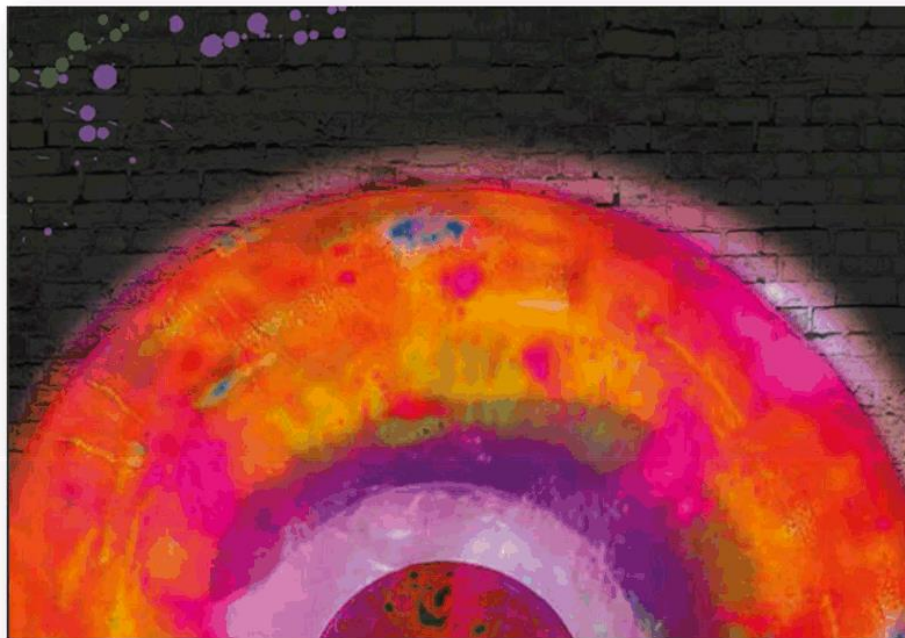




FINAL REPORT 2016



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Purpose

This report provides a summary of the inaugural Horizon Sunshine Coast – festival of arts and culture 2016 and includes details of activities, strengths, issues and recommendations, at both the operational and strategic level, to develop the festival into the future.

Corporate Plan 2014 – 2019 linkages

Goal:	A strong community – supporting an engaged, resilient and inclusive community that embraces diversity
Outcomes:	2.3 Culture, heritage and diversity are valued and embraced
Areas for measurement:	2.3.3 Deliver a celebration, events and cultural program which encourages community participation and capacity and celebrates diversity
Goal:	An outstanding organisation - delivering a high performance organisation, supported by good governance and robust decision-making
Outcomes:	5.4 Productive, professional partnerships
Areas for measurement:	5.4.3 Manage incoming sponsorship arrangements for Council's community programs and events

Related documentation

- Social Strategy
- Events Policy
- Cultural Development Policy
- Major Events Strategy
- Community Events and Celebrations Strategy

Summary

The Sunshine Coast has a relatively high growth rate with increasingly sophisticated tastes. At present the festival and events portfolio of the Sunshine Coast is dominated by sporting events and music festivals. A festival that is arts focused, with a particular focus on the fine arts and new media technologies, can be seen as meeting a gap in the regional events portfolio that would significantly add to the current economic and socio-cultural benefits that are generated by events on the Sunshine Coast.

In 2015, to address that gap and create a vehicle to meet relevant policy and strategy priorities, Horizon Sunshine Coast – festival of arts and culture, was developed.

The festival objectives were to:

- Showcase, empower and connect local cultural creatives
- Provide opportunities for the local business community to productively engage with the local creative community
- Deliver a premier festival that is a permanent fixture on the national arts calendar
- Attract regional, national and international tourists to experience the vibrant creative culture of the Sunshine Coast
- Generate regional, national and international media coverage through the staging of signature events that are highly visually attractive and increase the value of iconic Sunshine Coast features

Working in partnership with the community to shine a spotlight on established and emerging, contemporary events and take advantage of the geographically diverse communities across the region, an extensive Horizon program was developed.

The Horizon concept was presented to the Major Events Board on Wednesday 30 March 2016 and received a warm reception and official letter of support, Attachment A, which assisted in funding applications.

It included a program of events that ranged from contemporary art and new media exhibitions to film, literature, performance, street art and more. And to also ensure the festival was appealing to a geographically diverse audience, the program was developed to cover the breadth of the Sunshine Coast region.

Packaged within a 10 day period, identified as being a “gap” period in terms of events locally and arts/cultural festivals across both the state and the nation, Horizon was held from 2-11 September 2016.

“Just a quick note to say congrats on how strong and fantastic Horizon is looking. So many exciting things for the coast and really strong right off the bat. All the best with the rest of the planning can't wait to come and attend and play.” Mandi McIntyre, Media and Promotions Manager, Woodford Folk Festival

It included more than 200 events in 16 locations.

The festival’s model was developed consciously to enable growth, and as it matured, transformation. Its regional and flexible outlook provides the ability to progressively move and add events year on year. This will also enable communities to gain the capacity to take on these events themselves - *already Caloundra has put their hand up to deliver a Chilli festival after seeing Horizon Ignites.*

The inaugural 2016 event attendance figures were conservatively estimated to reach 20,000 - the actuals were closer to 35,500 people.

It is anticipated future years will capitalise on the demand and the locally made content, to develop the program further and potentially increase its duration from 10 to 17 days.

The festival has generated economic and cultural benefits, promoted social inclusion and well-being, brought communities together, fostered participation and enabled residents to gain a wealth of experiences that would otherwise not be readily available or accessible.

The culture of the region’s indigenous people will also continue to be not only acknowledged but featured within the festival.

Legacy goals are to:

- grow and strengthen the regional creative industries sector;
- develop national and international networks;
- strengthen community pride and connectedness;
- develop communities capacity to deliver their own events;
- foster cultural tourism recognition, growth and maturity; and
- deliver hard infrastructure.

In order to continue to develop the festival and achieve success, an environment of support, appreciation and sufficient resources to create the iconic elements that take the festival from a local arts event to one of national and international significance are required.

The ability to create a successful festival that delivered a multitude of benefits on a very limited budget was a huge achievement in 2016.

However, it did call on a significant amount of generosity and good will in terms of staff “adding” the Horizon event to an already jam packed operational program within the Community Relations Branch, and the goodwill of the volunteers, the event’s partners and stakeholders.

It is important to note that this event cannot be replicated in 2017 (or if it is held it will offer a lesser program) if there is no commitment to resourcing the planning, delivery and maturation of Horizon with a dedicated operational budget.

If Horizon can obtain an operational budget, there is no doubt that the quality of the festival and flow on benefits - economic, tourism, social and cultural – will increase significantly

Key outcomes

- Key benefits expressed by participants (event organisers/artists): new audiences; connections and networks established; increased profile of artists/events
- 35,574 attendances, more than 1000 local artists showcased and 339 volunteers engaged
- 20% of attendees attracted to the festival were intrastate, national and international tourists
- 186 regional, national and international media stories
- Economic impact of \$2.84 million was spent by visitors from outside the region – generated from ticket sales, merchandising, accommodation, meals, transport and incidental expenses
- Economic benefit in excess of \$5.56 million – based on the actual average spend of all attendees derived from survey data from the events – this does not include spends by event organisers.
- Building local capacity and legacy in communities by moving events from town to town across the region (expectation that the community will hold an event after Horizon moves on so eventually there are many events happening in multiple locations)
- Five new artworks, an ongoing legacy of the inaugural Horizon event, in Caloundra CBD area and which are now part of the SCC Public Art Collection

Key recommendations

- Operational budget to increase to continue delivering and developing the festival to it’s to full potential and to maximise cultural, social, tourism and economic outcomes.
- Horizon program to have as permanent fixtures the signature events - Horizon Ignites launch, Art Trail, REMIX, First Coat, Long Gallery and finale event. These events will change annually in format and location to keep festival fresh and distribute capacity legacies across the region.
- Horizon branded social media and website be maintained and leveraged to develop database as key digital assets. This is essential to the development of the festival in relation to: meeting the expectation of sponsor partners; resource management; audience development and expectation: and community ownership.
- Festival staffing structure be resourced as soon as is practicable to ensure appropriate lead time for coordination of 2017 event.
- Develop touring opportunities for home grown Horizon events to:
 - provide broad and long-term promotional benefits to the Horizon festival
 - contribute to the wider Sunshine Coast region “a place of creativity” brand,
 - increase audiences for local artists and events
 - Create capacity and legacy for arts and cultural sector on the Coast.
- Continue to proactively seek and manage funding and corporate sponsorship opportunities and partnerships.
- Develop and refine internal and external resources, processes and documents to support efficient and effective coordination and communication with all stakeholders.

Festival overview

The inaugural Horizon Sunshine Coast festival of arts and culture delivered over 200 events to 16 locations across the region from 2 – 11 September 2016.

More than 35,000 attendees and 1,000 local artists and participants enjoyed a broad range of events, exhibitions, workshops and summits showcasing international, national and local artists and presenters in film, literature, creativity, visual and performance art.

The Community Relations Branch coordinated the festival including the overarching marketing and media and the delivery and coordination of key elements within the festival, being:

- Horizon Ignites (launch) - Caloundra
- Colour the Street - Caloundra
- The Long Gallery - Nambour
- Art Trail – across the region
- REMIX Academy Summit – University of the Sunshine Coast
- Dawn Awakening (finale) - Coolumb

A range of sponsors and funding partners supported the festival, including:

- Queensland Government via Arts Queensland
- University of the Sunshine Coast
- SunCentral Inc. | Maroochydore - The Bright City
- Fresh PR & Marketing
- 92.7 Mix FM
- Sunshine Coast Daily
- Visit Sunshine Coast
- Sunshine Coast Airport
- Sunshine Coast Creative Alliance
- Anonymous personal donation of \$5,000
- Tidal magazine | Limited Run arts collective

Some key festival program partners that collaborated with Horizon into the marketing collateral and/or program included:

- Maroochy Music and Visual Arts Festival
- Caloundra Film Festival
- First Coat
- REMIX
- UNFRAMED contemporary public art festival
- Sunshine Coast International Readers and Writers Festival
- Caloundra Events Centre, Lake Kawana Community Centre, Maroochy Bushland Botanic Garden | Arts and Ecology Centre, Caloundra Regional Gallery and Council Libraries
- Cello Dreaming, Louise King
- Peripheral Arts
- Lyndon Davis and the Kabi Kabi dance troupe
- Katie Noonan and the Eumundi School of Rock
- Queensland Ballet

The delivery of the inaugural Horizon festival was overwhelmingly well received by the wider community, sponsors and stakeholders (including event organisers and artists). This is supported by the extensive unsolicited feedback (both formal and informal) and via after event surveying. Indeed, early conversations with both Major Partners clarify that both will be continuing the relationship, with one to potentially double their cash contribution.

Festival Fast Facts

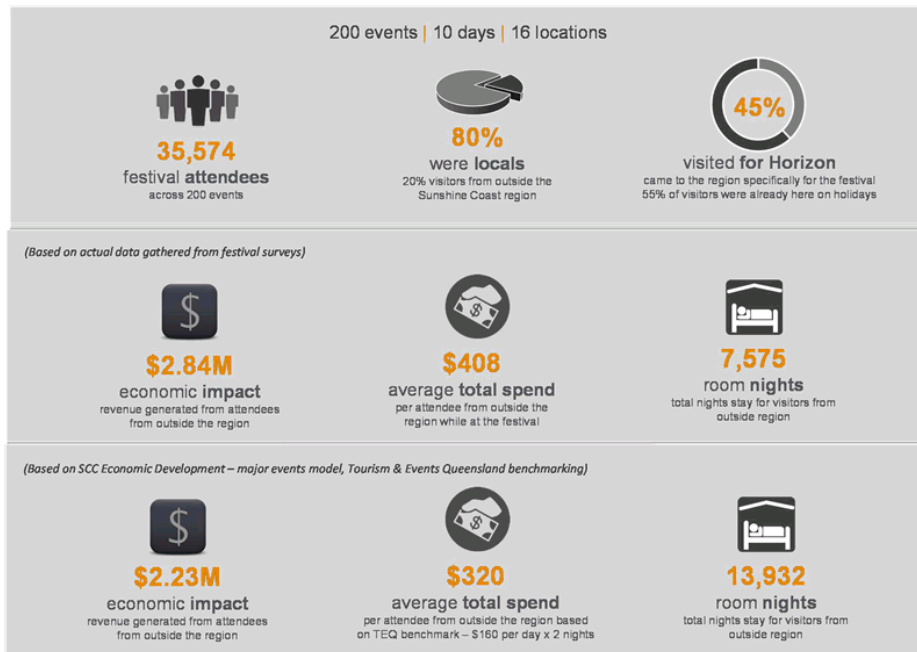


Fig.1 Horizon Festival – economic Impact

The economic impacts of \$2.84M for the 10 day festival (Fig. 1) are calculated using actual festival data noting that the economic impact would be \$2.23M using the Tourism and Events Queensland average data formula).

The actual festival data shows that international visitors and domestic cultural tourists spend significantly more on their trips than other tourists, creating higher economic impacts as outlined by the Australia Council for the Arts (<http://artfacts.australiacouncil.gov.au/overview/global-13/ov-fact48/>).

Horizon in detail

Horizon Ignites

Horizon Ignites is a new event for the region and was developed as the launch pad to set the tone for the 10 days of Horizon events to follow. The event, held on Friday 2 September, was developed to occur in the urban environment of the Caloundra CBD to support the Caloundra Regional Gallery and the draft Caloundra CBD Masterplan (which was on public display during the Horizon festival period) description of this precinct as the community’s cultural heart.

The event included 17 local artists and creators as well as three national artists and leveraged off the gallery wall First Coast satellite mural which attracted national talent. Lantern making workshops were held in Caloundra Library and Civic Lutheran School in the week leading up to the event where 47 lanterns were created for the parade.

The Caloundra Film Festival was also launched on Friday 2 September at the Events Centre. To connect the two events, the lantern parade began out the front of the Events Centre. The sparked a sense of

excitement and added to the film launch buzz. This also provided an extensive array of media opportunities throughout the evening.



Achievements

- 4000 people attended the Horizon Ignites launch event, including;
 - 92 community members, staff and volunteers participating in the lantern parade and library workshops, and
 - 1000 visiting the Caloundra Regional Gallery which was open late to add another showcase cultural element to Horizon Ignites and increase the profile of the gallery
- 340 people attended the Caloundra Film Festival premiere screening

"Dear Mark Jamieson, Mayor of the Sunshine Coast, Congratulations on such a great event. What creativity, what colour, what enthusiasm by the residents of Caloundra. Congratulations." Jill and Colin Kennard, Caloundra

Challenges

- Resourcing – from mainly a people on the ground point of view particularly when each event was back to back with another large event the following day, requiring staff attendance, support, coordination, lead.

Recommendations

- Maintain the ownership ,development and delivery of the Horizon Ignites launch event
- To ensure a fresh approach to Horizon Ignite, locate the event to another community annually and reformat to bring in new elements that reflect the host community's arts and cultural strengths
- Develop a comprehensive approach to media and social media to take advantage of the many opportunities available to promote and share launch event

Colour the Street and The Long Gallery

Colour the Street was a free community celebration highlighting the iconic tram tracks of Howard Street via an urban block party – featuring 3D pavement specialists. The event line-up included live music, dance, hula hoop workshops and children's playshops, Indigenous performances, slam poetry, spoken word, street theatre, dance, projections, circus playground, children's chalk art, cane train lantern, roving Steam Punk performers, lantern parade and a laser light show and a fire spectacular.

The Long Gallery was an exhibition of artwork in the windows of shopfronts in Howard Street and Currie Street Nambour - a collaboration between local businesses and local artists – was an innovative idea with huge potential for development.

The brief was to display, for the duration of Horizon Festival (2-11Sep16) art work by a local artist and to light up the artwork in conjunction with the Colour the Street event.

This event on the program offers local artists the best, grass roots opportunity to showcase their art, and art form noting that performance, fashion and new media artists and designers could all have an excellent opportunity with the development of stronger partnerships with the business/shop owners.



Achievements

- 4,500 people attended Colour the Street
- More than 25 community creatives worked together in the delivery of this event
- A sold out 'Alice and Dorothy' ticketed show held as part of the event in the Old Ambo blackbox theatre space
- 32 local artists were showcased to new audiences as part of The Long Gallery
- 27 Business were connected with local artists
- The Long Gallery is a very attractive project to funding bodies (eg. Arts Queensland)

Challenges

- Human resourcing was a challenge with both illness and only a small team to deliver two major events back to back
- Some environments not suitable for artwork display (security, weather concerns)
- Resources were limited to assist in the delivery and curation of The Long Gallery project (more signage required, help to hang the artworks etc)
- Engagement of businesses to participate and offer their window space for the duration of the festival

Recommendations

- These two events to morph into 'Art Street' – a combination of Colour the Street and the Long Gallery which will move around the region to become a signature event of Horizon
- Develop a timely business community engagement program to encourage participation and connect artists with business spaces.

"Feedback in the local Nambour community has been very positive, to say the least, and it seems the event has been regarded as quite incomparable to other events around town in the past. Well done!" Suzi Scrimshaw- Circus Connect

Dawn Awakening

Dawn Awakening was developed as a signature finale event as part of the Horizon festival 2016 and was held at the iconic location of Stumers Creek, Coolumb.

The concept was developed as a ceremonial celebration heralding the dawning of a new day and closing the gathering of artists, performers, film makers etc. It presented the traditional stories of our First Nation custodians, told through fire, music, dance, choir and dreamtime stories.

The event was artistically directed and co-produced by Angie Dunbavan of Red Chair Productions in partnership with Sunshine Coast Council, the Kabi Kabi First Nation people and Torres Strait Islander cultural groups. Council's role was to assist with the project management and delivery of the event.

A large number of local artists contributed to the event in art forms such as performance and art installations as set décor. The audience of just over 600 were also treated to a bush tucker breakfast.



Achievements

- Outstanding community support and inclusivity demonstrated through this signature event
- Cross-cultural focus delivered in a contemporary performance piece
- Fantastic footage gained of a unique event in a highly visually attractive location
- Engaged with a large number of local participants including local school children

Challenges

- Ensure an appropriate lead time to ensure a quality product
- Unique locations will generally incur additional production costs (power, lighting etc.)

Recommendations

- Continue to provide a unique signature event as the finale of Horizon
- Continue to commission a producer / artistic director to develop this event
- Ensure this event is staged in a location that is highly visually attractive and increases the value of iconic Sunshine Coast features

"What a beautiful event, the location and all the different elements, congratulations to all involved for putting on an event of this scale." K Randall, Peregrine Beach

"We have lived in the area for 20 years and have never experienced anything like this before, which not only highlights the creation stories of this place Stumers Creek, but also it connects the community in a way we could not have imagined." Pam and John, Coolum Beach

REMIX Academy

REMIX Summits tackle the big ideas shaping the future of the cultural and creative industries.

By bringing together leaders from across industries they facilitate the exchange of ideas and insights, fostering dialog and collaboration. They take place four times a year in London, New York, Dubai and Sydney. REMIX was engaged by council to deliver a one day summit with a host of innovative talks by national and international key note speakers exploring the elements and ingredients that contribute to making creative cities and communities.

This was the first time the global brand had produced a summit outside of a capital city with the Coast being only the second place in Australia to ever host the summit.

SunCentral and the University of the Sunshine Coast were major sponsors of this event, with Tidal and Limited Run holding an open to the public pre-summit event at Axis Gallery in Maroochydore for 150 attendees. The Sunshine Coast Creative Alliance partnered in promotion and theme development.



The buying in of the conference enabled council to access both an established audience, a network of high profile speakers and a globally recognised brand.

REMIX had a 15,000 strong targeted international database that was utilised for marketing purposes for the event alongside overarching festival marketing. This assisted to achieve an attendance of 145 delegates with 33% being from outside the region.

The long-term aim is to enable a conference to continue to be a feature of Horizon but to build a uniquely Sunshine Coast brand and flavour for the event.

Achievements

- Keynote speakers provided exceptional case studies on the successful collision of industry and culture on a global perspective
- Ideas Brewery breakout space provided delegates with more personal encounters with keynote speakers to discuss projects and concepts from across the country
- High engagement levels throughout the summit on keynote talks and in the Ideas Brewery
- Valuable networking opportunities

"One of the stand-out Festival events ... was the REMIX summit at USC. REMIX are a globally-renowned UK-based company focussed on invigorating cities and communities through culture, and until now they had only held an Australian event in Sydney. I was thrilled to see this extraordinary conference come to the Sunshine Coast thanks to Council's vision. It attracted delegates from across Australia, and on my table alone there was an Adelaide architect, a Sydney town planner, Bendigo Tourism's CEO and Queensland state government employees from Brisbane." Liz Rivers, Managing Director, Queensland Signature Events and member of Council's Tourism, Sport and Leisure Taskforce

Challenges

- Audio visual was not to the standard required
- Ensuring the mix of speakers challenged the cultural requirements of a regional 'city' and community
- Timely advance engagement with peak creative bodies such as the Sunshine Coast Creative Alliance in the planning stages to develop workshops that address local cultural challenges

Recommendations

- Negotiate agreement for 2017 with REMIX to include greater alignment to Sunshine Coast region focus
- Engage as early as possible with the Sunshine Coast Creative Alliance to theme and progress content development

- Include the Sunshine Coast Arts Advisory Board as a key stakeholder in theme development noting that a draft Sunshine Coast Arts Plan is currently being developed and will identify strategies to identify gaps in and strengthen the arts/cultural offer on the Sunshine Coast
- Include an indigenous cultural perspective in the program

Pod Lounge: Art of Storytelling

The Pod Lounge was a one-off art installation mobile venue that facilitated the housing of a community led program by Nycole Prowse and Peripheral Arts; *The Art of Storytelling*.

The structural space was a commissioned inflatable artwork by artist Nicole Voevodin Cash and additional loaned inflatable elements owned by the artist. The infrastructure includes artificial turf elements and seating.

The Pod enjoyed 590 attendees over the seven days of operation in a variety of locations and showcased 18 local artists. The University of the Sunshine Coast was a major sponsor of this element and a lot of the showcase artists were Faculty of Arts students, providing a platform for these developing artists and performers.



Achievements

- High level engagement due to intimate environment
- Showcased 18 local artists to new audiences

Challenges

- Very resource [staff] heavy project for limited return on investment

Recommendations

- Longer lead times for artwork commissioning with more stringent agreements in place
- Revisit original idea of travelling hub featuring staging and new media capabilities

First Coat Satellite Murals

First Coat Regional Activation delivered five artworks in the Caloundra CBD precinct during the Horizon festival.

First Coat is a Queensland based creative initiative, driven by a desire to make arts and culture accessible through the transformation of public space. The program, which encourages community engagement and conversation, and demonstrates the strong role public art plays in social change and urban development, was identified as the ideal vehicle to develop a sophistication around the public art offer on the Sunshine Coast.

The event, combined with the timing, in terms of the Draft Caloundra Master Plan which was on display during this period, helped facilitate some good outcomes in that it informed thinking and ideas in relation to urban spaces in a regional framework.

It also enabled local artists to develop skills and profile within the framework of a professional and highly regarded program which in other Queensland regional towns (eg. Toowoomba), has sparked an economic return within urban centres via the creation of wall art festivals and ongoing visitation due to informal trails that have been created, and the activation of sometimes “forgotten” spaces by both business and communities of interest.

The idea for this event came from an existing relationship with First Coat who had been engaged to deliver a mural on the Caloundra Regional Gallery wall (see picture below). Work on the mural was timed to start with the Horizon festival launch, providing a visual point of interest throughout the festival, with people dropping by to see how it progressed.

The Caloundra CBD Taskforce contributed further funding to deliver four other works in Williamson Lane. The development of the pieces was framed within a street party event with live painting, live music, food stalls and bar run with the support of Sunshine Coast Creative Alliance.

The completed works remain not only as a legacy of the first Horizon event but also showcase how outdoor murals can add to the ownership a community feels for their public spaces.

The artwork will be managed under SCC Public Art framework. 150 people attended the First Coat Block Party.



Caloundra Regional Gallery – no longer a blank canvas. The exterior wall is home to a new piece of public art delivered as part of the Horizon Festival

Achievements

- Five new artworks in Caloundra CBD area by four local and two national artists. The artworks are now part of the Sunshine Coast Public Art collection
- Graffiti management benefits
- Cultural tourism legacy benefits including alignment with the Draft Caloundra CBD Masterplan precinct description of a cultural hub
- Provide a sense of sophistication around the public art offer on the sunshine coast
- The process of development, creation and celebration of outdoor murals sparks a community sense of ownership over public spaces – a contributor to healthy and safe communities.

Challenges

- Insufficient resources to document the process for historic and promotional purposes
- Insufficient signage in place to promote the Horizon brand

Recommendations

- Continue to grow and develop the collaboration with First Coat to ensure more legacy artworks, capacity development of local street artists and cross-promotional outcomes

- Investigate lighting of the artwork on the Caloundra Regional Gallery external wall to celebrate both the mural and sign post the gallery
- Develop a public art trail (it could be as simple as a map of all pieces and a short story about their history/the artist) in time for the 2017 Horizon festival.

Art Trail

This event on the festival program was designed to support both commercial and non-commercial arts businesses and facilities such as galleries and art exhibitions / prizes, in addition to new, one-off exhibitions / prizes specifically developed for the festival.

The trail was popular during the Horizon festival, providing a well-developed arts offer to visitors to the region and new audiences to the commercial studios and galleries on the trail.

This trail could work in conjunction with the Public Art trail recommended earlier in the report.

Informal feedback from gallery owners in relation to this event being included in the Horizon program was extremely positive with many advising that visitors to their galleries during this period came with the Horizon program in hand, indicating that this was how they heard about the trail.

Achievements

- Excellent range of activities and exhibitions highlighting local visual arts and crafts
- Very attractive project to funding bodies (e.g. Arts Queensland)
- Very attractive to visitors to the region

Challenges

- Insufficient resources to ensure the Horizon brand framed the trail e.g. Horizon signage at all participating exhibitions / events was required so that the link between the places (i.e. a trail) was obvious

Recommendations

- Further develop the Art Trail by engaging with both commercial galleries and studios to provide genuine benefits to these businesses and exhibitions including increased cross promotion and legacy cultural tourism benefits

Marketing and Media

The goals of the festival, as outlined in the Final Report Background, were the foundation that shaped the marketing and communication plan's goals, strategy and objectives outlined below:

Goals

- To launch and establish a profile for Sunshine Coast Council's Horizon festival
- To support, showcase and develop arts on the Sunshine Coast
- To engage the community and visitors in celebrating the cultural diversity of the Sunshine Coast

Strategy

Through use of media relations, event ambassadors, print, radio, digital communication and targeted social media content including video with a centralised marketing platform:

- Highlight the diverse range of creative talent and activities reflected in the festival program;
- Activate community spaces as gathering places for the expression of creativity;
- Promote the array of appealing Sunshine Coast locations where Horizon Festival events will be held, placing an emphasis on the mix of hinterland and coast landscapes; and
- Promote Horizon Festival as a Sunshine Coast Council initiative that assists in achieving council's vision of being Australia's most sustainable region – vibrant green and diverse.

Objectives

With a focus on ensuring the marketing goals can be evaluated for success, the following marketing and communication objectives were developed with the SMART philosophy in mind (Specific, Measurable, Achievable, Realistic and Timely):

- 20,000 people actively participate in the Horizon festival's program of events throughout the 10-day event period (actual attendee numbers achieved was 35,574)
- 15% of Horizon Festival attendees come from outside the Sunshine Coast region (actual figure achieved was above target at 20%)
- To achieve up to three key messages in news stories published (print and online) regarding the festival and partner events by -29 September 2016 (actual total number of news stories was 186 articles)
- Deliver the marketing and communications channel plan on time and to budget

The total marketing expenditure for Horizon 2016 was \$76,461. This marketing communications spend covered – print collateral, marketing consultancy, merchandise, signage/banners, advertising, web/digital, social media, photography/video, media launches and distribution of marketing material.

The full Horizon Marketing and Communications Plan can be viewed at Attachment C.

Brand

The Horizon festival developed its own brand identity to be relevant and attractive to the desired target audiences.

Horizon was chosen as the brand name via an internal engagement and brainstorming process to meet the following criteria, and being suggestive of:

- Looking ahead, to the future, for the new
- The Sunshine Coast region i.e. Glasshouse Mountains, beach etc.
- Diversity and inclusiveness
- Having a broad scope and encompassing many variables
- Hope and joy

Selecting appropriate imagery to represent the festival was vital to accurately convey the scope of the project. The imagery reinforced the professionalism in the organisation of the events as well as the innovative approach being taken. As it is obviously the inaugural year of the festival, it will be reliant on collecting a library of high quality imagery from all performers and artists.

The brand also provided a unique and significant opportunity to profile the work of a developing artist.



Achievements

- Outstanding collateral and brand design that attracted a great deal of positive feedback
- Signature imagery provided profile development opportunity for a previous Sunshine Coast Art Prize 2016 New Media finalist (Artist: Linda Loh, *Lure* ©)
- Strong recall and recognition of the brand outside the region

- The brand evolved substantially as the festival program developed with a 'real' image gallery now accessible

Challenges

- Being the inaugural year, there was no previous image gallery to access for marketing purposes
- Negotiating for a contemporary look and feel, and a standalone brand, in the framework of council brand guidelines

Recommendations

- Resourcing for full brand development opportunities (street banners, merchandise etc.)
- Maintain external social media and website as part of regional arts festival branding
- Primary marketing goal is to build the database and social media following as key marketing assets which is attractive to and valuable for negotiating sponsorships

"The Horizon Logo had a strong recognition and wide reach, when we spoke to people they knew that we were part of the 'Horizon' Festival. It was great to sit Three Forces within a Festival, it gave it a lot of credibility." Anne Harris – Three Forces

Digital platforms

Australians now spend the equivalent of one full working day on Facebook each week¹. The Horizon social media channels were developed as the key communication tools for the Horizon inaugural cultural arts festival to take advantage of:

- The low cost, ease and instantaneous (timely) or unplanned opportunities to promote Horizon that social media platforms provide
- Ready audiences - the opportunity to target the main Horizon audience, the millennials who are not only strong digital communicators and users but are also a ready audience with one in five² attending a festival in the last 12 months

A Digital Strategy and content plan was developed in partnership with The Various Artists, an external agency highly experienced in digital marketing for similar audiences (MMVAF). Unique Facebook, Instagram and Twitter accounts were developed to distinguish Horizon from traditional Council business.

This step was taken as it was identified during the preliminary planning of the event that the target audience of the festival, would be a new audience, i.e. not council's current audiences or potential audiences.

Digital assets such as the social media channels, standalone website and database development were also key to the procurement and development of long term corporate sponsor and partnerships. (See Attachment D a full digital report) with potential sponsors hinging their decision to support or partner the event on the final decision by Council to give permission for the standalone web and social media channels to be developed.

However, council's current social media and web guidelines limit the ability for the development of digital platforms beyond the Sunshine Coast Council platforms.

The reasons from the limitations are mainly two-fold:

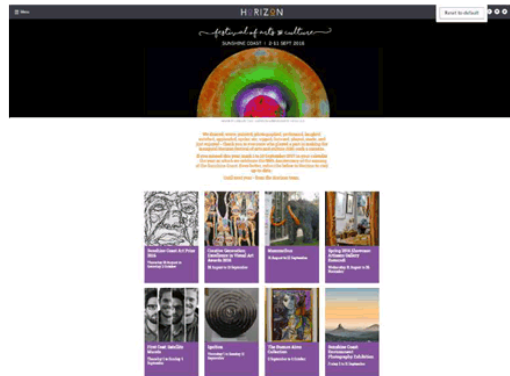
- To protect and enhance council's brand by clearly showing that if promoted via council's digital channels then it is council funded (i.e. this is where your rate dollar is going)

¹ Page 2, Sensis Social Media Report May 2015: How Australian people and businesses are using social media report (2015) The Digital Industry Association of Australia https://www.sensis.com.au/assets/PDFdirectory/Sensis_Social_Media_Report_2015.pdf

² Top Music Festival Trends and Insights from Twitter study (2015) Eventbrite https://www.eventbrite.com/blog/academy/music-festivals-trends-2014/?utm_source=pr&utm_medium=blog&utm_campaign=mfr

- To limit unqualified/inexperienced staff members from representing council's interests in a public space/platform and possibly misrepresenting the brand

And of course there are cost savings by using council's web/social media presence.



However while the common objective of wanting people to feel good about council/the event, and have trust in the brand (ie to do/to deliver) is paramount to both, council's main objective is to promote, advise of, provide information on council's many products and services.

In contrast, the main reason for promoting and marketing events is to activate an audience to attend, to attract revenue streams and partnerships noting that potential sponsors and grant funds, as stated earlier, place a high value on standalone social media engagement in their considerations and criteria.

This difference in primary objectives ie. council promotes and markets its services to provide information and on occasion engage with the community for the purpose of consultation/feedback on a project versus growing participation levels in a cultural experience (both locals and visitors) highlights the need for not only Horizon to maintain its digital platforms but for council to review its guidelines more generally in relation to how it controls and manages its digital media in the digital age.

While Horizon festival digital media statistics provide support the need for the maintenance of the website and social media platforms, another council owned event, the Caloundra Music Festival, is a good example of how a stand-alone website and social media can benefit an event by growing participation, profile and reputation, at minimal cost (ie compared to traditional advertising).

Initial conversations with 2016 sponsors and partners and potential 2017 Horizon festival sponsors and partners, have indicated a groundswell of support for the event and a willingness to develop reciprocal digital partnerships.

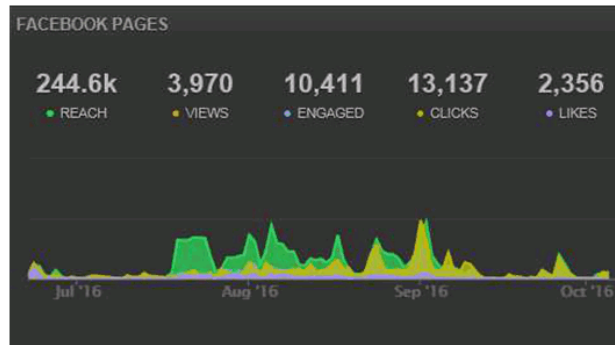
The festival's web and social media platforms achieved some great outcomes in terms of promoting and garnering support for a new and untried event.

The current council web and social media guidelines are a real threat to this event's success if decision is made to disallow the platforms from continuing beyond this first festival year.

Achievements

- Facebook
 - Facebook was the second highest method of hearing about the festival after Word of Mouth
 - Grew Facebook members from a zero base to 2,356 within 15 weeks

- Reached 244,600 people
- Engaged 10,411 people
- Facebook video content had the highest reach and engagement, followed by photos and links
- 25 participants in a Caloundra Chamber of Commerce 'Instameet' at Horizon Ignites event



- Instagram
 - 469 followers within 15 weeks from a zero base
- Twitter
 - 136 followers within 15 weeks from a zero base
- Website (Google Analytics)
 - 50,064 page views
 - 11,298 unique users
 - 49.93% bounce rate (percentage of visitors who navigate away from the site after viewing only one page)
 - 2:55mins average time spent on website
 - Tablet visits - 2,289 (14%)
 - Mobile visits - 6,818 (41%)
 - Desktop visits - 7,660 (46%)
- Google Adwords
 - \$781.62 total spend
 - 333,400 views
 - 2,384 click through rate

Challenges

- Launching the digital channels nine weeks before the festival started made it difficult to build a digital audience beyond 2,356.
- The launch of the digital platforms was impacted by Council's Web and Social Media guidelines which required extensive explanatory documentation business cases and negotiations to obtain permissions. This meant very short lead in times to develop social media audiences and ability to drive these audiences to the Horizon website.
- Concerns that the current web and social media guidelines will disallow the continuation of the digital platforms, impacting on the festival's ability to reach new and current audiences.
- Budget constraints for the first year of launching a festival limited ability to market the new event
- Limited resources and skilled digital coordinators made it difficult to share the responsibility for digital channels that operate 24/7

Recommendations

- Maintain the digital platforms which already have an engaged and active audience.
- Improve the website functionality using filter based technology and to allow online registering of events / volunteers by external stakeholders
- Further build and develop the value of digital assets for corporate sponsorship and free targeted marketing (advocacy)
- To reach and communicate with niche target audiences further develop content plans for each social media channel as identified in the digital strategy
- Commence content planning and secure high quality content four months prior to the festival
- Develop the social media street team as advocates and promoters of Horizon using exclusive content for sharing through the street team channels
- Build reciprocal digital partnerships with other festivals and partners
- Identify organisations to follow and like to grow members
- Develop a social media personality based on the Horizon brand and target markets that ensures content is written in appropriate targeted language
- Organise social media training for key staff
- Continue to promote events using compelling video content

Traditional Media Coverage

An analysis of coverage produced in the 121 days between 1 Jun 2016 and 29 Sep 2016 found 186 items over 8 media types for all festival events. This coverage reached a cumulative audience of 3,103,005 and had an advertising space rate of AUD \$285,124.

Council's *Communications Officer* was responsible for generating media coverage and leveraging the limited marketing spend across traditional media channels. A breakdown of media activity can be found below.



- Newspapers had the highest volume of coverage (114 items or 61% of the total volume of coverage)
- Newspapers reached the highest cumulative audience (2,676,697 or 86% of the cumulative audience)
- Newspapers had the highest advertising space rate (AUD \$188,164 or 65% of the total advertising space rate)

Media Type	Volume	Audience	ASR (in AUD)
Blog	4	4	\$0
FM Radio	24	70,500	\$16,876
Images and Video	3	3	\$0
Magazine	1	16,000	\$1,196
Newspaper	114	2,676,697	\$188,164
Online News	27	23,808	\$63,327
Social Network	3	3	\$0
TV	10	316,000	\$15,561

Achievements

- Reached a cumulative audience of 3,103,005
- Achieved an advertising space rate of \$285,124 – with a marketing expenditure budget totalling \$76,451 (detailed above under Marketing Expenditure)

Challenges

- Some editorial did not differentiate between Horizon and the partner event
- Some partner events did not mention Horizon

Recommendations

- Produce media kits with full information on Horizon and all partners / partner events
- Produce participant kits with full brand guidelines on promotion of involvement in Horizon
- More proactive follow up of post-event imagery and information
- More leveraging off participants, team, sponsors – for media launches

Advertising and promotions

Advertising and promotions were planned within two key considerations of budget and target audiences.

Target audiences and their demographics and psychographics were identified and analysed to ensure the most effective communication methods and channels were selected to convey key messages and ideas.

Tactics were then developed from this analysis and implemented.

Achievements

- 'Tjuki' the mammoth art installation provided high promotional impact and target market engagement (*Sunshine Coast Airport, Caloundra Events Centre, media and launch events*)
- Sunshine Plaza promotion was observed to attract awareness and generate interest in the last 2 weeks leading up to the festival



Challenges

- Limited budget meant an over reliance on free social media which impacted on perception of support to program partners and narrow brand awareness levels
- Limited human resources to dedicate the time required to this major element

Recommendations

- Operational budget be endorsed
- Strong media partnerships are developed with television, radio, print and online channels
- Include calendar view in program and on website (using filter based technology)
- Include festival messages from Arts Minister, Mayor and festival team
- Ask for double passes from every program partner for media partner promotions

Stakeholders

Participants and Volunteers

Personalised debriefs were conducted with Horizon program collaborators and participants either in person or via phone. The two main benefits outlined were the media, marketing and promotions offered by Horizon and the access to new and increased audiences. Other benefits, ideas and suggestions include:

- New connections and networks established
- Increased profile of artists developed
- Fantastic audience numbers and sales
- More lead in time in relation to funding opportunities
- Tourism benefits via increased exposure and benefits to local businesses
- Ensuring marketing promotes key partner events in their own right as well as overall festival

All Horizon events attracted a total of 295 volunteers with 137 via Council of which 92 were part of the Horizon Ignites lantern parade.

Achievements

- Engagement with 339 total unpaid artists and volunteers
- Benefits demonstrated achieve festival objectives

Challenges

- Limited lead in time for funding opportunities to produce events
- Ensure marketing promotes key partner events in their own right as well as overall festival

Recommendations

- Utilise council's new Volunteer Management System and online induction process
- Establish database of Horizon participants to promote funding opportunities in a timely manner and further increase networking and creative content development opportunities
- Produce media kits with full information on Horizon and all key partner events

Sponsors

A strategic and targeted approach was taken to procuring sponsorship for the inaugural festival with only cash and budget relieving in-kind partnerships sought. Only relevant sponsors appropriate to the festival were approached with potential long-term partnerships in mind. Positive feedback has been received from sponsors that confirms a desire to build a long-term partnership with significant mutually beneficial outcomes.

Achievements

- \$41,000 total sponsorship value for inaugural festival despite no supporting data or history included as this was an inaugural festival:
 - \$20,000 in cash sponsorships secured
 - \$16,000 in-kind sponsorships
 - \$5,000 personal cash donation received

To note: this does not include Grants which appear in the Finance section of this report.

Challenges

- Short lead time impacted on the team's capacity to approach potential sponsors and negotiate outcomes, to develop extensive/attractive sponsorship packages and to align sponsorship requests with the budget allocation timelines of prospective sponsors
- Limited resources for a time consuming task
- Lack of history, tangible data and imagery to support sale of partnerships

Recommendations

- Longer lead time and strategic plan for three year development
- Sufficient resourcing to manage implementation of the strategic plan
- Maintain standalone website, social media and build database as key assets in procuring sponsorship

HORIZON

Collaborators



Major Sponsors



Media Partners



Supporting Sponsors



Research and feedback

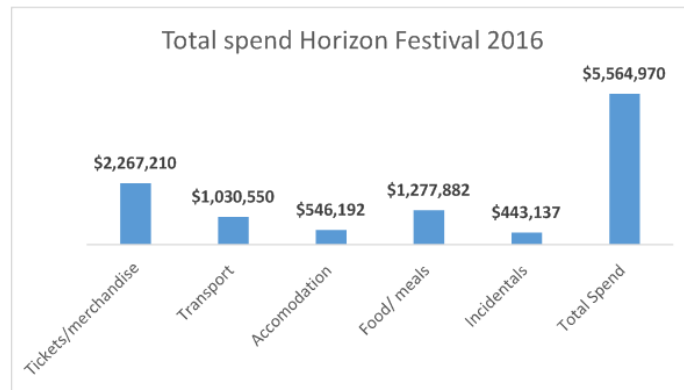
Unique research opportunities were available with the first iteration of the Horizon festival. A strategy was developed with goals such as:

- Address funding acquittals
- Attract sponsorship
- Justify decisions
- Measure successes, and

- Identify learnings

A variety of surveys and measures were developed for attendees, participants, volunteers, staff and artists these were delivered via email, web, telephone and in person through personalised debrief meetings.

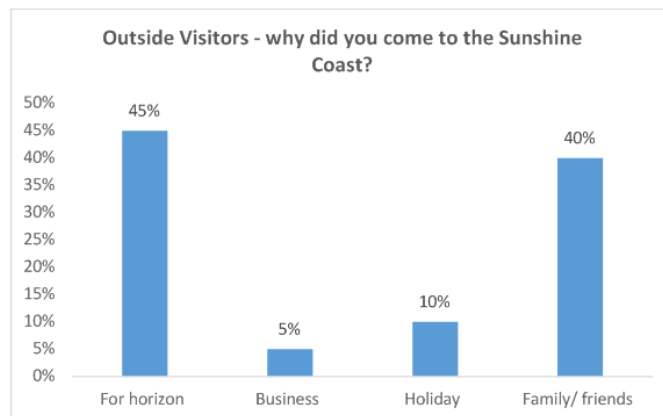
A total of 146 formal surveys were conducted via web based Survey Monkey software, in addition the Maroochy Music and Visual Arts Festival conducted its own QLD Destinations Funding Survey and shared the data (from 300 surveyed attendees) with council.



Attendee feedback

Key themes emerging from qualitative attendee feedback reveals:

- Need easier access - more specific information in relation to the festival program (around 20% of all respondents)
- Improved promotion
- Greater variety of food stalls
- More involvement by Traditional Owners
- Stronger focus on children’s events and activities with earlier scheduling for children to attend



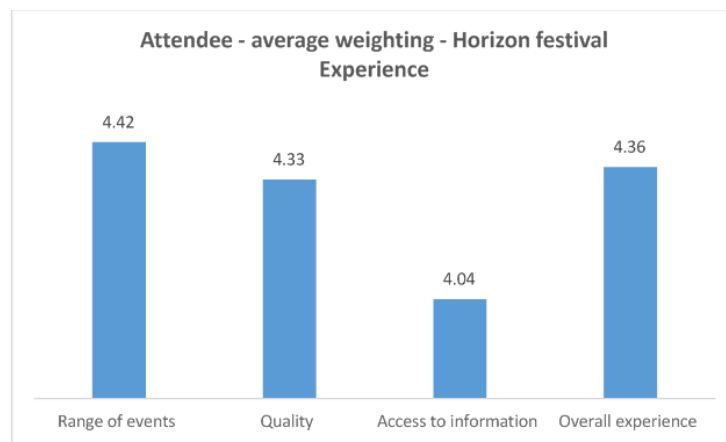
Participant feedback

Key themes emerging from quantitative and qualitative feedback reveals:

- Need to have a greater emphasis on social media for communication and marketing activities
- The quantity of marketing and promotion could be improved
- The Festival planning and lead-in needed to be earlier to encourage more community collaboration
- Need increased signage around events

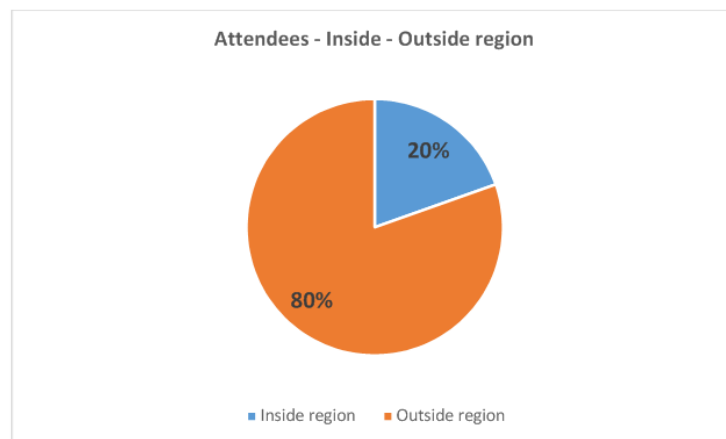
Achievements

- All attendee festival quality rating questions achieved an average score 4.39 out of 5 (very good to excellent)
- 100% of event organisers indicated they would be interesting in participating in next year's Horizon Festival
- 60% of participants rated their impression of the Horizon Festival as good to outstanding
- 20% of all event attendees (6,966 people) came from outside the region
- The festival generated over \$2.84 million in economic impact
- 35,574 attendees in total for Horizon Festival



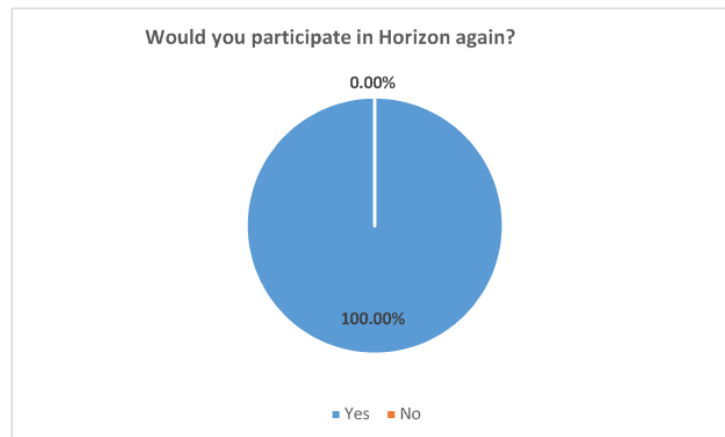
Challenges

- An issue with the QR Scan code limited access to the online survey for 24 hours
- Insufficient resources to maximise data capture during festival delivery



Recommendations

- Longer lead time to schedule volunteers and participants in data capture
- Investigate offering ticket sales channel to capture data, build database and further support program participants
- Incentive for participants to conduct and collect surveys and for visitors to complete surveys
- Conduct quantitative metrics surveys at events and personalised qualitative surveys post-event



Finance and resourcing

Staffing

With Horizon being a new event, ensuring delivery was adequately staffed with the right people, who were appropriately trained and motivated to meet its objectives was crucial.

An identified structure and reporting lines was a work in progress with many learnings being obtained in year one.

From the experiences of the inaugural year, a process was implemented to develop an effective structure moving forward. All functions were identified for each stage of the festival – creation, operational planning, delivery and shut down – before a determination of numbers and skills required to complete these tasks. Job descriptions and specifications will be developed from this as well as reporting lines to implement the final structure, as shown in Attachment E.

The key recommendation and opportunity for future development of the Horizon festival is in the appointment of a Festival Coordinator.

Achievements

- Many new learning opportunities for all staff
- Diversity of experience offered to staff
- Successful execution alongside core deliverables

Challenges

- Lack of designated structure
- Insufficient resources

- Need for creative visionary to curate and preserve theme and content of overarching festival to meet objectives

Recommendations

- Implement and resource recommended structure as per Attachment E, including the appointment of a Festival Coordinator on a 3 year contract to develop the festival

Funding

Sponsorship and grant funding was crucial to the success of the festival and comprised 64% of the entire budget – not including \$16,000 of in-kind sponsorship (primarily media / marketing and venue hire related).

It is to be noted that there was no operational budget provided for the Horizon Festival. The Community Relations Branch used three revenue streams to fund the event: Branch operational budget (**over two financial years 15/16 and 16/17**), grants (15/16) and sponsorship (15/16).

Branch operational budget comprised of a Civic and Community Events team Minor Events budget of \$40,000 (an annual \$20,000 contingency fund is provided to fund ad-hoc event requests), as well as \$40,000 from Cultural Programs budget which is used to provide cultural opportunities for the creative community. The final \$12,168 was from event program savings eg. NYE Mooloolaba and citizenship ceremonies. The \$57,136 additional staffing was covered by the Civic and Community Events team casuals and overtime budgets, which is used to provide resources for community (advertising) events (15/16 – \$15,346 and 16/17 - \$41,790).

2016 Horizon actuals

Item	Expenditure	Income
15/16 FY		
Planning and development		
• Marketing plan development	\$15,300	
• Digital media strategy and content schedule		
• Event concept development		
Marketing and promotions		
• Print and radio advertising campaigns	\$21,503	
• Event operational signage and street banners		
• Website construction		
• Collateral such as programs and posters		
Programming		
• Ignites launch event		
• REMIX Summit	\$79,681	
• Finale event		
• Long Gallery & Colour the Street)		
• First Coat collaboration (<i>legacy street art</i>)		
16/17 FY		
Marketing and promotions		
• Print and radio advertising campaigns	\$54,958	
• Event operational signage and street banners		
• Website content updates		
• Collateral such as programs and posters		
Programming		
• Ignites launch event	\$85,726	
• REMIX Summit		
• Finale event		

	<ul style="list-style-type: none"> • Long Gallery & Colour the Street) • First Coat collaboration (<i>legacy street art</i>) • The Pod Lounge and Art of Storytelling 	
15/16 FY – RADF and Arts QLD grant		\$100,00
16/17 FY – RADF and Sponsorship		\$65,000
Additional staffing (Casuals)		
15/16	\$15,346	
16/17	\$41,790	
	TOTAL	\$165,000
	<i>Cost to Sunshine Coast Council</i>	<i>\$149,304</i>

Table 1: 2016 Horizon Festival budget

Income includes all funding, donations and sponsorship (cash only) with expenditure being all expenses related to festival expenditure for marketing and Horizon delivered events, as outlined.

The budget does not include any externally delivered events (non-council owned or managed).

It should be noted that some of these events/projects received council funding via the RADF, Major Events Sponsorships or the Community Grants / Councillor Discretionary programs.

The applicants for these grant funded projects, which aligned with the festival objectives, were encouraged to hold their events, wherever possible, during the 10 day Horizon festival period to take advantage of the marketing and promotional support provided to this new event and to extend the program of arts cultural choices to the community. In short, to provide a concentrated program of arts cultural events over the 10 days.

Achievements

- Strong corporate sponsorship interest
- Success in securing external funding in inaugural year
- Significant festival data obtained for future funding and sponsorship procurement

Challenges

- Lack of operational budget
- Lack of human resources budget
- No festival history and data impeded ability to apply for funding and secure sponsorship

Recommendations

- Further develop sponsorship opportunities
- Increase number and value of funding obtained
- Provide a dedicated Horizon Festival operation budget

2017 Horizon budget

The ability to create a successful festival that delivered a multitude of benefits on a very limited budget was an achievement in 2016.

However, it did call on a significant amount of generosity and good will in terms of staff “adding” the Horizon event to an already jam packed operational program within the Community Relations Branch, and the goodwill of the volunteers, the event’s partners and stakeholders.

It is important to note that this event cannot be replicated in 2017 (or if it is held it will offer a lesser program) if there is no commitment to resourcing the planning, delivery and maturation of Horizon with a dedicated operational budget.

If Horizon can obtain an operational budget, there is no doubt that the quality of the festival and flow on benefits - economic, tourism, social and cultural – will increase significantly.

This will enable Council to further build and acquire:

- New connections, partnerships and networks
- Increased profile of local artists on a national and international stage
- Increased development opportunities for local artists
- Exposure to national and international artists for local community
- Increased community appreciation, and therefore support, of our local and regional artistic talent/innovation
- Numbers of attendees attracted to the festival being intrastate, national and international tourists (20% year one)
- Positive media generation (186 regional, national and international media stories year one)
- Increase to economic impact (\$2.84 million year one)
- Local capacity and legacy in communities throughout region

Outlined below is benchmarking with similar local government delivered cultural festivals with the cost to Council - as the producer - highlighted.

Benchmarking against similar local government delivered festivals reveals:

Event Name	Regional Flavours 2015	Toowoomba Carnival of Flowers – Ergon Energy Flower Food & Wine Festival 2012	Wonder of Christmas 2015
Producer	Brisbane City Council <i>(via Brisbane Marketing)</i>	Toowoomba Regional Council	Brisbane City Council <i>(via Brisbane Marketing)</i>
Event Type	2 day annual event – free to the public	3 day annual event – ticketed to the public	10 day annual event – free to the public
Attendance	approx. 85,000	approx. 15,000	approx. 100,000
Gross expenditure	approx. \$800k	approx. \$500k	approx. \$500k
Cost to Producer	approx. \$350k	approx. \$450k	approx. \$450k

Table 2: Benchmarking with other local government owned festivals

Source: Council spokesperson.

NOTE: No council staffing costs are included in the above.

A budget is proposed for the 2017 Horizon Festival budget based on the outcomes from the 2016 Festival, the extensive community, stakeholder and partner support and satisfaction, the gap in the market for this type of event (cultural showcase) and the extensive economic and cultural outcomes as outlined in this report.

The income streams in relation to sponsorship and funding are unsecured at this time and are based on forecasts.

2017 Horizon forecast budget

Item	Expenditure	Income
Marketing and promotions	\$90,000	
<ul style="list-style-type: none"> • Print and radio advertising campaigns • Event operational signage and street banners • Website content updates • Collateral such as programs and posters 		
Programming	\$200,000	
<ul style="list-style-type: none"> • Ignites launch event • REMIX Summit • Finale event • Art Street event <i>(Long Gallery & Colour the Street)</i> 		

<ul style="list-style-type: none"> • First Coat collaboration (<i>legacy street art</i>) • Hub (<i>mobile festival hub with technological capabilities</i>) 		
Sponsorship and Funding (<i>unsecured forecast</i>)		\$100,000
Funding (<i>secured [RADF]</i>)		\$52,740
Temporary staffing:		
<ul style="list-style-type: none"> • Horizon Festival Coordinator (contract role) • 2 x Level 2 temporary casual staff (9 months @ .75) 	\$85,000	\$121,000
	TOTAL	\$496,000
		(\$152,740)
<i>Potential cost to SCC – expenditure less secured funding</i>		<i>\$343,260</i>

This program requires council to provide 60% of the total budget - \$205,956 - in this 16/17 FY.

In 17/18, \$343,260, would be required annually to fund the event ongoing – noting that this budget is reliant on revenue of \$152,740, being received from RADF, grants and forecast sponsorship income.

Savings in current programmed events will continue to be sought to enable this key event in the cultural calendar to grow and expand.

Authors

Name	Title	Department	Branch
Janine Symons	Coordinator, Community Programs and Events	Community Services	Community Relations

Distribution list

Name	Title	Action
Coralie Nichols	Director, Community Services	Endorse
Claudia Di Blasi	Manager, Community Relations	Review and approve

Attachment A. MEB Letter of support

Janine Symons

From: Ralph Devlin <rpdevlin@halsburychambers.com>
Sent: Thursday, 31 March 2016 6:53 AM
To: Paul Smith
Cc: David Hopper; Paul Martins
Subject: Ms Claudia bi Blasi,
Ms Claudia di Blasi,

Dear Claudia,

Re: 'Horizon Festival' Presentation to the Sunshine Coast Events Board

Thank you to yourself, Janine Symons and David Gration for attending upon the Board on Wednesday 30 March.

The Board has, as one of its tasks, the expansion of Arts and Culture Events in our Region. Your excellent presentation was therefore timely and well received, provoking much lively discussion.

The Board gives in-principle support for the September 2016 Festival proposal and would like to work closely with you to bring it to fruition, in whatever form is achievable in the available timeframe.

Most of our Board members have seen first-hand the excellent work of the Sunshine Coast Arts Alliance. The Festival has the potential to harness the Alliance energy, passion and skill, so we are keen to assist that process as appropriate. We see as one of the strengths that the first Festival can be flexible and responsive to availability of resources, and build steadily from there.

We suspect that sponsorship issues need to be resolved internally at Council as soon as possible so that multiple approaches to prospective supporters might be avoided.

Subject to that qualification, the Board looks forward to assisting in the advancement of the project, as appropriate.

Please do not hesitate to contact me further to discuss.

Kind Regards,
Ralph Devlin
AM QC,
Chairman.

With compliments,
Ralph Devlin AM QC

Attachment B. Selection of feedback received



New festival responds to community need

EMMA CLARK GRATTON

The Sunshine Coast's rich but diffuse cultural activity will be brought together for the first time in the new Horizon Festival.



Image by Kylie Jackson

The first event of its kind for the Sunshine Coast, Horizon is a region-wide creative collaboration that is set to entertain and inspire with artistic events, exhibitions, visual arts, film, street art, poetry, music, dance, new media, workshops and more. Horizon includes more than 170 events, held over the 10 days.

Program officer Dianne Mills told ArtsHub, 'There was lots of community consultation around developing the festival. There are many separate festivals in the area, and we wanted to bring them all together to create a region-wide celebration of arts and culture.'

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'We have had an overwhelming amount of interest in the festival, which shows how great the need was. We have worked hard to make the festival as inclusive, participatory and accessible as possible.'

The aptly-named Sunshine Coast is renowned for its sun, sea and surf, and is visited by thousands of holidaymakers from all over the country. The culturally rich region is home a diverse range of artists, from established musicians such as Katie Noonan through to emerging artists such as singers The Germain Sisters.

Visit the Horizon website for program details (<http://horizonfestival.com.au/>)

The Horizon festival will bring together a number of well-established events such as the Maroochy Music and Visual Arts Festival, the Caloundra Film Festival and the Sunshine Coast Art Prize as well as new events such as the Remix Academy Sunshine Coast and the Sunshine Coast International Readers and Writers Festival.

Acting Mayor Councillor Tim Dwyer said Horizon was created to showcase the diverse talents of the local artistic community.

'A cultural festival of this kind has long been discussed on the Coast and I'm proud to see it come to fruition.' Cr Dwyer said. 'Horizon was created to showcase our talented artistic community and provide a platform for them to share their talents with the Sunshine Coast community and visitors.'

Horizon Sunshine Coast events, performances and activities will be held throughout the region including Nambour, Kenilworth, Coolumb, Maroochydore and Eumundi.

'It's great to also support established events such as the Caloundra Film Festival, which has already been making a name for itself, and with more events still coming on board the program is shaping up to provide a fantastic 10 days - whether you are into film, writing, dance, music or traditional art,' Cr Dwyer said.

As part of the Caloundra Film Festival and Horizon, the festival will host the world premiere of the new film *Thicker than Water*, produced by local filmmaker Madeleine Kennedy and starring musician Pete Murray in his acting debut. The suburban drama was set in Caloundra and is a story that explores the fragility of family: the one we are born into, the one we choose, and the one we try to escape.

More events at the Horizon website (<http://horizonfestival.com.au/>)

Caloundra Film Festival Director Murray Power said, 'This year the Caloundra Film Festival, in partnership with Horizon, will feature its largest program yet, with events planned for Caloundra, Nambour and Maleny,' Mr Power said. 'With film premieres, red carpets, director's Q&A's, pop-up cinemas and first time events, this year's film festival will have something to please everyone.'

The festival will also feature Colour the Street, a vibrant street party featuring 3D chalk art, live music, Indigenous dance, slam poetry and spoken word, street theatre, projections, lanterns, puppetry, a laser light show and a visual arts exhibition in the Old Ambo station.

The full festival program will be released in August. Horizon Festival is presented by the Sunshine Coast Council and supported by the Queensland Government through Arts Queensland.

FIRST PUBLISHED ON THURSDAY 28 JULY, 2016

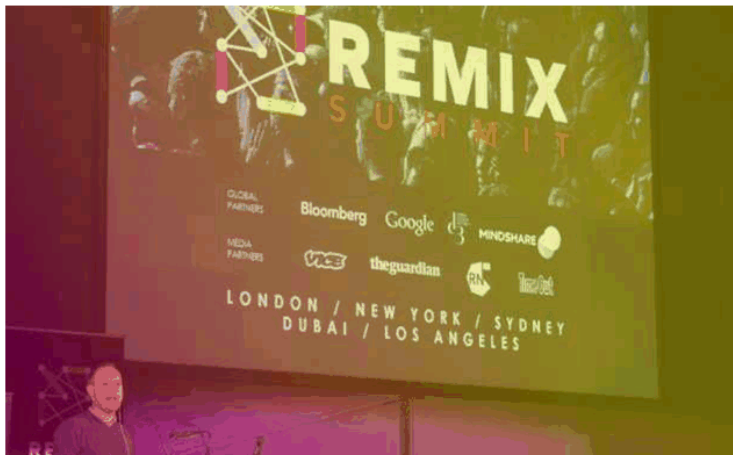
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Unlikely Futures In Unlikely Places

8th September 2016 | Category: Australia (<https://www.theurbandevolver.com/category/location/australia/>), Features



24

The Urban Developer drops in on the Remix Academy on The Sunshine Coast

(<http://www.remixsummits.com/sunshine-coast/#home>) to learn how to harness creativity to make cities better places.

If you think it's a strange idea to host a conference about building creative cities in a city like Maroochydore, then you probably need to re-adjust your perception of the Sunshine Coast. This once sleepy tourist enclave is now home to a substantial University, (<http://www.usc.edu.au>) a gleaming new regional hospital (<https://www.health.qld.gov.au/scuhospital/scuh-overview.asp>) and a thriving arts scene, as evidenced by the opening party held in a local gallery (<http://www.artnews.com.au/axis/gallery/>). REMIX conferences (<http://www.remixsummits.com/>) began as a way to bring cultural city-makers

together in the usual destinations (Sydney, London and New York) but now they are spreading their wings, in the smaller, more focussed REMIX Academy format, with an emphasis on case studies,

advice and ideas exchange.

(<https://twitter.com/andrewkalish>) opened the day with a step-by-step breakdown of how

Who Doesn't Love A New York Story?

to turn a city centre around. As the Director of Cultural Development for The Downtown Brooklyn

Partnership (<http://downtownbrooklyn.com>), he's part of the team that has brought together a tapestry of economics and culture; positioning the 10 Universities in the city as a natural talent pipeline for the rapidly growing businesses of Brooklyn. As an example of how both business and community can win when they stop seeing each other as threats.

An Artist, A Techie, A Curator And A Developer Walk Into A Bar.



Far from being an elaborate joke, the programming for the panel session turned out to be a stroke of genius. A slightly dusty Dan Prior (it was his party we all attended the night before), talked about how he began the Limited Run arts collective (<https://www.facebook.com/limitedruncollective/>) as way of being creative while still staying local. It was refreshing flip on the young-people-deserting-regional-Australia narrative and was singled out by John Knaggs, the CEO of SunCentral Maroochydore (<https://au.linkedin.com/in/john-knaggs-35142385>) as an absolutely vital ingredient for 'new urbanism' to succeed. To have a major property developer identify culture and creativity as vital to their plans shows real vision, and it's no coincidence that the Sunshine Coast Council (<https://www.sunshinecoast.qld.gov.au/>) were the body responsible for bringing Remix to this part of the world.

Step Right Up.

The organisers of Remix were keen to offer access to the speakers in more intimate settings and the smaller, salon-like 'Ideas Brewery' hosted a case-study rich discussion between Sarah Carrington, of cultural placemakers Futurecity (<http://futurecity.co.uk>) and Jessie Hochberg from Nightingale Housing. Again, we saw how a simple shift in thinking allowed for a much more accessible and cultural cityscape. The example of a UK developer who were persuaded to turn their engineering budget for a pedestrian bridge into an arts commission for a 'sculpture you can walk across' had many of the attendees reconsidering the way construction budgets were allocated.

Getting Your Story Straight.

In a city context, 'The Arts' are rapidly learning that success comes from accessibility. And the best way to

Damian Borchok

appear accessible, is to tell a good story. The two-hander panel with
from consulting group For The People and Alan Crabbe, co-founder of
crowd-funding platform
★ Possible (<https://possible.com>) gave a masterclass on how open up your message
in creativity. Crabbe gave us a 7-point game plan, illustrated by a tool of successful crowdfunded

projects, while Borchok put a blowtorch to the belly of modern arts organisations and their identikit use of

corporate language. He also delivered the best new jargon of the day with the phrase "An issues rich environment."

Come In, The Water's Nice.

Michelle Tabet, founder of the Left Bank Co, took the crowd to Venice and behind the scenes of the Australian Pavilion at the Venice Biennale

(<http://wp.architecture.com.au/venicebiennale/>): a 30 ft swimming pool that was at once, both familiar and exotic. Diverse collaborators, bouncing around a single, cohesive idea was a theme Tabet demonstrated through several more local case studies. Flipping that approach on its head was Jonathan Robinson, the founder of Global Impact Hubs

(<http://www.impacthub.net>). His distributed network approach has bootstrapped almost 80 locations around the world into locations that are part incubator, part clubhouse, part community centre, supporting a range of social and entrepreneurial activities that account for almost \$100m in revenue annually. Robinson was incredibly charming and earnest, outlining some big ideas he is involved in with Tate Modern (<http://www.tate.org.uk/visit/tate-modern/new-tate-modern/art/tate-exchange>) (looking at visitors as coproducers, an idea that resonated with the crowd), and the Guardian Live (thinking about what the printing press should look like when you're a digital publication.)

How To Become A Victim Of Your Own Success.

We've all heard about the disused carpark in Peckham (<http://frankscafe.org.uk/>) that became a rooftop bar and open-air cinema, but the real story, as told by Bold Tendencies (<http://boldtendencies.com>) founder Hannah Barry was far more intriguing. After spending 10 years gradually turning the top 4 floors of a carpark into an art gallery, concert hall (with it's own resident orchestra

(<https://www.theguardian.com/music/2016/sep/04/multi-story-orchestrabold-tendencies-reviewpeckham-proms>)), classroom, garden, kitchen, meeting place and maker studio (yes, the rooftop cinema and bar still offer stunning views of London), the space has become so popular, the council decided to open up the lower floors as well. You'd think Bold Tendencies might have been invited to expand into the additional 6 floors, but the building had become such a valuable public asset, the rights had to go to tender. 70 applicants put their hat in the ring and, although Bold Tendencies made the final round, but they weren't the winners. The irony was not lost on the audience. As a consolation prize, Bold tendencies did get a 4 year lease on their current space, the first time they'd been given any official tenure at all.

The case study showed that 'meanwhile uses' in cities can often become permanent and that when you have no defined timeline, your only strategic option is to go tactical. It could have been the jetlag, but Barry's talk did sound a little like a eulogy. Bold Tendencies have announced their intention to spend the next 4 years going out with a bang, not a whimper and for the organisation to expand its purpose beyond the space it currently inhabits.

Regional Australia Is Urban, Too.

Perhaps the biggest news from this Remix Academy was the realisation that there is a real hunger to consciously pursue a better quality of urbanism in almost all parts of Australia, not just in the capitals. The delegate mix included planners, educators, architects, developers, administrators, designers, marketers and politicians from regional cities in almost every state, with a real appetite for new ideas and fresh thinking on city making. It was a real credit to Peter Tullin (<https://au.linkedin.com/in/petertullin>) and Simon Cronshaw

(<https://uk.linkedin.com/in/simoncronsha>), the co-founders of REMIX Summits, that they were able to bring such a high calibre of creative and cultural speakers to the Sunshine Coast. And it's a positive sign for Australia's cities that so many of our professional placemakers made the trip to hear them speak.



Barrie Seppings (<https://au.linkedin.com/in/barrieseppings>) is the Director of Creative Strategy at Wordsearch Australia, the world's leading marketing & communications network for property and architecture.



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CALOUNDRA IGNITES!

Last night I was lucky enough to be a guest of Caloundra Tourism for the very impressive Horizon Ignites event on Omrah Avenue, Caloundra.

Along with some other photo buddies, I was treated to a special presentation by Caloundra Tourism before we moved on to shoot all the colour and action of the parade – and man was there plenty to shoot!

The spectacular lantern parade was led by a dazzling assortment of performers, including the Gubbi dance troupe, Sambazzy, Let's Dance Latin Dance School and theArte Flamenco Dance School.

I had trouble keeping up as they weaved and sashayed their way from Minchinton Street to Bulcock Street and then onto Felicity Park.



(<http://www.rsit.com.au/blog/wp-content/uploads/2016/09/20160902-A34U6071.jpg>)

The streets were lined with spectators cheering the parade as it passed, and even joining in on the conga line! Children were also able to get into the act, having made their own lanterns in the park earlier in the afternoon thanks to the services of Pom Palace. It truly was an exciting experience to be a part of, and there was still more to come.

Posted on 3rd September 2016 by Richard Smith in General (<http://www.rsit.com.au/blog/category/general>)

>September 2016

(<http://www.rsit.com.au/blog/2016/09>)

>August 2016

(<http://www.rsit.com.au/blog/2016/08>)

>July 2016

(<http://www.rsit.com.au/blog/2016/07>)

>June 2016

(<http://www.rsit.com.au/blog/2016/06>)

>May 2016

(<http://www.rsit.com.au/blog/2016/05>)

Tweets by @RSIT_Richard



Richard Smith
@RSIT_Richard

TGF get your boats ready!! It's the weekend friends. #canoncollective



6h



Richard Smith
@RSIT_Richard

Rising from the ashes on Stradbroke Island #canoncollective



Embed

[View on Twitter](#)



Archives

In Felicity Park, it was a feast of colour and movement – you could learn a samba and <https://instagram.com/loveyouqueensland/> flamenco dance, immerse yourself in street art and projections, check out interactive art playshops, and marvel at stilt walkers.

There were buskers, roving performers, a laneway Garage Bar, fine long table dining,

global food vendors, artisan stalls and even free weaving workshops.

And then there was the sage – located behind the gallery, original tunes from folk singer/songwriter Tobias – who has only recently returned home to the Sunshine Coast after releasing his self-titled album in Melbourne in July – rang out throughout the night, including tracks which have garnered national radio airplay.

When Tobias wasn't on-stage, attendees could get moving to the dynamic ensemble of Jaleos Flamenco, which celebrates the passion and grace of flamenco music, song and dance. Made up of Simone Pope (dancer), Clara Domingo (vocals) and Andrew Veivers (guitar) and collaborating with Yioda Wilson of the theArte Flamenco Dance School, this troupe brought together some amazing rhythms, footwork and energy to have this photographer transfixed.



(<http://www.rsit.com.au/blog/wp-content/uploads/2016/09/20160902-A34U6079.jpg>)

And that still wasn't all. Travelling inflatable festival club 'The Pod Lounge' presented a night of slam poetry, music, culture and the spoken word as well as the sounds of Dear Willow; Sunshine Coast Art Prize 2016 judge Jane Deeth conducted an exhibition and guided floor talk along with music by local musician Jai Bevan in Caloundra Gallery 'Up Late'; and local film-maker Madeline Kennedy was at the Caloundra Events Centre with actor Pete Murray and guests for a free world premier screening of her film debut – Thicker than Water.

At the same time, First Coat – Satellite Murals winning artists worked on a mural at the back of the Caloundra Regional Gallery

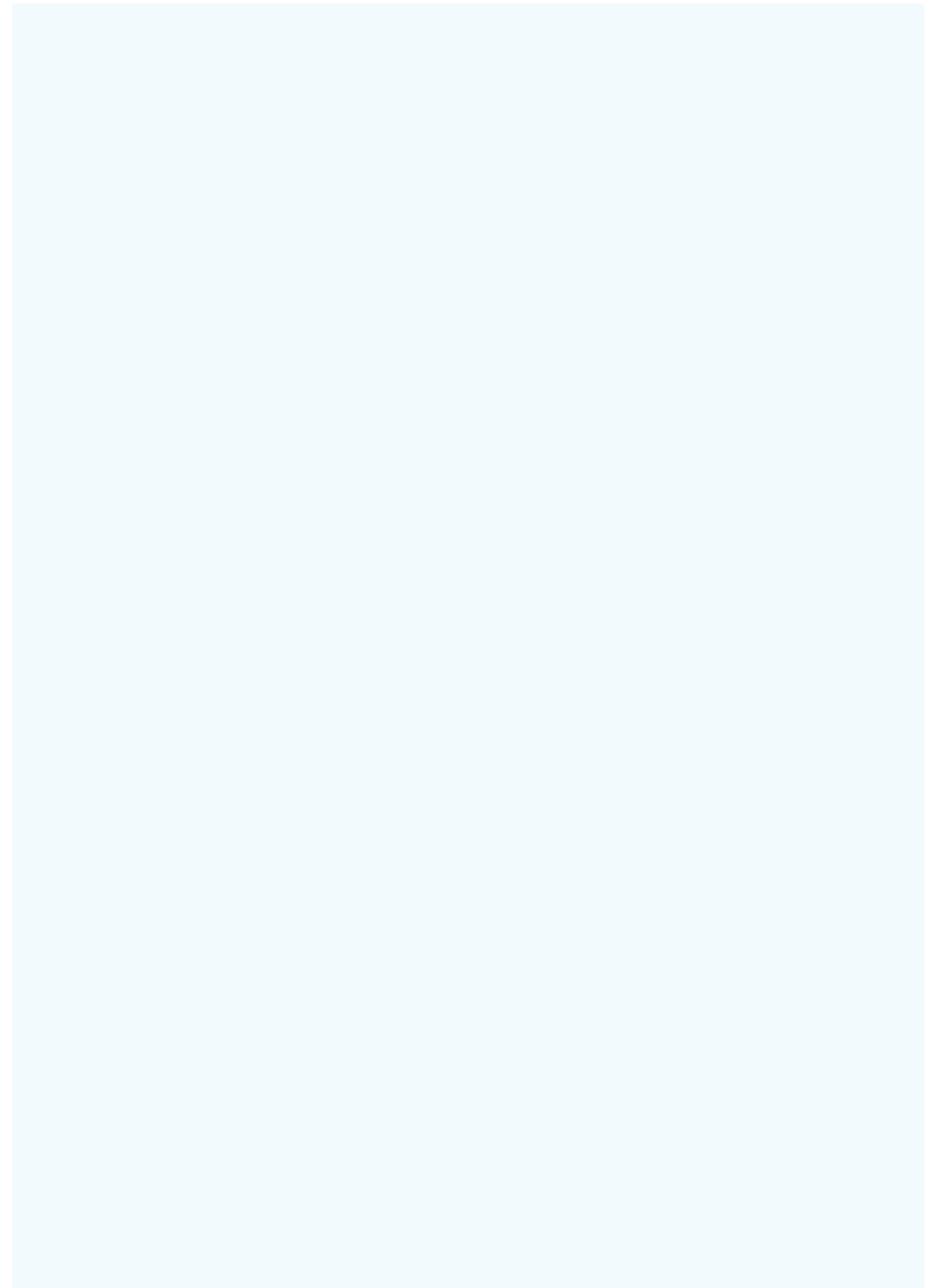
as part of four murals set to adorn the laneways of the Caloundra CBD.

After all of that – I needed a lay down! This event truly had everything, and I am so thankful to Caloundra Tourism for the invite.

POST COMMENT

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E richard@rsit.com.au (<mailto:richard@rsit.com.au>) * Copyright 2015 Richard Smith

Attachment C. Marketing and Communications Plan



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1 Project Summary

An initiative funded by Sunshine Coast Council (SCC) and Arts Queensland, Horizon Sunshine Coast 2016 is a new arts and culture festival to be held across the Sunshine Coast over 10 days – 2 to 11 September 2016. The program is set to include well known events such as the Sunshine Coast Art Prize and potentially the Maroochy Music and Visual Arts Festival as well as a range of partner and fringe events. It will also launch new events such as an arts conference/symposium.

The festival provides an umbrella for a range of events and activities to sit under and through a collective marketing approach, will create a momentum for this specific 10 day period.

The proposed program aims to engage the local community as well as entice target audiences from outside the region who will be encouraged to plan a holiday around the activities and enjoy an extended stay in the region.

The Sunshine Coast calendar of events is currently dominated by sports-related activity and there is an identified need to develop events that have a strong cultural or 'thinking' focus. Locals currently spend much of their time and money in Brisbane or other capital cities when searching out contemporary art and new media exhibitions, film festivals, literature, theatre, music performance or street art events outside the mainstream.

The Sunshine Coast landscape lends itself to some exciting cultural event locations and this will be Horizon's point of difference taking the arts from one end of the Coast to the other.

The Horizon Festival will assist to develop a cultural identity for the region in much the same way Bleach and SWELL Sculpture by the Sea has delivered for the Gold Coast.

The festival's identified key objectives include:

- Showcasing, empowering and connecting local cultural creatives;
- Providing opportunities for the local business community to productively engage with the local creative community;
- Attracting regional, national and international tourists to experience the vibrant creative culture of the Sunshine Coast; and
- Generating regional, national and international media coverage through the staging of signature events that are highly visually attractive and display iconic Sunshine Coast features in a new light.

This year's festival predominantly focuses on the fine arts and performance but may evolve to include other art forms.

The second year of the festival in 2017 will also be the 50th anniversary of the naming of the Sunshine Coast providing a major opportunity to run this theme through the programming. Moving forward, it would be desirable to engage a festival director that would be responsible for the overall curation of the festival.

Key dates are:

- Lock in program – Late June 2016
- Horizon Sunshine Coast festival Call for Artist launch – 14 June 2016
- Festival dates from 2-11 September 2016

1.1 VISION STATEMENT

Build a festival that references the cultural landscape of the Sunshine Coast and attracts national and international attention.

2 Brand Identity

The Horizon Festival has developed its own brand identity to be attractive to the desired target audiences. As a Sunshine Coast Council and Arts Queensland supported event it will accommodate the Sunshine Coast Council and State Government logos as overall partners framing the entire program of events. Individually supported SCC events such as the Sunshine Coast Art Prize and arts symposium would then also have recognition of the SCC logo attached when audiences seek more information.

HORIZON
SUNSHINE COAST | 2-11 SEPT 2016

festival of arts and culture

2.1 BRAND NAME

Horizon was chosen as the brand name via an internal engagement and brainstorming process to meet the following criteria:

- Suggestive of looking ahead, to the future, for the new
- Suggestive of the Sunshine Coast region i.e. Glasshouse Mountains, beach etc.
- Suggestive of diversity and inclusiveness
- Suggestive of having a broad scope and encompassing many variables
- Suggestive of hope and joy

2.2 LOGO RATIONALE

A simple and modern brand mark, the stylised text mimics the edginess of a festival like Sydney's 'Vivid'. With straight lines, a stylised 'R' and raised 'O's, the word 'Horizon' is the sole focal point of this design. The key feature of this concept is the treatment of the two 'O's, raised and a line added underneath. Being on either end of the word, these letters can be viewed as a sun with a horizon under them. They are further emphasised with the addition of two colours. One warm, one cool, these colours can be swapped up each year the festival operates. These colours are then carried through to the supporting text beneath, serving to balance the design. To break up the sharp modern lines of the mark above, the festival tag line is presented in a hand written script style font with embellished flourishes on the ends and a stylised 'and'. The more relaxed style adds warmth and personality to the brand mark, offering the local and handmade touch.

This brand mark has been designed in a way that would allow the supporting texts to be added or removed as required without losing the integrity of the mark. Presented in solid colours, this design easily translates to a monotone and reverse style for use when the full colour option isn't available.

Note: The above rationale was supplied by council's graphic design team.

2.3 BRAND ESSENCE

A great way to establish the identity of a project is to describe its personality as if it was a friend or work colleague. Often these words are characteristics that represent the 'essence' of the brand/project. These words can often be the inspiration for emotive and meaningful marketing collateral and PR. Words that help illustrate this festival include:

Innovative
Unique
Progressive
Collaborative
Community engaging
Collaborative
Artistic immersion
Discovery
Vibrant
Celebration

2.4 UNIQUE SELLING PROPOSITION (USP) for the Festival

A multi-location festival that maximises the Sunshine Coast landscape to deliver cutting edge art practices.

2.5 BRAND IMAGERY

Selecting appropriate imagery to represent the festival is vital to accurately convey the scope of the project. Through imagery you are able to portray the professionalism and organisation of the events as well as the innovative approach you are taking. The imagery can provide the WOW factor and assist in a representative framework for case studies and keynote speakers. It is the imagery that will be attractive to your target audiences as they embrace the tactile and visually exciting. As it is obviously the inaugural year of the festival, it will be reliant on collecting a library of high quality imagery from all performers and artists.

3 GOALS, STRATEGY AND OBJECTIVES

Marketing goals identify the overarching aims of the project and are the foundations that shape the marketing and communication plan. The following goal, strategy and objectives are to be achieved by the completion of the festival.

3.1 GOALS

1. To launch and establish a profile for Sunshine Coast Council's Horizon festival
2. Support and develop arts on the Sunshine Coast
3. Engage the community and visitors in celebrating the culture diversity of the Sunshine Coast

3.2 STRATEGY

Through use of media relations; event ambassadors; print, radio, digital communication and targeted social media content including video with a centralised marketing platform:

- highlight the diverse range of creative talent and activities reflected in the festival program;
- activate community spaces as gathering places for the expression of creativity;
- promote the array of appealing Sunshine Coast locations where Horizon Festival events will be held, placing an emphasis on the mix of hinterland and coast landscapes; and
- promote Horizon Festival as a Sunshine Coast Council initiative that assists in achieving council's vision of being Australia's most sustainable region – vibrant green and diverse.

3.3 OBJECTIVES

With a focus on ensuring the marketing goals can be evaluated for success, the following marketing and communication objectives have been developed with the SMART philosophy in mind (**S**pecific, **M**easurable, **A**chievable, **R**ealistic and **T**imely):

- 20,000 people actively participate in the Horizon festival's program of events throughout the 10-day event period
- 20% of Horizon Festival attendees come from outside the Sunshine Coast region
- To achieve up to three key messages in news stories published (print and online) regarding the festival and partner events by 30 September 2016
- Deliver the marketing and communications channel plan on time and to budget

4 KEY MESSAGES

Overarching key messages

These are messages that apply to all target audiences and that would be included in most of the communication.

- Horizon Sunshine Coast – *Festival of arts and culture*, is a new multi-location cultural arts event being held 2-11 September 2016.
- The aim of the festival is to celebrate arts and culture and invite the whole region to participate in ten days of exciting, colourful and creative events with broad artistic appeal.
- The festival not only showcases a broad range of cultural arts activity it also shines a light on the diversity of the Sunshine Coast landscape. The arts will be celebrated at Australia's only Greenfield CBD site within an existing urban environment - the Maroochydore CBD, the historic Nambour tram tracks and of course our gorgeous and numerous beaches.
- Horizon Sunshine Coast brings together a number of well-established events such as the Maroochy Music and Visual Arts Festival, the Caloundra Film Festival and the Sunshine Coast Art Prize but also new events such as the Remix Academy Symposium and the Sunshine Coast International Readers and Writers Festival.
- Horizon Sunshine Coast will bring together a large number of creative organisations working together to collaborate, leverage and cross-promote to build an innovative series of events.
- Horizon Sunshine Coast fills a cultural gap and assists to develop a cultural identity on the Sunshine Coast and is a perfect vehicle to deliver and collect information to establish a more focussed approach.
- The festival encourages discovery of new talent, new technology and creative businesses both from the Sunshine Coast and outside of the region.
- The Horizon Festival aims to encourage an increase in cultural tourism injecting substantial economic benefit and diversity into the region.
- Where possible the festival will look to minimise its carbon footprint and be conscious of the environmental impact it is having.

In addition to the above key messages it has been identified that the following key messages may also be used for the following specific audiences.

Young Culturists

- Horizon Festival gives a great opportunity to experience something new right on your back door step – whether it's laneways coming alive with music and art, poetry slam or a showcase of Australia's finest contemporary art.
- Many events are free to attend.

Families

- Horizon Festival offers a fabulous opportunity to introduce your children to a variety of arts and culture activities including singing and dance workshops, movie nights and laneway street art.
- Many events are free to attend.
- Supporting the program of events will be a great range of food carts and fringe entertainment.

5 Proposed program detail

The following gives an indication of what will be on offer over the 10 days. Confirmation of full program will be made by end of May 2016.

Thu 1 Sept: Sunshine Coast Art Prize

- Official opening and winner announcement for the prestigious Sunshine Coast Art Prize 2016 at the Regional Gallery, Caloundra

Fri 2 Sept: Horizon Sunshine Coast launch

- Caloundra comes alive with art, food and music from 5pm to 10pm
- 1-11 Sept: Ignition SC Clayworkers ceramics exhibition at the Maroochy BG

2 - 11 Sept: Caloundra Film Festival

- Pod Lounge: various locations
 - Art of Story Telling: various location – 3hr program which includes poetry, spoken word and a blackboard opportunity as part of Pod Lounge
 - Weaving workshop – natural fibre weaving workshop
- Caloundra Film Festival has confirmed their involvement in the Horizon Sunshine Coast festival and will hold screenings around the Sunshine Coast
- Unframed Coolum – digital outdoor exhibition of projections located behind the main business precinct
- Creative Generation Year 12 Regional Exhibition – University of SC
- Coolum Coolart Laneway / Elemental Art – public artwork (tbc funding)
- Coolum Fish Lane – French International Art in Residence Muriel Buthier-Chartrain
- Kenilworth open garden exhibition (Art Garden Party) (tbc dates)

3-25 Sept

- Art on Cairncross Gallery – ceramic exhibition by artist Johanna De Maine

3 Sept: *Colour the Street*

- Nambour steps up for a celebration with street art, music, projections, food and laneway bars [discussions yet to take place with stakeholders]. Potential to use LED lights to outline the iconic street tramway lines. [details to be confirmed] 4pm - late
- 3 Sept: Cirque de la Opera, 6pm – 9.30pm: Kings Beach, Caloundra

- 3 Sept: Ignition Award Ceremony, 2.30pm: Maroochy BG
 - 3 Sept: Crystal Waters Eco Market, 9am – 2pm (time tbc)
- 3 Sept:** Queensland Ballet workshops (not a major Horizon event)
- 4 Sept: Bach After Dark concert Louise King: Montville Hall
 - 4 Sept: School of Rock: Eumundi School of Arts, (time tbc)
 - 4 Sept: Father's Day, 11am – 2pm: Maroochy BG
- 5 Sept:** Remix Academy Symposium
- Presented by the Sunshine Coast Creative Alliance and Sunshine Coast Council, followed by region-wide networking event, will be a stimulating and progressive symposium featuring local, national and international creatives. 9.30am – 4pm
- 7 Sept: Caloundra Film Festival presenting an outdoor film night, (7pm tbc): LKCC**
- 8 Sept:** The Kransky Sisters
- Featuring the enigmatic talents of Annie Lee, Christine Johnston and Carolyn Johns, as Mournie, Eve and Dawn Kransky. Lake Kawana Community Centre 7.30pm
- 9 Sept: Live @ Lamkin Lane, (6pm tbc): Paisley Park, Caloundra**
- 9 Sept: Visio – Symphonia – Physica concert, (time tbc): Eumundi**
- 9 Sept: Solbar Unearthed, (7pm - close tbc): Maroochydore**
- 9 -11 Sept:** Inaugural 2016 Sunshine Coast International Readers and Writers Festival Inc
- A new literature festival is being organised, launching the inaugural annual Sunshine Coast International Readers and Writers Festival to be held in Coolum.
 - This festival will feature indigenous writers/performers/history, our surfing history, notable regional authors and writers, notable Australian authors and international writers.
- Sat 10 Sept:** Maroochy Music and Visual Arts Festival 18+
- MMVAF will deliver another quality ticketed event on the site of the new CBD (1pm- late)
 - Discussions are in relation to the visual arts component and how the new CBD can benefit from a “public art” perspective.
- Sat 10 Sept:** Visio – Symphonia – Physica free talks, (daytime tbc): Eumundi
- Sat 10 Sept:** Cello Dreaming, (time & venue tbc)
- Sun 11 Sept:** Visio – Symphonia – workshops, (daytime tbc): Eumundi
- Sun 11 Sept:** Dangerous Song workshop, 11am-12.30pm | concert Linsey Pollak, 3-4pm: Black Box Nambour

6 Competitors

Whilst this is a unique cultural offering for the Sunshine Coast, it is important to remember that the target audiences for this festival will compare Horizon with other festivals when they are looking at where to spend their time and money. It is good to understand what communication style other festivals are using so that Horizon can have its own unique approach.

There are a couple of events/festivals that are occurring close to the time of Horizon that will be attractive to our target audiences:

Brisbane Festival 3-24 September 2016 <http://www.brisbanefestival.com.au/>

Caloundra Music Festival 30 Sept – 3 October 2016
<http://www.caloundramusicfestival.com/>

Wanderlust Sunshine Coast 13 – 16 October 2016
<http://wanderlust.com/festivals/sunshine-coast/>

Whilst these events are essentially competing with Horizon's audience, there is opportunity to cross promote and encourage a longer stay or higher spend per stay. Sunshine Coast Council's 'The world is coming' campaign offers potential marketing leverage and the festival might also be able to utilise the events+ apps and systems.

It is interesting to note that 4/5 September 2016 will be a busy weekend on the Sunshine Coast with the **IronMan 70.3 World Championship** being held in Mooloolaba. This one day event brings 50,000-60,000 people to the region and the family and friends of participants might be interested in staying longer to participate in Horizon.

There are a number of festivals held across Australia that would attract a similar target audience. It is a valuable exercise to research the way in which these events market themselves and what they consider their point of difference is. People attending these festivals may be interested in knowing about Horizon Festival and could be researching for information in similar places.

Noosa Long Weekend, 15 – 24 July <http://www.noosalongweekend.com/>

Adelaide Fringe Festival, 12 February – 14 March
<http://www.adelaidefestival.com.au/>
<https://www.adelaidefringe.com.au/>

Woodford, December/January <https://woodfordfolkfestival.com>

Bleach Festival, March 2017 <http://www.bleachfestival.com.au>

MOFO held in January 2017 in Hobart <http://mofo.net.au/>

Vivid is being held 27 May to 18 June 2016 <http://www.vividsydney.com/>

Enlighten, March 2017 <http://enlightencanberra.com.au/>

6.1.1 INTERNAL AND EXTERNAL STAKEHOLDERS

– **Performers, artists, volunteers and production companies**

All of our creatives and production crews that are involved with Horizon need to be kept up to date with programming, marketing and reporting. This assists in consistency of messaging and the delivery of communication to our high priority target audiences. All of these stakeholders will be advocates for the Festival and given the right tools and information – social media being key – they will make a big difference to achieving our marketing goals.

– **Local and state media**

It is important to recognise that media are an integral part of this communications plan. They enable the storytelling to occur and for the awareness to be raised through both paid advertising and editorial. There may be the opportunity to have one or more media sponsors to assist with them to be invested in the Festival. As the Festival will be very visual it makes it easier to interest news segments and feature writers.

– **Local and state government**

Depending on what funding has been sourced, it may be important to recognise and communicate with various government organisations. They may need to be included in official openings and be included into programs.

7 Key Target Audiences

7.1 IDENTIFICATION

A number of groups have been identified as key target audiences. It is important to clearly identify each target audience's demographics and psychographics to ensure the most effective communication methods and channels are selected to convey key messages and ideas. With this in mind, each target audience's demographics and psychographics have been outlined in the tables below.

Demographics are characteristics of a human population and include factors like age, sex and geographic location. In contrast, psychographics examine the lifestyle, behaviour and personality traits of publics.

We have also included the new international standard segmentation system for arts, culture and heritage organisations – Culture Segments. This system of classification is sector-specific and based on people's beliefs and deep-seated cultural values. This assists to get to the 'heart' of what motivates them. Please see full explanation of Culture Segments in Appendix A.

7.1.1 Target audience's table

Target audience	Demographics	Psychographics	Potential events they will be interested in
Young Culturists	<ul style="list-style-type: none"> – Young (20-30 years) – Singles and couples – No children – Living in SE QLD but no further than 3hr drive away – Well-educated 	<ul style="list-style-type: none"> – These are the opinion leaders, the agitators and the innovators. They seek out the challenging and the cutting edge. – They like to be the first to know about things and to be the ones to share the coolest and grooviest places to be. They like storytelling and also being a storyteller themselves. – They may be artists or performers themselves, employed in the creative sector or they may just be arts appreciators. 	<ul style="list-style-type: none"> – Nambour and Caloundra events appeal – MMVAF – Caloundra Film Festival – Creative Symposium

		<ul style="list-style-type: none"> - They enjoy finding niche clothing stores, cool coffee shops, eat organic (or at least appreciate the benefits), value being individual and unique. - Impulsive and limited responsibilities. - Entrepreneurial. - Heavy social media users across a few platforms such as Facebook, Instagram, Twitter, blogs. They are great content creators and sharers of information. - Whilst they use social media to their advantage they don't devalue the opportunity to connect with people and ideas. - Receptive to the notion of utilising key ambassadors in promotional material, PR activities and social media content - Potentially a strong concern for the natural environment and will look for carbon footprint responsibility at the festival. 	
<p>Based on the Culture Segments this group would be split between ESSENCE and STIMULATION and are identified as the following:</p> <p>ESSENCE - Discerning, spontaneous, independent and sophisticated.</p> <p>Essence is the segment in which culture is not what people do, but who they are. Culture is like oxygen to Essence and they couldn't imagine life without it. Likely to be well-educated professionals who are highly active cultural consumers, they are leaders rather than followers. Confident and discerning in their own tastes, they will act spontaneously according to their mood and pay little attention to what others think. Rather than a social activity or form of entertainment, culture is an essential source of self-fulfilment and challenge, a means for experiencing life. They are inner-directed and self-sufficient, actively avoiding the mainstream.</p>			

	<p>STIMULATION – Active, experimental, discovery and contemporary.</p> <p>Stimulation is the segment that is most attracted to unusual, spectacular and experiential cultural events. They like culture that introduces big ideas but they like to consume it socially with friends. They are an active group who live their lives to the full, looking for stimulating experiences and challenges to break away from the crowd. They are open to a wide range of experiences, from culture to sports and music, but they like to be at the forefront in everything they do. They like to be the ones in the know amongst their peer group.</p>		
Baby boomers	<ul style="list-style-type: none"> – Aged 50+ – Retired or semi-retired with disposable income – Couples – Well-educated and well-travelled 	<ul style="list-style-type: none"> – Want to feel part of the action but not interested in big noisy crowds. – Social media users but usually followers rather than content creators. – They like and use traditional forms of media regularly such as watching the nightly news, listening to interviews on the ABC and reading the local and national papers. – They have time to research, listen to podcasts to understand more about a subject and attend events through the day if they aren't working. – They may be artists or performers themselves, employed in the creative sector or they may just be arts appreciators. – Like going out at night if it is safe and not too late. – They may be grey nomads or at least people who own a caravan. – Don't mind paying a premium for a great quality experience. – Value easy parking, toilet accessibility and easy to understand directions. 	<ul style="list-style-type: none"> – 3D Exhibition – Sunshine Coast Art Prize – Dawn Finale – Readers/writers festival – Workshops – Exhibitions – Film Festival – Lost Arts

		<ul style="list-style-type: none"> - They like tactile. - Potentially a strong concern for the natural environment and will look for carbon footprint responsibility at the festival. - They like routine. - They are great planners and researchers. - Appreciate the finer things in life and don't mind a bit of sophistication. 	
<p>Based on the Culture Segments this group would be ENRICHMENT and identified as the following:</p> <p>Mature, traditional, heritage and nostalgia.</p> <p>Enrichment is the segment that most appreciates and admires culture that is acknowledged for its excellence and which has stood the test of time. They choose cultural activities that fit with their interest in nature and heritage and lets them experience nostalgia and awe and wonder. The Enrichment segment likes to spend their leisure time close to the home. They have established tastes and value traditional art forms. They know what they like and their visits to cultural organisations are very much driven by their own interest and not those of others, or what is considered to be new or fashionable. Culture enriches their lives.</p>			
Families	<ul style="list-style-type: none"> - Professionals - Well-educated - Local to the Sunshine Coast - Aged 25-45 	<ul style="list-style-type: none"> - They enjoy socialising and look for opportunities where possible to do this with kids. - Want to expose their children to cultural activities and are arts appreciators themselves. - Heavy social media users – predominantly Facebook. - Need to have good food and drink options that will appeal to kids. 	<ul style="list-style-type: none"> - Coolum lantern workshops - Paint the Mountain - Nambour Shines Bright - Coolum activities

		<ul style="list-style-type: none"> - Good to have kid friendly entertainment. - Parking or transport should be easy. - Research through social media and websites. - Listen to radio when commuting. - When time permits will sometimes read weeklies to see what is on. - Looking for good value for money. - Enjoy grass roots events. 	<ul style="list-style-type: none"> - Workshops
	<p>Based on the Culture Segments this group would be RELEASE and identified as the following:</p> <p>Busy, ambitious, prioritising and wistful.</p> <p>Release is the only segment defined by a stage in life: when work and family take priority and drastically reduces time for relaxation, entertainment and socialising with friends. They miss this and aspire to do more of it. The Release segment needs encouragement to view culture as a social activity and an alternative means of taking time out from their busy lives. Arts and culture can offer them a release – an antidote to stress – and a means of staying connected to things that are current and contemporary.</p>		
Entertainment enjoyers	<ul style="list-style-type: none"> - Sunshine Coast locals - Young singles or couples - Could be students or could be young 	<ul style="list-style-type: none"> - This group love to socialise but don't like to sit in any one space. They may go for a hike in the hinterland one weekend, spend a night out on the town another weekend. - They don't necessarily seek out arts related activities but are open to it if discovered by accident. - They are followers rather than instigators. 	<ul style="list-style-type: none"> - MMVAF - Paint the Mountain - Nambour Shines Bright - Good food related events and markets

	<p>professionals with disposable incomes</p>	<ul style="list-style-type: none"> - They appreciate good value for money. - A good night out with friends means great music and food. - Don't mind going out of their comfort zone a little but don't want to be challenged too much. - They are fairly spontaneous and won't tend to book for things until the last minute just in case something better comes up. - Might have 'hipster' friends and that is how they end up attending parts of the festival. - Probably attracted to one of the events and would not realise that it is part of a larger festival. - They like being a part of something bigger, where there are crowds and they can blend in and not feel so conspicuous. - Might be accidental attendees. 	
	<p>Based on the Culture Segments this group would be a split between ENTERTAINMENT and EXPRESSION and are identified as the following:</p> <p>ENTERTAINMENT - Consumers, popularist, leisure, mainstream.</p> <p>Entertainment is the segment that tends to see culture as one of many leisure activities. They are most attracted to strongly branded, large scale, spectacular, entertaining or must-see events featuring well-known names. Arts and culture competes against a wide range of other leisure interests. This segment looks for escapism and thrill in their leisure activities. They are largely socially motivated to attend, looking to pass the time in an entertaining, enjoyable way with friends and family. They tend to stick to the tried and tested rather than take risks.</p>		

	<p>EXPRESSION</p> <p>Receptive, confident, community, expressive</p> <p>Expression is the segment that most enjoys shared and communal experiences. They are very busy, cramming as much as possible into their lives and making the most of their free time. They like to feel part of events and organisations, bring other people along and getting involved as supporters. They are self-aware and most in-tune with their creative and spiritual side. They have a wide range of interests, from culture, to community to nature. Open to new ideas, they pursue challenge, debate and intellectual stimulation through their cultural engagement. Arts and culture offer a means of self-expression and connection with like-minded individuals who share their deeply held values about the world.</p>		
<p>Families travelling with Ironman World Championship</p>	<ul style="list-style-type: none"> - From outside the region (interstate and overseas) - Professional athletes - 25-50years - High income 	<ul style="list-style-type: none"> - As they have travelled to be on the Sunshine Coast there is a good chance that they may be interested in extending their stay longer than the weekend. - May not have visited the Coast before. - Not necessarily interested in a cutting edge arts festival but would be interested in interactive community experiences that enhance their holiday experience. - May like the idea that they are seeing the Sunshine Coast from a unique and cultural angle. - May have children travelling with them. - Interested in healthy eating and clean living. - Looking at ways to recuperate and not interested in sports related activities. 	<ul style="list-style-type: none"> - Paint the Mountain - Coolum lantern workshops - Packaged accommodation options - Food related activities - Exhibitions

	<p>This is quite a specific target audience who will be looking for a very specific experience of relaxation and down time which may be opposed to what they would normally look for in a holiday. Based on this the Culture Segments this group would be ENTERTAINMENT and identified as the following:</p> <p>Consumers, popularist, leisure, mainstream.</p> <p>Entertainment is the segment that tends to see culture as one of many leisure activities. They are most attracted to strongly branded, large scale, spectacular, entertaining or must-see events featuring well-known names. Arts and culture competes against a wide range of other leisure interests. This segment looks for escapism and thrill in their leisure activities. They are largely socially motivated to attend, looking to pass the time in an entertaining, enjoyable way with friends and family. They tend to stick to the tried and tested rather than take risks.</p>
Visitors to the region	<p>Target via tourism channels, Visit Sunshine Coast and other destination organisations – database email marketing, social media, membership networking events, accommodation providers, major attractions, tour operators.</p> <p>Includes the following visitors:</p> <ul style="list-style-type: none"> • Tourists already in the region • Those planning to visit the Coast • Drive market – less than 3 hour drive time (SE Qld / Nth NSW) <p>Target marketing approach:</p> <ul style="list-style-type: none"> • Run competitions to promote outside the SC region – prize packages inc. flights (interstate only), accom, tickets to events, VIP access where possible, car rental, festival merchandise, meals, other activities, etc. • Social media promo sharing by Horizon, SCC, Gallery, all prize contributors and festival sponsors • Email database promotion by Horizon, SCC, Gallery, all prize contributors and festival sponsors


Businesses and philanthropists	<ul style="list-style-type: none"> - Local and/or state businesses that have an alignment to the arts - Established businesses that have the capacity to give - May be willing to give cash donations or in-kind support - Their target audiences are the same as Horizon's 	<ul style="list-style-type: none"> - May already give to arts related activities. - Decision makers can be hard to pin down. Usually busy and need to have proposals/presentations that are easy to understand and that clearly identify the benefits of being involved. - Decision makers may have a strong connection with the arts personally. - Needs to be a good business decision. - As this is the first year they will be looking at the well-established events that are included and want to begin an arrangement with those proven events first. - Can see the opportunity to leverage marketing over a longer term commitments. 	<ul style="list-style-type: none"> - Interested in maybe supporting one event or the event as a whole
	<p>Whilst it is more difficult to align a business with the Culture Segments, the closest would be AFFIRMATION. Individual philanthropists however would sit more as</p> <p>AFFIRMATION: Self-identity, aspiration, quality-time, improvement</p> <p>Affirmation is the segment that is most consciously committed to increasing its cultural intake. They believe culture improves their lives and want to see themselves, and want others to see them, as the kind of people who engage in cultural activity. They appreciate guidance on what they can add to their repertoire. They tend to look for larger, well endorsed, non-specialist events and activities, provided by trusted names, as this offers a low risk means of satisfying their needs. The arts and culture also provides this segment with a means of affirming their self-identity and validating themselves with their peers.</p>		

Referral groups	<ul style="list-style-type: none"> - Local and/or state arts organisations and business and community organisations that have an alignment to the arts - Have well-established databases that can be utilised for email blasts, social media campaigns and presentations at networking events - May be willing to give cash donations or in-kind support - Their target audiences are the same as Horizon's - May already support other arts related activities 	<ul style="list-style-type: none"> - Often one person who can make decision on including information in marketing material or one person who can action an email being sent. - Already have an understanding of the arts and very supportive of collaboratively marketing and sharing of information. - May be able to offer new marketing tactics to include in this document that they are able to action. - Can see the opportunity to leverage marketing over a longer term commitments. 	<ul style="list-style-type: none"> - Interested in supporting all events or maybe just events that are complimentary to their organisation.
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8 Marketing Tactics

Tactic	Action	Resource	Audiences targeted	Evaluation
Collation of imagery	<p>It is important that this festival chooses a range of imagery and graphics that will deliver on its new identity. The style of this imagery will go a long way in attracting the right target audiences. Photography and videography is obviously a way in which creatives are able to express themselves so it is important that great hero shots with the 'flavour' of the festival captured is important.</p> <p>It is suggested that once all programmed events have been signed up, they must provide high quality imagery for promotional use.</p> <p>Impressive imagery can often significantly increase the level of coverage achieved in the media and we would suggest that the following specific imagery should be available to accompany the various releases in addition to photo opportunities as identified below:</p> <ul style="list-style-type: none"> – Three or four hero shots that epitomise the USP of the festival (projections, opera on the beach, community being engaged with etc); and – Professional photos of well-known performers/artists 	SCC staff	All	<p>Consistent graphic representation across all marketing and communications</p> <p>Number of times imagery is printed or viewed online</p>
Database development	<p>In order to regularly communicate with target audiences it is suggested that a database is developed so that e-Newsletters can be sent, invites to openings can be delivered and surveying can be completed after the event.</p> <p>The database should be categorised into the different target audiences so that they receive slightly tweaked information depending on what their interests are.</p> <p>In order to collect contact details we would suggest setting up a 'REGISTER YOUR INTEREST' subscribe function on the website. People can enter their details so that they can be on an newsletter system. Social media links would also be encouraged to be used. Building a strong social media database will be important for the flow of information.</p>	SCC staff	All	<p>Aim for 2,000+ unique contacts to be included on database in addition to the existing network databases.</p>

	<p>There is the SCENE, art galleries and Australia Day Awards databases that can be sent a link to register their interest. It is anticipated that quite a number of people from these lists would click through.</p> <p>Other databases that should be utilised include local business networks such as chambers of commerce, RDA, Sunshine Coast Business Women’s Network, Creative Alliance, arts organisations and commercial art galleries.</p> <p>Volunteers are another channel for generating contacts for a database.</p>			
<p>Development of creative campaign</p>	<p>In order to effectively engage with target audiences and translate the benefits of participating and attending the Festival it is suggested that a creative campaign be delivered.</p> <p>A creative campaign assists in pulling communication together with a single message to target audiences. This may include a tagline that is specifically developed and can be used across signage, advertising, flyers and in PR.</p> <p>It is suggested that this creative campaign would focus on the theme for this year – light and colour</p>	<p>Developed by SCC internal design team or Fresh PRM</p>	<p>All target audiences</p>	<p>All communication material consistently delivering same messages</p>
<p>Festival champions / ambassadors</p>	<p>It is suggested that event champions/ambassadors could be utilised in the creative campaign and PR. Each individual would be taken through the festival in detail and provided with a briefing document which will include key messages, an understanding of the target audiences and focus of communication i.e. environmental, financial, community. Media training would be offered if necessary and can be quoted for separately.</p> <p>Developing these relationships will in turn assist to build credibility for the Festival with the specific target audiences that the ambassadors come from. This is most useful with the Young Culturists.</p> <p>The ambassadors might have specific tasks such as attending openings, running social media campaigns and widening the network of people who learn about Horizon. Ambassadors might be chosen based on the fact they are a key influencer online or that they are well-known in media circles.</p>	<p>SCC to approach and Fresh PRM to brief and design tool-kit?</p>	<p>All target audiences but specifically adds credibility for the Young Culturists</p>	<p>Record number of statements and activities that the project champions are involved with</p>

	<p>It is important to develop a tool kit for these ambassadors so that they can run fairly autonomously within their own networks. The festival performers and artists could also be given the same tool-kit so that they are able to encourage their networks to attend.</p>			
<p>Festival mascot</p>	<p>It has been discussed that the ‘mammoth’ could be used as the 2016 festival mascot. It was the People’s Choice winner of Sculpture on the Edge 2015 and provides a colourful visual to spark people’s interest. If it could be investigated to light it up, would suit the light and colour theme.</p> <p>The mammoth could be placed in strategic locations and a media opportunity could be structured around its appearance.</p>  <p>T-shirts, posters, bumper stickers could be designed with the mammoth and the Horizon Festival logo to start the conversation. The image of the mammoth could become synonymous with this year’s festival. Each year a new artistic mascot could be found, with pre-event promotion built around a callout for ideas.</p>	<p>SCC</p>	<p>All but in particular families and entertainment enjoyers</p>	<p>Number of media articles and social media interaction</p>
<p>Packaging experiences</p>	<p>The Festival lends itself to some great packaging opportunities. Visitors to the region and locals alike would be interested in how they might be able to see parts of the program that interest them and create the best possible experience. Teaming with great accommodation and food options means that a participant’s experience is enhanced and they are likely to stay longer and tell more people.</p> <p>Work with SCC events team and Visit Sunshine Coast to make sure existing relationships with tourism industry are utilised. Options may include: food (ie market vans and alternative food options taken to the venues as well as utilising the existing restaurants, accommodation (ie teepees under Glasshouse Mountains to watch the lights) transport (buses and , side events, working with entertainers to offer value adds such as meet and greets or VIP experiences.</p>	<p>SCC, events team and Visit Sunshine Coast</p>	<p>ALL</p>	<p>Number of overnight stays and partners engaged</p>

Secure partnership	<p>It has been identified that there would be a number of businesses that might be interested in partnering on this festival or parts of the festival. It is a short timeframe to interest larger organisations but it is worth including in the marketing plan as a way of introducing the festival to a number of key business people both locally and outside the region. Even if they don't decide to proceed with a partnership package, they will have been delivered information and included on database.</p> <p>It is proposed that a sponsorship package be devised that lists the sponsorship options and benefits.</p> <p>A sponsorship 'hit list' and an approach strategy would need to be developed.</p>	SCC	Local and state businesses that are aligned with arts Government	Look to secure \$40K worth of sponsorship
Horizon Hubble	<p>The Horizon Hubble is a converted 'donger' that can be moved around the region prior to the Festival and during the Festival. Whilst it isn't a pretty or quirky caravan, the plan is to have it Festival branded and acting as mobile signage. Like the mammoth, it will spark people's interest and also be full of information about the Festival. If there can be quirky additions to this mobile information van it will receive a better response. Even if a coffee machine was fitted, it blew bubbles or had tusks like the mammoth, the more attractive it will be.</p>	SCC	All	Anticipated routes can give an indication of number of views
Mobile Signage	<p>As the Festival is being held right across the region it would be great to incorporate signage that acted as pointers to the next event. Push bike, motor-bike or bus signage could have specific event posted on them depending on the route they are on. They could say 'Follow me to light the night sky' etc.</p> <p>There are a number of different options but they will be limited to budget restraints.</p>	SCC to organise	All	Anticipated routes can give an indication of number of views
Media Liaison	<p>Proposed media schedule</p> <p>The media schedule will depend largely on the timing of the various announcements identified below and this schedule will be modified once these dates are confirmed.</p> <ul style="list-style-type: none"> – Expressions of interest – Announcement of festival brand – (soft launch late May) 	SCC to write and to distribute	All	Number of clippings collected

	<ul style="list-style-type: none"> - Announcement of program - key events or performers/artists coming on board – (July) - Media stunts including the ‘pop-up mammoth’ and/or Horizon Hubble, inclusion of ambassadors and possible yarn bombing in the areas where activity will be held. These create great visuals for media (especially TV). - Approach to the Great South-East – (proposal should be sent in May) - Media opportunities to be held at the launch of the program and on the day of the event <p>Media Clippings</p> <p>In order to track all media coverage about the festival, it is suggested that the following search terms are included in council’s media clipping service in addition to the existing search for ‘Sunshine Coast Council’:</p> <ul style="list-style-type: none"> - Sunshine Coast AND (Horizon Festival 2016 or Horizon Festival or Horizon) - In addition, a Google Alert should be set up with similar search terms to capture online coverage and industry announcements which may provide opportunities to comment locally or nationally. 			
<p>Website</p>	<p>As a festival that wants to achieve national recognition and build a strong cultural following it is highly recommended that it has its own standalone website. This provides the ultimate platform for all events associated with the festival to be clearly showcased and categorised into Sunshine Coast Council events and partner’s events. It assists the target audience in making a decision on their itinerary, could offer accommodation packages, updates on road closures or wet weather plans and also give partners ample promotion opportunity. It would package the festival so that it was easy to access all information from one point of reference. All Horizon marketing collateral would point back to this website.</p>	<p>SCC</p>	<p>ALL</p>	<p>Number of visits to site, links through from social media and registration of interest.</p>

	<p>If a standalone website cannot be coordinated for 2016, a page within the Sunshine Coast Council framework will provide a great starting point.</p> <p>For either of these options a website brief would need to be devised. For an interim measure we would suggest having a holding page with the Horizon Festival logo and dates with a brief introduction and perhaps the mammoth. There could also be the opportunity to register interest and go on an emailing list or a link through to social media pages.</p>			
<p>Promotional Showreel</p>	<p>Produce a pre-festival video showreel which showcases the types of activities and vibe people can expect – this video content will be extremely useful in all digital communications including TVC's, media liaison, social media and email marketing. We can draw content from partner events, but this will need to be produced and edited at a sub-professional level. It may be that existing SCC DVDs can be re-cut and tweaked to suit these purposes or local production companies such as Milk Films could assist.</p>	<p>SCC</p>	<p>ALL</p>	
<p>Social media</p>	<p>Social media marketing is a great way to build relationships with like-minded people and accurately target your audience through an immediate and highly interactive marketing environment. The communication delivers consistent, relevant and timely information and builds a database and network that directly represents your key target markets.</p> <p>This is a powerful way of spreading the word and creating momentum for the lead-up to the Festival on a minimal budget and maintaining the interest post-event through interesting and visually exciting posts.</p> <p>Fresh PRM work on the 60 – 30 - 10 rule for social media which means balancing the content of your social media. 60% of the time you are listening and sharing relevant content from a third party, 30% of the time you are engaging and sharing relevant content that you (or a third party) created and 10% of the time you are promoting yourself. This means that you are providing engaging and relevant content to your likers.</p> <p>Potential strategies are dependent on whether social media can be managed independently for the Festival. It would be suggested that an events page be set-up from the SCC main Facebook</p>	<p>SCC</p>	<p>ALL</p>	<p>Level of engagement and social media reports</p> <p>Social media target following – eg Facebook 1,500+ – Instagram 500+</p> <p>Hashtag measures</p>

	<p>page and all social media could funnel through this url. If this is the case it is suggested the following strategies might be included:</p> <ul style="list-style-type: none"> ○ Build social media platform and develop following <ul style="list-style-type: none"> - Set-up events page for Horizon Festival - Design banners that are Horizon specific - Invite all networks to like page and set-up local Facebook advert target audiences to like this event page - Utilise SCC existing accounts and send through to the events page - Include Facebook link on all email signatures and marketing documents - Appointment of one person to all social media needs including management of content on all accounts to ensure consistency of message ○ Build momentum for Festival <ul style="list-style-type: none"> - Competitions that encourage choosing your favourite act or searching for the mammoth - Short vignette videos on participating artists and performers to be posted in the lead up - Sharing of performers / artists own social media and websites - Sharing of media release snippets and photos from media opps - Experiential tourist mapping - Run social media campaigns that sit with over-arching creative campaigns ○ Reporting on event <ul style="list-style-type: none"> - The greatest marketing push would be one month lead up and in particular the week before. As social media is such a spontaneous and interactive medium it is best delivered whilst stages are being set-up and artists are arriving. People usually won't commit until the last moment when an event is free. - Children's artwork that is completed by school groups shown on all social media - Permanent photo/video booths that automatically put selfies/captures onto venue's Facebook / Instagram pages - Take high resolution/quality images and video footage at events and posted as socials, consider hire of professional photographer for high profile events 			
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<p>Regular newsletter</p>	<p>It is suggested that once the official invite has been sent out a newsletter is then circulated on a monthly basis in the lead up to the Festival. The database that has been developed, including the subscribers from the website, will receive updates on the following each issue:</p> <ul style="list-style-type: none"> - Event announcements, such as any new names to be added ie Henry Rollins, MMVAF line-up, SCAP final forty announced etc These might be delivered as vox pop type interviews, short videos, time lapse photography etc - Profile pieces on particular artists that then click through to their own website or social media pages - Sponsor spotlight where partners have a chance to profile themselves - Festival ambassadors have a chance to talk about specific competitions they might be running - Each month could highlight a new accommodation/food package in a different region <p>Links would direct people back to the website.</p>	<p>Fresh PRM to write content and SCC to distribute?</p>	<p>All</p>	<p>Aim for 0% bounce backs, 3% unsubscribes and 20% increase of new subscribers over the entirety of plan.</p>
<p>Keeping SCC staff up-to-date</p>	<p>Staff can be great advocates for this Festival and it is important to make sure that they are kept up to date with all communications. This can happen on a regular basis through delivery of internal newsletter and links to the website and social media pages.</p>	<p>SCC staff</p>	<p>SCC staff</p>	<p>Number of staff attending which would be recorded through survey</p>
<p>Marketing Collateral</p>	<p>To assist in directing people back to the website and alerting them of the fact a Festival is coming up it is suggested that some hard copy marketing collateral be distributed.</p> <ul style="list-style-type: none"> - Posters distributed in coffee shops, major venues, libraries and art galleries in regions where activity will be taking place. 	<p>ALL</p>	<p>ALL</p>	<p>Number of items distributed will determine awareness</p>

	<ul style="list-style-type: none"> - Postcards can be distributed through Avant Carde and extras can be printed for our additional distribution. Avant Carde are a great way of raising awareness in Brisbane and the Gold Coast. It is worth considering having the mammoth or a cut out on the card just so it is readily picked up. - Flyers could also be printed but the postcards are a more contemporary and fun way of delivering a message. These may be needed if something can be included in IRONMAN pre-event packs. - Programs need to be produced as cost-effectively as possible so that they can be readily distributed in the same places as the posters. The programs need to include clear structure of the event, detail on each event, a map of the area, packages available, sponsor adverts? And contact details. Depending on the quantities required a program may go in each of the welcome packs for IRONMAN. <p>Given many of the target audiences are looking to more sustainable festivals, it is preferred to have marketing tactics that focus more on low impact digital communications such as email, social media and video content – Where that is not possible it is encouraged that printing is minimised and is kept to environmentally-friendly paper stock.</p>			
<p>Advertising</p>	<p>Traditional advertising will be an important trigger for local audiences and it is suggested to have a combination of print and radio. If a TV station can be brought on board as a partner, potentially a TV advert could also be incorporated.</p> <p>It is suggested that paid advertising in local print and radio spaces be booked four weeks prior to the event. In the last two weeks advertising is ramped up with competitions being held with breakfast radio announcers and larger print adverts with full programming available.</p> <p>Each advert would have a clear call to action directing people to the website.</p> <p>The existing SCC allocated spots would also be utilised including Sunshine Coast Council News Centre/e-newsletter, Facebook page, 'Council Corner' columns, spotlight ads, TV ads and messages on hold.</p> <p>In addition to this, depending on budgets and priority of attracting out of region visitors, spend may be made in specific Brisbane publications such as MAP, Brisbane Times and Courier Mail.</p>	<p>Booked by SCC and design potentially completed internally or by Fresh PRM</p>	<p>All local target audiences</p>	<p>As all advertising will direct people to the website, we will be able to evaluate the success of each campaign through the increased traffic.</p>

	<p>Visit Sunshine Coast may also have some good deals to jointly market the event with other Sunshine Coast events and also the IRONMAN event.</p> <p>Facebook advertising and online banner advertising would also be worth considering. This is a cost-effective way to target specific audiences by region and interests.</p>			
Survey	<p>In order to record a sample of audience profiling it is suggested that a number of students or volunteers are engaged at each event to record numbers, target audience, number of nights in region and number of events attended.</p> <p>It is suggested that this survey is a simple online version so as to minimise administration and paper work.</p>	SCC and volunteer staff	All	Estimated 400 surveys to be completed

9 GANTT CHART

Primary Column	FA DATE	DISTRIBUTION DATE	DISTRIBUTION
HORIZON SUNSHINE COAST FESTIVAL OBJECTIVES			
HORIZON PROGRAM & EVENTS			
DIGITAL CHANNELS			
WEBSITES			
Horizon			
Sunshine Coast Council			
ArtsHub		06/24/16	
SOCIAL MEDIA			
FB paid ads			
FB organic			
Twitter organic			
Instagram paid			
Instagram organic			
USC Facebook		08/10/16	33,000
HORIZON PROGRAM - A5			15,000
SC Brochure displays			1,500
Distribution companies			
SCC			
Festival partners			
HORIZON POSTERS - A3			800
Sunshine Coast Council Channels			
Messages on Hold			
Horizon		07/14/16	

DATABASES			364,260
Horizon eDMs			
eLists			
Friends of the Gallery			
ATDW Event listings			
Sign up to ATDW & event live	08/05/16		40,000
Add Horizon & all key events to ATDW	08/19/16		40,000
Horizon			
Horizon program launch	12/08/16		300
Horizon e-newsletter	08/18/16		300
Horizon e-newsletter	08/22/16		
Horizon e-newsletter	08/29/16		
Horizon e-newsletter - during	09/05/16		
Horizon e-newsletter - post	09/12/16		
Community Facilities and Planning	08/11/16		1,040
Council Community News			
e-news	08/12/16		
Libraries			
e-news lead article	08/19/16		75,000
Regional Art Gallery			
Gallery newsletter	06/29/16		6,000
Gallery newsletter, Horizon & REMIX	07/22/16		6,000
Sojus eDM	08/18/16		6,000
Gallery newsletter	08/26/16		6,000
Sunshine Coast Council Venues			
Venues newsletter	06/29/16		8,000
e-news & social	08/11/16		8,000
e-news & social	08/25/16		8,000
scene			
e-news - story	08/09/16		1,060
e-news - story	08/24/16		1,060
Visit Sunshine Coast promotion	tbc		
VSC newsletter	06/30/16		
VSC database promo	08/26/16		80,000
VSC social media promo	08/26/16		128,000
ArtsHub			
Editorial and interview	07/21/16		28,000
USC			
Horizon/remix email to community	08/04/16		1,500

TRADITIONAL MEDIA ADVERTISING				
PRINT & PRESS				
+	My Weekly Preview		01/09/16	62,000 \$674
Brisbane street press				
-	Scenestr	22Jul	27Jul, 19Aug	\$1,000
	Full page ad		08/01/16	
	Full page ad		09/01/16	
	REMIX announcement		07/21/16	
	First Coat winning artist		07/26/16	
	Workshops		08/17/16	
	SCAP winner announcement		09/01/16	
	Caloundra Film Festival		09/02/16	
	unFramed Coolum		09/02/16	
	REMIX		09/05/16	
	MMVAF		09/10/16	
-	The Music	14Aug	08/17/16	\$750
	Full page ad		08/17/16	
	REMIX announcement		07/21/16	
	First Coat winning artist		07/26/16	
	Workshops		08/17/16	
	SCAP winner announcement		09/01/16	
	Caloundra Film Festival		09/02/16	
	unFramed Coolum		09/02/16	
	REMIX		09/05/16	
	MMVAF		09/10/16	
+	APN weekly papers		06/25/16	\$2,000
+	Hinterland Times	08/31/16	08/31/16	14,000 \$350
RADIO				
+	Mix/Sea FM			\$2,000
+	ABC Sunshine Coast			
+	Hot91/Zinc			

OUTDOOR & INDOOR DISPLAY			
Airport in-terminal banners			
Airport terminal billboards			
Mammoth static airport display			
Sunshine Plaza promo: billboard-mammoth			
PARTNER PROMOTIONS			
<input type="checkbox"/> Visit Sunshine Coast			
web, social media & eDM content			
VIDEO PRODUCTION			
Social media content			
Festival show reel			

10 RISKS

The following table summarises the key communication risks associated with the project, the stakeholder groups affected, the anticipated level of impact and the response/mitigation strategies:

Table 1: Risk management

Risk	Target Audience	Anticipated level of impact	Response/mitigation
What are the risks with this project? What are the issues impacting on the project?	Who is affected by this risk?	What is the nature of the impact of the risk/opportunity or issue?	What factors will be important in managing the risk? What factors will be important in leveraging the opportunity? How significant is the level of controversy?

<p>1. Not having one centralised point of information i.e. own website and social media pages</p> <p>As already detailed in the plan, having one place for all target audiences to search and receive information will significantly improve communication of this festival. Our key target audiences are identified social media users and online researchers. The way in which the search and share information is very interactive and organic. The platform for SCC's social media pages needs to be more structured and this does not necessarily maximise opportunities for Horizon.</p> <p>Having regularly monitored social media pages will assist with the delivery of updates on traffic, parking, weather and timing changes.</p>	All but potentially more the visitors from outside the region	Moderate risk	Establishing a standalone website and social media pages will assist in developing a stronger brand for the Festival. Having a page within the SCC website will assist but social media pages managed separately to SCC would allow a greater flow of communication with partners and performers. The important factor would be management of these online tools and the ability to reply to all questions and minimise an outrage to specific issues such as parking /costs etc.
<p>2. Issues related to external events under the Horizon Festival umbrella</p> <p>If an external event has an issue such as accidents occurring with patrons, funding issues or high risk activity this could potentially reflect badly on Horizon as a whole festival.</p>	SCC and partners	Moderate to high risk	External event's contracts need to outline their risk management strategies and this should be reflected in MOU's with these parties.
<p>3. Competition with Brisbane Festival from 3-24 September and also the IRONMAN World Competition.</p>	Young Culturists Baby Boomers Families and friends of Ironman competitors	Low risk	Opportunities exist to cross-promote with these events. Working with SCC events team, Horizon could leverage off the events+ apps and the 'World is coming' campaign. Brisbane Festival is a compilation of small, ticketed niche events where Horizon might be able to leave postcards at venues.
<p>4. When attempting to brand the event as cutting edge and contemporary, will the branding of the SCC challenge this?</p> <p>MMAVF may want to distance itself from the Festival if it is looking too corporate. There can be a perception that</p>	This is more relevant to the Young Culturists	Low risk	This event provides the opportunity to alter this perception and prove that the SCC has a commitment to developing the Sunshine Coast's cultural identity.

anything organised by a council could be boring, regulated and structure. This is not necessarily the case – just a perception. Young Culturists may not want to attend an event if they have this perception.			It is important to structure the SCC as the major organizer and supporter of the festival but that they are just one of many partners. The messaging is important to convey this and marketing needs to clearly highlight the collective approach.
5. With a large program of events it can be difficult to clearly communicate the benefits of attending everything and also develop an overall identity for the Festival.	All	Low risk	Having a clear structure to the programming. This may include colour-coding and hierarchy of external and SCC events.
6. Limited budget to market the festival nationally and potentially not have Paint the Mountain. In its first year it has been acknowledged that budgets will be modest to start with and that partners will need to be brought on board. From a communications perspective if the Paint the Mountain cannot be included the appeal to a broader national audience might be lost.	National audiences	Low to medium risk Just means a more low key event in year one	Partnership packages to be integral to the communications plan. Make sure all approvals and contracts are in place asap for all events.

11 EVALUATION

A number of mechanisms can be used to gauge the success of the above tactics. These include the following:

- A media clipping service is engaged to measure the success of each media campaign. This clipping service can track each article and Fresh PR & Marketing is able to formulate a report based on the total clips generated, calculate the value of this coverage and circulation of publications.
- Ticket sales and attendance numbers including number of early bird sales and last minute sales for the ticketed events
- Social media interaction and number of comments, shares, hashtags and likes on posts
- Website reports can be delivered on the number of visits to pages. As this will be the main call to action we will be able to plot the activity over key communication periods. This can be said for SCC social media platforms as well.
- As newsletters are sent, we will be able to track numbers of opens and shares.
- Advertising that is undertaken will have clear call to actions, whether this is to link through to the website or the social media pages. Numbers that are generated through these activities will then report on how successful the advertising has been.
- Survey undertaken at each event to record numbers, target audience, number of nights in region and number of events attended.

12 BUDGET

Will be in two phases for budget spend:

- 1) Pre-30 June 2016
- 2) 2016-2017 Financial Year – from 1 July to Sept 2016

Attachment D. Digital Report

DIGITAL MEDIA ACTIVITY

BACKGROUND

Australians now spend the equivalent of a full working day on Facebook each week, averaging 8.5 hours on the site³. The Horizon social media channels were developed as vital communication tools for the Horizon inaugural cultural arts festival – as one in ten people have attended a festival in the last twelve months, with an even higher rate for millennials at one in five⁴. This young audience is the major target market for Horizon and they are strong digital communicators.

A unique Facebook, Instagram and Twitter account was developed by the Community Programs and Events team to distinguish Horizon from traditional Council business. The target audience of the festival is an entirely different audience to that of a local government page.

SOCIAL MEDIA OBJECTIVES:

- Develop the festival's 'personality' in social media channels;
- Engage with the arts community, creating a unique, artistic, edgy and industry-savvy identity;
- Secure sponsorship by including social media as a valuable channel for sponsors to reach a new and engaged audience;
- Reach the target market on a state, national and international level;
- Reach and communicate with niche target audiences – Young culturists, baby boomers, families, entertainment enjoyers, visitors to the region, businesses and philanthropists;
- Engage and communicate extensively with the cultural arts community;
- Create an online identity to interact more effectively with audiences.

The metrics identified to track are as follows:

- Facebook – likes, reach, specific post performance, device access and user demographics, peak times and days.
- Facebook advertising – actions from ad (page likes, website conversions, etc.), reach, amount spent.
- Instagram – number of posts, followers, following, average number of post likes and comments, clicks from Instagram profile to website, hashtag mentions.
- Instagram advertising – actions from ad (profile followers, post likes, website conversions, etc), reach, amount spent.
- Twitter – Tweets, Followers, Following, ReTweets, Favourites, Mentions, hashtag mentions.

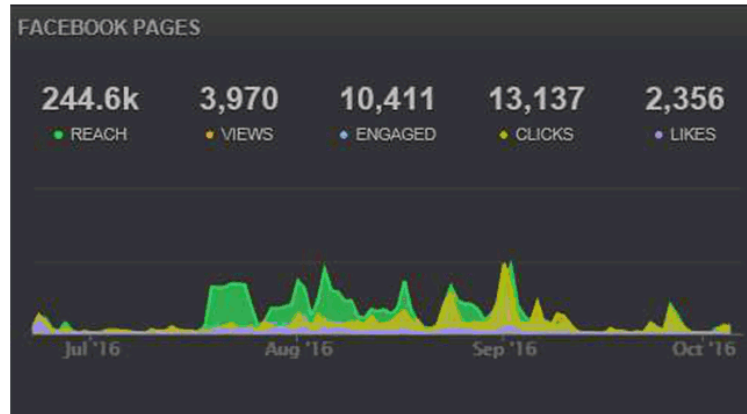
Achievements

- **Facebook:**
 - Facebook was the second highest method of hearing about the festival after Word of Mouth
 - Grew FB Likes from a zero base to 2,356 within 15 weeks
 - Reached 244.6K people
 - Engaged 10,411 people
 - FB video content had the highest reach and engagement, followed by photos and links.

³ Page 2, *Sensis Social Media Report May 2015: How Australian people and businesses are using social media report (2015)* The Digital Industry Association of Australia https://www.sensis.com.au/assets/PDFdirectory/Sensis_Social_Media_Report_2015.pdf

⁴ *Top Music Festival Trends and Insights from Twitter study (2015)* Eventbrite https://www.eventbrite.com/blog/academy/music-festivals-trends-2014/?utm_source=pr&utm_medium=blog&utm_campaign=mfr

- 25 participants in a Caloundra Chamber of Commerce 'Instameet' at Horizon Ignites event.



Reach – the number of people who have seen the post

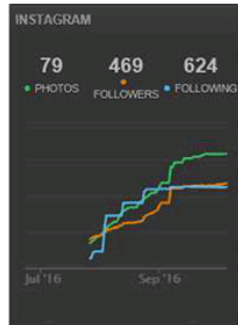
Post clicks – the amount of times someone has clicked on a post or ad

Engagement – Reactions, comments and shares

Type	Average Reach	Average Engagement
Video	1,981	177 62
Photo	998	61 45
Link	705	38 34
Status	156	10 10
Shared Video	77	10 6

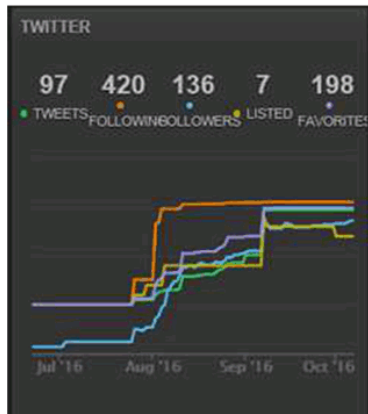
▪ **Instagram**

- 469 followers within 15 weeks from a zero base.



▪ **Twitter**

- 136 followers within 15 weeks from a zero base.



▪ **Google Analytics:**

- 50,064 page views
- 11,298 unique users
- 49.93% bounce rate
- 2:55mins time on site
- Source: Google (6,171), Direct (5,311), m.FB (1,897), FB (792), Horizon website (735)
- Tablet Visits: 2,289 (14%)
- Mobile Visits: 6,818 (41%)
- Desktop Visits: 7,660 (46%)

▪ **Google Adwords:**

- \$781.62
- 333.4K Impressions
- 2,384 Clicks



Issues

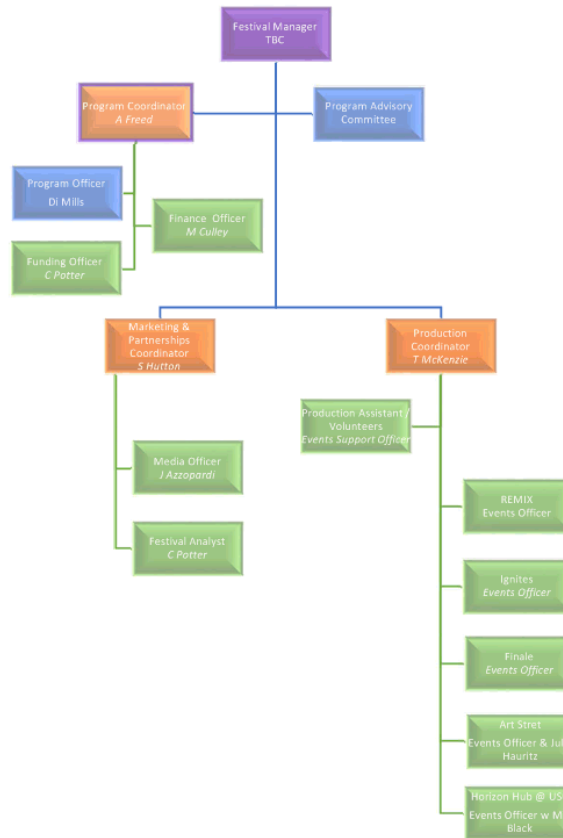
- Launching the digital channels nine weeks before the festival started made it difficult to build a digital audience beyond 2,356
- Budget constraints for the first year of launching a festival
- Lack of resources and skilled digital coordinators made it difficult to share the responsibility for digital channels that operate 24/7

Recommendations

- Improve the website functionality using filter based technology and to allow online registering of events / volunteers by external stakeholders
- Further build and develop the value of digital assets for corporate sponsorship and free targeted marketing (advocacy)

- To reach and communicate with niche target audiences further develop content plans for each social media channel as identified in the digital strategy
- Commence content planning and secure high quality content four months prior to the festival
- Develop the social media street team as advocates and promoters of Horizon using exclusive content for sharing through the street team channels
- Build reciprocal digital partnerships with other festivals and partners
- Identify organisations to follow and like to grow members
- Understand and develop a social media personality based on the Horizon brand and target markets that ensures content is written in appropriate targeted language
- Organise social media training for key staff
- Continue to promote events using compelling video content

Attachment E. Recommended festival delivery structure



	Stage One - Development / pre-planning		Stage Two - Operational Planning		Stage Three - Operational Delivery		Stage Four - Shut down / report / acquit	
Functional Area	Role	KPI's	Role	KPI's	Role	KPI's	Role	KPI's
Festival Manager	Manage overall Festival delivery.				Festival objectives met. Festival delivered on time, on budget. Increased attendance, media, sponsorship and funding.			
Program Coordinator	Lead the development of the Horizon Festival program - including Horizon delivered events. Ensure the program aims to meet Horizon objectives.	draft program created.	finalise program to ensure there are no gaps and supervise Horizon delivered events to begin operational planning.	program finalised.	delivery of program.	horizon festival program delivered	debrief meetings with program stakeholders and final report completed.	final report provided by due date
Finance Officer	Administer all finance and procurement processes.				realistic budget developed and delivered with SCC procurement processes followed.			
Funding Officer	research available funding	funding opportunities identified.	Prepare funding applications	applications submitted and secured	funding agreements documented	evidence of agreement requirements being met is documented.	funding acquittal prepared	acquittals submitted
Program Officer	Support the Program Manager through proactive artist liaison, management of agreements, logo procurement etc.	as identified by Program manager.	Support the Program Manager through proactive artist liaison, management of agreements, logo procurement etc.	as identified by Program manager.	Support the Program Manager through proactive artist liaison, management of agreements, logo procurement etc.	as identified by Program manager.	Support the Program Manager through proactive artist liaison, management of agreements, logo procurement etc.	as identified by Program manager.
Production Coordinator	Lead all Horizon produced events to improve operational delivery, cost and resource efficiencies, and to provide advice to third party events.				Horizon events delivered on time, on budget, to a high standard			
Production Assistant / Volunteers	support the Production team under the direction of the Production Manager and manage volunteer recruitment, rostering and development.							
Ignites Officer			event planning		event delivery	on time, on budget, quality feedback	event reporting and shut down	final report provided by due date

Art Street Officer			event planning		event delivery	on time, on budget, quality feedback	event reporting and shut down	final report provided by due date
REMIX Officer			event planning		event delivery	on time, on budget, quality feedback	event reporting and shut down	final report provided by due date
Finale Officer			event planning		event delivery	on time, on budget, quality feedback	event reporting and shut down	final report provided by due date
Hub Officer			event planning		event delivery	on time, on budget, quality feedback	event reporting and shut down	final report provided by due date
Marketing & Partnerships Coordinator	Manage the Marketing team in the development and delivery of the overarching Marketing Strategy and Delivery Model.							
	Develop the brand, traditional advertising and promotions guidelines / strategy and delivery model for the festival.	effective strategy and model developed in a timely manner.	implement strategy and process delivery.	as identified in strategy	implement strategy and process delivery.	as identified in strategy	collate results to analyst and debrief.	as identified in strategy
	Develop sponsorship strategy, proposals and delivery model.	effective strategy and model developed in a timely manner.	Manage sponsorship procurement	applications submitted and increased sponsorship secured	funding and sponsorship agreements and relationships managed and implemented.	evidence of agreement requirements being met is documented.	sponsorships acquitted.	acquittals submitted and sponsors debriefs held with acquittal document produced.
Media Officer	Develop the traditional media strategy and delivery model.	effective strategy and model developed in a timely manner.	implement strategy and process delivery.	as identified in strategy	implement strategy and process delivery.	as identified in strategy	collate results to analyst and debrief.	as identified in strategy
Festival Analyst	Develop the survey strategy and process delivery model.	effective strategy and model developed in a timely manner.	implement strategy and process delivery.	as identified in strategy	implement strategy and process delivery.	as identified in strategy	finalise all survey information and prepare the final report.	production of final report.