, yet people travel from outside the city to playgrounds.	Continue to provide high quality public amenities of regional value.
<b>Development and Environmental Services</b>	ICAP	Improved public realm to encourage people into the city and economic turnover	Complete identified priority ICAP projects.
	Strategic Planning	Sustainable development of the city	To encourage and facilitate the provision of a diverse range of developments that enables the population of the City of Hobart to grow as a community
	Development Appraisal	Custodian of the city, and manager of the urban environment.	Maintain the interests of the city going forward.
	Environmental	Maintenance of safe food	Food handler training



	Health	handling premises Smoke free areas, including public areas and outdoor dining	Educating, warning and penalising individuals or businesses as required for breaching.
<b>Infrastructure Services</b>	Traffic Engineering	Effective access to and promoting movement through the city.	Maintain on-street parking supply to meet community needs. Work with developers on CBD redevelopment planning and implementation.
	Civil Works	Timely and effective civil works and maintenance	Works within the CBD and near retail centres undertaken with consideration of traders' requirements. Regular ongoing maintenance.
<b>Corporate Services</b>	Tasmanian Travel and Information Centre	State wide support of tourism businesses and regional dispersal of visitors	Refer to TTIC Strategic Plan.
	MOUs	Greater engagement with strategic partners for the benefit of the city	Implement annual priority in specific MOUs Review relevance and need for MOUs as they expire. Identify new strategic partners.
	Regional Development	Development of Hobart's status as the capital city	Continue to emphasise Hobart's importance as the centre for administration and government in Tasmania.
	Antarctic sector development	Development of Hobart's status as an Antarctic gateway city	Civic Role Maintain membership of TPN Maintain an active role in the sector
	Higher education	Development of Hobart's status as a destination of choice for higher education. Increased presence of UTAS in the inner city.	Re-establish the MOU with UTAS. Through ICAP, work with UTAS to increase its presence in the inner city.
	Tourism	Tourism is a major economic driver for the state and city. Plays a major role in attracting events and visitors.	Council to continue to promote tourism ventures within the city
	International	Increased foreign investment in	Refer to specific

Relationships	Hobart.	actions
Major City Developments	Increased rates base Increased investment in the city	Continue facilitation of major city developments

Appendix 2

## 6 Context and Implementation

### Hobart 2025 – a 20 Year Strategic Framework

Hobart 2025 was an extensive community visioning process that produced a framework for Council’s long term strategic planning. This Economic Development Strategy sits with the context of the City of Hobart’s overall strategic direction.

#### FUTURE DIRECTIONS

The focus of this Strategic Framework is on delivering results in response to each of the key themes within the vision. Key themes, arising from community consultation, demonstrate aspects of the city that the community values now as well as aspects that the community seeks to achieve for Hobart in 2025. The future direction statements and outcomes arise from this information.

Within that vision there are seven overarching future direction statements, three of which are most relevant to the Economic Development Strategy:

#### **FD1 – OFFERS OPPORTUNITIES FOR ALL AGES AND A CITY FOR LIFE**

##### ***Future Direction:***

In 2025 Hobart will be a city that provides opportunities for education, employment and fulfilling careers; a city that is able to retain its young people and provide a lifestyle that will encourage all ages to see the city as a desirable location and lifelong home.

#### **FD3 – IS WELL GOVERNED AT A REGIONAL AND COMMUNITY LEVEL**

##### ***Future Direction:***

In 2025 Hobart will be a city that works effectively to lead an integrated approach to the planning and development of the metropolitan region. Partnerships will be created with governments, the private sector and local communities to achieve significant regional, city and community goals.

#### **FD7 – IS DYNAMIC, VIBRANT AND CULTURALLY EXPRESSIVE**

##### ***Future Direction:***

In 2025 Hobart will be a city that is a destination of choice and a place for business. Clever thinking and support for creativity will help build a strong economic foundation, and entertainment, arts and cultural activities promote the distinctive character of the city. Lifestyle opportunities and strong communities will ensure a vibrancy and way of life that is Hobart.

While other initiatives across Council are recognised as delivering economic development outcomes, the actions outlined in this document represent the focus for the Economic Development Unit going forward.

The diagram below indicates the position of the Strategy within Council's overall strategic planning and reporting framework.



