

Build 2024–2027

Horizon

Traditional acknowledgement

Sunshine Coast Council acknowledges the Sunshine Coast Country, home of the Kabi Kabi peoples and the Jinibara peoples, the Traditional Custodians, whose lands and waters we all now share.

We recognise that these have always been places of cultural, spiritual, social, and economic significance. The Traditional Custodians' unique values, and ancient and enduring cultures, deepen and enrich the life of our community.

We commit to working in partnership with the Traditional Custodians and the broader First Nations (Aboriginal and Torres Strait Islander) communities to support self-determination through economic and community development.

Truth telling is a significant part of our journey. We are committed to better understanding the collective histories of the Sunshine Coast and the experiences of First Nations peoples. Legacy issues resulting from colonisation are still experienced by Traditional Custodians and First Nations peoples.

We recognise our shared history and will continue to work in partnership to provide a foundation for building a shared future with the Kabi Kabi peoples and the Jinibara peoples.

We wish to pay respect to their Elders — past, present, and emerging, and acknowledge the important role First Nations peoples continue to play within the Sunshine Coast community.

Together, we are all stronger.

www.sunshinecoast.qld.gov.au
mail@sunshinecoast.qld.gov.au

T 07 5475 7272 | F 07 5475 7277

Locked Bag 72 Sunshine Coast Mail Centre Qld 4560

© Sunshine Coast Regional Council 2009–current.
Sunshine Coast Council™ is a registered trademark of Sunshine Coast Regional Council.

Acknowledgements

Council wishes to thank all contributors and stakeholders involved in the development of this document.

Disclaimer

Information contained in this document is based on available information at the time of writing. All figures and diagrams are indicative only and should be referred to as such. While the Sunshine Coast Council has exercised reasonable care in preparing this document it does not warrant or represent that it is accurate or complete. Council or its officers accept no responsibility for any loss occasioned to any person acting or refraining from acting in reliance upon any material contained in this document.

Table of contents

- Introduction.....2
- Festival profile4
 - Purpose.....4
 - Vision.....4
 - Values.....4
- Focus areas.....5
- Action Plan.....7



Brent Miller performing at Walk & Talk with Leah Barclay. Horizon Festival 2019. Image: ben vos productions.

Introduction

This action plan — the first of four that fall out of the Horizon Strategy 2024–2033 — was developed to guide the growth and development of Horizon from a successful regional multi-arts festival to a leading arts festival on the national calendar and a central component of the international cultural offer for Brisbane 2032.

The Horizon Strategy will be delivered over the following four phases:

- Build: 2024–2027
- Cultural Olympiad: 2028–2031
- Olympics and Paralympics: 2032
- Future Horizon: 2033 & beyond

Horizon, as a key deliverable in the Sunshine Coast Creative Arts Plan 2023–2038 (SCCAP), has a role in achieving its vision — ‘The Sunshine Coast is alive with arts, culture and creativity’ — through delivering against four of its five goals:

1. **Empower First Nations:** First Nations creativity and contemporary cultural expression is celebrated, emboldened and self-determined.
2. **Build capacity:** the region’s creatives, artists and sector are professional, skilled, and connected.
3. **Strengthen engagement:** arts audiences grow through genuine participation and a diverse range of meaningful tailored experiences.
4. **Cultivate identity:** our reputation as a creative region attracts attention, talent, and investment.

These high-level goals are supported by a set of focus areas and actions set out in detail in the SCCAP.



SAND by Courtney Scheu & Itamar Freed. Horizon Festival 2022. Image: Alain Bouvier Photography.

Festival profile

Purpose

We produce powerful arts experiences that showcase our unique stories, share our authentic lifestyle, and celebrate our beautiful landscape.

Vision

We enrich and transform lives through the arts, as the Sunshine Coast's premier cultural event with national significance.

Values

Bold:

We are brave risk takers, who experiment and innovate. Our program is driven by the transformative power of art to create moments of beauty, joy, insight, and connection. We present brave artists and exceptional work that challenges and captivates. Proudly rooted in our regional identity, we strive to transform perceptions of the arts in regional settings, creating experiences that leave a lasting impact.

Authentic:

We keep it real, do what we say we will, and ensure it is relevant and realistic. Our program is thoughtfully curated with care, insight, and a focus on contemporary practices. At its heart are the artists and their work, embodying ideas that resonate deeply across local, national, and global contexts.

Sustainable:

We care about people, planet, place, and prosperity. We actively engage with our regional arts sector, creating opportunities to integrate Sunshine Coast-based artists and projects into our program. We prioritise the well-being of our artists, audiences, stakeholders, and team; building a strong foundation for a sustainable future.

Inclusive:

We welcome, respect, and celebrate diverse perspectives and experiences. Our program amplifies diverse voices and is committed to engaging with a broad spectrum of

communities. We provide thoughtfully crafted information and inclusive experiences, ensuring audiences of all types can navigate and enjoy the festival.

Connected:

We build dynamic partnerships and collaborations across sectors, communities, and cultures. We respectfully acknowledge that Horizon operates on Kabi Kabi and Jinibara Country. We are committed to upholding protocols for working on this land and engaging with First Nations artists throughout the festival. We are dedicated to expanding our networks and fostering meaningful collaborations with diverse partners, enriching the festival experience and broadening our reach.

Focus areas

This strategy identifies five high level focus areas as the key modes to support the delivery of our purpose and vision. Each action plan delivered under this strategy will develop actions and measures under each focus area to achieve its specific aim.

1. **Curate** and deliver a festival of contemporary art experiences set in unique locations across the Sunshine Coast.
2. **Engage** with diverse resident and visitor communities to reflect and enrich the region.
3. **Support** Sunshine Coast based artists, arts workers, and Traditional Owners to develop and present work.
4. **Build** brand value and grow audiences to strengthen Horizon and the Sunshine Coast's reputation as an arts destination.
5. **Embed** sustainable practices to ensure Horizon's future.



Kabi Kabi Connections curated by Helena Gulash and James Muller. Horizon Festival 2022. Image: Alain Bouvier Photography.

Action Plan

Curate and deliver a festival of contemporary arts experiences set in unique locations across the Sunshine Coast.					
	Strategy	Outcome	Cost	Funding Source	Timeframe
1.1	Deliver program to meet criteria of Curatorial Framework.	Festival program meets curatorial framework criteria.		Core budget and Arts and Heritage Levy	Ongoing.
1.2	Seek to program between one to three large-scale event or installations, creating gateway experiences, visibility and talkability.	30% of festival attendees visit event / installation.	\$150,000 - \$300,000 per large scale activation per festival	Seek funding partners – Major Events Sponsorship Program, Arts Queensland, Tourism & Events Queensland, SC Arts Foundation, corporate partners.	2026 – ongoing.
1.3	Continue to develop key festival locations to enhance visitor experience.	40% of festival attendees visit a key festival location.		Core budget.	Ongoing.
1.4	Establish an ongoing annual contract role for a First Nations Creative Program Officer to lead First Nations developed program.	First Nations program meets curatorial framework criteria and First Nations projects are appropriately supported.		Arts & Heritage Levy \$60,000 – \$80,000	Ongoing.
1.5	Continue to build strong working relationships with program partners and guest curators across program areas.	80% satisfaction level received via participant feedback.	\$150K	Core budget and external grants and funding partners.	Ongoing.
1.6	Maintain strong program connection to places and communities of the Sunshine Coast.	80% of OOR attendees agree they will visit the Sunshine Coast again based on their experience at Horizon Festival.	Nil.	Core budget and external grants and funding partners.	Ongoing.



Common People Dance Project. Horizon Festival 2023. Image: ben vos productions.

Engage with diverse resident and visitor communities to reflect and enrich the region.

	Strategy	Outcome	Cost	Funding Source	Timeframe
3.1	Develop an inclusion action plan to overlay planning and operations to ensure a welcoming and accessible festival.	Action plan developed, implemented and reviewed annually.	\$20k one-off to develop and \$20K annually to implement	Core budget and Arts and Heritage Levy	2027 festival – ongoing.
3.2	Develop a volunteer engagement plan.	Plan developed, implemented and reviewed annually.	\$20k one-off to develop and \$20K annually to implement	Core budget and Arts and Heritage Levy	2027 festival– ongoing.
3.3	Program includes diverse stories and voices that reflects the curiosities of communities and audiences.	Program meets curatorial framework criteria, and audience development strategy.		Core budget.	Ongoing.
3.4	Program includes a balance of free and ticketed offers.	Program meets curatorial framework criteria, and audience development strategy.		Core budget.	Ongoing.
3.5	Program includes geographic spread of program offers.	Program meets curatorial framework criteria.		Core budget.	Ongoing.



Filming of Eddie Ray: Silence of the Jams by Kerbside Productions. Horizon Festival 2022. Image: Horizon.

Build brand value and grow audiences to strengthen Sunshine Coast's reputation as an arts destination.					
	Strategy	Outcome	Cost	Funding Source	Timeframe
4.1	Deliver the Horizon Marketing and Campaign Strategy (including Audience Development, Communication, Digital and Tactical Action Plans) to attract local, regional, national and international visitors.	5% increase of unique audience members 5% increase in revenue. 5% growth of primary purpose visitation. 10% increase in digital audiences on 2023 – email, website, Instagram and Facebook Increase average number of events attended to 2 or more	\$50,000 national campaign <i>(currently \$25,000 via TEQ)</i>	Core budget, and external grants and funding partners.	2025 - 2027
4.2	Foster cultural tourism growth through; <ul style="list-style-type: none"> Continuing to showcase the Sunshine Coast as a sophisticated arts destination alongside spectacular landscape Partner with the tourism sector to build brand value linked to distinctive locations Add value to the Sunshine Coast tourism offer through offering quality arts experiences. 	Maintain over 15% out of region visitation and over 2.5% interstate visitation		Core budget, and external grants and funding partners.	Ongoing.



Truthmachine by Counter Pilot. Horizon Festival 2019. Image: ben vos productions.

Support Sunshine Coast based artists, arts workers, and Traditional Owners to develop and present new work.					
	Strategy	Outcome	Cost	Funding Source	Timeframe
2.1	Continue to support self-determined Traditional Owner led projects and embed First Nations artists across festival program.	Program features Kabi Kabi and Jinibara led projects as well as other First Nations programming.		Core budget and Arts & Heritage Levy.	Ongoing.
2.2	Commit to Kabi Kabi and Jinibara protocols for working on Country as developed by Sunshine Coast First Nations Sub-Committee	Program is developed aligned with protocols.		Core budget.	2026–ongoing.
2.3	Increase opportunities for Sunshine Coast based artists within the program.	Minimum 20% Sunshine Coast based artists feature across the program.		Core budget.	2025 festival–ongoing
2.4	Develop a placement program for arts workers with a focus on producing and production skills.	2 short-term placements per festival [including 1 identified placement].	\$40,000 per placement	Budget bid (\$80K 26/27), seek funding and corporate partners.	2027 festival (or earlier if budget is achieved–ongoing as budget permits
2.5	Identify strategic programming opportunities with Sunshine Coast, state and national partners and touring agencies including internal Council partners.	2 opportunities per festival.		Core budget.	Ongoing
2.6	Seek to provide sector development opportunities in the program for Sunshine Coast based artists.	Minimum 2 opportunities per festival.		Core budget.	Ongoing
2.7	Seek opportunities to support Sunshine Coast based artists showcased in the festival for export market opportunities.	Sunshine Coast based artists exporting work and content.		Core budget.	2026 festival–ongoing.



Let's Organise Your Leisure by Kathy Mackey. Horizon Festival 2023. Image Tim Birch.

Embed sustainable practices to ensure Horizon's future.					
	Strategy	Outcome	Cost	Funding Source	Timeframe
5.1	Secure increased and ongoing (long-term) financial support from Sunshine Coast Council.	Funding secured.	\$3 per rateable property via Arts and Heritage Levy	Arts and Heritage Levy	2026 - Ongoing.
5.2	Develop a Revenue Strategy (including private and public, grants, sponsorships, and commercial opportunities).	25% of total operational spend is secured via Revenue Strategy initiatives.	\$20K to develop	Core budget.	2026–ongoing.
5.3	Engage a commercial and partnerships contractor to deliver Revenue Strategy.	Contractor engaged.	\$55K annually	Arts & Heritage Levy	2026–ongoing.
5.4	Develop and retain core festival team through stability of term and appropriate remuneration	70% retention rate.		Core budget.	Ongoing.



Rebecca Hatch performing at Blak Social. Horizon Festival 2019. Image: ben vos productions.