

DRAFT DISCUSSION PAPER

City Economy Strategy 2023 - 2028

City *of* HOBART



The City of Hobart lies on the traditional country of the muwinina people. We acknowledge the deep connection of the Tasmanian Aboriginal people to this place and their role as ongoing custodians of the land, and pay respect to their elders past, present and emerging. It is a privilege to stand on their Country.

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1. Introduction

Tasmania has long been seen by the world as a place of environmental diversity and natural beauty.

More recently, our island has also gained global attention for its unique cultural and culinary offerings, the richness of our people and communities, and an enviable quality of life enjoyed by those who live here.

As the capital city of an island state, we'd grown used to being back-of-the-mind for most people. Hobart was always a great place to live and work, it's always had a neighbourly culture and welcoming community, and it was always a stunning place to spend your days. But it wasn't often thought of as a city where organisations would thrive.

Now, all that's changed.

Empowered and connected by modern technology, we're reaping the benefits of those decades of staying grounded and doing our own thing.

It's meant the city is full of resilience and ingenuity, which are supporting the many contemporary advantages of the Hobart economy. We have 100% renewable energy. That's not a typo or a future goal – it's 100%. We've built dominance in scientific research, driven by our unique connection to Antarctica. Our distinctive outlook on life has led to our thriving, ever-growing arts and culture industry.

We have a deep water, all-weather port that's as vital to our exports as it is beautiful to look at. We have a roaring tourism trade and a dynamic education sector. And our proximity to Tasmania's many agricultural innovators and powerhouses helps fuel the varied elements of our vibrant economy.

Thanks to all this (and more), our gorgeous city is about to embark upon the most exciting and rewarding period Hobart has ever known.

Our City Economy Strategy will set the city's strategic priorities that will pave the way for us to capitalise and promote our Hobart Difference for the benefit of those who live, work and do business in the city.



Credit: Osborne Images

2. Purpose of this document

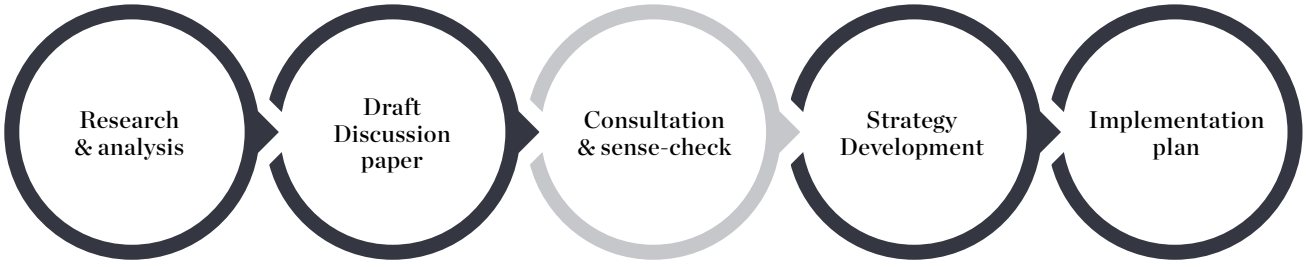
The City of Hobart is developing a new City Economy Strategy.

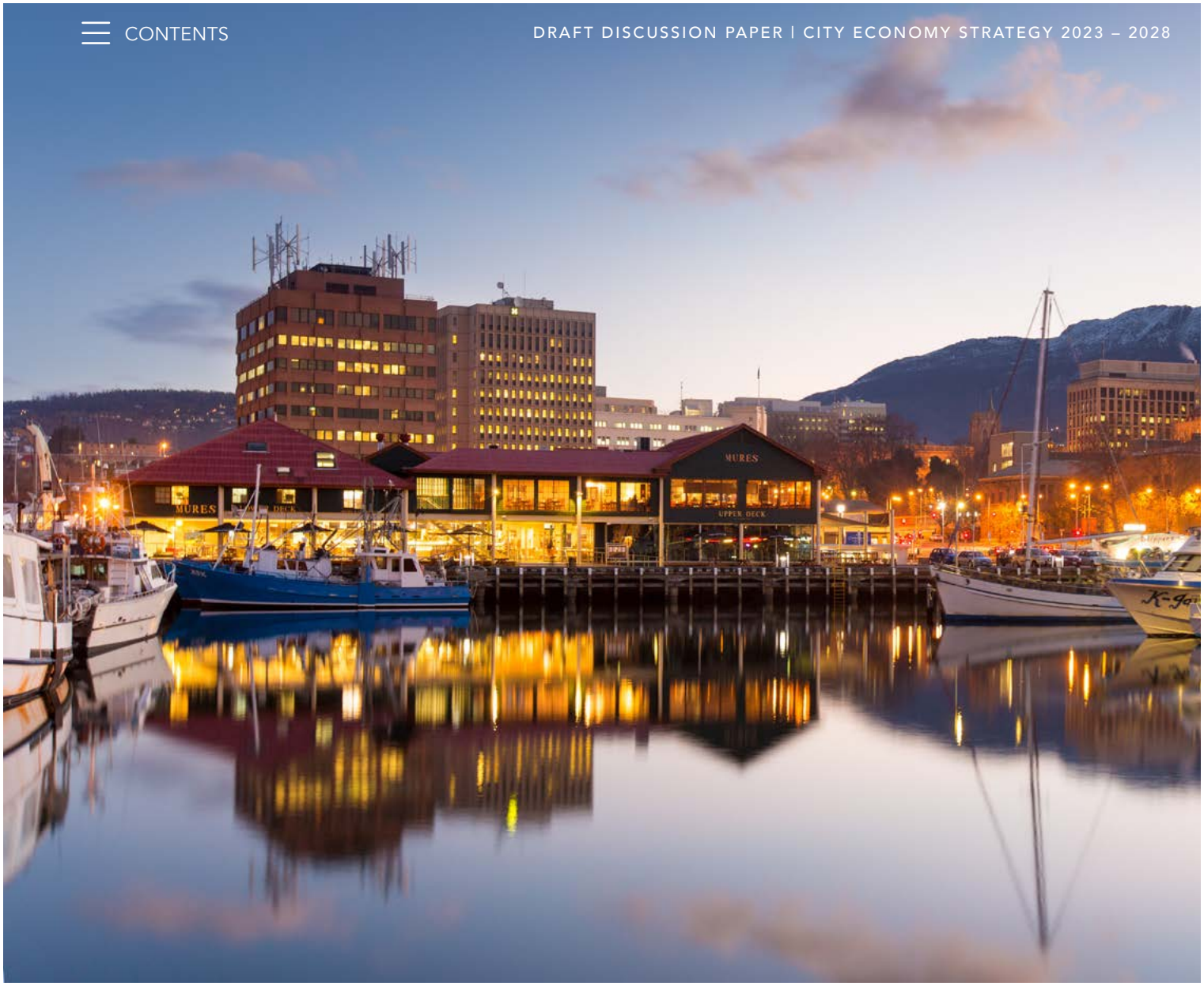
We have now largely navigated through the challenges of post pandemic recovery. However, there are further ongoing and emerging challenges to consider. These risks and challenges relate to supply-chains; changes to our workforce, working arrangements and labour supply structure; impacts of macro-economic factors such as inflation, interest rates and a two-speed economy; evolving demand trends of our visitor economy; opening up new export markets; planning for future population growth; transportation, and the growing need to build business capacity for improved environmental and sustainability actions. Such challenges will undoubtably also lead to new opportunities that will require examination and strategic planning in the medium to long term, aligned to our existing and future competitive advantages.
This work will set the vision and the pathways that will position Hobart for future social and economic prosperity and enable our businesses and resident communities to respond to and thrive from the challenges and opportunities that lie ahead.

To prepare our new strategy, we have produced this discussion paper to test ideas, learnings, proposed actions and priorities that have been gathered from stakeholder engagement and research to date. This document is intended to prompt conversations about the proposed strategic priorities to ensure they are both appropriate and achievable in meeting the future needs of the City of Hobart.

In conjunction with a series of workshop discussions, we will also make available an online survey via our City of Hobart Your Say website. Both the workshops and survey will contain the same content, questions and supporting discussion paper to facilitate feedback and discussion and allow us to present this information in a consolidated and consistent manner regardless of the collection method.

Figure 1: Process outline





3. Hobart Economic and demographic context

Performance to January 2023

As of January 2023, Tasmania is ranked by Commsec as the second strongest state economy in the country. Commsec note 'Equipment investment is up by 76.8 per cent on the decade average', 'while its jobless rate is 3.8 per cent', and 'construction work is up 21.5 per cent'. Commsec further report 'Hobart also has the highest annual inflation rate in the September 2022 quarter at 8.6 per cent', which appears to be partly fuelled by 'the fastest wages growth in the country across Tasmania of 3.6 per cent' (commbank, Jan 2023). Relatively speaking retail expenditure is middling at 14.4 per cent, however China re-opening its borders will be important for resources and tourism focussed states, therefore offering some upside for Hobart as a major visitor attraction destination.

04

Figure 2: Hobart Economic Snapshot – 2022

$8.3B

Economy

Value of the Hobart City Economy, or Gross Regional Product[1], in 2021.

12.4%

Growth

Excellent growth performance with Hobart's economy up 2.8% in 2020 and 12.4% since 2019 despite the impacts of COVID-19[2].

$292M

Value of Building Approvals 2020/21

Demonstrates continued resilience and confidence in investment even during COVID19[3].

49%

Hold a Bachelor Degree or above

While 29% hold a Certificate III vocational qualification or above. This makes for a strong, highly skilled labour force.

49,720

People in Full-time Employment.

With 53,684 people living in the Hobart City and 238,375 living in Greater Hobart.

18km

From the CBD to the airport.

With the average car trip taking around 20 minutes.

29%

Increase in visitor expenditure

In Hobart since 2019[4].

6,747

Businesses

located in the Hobart local government area (LGA).

1 National Institute of Economic and Industry Research (NEIR) (2021)
2 National Institute of Economic and Industry Research (NEIR) (2021)
3 ABS building approvals Australian cat
4 Australian Financial Review, Parliament Square Hobart hits the market with $300M plus expectations June 2021

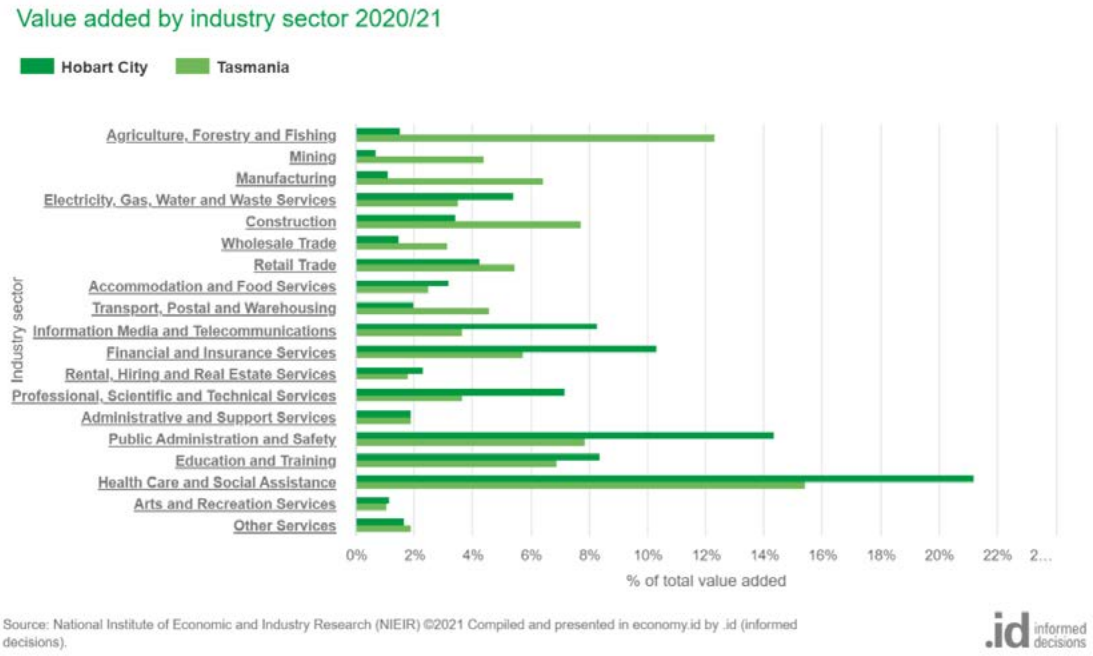
City Economic Structure

In 2021, Hobart contributed 25% of Tasmania's total employment and 26.2% of the State's total value added[5]. The value of business productivity has continued to grow since 2019. In particular for Hobart, the Health Care and Social Assistance; Public Administration; Financial and Insurance Services combined account for 45.9% of the total value added in Hobart.

In addition, Telecommunications and Professional, Scientific and Technical Services sectors and Education and Training and Accommodation Services can be viewed as emergent and growing economic opportunities for the City in terms of both value added and employment growth since 2016.

There has also been a shift away from wholesale and retail trade potentially as a consequence of continued work from home arrangements for many office workers whom were previously based in the city.

Table 3: Value added by Industry Sector 2020/21[6]



Source: National Institute of Economic and Industry Research (NIEIR) ©2021 Compiled and presented in economy.id by .id (informed decisions).

For more information – Deeper dive

[5] Value added by industry is an indicator of business productivity in Hobart City. It shows how productive each industry sector is at increasing the value of its inputs. It is a more refined measure of the productivity of an industry sector than output (total gross revenue), as some industries have high levels of output but require large amounts of input expenditure to achieve that. (Source: National Institute of Economic and Industry Research (NIEIR) 2021)

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* Listed by Value add – Productivity

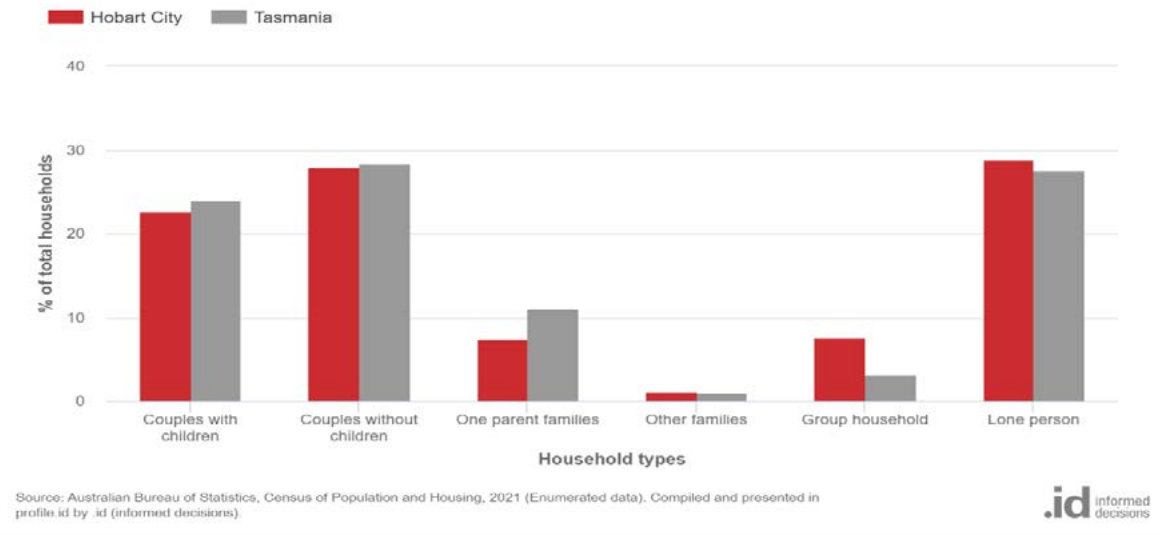
City Demographic Snapshot

People

Hobart has a relatively small population base compared to other Greater Hobart Councils. Hobart City is home to 56,084 residents (2021), with a median age of 37 years (compared to 42 years state-wide) while 1.6% of the population identify as Aboriginal and Torres Strait Islander.[7] Table 4 below provides an outline of the household composition in Hobart compared to Tasmania.

The City has seen an increase of 2974 young people (25-34) living in the LGA between 2016 – 2021, the largest of any category. Parents and homebuilders (35-49) also rose over the same time period increasing by 663, while the number of Seniors (70-84) also rose by 1287. Conversely Tertiary education and young independence (18-24) decreased by 551. Comparative to the rest of Australia, Hobart has a higher proportion of younger people in the workforce (19.5% compared to 14.3%) but a smaller percentage of Primary schoolers; babies, pre-schoolers and parents and homebuilders than the national average.

Table 4: Hobart Household Composition – 2021

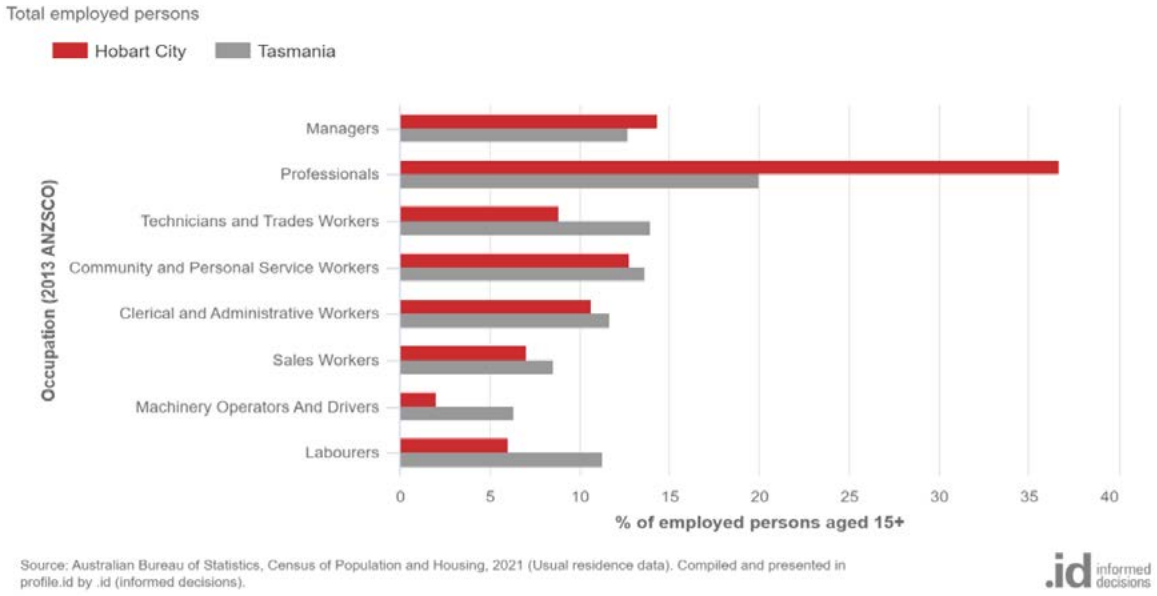


[7] Source: Australian Bureau of Statistics, Census of Population and Housing 2016 and 2021. Compiled and presented by .id (informed decisions).

Workforce

There are more Professionals in Hobart City than any other occupation (36.7% compared to 24% nationally); but less trades and technicians (8.8% compared to 12.9% nationally), while Community and Service workers make up around 12.8% of the workforce, compared to 11.5% nationally, while generating around 21% or $1.59B of economic value to the local city economy, therefore demonstrating strong output for moderate employment input.

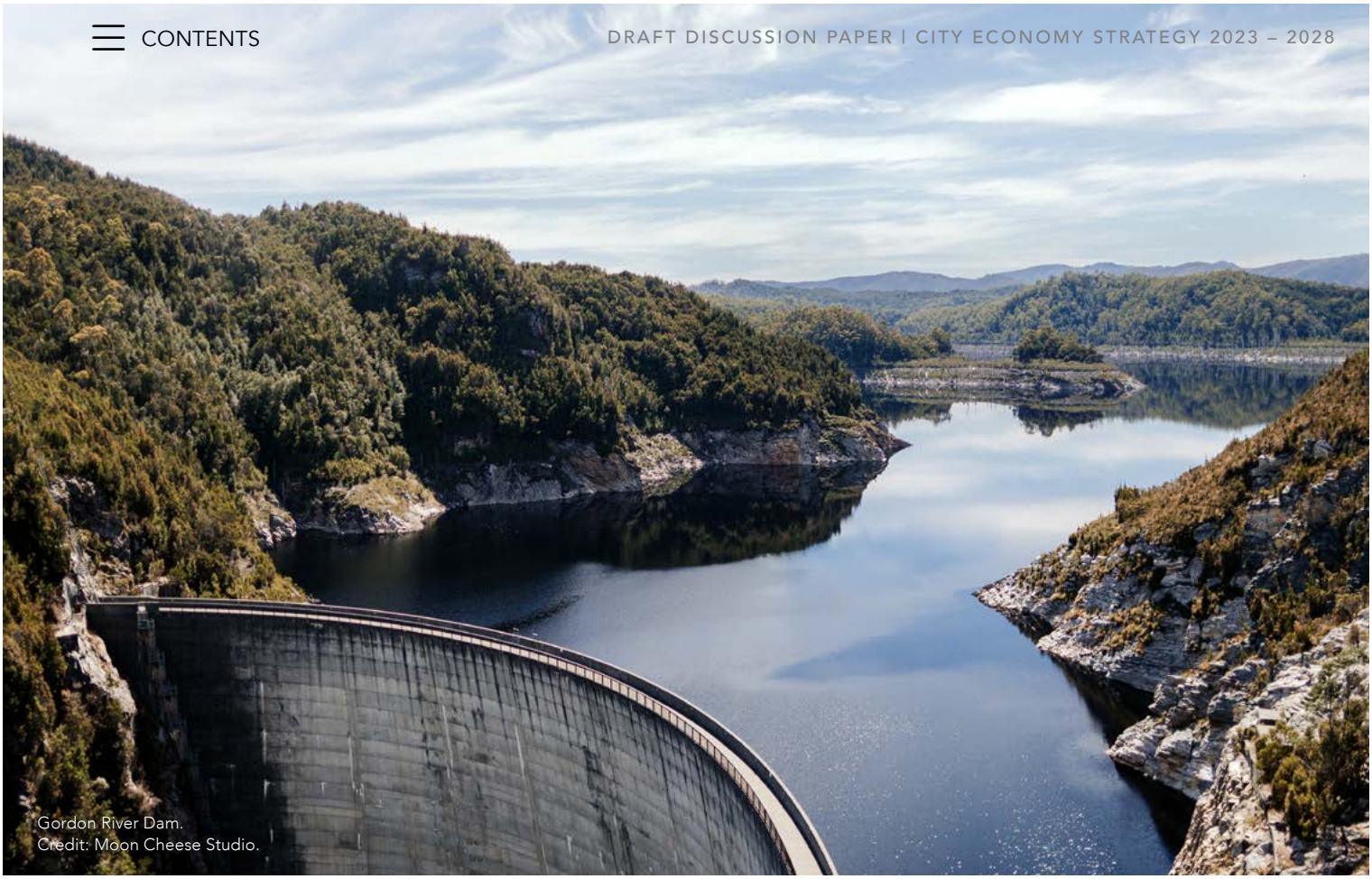
Table 5: Occupations in the Hobart Local Government Area – 2021



Hobart has the lowest level of recognised relative Socio-economic disadvantage in Tasmania at 1043 out of a possible 1043 (source: ABS SEIFA)[8] and also boasts a strong level of tertiary education capability in its workforce, with 49.1% of the workforce holding a Bachelor of higher degree compared to 29.3% in the rest of Tasmania and 35.4% nationally. This is offset by a relatively low level of trade capability with certificate III and IV qualifications sitting at 14.2% compared to 19.5% nationally and 24% across Tasmania.

[8] Socio-Economic Indexes for Areas (SEIFA) is a product developed by the ABS that ranks areas in Australia according to relative socio-economic advantage and disadvantage. The indexes are based on information from the five-yearly Census


UNIVERSITY of TASMANIA
Open:
Monday–Friday
9am–5pm
IMAS
Castray



Gordon River Dam.
Credit: Moon Cheese Studio.

4. Our Competitive Advantages

Hobart has always been known for its natural beauty, clean environment, renewable electricity and unique culture and culinary offerings and a great place to visit.

These strengths haven't changed, but in recent years Hobart has established itself as a place of inventiveness and ingenuity, demonstrated by growth in our utilities, professional, scientific and technical services and education and training sectors over the last five years. It is a place recognised for its capabilities in marine technologies and research through work undertaken by the CSIRO and IMAS which are ably supported by the training delivered through TasTAFE; and through boat building and ship-yard capabilities in neighbouring LGA's. Pre-COVID-19, Hobart was a hub for international education, with 12,500 international students based in the City in 2018, worth $423M to the local economy and providing valuable workforce capacity to local businesses.

Based on ABS data and analysis of sector trends, visitor survey information (TVS: Tourism Tasmania); feedback from previous stakeholder engagement sessions and CommSec State of State reporting Hobart appears to have a number of competitive advantages over other similar sized regional cities and our State Capital counterparts. These are listed below, with more detail found in the Deeper dive appdendix.

Education and Workforce Capability

49% of resident workers holding a bachelor's degree or higher, compared to the national average of 35.4%. See Table 6 for other qualification levels.

High value, high learning industries

Information Media and Telecommunications; Financial Services; Professional and Scientific and Technical services; Public Administration; Health Care and Social Assistance making up almost half of total employment in the city.

Renewable Electricity & Sustainability

100% of all electricity generation comes from renewable sources, with approximately 10% coming from wind and the remainder from hydroelectric. By 2040 Tasmania is on track to reach 200% renewable electricity, boosting our role as an exporter of clean electricity to mainland Australia[9].

Visitor Economy

1,191,500 visitors travelled to Tasmania spending $3.476B (up 63% from previous corresponding year) with almost 70% of those visiting, Hobart. Of the ten most visited locations in the State, Hobart is host to three, these include the Hobart Botanical Gardens; Salamanca Market and kunanyi/Mt Wellington[10].

Digital Design and Games Industry

Award winning businesses such as Procreate; Secret Lab; Giant Margarita are a demonstration of the emerging and growing talent and expertise available in Hobart.

Geography, Natural Environment & Amenity

An isolated island state offering clean air and water. The Port of Hobart is one of the most accessible natural deep-water ports in the world and as such supports our Antarctic Gateway activities and is increasingly important as a local transportation system. The city is surrounded by kunanyi/Mt Wellington, one of the most visited and well-loved attractions in the State Hobart provides access to wilderness that is astoundingly beautiful and easily accessible to residents and visitors alike.

Antarctic & Science Gateway

Adding around $160M in value to the local economy and supporting globally recognised leading research in Marine and Freshwater biology; fisheries; oceanology and home to the Institute for Marine and Antarctic Studies (IMAS), rated the #1 location to study Southern Ocean and Antarctic sciences, in addition to the CSIRO and the Menzies Institute and home port to the 160m state of the art icebreaker, RSV Nuyina, and high quality marine technology and training.

Development Potential

To guide and plan appropriately for future growth, we have developed the draft Central Hobart Plan, a part of the wider ambitious program Future Hobart, which will build on all the things that already make Hobart great and ensure that we maintain a vibrant, flourishing, sustainable and globally appealing small capital city. The Future Hobart program of work is about defining the story for the whole of the City and is connected closely to the implementation of the 10 year Hobart City Deal and Greater Hobart Plan. The Future Hobart Plan will provide the foundation for greater development certainty for our growing capital city.

We have seen a steady and resilient construction sector, with $855M spent on hotel developments since 2017 and a plan to spend a further $6.48B on Tasmanian capital projects in the coming years, including the $750 million dollar stadium infrastructure project as part of the potential development of the 9.3 hectare Macquarie Point site. The Macquarie Point stadium project is currently subject to confirmation of Australian Government Funding. However, if fully funded, this major project is poised to generate $300 million in additional economic activity during construction, and the creation of 4,200 jobs.

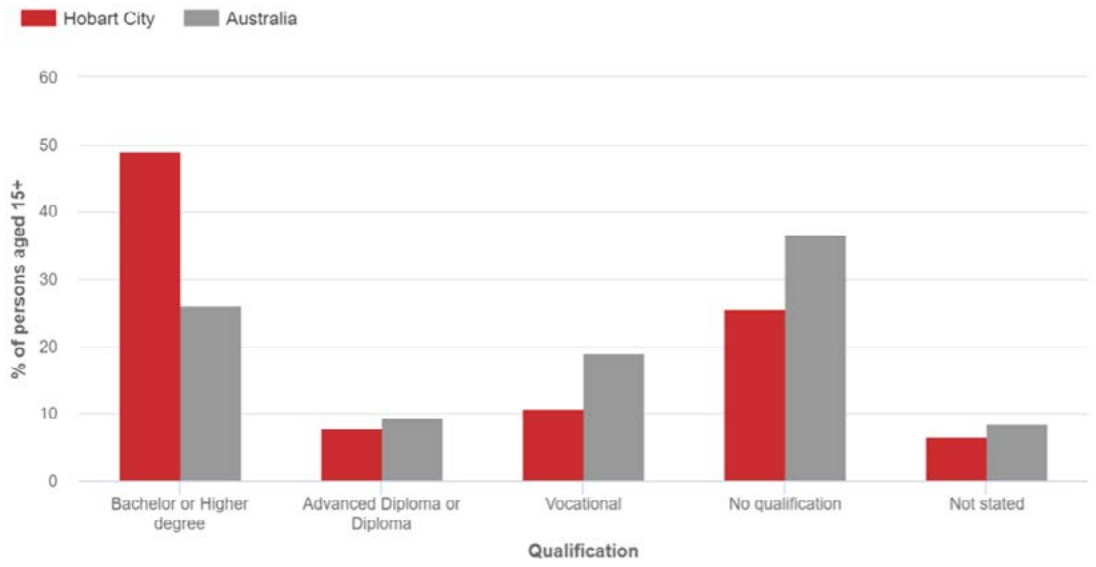
Cultural & Creative Industries

Hobart is a cultural and creative powerhouse and home to a vibrant year round festival calendar that includes internationally famous events such as Dark Mofo; MONA FOMA; Festival of Voices; Taste of Summer; Ten Days on the Island; The Wooden Boat Festival; Salamanca Markets and the Rolex Sydney to Hobart Yacht Race. Hobart is also home to the oldest working theatre in Australia, The Theatre Royal; Federation Concert Hall; Hedberg Performing Arts Centre and the Tasmanian Museum and Art Gallery.

All in all, three of the top ten most visited attractions in Tasmania are found in the Hobart Local Government Area, but more importantly, as the state's capital city Hobart is the major visitor gateway in and out of Tasmania thus providing the perfect opportunity to test new creative ideas and concepts to an engaged and curious audience. The famed Museum of Old and New Arts (MONA) is located just over 12KMs away.

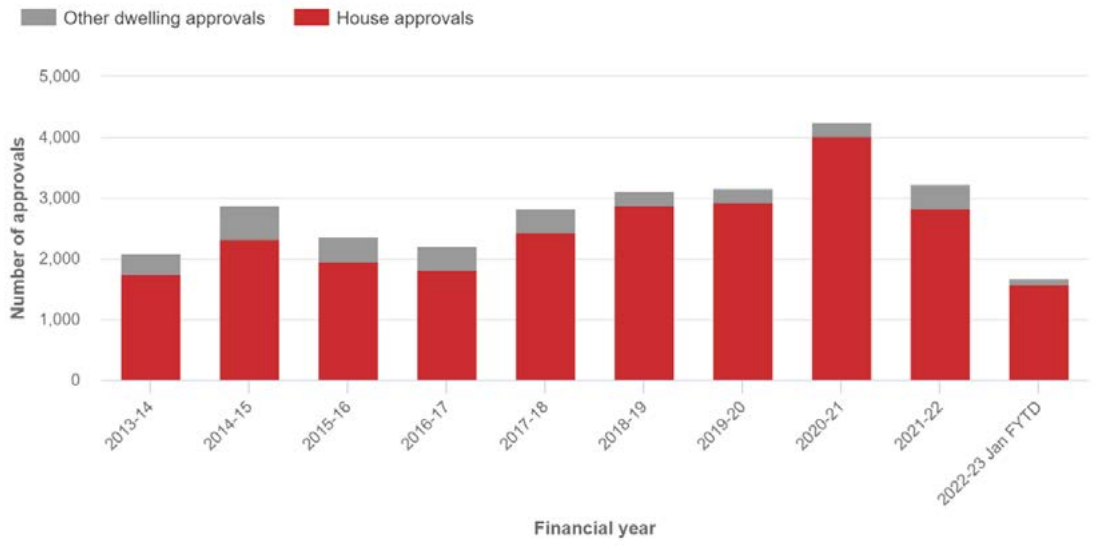
[9] Tasmanian Renewable Energy Action Plan, Department of State Growth 2020
[10] Tourism Tasmania – Tasmanian Tourism Fast Facts update December 2022

Table 6: Highest Qualifications achieved in Hobart Local Government Area – 2021



Source: Australian Bureau of Statistics, Census of Population and Housing, 2021 (Usual residence data). Compiled and presented in profile.id by .id (informed decisions).

Table 7: Residential building approvals



Source: Australian Bureau of Statistics, Building Approvals, Australia (8731.0). Compiled and presented by .id (informed decisions).

For more information – Deeper dive

Section questions

Question 1

To what extent have we captured Hobart's strategic competitive advantages?

Question 2

What, if anything, is missing or emerging for further consideration?

Question 3

How would you maximise and leverage our competitive advantages to build a more resilient and prosperous economy to:

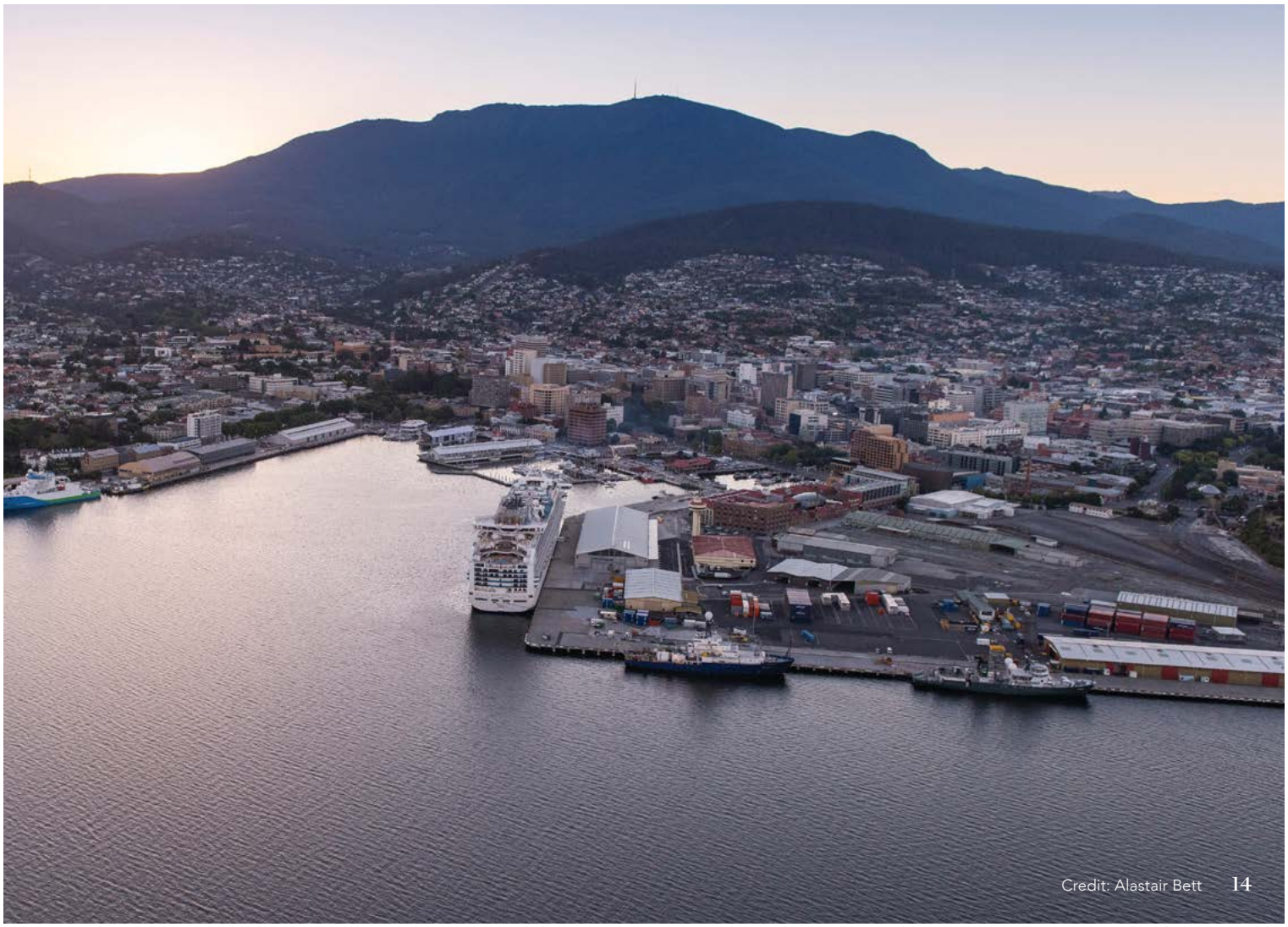
a) benefit our Hobart residents and businesses

b) showcase Tasmanian products, experiences, services and brand

5. Opportunities for future growth & development

As the capital city of Tasmania and a major gateway for visitors, Hobart leverages a variety of emerging and planned future growth and development opportunities.

To ensure a planned and coordinated inter-governmental approach to investment, business attraction and capacity building, it is important that the city's strategic and operational priorities and our ongoing relationships are well aligned to these opportunities. Moreover, our strategy also needs to provide flexibility in our supports and advocacy to respond to new or emerging ones as they arise. In addition to growing the capacity and capability of our existing competitive advantages, further strategically important opportunities must be considered to ensure our prosperity for the future and to establish and promote the Hobart Difference.



Credit: Alastair Bett

These opportunities are presented below:

NBN – Gigabit City

As the second Tasmanian city to roll out the National Broad Band (NBN) Network and become a 'gigabit city', the proposed nationally significant $3B Marinus Link will increase optic fibre capacity between Tasmania and Victoria, providing additional capacity and bandwidth to strengthen our economic digital transformation.

Port of Hobart upgrades

Our deep water, all weather port provides much sought-after direct access to the Hobart CBD and supports key industry activity including Antarctic exploration; bulk exports and cruise visitation. Planned upgrades will enable a multi-user Antarctic Precinct enabling growth in the Antarctic science and research sector; a dedicated cruise ship terminal with capacity to berth the new Oasis-class cruise vessels and passenger processing, turnaround and visitor experience facilities; and an expanded log and storage facility to support increased throughput of export containers. (Tas Ports, 2018) Hobart's close proximity to Tasmania's many agricultural innovators; niche products and services and logistical expertise in operations and ship building provide considerable future economic and trade and knowledge sharing opportunities to fuel our varied and vibrant economy.

Antarctic Science and Research

Our dominance in scientific research is driven by our unique connection to Antarctica and the Southern Ocean. According to the Centre for World University Rankings we are ranked #1 in Australia and # 13 globally for Oceanology, # 4 globally for Marine and Fresh water biology and # 7 globally for Fisheries. World class facilities such as CSIRO and Menzie's Institute make us a leader in vital medical research.

Macquarie Point redevelopment & Antarctic & Science Precinct

Macquarie Point is one of the few remaining city-side major development sites in an Australian capital city. The 9.3 hectare site is currently being progressed to include an Antarctic and Science precinct, open public spaces convention facilities and the potential for a proposed sports and entertainment facility.

Export Ready pipeline

Through the development of new Sister City and Partner City relationships, establishment of our Invest Hobart resources and through collaboration between the Tasmanian Government and the Australian Government, Hobart's reputation for high quality niche and artisan products, science and research, with access to quality agriculture and renewables will provide a strong foundation to secure new export markets. Support in product development and export ready pipelines will enable local businesses to refine their products and access potential new markets.

International Education

Work is progressing through our own International Relations Policy development and in conjunction with Tasmanian Government programs with the proposed release of the State Government's new Global Education Strategy to rebuild our educational and support capacity to provide a unique and high-quality study, work and lifestyle experience for international students noting the value they add to our workforce, culture and economy. Latent capacity following COVID-19 in our classrooms and recognised internationally as a safe and welcoming community means Hobart is well placed to welcome back strong numbers of international students based on favourable visa conditions through skilled migrant and regional work post study and international market decisions imposing on-campus learning requirements such as those recently announced in China, while strong international interest is received from India; Nepal; and Malaysia.



Credit: Alastair Bett

Business capability to support Environmental sustainability

Hobart's clean, green reputation and its proximity to stunning natural surroundings and access to some of the cleanest air and water imaginable also brings with it a responsibility to sustainably manage these natural resources. Workers are increasingly seeking a lifestyle that is enriched by clean and accessible natural beauty and amenity. With this front of mind Hobart represents an enviable place for workers to relocate or to work remotely. Our management of over $100M in assets on kunanyi/Mount Wellington, coupled with plentiful green spaces, parks, reserves and waterways are not only a major attraction for workers and visitors but also represents one of the many reason residents call Hobart home. To protect these important natural resources also requires a transformation shift towards a more circular economy. Limiting waste, rubbish and other emissions in to our environment will require new ways of thinking and a shift in existing practices.

Digital Ready & transformation

With support from the Tasmanian Government through the Digital Ready for Business Program, Hobart is well positioned through already established capability to build a reputation for digital transformation excellence and to develop entrepreneurial pathways.

Retail, culture, arts and Night-time economy

As workforce movement and working from home arrangements continue to be an ongoing feature of our daily lives, the role of city CBD's globally will need to become more adaptable by offering unique, compelling experiences which draw people into the city for retail, entertainment and recreational activities. Hobart's strong reputation of arts, cultural events, festivals, conferences and our hospitality and core night-time economy businesses will likely be key to maintaining and improving the vibrancy and viability of the Hobart CBD. Consideration of the way we promote our city as a destination and maximise the value of our natural and built assets through initiatives such as our Film Friendly policy, locations hub, Revive Your Nine to Five city activation campaign and retailer support program will help maximise the value of the city, and offer further reasons for people to visit and promote its unique offerings in conjunction with our Invest Hobart function that will promote office assets and facilities that appeal as a centre for public administration and health services.

Noting the importance of future planning for population growth, increased visitation and provision of supporting infrastructure and services, the City of Hobart has recently announced the draft Central Hobart Plan available from our website of via this link - Here

For more information – Deeper dive

Section questions

Question 4

What are the main barriers to maximising and building upon the above opportunities?

Question 5

Do you see any additional opportunities to be considered as strategically important to the city over the next decade?

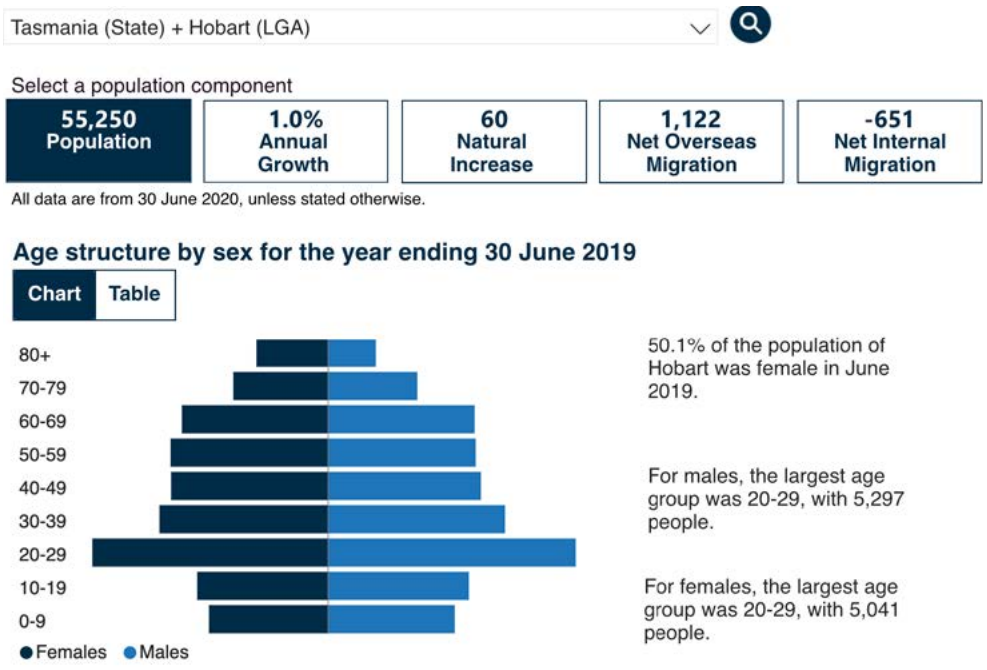
6. Challenges

Our geography remains both a competitive advantage and a comparative challenge.

Increased cost of logistics and supply chain management, labour force shortages, housing and affordability, public transport limitations, workforce participation and efficient development pipelines and a growing and aging population all represent key important challenges for the city and State Government.

The Australian Government predicts that Greater Hobart's population will increase from 251,000 to 298,000 over the next decade, while Tasmania's population is forecast to grow to 646,500[11] by 2033.

Figure 3: Age structure by sex for the year ending 30 June 2019



Source: Population.gov.au, 2023

[11] 2022 population statement - Population.gov.au



Credit: Emilie Ristevski.

Sustainability and Development Goals

To maintain and build on Hobart's reputation as a clean, green environmentally sustainable city, it is important that the City embraces the challenges associated with transitioning to a more circular economy, setting leading emissions targets and build the capacity of local businesses to embrace change and take advantage of the opportunities available as leaders in sustainable business practices.

In addition, the growing issues associated with housing and the provision of support to young people in our community is vital to ensure community safety, health and wellbeing and to create meaningful pathways in to training and employment for our young people, who are the foundation of our ongoing future prosperity. In order to set targets and monitor our progress in these areas, the city will assess the 17 Sustainable Development Goals, identify those that best fit the local profile, challenges and opportunities for Tasmania's capital city and will embed these goals in to our city's workplan over the life of this strategy.

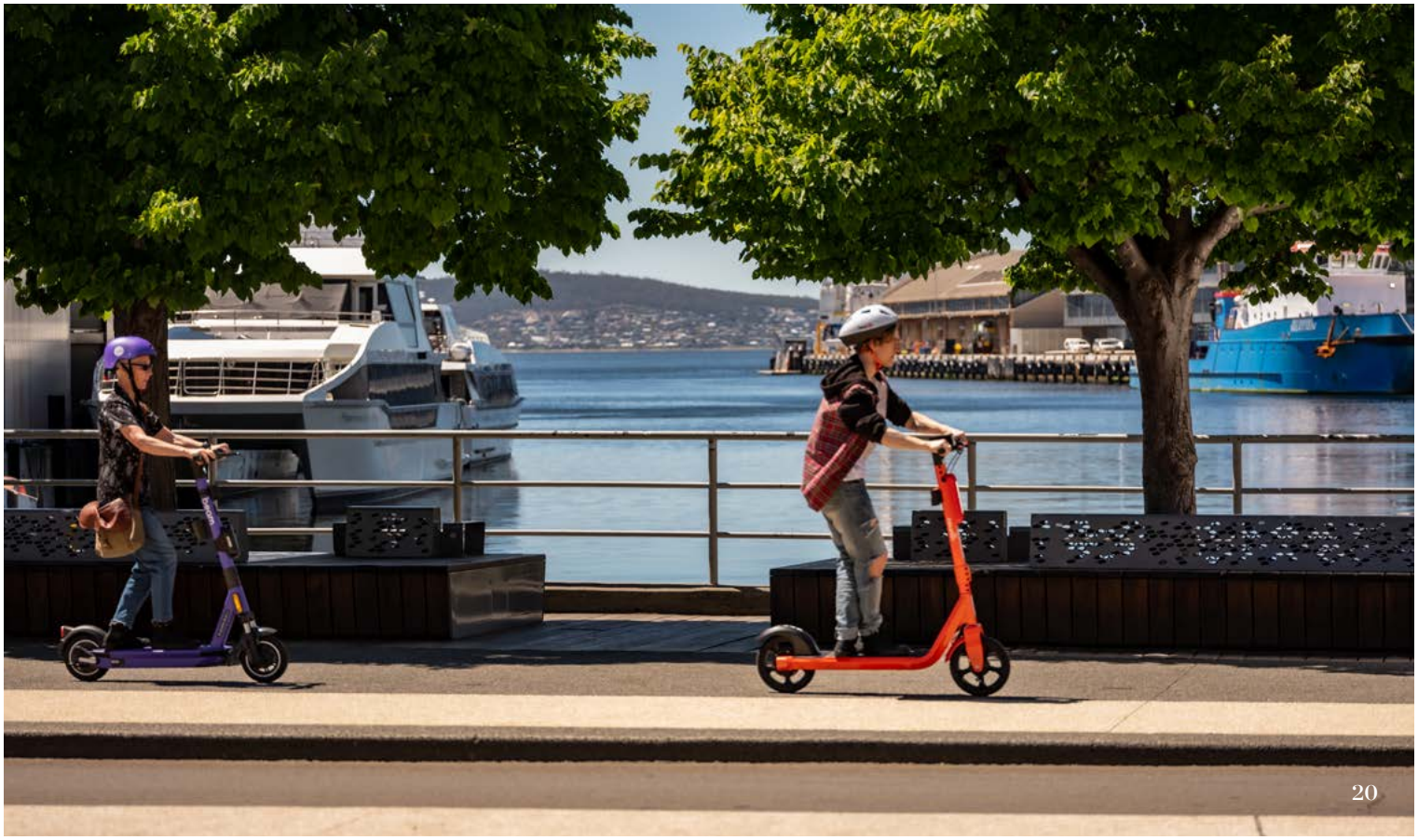


Figure 4: United Nations Sustainable Development Goals



(Source: UN Sustainable Development, 2022)

For more information – Deeper dive



Section questions

Question 6

To what extent have we captured Hobart's major strategic risks, opportunities and challenges?

7. Approach to developing strategic priorities

To enable the City, its businesses and residents to harness current and future opportunities, the City of Hobart is developing its 2023 and beyond City Economy Strategy. This document will provide a vision and set the direction and strategic pathways, by leveraging our competitive advantages through promotion, partnerships and knowledge sharing and capacity building of businesses, entrepreneurs and investors and building on our strengths, while also recognising and setting out priorities that address needs and gaps around environmental sustainability, housing and well-being.

To identify, assess and plan for these opportunities, the City of Hobart has undertaken a variety of engagement activities, including discussions with:

- local retail and hospitality businesses;
- State and Federal government agencies;
- tourism operators;
- service providers;
- investors;
- creatives;
- residents and visitors.

Our approach to stakeholder engagement and future planned engagement is outlined below. Engagement findings are also supported and tested for validity through the collection and analysis of data to identify known and emergent economic trends and activities sourced through ABS census data and localised bank verified spend data.

Engagement in March 2022

A series of CEO workshop discussions were held involving almost 200 representatives across eight industry sectors, including developers; entrepreneurs; research and science; retails; NGO's; Tourism and hospitality; commerce and creatives. The key themes captured out of these sessions resonated for following needs/unmet opportunities for the future:

- better connectivity between council, investors and businesses generally;
- attract more people into the CBD;
- Workforce and talent shortages across retail, tourism, hospitality, creative and research sectors;
- presenting timely and credible visitor information on what's on in the city;
- To build a Hobart specific identity and to capitalise on the city's uniqueness ;
- Digital literacy, online shopping, city wayfinding as unmet opportunities;
- The promotion of Hobart's strengths internationally, i.e. research, science, education and unique product offerings and;
- an opportunity for the City of Hobart to tell our local stories and achievements;
- provision of case management assistance to significant developments.

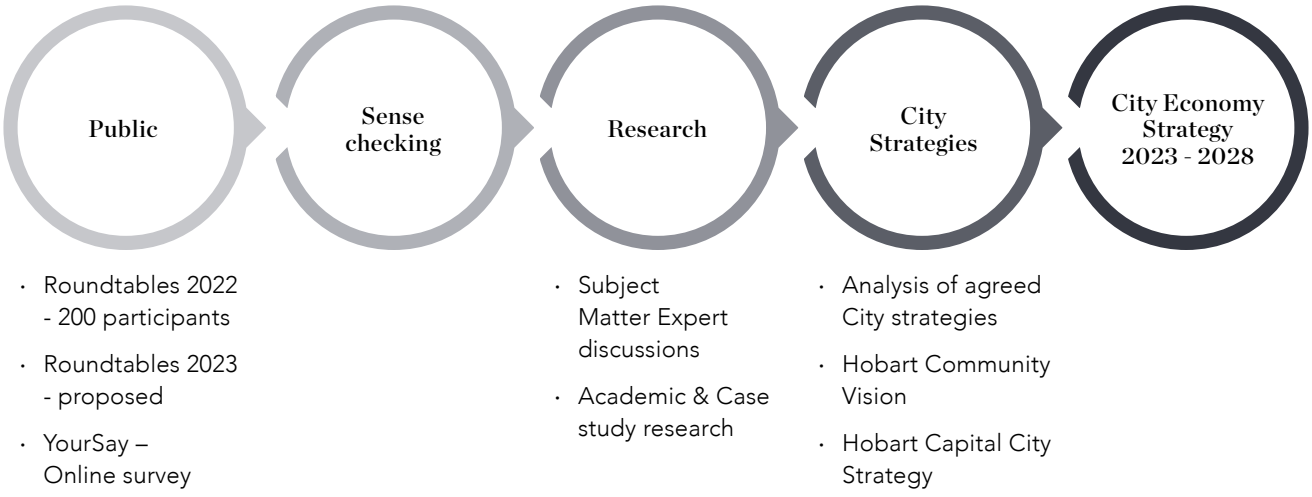
Face to face stakeholder meetings and discussions

While this avenue tends to be more topic or issue specific, over the last twelve months city economy staff have met with a range of business, research, education NGO, retail and creative owners, operators and experts through forums, events and face to face meetings. These events create important opportunity for feedback, issues raising and idea sharing with council staff. Once assessed against our existing Capital City Strategic Plan, notes from these meetings are included into the development of action items, programs and policy responses. These items are included as strategic priorities on page 15 on this discussion paper.

In May 2023 the City will hold a second series of workshop discussions focusing on the same 19 strategic priorities outlined in our survey, with attendees to be prompted to rate and comment on the relevance and viability of these priorities as a set of strategic directions for the city.

As an additional avenue for feedback, the City of Hobart has launched an online economic development survey to the public through Your Say Hobart. To ensure that responses are consistent with the second round of face to face engagement sessions, respondents will be presented with the same background information, discussion paper and questions as are available in the face to face format. The survey will be made available at the same time as our next stakeholder engagement session attendees are confirmed so as to limit overlap between the two forms of data collection.

Figure 5: Engagement & Research Process 2022 – 2023



Research

Since March 2022 council has engaged with researchers from the University of Tasmania's College of Business and Economics to assist in defining economic development for local government, in conjunction with work undertaken by UTS; the Centre for Local Government and the Local Government Association of Australia. This work has established the norms regarding economic development roles of local government in Australia; noting key issues facing councils; and the cross over and frameworks between local, state and commonwealth governments. In addition, council officers, (seeking advice from economic subject matter experts), have reviewed and collated the priorities of 15 other cities globally covering not just regional and urban Australia, but also cities in Canada; U.K. Finland, New Zealand and the Netherlands.

Research found that local government economic development should be based on:

a) local responsiveness and

b) place-based approaches in the development of economic development strategy.



Credit: Robin Nyfeler

8. What is Local Government Economic Development?



Credit: Alastair Bett

Defining Economic Development for Local Government

Pugalis and Tan (2017, p.5) define economic development as 'a collaborative endeavour' and that it is informed by 'factors specific to particular places, such as, locational attributes, demographic profile, industrial structure, cultural characteristics and innovative capacities.

The term Economic Development in Local Government continues to be a somewhat contested concept. What is clear, based on analysis of 20 local government associations, councils, research papers and comments from the World Bank and OECD is that the term is subject to the local social, environmental and economic characteristics and needs of a given place and that an economic development strategy will differ from place to place depending on these aspects.

The Word Cloud on page 26 provides a simple presentation of the volume or times a term has been counted in the source data.

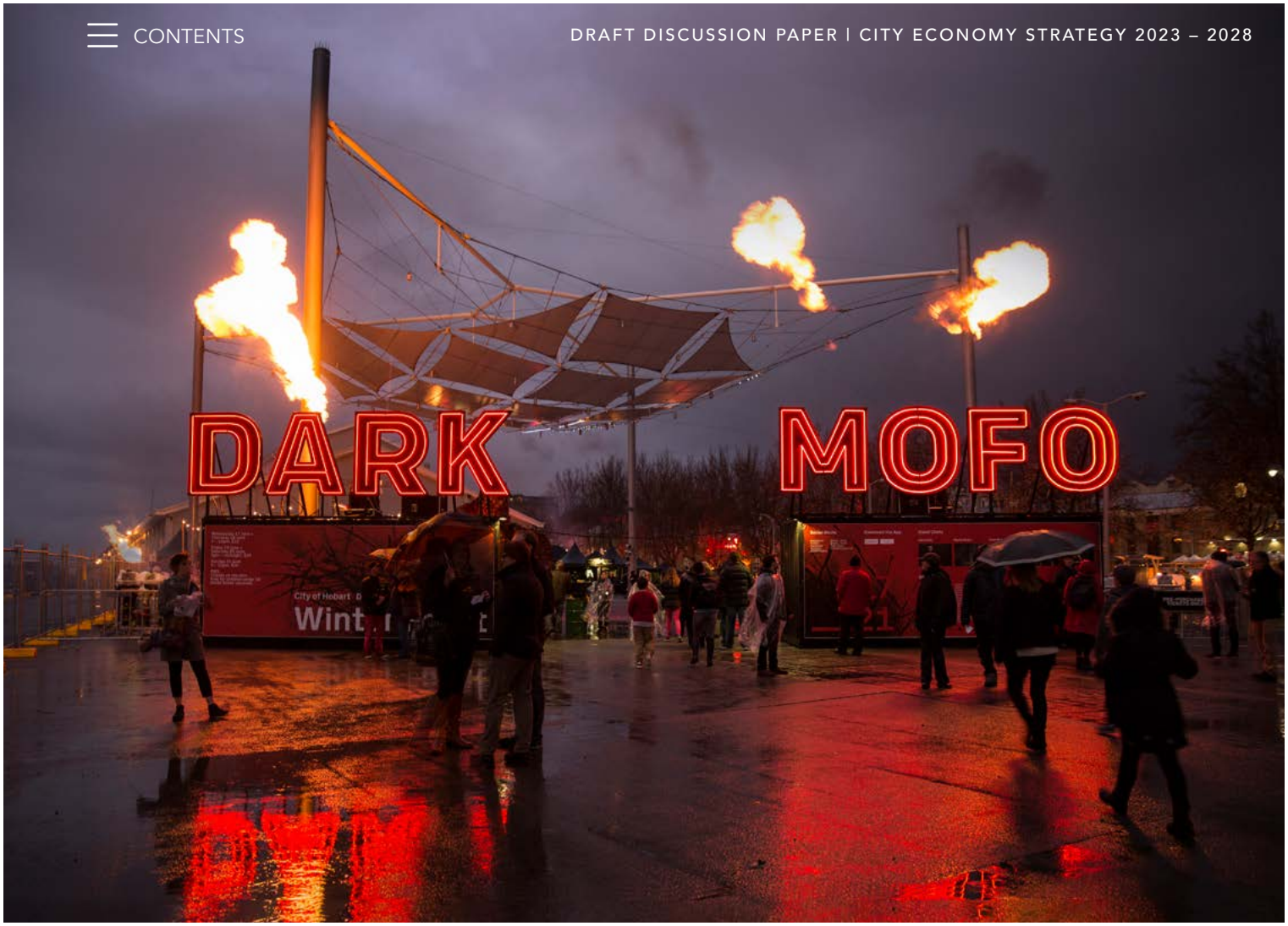
Hobart's local economic development strategy is informed by the characteristics of Hobart and our competitive advantages as a small island capital city and an Antarctic Gateway.

Based on our research findings local economic development is defined as 'a collaborative effort involving industry, government, not-for-profit and community partners, that focuses on improving quality of life by unlocking & dispersing economic prosperity; enhancing the competitiveness of businesses; attracting global sustainability driven investment that supports a vibrant, liveable and connected city.'



Figure 7: Word Cloud representation of common terms associated with Economic Development





9. Role of Hobart City Council in Economic Development

As the state capital city of Tasmania, Hobart has a vital role to play in advocating and promoting the breadth of experiences, produce, services and experiences on offer throughout our state. As the gateway to Australia's Antarctic future; and a key entry and exit point for visitors to our shores, we have an opportunity to develop new market and investment opportunities and establish strong international partnerships that leverage our research, science and logistical capabilities, niche artisan products and produce and enhance our visitor experiences. As the economic centre of Tasmania the city must play an important leadership role in the sharing of economic and social prosperity whilst establishing a role as facilitator and connector of opportunity that champions our differences from our mainland counterparts through our competitive advantages while encouraging business and investment that maximises these strengths, that are uniquely Tasmanian.

Advocacy

The City of Hobart has a vital role to play in ensuring that city infrastructure projects key to our strategic priorities and competitive advantages are realised and are publicly recognised and supported. Such support increases our capacity to seek funding and keep strategically important and appropriate projects on the State and Federal funding agenda for the liveability of the city and shared economy prosperity.

Local and International Partnerships

As the role of local government continues to expand, community and business led partnerships will become even more important in meeting these needs, including visitor and investment attraction; opening international markets to our local businesses and entrepreneurs; city activations, international partnerships with other Antarctic Gateway Cities to share knowledge, resources and promote our capabilities to polar programs We do this through our strategic and Sister City partnerships.

Networker and Connector

We establish and maintain connections that link businesses to new ideas and resources, share and promote local visitation and events that support our hospitality, retail and professional services sectors; and we bring together business, academia, governments and civil society to share insights, knowledge and create solutions that build on Hobart's reputation as a great place to live, work, visit and invest.

Planner

Provision of expert city planning, place-making and program/service delivery we collaborate with developers, investors, businesses, communities and government to develop a liveable and vibrant city that leverages 'The Hobart Difference'.

Provider

We offer a range of facilities, services and programs that enhance city life, while creating and sharing opportunities for development, participation and prosperity.

Capacity builder

Through our grants, sponsorship, business support programs and linkages across government, we help build capacity of businesses and communities to respond to changing needs and opportunities. As the City rolls out programs and work based on our strategic priorities, it will be important to establish the existence and underpinning roles and responsibilities of all levels of government to ensure that stakeholders are able to easily find and access the relevant support or advice.

For more information – Deeper dive

Section questions

Question 7

To what extent do you see the role of Hobart City Centre changing or evolving in the future?

Question 8

If so what changes do you see taking place over the next decade?

10. Presentation of Hobart City Draft Strategic Priorities

Based on our outline so far identifying our engagement process, data capture, research and analysis, definition of local economic development and proposed future role of the City of Hobart in local economic development, the following strategic priorities, vision statement and action items have been developed for consideration through stage two of our stakeholder consultation process.

Hobart City Economy Strategy 2023 - 2028

Vision Statement

To be an extraordinary small capital city, that is sought after for our 'Hobart Difference'

'The Hobart Difference'

Our strengths:

100% self-sufficient in renewable electricity

Positive impact tourism

A remarkable sustainability story & stunning environment

Hobart's hardworking people

Bustling with digital productivity

A safe, healthy & prosperous community

A renowned science and Antarctic sector

A city built by inventive minds

Our thriving education industry

Packed with development potential

A cultural and creative powerhouse





Diwali Festival of Lights. Credit: Fred + Hannah.

Draft Strategic Priorities

Aligned to our *Capital City Strategy Plan & Community Vision*

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

1. Communicate the City's lead role in harnessing the opportunity presented by the visitor economy
2. Understand the impact and value of our Night-Time Economy for future development
3. Focus on inclusiveness, well-being and quality of life aspects of city life
4. Nurture local inventiveness
5. Build local business capacity to transition to a low-carbon economy and implement UN 2030 sustainability goals
6. Encourage and support a shift to increased public transport use
7. Development of structure and neighborhood plans; planning to accommodate population growth and support business clusters and our NTE

Priority 2:
Attract investment to unlock an inventive and inclusive economy

8. Introducing our business to international markets
9. Empower businesses through data insights
10. Encourage development and settlement of knowledge-based industries
11. Attract, retain and develop talent
12. Build an innovation eco-system to attract human, knowledge and financial capital that responds to local issues

Priority 3:
Strengthen and showcase a vibrant, livable and connected city

13. Grow our international engagement and partnerships
14. Welcome and connect to international students to local opportunities
15. Advocate for strategically important city infrastructure including public transport; accommodation; port facilities
16. Foster NTE and creative events activity to increase sustained visitation and business into the City
17. Increase interactions within the city and improve safety, security and timely information to access amenities Make Hobart a better place to live, work and visit

Priority 4:
Promote the Hobart Difference

18. Leverage the value of Hobart's natural environment
19. Embed our Antarctic gateway in our urban identity
20. Support the growth of our science and Antarctic sector
21. Pilot emerging energy solutions and technologies
22. Promote our sustainability credentials
23. Build local business capacity to transition to a more Circular Economy
24. Support and promote artisan producers and business

Section questions

Question 9

What does a successful outcome look like for each of the four strategic priorities noted on the previous page?

Question 10

Is there such a thing as 'The Hobart Difference', what does this term mean to you?

Question 11

Do the four strategic priorities presented appropriately respond to our known and emerging, opportunities and challenges?

(Note: Council's functions and roles are set by the *Local Government Act 1993* and some issues may be the direct responsibility to other levels of Government, however Council may play an influencing and Advocacy role)

Question 12

Is there anything else would you include based on the issues presented on this paper?



Credit: S. Group


MURES
ORIZURU

Thank you for reading and
taking the time to contribute.

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Appendix

Deeper dive information

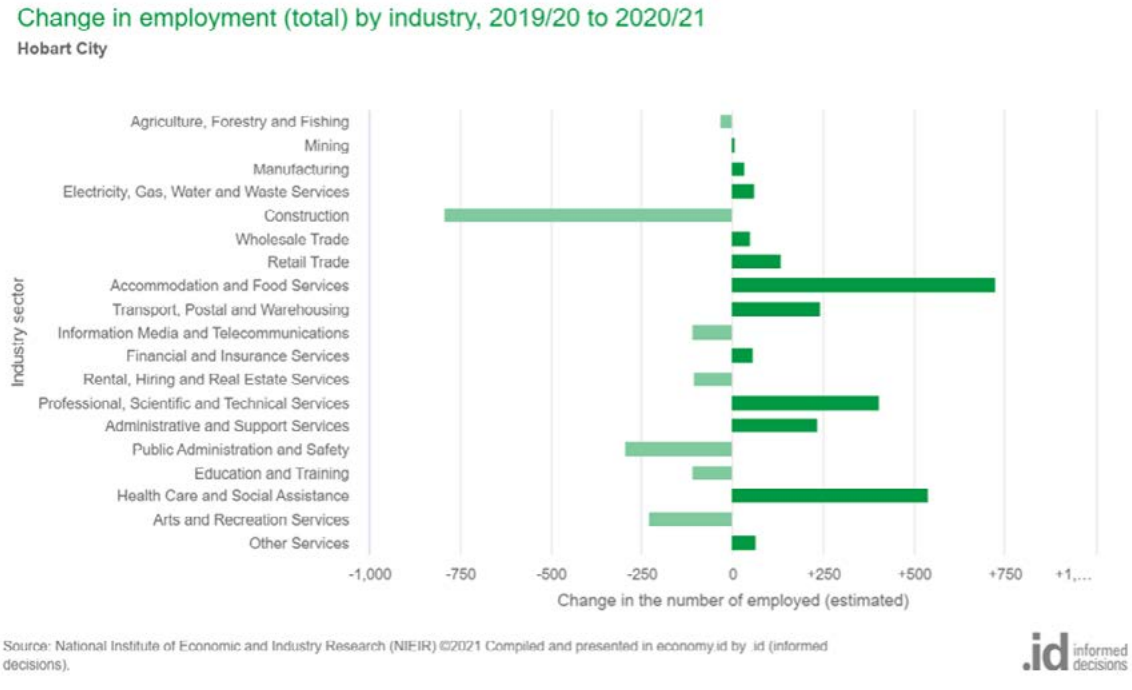
Deeper dive information provides a further in-depth analysis and presentation of supporting data to the reader. While the discussion paper provides the reader a high-level outline, it is recognised some readers will want to delve further in to the supporting data that has been collected and analysed to develop our draft Strategic Priorities. Each section of the discussion paper ends with a relevant link to this appendix for those who wish to review supporting data in more detail.

Performance since 2019

Since 2019 the total number of registered businesses in Hobart has grown by 496, while employment has grown by 910 (net) during the same period. Meanwhile, business growth (as total registered businesses) has been largely driven by construction (+49); transport, postal and warehousing (+69); health care and social assistance (+51), administrative and support services (+39) and rental, hiring and real estate services (+30). However, in line with Hobart's growing reputation in health, ocean and Antarctic sciences and computer system and digital services design, the Professional and Technical services sector has seen the strongest growth increasing by (+89) during the same period.[10]

As the Tasmanian capital city, Hobart is a leader in many specialised industries, including tourism, marine technologies, health and medical research, government administration, cultural and creative industries and Antarctic and scientific research.

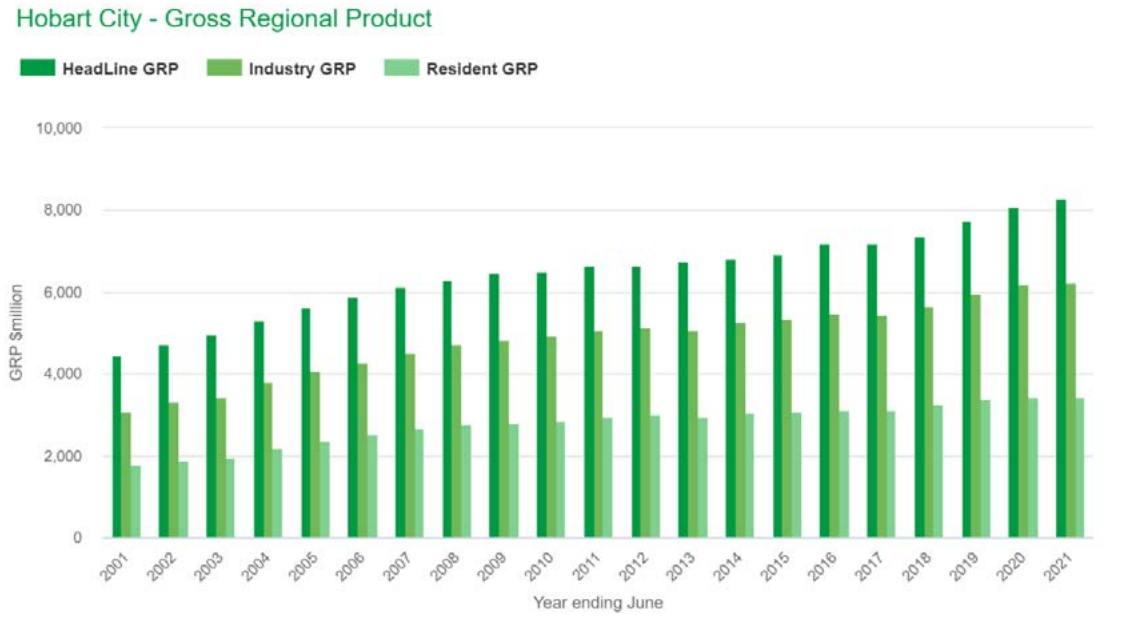
Table a: Change in employment by industry – 2019 to 2020/21



10 Source: National Institute of Economic and Industry Research (NIEIR) ©2021 Compiled and presented in economy.id by .id (informed decisions).

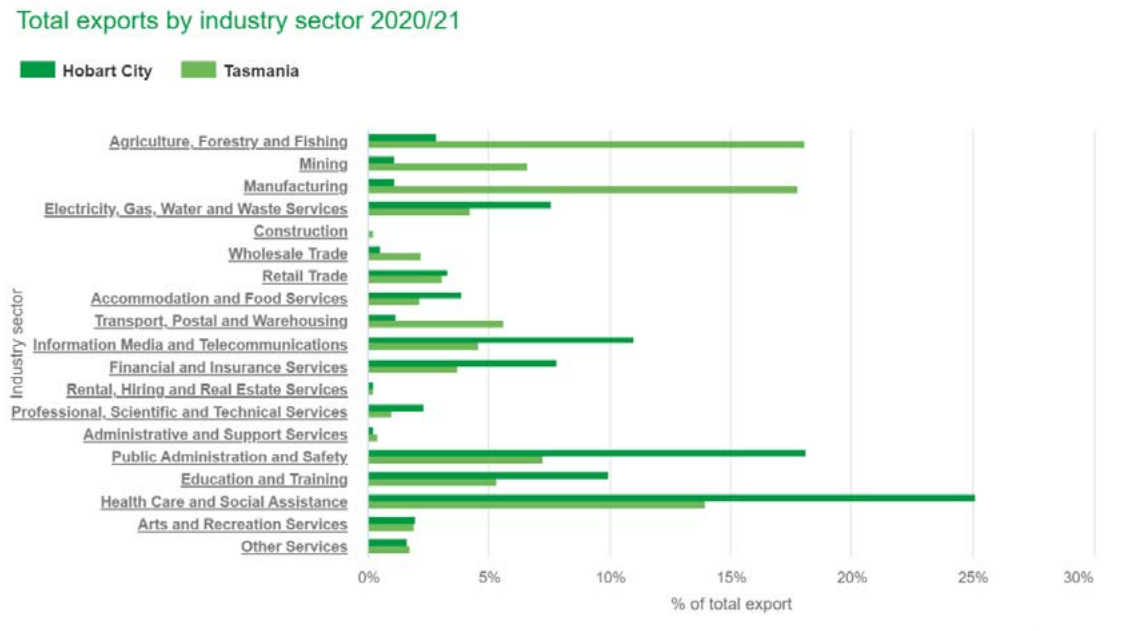
Despite the strong impact felt by COVID-19, Hobart's core Night-Time Economy (NTE) grew by 5.3% in terms of sales turnover since 2020-21 and increased its workforce by nearly 20% to 7885 FTE. Whilst comparatively small in raw numbers compared to other capital cities, Hobart's NTE remains a core strength for the city representing 9% of all businesses and 15% of total employment, with particularly strong growth seen in the food and entertainment sectors, the latter aligned to our highly regarded Creative and Performing Arts activities.

Table b: Hobart City Gross Regional Product



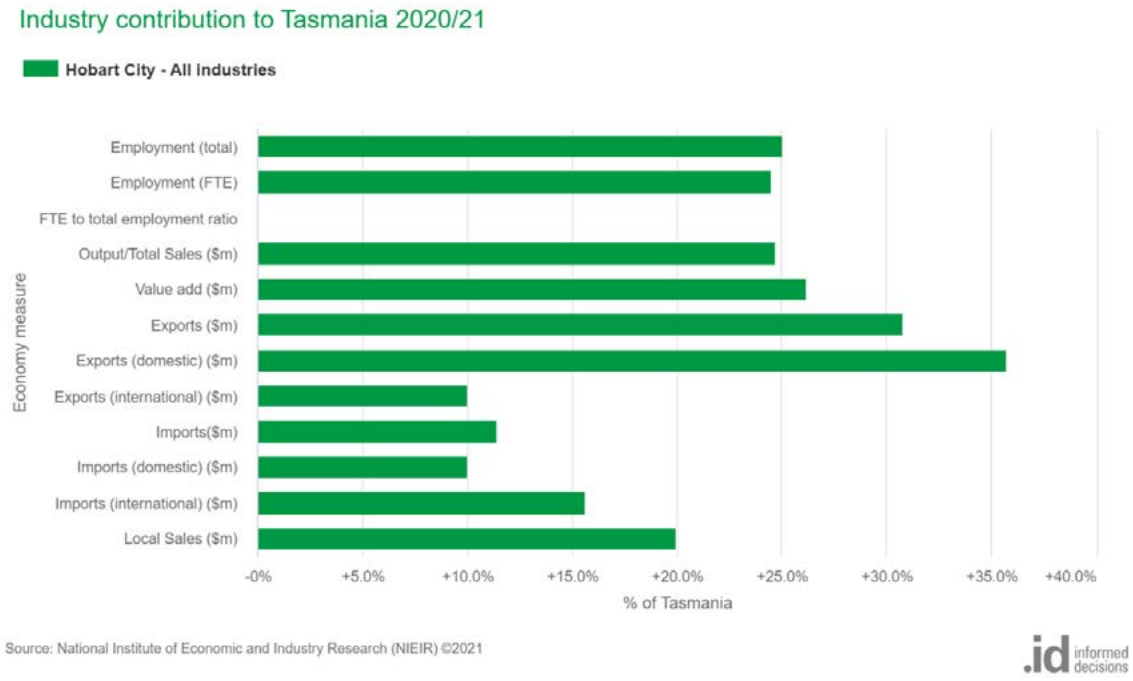
Source: National Institute of Economic and Industry Research (NIEIR) ©2021 Compiled and presented in economy.id by .id (informed decisions)

Table c: Total Exports by Industry Sector 2020/21



Source: National Institute of Economic and Industry Research (NIEIR) ©2021 Compiled and presented in economy.id by .id (informed decisions).

Table d: Industrial Contribution to Tasmania 2020 to 2021



Expenditure Trends

The year 2022 has seen consistently higher levels of consumer spending than any time since January 2019. The average value of transaction in 2022 is upfrom a previous average of $78 in January 2019 to $83.00. This spend activity peaked in December 2022 with a total spend of $191M, with the next best month being December 2021 at $174M. in Hobart City premise is at least on the face of it, supported by continued growth in resident online spend which has grown by 19.8% over the last 12months to $40.8M. Furthermore an upward but moderate spend trend is seen in resident external escape spend to suburbs outside the Hobart LGA, including Moonah, Glenorchy and Kingston on dining, entertainment and bulky goods.

The table below shows a clear dip in April 2020 due to COVID-19 lockdown restrictions prior to the release of the Tasmanian Government's Travel Voucher scheme. However since this time dining and entertainment discretionary spend has been the dominant driver of the Hobart economy, while almost all other categories have remained relatively flat since mid 2020, with the exception of Professional Services, Travel and some Department Store spending.

Table e: Expenditure Time Series by Category – Jan 2019 to Feb 2023

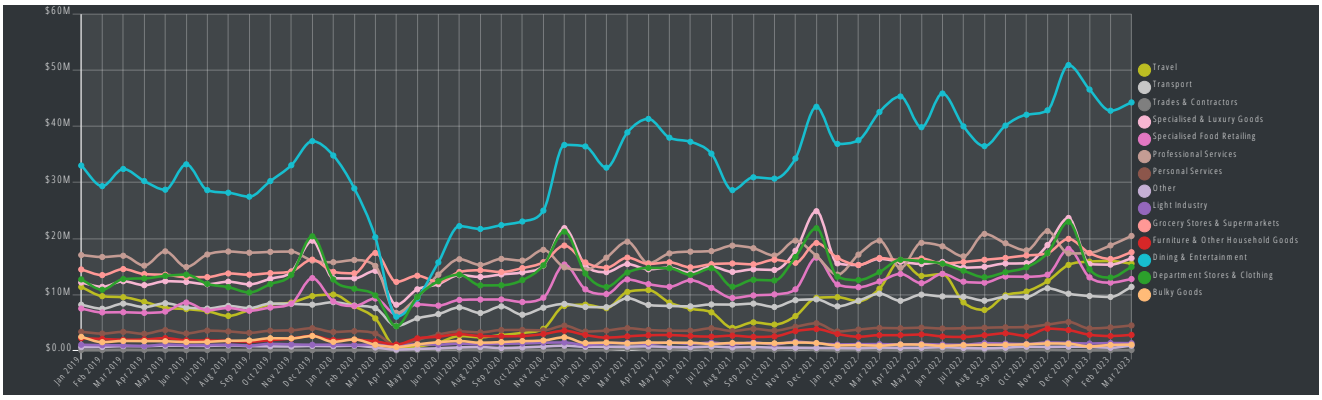


Table f: Expenditure Time Series – Jan 2019 to May 2023 (forecast)

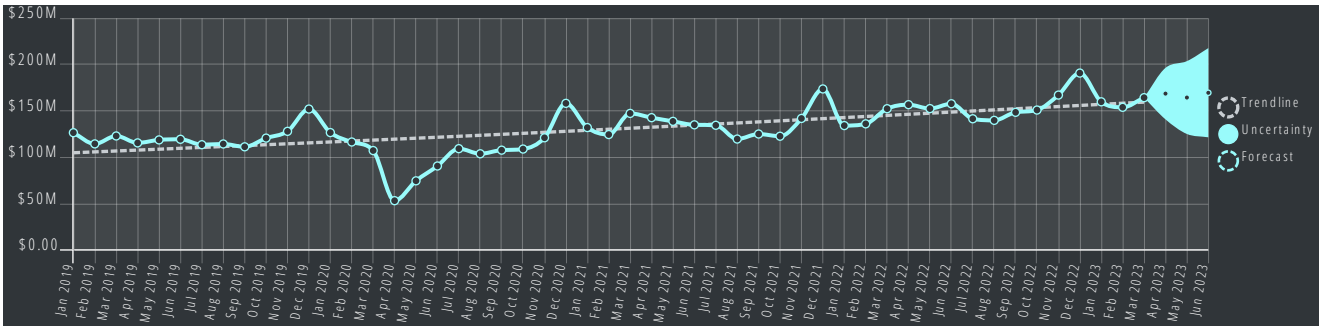
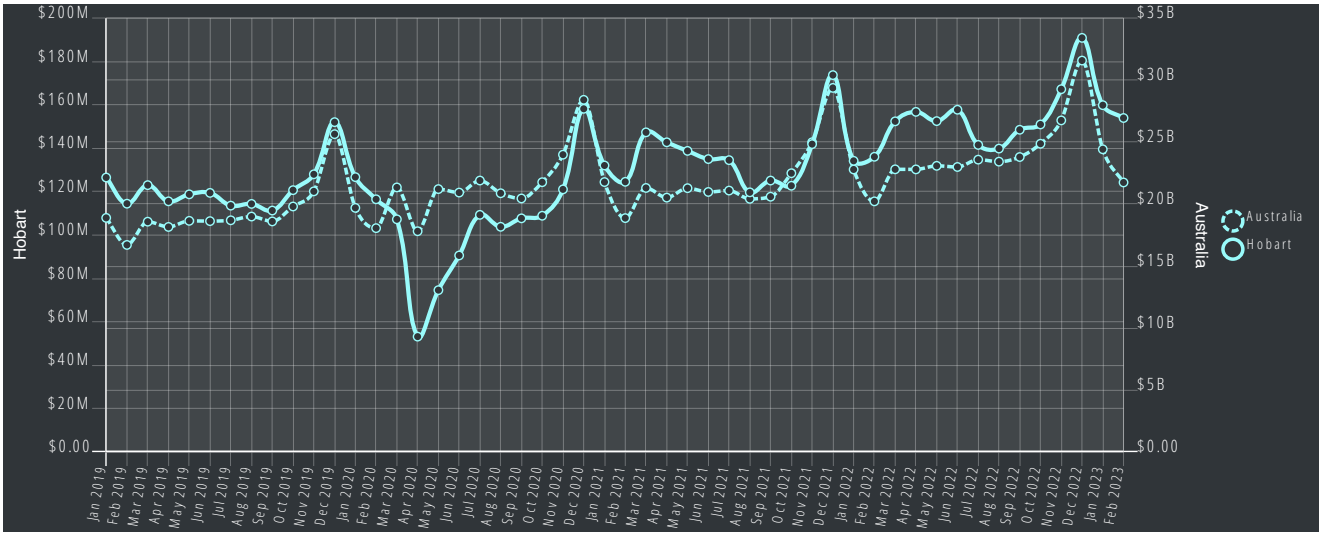


Table g: National Expenditure Tracker - Jan 2019 to Jan 2023

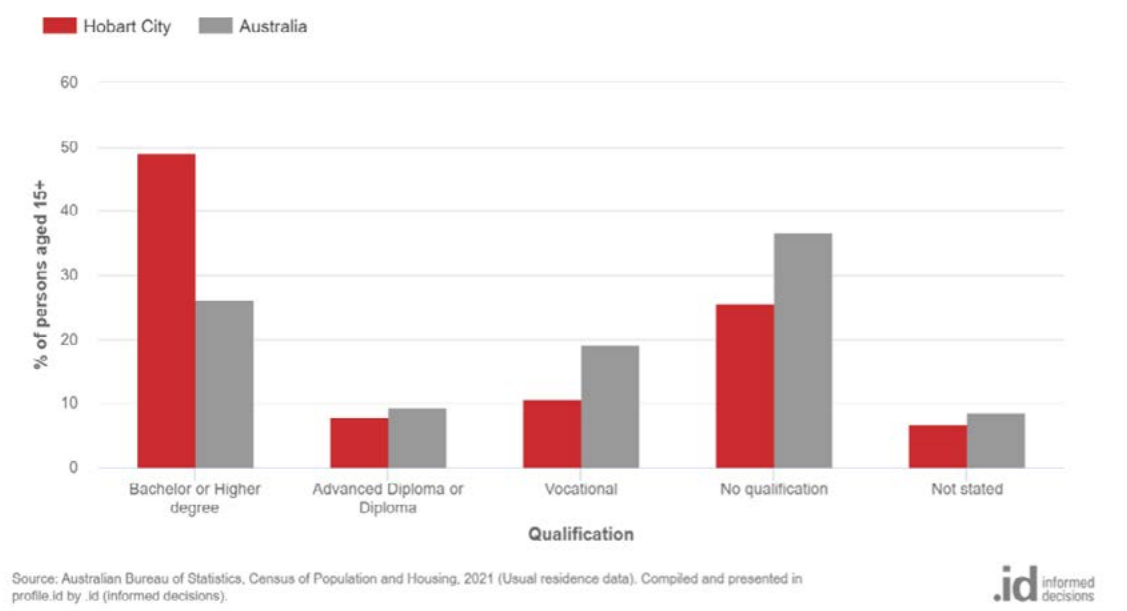


City Competitive Advantages

Education and Workforce Capability

Our workforce is diverse and boasts highly educated people, with 49% of resident workers holding a bachelor's degree or higher, compared to the national average of 35.4%. Hobart also has a higher proportion of younger people in the workforce (19.5% compared to 14.3%) with strong and abundant pathways to tertiary and vocational education. 25% of Tasmania's total employment is located in the Hobart LGA, supporting highly concentrated retail; professional services; technology and digital productive services; research; food and accommodation and health and social assistance services.

Table h: Highest Qualifications achieved in Hobart Local Government Area - 2021



High value, high learning industries

An emergent and growing sector of the Hobart economy is based around high value and high learning industries, with clusters and specialisations developing across Information Media and Telecommunications; Financial Services; Professional and Scientific and Technical services; Public Administration; Health Care and Social Assistance making up around 55% of total value added and almost half of total employment in the city.

Geography

We are an island state, isolated by our remoteness, yet empowered and motivated by the need to do things differently as a result of our location and by making the utmost of our natural surrounding environment. This has given birth to 100% renewable electricity and understanding the value of our clean air and water, a natural deep-water port and unique visitor experience offerings. Our location empowers Southern Ocean, fisheries and Antarctic research and forms the basis for our agriculture and seafood industries and maritime expertise.

Renewable Electricity & Sustainability

100% of all electricity generation comes from renewable sources, with approximately 10% coming from wind and the remainder from hydroelectric. By 2040 Tasmania is on track to reach 200% renewable electricity, boosting our role as an exporter of clean electricity to mainland Australia. Over the next decade, over $400M will be invested to modernise renewable energy assets, with $70M invested in green hydrogen production and storage. Hobart's sustainability story is built around our single use plastics By-Law in 2021, our greenhouse gas target of 20% of 2020 levels by 2030 and supported by micro mobility trials, development of our Digital Twin and the City's own 100% renewable energy target.

Visitor Economy

According to Tourism Tasmania's quarterly Tourism Snapshot, September 2022, 966,500 visitors travelled to Tasmania spending $2.787B (up 63% from previous corresponding year) with almost 70% of those visiting, Hobart. Of the ten most visited locations in the State, Hobart is host to three, these include The Hobart Botanical Gardens; Tasmanian Museum an Art Gallery; Salamanca Market and kunanyi/Mt Wellington .

Visitation into Hobart from interstate and the rest of Tasmania is worth around $1B per annum on average since 2019 and $1.4B over the last twelve months. Our dining and entertainment sectors have an enviable reputation for quality and uniqueness and represents a full one third of all expenditure in the city by visitors, while the close proximity to the CBD of our natural surrounds and attractions offers a wide range of enticing, niche and interesting experiences as tasters to a longer and deeper Tasmanian visitor experience to those visiting by Cruise or arriving by air to our beautiful city.

Add tourist average spend, and nights stay data – Domestic holiday Average Spend Per Visitor in the September quarter 2022 was higher than any previous quarter at $3,624 per visitor staying in the state for an average of 10.1 nights .

Business events and conferences are also a major economic drawcard to our city adding around $150M to the local economy with longer average stay times of around 6.1 nights and higher spending yields of $672 per day on average than recreational visitors , Hobart's modern conference facilities, ease of travel and quality of our natural environment provide an excellent backdrop for business events and conferences.

Digital Productivity

Through the development of strong education pathways and coordinated state and local government support and individual talent and determination, Hobart is an emerging home to digital productivity and creative industries. Award winning businesses such as Procreate; Secret Lab; Giant Margarita and Supermanoeurve are a demonstration of the growing talent and expertise available in Hobart. The City of Hobart is supporting the expansion of these and other digital enterprises through the development of our own Digital Twin, which is a data rich, interactive, searchable visualisation of over 31,000 buildings overlaid with infrastructure that provides usage and planning data for businesses and Government.

Natural Environment and amenity

The Port of Hobart is one of the most accessible natural deep-water ports in the world and as such supports our Antarctic Gateway activities and is increasingly important as a local transportation system. The city is surrounded by kunanyi/Mt Wellington, one of the most visited and well-loved attractions in the State. We have some of the freshest, cleanest air and water you can find, and Hobart provides access to wilderness that is astoundingly beautiful and easily accessible to residents and visitors alike.

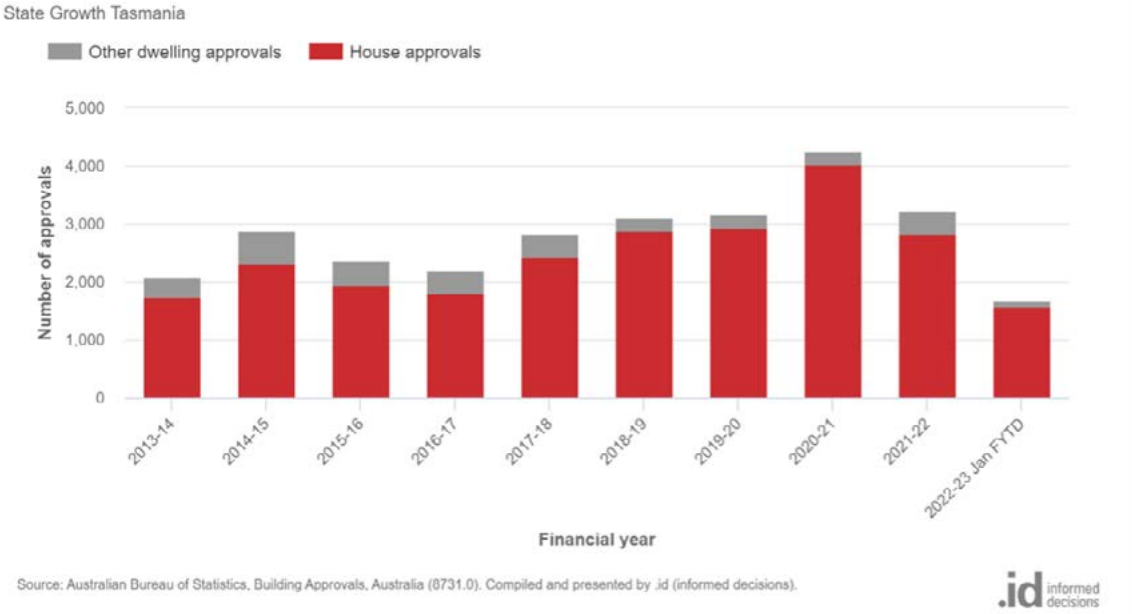
Antarctic Gateway & sciences

One of the jewels in the crown of Hobart's economy is our position as one of five Antarctic Gateway Cities. Adding around $160M in value to the local economy and supporting globally recognised leading research in Marine and Freshwater biology; fisheries; oceanology and home to the Institute for Marine and Antarctic Studies (IMAS), rated the #1 location to study Southern Ocean and Antarctic sciences, in addition to the CSIRO and the Menzies Institute, Hobart is positioning itself continued growth and opportunities to establish itself as a leading Antarctic Gateway and science hub. This vision requires continued infrastructure and facilities upgrades and a strong local network of businesses that provide the trades, logistics, engineering, maritime and produce and materials suppliers that make Australia's significant Antarctic and Southern Ocean programs possible and home port to the 160m state of the art icebreaker, RSV Nuyina, and high quality marine technology and training.

Development potential

To guide and plan appropriately for future growth, we have developed an ambitious new draft Central Hobart Precincts Plan, which will build on all the things that already make Hobart great and ensure that we maintain a vibrant, flourishing, sustainable and globally appealing small capital city. This plan will be supported by other structure plans; and implementation of the 10 year Hobart City Deal; in conjunction with the development of the 9.3 hectare Macquarie Point site, which is poised to provide around 4,200 FTE jobs and create $2.2B of economic activity over 25 years of operations. We have seen a steady and resilient construction sector, with $855M spent on hotel developments since 2017 and a plan to spend a further $6.48B on Tasmanian capital projects in addition to the state of the art Hedberg Performing Arts Precinct and the planned Antarctic and Science Precinct.

Table i: Residential Building Approvals



Hobart Specialisation

The National Institute of Economic and Industry Research (NIEIR) note that the location quotient is a simple way of seeing which are the main industries in an area, relative to the wider region. LQ shows the percentage of the local economy characteristic (eg. employment, value add) in a particular industry divided by the percentage of the wider area (region, state, nation) that this industry makes up.

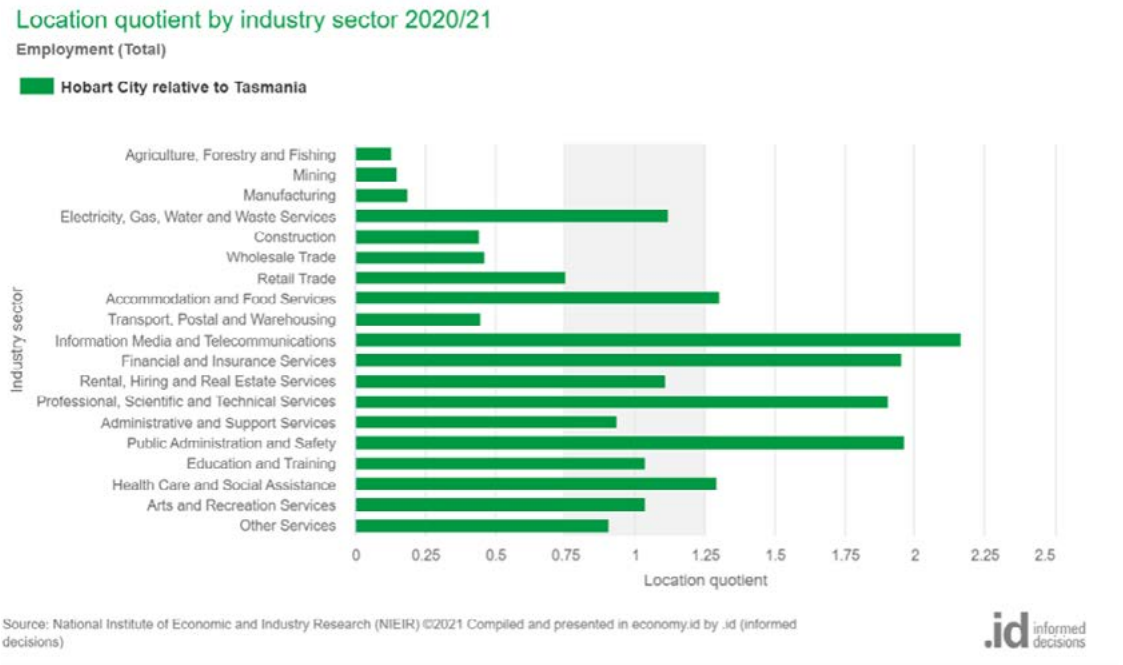
Where LQ=1, that industry is exactly as prevalent as in the wider region.

A LQ greater than 1.2 indicates a significant specialisation of the industry in the local area – possibly a key economic strength. Higher numbers mean greater specialisations. Anything over 2 is a major specialisation.

A LQ between 0.8 and 1.2 means the industry is broadly similar in importance in the local area compared to the comparison region and could be seen as representative.

An LQ under 0.8 indicates an industry which is more important in the region than the local area, and may represent an economic weakness or opportunity for growth.

Table j: Location Quotient by Industry Sector – Hobart 2020/21



Research

The aim of this process was to review their responses to the issues and opportunities that are similar in nature to those identified through our own local engagement processes noted above. For reference, these issues include (but are not limited to) climate change; workforce development and labour shortages; housing; transportation; dispersal of social and economic prosperity; place branding; Night-time Economy, inclusivity and innovation, investment, and talent attraction.

The key threads of similarity in all the observed approaches, that is also consistent with Australian research findings (see Pugalis and Tan, 2017) are the notions of a) local responsiveness and b) place-based approaches in the development of economic development strategy. Pugalis and Tan, (2017, p.5) define economic development as 'a collaborative endeavour' and that it is informed by 'factors specific to particular places, such as, locational attributes, demographic profile, industrial structure, cultural characteristics and innovative capacities. (2017, p.5). Importantly Pugalis and Tan also note from their findings nationally and internationally that 'there is a need for all stakeholders – including councils – to discuss and debate their specific understandings of local and regional economic development before embarking on activities, such as the development of an economic strategy (2017,p.5). With these sound research findings and subsequent suggestions front of mind, the City of Hobart has used our previous stakeholder engagement processes and analysis of the local Hobart characteristics (as outlined in the Invest Hobart Prospectus, 2022) and elsewhere in his document, to refine and target a set of draft strategic priorities that are drawn from a sound representation of what we mean by 'local government economic development', our past community consultation and, an understanding of the 'place and people' that form the City of Hobart as we know it.

The purpose of this discussion paper is not so much to explain the exact principals, findings and assumptions drawn from academic research and case studies, but rather to demonstrate that a sound practice of objective, qualitative thematic analysis, fact finding and review has been undertaken to define the role of local government in economic development and ensure the process of strategy design is based on valid qualitative processes to achieve an appropriate set of strategic priorities.

Key themes arising from workshop discussions – 2022

Around 200 attendees participated in CEO workshop discussions in March 2022. The key themes from each city sector representative group are presented below and have been directly fed into the development of the draft strategic priorities presented in this discussion paper.

An outline of respondent representation is provided below to identify themes by industry and interest group.

Creative

- opportunities to work together to talk to audiences.
- The industry needs to work to nurture and retain local talent.
- Being globally connected is of importance to the sector.

NGO

- COVID-19 made the vulnerable more vulnerable and reaching them continues to be a challenge.
- Service provision radically changed to nearly 100% digital and now providers are creating hybrid models of virtual / face to face.
- Affordable housing is one of the biggest issues across the board.

Retail

- need to attract more people to the CBD (this includes living and working)
- Access to the city (transport) and through the city (way-finding) is vital to attract spend
- How we capitalise on the city's uniqueness will impact on whether people want to visit the CBD.

Commerce

- Local talent is being lost to international work opportunities even though the workers remain living here.
- Housing affordability is a huge problem for young talent looking to come to Hobart and buy / rent.
- Challenges around feeling connected to each other and the city can arise for those who are home working.

Tourism & Hospitality

- needs to be an identity for Hobart that businesses in the sector can buy into and promote.
- Businesses across the board are experiencing difficulties in recruiting staff.
- challenges for visitors in terms of finding comprehensive and credible information about what's on in Hobart.

Research, Science and Education

- need to better promote Hobart's strengths internationally in research, science and education.
- need to support connections into the community for international students that may lead to employment outcomes.
- need to develop strategies to overcome the loss of the low cost of living competitive advantage that Hobart used to have.

Entrepreneurs, Intrapreneurs and Start-Ups

- opportunities and appetite for the sector to work together.
- gaps in terms of story-telling about the quality of offering already present in Tasmania.
- Size, scale and connectivity are existing advantages meaning things can happen quickly here.

Developers

- The City of Hobart needs to provide clear guidance to developers about opportunities in the city.
- opportunity for the City of Hobart to provide case management assistance to significant developments.
- The City of Hobart can work on improving the path of flow for development enquiries through the organisation.

