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From: Jen Fry - NTT <m-director@nationaltrusttas.org.au>
Sent: Monday, 24 August 2026 12:30 PM
To: Economic Strategy
Cc: chair@nationaltrusttas.org.au

Subject: National Trust Tasmania long form submission to the Economic Diversification and Investment Strategy

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To Whom It May Concern
Thank you for allowing the National Trust in Tasmania a chance to provide a submission to the Government's Economic Diversification and Investment Strategy.

The National Trust believes that Tasmania has an opportunity to build economic strength not simply by looking for new industries, but by finding creative new economic value in the assets we already have.

Our remoteness is often discussed as an economic disadvantage. We should also consider how we can lean into it. Tasmania's size and isolation have helped preserve the places, landscapes, communities, industries and stories that make us distinctive. They can also make us an ideal place for innovation, we are small enough for companies to trial and incubate new ideas, but large enough to demonstrate clear outcomes that can then be scaled nationally or internationally. Government support for innovation, including assistance to protect and commercialise intellectual property, will be important.

Tasmania's high-value sectors are increasingly underpinned by this distinctiveness. Heritage places, landscapes and townscapes contribute to the Tasmanian brand and support tourism, agritourism, food and beverage, creative industries and our attractiveness as a place to live, work and invest. From Queenstown on the West Coast to Evandale and Glover Country in the north, our heritage assets are also important pieces of regional economic infrastructure. Government investment and procurement should therefore test for and strengthen Tasmanian distinctiveness rather than inadvertently eroding it.

There is a significant opportunity to establish a program supporting the sensitive adaptive reuse of heritage-listed places, guided by the principles of the Burra Charter – retaining cultural significance while allowing compatible new uses and carefully managed change. To provide the housing we will need, incentives could encourage well-designed, higher-density housing within and alongside existing heritage fabric in our inner-city CBDs. This could include underutilised upper floors within traditional retail precincts, former manufacturing and industrial buildings, warehouses, historic hotels and pubs, and other commercial heritage places no longer required for their original purpose.
Consistent with the Burra Charter approach of doing as much as necessary, but as little as possible, sensitive development can give these places new life while retaining the significant fabric, character, setting and stories that make them distinctive.
Adaptive reuse incentives could also help heritage properties become investment-ready for tourism, agritourism, food and beverage and other compatible commercial uses. Strategic government investment can make an asset investable while ensuring new uses respect its cultural significance. In turn, housing, leases, tourism, events, hospitality and other compatible uses can generate recurring revenue and jobs while giving heritage places an economically sustainable future.
National Trust Tasmania stands ready to advocate for such a program and to work constructively with developers, councils and governments alike, providing heritage advice and practical guidance to help unlock sensitive development and adaptive reuse while protecting the cultural significance that gives these places their value.

Our properties within the National Trust Tasmania remit could also provide a case in point for the Government to showcase heritage as an economic driver for local economies. With a future investment by government to support the implementation of our Sustainable Business Plan, the Trust has the opportunity to demonstrate how targeted government investment in existing heritage assets can unlock commercial activity and move those assets towards long-term financial sustainability – providing a model the Office of the Coordinator-General could point to for other investors. The Trust will require Government support to realise our Sustainable Business Plan and unlock our potential.

Investment in adaptive re-use also creates an opportunity to grow specialist, place-based trades and skills. Tasmania needs stonemasons, heritage carpenters, plasterers, joiners, conservators, architects and tradespeople capable of working appropriately with historic fabric. These are high-value skills that cannot readily be offshored.

A specific heritage trades pipeline should be developed through apprenticeships, TAFE and specialist training, incentives for existing tradespeople to retrain or specialise, procurement requirements and work placements on heritage projects. A reliable pipeline of conservation and adaptive reuse projects would, in turn, give businesses the confidence to invest in these skills. The National Trust Tasmania stands ready to provide these projects with Government investment.

A healthy and diverse Tasmanian economy should lean into what makes us different. Our heritage, our skills and our distinctiveness are existing assets from which we can create new economic strengths.

Please do contact us if you would like to explore these possibilities further. We would be delighted to explain our thinking in more detail if required.

With kind regards
Jen

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NATIONAL TRUST OF AUSTRALIA (TASMANIA)

INTO INTERNATIONAL NATIONAL TRUSTS ORGANISATION

The National Trust pays its respects to Tasmania's First People and elders past and present.
We acknowledge the Tasmanian Aboriginal community as the traditional custodians of Lutruwita (Tasmania).

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