

City of Hobart
Creative City Strategy

CREATED

CREATIVE
HOBART



City of HOBART

Acknowledgement

The City of Hobart is part of Nipaluna, the ancestral lands of the Muwinina who shared story, song and art here for thousands of generations and whose practices and stories shaped the Country that holds this city. The Muwinina didn't survive the devastating impacts of invasion and colonisation.

In curating the next chapter of art and story to be told here, we share a responsibility to acknowledge this context and the immensity of this loss and to know that our artists are still working on Aboriginal land, now cared for by the Palawa and Tasmanian Aboriginal Community who continue to maintain their identity and culture, adding to a long story that goes back to the beginning of time.

As a creative city, Nipaluna (Hobart) commits to nurturing a cultural practice that is culturally safe, Tasmanian Aboriginal led, and grounded in truth telling, language and living connection to Country.

We pay respect to Elders and Knowledge Holders past and present and are grateful for their guidance.







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Lord Mayor's Message



Creativity is part of who we are – and it's my hope that Hobart feels like a city where people can be creative and experience the creativity of others. By thinking creatively, we can be open to new ideas, consider our history and imagine what comes next. Artists, cultural workers and creative thinkers help all of us to express who we are – across every suburb, neighbourhood and stage of life.

This Creative City Strategy takes a new step on from our previous work by advancing new ideas. These new ideas in the strategy are:

1. Expanding the City's role from programming to whole of City creative stewardship, integrating arts into events, public art and use of spaces.
2. Embedding Tasmanian Aboriginal leadership, culture and storytelling across creative activity in the City.
3. Having more arts and creative events happening in different parts of our city. For example, we will organise and support neighbourhood-based events and seasonal programming that brings together events, artists in a range of spaces across the city.
4. Reducing barriers and enabling experimentation. Making it easier for artists to collaborate and create with the broader Hobart community.

With this strategy we will put new focus on:

1. Participation and access – making it easier for people to find, experience and take part in creative activity across the City.
2. Partnerships and shared delivery – working with artists, organisations and communities to build long-term capacity and trust.
3. Coordinated place-based activation – connecting programs, spaces and precincts to create a more cohesive creative city experience.

This Creative City Strategy recognises creativity as a vital public asset and a long-term investment in the City's resilience, wellbeing and character. It affirms the City's role not simply as a funder or presenter, but as an active champion, custodian, curator and catalyst for creative and cultural life.

Grounded in engagement (with artists, cultural organisations, young people, families, community members and City staff), the strategy will:

- Ensure creativity is visible and valued in everyday city life.
- Support artists and communities over the long term through clear processes.
- Create new trusted partnerships to undertake creative projects.

I thank everyone who contributed to this strategy and look forward to seeing creativity continue to shape Nipaluna (Hobart) in bold and meaningful ways – now and into the future.

Anna Reynolds

Cr. Anna Reynolds
Lord Mayor of Hobart



Economic Contribution of the Creative Sector

Tasmania's arts and cultural sector is a significant economic contributor to both the state and Greater Hobart. Based on national cultural satellite account data from the Bureau of Communications, Arts and Regional Research (BCARR) and the Australian Bureau of Statistics (ABS), the sector contributed an estimated \$4.4 billion to Tasmania's economy between 2020-21 and 2023-24, with Greater Hobart accounting for around \$2.6 billion. These figures represent gross value added (GVA) – the standard measure of an industry's contribution to the economy.

Several factors underpin this contribution:

- Strong post-pandemic recovery, with national cultural industry value rising from \$51.9 billion to \$67.4 billion over the same period driven by the return of live performance, festivals and cultural tourism.
- A consistently strong Tasmanian cultural economy, contributing approximately \$1-1.3 billion annually to Gross State Product.
- Greater Hobart as the state's cultural centre, home to more than half of Tasmania's cultural workforce, major festivals, institutions and creative businesses.
- A strong link between culture, tourism and hospitality, where creative activity enhances visitation and strengthens the City's identity.

These estimates cover activity across key creative sectors, including performing arts, music, visual arts and craft, museums and heritage, and design and architecture.

Greater Hobart represents an estimated 55-60% of Tasmania's cultural economy, reflecting its concentration of creative employment, infrastructure and events.

Despite strong contribution to the economy, Tasmanian artists and cultural organisations face comparatively lower access to funding and support than national peers, creating barriers to sustainable careers, program continuity and sector development.

Sustaining the economic strength of the creative sector relies on nurturing the artists, organisations and cultural enterprises whose work drives its impact and vitality.



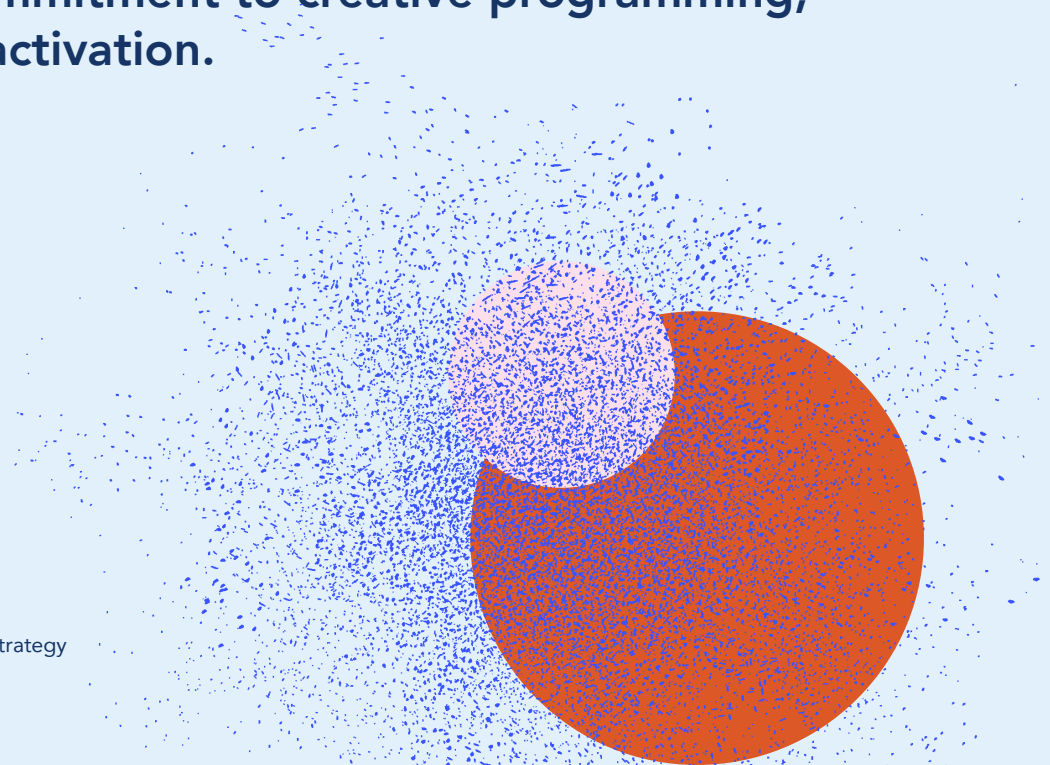
Strategy at a Glance

At its core are four interconnected outcome areas that describe the City's role in supporting creative and cultural life:

Champion, Custodian, Curator and Catalyst.

Together, they strengthen visibility, care, coherent experiences and creative experimentation across the City.

The Strategy offers a practical framework for how the City can support creativity across all its functions – through stewardship, connection, advocacy and enabling activity. It also continues the City's commitment to creative programming, venues and activation.







What the Strategy Strengthens

- Tasmanian Aboriginal leadership, visibility, and place-based storytelling.
- Positions artists and creative practitioners as central to the City's identity, wellbeing and economy.
- Improves communication and visibility so creative activity is easier to find and participate in.
- Embeds creativity across City facilities, teams and processes.
- Strengthens Nipaluna (Hobart)'s reputation as a confident, contemporary creative city.
- Connects arts, events, venues and spaces, youth culture and community life through coordinated precinct-based experiences.
- Builds long-term partnerships that support shared capacity and trust.
- Uses evidence and data to guide decisions and support sustainable investment.

Core Approach

- Place-led and people-centred: Creativity shaped by Nipaluna (Hobart)'s people, stories, seasons, river and mountain.
- Regenerative mindset: Build on what exists, value diversity and connection, grow capacity over time, and plan for long-term resilience.
- City context: Recognises Nipaluna (Hobart) as both a lived community and a capital city welcoming visitors, with creativity active in daily life and seasonal rhythms.



Guiding principles

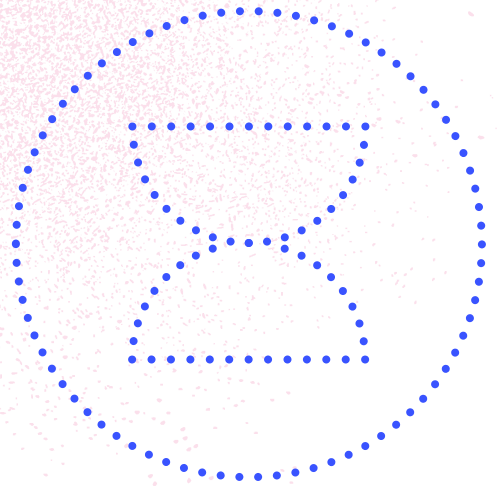
- Work with existing strengths.
- Grow capacity and trust over time.
- Value diversity and connection across cultures, ages and places.
- Use small tests to create lasting change.
- Design for care, resilience and renewal (wellbeing, inclusion, sustainability).
- Retain ideas, skills and infrastructure so value accumulates.
- Observe, learn and adapt using evidence.

Implementation focus

- Clearer communication and easier participation.
- Stronger partnerships and collaboration that build capacity and trust.
- Evidence-informed decisions that demonstrate value and support sustainable investment.



Background



The Creative City Strategy is one of the City of Hobart's core guiding documents, developed to define values, support decision-making, set priorities and provide direction on cultural and creative activity across the City and community, replacing the former Creative Hobart strategy and expanding its scope to include arts and events, public art, venue and space use, and criteria for grants and support.



What is a Creative City?

In developing this strategy, a range of Australian and international cities with strong place-based creative frameworks were examined to help consider the question: What is a Creative City? Rather than focusing on large metropolitan centres, the process centred on places with characteristics more comparable to Nipaluna (Hobart), taking into account geography, population size, economic context, and links to tourism.

Across the case studies reviewed, no single place embodied all aspects of a Creative City. However, many shared a number of common traits, including:

- A strong and distinctive identity as a creative, liveable, and attractive place.
- An identifiable arts district, hub, or precinct.
- Accessible spaces for creative development, production, and presentation.
- Ongoing opportunities for children and young people to actively contribute to cultural life (not only participate as audiences).
- Facilities and programs that support emerging and early-career practice, and that build understanding of professional and creative pathways.
- Strategic investment that strengthens local capacity, relationships, and collaboration across sectors.
- A culture that encourages the exchange of knowledge, skills, and learning.
- The future success of the Creative City Strategy will be measured against the extent to which these characteristics are embedded, supported, and sustained over time.

Our Role

The Creative City team leads, supports and activates cultural and creative life across Nipaluna (Hobart) by enabling ideas, removing barriers, testing new approaches and fostering meaningful engagement.

While the Strategy guides decision-making across the whole organisation and informs the work of the City, the Creative City team plays a central role in championing its intent – supporting creatives and communities, coordinating programs, and activating places.

The Strategy sets the long-term direction and priorities, while specific projects and actions are developed, tested and delivered through the Creative City team's annual action plan, which is reported publicly each year.

Engagement and Feedback

Nipaluna (Hobart)'s Creative City Strategy has been developed through an extended period of consultation in 2025-2026 and engagement with artists, cultural organisations, young people, families, community members, and City staff.

Community consultation brought forward many diverse voices. Across these conversations, ten (10) clear themes emerged.

A more connected, welcoming creative life

People want Nipaluna (Hobart) to feel easy to navigate and participate in, with clear information, multilingual communication, a unified city-wide events calendar, and stronger sense of welcome. Families and young people especially emphasised the importance of safety, belonging and feeling invited into the City's cultural life.

Tasmanian Aboriginal leadership and visibility

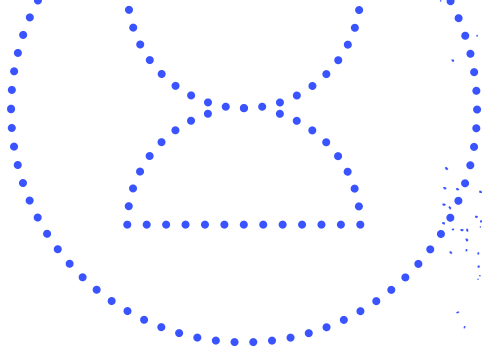
People highlighted the need for stronger Palawa engagement, visibility and storytelling, with Tasmanian Aboriginal leadership, culture and creativity embedded across the City's cultural activity and public spaces.

Place, nature and seasons as cultural identity

The Timtumili Minanya (The River Derwent), Kunanyi/Mount Wellington, wind, darkness, weather and seasonal shifts were consistently described as defining features of Nipaluna (Hobart)'s creative identity. There is a strong desire for cultural programming that responds to these natural rhythms – playful, seasonal, place-based and environmentally aware.

More spaces to create, gather and explore

There is strong demand for accessible, flexible spaces such as rooftops, warehouses, laneways, parks, neighbourhood hubs and underused buildings. Children and families highlighted the need for playful environments, opportunities to make and perform, and accessible places to spend time together.



A playful, experimental, and surprising city

Many people expressed enthusiasm for a city that encourages experimentation – pop-ups, unexpected informal experiences, small activations, street parties and moments woven into everyday life.

Equity, access, and comfort

A recurring priority was inclusion. People asked for free or low-cost events, accessible design, quiet spaces, sensory-aware programming, multicultural events, and family-friendly night-time activities. Improved transport connections were seen as essential to these goals.

Support for youth and creative practitioners

Young people emphasised the need for pathways to make, learn and lead, including mentorships, workshop and practice spaces, career opportunities, agency, and meaningful ways to contribute to the City's cultural future. Artists, producers and creative businesses highlighted the need for stable conditions to develop and sustain practice.

Collaboration and shared effort

Collaboration across creative sectors, local governments, institutions, the university and communities is viewed as crucial. Participants widely supported shared infrastructure, precinct-based collaboration and co-programming.

A more enabling City

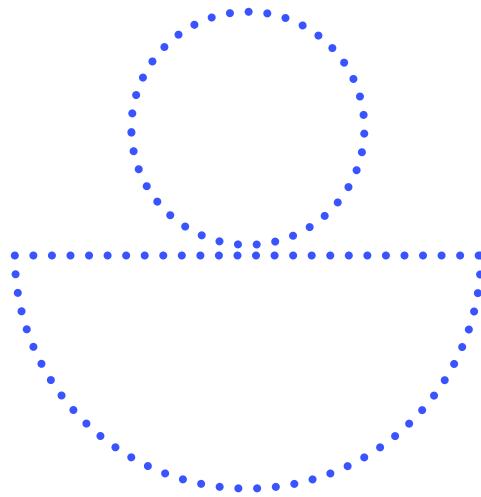
Echoing staff insights, the community called for simpler processes, clearer pathways to getting things done, easier compliance, less duplication and stronger coordination across City teams.

Trust

People want the City to be trustworthy – and to show trust in its partners. This means being clear about purpose, process and expectations in programs, partnerships and decision-making.

Together, these themes describe a creative city that is welcoming and connected, culturally safe, playful, easy to navigate, and supported by clear pathways to participate and create.

Vision



**A City that leads with creative thinking,
champions courageous decisions, and connects
people through shared stories and expressive
public life.**





Strategic Framework

The Strategy uses a place-led, people-centred and regenerative approach shaped by Nipaluna (Hobart)'s environment, stories and communities, drawing on ecological design thinking, consultation, City values and sector conditions to guide decision-making and support a connected, resilient creative system.

Guiding Principles

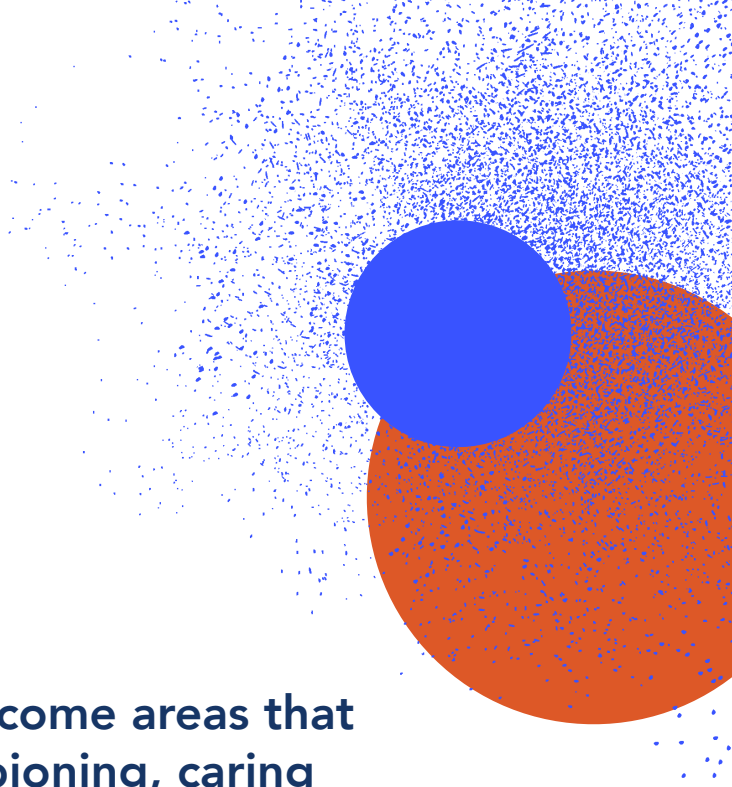
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- 1. Work with existing strengths**
Build on the people, places and cultural activity already shaping the City.
- 2. Grow capacity over time**
Strengthen long-term relationships, skills, infrastructure and trust.
- 3. Value diversity and connection**
Support the creative City ecology as enriched by different cultures, ages, practices, places and ways of working.
- 4. Use small interventions to create lasting change**
Enable low-risk experimentation that can adapt and build impact over time.
- 5. Design for care, resilience and renewal**
Ensure cultural activity supports wellbeing, career development, inclusion and sustainability, to build resilience and connection through ongoing investment.
- 6. Capture and store creative energy**
Capture ideas, skills and infrastructure so value accumulates across projects.
- 7. Observe, learn and adapt**
Use evidence and feedback to refine approaches and adjust where needed.





Outcome Areas



The Strategy defines four outcome areas that clarify the City's role in championing, caring for, connecting and enabling creativity across Nipaluna (Hobart), with objectives setting intent, strategies guiding progress, and shared delivery between the City and the artists, organisations, businesses and communities who lead the creative work.

Together, Champion, Custodian, Curator and Catalyst define how the City and its partners will strengthen visibility, care for culture, connect programs and enable experimentation across Nipaluna (Hobart).

Champion

Objective:

Strengthen the visibility, communication and advocacy of Nipaluna (Hobart)'s creative identity, reinforcing a shared narrative across the City.

Strategies:

- 1.1 Elevate Tasmanian Aboriginal leadership, visibility, and cultural safety across the City's creative activity.
- 1.2 Enhance communication of creative activity and opportunities, and maintain ongoing engagement with communities, creatives, and organisations.
- 1.3 Advocate for creativity as essential to belonging, wellbeing, identity and economic prosperity.
- 1.4 Strengthen Nipaluna (Hobart)'s identity as a UNESCO City of Literature where writing, reading and storytelling are visible, celebrated and embedded in public life.



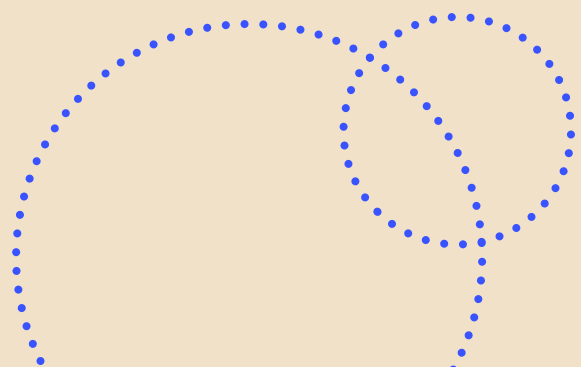
Custodian

Objective:

Care for the City's cultural assets, heritage, stories and creative workforce through long-term sustainable investment and integrity.

Strategies:

- 2.1 Support long-term investment that builds capability and strengthens creative infrastructure.
- 2.2 Commission and share stories of people and place so the City's cultural, social and environmental transformation is understood over time.
- 2.3 Maintain and sustainably resource the creative workforce, facilities and assets required for a resilient cultural ecosystem.
- 2.4 Public Art reflects Nipaluna (Hobart)'s unique identity through innovative and accessible works of art.





Curator

Objective:

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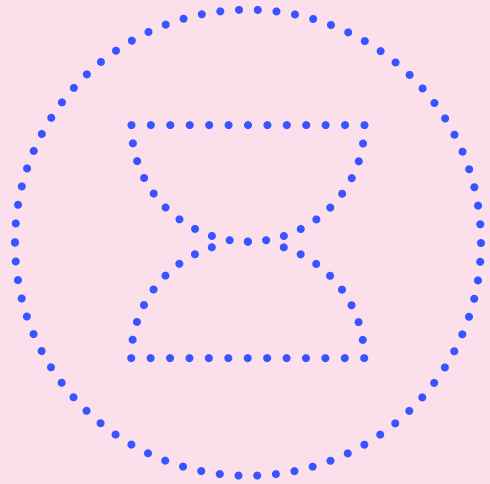
Shape coherent, connected and place-based creative programming across seasons, communities, precincts and public spaces.

Strategies:

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- 3.1 Build cohesive programming frameworks aligned with the City's seasons, stories, and places.
 - 3.2 Build partnerships with local and state cultural institutions and creative businesses to develop integrated storytelling and precinct approaches that create a unified creative experience across the City.
 - 3.3 Support local vibrancy through distributed and place-responsive programming.
 - 3.4 Program family-friendly creative play and making opportunities across neighbourhoods and peak times (weekends and school holidays).



Catalyst



Objective:

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Enable creative experimentation by reducing barriers to participation and expanding access to diverse spaces for making, testing and activating ideas.

Strategies:

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- 4.1 Support creative development and practitioner pathways and strengthen a culture of experimentation.
 - 4.2 Increase access to diverse and unexpected spaces for small-scale, exploratory and playful creative activity.
 - 4.3 Streamline processes, permits and regulation to reduce barriers and enable creative freedom.
 - 4.4 Support live music by enabling low-risk performance permits, promoting noise/amenity settings that protect venues, and piloting small-scale music showcases in underused spaces.



Implementation and Measurement

Delivery of the Creative City Strategy is led by the Creative City Group, working closely with teams across the City involved in programming, events, public art, planning, community engagement, regulatory services and asset management. Cross-branch coordination ensures creative activity, precinct activation and regulatory processes are aligned.

Delivery includes collaboration with Tasmanian state-funded cultural institutions (e.g., museums, galleries, libraries), and creative organisations to align programming, access to space and audience development.

Headline measures track access, participation and the strength of Nipaluna (Hobart)'s creative ecosystem. These include:

- Precinct activation days.
- Percentage of events with accessible features.
- Tasmanian Aboriginal visibility and cultural safety indicators.
- Practitioner and organisation engagement across programs.
- Satisfaction and participation rates.
- Night-time economy indicators.
- Processing times for low-risk creative permits.
- Number of live-music activations supported.
- Increased participation by families with children in City-supported programs.
- More opportunities for young people and emerging to established creative practitioners.

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Broader Policy Environment

The Strategy aligns with key international, national, state and local frameworks to ensure cultural safety, access, creative workforce sustainability and place-led city-making. These references shape the Strategy's direction and provide shared language for delivery and evaluation.



International

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UNESCO Cultural framework

UNESCO’s cultural domains provide a clear way to describe the breadth of cultural practice in Nipaluna (Hobart), including intangible cultural heritage – essential to recognising Tasmanian Aboriginal culture, knowledge and ongoing connection to place.

National

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Revive (National Arts Policy) and Creative Australia

Revive (2023) sets a national framework that centres First Nations leadership, supports artists and creative workers, and expands public access and participation in arts and culture.

Creative Australia (launched 2023) is the Commonwealth’s principal arts investment and development body, providing funding, research and advocacy – including Music Australia and Creative Workplaces.

State

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Cultural and Creative Industries Recovery Strategy

Tasmania’s Creative Industries Recovery Strategy outlines principles to strengthen sustainability, employment and inclusion across the cultural, events and tourism sectors.

Local

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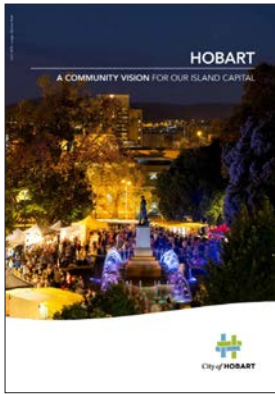
Arts and Culture Policy Position Statement

The Australian Local Government Association affirms arts and culture as essential to community wellbeing and local economies, advocating a whole-of-government approach that recognises councils’ central delivery role.

City of Hobart Plans and Strategies

The Creative City Strategy is intentionally designed to sit within and activate the City's broader strategic policies and frameworks. It does not replace these – rather, it puts into action through cultural, creative, and place-led action.

In combination, these plans position creativity as a driver of identity, inclusion, wellbeing and economic vitality; the Creative City Strategy activates these goals through place-led programs, partnerships and clear measures of participation and access.



Hobart: A Community Vision for our Island Capital

Primary pillars engaged: Sense of Place; Community Inclusion, Participation and Belonging; Creativity and Culture; City Economies; Movement and Connectivity; Natural and Built Environment; Governance and Civic Involvement.

The Community Vision outlines aspirations for a connected, creative, inclusive, environmentally aware and culturally confident city, and the Creative City Strategy activates these aspirations by translating the Vision's values.

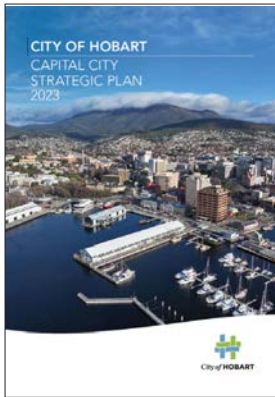
- Embedding creativity in everyday life (Pillars 1, 3).
- Strengthening belonging and participation through visibility, storytelling, and inclusive programming (Pillar 2).
- Enhancing movement and connectivity through precinct-based activation and easy navigation (Pillar 5).
- Linking creativity to place, seasons, river, and mountain (Pillar 6).
- Working across the City to build governance clarity, trust, and transparency (Pillar 8).



Hobart: A City for All – Community Inclusion and Equity Framework

Key priorities: Truth, Reconciliation, Participation, Access, Wellbeing, Knowledge, Safety and Resilience.

This framework commits the City to supporting an inclusive, welcoming city. The Creative City Strategy advances these commitments through alignment with inclusion, access and cultural safety priorities across all City of Hobart functions.

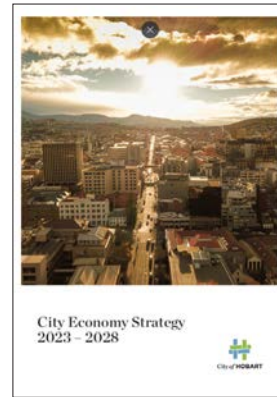


Capital City Strategic Plan 2023

Key outcomes supported: Inclusion and Access; Wellbeing and Knowledge; Safety and Resilience; Place Identity; Mobility; Community Connection.

While each action area of the Creative City Strategy supports a different part of the Strategic Plan, the core contributions include:

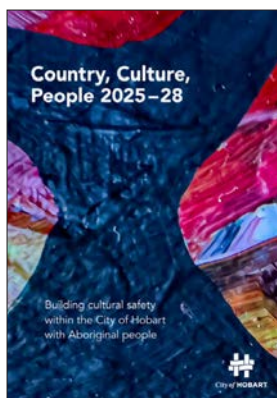
- The Creative City Strategy functions as the cultural delivery mechanism for cross-organisation outcomes.
- Elevating cultural identity and storytelling (Place Identity).
- Creating safe, inclusive, accessible public experiences (Inclusion and Access; Safety and Resilience).
- Strengthening community connection through precinct and neighbourhood activation (Community Connection).
- Supporting wayfinding, mobility, and ease of participation (Mobility).
- Embedding long-term stewardship and sustainability (Wellbeing and Knowledge).



City Economy Strategy 2023-2028

The City Economy Strategy highlights the value of arts-led activation but does not always explicitly reference the artists, practitioners and governance structures behind this work. The Creative City Strategy provides this missing framework and ensures these elements are recognised and supported.

- Strategic Priority 1: Plan for our collective social, economic and environmental prosperity.
- Strategic Priority 3: Position Hobart as an enviable place to visit, live and do business.
- Strategic Priority 4: Promote and leverage Hobart's uniqueness and celebrate the Hobart Difference.

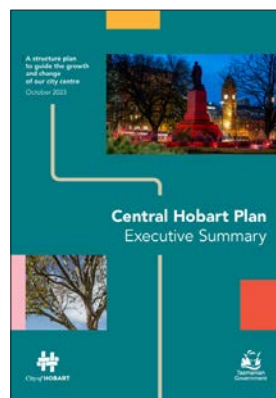


Country, Culture, People 2025-28 (Cultural Safety Strategy)

Key priorities: Country as living and central; Truth-telling; Cultural Safety; Generational Stewardship; Tasmanian Aboriginal Visibility.

The Creative City Strategy reinforces this framework by:

- Embedding Tasmanian Aboriginal leadership, cultural knowledge, and cultural safety.
- Supporting long-term, culturally safe partnerships and shared decision-making.
- Strengthening storytelling connected to Country, seasons, and place.
- Enabling community-led and generational approaches to cultural expression.
- Ensuring the City's creative activity is culturally safe and respectful.



Central Hobart Plan

The Central Hobart Plan is a long-term structure plan guiding growth, change and renewal in the city centre over the next 20 years.

Creative intent of the Plan

The Plan positions creativity as city-shaping, not decoration. It prioritises:

- Investment in cultural and community assets.
- A visible everyday cultural identity, including public art and storytelling.
- Diverse, year-round experiences that strengthen wellbeing and social connection.
- Distinct precincts with clear purposes (e.g., Civic & Cultural, Innovation, Central/ Retail & night-time economy).
- Protections and design settings that enable creative venues and street life (e.g., reverse-amenity approaches, active frontages, adaptive reuse, Tasmanian Aboriginal identity in place-making).



Images

Cover: *Wet Breath Exchange*, 2023, Hannah Foley. Photographer: Susan Hayes.

P2: *Palawa Women's Mural*, 2026, Brandi Salmon with Phoebe Diggle. Photographer: Andrew Wilson.

P4: *Posseshot x Seventhree*, 2025, Town Hall Underground. Photographer: Bourne By Sea Media (Jake Seabourne).

P7: *Myer City of Hobart Christmas Pageant*, 2025. Photographer: Alastair Bett.

P9: *Australian Wooden Boat Festival*, 2025. Photographer: Stuart Gibson.

P11: *The Big Switch-On!*, 2025, Mawson Place Concourse. Photographer: Alastair Bett.

P12: *Taste of Summer*, 2025, DJ Isaac and Hugo Bladel, Off-Ya-Trolley Mobile Disco. Photographer: Dearn Bond.

P13: *InvisAbility: Be Seen, By Choice. Ability to Create*, 2025, Second Echo Ensemble, Town Hall Ballroom.
Photographer: Craig Garth.

P13: *Heirloom*, 2022, MADE (Mature Artists Dance Experience). Photographer: Tony McKendrick.

P14: *The Big Switch-On!*, 2025, Mawson Place Concourse, creative workshop with Georgia Lucy. Photographer: Alastair Bett.

P14: *The Big Switch-On!*, 2025, Bunny Racket, Mawson Place Concourse. Photographer: Alastair Bett.

P17: *Post-Cringe*, Hobart Current: Epoch, 2023, Tasmanian Museum and Art Gallery, Isabella Maria Foster.
Photographer: Andrew Wilson.

P18: *WritersBLOCK ReadersBLOCK*, 2025, Lucy Christopher (InsideOut). Photographer: Andrew Wilson.

P19: *Breathing Space*, Crowther Reinterpreted, 2021, Franklin Square, Julie Gough. Photographer: Andrew Wilson

P21: *Heap*, 2023, Terrapin. Photographer: Peter Mathew.

P22: *Night Mass*, 2023, Dark MOFO. Lighting: Trent Suidgeest. Photographer: Rosie Hastie.

P25: *Interwoven*, 2025, Drill Performance Company and Tasmanian Youth Orchestra. Photographer: Mike Morffew.

P27: *Foreverever*, 2023, Tom O'Hern, CityPilots. Photographer: Andrew Wilson.

P29: *WritersBLOCK ReadersBLOCK*, 2025, Lucy Christopher (InsideOut). Photographer: Andrew Wilson.

P31: *Behaviorology: Urban Spaces, Attentive Bodies*, 2025, Great Southern Dance Tasmania. Photographer: Amy Brown.

P33: *Department of Truth*, Hobart Current: Here, 2026, Salamanca Lawn, Jonny Scholes. Photographer: Andrew Wilson.

P34: *Bubbles, Bubbles, Bubbles!*, 2025, Collins Court. Melinda Gonzalez, Tiff Norchick, Risa Ray, Katerina Lebedev,
Edith Perrenot. Photographer: Julia Bryan.

P34: *Taste of Summer, New Year's Eve Fireworks*, 2025, Hobart Waterfront. Photographer: Millie Crouch.

P40: *Sweet Beats on My Street, My Street*, 2026, Wellesley Park, South Hobart. Photographer: Oi Studios.



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