

Attachment Folder

Item 8.4, 8.6 & 8.7 Ordinary Meeting

Thursday, 23 February 2023

TABLE OF CONTENTS

ITEM	SUBJECT	PAGE NO
8.4	BUDGET REVIEW 2 - 2022/23	
	APPENDIX A 2022/23 AMENDED BUDGET FINANCIAL STATEMENTS.....	5
	APPENDIX B MINOR CAPITAL WORKS PROGRAM	11
8.6	SUNSHINE COAST REGIONAL COUNCIL - DIVISIONAL ELECTORAL ENROLMENT REVIEW	
	ATTACHMENT 1 FINAL DETERMINATION REPORT FOR DIVISIONAL BOUNDARIES 1/11/2019	17
8.7	CALOUNDRA MUSIC FESTIVAL 2023-2025	
	ATTACHMENT 1 SILVER LINING STRATEGY RESEARCH NOVEMBER 2022 - CALOUNDRA MUSIC FESTIVAL	29
	ATTACHMENT 2 EARTHCHECK CALOUNDRA MUSIC FESTIVAL BUSINESS PLAN 2023-2026.....	49
	ATTACHMENT 3 SILVER LINING STRATEGY CALOUNDRA MUSIC FESTIVAL BUSINESS PLAN 2023-2025.....	107



Sunshine Coast Council - Total Statement of Income and Expense (i)

For Period Ending 30 June

	Current	Revised	Forecast								
	Budget	Budget									
	2023	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Revenue											
Gross Rates & Utility Charges	374,272	374,999	398,641	416,515	435,113	453,813	473,230	493,600	514,752	536,941	559,985
Interest from Rates & Utilities	790	610	622	635	647	660	673	687	701	715	729
Less Discounts, Pensioner Remissions	(5,258)	(5,411)	(5,600)	(5,819)	(6,022)	(6,257)	(6,476)	(6,729)	(6,964)	(7,236)	(7,489)
Net Rates & Utility Charges	369,804	370,198	393,663	411,331	429,738	448,216	467,427	487,558	508,489	530,420	553,225
Fees & Charges	70,045	67,857	70,196	72,267	74,311	76,515	78,680	81,013	83,305	85,776	88,203
Interest Received from Investments	3,000	11,820	11,820	11,820	11,820	11,820	11,820	11,820	11,820	11,820	11,820
Grants and Subsidies - Recurrent	14,692	16,167	14,227	13,515	13,515	13,515	13,515	13,515	13,515	13,515	13,515
Operating contributions	320	320	320	320	320	320	320	320	320	320	320
Unitywater Participation	52,438	52,438	52,438	52,438	54,378	54,378	54,378	54,378	54,378	54,378	54,378
Other Revenue	24,469	25,880	30,200	32,131	41,960	40,935	43,277	44,407	43,832	37,999	33,373
Internal Revenues	2,632	2,260	2,322	2,390	2,456	2,528	2,598	2,675	2,748	2,829	2,907
Total Operating Revenue	537,400	546,939	575,186	596,213	628,499	648,228	672,016	695,686	718,408	737,058	757,741
Operating Expenses											
Employee costs	163,804	163,092	171,083	179,468	186,560	192,157	197,922	203,859	209,975	216,275	222,763
Materials & Services	204,811	209,799	215,916	223,304	231,403	239,336	246,961	255,450	263,607	272,693	281,421
Finance Costs	12,771	13,167	14,829	15,729	16,292	16,218	16,220	15,530	14,687	13,710	12,700
Company Contributions	4,413	4,483	4,520	4,558	3,972	4,011	4,052	4,093	4,135	3,977	4,021
Depreciation	95,499	101,214	104,504	108,130	112,420	116,882	121,664	126,617	132,326	135,896	139,240
Other Expenses	23,571	24,447	25,033	25,634	26,250	26,879	27,525	28,185	28,862	29,554	30,264
Recurrent Capital Expenses	5,237	6,737	6,737	6,737	6,737	6,737	6,737	6,737	6,737	6,737	6,737
Total Operating Expenses	510,106	522,939	542,623	563,562	583,635	602,222	621,079	640,472	660,328	678,843	697,145
Operating Result	27,294	24,000	32,563	32,651	44,864	46,006	50,937	55,215	58,080	58,216	60,597
Non-recurrent Revenue & Expenses											
Capital Revenue											
Capital Grants and Subsidies	20,014	35,014	47,803	14,005	14,005	14,005	14,005	14,005	14,005	14,005	14,005
Capital Contributions	32,000	32,000	32,384	33,528	33,348	33,258	33,258	33,258	33,258	33,258	33,258
Contributed Assets	50,417	50,417	45,833	41,250	42,281	43,338	44,422	45,532	46,671	47,837	49,033
Total Capital Revenue	102,430	117,430	126,021	88,784	89,635	90,601	91,685	92,795	93,934	95,100	96,296
Non-recurrent Expenses											
Profit/Loss on disposal, revaluation & impairment	-	-	-	-	-	-	-	-	-	-	-
Movements in landfill and quarry provisions	(3,010)	(3,010)	(3,070)	(3,132)	(3,194)	(3,258)	(3,323)	(3,390)	(3,458)	(3,527)	(3,597)
Assets transferred to third parties	-	-	-	-	-	-	-	-	-	-	-
NET RESULT	126,714	138,420	155,514	118,303	131,304	133,350	139,298	144,620	148,556	149,789	153,296

**Sunshine Coast Council - Total
Statement of Financial Position (ii)**

For Period Ending 30 June

	Current Budget	Revised Budget	Forecast								
	2023 \$'000	2023 \$'000	2024 \$'000	2025 \$'000	2026 \$'000	2027 \$'000	2028 \$'000	2029 \$'000	2030 \$'000	2031 \$'000	2032 \$'000
Current Assets											
Cash & Investments	221,553	269,259	167,326	132,859	147,221	122,285	153,845	168,039	194,365	217,328	266,648
Trade and other receivables	19,348	19,400	20,457	21,255	22,111	22,978	23,873	24,813	25,785	26,806	27,861
Inventories	12,331	11,700	11,329	9,891	9,423	9,218	10,018	9,982	9,951	10,125	10,157
Other Financial Assets	27,949	22,558	23,122	23,700	24,292	24,899	25,522	26,160	26,814	27,484	28,171
Non-current assets classified as held for sale	-	9,502	9,740	9,983	10,233	10,489	10,751	11,020	11,295	11,578	11,867
Total Current Assets	281,182	332,419	231,973	197,687	213,281	189,869	224,009	240,014	268,210	293,322	344,704
Non-Current Assets											
Trade and other receivables	434,893	434,393	434,393	434,393	434,393	434,393	434,393	434,393	434,393	434,393	434,393
Property, plant & equipment	5,268,716	5,874,054	6,291,935	6,615,645	6,890,661	7,213,923	7,476,868	7,767,992	8,054,934	8,353,236	8,642,956
Investment in associates	538,213	538,213	538,213	538,213	538,213	538,213	538,213	538,213	538,213	538,213	538,213
Long Term Inventories	39,060	39,060	37,908	30,672	29,235	28,558	30,800	30,609	30,433	30,851	30,851
Intangible assets	15,608	10,087	10,087	10,087	10,087	10,087	10,087	10,087	10,087	10,087	10,087
Total Non-Current Assets	6,296,490	6,895,807	7,312,536	7,629,010	7,902,589	8,225,174	8,490,361	8,781,294	9,068,061	9,366,780	9,656,500
TOTAL ASSETS	6,577,672	7,228,226	7,544,510	7,826,697	8,115,870	8,415,043	8,714,371	9,021,308	9,336,271	9,660,101	10,001,204
Current Liabilities											
Trade and other payables	71,035	72,232	74,854	77,774	80,594	83,121	85,626	88,318	90,985	93,854	96,695
Short Term Borrowings	24,939	23,993	25,665	27,404	29,014	30,818	37,891	46,214	47,421	36,555	30,672
Provisions	27,553	42,231	43,383	44,566	45,782	47,032	48,315	49,634	50,990	52,382	53,813
Other	13,735	44,208	45,314	46,446	47,607	48,798	50,018	51,268	52,550	53,864	55,210
Total Current Liabilities	137,262	182,664	189,215	196,191	202,999	209,768	221,850	235,434	241,945	236,654	236,391
Non-Current Liabilities											
Long Term Borrowings	473,267	465,042	471,837	470,773	455,664	441,566	408,175	369,005	333,900	311,220	289,669
Long Term Provisions	58,149	103,222	106,060	108,977	111,974	115,053	118,217	121,468	124,808	128,241	131,767
Total Non-Current Liabilities	531,416	568,264	577,897	579,749	567,637	556,619	526,392	490,473	458,708	439,461	421,436
TOTAL LIABILITIES	668,677	750,928	767,113	775,940	770,636	766,387	748,241	725,907	700,654	676,115	657,827
NET COMMUNITY ASSETS	5,908,995	6,477,298	6,777,397	7,050,757	7,345,234	7,648,655	7,966,129	8,295,400	8,635,617	8,983,987	9,343,377
Community Equity											
Asset revaluation surplus	896,108	1,335,291	1,479,877	1,634,934	1,798,107	1,968,178	2,146,354	2,331,006	2,522,666	2,721,246	2,927,340
Retained Earnings	5,012,886	5,142,007	5,297,520	5,415,823	5,547,128	5,680,477	5,819,775	5,964,395	6,112,951	6,262,740	6,416,036
TOTAL COMMUNITY EQUITY	5,908,994	6,477,298	6,777,397	7,050,757	7,345,234	7,648,655	7,966,129	8,295,401	8,635,617	8,983,987	9,343,376

**Sunshine Coast Council - Total
Statement of Changes in Equity (iii)**

For Period Ending 30 June

	Current Budget	Revised Budget	Forecast								
	2023 \$'000	2023 \$'000	2024 \$'000	2025 \$'000	2026 \$'000	2027 \$'000	2028 \$'000	2029 \$'000	2030 \$'000	2031 \$'000	2032 \$'000
Capital Accounts											
Asset Revaluation Reserve											
Balance at beginning of period	772,304	1,211,487	1,335,291	1,479,877	1,634,934	1,798,107	1,968,178	2,146,354	2,331,006	2,522,666	2,721,246
Asset revaluation adjustments	123,804	123,804	144,586	155,057	163,173	170,071	178,176	184,652	191,660	198,581	206,093
Transfers to capital, reserves and shareholdings	-	-	-	-	-	-	-	-	-	-	-
Balance at end of period	896,108	1,335,291	1,479,877	1,634,934	1,798,107	1,968,178	2,146,354	2,331,006	2,522,666	2,721,246	2,927,340
Retained Earnings											
Balance at beginning of period	4,885,298	5,000,730	5,142,007	5,297,520	5,415,823	5,547,128	5,680,477	5,819,775	5,964,395	6,112,951	6,262,740
Net result for the period	126,714	138,420	155,514	118,303	131,304	133,350	139,298	144,620	148,556	149,789	153,296
Transfers to capital, reserves and shareholdings	-	-	-	-	-	-	-	-	-	-	-
Transfers from capital, reserves and shareholdings	873	2,856	-	-	-	-	-	-	-	-	-
Asset revaluation adjustments	-	-	-	-	-	-	-	-	-	-	-
Balance at end of period	5,012,886	5,142,007	5,297,520	5,415,823	5,547,128	5,680,477	5,819,775	5,964,395	6,112,951	6,262,740	6,416,036
Total											
Balance at beginning of period	5,657,102	6,188,137	6,453,217	6,753,317	7,026,677	7,321,154	7,624,574	7,942,049	8,271,320	8,611,536	8,959,906
Net result for the period	126,714	138,420	155,514	118,303	131,304	133,350	139,298	144,620	148,556	149,789	153,296
Transfers to capital, reserves and shareholdings	-	-	-	-	-	-	-	-	-	-	-
Transfers from capital, reserves and shareholdings	192	2,856	-	-	-	-	-	-	-	-	-
Asset revaluation adjustments	123,804	123,804	144,586	155,057	163,173	170,071	178,176	184,652	191,660	198,581	206,093
Balance at end of period	5,907,813	6,453,217	6,753,317	7,026,677	7,321,154	7,624,574	7,942,049	8,271,320	8,611,536	8,959,906	9,319,295

**Sunshine Coast Council - Total
Statement of Cash Flow (iv)**

For Period Ending 30 June

	Current Budget	Revised Budget	Forecast								
	2023 \$'000	2023 \$'000	2024 \$'000	2025 \$'000	2026 \$'000	2027 \$'000	2028 \$'000	2029 \$'000	2030 \$'000	2031 \$'000	2032 \$'000
Cash flows from operating activities											
Operating Result	27,294	24,000	32,563	32,651	44,864	46,006	50,937	55,215	58,080	58,216	60,597
Adjustments for:											
Depreciation	95,499	101,214	104,504	108,130	112,420	116,882	121,664	126,617	132,326	135,896	139,240
Interest and dividends received	(55,438)	(64,258)	(64,258)	(64,258)	(66,198)	(66,198)	(66,198)	(66,198)	(66,198)	(66,198)	(66,198)
Landfill Quarry Provision	(3,010)	(3,010)	(3,070)	(3,132)	(3,194)	(3,258)	(3,323)	(3,390)	(3,458)	(3,527)	(3,597)
Finance Costs	12,771	13,167	14,829	15,729	16,292	16,218	16,220	15,530	14,687	13,710	12,700
Change in Working Capital	(2,269)	22,357	7,381	15,209	8,400	7,198	3,350	6,894	6,949	6,442	7,083
Net cash inflow (outflow) from operating activities	74,847	93,470	91,948	104,330	112,584	116,849	122,648	134,668	142,386	144,539	149,824
Cash flows from investing activities											
Payments for property, plant and equipment	(289,586)	(284,855)	(332,074)	(235,451)	(182,221)	(227,051)	(156,308)	(175,491)	(168,914)	(185,922)	(174,486)
Proceeds from disposal non current assets	-	-	-	-	-	-	-	-	-	-	-
Capital grants, subsidies, contributions, donations	52,014	67,014	80,187	47,534	47,353	47,263	47,263	47,263	47,263	47,263	47,263
Interest and dividends received	55,438	64,258	64,258	64,258	66,198	66,198	66,198	66,198	66,198	66,198	66,198
Finance Costs	(12,771)	(13,167)	(14,829)	(15,729)	(16,292)	(16,218)	(16,220)	(15,530)	(14,687)	(13,710)	(12,700)
Net cash inflow (outflow) from investing activities	(194,905)	(166,751)	(202,458)	(139,389)	(84,962)	(129,808)	(59,066)	(77,559)	(70,140)	(86,171)	(73,725)
Cash flows from financing activities											
Proceeds from borrowings	34,240	34,240	34,242	27,995	15,755	18,840	5,870	3,300	1,500	1,150	9,000
Repayment of borrowing	(23,993)	(23,993)	(25,665)	(27,404)	(29,014)	(30,818)	(37,891)	(46,214)	(47,421)	(36,555)	(35,779)
Net cash inflow (outflow) from financing activities	10,247	10,248	8,576	591	(13,259)	(11,978)	(32,021)	(42,914)	(45,921)	(35,405)	(26,779)
Net increase (decrease) in cash held	(109,811)	(63,033)	(101,933)	(34,467)	14,363	(24,937)	31,561	14,194	26,326	22,964	49,320
Cash at beginning of reporting period	334,576	332,292	269,259	167,326	132,859	147,221	122,285	153,845	168,039	194,365	217,328
Cash at end of reporting period	224,765	269,259	167,326	132,859	147,221	122,285	153,845	168,039	194,365	217,328	266,648

Sunshine Coast Council - Total Measures of Financial Sustainability (v)

For Period Ending 30 June

	Current Budget	Revised Budget	Forward Estimate								
	2023	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Performance											
Operating Performance Ratio (%)	5.1%	4.4%	5.7%	5.5%	7.1%	7.1%	7.6%	7.9%	8.1%	7.9%	8.0%
Fiscal Flexibility											
Council controlled revenue (%)	81.8%	80.1%	80.6%	81.1%	80.2%	80.9%	81.3%	81.7%	82.4%	83.6%	84.6%
Total debt service cover ratio (times)	3.5 x	3.6 x	3.6 x	3.5 x	3.7 x	3.7 x	3.4 x	3.1 x	3.2 x	4.1 x	4.8 x
Net Financial Liabilities Ratio (%)	72.1%	78.3%	94.7%	98.7%	90.3%	90.6%	79.6%	71.4%	61.8%	53.5%	42.9%
Liquidity											
Cash expense cover ratio (months)	6.6	7.9	4.7	3.6	3.9	3.1	3.8	4.0	4.5	4.9	5.9
Asset Sustainability											
Asset Sustainability Ratio (%)	86.9%	86.9%	89.4%	73.9%	67.9%	72.5%	61.8%	59.6%	67.7%	62.9%	57.4%

Operating Performance Ratio

Measures the extent to which operating revenues raised cover operational expenses only or are available for capital funding purposes or other purposes.

Calculation: Operating Result (excluding capital items) as a percentage of operating revenue

Target: between 0% and 10%

Council Controlled Revenue Ratio

Indicates the degree of reliance on external funding sources such as operating subsidies, donations and contributions. Council's financial flexibility improves the higher the level of its own source revenue.

Calculation: Net rates, levies and charges & fees and charges / total operating revenue.

Target: Greater than 60%

Total Debt Service Cover Ratio

Indicates the ability to repay loan funds. A low cover indicates constrained financial flexibility and limited capacity to manage unforeseen financial shocks.

Calculation: (Operating result (excluding capital items) + depreciation and amortisation + gross interest expense) / (gross interest expense + prior year current interest bearing liabilities)

Target: Greater than 2 times

Net Financial Liabilities Ratio

Measures the extent to which the net financial liabilities of Council can be repaid from operating revenues.

Calculation: (Total liabilities - current assets) / total operating revenue (excl. capital items)

Target: not greater than 60%.

Cash Expense Cover Ratio

Indicates the number of months council can continue paying its immediate expenses without additional cash loans.

Calculation: (Current year's cash and cash equivalents balance / (total operating expenses - depreciation and amortisation - finance costs charged by QTC - interest paid on overdraft) * 12

Target: Greater than 3 months.

Asset Sustainability Ratio

This ratio reflects the extent to which the infrastructure assets managed by Council are being replaced as they reach the end of their useful lives.

Calculation: Capital expenditure on replacement assets (renewals) / depreciation expense

Target: greater than 90%.



Sunshine Coast Council Capital Program (in 2023 dollars) (vi)

	Current Budget	Revised Budget	Forecast								
	2023	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Sunshine Coast Council Core Capital Program											
Aerodromes	727	1,327	1,700	6,200	200	200	200	200	200	200	200
Buildings & Facilities	21,578	20,116	22,478	16,128	17,236	24,840	22,693	34,921	45,800	28,000	27,844
Coast & Canals	4,903	5,403	4,237	2,950	3,050	2,390	1,700	2,645	2,750	2,750	2,750
Minor Works	4,935	4,874	4,840	4,840	4,845	4,875	4,840	4,840	4,840	4,840	4,840
Environmental Assets	3,337	2,697	2,430	2,800	2,800	2,800	3,000	2,840	2,720	2,720	2,720
Fleet	6,656	5,559	4,000	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500
Holiday Parks	2,732	2,112	3,009	2,580	1,355	1,245	2,015	1,965	2,000	2,000	2,000
Information Communication Technology	9,238	9,238	9,996	9,996	9,996	9,996	9,996	9,996	9,996	9,996	9,996
Parks & Gardens	11,721	11,243	12,270	8,567	6,319	10,961	10,000	8,500	7,000	7,000	7,000
Sports Facilities	10,494	9,452	23,583	20,200	12,015	13,750	7,800	3,300	5,725	4,750	3,100
Quarries	242	242	210	485	160	160	160	160	160	160	-
Stormwater	8,356	8,204	17,467	20,255	15,710	15,959	16,035	15,740	14,489	14,291	7,378
Transportation	80,698	78,184	120,701	73,127	68,453	72,059	73,148	61,429	71,992	75,610	68,680
Waste	51,430	66,683	38,246	6,761	10,776	7,097	1,890	5,980	9,630	2,340	1,150
Total Sunshine Coast Council Core Capital Program	217,047	225,334	265,165	179,389	157,414	170,831	157,976	157,015	181,802	159,157	142,158
Corporate Major Projects Capital Program											
Corporate Major Projects	46,074	39,950	34,759	27,152	13,000	-	-	-	-	-	-
Strategic Land & commercial Properties	29,870	22,358	33,488	16,080	13,580	13,200	4,500	6,300	2,500	3,000	4,300
Maroochydhore City Centre	464	464	-	-	-	-	-	-	-	-	-
Sunshine Coast Airport Expansion Project	2,042	4,842	-	-	-	-	-	-	-	-	-
Total Corporate Major Projects Capital Program	78,450	67,614	68,247	43,232	26,580	13,200	4,500	6,300	2,500	3,000	4,300
SCC Total Capital Works Program	295,497	292,948	333,412	222,621	183,994	184,031	162,476	163,315	184,302	162,157	146,458

2022/23 MINOR WORKS PROGRAM (XIII)

This appendix outlines allocations within Council's 2022/23 Minor Works Program for Council's consideration.

Project Number	Project Name	Division	Suburb	Budget Allocation
NEW PROJECTS				
K2843	SEQCSP Landsborough Streetscape – Stage 2	Division 1	Landsborough	\$100,000
K3475	Glasshouse Mountains Visitor and Interpretive Centre	Division 1	Glasshouse	\$100,000
K3531	Sunshine Cove Maroochydore Dog Bowls	Division 8	Sunshine Cove	\$3,000
K2569	Mapleton Village Centre Placemaking Contribution	Division 10	Mapleton	\$40,000
K4046	Buddina United Soccer Club – Permanent Goals	Division 6	Mountain Creek	\$25,000
K3284	Public Art Piece	Division 1	To Be Advised	\$20,000
H4279	Tallowood Street Maleny – Path	Division 5	Maleny	\$54,000
K4015	Buderim Pump Track Feasibility Study	Division 7	Buderim	\$29,000
TRANSFER PROJECTS				
K3361	Cotton Tree Precinct - Memorial Avenue Street Tree Plantings and Beautification	Division 4	Maroochydore	(\$5,000)
K3358	Cotton Tree Precinct - Pathway Renewals Contribution	Division 4	Cotton Tree	(\$5,000)
K3848	Perraton Green Park – Detailed Design	Division 4	Mooloolaba	\$10,000
K3455	Sir Raleigh Drive – second carpark – design and construction	Division 6	Sippy Downs	(\$5,000)
K3859	Khancoban Park DOLA Investigation	Division 6	Buderim	\$5,000
K3350	Yandina Entry Signs	Division 10	Yandina	(\$20,000)
K1450	Homestead Park Coes Creek Playground	Division 10	Coes Creek	\$20,000
K3351	Elizabeth St to Clithero St Buderim School	Division 7	Buderim	(\$100,000)
H4258	Wyndlorn Avenue & Clithero Avenue - New Pathway	Division 7	Buderim	\$100,000
H9944	Stringybark Road Footbridge Contribution	Division 7	Buderim	(\$30,000)
H3839	Stringybark Road Footbridge-Pathway	Division 7	Buderim	\$30,000
K3476	Simpson Street – Tower Lighting Upgrade	Division 1	Beerwah	(\$10,000)
K1894	Landsborough Masterplan – Implementation	Division 1	Landsborough	(\$10,000)
K3284	Public Art Piece	Division 1	To Be Advised	\$20,000
K3478	Olympic Way Roundabout and queuing lanes – Detailed Design	Division 6	Sippy Downs	(\$60,000)
K2259	Albany Lakes Park Play Space Unit Upgrade – Contribution	Division 6	Sippy Downs	\$40,000

Project Number	Project Name	Division	Suburb	Budget Allocation
H9544	Durrack Place Park Buderim Basketball Half Court	Division 6	Buderim	\$27,000
K4310	Sippy Downs DOLA Removal of Lomandras	Division 6	Sippy Downs	\$3,000
K3461	Sippy Downs Roundabout plantings	Division 6	Sippy Downs	(\$10,000)
H8074	Palmwoods Skate Park Shade Construction	Division 5	Palmwoods	(\$10,000)
K4292	Palmwoods Skate Park Drinking Fountain Installation	Division 5	Palmwoods	\$10,000
CEASED PROJECTS				
H8022	Open Meadows Park Access Pathway Design	Division 1	Little Mountain	\$20,000
ADOPTED				
K2482	Old Gympie Road Pathway continuation of existing pathway to north of Shaw Road	Division 1	Beerwah	\$20,000
H8022	Open Meadows Park Access Pathway Design	Division 1	Little Mountain	\$20,000
K1990	Corella Park Pathway - Design and Construction	Division 1	Landsborough	\$35,000
K2911	Beerwah Cemetery Destination Signage	Division 1	Coochin Creek	\$45,000
K2914	Beerwah Cemetery Entrance Feature and Carpark Upgrade – Design	Division 1	Beerwah	\$25,000
K2914	Beerwah Cemetery – Landscaping Upgrade	Division 1	Beerwah	\$24,000
K2990	Chantilly Park Pathway Lighting	Division 1	Beerwah	\$21,000
K3476	Simpson Street – Tower Lighting Upgrade	Division 1	Beerwah	\$35,000
K3284	Public Art Piece	Division 1	To Be Advised	\$15,000
H2060	Dicky Beach Precinct Plan Interpretive Area - Contribution to Furniture and Structures	Division 2	Dicky Beach	\$100,000
K3336	Caloundra Mountain Trail Bike Hub - Construction of Shade over South Playground	Division 2	Caloundra	\$60,000
H9335	Buderim Street Pedestrian Refuge - Construction	Division 2	Currimundi	\$34,000
K1890	Moffat Beach Traffic Study	Division 2	Moffat Beach	\$15,000
K1888	Michael Street/Anning Avenue - Pathway Construction top up for extra section to link to Bus Stop	Division 2	Golden Beach	\$24,000
K1883	Caloundra Cricket Club – Lighting Contribution	Division 2	Caloundra	\$50,000
K1713	Dog Off Leash Area Investigation	Division 2	Pelican Waters	\$20,000
K1889	Viewing Deck Dicky Beach SLSC - Construction	Division 2	Dicky Beach	\$102,000
K3447	Caloundra Mountain Trail Bike Trails – Lighting Contribution	Division 2	Caloundra	\$15,000
K3507	Seaview Terrace Pathway	Division 2	Moffat Beach	\$10,000
K3296	Kurrajong Park, Kawana Forest Powerbox Installation	Division 3	Meridan Plains	\$12,000
K3295	Mandara Drive - Pathway Construction from Gayandi Street Corner to Crummunda Park	Division 3	Wurtulla	\$33,000
K1880	Currimundi Lake Walk and Ride Bridge - Detailed Design	Division 3	Currimundi	\$150,000

Project Number	Project Name	Division	Suburb	Budget Allocation
K3356	Easement Pathway Construction – Rosevale Avenue to Rochester Rise	Division 3	Aroona	\$17,000
H9335	Buderim Street Pedestrian Refuge – Construction	Division 3	Currimundi	\$34,000
K3357	Bokarina Beach Half-Court Basketball Court	Division 3	Bokarina	\$75,000
K3449	Viridian Circuit Park – Dog Off Leash Area Solar Lighting	Division 3	Birtinya	\$25,000
K3370	Croydon Avenue Car Parking Bays and Drainage Works	Division 3	Currimundi	\$94,000
K1714	Dog Off Leash Area Investigation - Mooloolaba/Maroochydore Area	Division 4	Maroochydore	\$15,000
K3358	Cotton Tree Precinct - Pathway Renewals Contribution	Division 4	Cotton Tree	\$50,000
K2040	Des Scanlan Park/Boat Shed/Cotton Tree Pool Precinct Detailed Design	Division 4	Maroochydore	\$60,000
K2609	John Hotton Park - Community Consultation and Concept Design for Park and Park Shelter	Division 4	Warana	\$20,000
K3359	Neerim Drive Stormwater Swale Construction	Division 4	Mooloolaba	\$30,000
H7119	Mooloolaba River Park - Installation Park Bench Seat	Division 4	Mooloolaba	\$6,000
K3360	Okinja Road, Alexandra Headland - Investigation/Design Pedestrian Refuge/Crossing	Division 4	Alexandra Headland	\$20,000
K1393	Alex Bluff Foreshore Improvements opposite Mayfield Street - Final Plan	Division 4	Alexandra Headland	\$70,000
K3362	Seabreeze Park - permanent movie projector screen investigation	Division 4	Maroochydore	\$15,000
K1896	Fourth Avenue, Cotton Tree - Detailed Design for traffic calming devices	Division 4	Mooloolaba	\$50,000
K3363	Cotton Tree Precinct Lighting	Division 4	Maroochydore	\$15,000
K1676	Goonawarra Drive and Douglas Street Pedestrian Refuge Design	Division 4	Mooloolaba	\$25,000
K3361	Cotton Tree Precinct - Memorial Avenue Street Tree Plantings and Beautification	Division 4	Maroochydore	\$41,000
K3439	Bermagui Crescent – Design for raised Pedestrian Crossing	Division 4	Buddina	\$20,000
K3268	Fourth Avenue New Pedestrian Lighting Stage 1 – Design	Division 4	Maroochydore	\$3,000
H8074	Palmwoods Skate Park Shade Construction	Division 5	Palmwoods	\$108,000
K1758	Razorback Lookout Park, Montville - Pathway Link	Division 5	Montville	\$26,000
K3337	Dog Off Leash Area Maleny Precinct - Design and Construction	Division 5	Maleny	\$150,000
K1573	Cooke Park, Maleny - Playground Shade Install	Division 5	Maleny	\$45,000
K3354	QCWA Drinking Fountain Maple Street, Maleny	Division 5	Maleny	\$15,000
H8362	Palm Street - Pathway Construction Contribution for Pedestrian Refuge and Lighting	Division 5	Maleny	\$10,000
K3352	Hatten Street, Mooloolah Valley - Pathway Construction	Division 5	Mooloolah Valley	\$18,000
H9031	Bicentenary Lane On-Road Carparking - Pathway Construction Contribution	Division 5	Maleny	\$14,000

Project Number	Project Name	Division	Suburb	Budget Allocation
K2259	Albany Lakes Park Play Space Unit Upgrade – Contribution	Division 6	Sippy Downs	\$40,000
H9387	Chancellor Village Park Pathway – LED Sensor Lighting	Division 6	Sippy Downs	\$67,000
K2663	Tower Park - Installation of concrete slab to mount a park bench	Division 6	Sippy Downs	\$3,000
K3454	Columbia Street – Implementation of Road Safety Audit results	Division 6	Sippy Downs	\$60,000
K3455	Sir Raleigh Drive – second carpark – design and construction	Division 6	Sippy Downs	\$150,000
H6134	Oakmont Drive – Pathway linking Bus Stop to Childcare Centre in Buderim Pines Drive including Kerb Ramp	Division 6	Buderim	\$10,000
K3478	Olympic Way Roundabout and queuing lanes – Detailed Design	Division 6	Sippy Downs	\$70,000
K3461	Sippy Downs Roundabout plantings	Division 6	Sippy Downs	\$10,000
K3462	Ballinger Road Pedestrian Refuge between 211 and 217 Ballinger Road – Design	Division 6	Buderim	\$20,000
K3515	Royal Palms Drive, Buderim – Drainage Study	Division 6	Buderim	\$10,000
H8355	Sage Street Boardwalk Top Up	Division 7	Buderim	\$35,000
H9946	Martins Creek - Camphor Laurel removal	Division 7	Buderim	\$10,000
H9944	Stringybark Road Footbridge Contribution	Division 7	Buderim	\$30,000
K3346	Toral Drive - Extra On street Parking and relocation of Pathway - Design/Construct	Division 7	Buderim	\$75,000
H9057	Main Street Off Road Carparking - Design for sealing of carpark area	Division 7	Buderim	\$60,000
H6973	Whitehaven Drive - Reduce size of traffic Island contribution	Division 7	Buderim	\$6,000
K1022	Buderim Village Park planned works – Contribution	Division 7	Buderim	\$70,000
K3351	Elizabeth Street to Clithero Street Buderim School Drop off / Pick up	Division 7	Buderim	\$100,000
H6149	Parsons Road Pathway continuation	Division 7	Forest Glen	\$25,000
K1601	Birrahl Park - Installation of new shelter, BBQ, Picnic Combo and 2m pathway - contribution	Division 8	Yaroomba	\$20,000
K1918	North Shore Dog Park - Viewing Platform Construction	Division 8	Twin Waters	\$100,000
H9918	Power Memorial Park - Beach Shower Upgrade Construction	Division 8	Mudjimba	\$40,000
K1234	Birrahl Park Playground - Softfall Replacement	Division 8	Yaroomba	\$23,000
K2610	Power Memorial Park – Lighting	Division 8	Mudjimba	\$8,000
H8290	Beach Access 131 Twin Waters beach Shower relocation and renewal - design and construct	Division 8	Twin Waters	\$34,000
K1429	Marcoola Esplanade open beautification plan, design and implementation	Division 8	Marcoola	\$100,000
K3244	Eliza Peatling Park Playground Shade	Division 8	Pacific Paradise	\$60,000
H5133	South Coolum Road New Pathway - Design and Construction	Division 8	Coolum Beach	\$20,000
K1764	Peachtree Park - Installation of Shade Sails over Playground	Division 9	Peregian Springs	\$45,000

Project Number	Project Name	Division	Suburb	Budget Allocation
K3347	Lions Norrie Job Park - Pump Track Investigation and Concept Design	Division 9	Coolum Beach	\$40,000
K1384	Jones Parade - Pathway Construction Stage 2	Division 9	Coolum Beach	\$38,000
K3267	Tickle Park Playground - Extra Shade Sail	Division 9	Coolum Beach	\$80,000
K1383	Lowes Lookout Pathway – Feasibility and Preliminary Design	Division 9	Coolum Beach	\$12,000
H9827	Peregian Breeze Park Playground - Extension to existing Shade Sail	Division 9	Peregian Springs	\$15,000
K2042	Lake Weyba Foreshore Reserve - Construct Drainage improvements to northern carpark	Division 9	Weyba Downs	\$125,000
K3348	Parklakes Cenotaph Project Contribution - Avenue of Honour Signage, Pathway and Cenotaph	Division 9	Bli Bli	\$50,000
K3472	Jack Morgan Park – Bench Seat and Slab	Division 9	Coolum Beach	\$7,000
K1770	Lions Norris Job Park – Half Basketball Court	Division 9	Pacific Paradise	\$25,000
K3459	Tickle Park and Norrie Job Parks – Retrofit Taps with Dog Bowls x 2	Division 9	Coolum Beach	\$2,200
H9595	Mapleton Dog Off Leash Area - Stage 2	Division 10	Mapleton	\$112,000
K3508	Homestead Park Perimeter Fence	Division 10	Coes Creek	\$50,000
K3219	King George VI Park - construct extension to existing fence line	Division 10	Yandina	\$19,600
K3350	Yandina Entry Signs	Division 10	Yandina	\$20,000
K1515	Nambour Skate Park - Construction of Shade Sail	Division 10	Nambour	\$65,400
K2559	Yandina Skate Park - Investigation, Consultation, Concept Design	Division 10	Yandina	\$10,000
H4605	Eumundi Streetscape - Main Street Pathways Contribution	Division 10	Eumundi	\$50,000
H4744	Quota Memorial Park Nambour Play Shade	Division 10	Nambour	\$40,000
K3372	Currie Street Garden Bed Construction	Division 10	Nambour	\$30,000
K2705	Coastal Pathway - Contribution to complete further sections	Mayor	Various	\$50,000
K1022	Buderim Village Park – Playground Shade Structure Contribution	Mayor	Buderim	\$50,000
K2449	Northshore Sports Precinct Clubhouse - Contribution to Soccer/AFL Clubhouse	Mayor	Mudjimba	\$50,000
K3447	Caloundra Mountain Trail Bike Trails lighting contribution	Mayor	Caloundra	\$50,000
K2478	Palmwoods Soccer Clubhouse Contribution	Mayor	Palmwoods	\$50,000
K3321	Quota Memorial Park Nambour Footbridge Contribution	Mayor	Nambour	\$50,000
K1304	Honeyfarm Road Sports Ground - Contribution to Stormwater Management	Mayor	Meridan Plains	\$70,000
K1456	Glenfields Neighbourhood Public Amenities Contribution	Mayor	Mountain Creek	\$50,000

LOCAL GOVERNMENT CHANGE COMMISSION

Review of Divisional Boundaries

2019 FINAL DETERMINATION
SUNSHINE COAST REGIONAL COUNCIL

Contents

INTRODUCTION	2
Background	2
Table 1 – Current and Projected Enrolment Quota	2
Determining the quota	3
THE REVIEW PROCESS	3
Existing Divisions	4
Table 2 – Summary of Enrolment for the Existing Divisions	4
Public Suggestions	4
Proposed Determination	5
Comments on the Proposal	6
CHANGES TO THE PROPOSED BOUNDARIES	8
Divisions 2 & 3	8
Division 5	8
Division 7	8
Division 9	8
Division 10	9
FINAL DETERMINATION	9
Table 3 – Summary of Enrolment for the Final Divisions	9
RECOMMENDATION	10
 APPENDIX A	 Maps of Council's Electoral Divisions for 2020 Elections
APPENDIX B	Minister's Referral
APPENDIX C	Suggestions Notice & Public Submissions
APPENDIX D	Comments on the Proposal Notice & Public Submissions
APPENDIX E	Maps of Proposed Divisions – Overview, Divisions 2, 3, 5, 7, 9 & 10

INTRODUCTION

The Local Government Change Commission (Change Commission) is an independent body established under the *Local Government Act 2009 (Qld)* (the Act). The Change Commission is responsible for periodically reviewing the internal boundaries of divided councils so that each division has relatively the same number of enrolled voters. This upholds the key democratic principle of 'one vote, one value', by ensuring each person's vote carries the same weight.

The Change Commission has finalised its assessment of the Sunshine Coast Regional Council's divisions on Friday, 1 November 2019. This report outlines the recommended divisional boundaries and sets out the reasons for the Change Commission's decisions. Maps of the final boundaries are attached at Appendix A.

The Change Commission for this review consists of:

- Mr Pat Vidgen PSM, Electoral Commissioner; and
- Mr Wade Lewis, Casual Commissioner.

The casual commissioners were appointed by the Governor in Council on 1 November 2018.

Background

On 26 March 2019, the Minister for Local Government, Minister for Racing and Minister for Multicultural Affairs, The Honourable Stirling Hinchliffe MP referred a divisional boundary review of the Sunshine Coast Regional Council (see Appendix B).

In conducting its assessment, the Change Commission was legally required to ensure each division of the Council has a reasonable proportion of enrolled voters, herein referred to as 'quota'. Community interests, public submissions and easy-to-identify boundaries were also considered.

Table 1 shows the Council's enrolment quota as at 31 January 2019 and the projected quota for 31 March 2024.

Table 1 – Current and Projected Enrolment Quota		
	31 January 2019	31 March 2024
Number of divisions	10	10
Enrolment	224,452	257,372
Average enrolment per division	22,445	25,737
Average enrolment (+10%) per division	24,690	28,311
Average enrolment (-10%) per division	20,201	23,163

Determining the quota

A quota is determined by dividing the total number of enrolled voters by the number of councillors (other than the mayor), plus or minus 10%. The Change Commission also considers projected enrolment, so the divisions remain in quota for as long as possible.

Current enrolment data has been sourced from Queensland's electoral roll and projected enrolment data from the Queensland Government Statistician's Office of Queensland Treasury. Projections are based on the timing of future local government quadrennial elections.

Enrolment information is based on 'Statistical Areas Level 1 (SA1)'. SA1s are geographical units used by the Australian Bureau of Statistics (ABS) for the release of census data. According to the ABS most SA1s have a population of between 200 to 800 persons with an average population of approximately 400 people.

Current and projected enrolment data are available for download on the Sunshine Coast Regional Council review webpage on the Electoral Commission of Queensland's (ECQ) website.

THE REVIEW PROCESS

The Change Commission may conduct its assessments in any way it deems appropriate, unless the Minister has provided specific directions.

The process for this review is as follows:

1. Inviting suggestions
2. Publication of the Change Commission's proposal
3. Inviting comments on the proposal
4. Publication of the Change Commission's final determination report
5. Final determination report provided to the Minister for Local Government, for implementation by the Governor in Council
6. New boundaries come into effect at the 2020 Local Government Quadrennial Election

Existing Divisions

The Sunshine Coast Regional Council has 224,452 voters and is divided into 10 single-member electoral divisions plus a mayor.

Table 2 shows the current and projected enrolment for the Council's existing divisional boundaries. As at 31 January 2019, Division 9 was out of quota and in 2024, Divisions 1, 4, 5 and 9 are projected to be out of quota, with Division 7 also close to lower limit of the quota.

Table 2 – Summary of Enrolment for the Existing Divisions				
Division	Enrolment as at 31/01/2019	(%) Deviation from Average Enrolment	Projected Enrolment as at 31/03/2024	(%) Deviation from Projected Average Enrolment
Division 1	24,154	7.61	34,805	35.23
Division 2	21,073	-6.11	24,869	-3.37
Division 3	23,760	5.86	26,367	2.45
Division 4	20,774	-7.45	22,718	-11.73
Division 5	20,873	-7	22,565	-12.33
Division 6	21,968	-2.13	23,925	-7.04
Division 7	21,555	-3.97	23,281	-9.54
Division 8	22,482	0.16	24,569	-4.54
Division 9	25,183	12.2	29,024	12.77
Division 10	22,630	0.82	25,249	-1.9

Public Suggestions

The Change Commission sought public suggestions to assist in developing its proposal. Advertisements were placed in The Courier-Mail, the Sunshine Coast Daily and on the ECQ's website and social media.

Suggestions were invited from 27 April 2019 to 5pm 20 May 2019. The Change Commission received 8 submissions which are available to view at Appendix C.

The Sunshine Coast Regional Council recommended several adjustments to Divisions 1, 4, 5, 6, 8 and 9. The Change Commission incorporated many of these suggestions in its proposal, as well as additional modifications to further balance enrolment and accommodate other public submissions.

The Councillor for Division 3 proposed adding the Kawana Forest section of Meridan Plains to Division 3 and transferring Battery Hill into Division 2. The Change Commission implemented both suggestions with some additional modifications. It proposed that the entire locality of Meridan Plains be united in Division 3, thereby allowing the boundary between

Divisions 3 and 6 to follow locality boundaries. In addition to uniting the suburb of Battery Hill within Division 2, the Change Commission proposed extending the northern boundary of Division 2 to the Currimundi Creek, creating an easily identifiable northern boundary.

The remaining submitters expressed a variety of opinions regarding the boundaries of Divisions 4, 8 and 9. The Change Commission accommodated as many of these as possible and noted that in doing so, it was not able to fully implement each recommendation.

The Coolum Residents Association Inc. and Development Watch Inc. advised of a lack of connection between Bli Bli and Coolum Beach and recommended excising Bli Bli from Division 9, utilising the Maroochy River as a boundary. Both suggestions noted the rural residents in Division 9 have long used Coolum Beach as their district centre, while Bli Bli is linked more closely with Nambour. The submitters noted areas such as Yaroomba and part of Mount Coolum should be moved into Division 9. A third submitter also noted that if changes must occur to Division 9, that these should occur around Bli Bli.

The Change Commission implemented the suggestions about Bli Bli and proposed transferring the area south of the Maroochy River into Division 10, while proposing other changes along the coastal strip between Divisions 4, 8 and 9 to accommodate other submitters' recommendations.

Two submitters recommended the strip of coastal communities currently in Division 9 be included within Division 8, and that most of the area south of the Maroochy River be excised to Divisions 4 and 7. The Change Commission partially adopted these submissions, uniting more of Coolum Beach and the entire Yaroomba and Point Arkwright localities within Division 8 and transferring the part of Maroochy River situated north of Aerodrome Road into Division 4. The Change Commission found the proposed boundaries better balanced enrolment while enabling the transfer of Bli Bli out of Division 9.

A couple submissions raised matters that were outside the scope of this review. One requested the Coolum Beach locality be transferred to the Noosa Shire Council, while the other recommended an external boundary review to address the Lake Weyba catchment being divided across two local governments (Noosa and the Sunshine Coast). The Change Commission cannot consider transferring parts of one council to a neighbouring council unless an external boundary review is referred to it. The Ministerial referral for this review is to balance enrolment within the Sunshine Coast Regional Council's internal divisions. Therefore, both requests were not able to be actioned.

Proposed Determination

The Change Commission published its proposal on 25 September 2019 and invited public comments. Advertisements were placed in The Courier-Mail, the Sunshine Coast Daily and on the ECQ's social media channels.

The Change Commission's proposal considered both current and projected enrolment data as well as the views expressed in the public submissions. A concerted effort was made to follow suburb boundaries, so that entire localities were united within individual divisions.

Comments on the Proposal

Comments on the proposal were invited from 25 September 2019 to 5pm on 11 October 2019. The Change Commission received 112 comments which are available to view at Appendix D.

Five comments expressed support for the proposed boundaries, approving of changes to Divisions 4, 9 and 10, the proposed transfer of the Kawana Forest area from Division 1 into Division 3 and one submitter stated the boundaries are a fair and reasonable solution to the region's growth.

More than 100 submissions expressed opposition to the proposed changes and some of the main objections included:

- splitting the Currimundi suburb and lake catchment area between Divisions 2 and 3;
- separating the Dulong and Kureelpa communities into separate divisions;
- the boundaries and composition of Divisions 5, 9 and 10; and
- the size of the proposed Division 5 and subsequent representation concerns.

More than half of the comments opposed the proposed transfer of part of Currimundi and the lake catchment area into Division 2. The submitters cited their concerns about the area not being effectively managed if split across two divisions, noting that Currimundi is aligned with the low-density character of Division 3 and has shared interests with this Division. Many requested the boundary be placed at Buderim Street so that Currimundi remains united in Division 3. A number of comments also objected to the proposed inclusion of Caloundra West in Division 3, with a couple recommending the southern boundary return to follow Sugar Bag Road and one advising that residents are more aligned with Division 2 due to its high-density buildings, tourism and shared use of beaches, shopping, and entertainment facilities.

The Change Commission was persuaded to implement the submitters' recommendations, so that the northern boundary of Division 2 follows Buderim Street and keeps Currimundi united within Division 3. To accommodate this change and the other submissions, the Change Commission has also returned the portions of Caloundra West and Little Mountain to Division 2, bounded by Sugar Bag Road and Caloundra Road.

Many of the other submissions raised opposition to proposed changes in the northern half of the Council area, and particularly Divisions 5, 9 and 10. To accommodate this feedback, the Change Commission has been persuaded to realign the boundaries of these Divisions to be closer to the existing boundaries rather than those that were proposed.

The Sunshine Coast Regional Council and Division 9 Councillor recommended Bli Bli remain in Division 9, stating that the area shares community interests as evidenced by government projects and historical connections. As the removal of Bli Bli from Division 9 precipitated a large degree of change in Divisions 5 and 10, which have been opposed by several public submitters, the Change Commission was persuaded to return Bli Bli to Division 9. In doing so, it is noted that Division 9's enrolment remains stable and the Change Commission was able to address submitter concerns regarding the proposed Divisions 5 and 10.

A number of submitters requested Dulong and Kureelipa remain united within the same division as they have shared history and amenities, with some recommending both suburbs be transferred into Division 5. The Change Commission notes that currently Kureelipa and part of Dulong are in Division 10, with a portion of Dulong also located in Division 5. As the final boundaries have largely returned Division 10 to its existing location, the Change Commission supported the unification of these two suburbs by transferring the remaining piece of Dulong into Division 10.

Several comments objected to the size of the proposed Division 5 and raised representation concerns, with some recommending that two councillors continue to represent the Blackall Range and hinterland area. The comments noted that the councillor for the proposed Division 5 would spend significantly more time commuting between communities when compared to the other councillors and that this would have ramifications for the community. The Change Commission sought to accommodate these submissions by realigning the northern boundary of Division 5 so that it is in a similar location to the existing boundary. It has however chosen to follow suburb boundaries, rather than return to the existing boundary which splits suburbs. This boundary also accommodates other submitters' concerns regarding the proposed placement of Obi Obi and Mapleton in Division 5, with the final boundaries uniting them entirely within Division 10. The Change Commission notes that under the current boundaries, Division 5 is the second largest division in terms of land area and that this remains the case for the final boundaries.

A couple submitters recommended the Rosemount community west of the Bruce Highway remain in Division 10, with one noting it has a strong connection with Nambour. The proposed boundary had sought to unite the entire suburb in Division 7, however based on the public feedback, the Change Commission was persuaded to return the boundary to follow the Bruce Highway. The Change Commission has united the entire portion of Rosemount that is situated west of the Bruce Highway in Division 10, noting the current boundary splits this locality between Divisions 5 and 10.

The Division 1 Councillor recommended fewer changes be implemented for this Division and requested Meridan Plains and Crohamhurst be retained in Division 1. The Change Commission was unable to accommodate this suggestion, noting significant changes are required to address enrolment in Division 1, given it is currently projected to be 35.23% above the quota by 2024.

Some of the comments raised matters that fell outside the scope of this internal boundary review and were unable to be considered by the Change Commission. A couple comments requested changes to the external boundary between the Noosa Shire Council and Sunshine Coast Regional Council, while a third comment questioned why an additional division had not been created to contain the population growth. The referral for this review is to balance enrolment in the existing divisions of the Council and the Change Commission cannot recommend adding divisions or transferring areas between Councils unless a change proposal is referred to it by the Minister.

CHANGES TO THE PROPOSED BOUNDARIES

After reviewing its proposed boundaries and having considered feedback from the public submissions, the Change Commission has made modifications to Divisions 2, 3, 5, 7, 9 and 10.

Maps of these proposed divisions are attached at Appendix E and can be compared with the final division maps at Appendix A.

Divisions 2 & 3

Two changes have been made to accommodate feedback from the comments on the proposal. The proposed transfer of part of Currimundi from Division 3 into Division 2 has been reversed, thereby retaining Currimundi and the lake catchment in Division 3. The northern boundary of Division 2 follows Nicklin Way and the Battery Hill suburb boundary along Buderim Street.

In actioning the above change, it was necessary for Division 2 to regain its existing portions of Caloundra West and Little Mountain, with the south-western boundary following Nicklin Way, Sugar Bag Road, Caloundra Road and Pelican Waters Boulevard.

Division 5

The Change Commission has reversed many of the proposed changes in the north of the Council area between Divisions 5, 9 and 10. Rather than return the northern boundary of Division 5 to its existing location, the Change Commission has chosen to follow locality boundaries so that entire suburbs are united in either Division 5 or 10. In doing so, the Change Commission has also sought to accommodate public submissions regarding shared community interests by retaining areas such as Dulong and Kureelpa in the same division. The northern boundary of Division 5 now follows the Conondale, Cambrook, Curramore, Witta, Montville, Flaxton, Hunchy, West Woombye, and Woombye locality boundaries.

Division 7

A single change to the proposed Division 7 boundary has been implemented, reinstating the north-western boundary so that it follows the Bruce Highway. The proposal had united Rosemount in Division 7, however to accommodate public submissions this change has been reversed. In transferring the portion of Rosemount that is situated west of the Bruce Highway, the Change Commission determined to unite all of this portion of Rosemount in Division 10, noting that the current boundary splits the area between Divisions 5 and 10.

Division 9

Division 9 has mostly returned to follow the existing boundaries, regaining Bli Bli and its portions of the surrounding suburbs of Parklands, Maroochy River, Maroola and Pacific Paradise. The Change Commission retained the changes it had proposed between Divisions 8 and 9 in the Yaroomba, Point Arkwright and Coolumb Beach areas, noting the final boundaries bring Division 9's enrolment into quota at 1.17%.

Division 10

The boundaries of Division 10 have mostly returned to their existing location. The existing boundary between Divisions 9 and 10 has been retained, while the existing boundary between Divisions 5 and 10 has been realigned to follow suburb boundaries. The portion of Rosemount west of the Bruce Highway has also been returned to Division 10, with an additional portion that is currently situated in Division 5 also being placed in Division 10.

The southern boundary of Division 10 now follows the Kenilworth, Kidaman Creek, Obi Obi, Mapleton, Dulong, Town Mountain, Coes Creek, Nambour and Rosemount locality boundaries.

FINAL DETERMINATION

After assessing the material submitted and having considered the requirements of the Act, the Change Commission is recommending the proposed boundaries, with the aforementioned modifications to Divisions 2, 3, 5, 7, 9 and 10 become the final divisions for the Sunshine Coast Regional Council.

The Change Commission is satisfied that the final boundaries meet the enrolment requirements of the Act, while also balancing the expressed needs and interests of the community. It is noted that the implementation of this recommendation is expected to result in the following divisional enrolment:

Table 3 – Summary of Enrolment for the Final Divisions				
Division	Enrolment as at 31/01/2019	(%) Deviation from Average Enrolment	Projected Enrolment as at 31/03/2024	(%) Deviation from Projected Average Enrolment
Division 1	20,296	-9.58	28,162	9.42
Division 2	22,547	0.45	26,351	2.38
Division 3	22,770	1.45	25,265	-1.83
Division 4	22,924	2.13	25,244	-1.92
Division 5	23,219	3.45	24,985	-2.92
Division 6	20,769	-7.47	25,176	-2.18
Division 7	23,165	3.21	25,059	-2.64
Division 8	23,309	3.85	25,340	-1.54
Division 9	22,708	1.17	26,425	2.67
Division 10	22,745	1.34	25,365	-1.45

Sunshine Coast Regional Council

Final Determination

RECOMMENDATION

The Change Commission has provided its assessment to the Minister for Local Government and recommends the Governor in Council implement its final boundaries.

The Change Commission's final recommendation is as follows:

- for the purpose of the 2020 Local Government Quadrennial Election, the Sunshine Coast Regional Council be redivided into 10 divisions as shown in the maps contained in Appendix A.

In accordance with the Act, the Change Commission has published a notice of results in the Government Gazette, a newspaper circulating in the local government area and on the ECQ website.



Pat Vidgen PSM
Electoral Commissioner



Wade Lewis
Casual Commissioner

LOCAL GOVERNMENT CHANGE COMMISSION

W: www.ecq.qld.gov.au
E: LGCCsubmissions@ecq.qld.gov.au
T: 1300 881 665
P: Local Government Change Commission
GPO Box 1393
BRISBANE QLD 4001

Caloundra Music Festival

A community asset

November 2022



CMF Business Plan – Background research on event impact



The writing of a Business Plan is a part of CMF's funding agreement with Tourism and Events Queensland from 2022-2024.

To complement the festival's existing strategic documentation, the writing of this Business Plan has incorporated two independent pieces of quantitative research.

The figures provided as part of this document have been sourced from this research and provided the basis for modelling of data using desktop research and ABS Census data.

The demographic profile of the two quantitative research datasets (the first a representative sample of residents in the Sunshine Coast LGA, and the second, survey of previous attendees database) can be seen to the right.

Representative sample of Sunshine Coast residents (n=136)

Age (Aged 18+)	% of sample	% of Sunshine Coast LGA
<24	15%	9%
25-34	13%	14%
35-44	13%	16%
45-54	12%	17%
55-64	14%	17%
65-74	18%	15%
75+	15%	12%

Postcodes	% of sample	% of Sunshine Coast LGA
4517-4519	4%	5%
4551 – Caloundra	18%	19%
4550, 4552-4564	60%	58%
4572-4575	18%	18%

Gender	% of sample	% of Sunshine Coast LGA
Male	44%	48%
Female	55%	52%

Sample of previous CMF attendees (n=348)

Origin	% of sample
Sunshine Coast	44%
Elsewhere in Qld	48%
Interstate & Overseas	8%

Gender	% of sample
Male	25%
Female	75%

Average 4.4 years attended

2

CMF and its impact on the community. The Caloundra Music Festival...



- ...inspires the greatest sense of local pride amongst residents of any annually recurring event in the wider region
- ...inspires a sense of connectedness amongst 50% of locals (second only to the Sunshine Coast Agricultural Show which 53% of locals say “helps them feel more connected to their community”)
- ...is a high-profile, powerful illustration of our place brand. In turn, it inspires people to move to our region
- ...inspires locals to collaborate and play music more
- ...drives upward of \$3m in direct visitor spend each and every year, in large part thanks to locals inviting friends to come

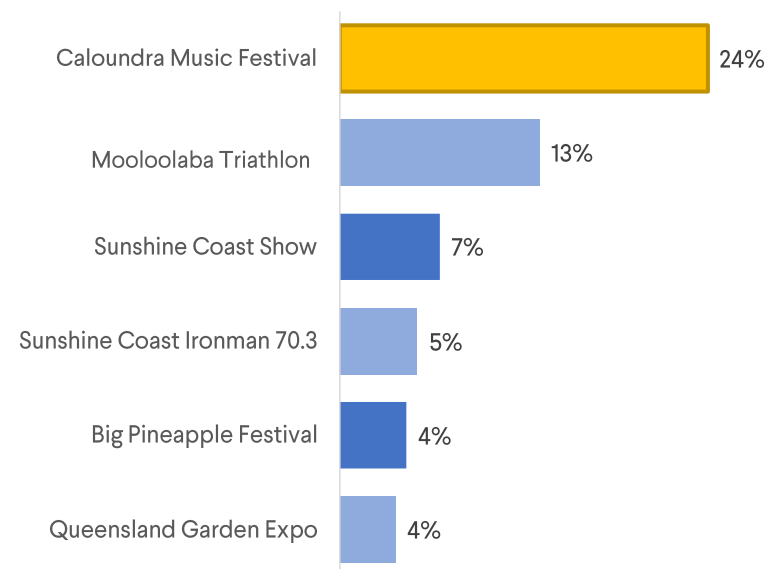
Reference - Representative sample of local residents (n=136) *CMF inspires a sense of local pride more than any other event*



Spontaneous mentions (n=136)

Events that inspire a sense of local pride

"Q: In the fields below, please list up to three major events on the Sunshine Coast and surrounds that give you a sense of pride about living in the region".

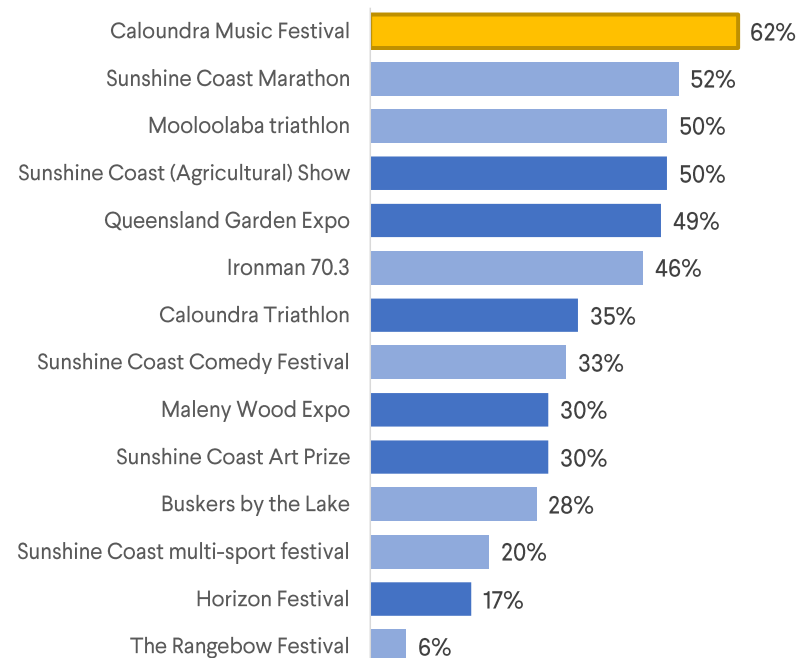


Nb: Other events that attracted 3 or more spontaneous mentions (ie: 2% of sample) included Noosa Triathlon, Woodford Folk Festival, Noosa Eat and Drink, Big Pineapple Festival, Maleny Wood Expo and Surf Lifesaving Championships.

Prompted mentions (n=136)

Events that inspire a sense of local pride

*% of Sunshine Coast residents that agree
"...makes me proud to be a Sunshine Coast resident"*

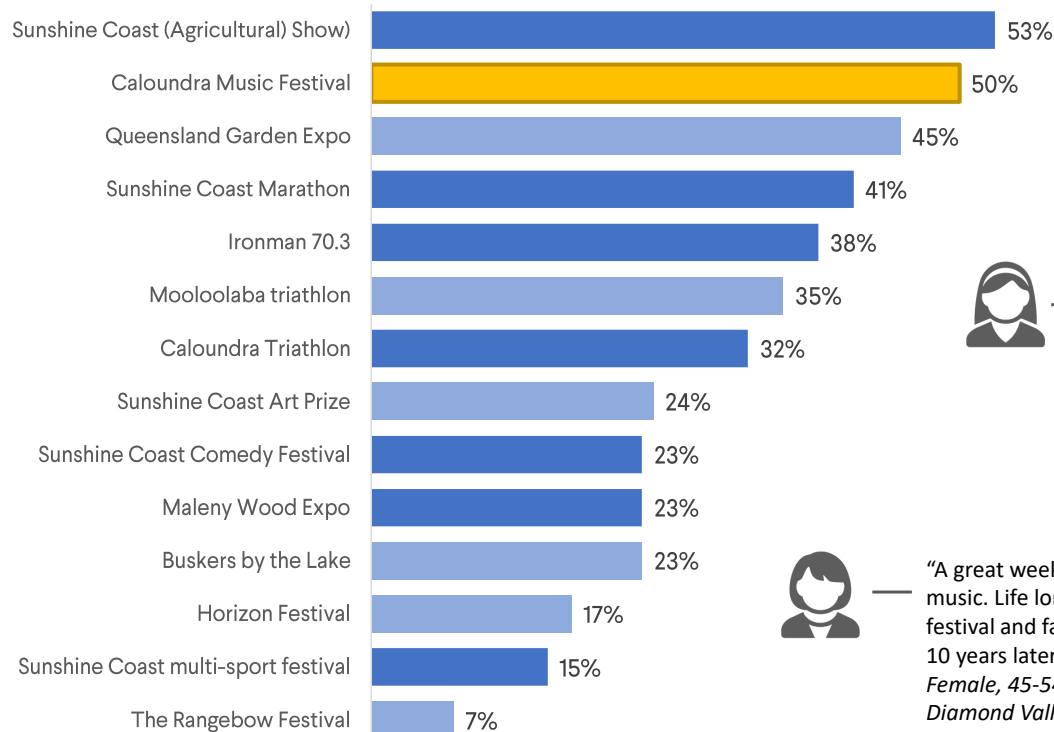


Reference - Representative sample of local residents (n=136)

CMF helps half of Sunshine Coast locals feel connected to their community



% of Sunshine Coast residents that agree
“...helps me feel more connected to my community”
(n=136)



“The friendships I've made at CMF are the people I hold closest to my heart. They are my tribe. We connected through our shared love of music and friendships grew in to festival families....”
Female, 35-44, single parent with kids at home, Mountain Creek



“(The moment that sums up CMF for me)....Michael Franti entering crowd and singing. The whole crowd was at a party together. It really felt like everyone was connected. I think of this concert often and it always gives me a great warm feeling/ memory.”
Female, 55-64, couple with children at home, Brisbane



“A great weekend of fun in the sun with awesome music. Life long friendship. I've had friends meet at the festival and fall in love and who are still together some 10 years later. Connection, and community.”
Female, 45-54, single parent with kids at home, Diamond Valley

Reference - Previous event attendee sample (n=348)

CMF is the Sunshine Coast's place brand in action – It is our place at its best



An estimated 1,025 people have moved to 4551 over the past 15 years citing CMF as one of the reasons for doing so



"(CMF) helped create a vibe for a place which we were attracted to.

(It helped us) get to know Caloundra well and how magical it is here."

*Female, 25-34, Couple with kids still at home. First attended CMF in 2011.
Lived in 4551 since 2015.*



"The Sunshine Coast lifestyle really spoke to my wife and I and the CMF represents the atmosphere and family-oriented region we wanted to raise our kids in."

*Male, 35-44, Couple kids still at home.
First attended CMF in 2008.
Lived in 4551 since 2014.*



"(CMF) partly had an influence on my decision to move here.

I was already visiting Caloundra regularly and decided I wanted to move here.

Having the festival literally on my doorstep was an added bonus."

*Female, 55-64, Single person.
First attended CMF in 2008.
Lived in 4551 since 2012.*

Reference - Previous event attendee sample (n=348) *CMF inspires our local community to take up and continue playing music*



"We have been taking our kids since they were 10yrs old.

My son at the time started playing music at home and each year a love of music got stronger and stronger.

He used to say he would be big enough to play there one day. Then in 2016 he played for the first time on the sand stage.

Then in 2021 he played on all 3 days across all 3 stages with different bands. It's been amazing watching him love this festival as a little kid to see him now playing at the festival."

Female, 45-54, Couple with children at home.

Lived in 4551 since 2007.



"When I first attended the festival I had literally just moved to Caloundra a few days before with my family which includes 2 sons. They were 4 and 1 year old at the time. We have loved going to the festival each year to foster a love of music and culture, but also just to have fun together as a family.

It has been great to see the boys' music tastes evolve and to watch them enjoy such a variety of music. They have been inspired to learn guitar and create their own music over the years.

They have even organised their own music concerts at home involving our neighbours and friends. We have nicknamed these concerts the Dicky Beach Music Festival. The boys are 18 and 15 now (and) they still love coming to CMF.

The group of people we have attended CMF with has grown over the years. Friends have come from interstate to join us and many local friends come too.

Thanks for organising such a great festival each year. Our family really appreciate it."

Female, 45-54, Couple with children at home.

Lived in 4551 since 2008.



Being a music fan it's so amazing to have an iconic festival in the beautiful place that I live on the Sunshine Coast.

The first year we went, my brother in law played the Soul Bar stage and it was a special family memory.

I've also discovered so many new artists attending over the years, along with enjoying some of my absolute favourites.

It's a pretty magical event set bedside the beach down at Kings in Caloundra.

Female, 35-44, Couple with no children 4564 - Mudjimba

Reference - Both previous event attendee and local resident samples
CMF drives upward of \$3m in direct spend in local businesses



Over 50,000 Sunshine Coast residents have invited friends living outside of the region to CMF.

93% of them had friends actually come to the festival because of their invitation.

In any given year, up to 80% of visitation and subsequent economic impact is driven
by either repeat visitation or word of mouth.



Background research on event impact - Appendix



The charts that follow are sourced from both the representative sample of Sunshine Coast residents (n=136), and the previous CMF attendees sample (n=348).

The sample that the chart has come from can be seen in the header of each slide.

As seen on Page 2 of this document, the profiles of the two samples can be seen to the right.

Representative sample of Sunshine Coast residents (n=136)

Age (Aged 18+)	% of sample	% of Sunshine Coast LGA
<24	15%	9%
25-34	13%	14%
35-44	13%	16%
45-54	12%	17%
55-64	14%	17%
65-74	18%	15%
75+	15%	12%

Postcodes	% of sample	% of Sunshine Coast LGA
4517-4519	4%	5%
4551 - Caloundra	18%	19%
4550, 4552-4564	60%	58%
4572-4575	18%	18%

Gender	% of sample	% of Sunshine Coast LGA
Male	44%	48%
Female	55%	52%

Sample of previous CMF attendees (n=348)

Origin	% of sample
Sunshine Coast	44%
Elsewhere in Qld	48%
Interstate & Overseas	8%

Gender	% of sample
Male	25%
Female	75%

Average 4.4 years attended

10

Reference - Representative sample of local residents (n=136)

Residents see events as an integral part of living on the Sunshine Coast



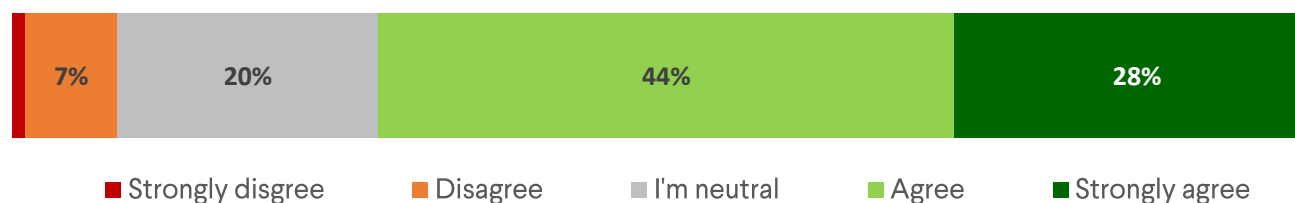
To what extent do you believe it is important for the Sunshine Coast to have major sporting, artistic, cultural, lifestyle and/or community events in any given year?



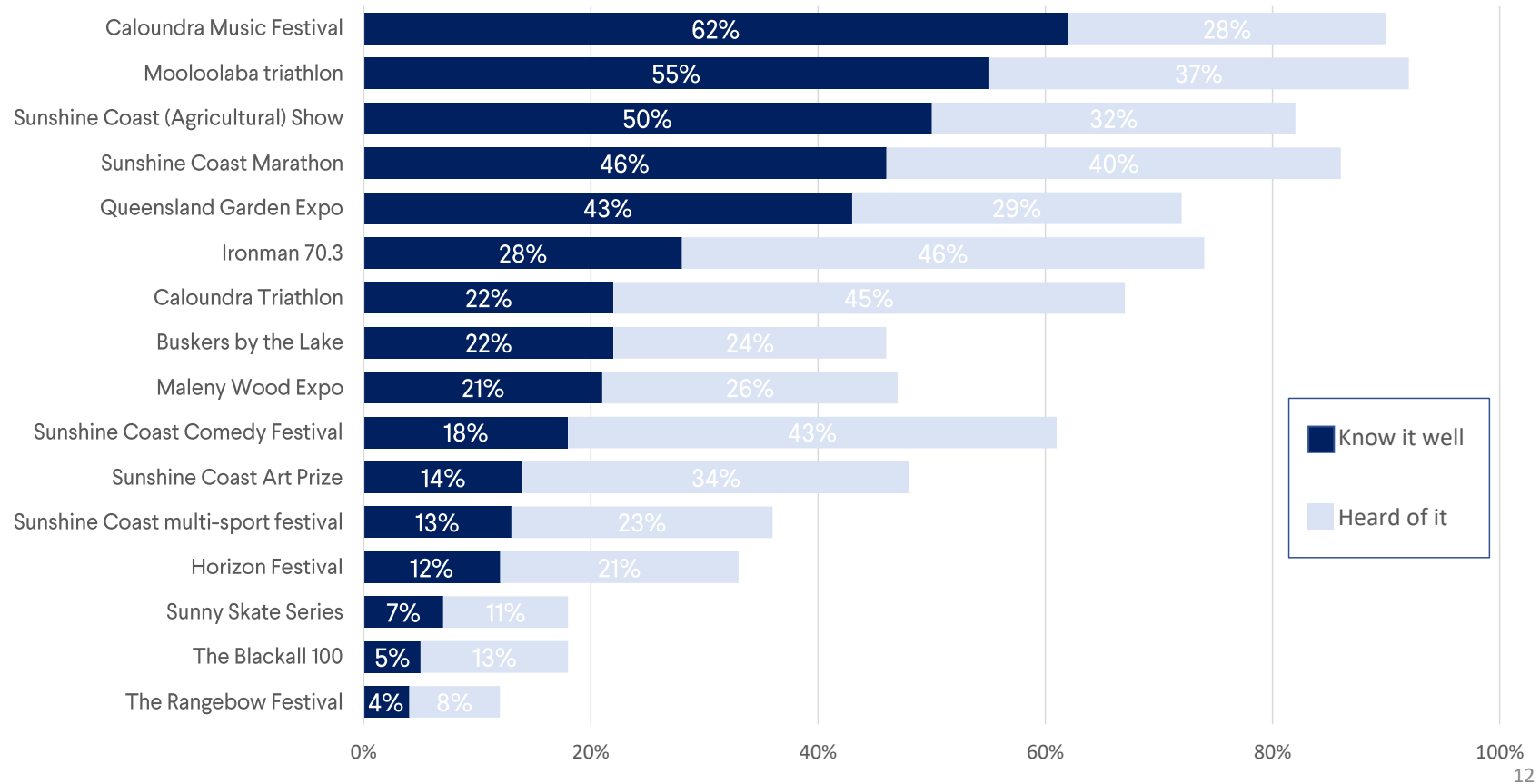
An overwhelming majority of Sunshine Coast residents see events as being a critical part of living in region.

Please indicate the extent do you agree with this statement:

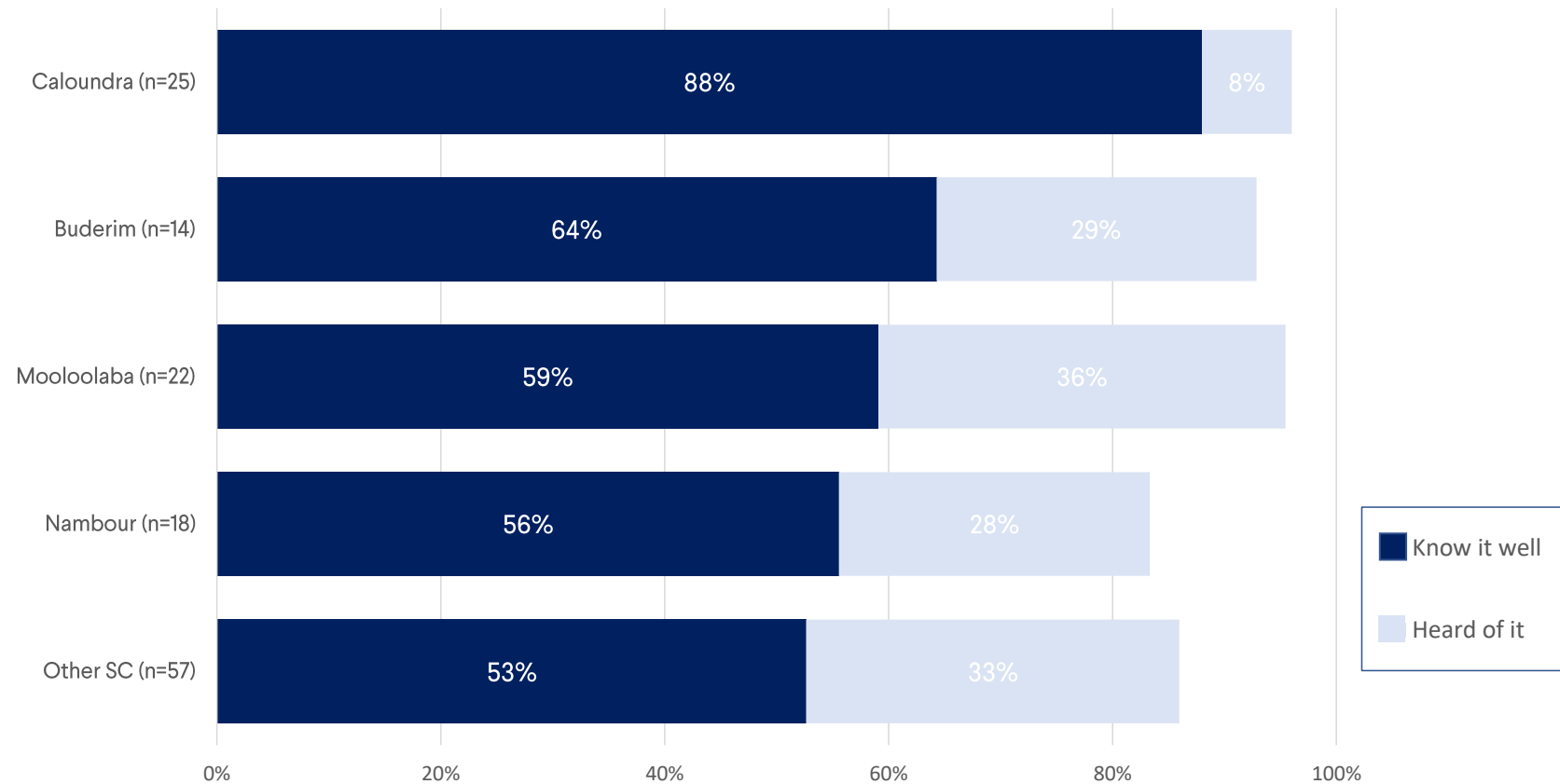
Having regular major events throughout the year helps to make the Sunshine Coast a more enjoyable place to live



Reference - Representative sample of local residents (n=136)
The Caloundra Music Festival has the highest level of awareness of any local event



Reference - Representative sample of local residents (n=136)
CMF has strong awareness levels across the Sunshine Coast



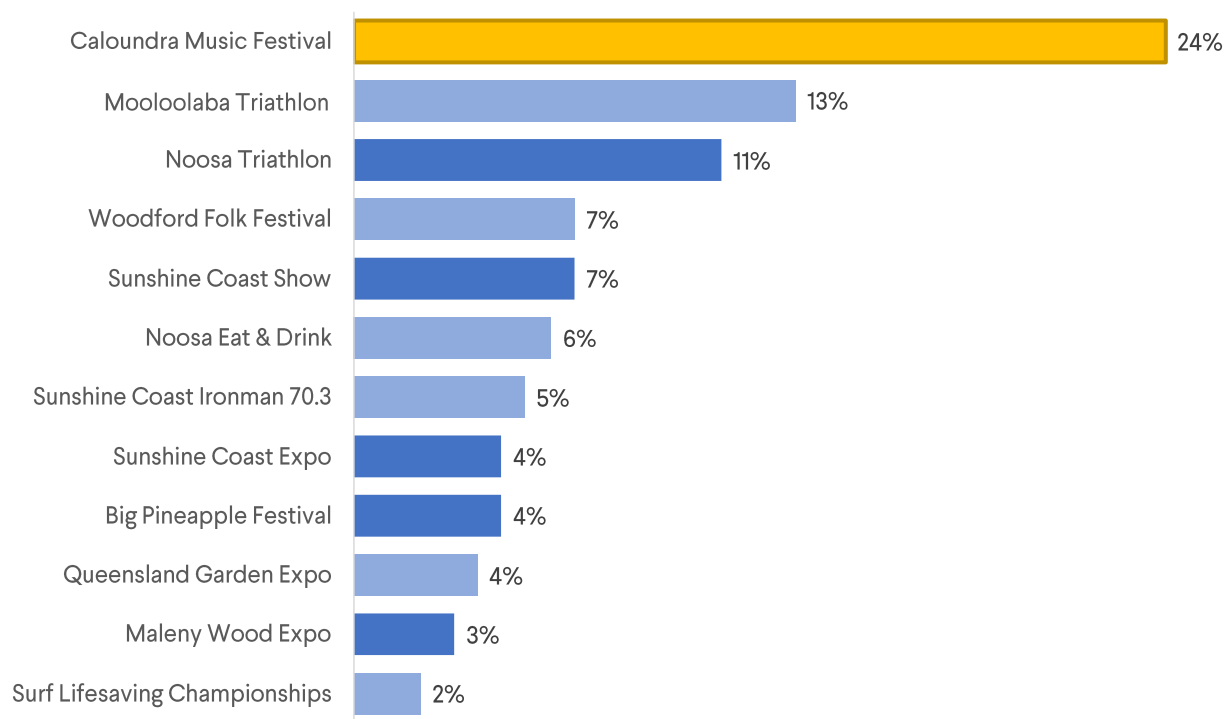
13

Reference - Representative sample of local residents (n=136)

Almost a quarter of Sunshine Coast residents spontaneously state that CMF delivers them a sense of local pride



*"Q: In the fields below, please list up to three major events on the Sunshine Coast and surrounds that give you a sense of pride about living in the region"
(Specific events with more than 3 mentions)*

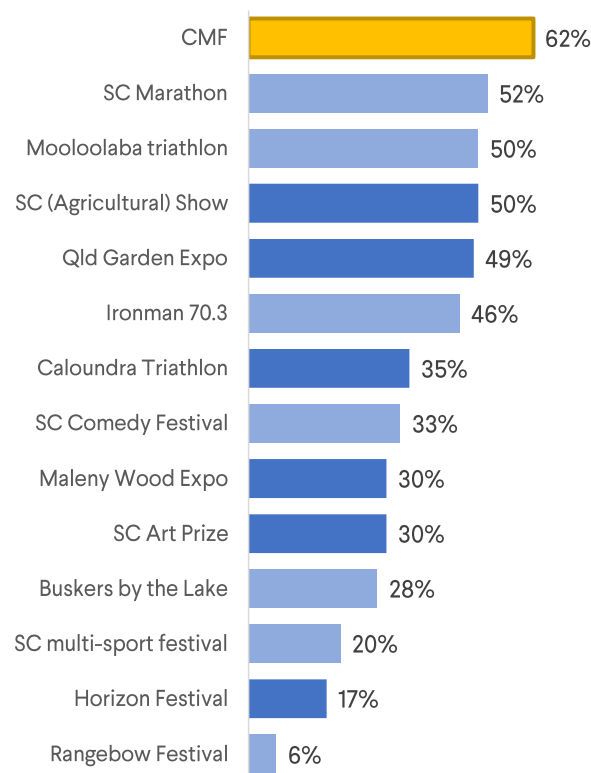


Reference - Representative sample of local residents (n=136)

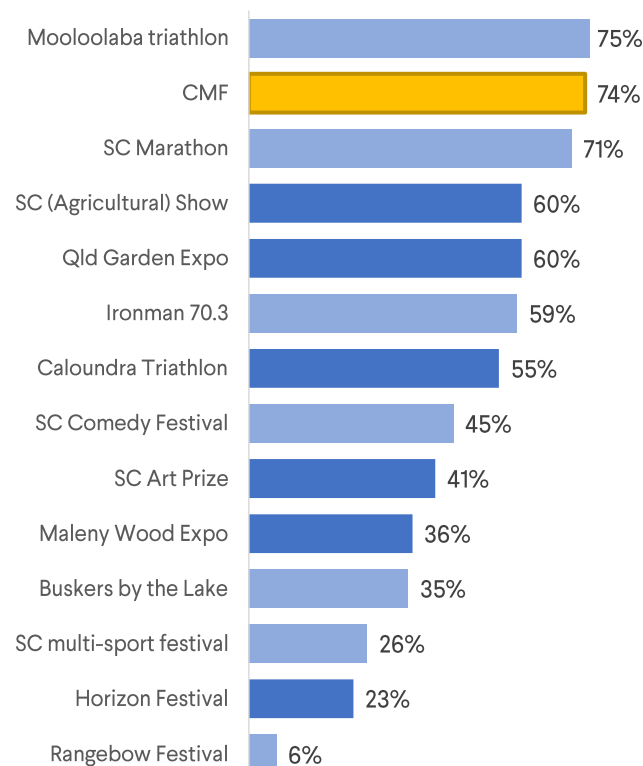
CMF is admired alongside the SC Show and the Mooloolaba triathlon amongst locals



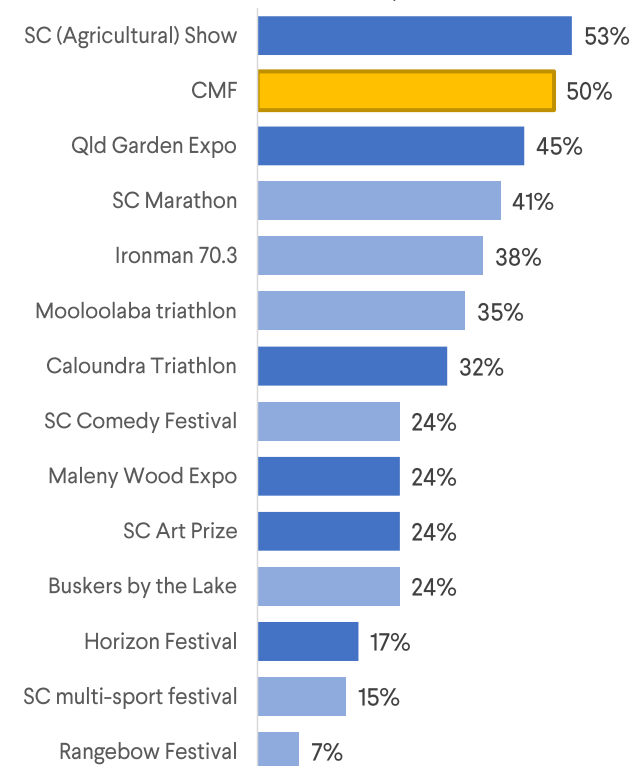
% of Sunshine Coast residents that agree
“...makes me proud to be a SC resident”



% of Sunshine Coast residents that agree
“...is good for the Sunshine Coast’s image”



% of Sunshine Coast residents that agree
“...helps me feel more connected to my community”



15

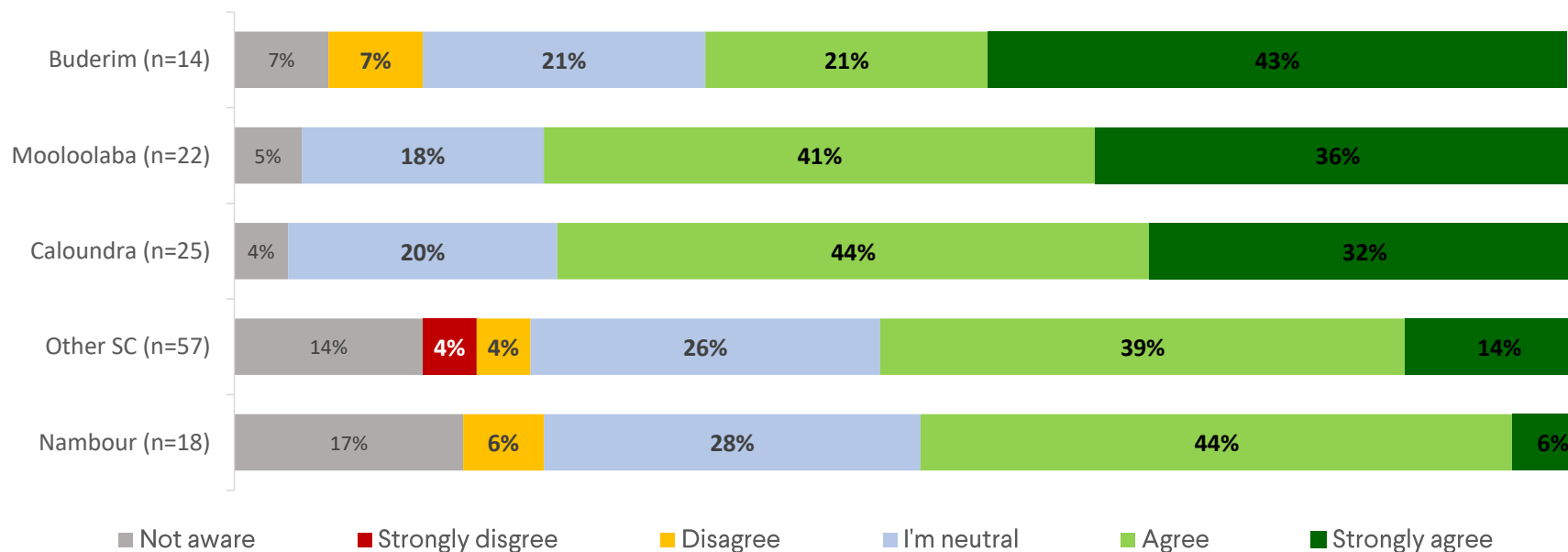
Reference - Representative sample of local residents (n=136)

At least 50% of residents agree that CMF makes them proud, irrelevant of where in the Sunshine Coast they live



Please indicate the extent do you agree with this statement:

The Caloundra Music Festival makes me proud to be a Sunshine Coast resident



Reference - Representative sample of local residents (n=136)

Investing in existing events is seen as the most important role SCC can play

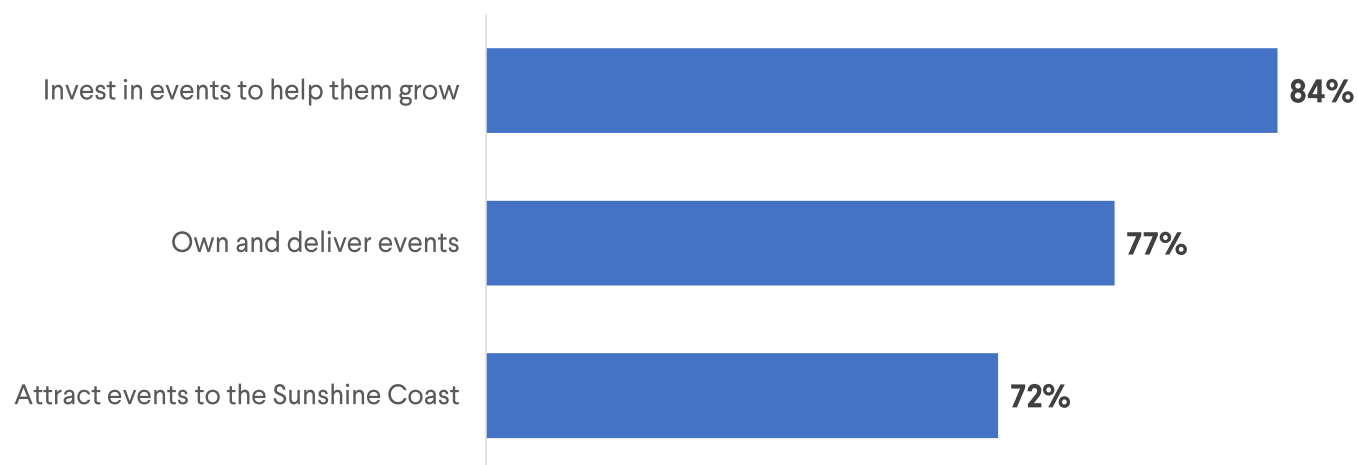


Investing in existing events to help them grown and owning and delivering events are also seen as important roles for the Sunshine Coast Council to play.

This result provides a level of assurance that the community is comfortable with the idea of rate payer monies being spent on existing events.

To what extent do you think it is important for the Sunshine Coast Council to...

(% of respondents that answered "5=Very important or 4=Important" on 5 point scale)



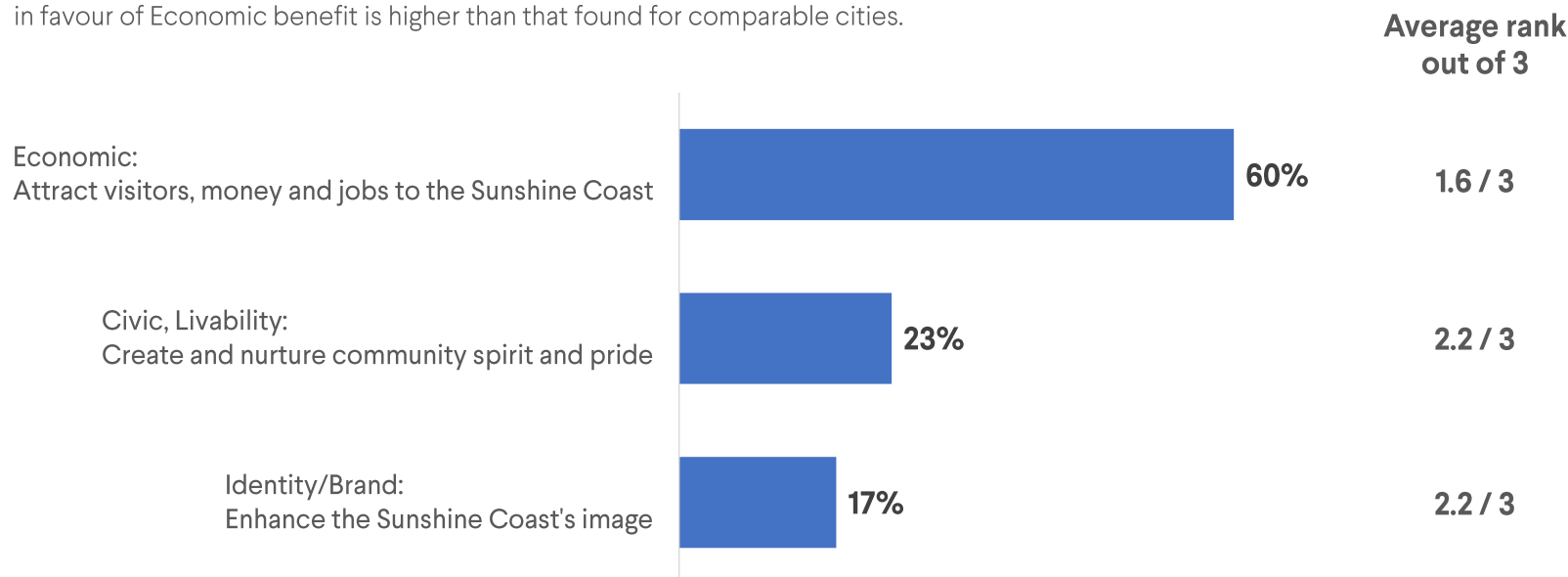
Reference - Representative sample of local residents (n=136)

Delivering economic benefit to the region is seen as the most important benefit of events



Of the three most commonly cited benefits of an event, Economic Impact is clearly seen by local residents as the most important benefit delivered by events.

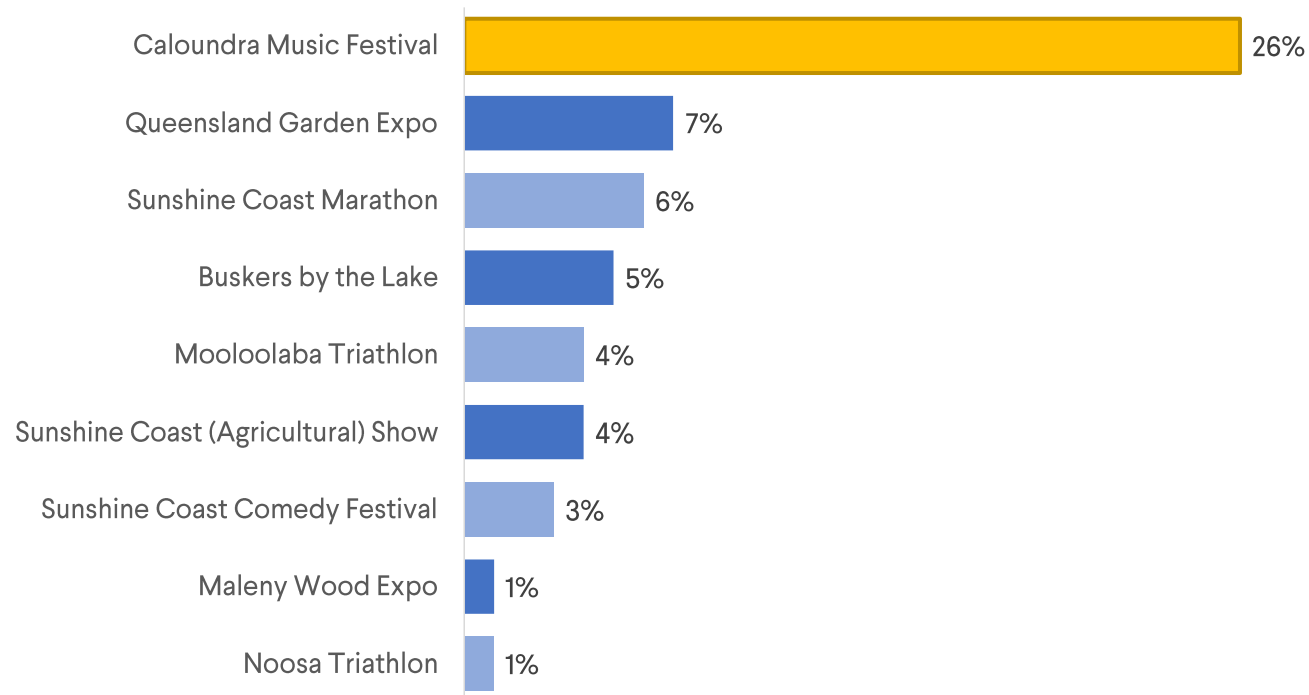
By way of context, Silver Lining Strategy have asked this question of numerous communities and this result in favour of Economic benefit is higher than that found for comparable cities.



Reference - Representative sample of local residents (n=136)
Over a quarter of Sunshine Coast residents think CMF has potential to grow



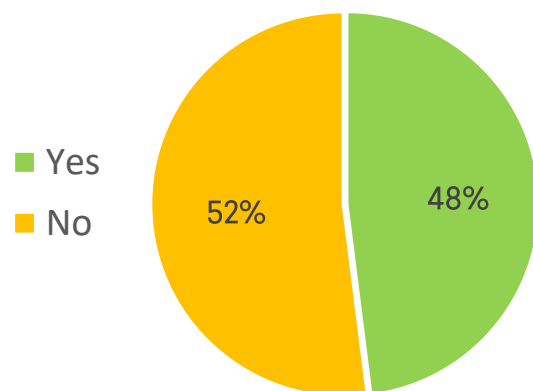
*Q: "Of the events that the Sunshine Coast currently hosts,
which one do you think has the most potential to grow?"*



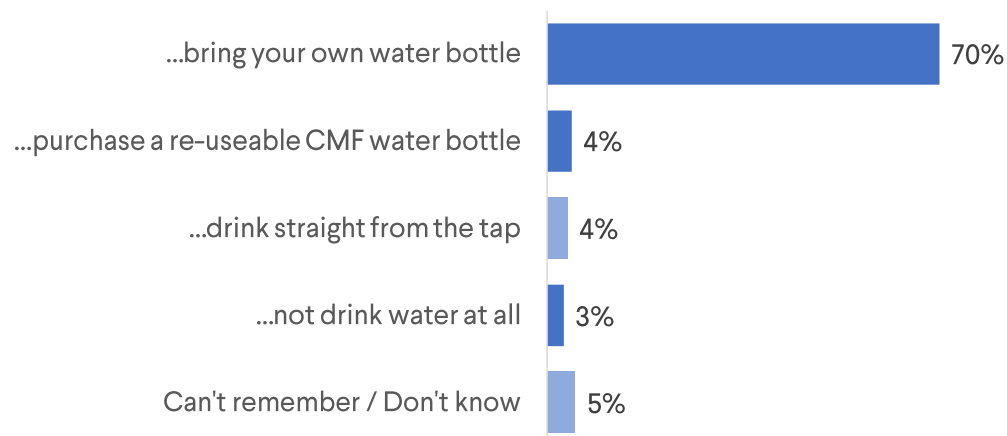
Reference - Previous event attendee sample (n=348)

Less than half of previous attendees know that CMF was the first festival to ban the plastic bottle

Did you know that CMF was the first music festival in Australia to eliminate the use of disposable water bottles on site?



And thinking back to the last time you attended CMF, did you...



And to what extent do you agree or disagree with the festival eliminating disposable water bottles?



20



EARTHCHECK



Caloundra Music Festival Business plan 2023-2026

December 2022

Caloundra Music Festival Business Plan 2023-2026

Project prepared for



Delivered by



EARTHCHECK

Disclaimer

The information and recommendations provided in this document are made on the basis of information available at the time of preparation and the assumptions outlined throughout the document. While all care has been taken to check and validate material presented in this report, independent research should be undertaken before any action or decision is taken on the basis of material contained in this report. This report does not seek to provide any assurance of project viability and EarthCheck accepts no liability for decisions made or the information provided in this report.

Caloundra Music Festival Business Plan 2023-2026

Executive Summary

Sunshine Coast Council engaged EarthCheck Pty Ltd to support preparation of a new three year business plan for Caloundra Music Festival (CMF) for the 2023-2026 period.

This Plan updates the 2017-19 business plan, (prepared October 2016), reviewing event delivery and performance, and governance arrangements, particularly in the context of COVID-19's impact on the event. 2020's event was cancelled, with a smaller-scale event being delivered in 2021 and 2022. And 2021

The refreshed business plan will inform Council's considerations regarding its support for the Festival during the 2023-2026 period.

The Festival

The Festival began in 2007 with the aim of developing a new iconic music festival that would deliver a range of social, cultural and economic benefits. Over 15 years, it has grown to become a significant economic driver, source of community pride and event showcase for the region.

Up until 2019, Caloundra Music Festival has thrived and continued to record year on year growth in attendances. Promoted under the tagline "Sun, Surf & Soul," the festival builds upon Caloundra's reputation as a family friendly destination, offering a diverse range of entertainment for residents and visitors. Developed and delivered by Sunshine Coast Council, the Festival is a celebration of music and art, centred around the spectacular ocean backdrop of Kings Beach.

With the intervention of COVID, which has had a significant impact on Australia's events landscape, now represents a timely opportunity to consider the future positioning and direction for the Festival.

Focus of the refreshed Business Plan includes:

- Refreshing the strategic objectives for the festival in terms of growth, economic and community objectives.
- Identification of the risk profile for Council, factoring in the operating environment for events
- Revisiting the operating model for the festival, to review opportunities and the most appropriate model going forward, including potential geographic expansion within region.
- Revisit observations concerning size and timing of the Festival, and related KPIs.
- Reviewing the operating model for the Festival.
- Budget planning (infrastructure and operations) to support sustainable Festival development and delivery.

The objectives of the previous Festival Business Plan, focused on continued growth of the event. The issues around Festival delivery and governance are well-understood, therefore a focused approach to preparation of the refreshed Business Plan has been taken, focusing on market review, event performance and delivery review and consultation with key stakeholders.

Caloundra Music Festival Business Plan 2023-2026

Recommended Strategic Directions

The CMF team are experienced in delivering the event, with operations evolving over a 15 year period. The team has been successful in achieving it's the previous business plan objectives – strong community support has been retained while growing attendance and economic impact. COVID intervened for a 3 year period, but now a refreshed direction is required regarding future direction. Direction for the event is at a crossroads:

1. A path of continued growth and maximising economic contributions.
2. Focusing on embedding the event comprehensively within the community and delivering its potential as a driver of arts participation and engagement.

CMF is an asset for the region but stakeholder views on the Festival are varied and strongly held. The key learning from market review and stakeholder feedback is that the rationale for Council investment has to be clearly made, with the event's vision and objectives restated. Key stakeholders need to be comfortable with the strategic decisions:

- Does CMF investment continue to be good value for money?
- Why are we investing and what community, environmental and economic objectives are being delivered through the Festival?
- Is direct Council ownership and delivery the most appropriate means of delivering benefits?
- How is region-wide benefit best achieved?

In answer to the first question, on value for money, the event in its current format would not be delivered by the private sector without subsidy – the mix of community benefit, location and economic objectives requires public sector support. Economic benefits are significant but communication of these benefits and the more intangible community benefits can be improved. A three day event with an attendance target of approximately 20,000-24,000 that appeals to communities and visitors provides the best opportunity to deliver an event that minimises annual investment requirements.

An economic growth vs community focus question does not require an either/or answer, but it is recommended that the potential of the festival is most effectively achieved by a subtle shift in the balance of Festival planning and delivery from a growth focus, toward embedding CMF as an event with strong economic outcomes and great community support.

There is commercial potential in the event which could be leveraged by delivery mechanisms outside direct Council control, however, the importance of the retention of a community component indicates that delivery is most appropriately retained in house during the next years of Festival operation. Even if delivery via a controlled arms-length entity is perhaps the optimal means of delivery in the medium term, it is likely that Council would continue to need to underwrite delivery of community outcomes.

The event is synonymous with Caloundra and should remain in its current location, however, the need to ensure region-wide benefit is understood. Positioning CMF as part of the region-wide Horizon Festival has merit in this regard, in addition to considering practical means of extending benefits to other parts of the region. Rather than changing the focus of CMF, there is potential to increase the emphasis on identifying new opportunities that other regions can explore if the Sunshine Coast is going to become 'famous for music' as part of its renowned lifestyle proposition.

The following recommendations are based on the approach set out above. The plan reflects the need for CMF to continually evolve.

Caloundra Music Festival Business Plan 2023-2026

Vision, Objectives and Positioning

RECOMMENDATION 1: A Revised Vision Statement for Caloundra

The Caloundra Music Festival will bring a diverse audience of local communities & visitors together to celebrate the best high quality music and Sunshine Coast culture & food. The Festival will generate sustainable economic benefits and showcase the Sunshine Coast's environmental credentials by aspiring to become the region's first net zero music event.

RECOMMENDATION 2: Revised Festival Objectives

The Caloundra Music Festival is a not-for-profit event celebrating the region's high quality lifestyle, sustainability & thriving creative industries. Successful implementation will achieve the following economic, financial, sustainability, community, cultural, and experience objectives.

Economic

- Be a driver for new and repeat visitation & extended stays in the Sunshine Coast, generating new expenditure and support for employment throughout the region.
- CMF will be a focal point, delivering a high quality festival, providing the opportunity to disperse visitors and the associated expenditure throughout the region, including other music venues.
- A focus on local, intrastate and interstate audiences should be retained.

Financial

- With its current mix of community and economic outcomes, delivering CMF as a cost-neutral event is an unrealistic expectation. CMF will aim to deliver a high quality music event for residents and visitors, where revenue-raising opportunities which are complementary to event objectives are used to offset costs where possible.

Sustainability

- The Festival will be a leader in embracing Sunshine Coast's high quality environment and way of life, aiming to become the region's first net zero music event by 2027.

Community

- The Festival will be a source of pride for communities, bringing families together to celebrate Sunshine Coast's culture & food. CMF will continue to work with community partners to ensure that affinity with the Festival continues to grow.

Experience

- The Festival will deliver unforgettable and engaging experiences for its customers, volunteers and event partners. A strong roster of artists and headliners are essential components.

Cultural

- The Festival's role as a showcase of Sunshine Coast culture and music at its best will inspire music to become embedded in the identity and experience of the Sunshine Coast.
- The event will be a showcase, providing opportunities for local artists, and will seek to support artist development, partnering with artists and educational institutions.

Caloundra Music Festival Business Plan 2023-2026

RECOMMENDATION 3: POSITIONING OF THE FESTIVAL

As reflected in the vision and objectives, Caloundra Music Festival's focus will be based on generating a balance of economic benefits to the region and providing a high quality event for local communities which adds to community well-being and local pride.

The DNA behind the Festival's positioning include:

- The King's Beach location is central to positioning and branding around 'sun, surf and soul.' Festival branding remains on-point.
- A family friendly vibe is central to curation and delivery of the event – informing the music mix, headline acts, and ancillary facilities and services for visitors.
- Authenticity – visitors can attend events anywhere. To leverage what's special about Sunshine Coast, the event will embrace the best of Sunshine Coast lifestyle – its food and unique culture.
- A focus on local performers, ensuring that local artists play a key role alongside national and international artists. The event will be a showcase for local talent.

RECOMMENDATION 4: MAXIMISING SUNSHINE COAST-WIDE ENGAGEMENT

Caloundra should remain the home of the Festival, however, more can be done to ensure that all Sunshine Coast communities are engaged in the event. Opportunities include:

- Rather than being positioned as a standalone event, investigate the opportunity to position CMF as part of a region-wide arts and cultural program. If dates and curated content are complementary, investigate opportunities to be positioned as a flagship event in the Horizon Festival. An alternative option to support wider regional engagement is to consider reintroducing the Fringe Festival elements of the festival. Fringe events could be staged in locations around the region or at alternative times of the year.
- Continued focus on communicating the business tendering opportunities available to businesses across the region to help deliver the event.
- Working with arts and cultural partners, investigate the merits of the region being positioned as 'famous for music'¹. There is already a depth of live music venues and across the region which provide a meaningful cluster. Work in developing the concept would require its own business plan and feasibility assessment, however, potential is seen from both a marketing perspective and that of an initiative which feeds through to bottom-up participation.
- Investigating bookending CMF with artists playing at other Sunshine Coast locations provides some scope for regional extension.
- Seeking collaborative opportunities with music venues and events throughout the region, growing on initiatives such as providing CMF performance contracts to 2 winners from the Busking by the Lake Festival
- Further develop CMF's work with local schools and education organisation to support young performer/artist development:
 - Exploring opportunities to link formally into curriculums, providing opportunities for learning.
 - Exploring further partnerships with TAFE.
 - Building on the successes of Beerwah State High School's SURGE program to extend to all local schools. For instance; growing opportunities for students to participate in the Festival – providing interaction which supports health and wellbeing as well as performance skills. This activity can be year-around, albeit with CMF providing the focal point.

¹ Famous for music in the same sense that Gold Coast is famous for fun – its cluster of theme parks are complementary, not competitive

Caloundra Music Festival Business Plan 2023-2026

- Leveraging relationships with industry partners relating to the schools engagement program.

Event Timing

RECOMMENDATION 5: CONSIDER MOVING CALOUNDRA MUSIC FESTIVAL TO A NEW OFF-PEAK TIME IN THE CALENDAR

Subject to finding a gap in the calendar which avoids conflicts, test delivery of Caloundra Music Festival at a new time of the year outside peak visitation periods.

A new time in the calendar would potentially provide an opportunity to grow economic benefits through filling beds and generating expenditure when room occupancy and visitor levels are lower. An ideal window could potentially be earlier in September - spring timing also aligns with the end of the northern hemisphere's festival season, maximising the opportunity to secure international artists. Given busy events calendars – considering a new date in the final year of the upcoming three year business plan is the preferred option.

Event timing needs to be considered with care – ensuring that the 3 day Festival retains the best opportunities to attract visitors, while also maximising its role in delivering community benefits and a demand driver for new visits to the region. Multiday music festivals such as Woodford Folk Festival and Bluesfest tend to be located on long weekends and during school holidays to maximise ticket sales and delivery of objectives.

While moving the event has the potential to increase economic benefits associated with the event, constraints that will need to be considered before trialling a move in the calendar including:

- Availability of volunteers during non-school holiday times.
- Availability of the primary schools site for camping during term-time.

Event Scale

RECOMMENDATION 6: REFOCUS THE EVENT AS A HIGH QUALITY CURATED MUSIC FESTIVAL

Pre-COVID, the Kings Beach location maxed-out at approximately 33,000 visitors over 4 days. There are limited opportunities to grow further without detracting from experience levels and local amenity. While economic benefits have continued to grow alongside increasing attendances, the mix of community objectives and delivering a commercially appealing event have required ongoing net-investment from Council.

The 2021 event was delivered in the COVID period, over a shorter period (3 days), attracting approximately 16,000 visitors. Experience levels remained high, and the smaller event is better aligned with the infrastructure and confines of Kings Beach.

This model is recommended as the basis going forward – a 3 day event with a maximum target total attendance in the 20,000-24,000 range. This range provides the sweet spot in terms of balance between venue capacity and the scale needed to generate sufficient revenue.

Maximising Economic Impact

RECOMMENDATION 7: ACTIONS TO MAXIMISE ECONOMIC IMPACT FROM A SMALLER SCALE EVENT

Maximising economic benefits from a smaller scale event requires a mix of a focus on yield per customer, generating additional expenditure and minimising costs. Considerations include:

Caloundra Music Festival Business Plan 2023-2026

- A high quality event line-up, and overall program quality which generates local, interstate and intrastate ticket sales. Without this demand driver, community and economic outcomes will not be achieved,
- Continuing to build partnerships with local accommodation partners, growing occupancy in an off-peak period.
- Examining opportunities to grow average spend per customer during the event – high quality food and drink, added value/VIP experiences, ticket price points etc.
- Investigate bookending opportunities with artists to play gigs before and after the festival.
- Investigate Caloundra-wide opportunities to spread visitor activities and benefits beyond the festival fence – a day festival provides the best window to build performances in existing music venues or extend festival goers' access rights to other venues throughout Caloundra.
- Based on 2021 and 2022 economic impact estimates, a target of \$3.5m direct economic benefit to the Sunshine Coast region is an achievable target.
- Yield per customer is an increasingly important measure – a stretch target is to seek 5% year on year growth based on the 2021 performance benchmark.

A Focus on Financial Performance

RECOMMENDATION 8: BUILDING EFFICIENT FINANCIAL PERFORMANCE

Overall management of the Festival is strong and community/economic outputs are significant, however delivery of the event at a deficit requires value for money to be considered.

It was noted the 2021 event's pared back scale (3 days and approximately 16,000 attendees) was delivered with an improved bottom line, near the break-even point. However, financial performance for the 2022 event performance delivered a financial bottom line which was more typical of the previous 5 years' net operating costs.

Evaluating all circumstances, analysis indicates that achieving a break-even position for CMF when it has strong community focus rather than being an outright commercial event is unrealistic. Traditional avenues for festivals to maximise revenue i.e., alcohol sales are not appropriate for CMF.

As the basis for this KPI, a new three year funding agreement should be determined based on anticipated revenues from the smaller scale event, and the investment required to deliver a high-quality music festival alongside community-focused outcomes.

It is important to recognise that delivering a festival with community outcomes requires ongoing investment, which would not normally be part of a Music Festival business plan where there are only commercial or economic development objectives.

Other considerations include:

- A focus on increasing yield per capita for attendees – sponsorship and other non-ticket revenue remain difficult to generate.
- Continuing to seek an appropriate balance between cost, quality and reliability in contracted services.

Caloundra Music Festival Business Plan 2023-2026

Target Markets

RECOMMENDATION 9: REAFFIRM THE FESTIVAL'S TARGET MARKETS

Excluding 2021's COVID-impacted market, the Festival has formed an established profile of visitors at approximately:

- 50% from local communities
- 40% from elsewhere in Queensland
- 10% from interstate
- Similar numbers seen in 2022

This profile has resisted continued efforts to build interstate audiences further – the reality is that a music event now needs to have a major artist who is not playing elsewhere in Australia to shift this dial further. There should be a continued focus on attracting high spending, longer staying interstate visitors, however, the 10% threshold is a realistic target.

Other marketing considerations include:

- Maintaining the family-friendly vibe of the Festival and the established demographic mix based around families and older demographic segments.
- Capitalising on the re-establishment of route networks to and from Sunshine Coast Airport. Melbourne trade has experienced strong growth since markets re-opened and the new Bonza routes to regional destinations provide new opportunities.
- The New Zealand (VFR and leisure) market is expected to rebound quickest of the international markets
- Music industry partners and supporters of young talent. While small in number, there may be further potential in the context of the 'famous for music' concept.
- Sunshine Coast locals (and new arrivals in the region) are the largest segment. Repeat visitation is strong, therefore ticketing measures which encourage repeat/automated purchases/membership/ friends of the festival concepts, continue to offer potential.

RECOMMENDATION 10: PREPARE AN UPDATED MARKETING AND COMMUNICATIONS PLAN

Based on the target markets outlined above the following additional or new marketing activities are recommended for inclusion in the 2023 period, in addition to the activities that have successfully driven ticket sales and awareness of the festival to date:

- An annual marketing plan with VSC, Sunshine Coast Airport, and local music and arts stakeholders.
- As the region's population continues to grow, prepare a locals marketing campaign developed in partnership with Council to target new residents with a 'What's On' program.
- Cooperative marketing with VSC, and the Airport on campaigns where the timing and delivery suits inclusion of the festival as a package option.
- Continued engagement with local media (as sponsors and advocates).
- Deeper engagement with cultural and arts partners, to leverage potential positioning as part of the Horizon Festival, or via a re-energised Fringe Festival. Delivering CMF as part of a broader arts festival has merit, however a key consideration will be ensuring a comfortable strategic fit, and that mutual benefits are available.

Caloundra Music Festival Business Plan 2023-2026

Environmental Sustainability of the Festival

RECOMMENDATION 11: CONTINUE TO BUILD THE FESTIVAL'S SUSTAINABILITY CREDENTIALS AND ASPIRE TO BE THE REGION'S FIRST CARBON NET ZERO MUSIC EVENT BY 2027

Excellent progress has been made in building sustainability as an integral part of event delivery; however, market expectations continue to evolve – customers are becoming more demanding in terms of their expectations and policy requirements are also expected to progress further over the next 3 to 5 years. Council is also expected to be a leader in demonstrating its sustainability credentials.

The next stage for the Festival is to manage its policies and be in position to measure its water, energy, waste, and visitor activities – these are the building blocks for being able to determine carbon emissions. If CMF is to be able to position itself as carbon net zero, having these measures in place are an essential first step. Other considerations in the journey towards net zero include:

- Building in communication with customers as part of the plan.
- Being transparent about the methodology and processes applied to any sustainability statements – third party auditing or verification is a consideration.
- A climate mitigation plan, led by initiatives to minimise impact.
- Thinking about offsetting options - whether Council invests in the offsetting costs or seeks voluntary contributions by visitors. Added value can be generated by the offsetting project being locally based.
- Having business cases and costings pre-prepared in the event of external grant application opportunities being available is a practical step to take.

Festival Infrastructure

RECOMMENDATION 12: TARGETED INVESTMENT IN NEW INFRASTRUCTURE THAT BUILDS IMPROVED EFFICIENCY IN EVENT DELIVERY AND IMPROVED VISITOR EXPERIENCE

If the recommendation to reduce the scale and duration of the event with a reduced maximum attendance to 20,000 is accepted, some infrastructure pressure on the King's Beach site will be eased, however continued investment is required. Infrastructure considerations include:

- Taking a longer term (Olympics) perspective towards upgrading multi-purpose events infrastructure at Kings Beach.
- An upgraded stage main stage set up and back of house areas are priorities.
- Continued investigation of technological advance to aid delivery and experiences provided - ticketing technology and security can continue to be improved. Application of AR/VR experiences are also now being integrated into event delivery.
- With a smaller scale attendance, there is a renewed focus on building yield from customers – high quality set ups for food and beverage areas will be increasingly important
- Having business cases and costings pre-prepared in the event of external grant application opportunities being available is a practical step to take.

Caloundra Music Festival Business Plan 2023-2026

Curation and Content for CMF

RECOMMENDATION 13: CONTINUED EVOLUTION OF THE EVENT TO MEET COMMUNITY AND MARKET DEMAND

The new vision for the Festival evolves positioning to re-emphasise the importance of engaging Sunshine Coast communities while continuing to offer music-based experiences which attract visitors. Event research has demonstrated that an estimated 1025 people have moved to the Caloundra region (4551 postcode), citing the Festival as a reason for doing so – CMF is seen as a reflection of what makes the region an attractive destination to live and work as well as visit.

A smaller investment in the artists line-up for the 2022 event, was seen as a contributing factor behind the lower than expected ticket sales, alongside the change in (last minute) ticket buying habits by customers, and poor weather on the weekend.

Considerations in delivering community and economic outcomes include:

- Within what will be a volatile events market over the next three year period, a higher volume of international touring artists are expected. The Festival should continue to invest in a strong program and artists line-up as a pre-requisite for success.
- While a wholesale change from a traditional 'fenced' festival is not recommended, explore ways to extend the event into existing Caloundra music venues. Extending event pass rights/revenue sharing may provide new development opportunities.
- Music tastes evolve constantly therefore the line-up for the Festival is an annual consideration, however, the eclectic family friendly mix which CMF has become known for continues to be pertinent.
- The Festival has built a strong program of community engagement in terms of delivery/partnering opportunities, and fund-raising. This focus should be retained, but with added emphasis on local musician participation.
- Build deeper relationships with arts and music partners. Investigate the opportunities to establish marketing and communication around the Sunshine Coast being 'famous for music.'
- Stakeholder and customer satisfaction levels remain suitable as KPIs.

Governance and Organisation

RECOMMENDATION 14: CONTINUED DIRECT DELIVERY BY COUNCIL AS THE MOST APPROPRIATE SHORT-TERM GOVERNANCE MECHANISM

In the short-term, the refreshed Festival vision and objectives are best served by retaining current delivery and governance arrangements from within Council. This suits the requirements of an event that has economic and community objectives.

There is commercial potential in the event which could be leveraged by delivery mechanisms outside direct Council control, however, the importance of the retention of a community component indicates that delivery is most appropriately retained in house during the next years of Festival operation.

Even if delivery via a controlled arms-length entity is perhaps the optimal means of delivery in the medium term, it is likely that Council would continue to need to underwrite/invest in the delivery of community outcomes.

Caloundra Music Festival Business Plan 2023-2026

RECOMMENDATION 15: INVESTIGATING ARMS-LENGTH DELIVERY OF THE FESTIVAL AS THE PREFERRED MEDIUM-TERM GOVERNANCE SOLUTION

In normal circumstances, a larger scale music event, is more likely to have its objectives met by being delivered by private enterprise – it is accepted that the varied roles performed by Council bring limitations in terms of risk-taking, commerciality and innovation. A council-controlled arms-length entity provides a suitable middle ground of public sector ownership being retained but with freedom to operate in a commercial manner.

It is recommended that Council investigates the feasibility introducing this management approach by the end of the business plan period (2026). Given that Council uses this type of mechanism to manage Caloundra Events Centre, part of feasibility assessment could consider potential economies of scale available from CMF event management potentially being incorporated into its remit.

The open market can still be evaluated for private enterprises to come forward to manage the event, however the requirement to deliver community benefits is likely to limit appeal without ongoing Council involvement or investment. Nonetheless, contracting with a private entity to deliver certain services as part of the event is also a reasonably straightforward approach.

RECOMMENDATION 16: CONTINUE TO BUILD PARTNERSHIPS WITH LOCAL MUSIC INDUSTRY PARTNERS

CMF has made significant strides in building relationships with local music industry partners including:

- Mooloolaba Music sponsored the festival in 2021 and 2022, through support stage management, technical production management and artist programming.
- Partnerships with other festivals including Busking by the Lake.
- Partnerships with local music venues including Kings Beach Tavern providing after-show entertainment, Norton Music Factory providing rehearsal space, and all local venues have been offered the opportunity to promote their live music program via the CMF app.
- Partnering with Beerwah State High School's SURGE program.

Regardless, a negative general characteristic of direct public sector delivery, is that despite best endeavours to communicate and engage, it can be perceived by some as a closed shop, with limited opportunity to engage.

It is accepted that from time to time, Council's Festival team has to take management decisions that not all partners agree with, therefore some differences of opinion are inevitable, however there are further opportunities to grow the excellent industry links that already have been established including;

- Building on the successes of Beerwah State High School's SURGE program to extend to all local schools. Building a thriving local network of performers can support all local music industry partners.
- Opportunities to start a broader discussion/forum with music and live entertainment partners about how to develop the region's music industry.

Caloundra Music Festival Business Plan 2023-2026



01 – Contents

Executive Summary	3
Vision, Objectives and Positioning	5
Event Timing	7
Event Scale	7
Maximising Economic Impact	7
A Focus on Financial Performance	8
Target Markets	9
Environmental Sustainability of the Festival	10
Festival Infrastructure	10
Curation and Content for CMF	11
Governance and Organisation	11
01 – Contents	13
02 – Introduction	15
Business Plan Purpose and Context	15
Business Plan Preparation	15
03 – Context and Key Issues for the 2023-2026 Business Plan	16
Event Sector Trends	16
Stakeholder Perspectives	19
Event Governance and Delivery	23
Caloundra Music Festival Performance	27
Caloundra Music Festival Financial Performance	35
Event Vision and Positioning	36
Role of Caloundra Music Festival in Contributing to Economic, Cultural and Environmental Priorities	38
Regional Visitor Economy Context	41
Event Infrastructure	43

Caloundra Music Festival Business Plan 2023-2026

Event Timing	44
04 – Summary Assessment	45
Risk Assessment – Overview	47
05 – 2023-2026 Business Plan	48
Vision, Objectives and Positioning	49
Event Timing	51
Event Scale	51
Maximising Economic Impact	52
A Focus on Financial Performance	52
Target Markets	53
Environmental Sustainability of the Festival	54
Festival Infrastructure	54
Curation and Content for the Event	55
Governance and Organisation	55
06 – Appendix 1: Consultation List	57
	58

02 – Introduction

Business Plan Purpose and Context

Sunshine Coast Council engaged EarthCheck to support preparation of a new three year business plan for Caloundra Music Festival (CMF) for the 2023-2026 period. This Plan updates the 2017-19 business plan, (prepared October 2016), reviewing event delivery and performance, and governance arrangements, particularly in the context of COVID-19's impact on the event.

The refreshed business plan will inform Council's considerations regarding its support for the Festival during the 2023-2026 period.

The Festival began in 2007 with the aim of developing a new iconic music festival that would deliver a range of social, cultural and economic benefits. Over 15 years, it has grown to become a significant economic driver, source of community pride and event showcase for the region.

Up until the COVID pandemic disruption, Caloundra Music Festival has thrived and continued to record year on year growth in attendances. Promoted under the tagline "Sun, Surf & Soul," the festival builds upon Caloundra's reputation as a family friendly destination, offering a diverse range of entertainment for residents and visitors. Developed and delivered by Sunshine Coast Council, the Festival is a celebration of music and art, centred around the spectacular ocean backdrop of Kings Beach.

With the intervention of COVID, which has had a significant impact on Australia's events landscape, now represents a timely opportunity to consider the future positioning and direction for the Festival.

Focus of the refreshed Business Plan includes:

- Strategic objectives for the festival in terms of growth, economic and community objectives.
- Identification of the risk profile for Council, factoring in the COVID operating environment.
- Revisiting the operating model for the festival, to review opportunities and the most appropriate model going forward, including potential geographic expansion within region.
- Revisit observations concerning size and timing of the Festival, and related KPIs.
- Reviewing the operating model for the Festival.
- Budget planning (infrastructure and operations) to support sustainable Festival development and delivery.

Business Plan Preparation

The objectives of the previous Festival Business Plan, focused on continued growth of the event. Overall objectives were met with the 2019 event attracting record attendances of approximately 33,000. The issues around Festival delivery and governance are well-understood, therefore a focused approach to preparation of the refreshed Business Plan has been taken, focusing on market review, event positioning, event performance and delivery review and consultation with key stakeholders.

Caloundra Music Festival Business Plan 2023-2026

03 – Context and Key Issues for the 2023-2026 Business Plan

Event Sector Trends

Event sector trends are an important context for preparation of the Business Plan. This section of the report provides a summary of key issues.

The impact of COVID

- COVID travel restrictions have had wide-ranging impacts on the event sector, reinforcing the high risk nature of event investment. Economic sustainability for many events has been further challenged by COVID, helping to reinforce the importance of the public sector's role in events.
- While governments have removed social distancing requires, hygiene, safety and confidence remain as a priority in consumers' minds. There is a likelihood that sensible visitor management measures will remain for events in the short term. Event safety is no longer an expectation, but a necessity - this may mean lower capacities in some instances, and the need for careful risk assessment as part of event planning.
- Despite the impact of COVID, event organisers and attendees are optimistic for the future.² In the short term there is pent-up demand for events and live experiences. International artists inability to tour over 2020 and 2021 has meant increased volume of artists touring Australia over the next 2-3 years. This may present opportunities for Caloundra Music Festival to secure artists which otherwise may not have been possible, but also present challenges regarding delivery of a distinctive event (other events are likely to have the same artists in their line-ups).
- Financially – scrutiny of event insurance and contracts are increasingly important in risk management.
- A sense of community is a clear trend in post-COVID events – connecting with local audiences is essential.
- Supply chains may be stretched over the next 2-3 years as the volume of events ramp up – components such as portable toilets, barriers and other key supplies may be difficult to source, and more expensive. Similarly, post-COVID workforce shortages may also be a consideration in some locations.
- Hybrid events (in-destination and digital) are highly likely to remain part of the model for business events and meetings but are also likely to play a role in music and other leisure events. An illustration of a musical hybrid event is the Celtic Connections festival that was held in Glasgow at the beginning of 2022. The event could be attended by people online as well as in person, although the number of in-person attendees was limited. The hybrid program spanned around 60 in-person concerts, several intimate filming sessions, an exciting digital offering and a number of talks and exhibitions, involving more than 500 artists.
- The impact of COVID has also contributed to behaviour change among customers, and increased risk for organisers. There has been an increasing trend towards last minute decisions to travel/purchase, leaving events at greater risk to weather conditions on the day. Volatile market demand, increasing numbers of touring artists/events, and supply chain costs have all

² Eventbrite, 2022

Caloundra Music Festival Business Plan 2023-2026

contributed to increasing sustainability challenges for many venues. For example, the NightQuarter's recent decision to close.

Increasing popularity of live music and festivals

Festivals have grown significantly in volume over the period that Caloundra Music Festival has existed – live music and touring has become an increasingly important part of musicians' business models, with digital music purchases now dominating music sales.

Event distinctiveness

In tandem with an increasing volume of live music and festivals, distinctiveness has become even more important – the ability to stand out in a crowded market is essential. This can be seen in a number of ways:

- High quality/local food and drink. In a recent Eventbrite survey of more than 5,000 festivalgoers, 80% of millennials had attended three or more food, wine, or beer events in the past year, and more than half of them consider themselves "foodies." 84% of food festivalgoers are likely to post pictures of food while at an event, demonstrating the importance of this component of event offerings.
- The introduction of non-music activities such as ideas/speakers into line-ups such as the UK's Kite Festival <https://kitefestival.co.uk/line-up/>.
- Diversified/VIP on-site accommodation offerings.
- Festivals which focus on distinct music genres.

Environmental sustainability

Environmental credentials have become an increasingly important part of how festivals present themselves to customers and sponsors. It is increasingly the norm for major international artists to be open about their event's sustainability credentials, from local sourcing, limiting the use of single use or non-recyclables, to off-setting carbon emissions.

Continuing communication with customers

One-off communication with customers when selling tickets is no longer enough – ongoing digital communication with an event's community is increasingly becoming the norm.

The power of events and their connection with place

The best events tap into what's special about its location and have the ability to help drive perception change. For example, events such as MOFO and Dark MOFO are seen as drivers in how consumer perspectives of Tasmania are changing, and Bluesfest is now inextricably linked with Byron Bay's vibe as a visitor destination.

Innovation

Recent data shows that AR is becoming a popular event trend, as augmented reality experiences are a more affordable and accessible alternative for many event professionals. Augmented reality event planning tools can be used for product demos, creating networking opportunities, entertaining an audience, engaging with virtual or in-person event attendees, and even creating interactive maps for events and venue tours. Moreover, augmented reality technology has become so advanced and readily available that AR apps can be used on most smartphones.

Caloundra Music Festival Business Plan 2023-2026

Implications of event trends on the 2023-2026 Business Plan

- The impact of COVID generates a series of short and longer term operational challenges and opportunities for CMF. COVID has helped reinforce the fragile financial nature of many festivals, which may serve to dampen commercial appetite to take on festival management.
- In a crowded festivals and live events market, creating and retaining distinctiveness is crucial.
- Continuing to have a strong connection to Caloundra and the Sunshine Coast is essential – retaining a sense of community will remain a key driver.
- Sustainability and the credibility of promises will become increasingly important – the ability to measure impact may be an increasingly important requirement.
- Standing still is not an option – innovation in events delivery will continue to be expected.

Caloundra Music Festival Business Plan 2023-2026

Stakeholder Perspectives

Interviews with a number of key stakeholders (Appendix 1) were conducted during preparation of the draft business plan, demonstrating strongly held but varying views on the role of the Festival and how it is delivered. These views were considered alongside stakeholder and community feedback on recent festivals. This section of the report provides a summary of key issues.

Timing of the Festival

- There was general consensus that if an alternative date can be found that supports strong ticket sales, that economic impact can be improved by moving the Festival away from the October public holiday long weekend - Caloundra is now busy at this time with occupancy among accommodation providers typically high.
- However, this decision needs to be balanced alongside event feasibility considerations – a three or four day event has an obvious fit with a public holiday weekend, and practical considerations outside school holiday periods such as volunteer availability and ability of the local primary school to provide space for camping.

A Desire for Region-wide Benefits

- The event is based in Caloundra and has a clear association with the town – the event's beachside location is accepted as a clear part of its distinctiveness; however, strong views were also expressed that a signature event of this type should also have a role in generating region-wide benefits.
- Event research³ has demonstrated that CMF generates a range of positive community affinity, benefits and linkages, including:
 - CMF inspires a sense of connectiveness among 50% of locals who attend the event
 - Inspires a strong sense of local pride – 62% of respondents (the highest of all Council-supported events surveyed)
 - Playing a part in persuading people to move to the Caloundra region – an estimated 1025 people have cited CMF as part of their decision.
 - CMF inspires local people to take up and continue making music.
 - CMF driver upward of \$3m in direct expenditure with local businesses.
- There are potential opportunities to physically spread delivery of the Festival by examining bookending opportunities – artists playing at other venues before and after CMF.
- There are a range of supply-chain benefits at the whole of region – there is potential for improved communication in this area.
- Delivery of a signature event such as CMF plays an important role in building the reputation of the entire region as a place that's 'famous for music.', and engaging with local performers, from schools upwards.
- There are potential opportunities to link CMF further with other Sunshine Coast communities by positioning it as a signature event as part of broader festival e.g., the Horizon Festival. Some stakeholders felt this was a potential opportunity. Alternatively, a further option to consider is reinvigoration of the Fringe, including opportunities for staging of Fringe events throughout the region.

³ Caloundra Music Festival: a community asset, November 2022, Sunshine Coast Council

Caloundra Music Festival Business Plan 2023-2026

- There was a desire for other parts of the region to have their own music events. The expertise gained from 15 years of CMF can be leveraged to support local destinations to establish their own events.

Avoiding conflicts of interest

- When CMF began, the event filled a gap in the market at a time of year where Caloundra wasn't at 100% occupancy – it created a new signature multiday music festival, however the wider region now has a range of festivals and events (Big Pineapple, Sandstone Point etc.). Care needs to be taken not to be in competition with other privately run events and music venues. It is noted however, that despite requiring a strong roster of artists to generate ticket sales, CMF's community focus is significant, making it quite distinct from mainstream music festivals which are typically focused on 18+ audiences.
- The point was made by a number of stakeholders, that as a rule, the bigger and more commercial the event has become, the greater the potential for commercial conflicts. A festival that had a larger focus towards community objectives was felt to have less potential to cause local conflicts of interest.

Partnerships and Engagement

- Opportunities to continue to build working partnerships with local and regional music industry partners. Engaging a broader range of partners in event planning and execution can assist with community engagement.

Positioning around Sun, Surf and Soul

- The branding and positioning around 'Sun, Surf and Soul' is still relevant for future of the Festival.
- If the event is to continue to thrive, it needs to continue to build and retain distinctiveness. Events such as Bluesfest, Woodford Folk Festival and Falls Festival have all been successful in a developing clear positioning and brand imagery.
- Music (as part of the creative industries and arts sector) was felt to be strong part of Sunshine Coast lifestyle. Being aspirational, the Sunshine Coast can become 'famous for music.' If this aspiration is followed through, a signature event such as CMF can play a key role in build profile/appeal for customers and as a means of driving local engagement and participation.

Innovation for CMF

- Stakeholders encouraged thinking about the entire music and night-time economy ecosystem in Caloundra. CMF can play an important role in these discussions.
- Some stakeholders encourage options such as delivery as a town-wide event (in existing venues and other sites) rather than a ticketed/fenced event. There was recognition that in this regard, the event doesn't need to be an 'either or' – the best festivals see visitors coming to destinations for the festival but then go and visit local venues. There are opportunities to continue working towards this type of model.

Considering Alternative Delivery Models

- The opportunity to consider alternative delivery model (to direct delivery by Council) was identified. Options included;
 - Delivery of CMF by an arms-length Council controlled entity.

Caloundra Music Festival Business Plan 2023-2026

- Seeking interest from the private sector or community groups to run the event.
- Despite COVID serving to highlight the financial risks of event delivery, relative to refreshed objectives for the event, it was felt that testing market interest during the next three year event cycle was sensible.

Financial Sustainability of CMF

- Despite a focus on maximising revenue and limiting costs over the past 5 years, the event has required a net investment from Council, which has typically been in the range \$250,000 to \$500,000 to achieve objectives.
- It is noted that the 2021 event's pared-back scale (3 days and approximately 16,000 attendees) was delivered with improved financial bottom line, however consensus is that the unique post-COVID circumstances made this event a financial out-turn an outlier. The 2022 event performance delivered a financial out-turn which was more typical of the previous 5 years.
- Evaluating all circumstances, analysis indicates that achieving a break-even position for CMF when it has a strong community focus rather than being an outright commercial event is unrealistic. Key considerations include:
 - Using a flexible space, that requires bespoke set up, bump in and bump out generates considerable cost.
 - Even with a community focus, investment in a strong line up and headliners are essential – strong ticket sales are not achievable otherwise.
 - Core set up costs at King's Beach tend to be of a similar scale, irrespective of a commercial or community focus.
 - A community focused event that appeals to families and U18s and that does not have an overt focus on alcohol sales as a means of driving revenue, places significant limits on generating revenues which work towards break-even.
 - Strong commitment to community and environmental outcomes drive costs.

Infrastructure for the Future

- To aid efficient delivery it is likely that investment will be needed in key infrastructure such as the main stage and loading dock.
- The current King's Beach site has reached maximum capacity for the Festival - if further growth is to be accommodated a new site would be required.
- Any new infrastructure should be considered within the context of a space/multi-use facility for events. 2032 is still a decade away, but consideration of live-site and other requirements to deliver the Olympics are also a consideration for infrastructure planning.
- Consideration of technology needs – live stream and delivery of hybrid events may come into consideration in the short to medium term.

Future Direction of the Festival

- There were varying views from stakeholders on the relative importance of the Festival's community and economic/ tourism objectives. The balance of views from those consulted indicated a preference for a greater focus on community outcomes. However, there was acceptance that to deliver great outcomes for the community, investment is also needed in the line-up as a key demand driver.

Caloundra Music Festival Business Plan 2023-2026

- CMF has achieved great progress, working in partnership with Beerwah State High School's SURGE program, to support young artists and provide a professional performance platform. There is potential to extend benefits in this area, potentially working with TAFE and other local schools.
- Regardless of differing views on where the focus of CMF should be in the future, all agree that Council needs to have a clear rationale for its investment in the event. Consensus on a clear vision and objectives is essential as the basis for future investment.

Maximising Economic Potential of the Festival

- Some stakeholders felt that further economic benefits could be achieved by engaging the private sector to run the event, or via a Council-controlled arms-length organisation. It was understood however, that if the event was delivered commercially by a private entity, the event would have a different character – typically line-ups and opportunities to maximise alcohol sales are key characteristics. If the commitment to strong community components are to be retained under this type of mode, it is likely that Council would need to continue to underwrite these elements.

Implications of varying stakeholder perspectives on the 2023-2026 Business Plan

- There are a range of strongly held views on the Festival, ranging from making a case based on current delivery mechanisms to a belief that the event has served its purpose and resources should focus on delivering benefits to the music industry and the night-time economy via different means.
- Council has been successful in achieving its objectives for the Festival, with attendance and economic benefit growth continuing to 2019, however, the COVID period has provided a natural break, and now provides the ideal to determine future direction. The event is at a crossroads in its future direction, with varied views on whether the focus should be on continued growth and economic impact or refocusing as a community-focused event.

Caloundra Music Festival Business Plan 2023-2026

Event Governance and Delivery

The Festival is owned and directly managed by Sunshine Coast Council. Whilst still a publicly funded event, the Festival's significant growth and success has placed it in a unique position when compared to other events supported by Council.

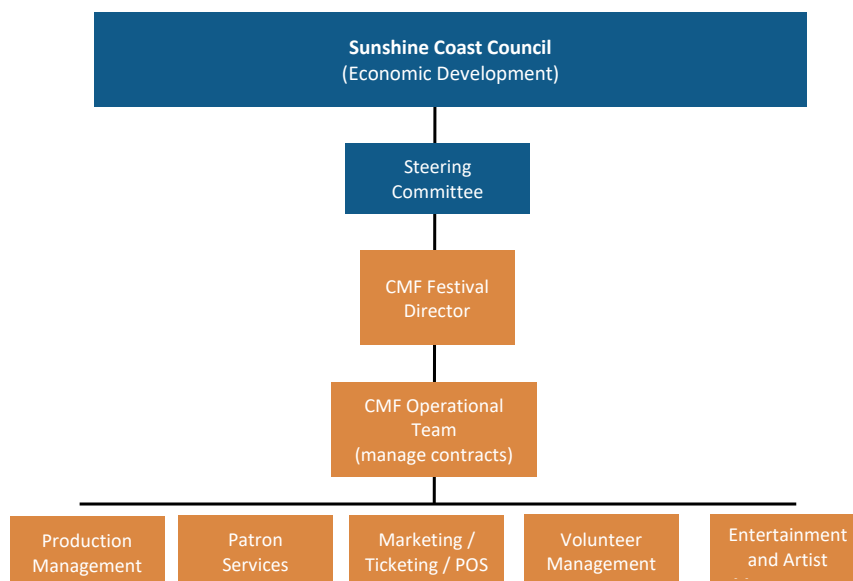
Due to its economic significance, operation of the event is standalone and sits within the Economic Development Branch of Council (see Figure 1 below).

The Festival is managed by a Festival Director with oversight provided by an event-specific Steering Committee. The delivery team also play an important role in support for other events in addition to CMF. Support for the Festival's operation is also provided by Council's procurement and finance teams.

A Volunteer Creative Planning Committee, drawn from key stakeholders is assembled each year to assist with design and planning aspects of the Festival.

As the Festival moves towards delivery, contractors and volunteers are recruited to the workforce. An operational team of volunteers and paid contractors play essential roles in delivering services and essential functions during the Festival.

Figure 1: Festival Governance and Delivery Structure



The Festival is supported by business and operational plans and underpinned by a three year Council funding commitment.

Caloundra Music Festival Business Plan 2023-2026

Governance Options

The principle of 'form follows function' should shape governance and delivery arrangements i.e., management that is best suited to achieving the Festival's objectives. Figure 2 presents a range of options for consideration.

Figure 2: Governance Options Matrix

Governance Model	Positive Attributes	Limitations	Best for
1. Status quo – the current direct delivery model within Council	<ul style="list-style-type: none"> Continuity – an experienced delivery team Strong control for Council Financial certainty – underpinned by Council financial support Well suited to ensuring a broader set economic development and community objectives – an event that cannot be delivered solely on a commercial footing 	<ul style="list-style-type: none"> The necessary procurement and operating procedures required by public sector entities, can place limits on the flexibility required to maximise commercial opportunities. Public ownership requires the necessity of ensuring balance and taking a range of stakeholder perspectives on board – focus on objectives can be lost 	<ul style="list-style-type: none"> An event that retains a mix of community and economic objectives
2. Evolution of the current delivery model, but building wider engagement with local music and business partners	<ul style="list-style-type: none"> Continuity – an experienced delivery team Strong control for Council Financial certainty – underpinned by Council financial support Builds a broader base to potentially remove potential conflicts of interest Well suited to ensuring a broader set economic development and community objectives 	<ul style="list-style-type: none"> Public ownership requires the necessity of ensuring balance and taking a range of stakeholder perspectives on board – focus on objectives can be lost No guarantee of perceived conflicts of interest being removed 	<ul style="list-style-type: none"> An event that retains a mix of community and economic objectives
3. Delivery of CMF by a Council controlled arms-length organisation (either set up	<ul style="list-style-type: none"> Basis for a more focused economic growth perspective Not constrained by broader local 	<ul style="list-style-type: none"> The focus on growth/running a commercially focused event may generate conflict with some local partners 	<ul style="list-style-type: none"> An event focused on growth/ maximising economic impact

CMF Business Plan, December 2022

Caloundra Music Festival Business Plan 2023-2026

Governance Model	Positive Attributes	Limitations	Best for
specifically for the purpose or as part of the role of an existing entity such as Caloundra Events Centre)	<ul style="list-style-type: none"> government considerations -freed to take a focused approach for the festival Better positioned to run the event on a stronger commercial footing Potential for lower investment requirements from Council Overall Council control retained - a contract/ objectives can be specified 	<ul style="list-style-type: none"> Some loss of direct control for Council – may still be perceived as a Council event 	<ul style="list-style-type: none"> Potential for cost-effective delivery/ cost for public sector
4. The festival is run by the private or sector community – selected by EOI/ tender process	<ul style="list-style-type: none"> A means of Council exiting its involvement – the job has been done in establishing the event Any perception of conflict of interest is removed Not constrained by broader local government considerations -freed to take a focused approach for delivery of a commercially focused event 	<ul style="list-style-type: none"> Loss of control for Council Not suited to an event with community-focused objectives Potential for loss of community engagement/ feeling of ownership Unclear if there is a demand The ability for a private entity to use to public land for a commercial activity at King's Beach would need to be fully understood. If this were not feasible an alternative festival location would be a significant change. 	<ul style="list-style-type: none"> Being delivered as a commercially focused music festival Lowest cost for Council – it exits direct involvement

All four options outlined in figure 2 are examples of delivery arrangements that are utilized across the events industry. In considering appropriateness and viability, there are a number of issues to consider:

- Options 1 and 2 are within Council's direct control and ability to implement.
- Option 3 is also within Council's remit and scope to implement but would require broader consideration and business planning. Outsourcing the event to an arms-length organisation with specialist skills and freed of public sector constraints is an attractive option. It is potentially a cost-efficient delivery option; however, overall costs and feasibility would need to be considered.

Caloundra Music Festival Business Plan 2023-2026

- Option 4 is a viable exit strategy for Council if it feels that its job in establishing the festival is complete, and the private sector is better placed to run a music festival. Consensus from consultation with key stakeholders is that CMF has built up valuable IP over its 15 year lifespan which retains appeal to private operators, however full market testing would be required to understand if there is appetite for the private sector to take on the event. It is likely that there would be an expectation that Council continues to support the event in some manner – infrastructure, services etc. if a private sector partner is to step up.

Implications of governance options for the 2023-2026 Business Plan

- In overall terms, current arrangements work well and should be retained, however, there is a recognition that all viable options should be considered for the future. If community outcomes are to be retained, it is likely that Council would need to continue to underwrite these components, even if the event was operated on a contract basis/ more commercial footing.
- As previously noted, governance and delivery should respond directly to the vision and objectives for the Festival.
- If appropriate to vision and objectives, there could be a transition to new arrangements over the three year term of the business plan.

Caloundra Music Festival Business Plan 2023-2026

Caloundra Music Festival Performance

Since its development, the Festival has grown from a community cultural event attracting around 5,000 visitors to becoming a key signature event and economic driver for the Sunshine Coast Council region. In 2018 and 2019, the Festival attracted total attendances of 33,386 and 32,695.

The event has a location at King's Beach and established place in the calendar over the public holiday October long weekend.

For the purposes of this Business Plan, performance over the period 2016 to 2022 has been considered, taking in the COVID-impacted/scaled back delivery in 2021.

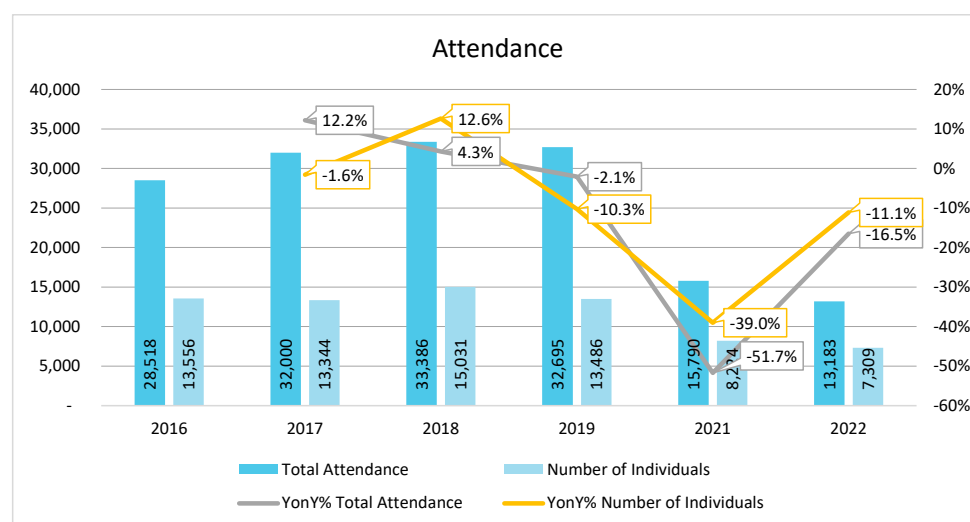
Attendance

As the festival is across multiple days, attendance is based on the sum total amount of people attended each day, while number of individuals is the number of unique visitors across the multiple days.

Both attendance and individuals peaked in 2018, with 33,386 and 15,031, respectively. This was a 12.6% growth in attendance and 4.3% growth in individuals from 2017.

Regarding the 2021 event, due to COVID-19 restrictions such as social distancing it was reduced to a three day event. Similarly, the 2022 event has also been delivered over a three day period. Both the 2021 and 2022 3 day events have had significantly lower attendances – 15,790 and 13,183 respectively.

Figure 3: CMF Attendance 2016-2021



A conscious decision was taken in 2022 to be less ambitious with the line-up and headliners (approximately 50% lower investment in the line-up). Feedback has indicated that in combination with poor weather at the weekend, the trend for later bookings, and strong competition from festivals and live performances, this

Caloundra Music Festival Business Plan 2023-2026

contributed to the lower attendances. Industry feedback also suggests similar feedback on the performance of many festivals held throughout 2022.

Figure 4: CMF Attendance/Total Number of Days 2016-2022

	2016	2017	2018	2019	2021	2022
Total Attendance	28,518	32,000	33,386	32,695	15,790	13,183
Number of Individuals	13,556	13,344	15,031	13,486	8,224	7,309
Total Number of Days	4	4	4	4	3	3
Average Days Attended	2.10	2.40	2.22	2.42	1.92	2.12

Implications of attendance performance for the 2023-2026 Business Plan

- In overall terms, CMF has achieved its growth objectives, with total attendance and number of individuals growing up to 2018.
- 4 days is the absolute maximum for length of festival, with 3 days perhaps providing the sweet spot in terms of logistics and demand.
- There is an opportunity to consider re-establishing the Fringe Festival as a means of spreading the impact of CMF – geographically, around the region, and in terms of timing of Fringe events across the calendar.
- Continue to build links with local venues and music businesses to grow town-wide engagement.
- If further growth in numbers of attendees is not desirable or practical at the Kings Beach site, other means of growing overall impact need to be considered including price of tickets, maximising in-region expenditure etc.
- 2022 highlighted the importance of a strong line-up and headliners to drive tickets sales (to local communities as well as interstate and intrastate visitors).

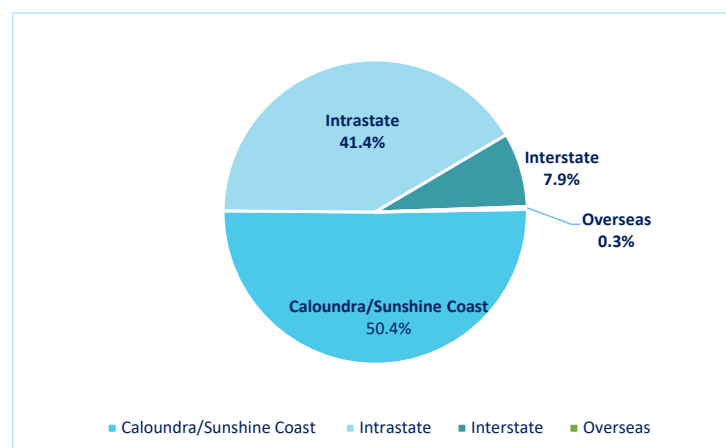
Origins of Visitors

Averaged out across attendees to the 2016-22 festivals⁴, approximately 50% of patrons were from the Sunshine Coast/Caloundra area, followed by 41% from elsewhere in Queensland, and 8% from interstate. International visitors make a small proportion of visitation at 0.3%. As would be expected, there are some year to year variations, however, visitation patterns have remained remarkably consistent over the 6 year period.

⁴ Based on 5 year rolling average (2016-2022 exc. 2020).

Caloundra Music Festival Business Plan 2023-2026

Figure 5: CMF Visitor Origins: Average 2016-2022 (excluding 2021)



	2016	2017	2018	2019	2021	2022
Caloundra/Sunshine Coast	53.4%	52.3%	52.3%	48.0%	46.8%	46%
Intrastate	38.6%	39.8%	40.1%	42.5%	52.1%	46%
Interstate	7.7%	7.4%	7.4%	9.2%	1.1%	7.8%
Overseas	0.3%	0.5%	0.3%	0.4%	0.0%	0.0%

Implications of visitor origins for the 2023-2026 Business Plan

- Local residents remain the dominant market (approx. 50% of the audience), with Queensland accounting for 90%+
- Despite renewed focus on attracting interstate visitors, the proportion remains static. Treating the COVID-impacted 2021 event as an outlier, interstate visitors have remained in the 7% to 10% range. Given the volume of festivals across Australia, attracting new visitors solely for the Festival is challenging – appeal of headline acts is a key factor.

Demographic Visitor Profile

Attendees are dominantly female at 76% on average. The average age⁵ for attendees is between 40-49 at 34%, with the next highest at 50-59 at 25%.

An additional survey was conducted during the 2019 and 2021 festivals on the age of attendees and whether they had children. In 2019, the majority of attendees had children living at home, who were over the age of 5, at 45%. In comparison to 2021 this demographic dropped to 34%. The majority of attendees in 2021 were over the age of 50 with no kids at home.

⁵ Data on age was only available from 2016 – 2018, therefore a 3 year rolling average was used.

Caloundra Music Festival Business Plan 2023-2026

Figure 6: CMF Visitor Demographic Profile 2016-2018

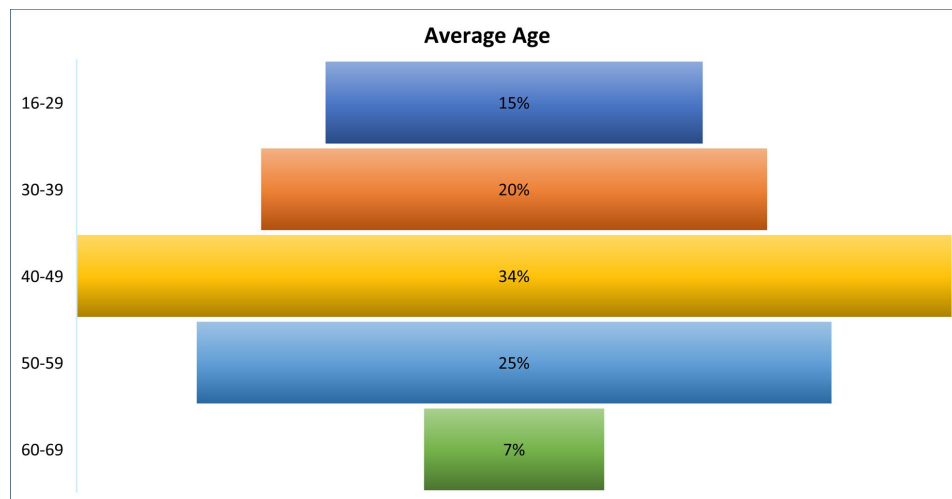
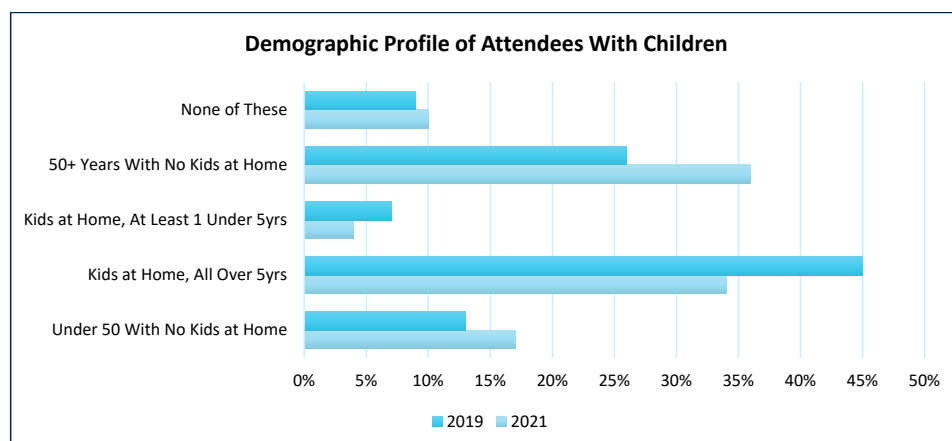


Figure 7: CMF Profile of Attendees with Children



Implications of the demographic for the 2023-2026 Business Plan

- The age profile for CMF is consistent, with older age groups being dominant
- 50+ couples/individuals with older kids at home is a significant segment
- Females are disproportionately important – over 75% of the audience.
- The consistent demographic profile is aligned with eclectic music line-ups and curation.

Caloundra Music Festival Business Plan 2023-2026

Economic Impact⁶

Economic impact of CMF is significant – with an average of 26,170 direct visitor nights generated over the 2016 – 2019 period. The shorter duration and the COVID-impacted nature of the 2021 event generated a lower number (15,651 nights).

Average daily expenditure and average length of stay (ALOS) (in common with overall visitor markets) is higher among interstate and international visitors compared with local (intrastate) visitors.

Figure 8: CMF Average Direct Nights Generated 2016-2019

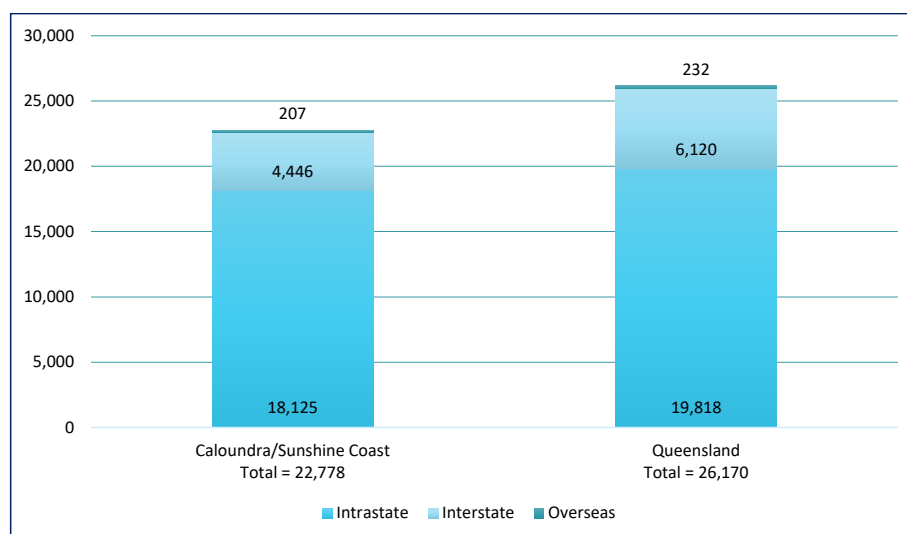


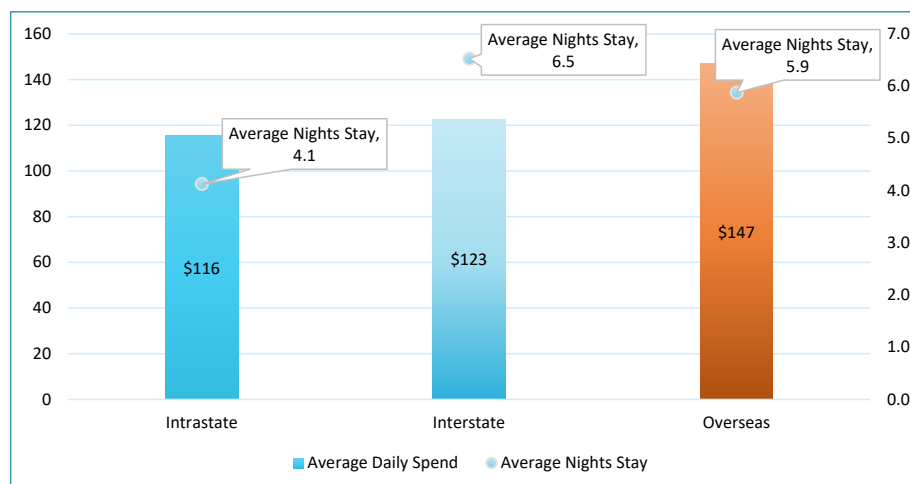
Figure 9: CMF Direct Nights Generated 2016-2021

Direct Visitor Nights							
	2016	2017	2018	2019	2021	2022	Average (excl.2021 and 22)
Caloundra/Sunshine Coast							
Intrastate	15,494	17,059	19,481	20,464	14,312	11,310	18,124.5
Interstate	3,645	4,121	4,592	5,426	231	2,370	4,446.0
Overseas	145	264	269	150		16	207.0
Total	19,284	21,443	24,343	26,041	14,543	13,696	22,777.8
Queensland							
Intrastate	17,577	18,165	21,794	21,736	15,143	12,093	19,818.0
Interstate	5,079	7,335	5,956	6,110	508	3,746	6,120.0
Overseas	196	281	299	150	-	16	231.5
Total	22,852	25,781	28,049	27,996	15,651	15,855	26,169.5

⁶ Rolling average of direct visitor nights has been used and calculated from 2016-2019 data only

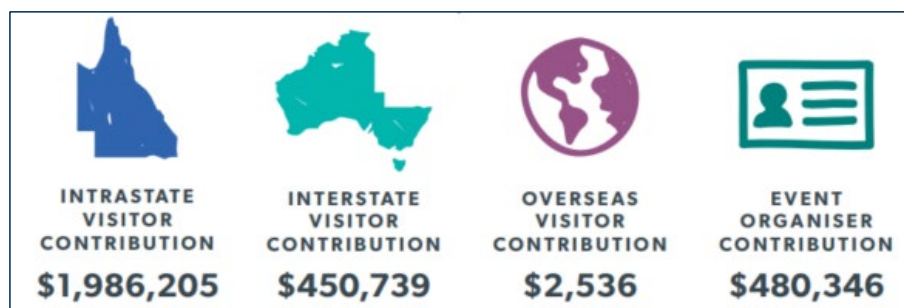
Caloundra Music Festival Business Plan 2023-2026

Figure 9: CMF Average Length of Stay and Average Daily Spend of Visitors (2016-19)



Overall economic impact from the event is significant – in 2022, total economic benefit of **\$2,919,826** was generated for the Sunshine Coast. This figure is significant drop from 2019 (\$4,397,667), which had the benefits of approximately double the attendance over a 4 day period, nonetheless, the scale of economic benefits are significant.

Figure 10: CMF Total Economic Benefit for Sunshine Coast 2019



Caloundra Music Festival Business Plan 2023-2026

Figure 11: CMF Total Economic Benefit for Sunshine Coast

	2016	2017	Growth / Decline 2016-17	2018	Growth / Decline 2017-18	2019	Growth / Decline 2018-19	2021	2022
Intrastate Visitor Contribution	1,522,331	2,131,807	609,476	2,543,590	411,783	2,863,024	319,434	2,414,713	1,986,205
Interstate Visitor Contribution	368,931	497,665	128,734	696,502	198,837	829,033	261,365	9,759	450,739
Overseas Visitor Contribution	12,736	46,150	33,414	30,475	-15,675	33,214	2,739		2,536
Event Organiser Contribution	611,973	747,120	135,147	740,175	- 6,945	672,395	-67,780	603,105	480,346
Total Direct and Incremental Expenditure for Sunshine Coast	2,515,972	3,422,741	906,769	4,010,742	588,001	4,397,667	386,925	3,027,577	2,919,826

Implications of the demographic for the 2023-2026 Business Plan

- Overall economic impact is significant, with growth over the 2016-19 period driven by visitor expenditure contributions. Natural growth (with inflation etc.) could be expected to continue, however direct economic impact is likely to be at or near its peak in the current format.
- Expenditure for the 2021 and 2022 remains significant, but is lower, in line with the 3 day time period and lower attendances.
- Spreading economic benefit throughout the region is seen as important – from the role that CMF plays as a signature event in building attractiveness of the region as a whole, and from ensuring supply chain opportunities spread across the region. Concepts such as bookending the festival with artists also performing elsewhere may provide

Community Pride and Satisfaction

Annual event surveys have shown consistently high levels of agreement with the following statements:

- The Caloundra Music Festival adds to the appeal of Caloundra/The Sunshine Coast.
- Local residents should feel proud of the Caloundra Music Festival.
- Caloundra/Sunshine Coast region is a great location for the Caloundra Music Festival.
- The Caloundra Music Festival creates local employment.
- The Caloundra Music Festival generated tourism for Caloundra/The Sunshine Coast.
- The Caloundra Music Festival involves the local community.
- The Caloundra Music Festival improves local skills.
- The Caloundra Music Festival involves people from all walks of life.
- I would recommend Caloundra Music Festival to others Caloundra Music Festival is a great experience.

CMF Business Plan, December 2022

Caloundra Music Festival Business Plan 2023-2026

Recent research into the events sponsored by Sunshine Coast Council demonstrates strong community affinity, with CMF inspiring civic pride to a greater extent than the other events surveyed (62% of respondents noted that CMF inspired a sense of local pride).

Over the 15 years of CMF, many community organisations, schools and sports clubs have worked with the Festival to raise revenue under the categories of community groups/ charities, schools and local sporting clubs. CMF also engages local community groups as contractors to provide services to the festival while providing them with a platform to promote their organisation and message.

A particular element of community engagement to consider is CMF's 600-strong volunteer group – without their support, the event would not be financially viable.

Implications of community satisfaction for the 2023-2026 Business Plan

- Satisfaction is exceptionally strong, with an engaged community feeling ownership. Anecdotal feedback paints a picture of families growing up in the region attending CMF on an annual basis.
- Removing the community link would present significant challenges.

Caloundra Music Festival Business Plan 2023-2026

Caloundra Music Festival Financial Performance

In the most recent trading period (2016-2019), the Festival has typically run at an operating deficit to deliver its economic and community objectives:

- Approximately 20% deficit with Council staff costs included. (approximately \$500k-\$600k in cash terms).
- Approximately 10% excluding staff costs (staff participate in other event support and development work outside CMF). (approximately \$250k in cash terms).

Despite an ongoing focus on maximising revenue and minimising costs, running CMF as a 4 day event has consistently delivered this type of operational out-turn. Issues to note include:

- Approximately 30% of expenditure is typically on artists and entertainment.
- Staffing is the second biggest cost area at approximately 15%.
- Approximately 75% of revenue is from ticket sales, followed by food and beverage at approximately 20%. Sponsorship has tended to be a minor form of income.

COVID-related market and travel restrictions required the 2021 event to be delivered at a smaller scale - a 3 day event, focused on Australian artists and a Queensland audience which generated over \$3m in direct visitor expenditure for the region and an attendance of approximately 16,000. However, from a financial perspective, delivery of the smaller scale event, enabled a near break-even financial performance for the first time. While overall financial performance is still being calculated, the 2022 event reverted to a financial performance in line with previous years, suggesting that 2021 was an outlier, benefitting from one-off trading/market demand post-COVID circumstances. A number of factors contributed to overall 2022 financial performance including poor weather over the weekend, and the decision to invest a smaller sum on the line-up.

Evaluating overall performance and market norms, it is unrealistic to expect CMF in its current form to be cost-neutral or profit-making. Considerations include:

- Community outcomes requires additional investment, some of which are not compatible with commercial outcomes – decisions on food and beverage etc.
- The bespoke nature of the site is more expensive to operate than a permanent event venue.
- Economy of scale - industry consensus indicates that ideally attendances of approximately 15,000 per day are required to generate the necessary revenues to provide the best chance of covering costs.

CMF Business Plan, December 2022

Caloundra Music Festival Business Plan 2023-2026

Implications of financial performance the 2023-2026 Business Plan

- Overall performance and delivery of economic and community benefits is strong, nonetheless, delivery of the event at a deficit can cause value of the event to be scrutinised.
- One of arguments for alternative delivery mechanisms (arms-length body) is that it is a better position to be more efficient (staffing) and achieve better commercial agreements (sponsor revenue and artist costs). However, if community benefits are to remain a core outcome of the festival, it is likely that would need to be underwritten by Council, alongside a commercial entity running the event.
- The 2021 event's results of near break-even on non-staff costs and the level of economic and community benefit achieved was an outlier - in challenging market conditions, investment in a strong event line-up is crucial to driving demand (for locals and visitors).
- A certain scale of activity (visitor numbers) is necessary to drive revenues – this can only be achieved through investment in a strong line-up. A three day event, which aims for 8,000 attendees per day is a 'sweet spot' which achieves the necessary balance between the scale of activity needed to drive revenue and venue capacity and customer experience.

Event Vision and Positioning

Current Vision Statement

The Caloundra Music Festival aims to bring a broad audience of locals & visitors together in celebration to enjoy international quality music, food & local culture, & to showcase the natural beauty & local character of Caloundra.

Current Festival Objectives

The Caloundra Music Festival is a not-for-profit event celebrating the region's diversity, sustainability & cultural achievements. The Festival aims to:

- Provide economic benefits to the region by marketing the area as an international tourist destination & encouraging new visitation & extended stays.
- Celebrate the environment in which we live & demonstrate & promote the Sunshine Coast Council's vision of sustainability.
- Provide inclusive opportunities & cultural experiences to encourage community well-being & pride.

Positioning

As reflected in the vision and objectives, CMF's focus in on a balance of economic benefits to the region and providing a high quality event for local communities which adds to community well-being and local pride.

A family friendly vibe is central to curation and delivery of the event – influencing the music mix, headlines, and ancillary facilities and services for visitors. The King's Beach location is central to positioning and branding around 'sun, sea and soul.'

CMF Business Plan, December 2022

Caloundra Music Festival Business Plan 2023-2026

Implications of event positioning for the 2023-2026 Business Plan

- Sun surf soul – stakeholders still see the core branding as pertinent to positioning and target markets. There is not a need for a significant change.
- The need to re-emphasise CMF's positioning as part of Sunshine Coast's overall culture and lifestyle. This focus is already in place, but there is further scope to integrate within overall arts and cultural policy.
- Music (as part of the creative industries and arts sector) was felt to be strong part of Sunshine Coast lifestyle. Being aspirational, the Sunshine Coast can become 'famous for music.' If this aspiration is followed through, a signature event such as CMF can play a key role in build profile/appeal for customers and as a means of driving local engagement and participation. Building on partnerships such as that with Beerwah State School's SURGE program, there is scope for the festival to play an increasing role in supporting participation in music.
- As noted previously, the King's Beach location is very much part of the DNA of the event – its home is in Caloundra, however future positioning can look to options to create additional region-wide impact. Delivering CMF as part of a broader arts festival such as Horizon has merit, however a key consideration will be ensuring a comfortable strategic fit, and that mutual benefits are available.

Caloundra Music Festival Business Plan 2023-2026

Role of Caloundra Music Festival in Contributing to Economic, Cultural and Environmental Priorities

As noted in the previous section of the report, CMF objectives currently relate to a range of economic, environmental and community objectives.

Economic Contribution of the event

The role of CMF in contributing to the region's visitor economy is clear and well established – the event has directly generated over \$4m in direct economic benefit to the Sunshine Coast in peak attendance years. The event has consistently attracted interstate and intrastate visitors to the region.

Delivery of the event aligns directly with Regional Economic Development Strategy, Major Events Strategy and Regional Destination Management Plan objectives.

Environmental Contribution of the Event

CMF seeks to minimise its impact on the environment with the event providing a platform to promote this message of sustainability. For a number of years, the event has been seen as a leader in sustainability. Measures introduced include:

- Festival wide ban on disposable bottled water and free water refill stations to support the elimination of disposable plastic bottles.
- Additional public transport services across the coast & throughout Caloundra.
- Incentives to walk, cycle, carpool & use public transport to attend the festival.
- Use of recycling bins with clear signage & colour coded lids.
- Use of recycling skip bins.
- All vendor stalls required to use biodegradable cutlery, plates & straws.
- Partnerships with environmental groups to promote environmental messages, run fun interactive educational activities & raise funds.
- Caloundra Music Festival electric Volt car.
- Use of solar lights in & around the festival site, and LED stage & back of house lighting.

There is already much to be proud of in terms of Council being seen as a leader in supporting sustainability in one of its signature events, and in aligning with Council's Environment and Liveability Strategy 2017. More can be done to draw direct links with the strategic directions of the strategy:

Caloundra Music Festival Business Plan 2023-2026

Figure 12: Environment and Liveability Strategy Strategic Directions



Cultural and Arts Contribution of the Event

CMF has taken great strides in building ownership and engagement with communities and contributing to the region's arts scene:

- The event acts as a figurehead for live music in the region – elevating the Sunshine Coast as a great music destination.
- The event provides a dedicated platform for local artists at a major event.
- Working with Beerwah State High School's SURGE program to support participation in music and providing young artists with support and an opportunity to perform in a professional environment.

Great progress has been made in engaging with local schools to support artist development- initiatives include:

- Working with Beerwah State High School's SURGE program - SURGE is designed to build connections between rock bands in high schools on the Coast, create links between these schools and a range of music industry people particularly focussing on career pathways, and

CMF Business Plan, December 2022

Caloundra Music Festival Business Plan 2023-2026

provide an opportunity for them to perform at a professional-level venue. But at the heart of SURGE is the desire to help young people experience community, a sense of belonging and greater purpose for their music.

- Regional performance program with local schools, with the winners playing at CMF.

However, more can still be done to make direct links to the region's formal arts priorities, and demonstrate CMF's growing contribution. Sunshine Coast Arts Plan 2018 – 2038, the vision of which is 'The soul of our community is our flourishing arts ecology: nurturing connections, promoting experimentation and inspiring collaboration'. Strategic objectives of the plan are:

- Local artists and artistic content is developed and celebrated.
- Arts audiences and creative opportunities flourish through investment and development.
- A dedicated network of places and spaces for artists to connect, create and collaborate.
- Art and creativity is embedded in the identity and experience of the Sunshine Coast.

Implications of policy alignment for the 2023-2026 Business Plan

- There needs to be acceptance that to deliver an event with community and commercial appeal – achieving a financial breakeven is unrealistic. The line-up decisions and focus on food and beverage revenue necessary to generate outcome to support a break-even aim, are unlikely to be compatible with the event's family values. The current annual investment \$250,000 per year will be required, with the potential to require an increase given market conditions and supply-chain costs.
- Economic benefits should continue to be a focus for the event, even if at a reduced level when delivered as a shorter duration three day event. Scale of impact remains significant.
- The community focus is an important part of CMF's DNA, and should be retained, and built upon – there is potential to further expand the focus on using the event as a showcase to support young artists and participation in music.
- CMF does great work in the sustainability space which can continue to be built in – it a great example of Council showing leadership. The ability for the event to measure its water, energy, waste and emission in the future provides further opportunities to align with net zero aspiration. Action 22 is the aspiration to be a zero emissions organisation - delivering a zero-net emissions organisation and transitioning to a renewable energy future.
- More direct links can be made with regional arts objectives, demonstrating how CMF makes a contribution. Being aspirational, if the region wants to become famous for music – the rationale for a major or figurehead event such as CMF is strong.
- CMF can become more embedded in regional arts and cultural. Delivering CMF as part of a broader arts festival such as Horizon has merit, however a key consideration will be ensuring a comfortable strategic fit, and that mutual benefits are available. An alternative option to support wider regional engagement is to consider reintroducing the Fringe. Fringe events could be staged in locations around the region or at alternative times of the year.

Caloundra Music Festival Business Plan 2023-2026

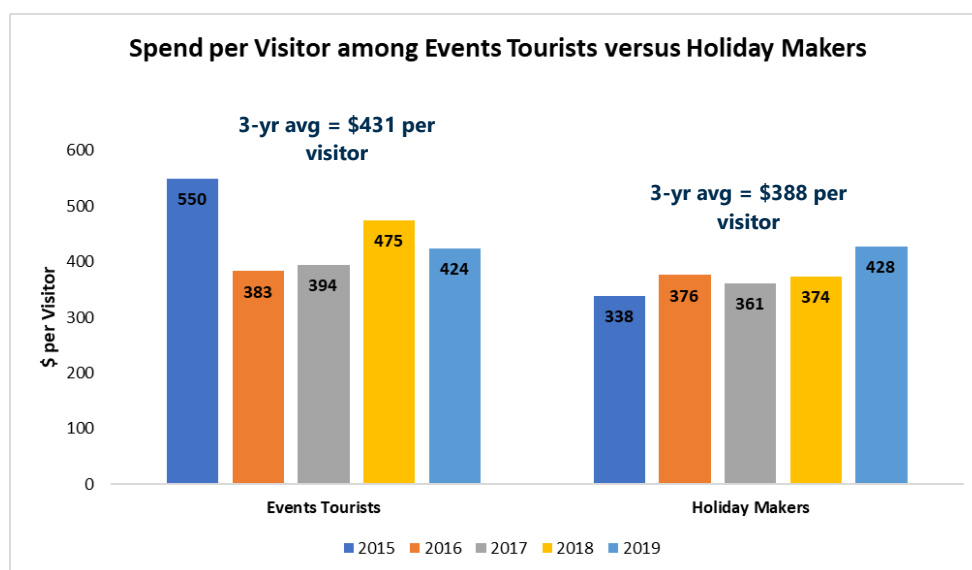
Regional Visitor Economy Context

CMF's objective to attract intrastate, interstate and international visitors places it at the heart of the region's visitor economy. Events such as CMF provide the all-important special reasons to visit.

During the 5-year period from 2015-2019, the Sunshine Coast LGA experienced a strong growth rate in event participation by visitors⁷, ranging from 206,000 to 291,000 thousand event participants with a strong 5-year growth rate of 10.3%. (Qld-wide growth was 9% over the same time period).

Spend per visitor among events tourists were generally higher than that of holiday makers. In 2019 (on a 3-year average), each event tourist spent \$432 while each holiday maker only spent \$388 on their trip to the Sunshine Coast LGA. Spend per visitor among event tourists was consistently higher than that among holiday makers in the 2015-2019 period, except for 2019, where holiday makers' spend per visitor was slightly higher than that of events tourists. Spend per visitor among events tourists however observed a decline over a 5-year period (with a 5-year AAGR of -5.7%) while holiday makers' spend per visitor experienced a strong growth of 6.6%.

Figure 13: Spend comparisons between event and holiday visitors in the Sunshine Coast (TRA 216-19)



⁷ Event participants are defined as those who partake the following activities (from NVS): Attend theatre, concerts or other performing arts, Attend festivals / fairs or cultural events, Attend an organised sporting event

Caloundra Music Festival Business Plan 2023-2026

VISITOR PROFILES⁸

Visiting Sunshine Coast LGA



42.4% of visitors were aged **50 and above**, followed by **32.2%** of visitors aged **15-34** and **25.3%** of visitors aged **35-49**



Half of visitors were **male (49.9%)**, and the other half were **female (50.1%)**



Over half of visitors (**53.1%**) were **holiday makers**, followed by **32.3%** of **visiting friends and relatives**



92% of visitors were from Queensland with **62.3%** from the **Brisbane**, and **29.7%** from **the regional QLD**. Only **4.1%** of visitors were from **NSW**



31.7% of visitors were **adult couples**, followed by **solo travellers (26.1%)** and **family group (19.8%)**

Participating in events in Sunshine Coast LGA⁹



45.3% of visitors were aged **50 and above**, followed by **29.8%** of visitors aged **15-34** and **22.8%** of visitors aged **35-49**



More than half of visitors were **male (52.9%)**



Most of visitors (**76.4%**) were **holiday makers**, followed by **14.9%** of **visiting friends and relatives**



89.9% of visitors were from Queensland with **57%** from the **Brisbane**, and **32.8%** from **the regional QLD**. Only **4.4%** of visitors were from **NSW**



30.6% of visitors were **adult couples**, followed by **friends and relative travelling together (24.1%)** and **solo travellers (20.6%)**

Implications for tourism from the 2023-2026 Business Plan

- Events visitors are a high spending component of the region's visitor market and continue to be a priority.
- Tourism recovery post-COVID will be one of the drivers/risks for event performance over the next three year periods. As international tourism slowly returns (pre-COVID volume by 2024), it is likely that the domestic market will be volatile, potentially presenting both threats and opportunities for CMF.
- Moving the festival to a non-peak period has the potential to be beneficial for tourism demand.

⁸ Only domestic visitor profiles were drawn.

⁹ Due to insufficient sample size, the profile of event participants in Sunshine Coast Tourism Region (TR) was drawn instead.

Caloundra Music Festival Business Plan 2023-2026

Event Infrastructure

Kings Beach Park provides a unique setting for the event, forming a key element of the events DNA. An event located elsewhere would have a distinctly different feel. However, presenting a large scale temporary event such as CMF in a public space brings its challenges.

Kings Beach features a specialised amphitheatre in grassy parklands against an ocean backdrop. The festival extends down to the pandanus, and Norfolk pine filled Lions Park. The Kings Beach precinct boasts first class amenities including a swimming pool, water fountains, children's parks and picnic areas, a stunning coastal walk and a spectacular surf beach with views to Moreton Island.

A range of Festival components have gradually been added including:

- Kid and family friendly zones including the Funky Forest.
- Kings Club VIP areas – Piano, Surf and Artists bars.
- A camping zone in nearby Caloundra State School.
- Food and drink zones.

Looking to the future, the nature of the Kings Beach space is that larger infrastructure investments need to be made in the context of being multi-use - CMF is one weekend per year. Longer term aspirations such as hosting and live spaces related to the 2032 Olympics can also be considered.

Implications for infrastructure from the 2023-2026 Business Plan

Related to decisions on the scale of future festivals, future infrastructure considerations include:

- Review energy/3 phase power provision to reduce the need for generators and improve the precinct's 'plug and play' event hosting capabilities.
- Updating staging/ amphitheatre area which meets the needs of CMF and other activations.

Caloundra Music Festival Business Plan 2023-2026

Event Timing

The event is well-established in the calendar at the October long weekend. This date was initially chosen to fill a gap in the calendar and to provide the event with the best chance of attracting and growing an audience.

However, some stakeholder feedback on timing of the event has been strong in the sense of Caloundra already being busy at this time, and there being potential for greater economic impact to be generated at other times of the year.

An opportunity for a new date potentially could be earlier in September - spring timing also aligns with the end of the northern hemisphere's festival season, maximising the opportunity to secure international artists. Given busy events calendars – considering a new date in the final year of the upcoming three year business plan is the preferred option.

However, event timing needs to be considered with care – ensuring that the 3 day Festival retains the best opportunities to attract visitors, while also maximising its role in delivering community benefits and a demand driver for new visits to the region. Multiday music festivals such as Woodford Folk Festival and Bluesfest tend to be located on long weekends and during school holidays to maximise ticket sales and delivery of objectives.

While moving the event has the potential to increase economic benefits associated with the event, constraints that will need to be considered before trialling a move in the calendar including:

- Availability of volunteers during non-school holiday times.
- Availability of the primary schools site for camping during term-time.

Implications of event timing for the 2023-2026 Business Plan

- A new date for the event can be considered, subject to other events in the calendar. A move to in advance of October school holidays may provide an opportunity if a non-competing date can be found. It is accepted that the date requires a nuanced decision – balancing the best opportunities for ticket sales and event financial sustainability alongside the strategic tourism need to create tourism demand in non-peak periods. Practical considerations such as availability of volunteers and camping at the primary school during term-time also need to be considered.
- It is likely that another event could emerge to fill the long weekend gap, however, consensus among stakeholders was strong in terms of net benefit being improved by shifting to a non-peak time.

CMF Business Plan, December 2022

Caloundra Music Festival Business Plan 2023-2026

04 – Summary Assessment

Figure 14: SWOT Assessment

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> The Festival is established as a firm fixture in the events calendar. CMF enjoys strong levels of repeat visitation prior to COVID. Year on year growth in attendance up to COVID. The event has evolved into a significant regional economic driver – over \$4m in direct regional benefit in 2019 and \$2.9m in 2022. Strong commitment from Council to delivering and managing the event. The Festival enjoys a high level of local business and community support - the Events+ program provides an effective means of engaging businesses. Strong levels of patron satisfaction recorded. Beachside setting – CMF is one of a small number of festivals in Australia that is located at the beach. Location in an established tourism hub means a range of other amenities including accommodation are readily available. Positioning as a sustainable event in keeping with Sunshine Coast's lifestyle proposition. A unique, family-friendly event that helps set the event apart from other music festivals. Experienced Council organising team and professional management. Committed volunteer support. Partner agency support - Sunshine Coast Council, Visit Sunshine Coast, TEQ, Caloundra Tourism, Chamber of Commerce etc. 	<ul style="list-style-type: none"> Need for a clear vision on what the event should become/aspire to in the future. Stakeholder views on the Festival are varied in terms of location, cost, and commerciality – regardless of the direction chosen, 100% support is not likely. Growth has been maximised in the current location – accommodating more than 33,000 patrons over 4 days is impractical, before experience levels will deteriorate. Delivery at a significant financial deficit has been the norm as the event has grown into a 4 day event. Event is not (completely) weather-proof – a risk in the set-up period and during the event. COVID re-emphasised the precarious financial models than events run under when ticket revenue is the main income source. CBD location and proximity of venue to local residents presents challenges - loss of amenity for local residents and visitors particularly during set up and bump out. Stage and back of house facilities are not adequate for high profile acts. Temporary nature of the site and lack of purpose-built infrastructure requires the need and expense of temporary fencing, toilets etc. While options for growth are potentially available nearby, the site as it currently stands is approaching capacity. Over-reliance on Council approvals, political and financial support. Council systems, approvals and delegation of authority is a challenge for a growing event which has many commercial attributes. Restrictions on the event management team operating in the 'commercial' manner required to maximise opportunities – in

CMF Business Plan, December 2022

Caloundra Music Festival Business Plan 2023-2026

STRENGTHS	WEAKNESSES
	<p>particular, relating to procurement, temporary recruitment & sponsorship.</p> <ul style="list-style-type: none"> Difficulties in remaining distinctive – artists play multiple locations on tour.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> A rebalanced focus, dialling up the community and arts objectives of the event, alongside retention of economic benefits. Consideration of a move of timing to pre-October school holidays as a means of enhancing additionality and net economic benefits -Caloundra. Take a longer term (Olympics) perspective towards upgrading multi-purpose events infrastructure at Kings Beach. Refreshed stage and back of house areas are priorities. Opportunity to demonstrate Council's leadership in sustainability – aspiration of CMF becoming a net zero event. Focus CMF on a being a slighter smaller scale of event (20,000-24,000) patrons that assists in delivery of an appropriate balance of economic benefits and operational financial performance. Continuing to investigate means of growing the numbers/ proportion of interstate visitors to increase tourism and economic impact. Review ticket pricing and revenue generation opportunities with the support of external expertise as a means of informing initiatives to maximise sustainable revenue growth i.e., optimal numbers/ range /categories/ pricing of tickets. Establish appropriate arrangements within Council structures which enable streamlining of event procurement, recruitment, sponsorship and communication processes. Review opportunities for side-events/ bookending by artists in the lead-up to the event as a means of extending economic impact. Growing links with local schools and colleges to support artist development. Review the focus of the Festival Steering Committee to maximise role and contribution to the event – roles could include advocacy, leveraging support etc. 	<ul style="list-style-type: none"> Lack of consensus on objectives will continue to lead to investment being questioned. Competing festival destinations and market saturation (other Southeast Queensland and music events). There is a perceived 'risk' associated with Council running what is in large part, a commercial type of event (e.g., reputational risk associated with selling alcohol and/or large scale event). Disapproval of some local stakeholders regarding timing and use of public funds, and the perception of conflict of interest (other music venues hosting similar artists). Loss of political and/or financial support from Council – relating to operation or planned capital investment. Failure to secure funding (externally or in capital works program) may limit growth/development potential. Catastrophic weather event during set-up or event-time – financial models reliant on ticket are fragile. Retaining distinctiveness in a crowded festival market.

Caloundra Music Festival Business Plan 2023-2026

Risk Assessment – Overview

Figure 15: Risk Assessment Summary

Type of risk	Likelihood of occurring			Potential impact		
	High	Med	Low	High	Med	Low
Reputational Risks						
Loss of community support			x	x		
Changing the positioning of event to be more commercial – loss of support		x		x		
Failure to keep up to date with changing music tastes			x	x		
Operational Risks						
Strong competition (local and Australia/wide)	x			x		
Infrastructure gradually becomes unfit for purpose	x			x		
Failure to set clear objectives/ demonstrate benefits			x		x	
Financial Risks						
Loss of key stakeholder (council) support			x	x		
Growth in operating deficit		x		x		
Increasing cost of securing artists and headliners	x				x	
Event cancellation/curtailment – weather, COVID type of major events	x			x		

Caloundra Music Festival Business Plan 2023-2026

05 – 2023-2026 Business Plan

The CMF team are experienced in delivering the event, with operations evolving over a 15 year period. The team has been successful in achieving it's the previous business plan objectives – strong community support has been retained while growing attendance and economic impact. COVID intervened for a 3 year period, but now a refreshed direction is required regarding future direction. Direction for the event is at a crossroads:

3. A path of continued growth and maximising the commercial potential of the event.
4. Focusing on embedding the event comprehensively within the community and delivering its potential as a driver of arts participation and engagement.

CMF is an asset for the region but stakeholder views on the Festival are varied and strongly held. The key learning from market review and stakeholder feedback is that the rationale for Council investment has to be clearly made, with the event's vision and objectives restated. Key stakeholders need to be comfortable with the strategic decisions:

- Does CMF investment continue to be good value for money?
- Why are we investing and what community, environmental and economic objectives are being delivered through the Festival?
- Is direct Council ownership and delivery the most appropriate means of delivering benefits?
- How is region-wide benefit best achieved?

In answer to the first question, on value for money, the event in its current format would not be delivered by the private sector without subsidy – the mix of community benefit, location and economic objectives requires public sector support. Economic benefits are significant but communication of these benefits and the more intangible community benefits can be improved. A three day event with an attendance target of approximately 20,000-24,000 with a mix that appeals to communities and visitors provides the best opportunity to deliver an event that minimises annual investment requirements.

An economic growth vs community focus question does not require an either/or answer, but it is recommended that the potential of the festival is most effectively achieved by a subtle shift in the balance of Festival planning and delivery from a growth focus, toward embedding CMF as an event with strong economic outcomes and great community support.

There is commercial potential in the event which could be leveraged by delivery mechanisms outside direct Council control, however, the importance of the retention of a community component indicates that delivery is most appropriately retained in house during the next years of Festival operation. Even if delivery via a controlled arms-length entity is perhaps the optimal means of delivery in the medium term, it is likely that Council would continue to need to underwrite delivery of community outcomes.

The event is synonymous with Caloundra and should remain in its current location, however, the need to build region-wide benefits is understood. In addition to considering practical means of extending benefits to other parts of the region, delivering CMF as part of a broader arts festival such as Horizon has merit, however a key consideration will be ensuring a comfortable strategic fit, and that mutual benefits are available. Rather than changing the focus of CMF, there is potential to increase the emphasis on identifying new opportunities that other parts of the region can explore if the Sunshine Coast is going to continue building music and performance as part of its DNA and renowned lifestyle proposition. In this context, reintroducing the Fringe Festival can potentially be considered. These could be staged in held locations around the region or at alternative times of the year.

CMF Business Plan, December 2022

Caloundra Music Festival Business Plan 2023-2026

The following recommendations are based on the approach set out above. The plan reflects the need for CMF to continually evolve.

Vision, Objectives and Positioning

RECOMMENDATION 1: A Revised Vision Statement for Caloundra

The Caloundra Music Festival will bring a diverse audience of local communities & visitors together to celebrate the best high quality music and Sunshine Coast culture & food. The Festival will generate sustainable economic benefits and showcase the Sunshine Coast's environmental credentials by aspiring to become the region's first net zero music event.

RECOMMENDATION 2: Revised Festival Objectives

The Caloundra Music Festival is a not-for-profit event celebrating the region's high quality lifestyle, sustainability & thriving creative industries. Successful implementation will achieve the following economic, financial, sustainability, community, cultural, and experience objectives.

Economic

- Be a driver for new and repeat visitation & extended stays in the Sunshine Coast, generating new expenditure and support for employment throughout the region.
- CMF will be a focal point, delivering a high quality festival, providing the opportunity to disperse visitors and the associated expenditure throughout the region, including other music venues.
- A focus on local, intrastate and interstate audiences should be retained.

Financial

- With its current mix of community and economic outcomes, delivering CMF as a cost-neutral event is an unrealistic expectation. CMF will aim to deliver a high quality music event for residents and visitors, where revenue-raising opportunities which are complementary to event objectives are used to offset costs where possible.

Sustainability

- The Festival will be a leader in embracing Sunshine Coast's high quality environment and way of life, aiming to become the region's first net zero music event by 2027.

Community

- The Festival will be a source of pride for communities, bringing families together to celebrate Sunshine Coast's culture & food. CMF will continue to work with community partners to ensure that affinity with the Festival continues to grow.

Experience

- The Festival will deliver unforgettable and engaging experiences for its customers, volunteers and event partners. A strong roster of artists and headliners are essential components.

Cultural

- The Festival's role as a showcase of Sunshine Coast culture and music at its best will inspire music to become embedded in the identity and experience of the Sunshine Coast.

CMF Business Plan, December 2022

Caloundra Music Festival Business Plan 2023-2026

- The event will be a showcase, providing opportunities for local artists, and will seek to support artist development, partnering with artists and educational institutions.

RECOMMENDATION 3: POSITIONING OF THE FESTIVAL

As reflected in the vision and objectives, Caloundra Music Festival's focus will be based on generating a balance of economic benefits to the region and providing a high quality event for local communities which adds to community well-being and local pride.

The DNA behind the Festival's positioning include:

- The King's Beach location is central to positioning and branding around 'sun, surf and soul.' Festival branding remains on-point.
- A family friendly vibe is central to curation and delivery of the event – informing the music mix, headline acts, and ancillary facilities and services for visitors.
- Authenticity – visitors can attend events anywhere. To leverage what's special about Sunshine Coast, the event will embrace the best of Sunshine Coast lifestyle – its food and unique culture.
- A focus on local performers, ensuring that local artists play a key role alongside national and international artists. The event will be a showcase for local talent.

RECOMMENDATION 4: MAXIMISING SUNSHINE COAST-WIDE ENGAGEMENT

Caloundra should remain the home of the Festival, however, more can be done to ensure that all Sunshine Coast communities are engaged in the event. Opportunities include:

- Rather than being positioned as a standalone event, investigate the opportunity to position CMF as part of a region-wide arts and cultural program. If dates and curated content are complementary, investigate opportunities to be positioned as a flagship event in the Horizon Festival. An alternative option to support wider regional engagement is to consider reintroducing the Fringe Festival elements of the festival. Fringe events could be staged in locations around the region or at alternative times of the year.
- Continued focus on communicating the business tendering opportunities available to businesses across the region to help deliver the event.
- Working with arts and cultural partners, investigate the merits of the region being positioned as 'famous for music'¹⁰. There is already a depth of live music venues and across the region which provide a meaningful cluster. Work in developing the concept would require its own business plan and feasibility assessment, however, potential is seen from both a marketing perspective and that of an initiative which feeds through to bottom-up participation.
- Investigating bookending CMF with artists playing at other Sunshine Coast locations provides some scope for regional extension.
- Seeking collaborative opportunities with music venues and events throughout the region, growing on initiatives such as providing CMF performance contracts to 2 winners from the Busking by the Lake Festival
- Further develop CMF's work with local schools and education organisation to support young performer/artist development:
 - Exploring opportunities to link formally into curriculums, providing opportunities for learning.

¹⁰ Famous for music in the same sense that Gold Coast is famous for fun – its cluster of theme parks are complementary, not competitive

Caloundra Music Festival Business Plan 2023-2026

- Exploring further partnerships with TAFE.
- Building on the successes of Beerwah State High School's SURGE program to extend to all local schools. For instance; growing opportunities for students to participate in the Festival – providing interaction which supports health and wellbeing as well as performance skills. This activity can be year-around, albeit with CMF providing the focal point.
- Leveraging relationships with industry partners relating to the schools engagement program.

Event Timing

RECOMMENDATION 5: CONSIDER MOVING CALOUNDRA MUSIC FESTIVAL TO A NEW OFF-PEAK TIME IN THE CALENDAR

Subject to finding a gap in the calendar which avoids conflicts, test delivery of Caloundra Music Festival at a new time of the year outside peak visitation periods.

A new time in the calendar would potentially provide an opportunity to grow economic benefits through filling beds and generating expenditure when room occupancy and visitor levels are lower. An ideal window could potentially be earlier in September - spring timing also aligns with the end of the northern hemisphere's festival season, maximising the opportunity to secure international artists. Given busy events calendars – considering a new date in the final year of the upcoming three year business plan is the preferred option.

Event timing needs to be considered with care – ensuring that the 3 day Festival retains the best opportunities to attract visitors, while also maximising its role in delivering community benefits and a demand driver for new visits to the region. Multiday music festivals such as Woodford Folk Festival and Bluesfest tend to be located on long weekends and during school holidays to maximise ticket sales and delivery of objectives.

While moving the event has the potential to increase economic benefits associated with the event, constraints that will need to be considered before trialling a move in the calendar including:

- Availability of volunteers during non-school holiday times.
- Availability of the primary schools site for camping during term-time.

Event Scale

RECOMMENDATION 6: REFOCUS THE EVENT AS A HIGH QUALITY CURATED MUSIC FESTIVAL

Pre-COVID, the Kings Beach location maxed-out at approximately 33,000 visitors over 4 days. There are limited opportunities to grow further without detracting from experience levels and local amenity. While economic benefits have continued to grow alongside increasing attendances, the mix of community objectives and delivering a commercially appealing event have required ongoing net-investment from Council.

The 2021 event was delivered in the COVID period, over a shorter period (3 days), attracting approximately 16,000 visitors. Experience levels remained high, and the smaller event is better aligned with the infrastructure and confines of Kings Beach.

This model is recommended as the basis going forward – a 3 day event with a maximum target total attendance in the 20,000-24,000 range. This range provides the sweet spot in terms of balance between venue capacity and the scale needed to generate sufficient revenue.

CMF Business Plan, December 2022

Caloundra Music Festival Business Plan 2023-2026

Maximising Economic Impact

RECOMMENDATION 7: ACTIONS TO MAXIMISE ECONOMIC IMPACT FROM A SMALLER SCALE EVENT

Maximising economic benefits from a smaller scale event requires a mix of a focus on yield per customer, generating additional expenditure and minimising costs. Considerations include:

- A high quality event line-up, and overall program quality which generates local, interstate and intrastate ticket sales. Without this demand driver, community and economic outcomes will not be achieved,
- Continuing to build partnerships with local accommodation partners, growing occupancy in an off-peak period.
- Examining opportunities to grow average spend per customer during the event – high quality food and drink, added value/VIP experiences, ticket price points etc.
- Investigate bookending opportunities with artists to play gigs before and after the festival.
- Investigate Caloundra-wide opportunities to spread visitor activities and benefits beyond the festival fence – a day festival provides the best window to build performances in existing music venues or extend festival goers' access rights to other venues throughout Caloundra.
- Based on 2021 and 2022 economic impact estimates, a target of \$3.5m direct economic benefit to the Sunshine Coast region is an achievable target.
- Yield per customer is an increasingly important measure – a stretch target is to seek 5% year on year growth based on the 2021 performance benchmark.

A Focus on Financial Performance

RECOMMENDATION 8: BUILDING EFFICIENT FINANCIAL PERFORMANCE

Overall management of the Festival is strong and community/economic outputs are significant, however delivery of the event at a deficit requires value for money to be considered.

It was noted the 2021 event's pared back scale (3 days and approximately 16,000 attendees) was delivered with an improved bottom line, near the break-even point. However, financial performance for the 2022 event performance delivered a financial bottom line which was more typical of the previous 5 years' net operating costs.

Evaluating all circumstances, analysis indicates that achieving a break-even position for CMF when it has strong community focus rather than being an outright commercial event is unrealistic. Traditional avenues for festivals to maximise revenue i.e., alcohol sales are not appropriate for CMF.

As the basis for this KPI, a new three year funding agreement should be determined based on anticipated revenues from the smaller scale event, and the investment required to deliver a high-quality music festival alongside community-focused outcomes.

It is important to recognise that delivering a festival with community outcomes requires ongoing investment, which would not normally be part of a Music Festival business plan where there are only commercial or economic development objectives.

Other considerations include:

- A focus on increasing yield per capita for attendees - sponsorship and other non-ticket revenue remain difficult to generate.

CMF Business Plan, December 2022

Caloundra Music Festival Business Plan 2023-2026

- Continuing to seek an appropriate balance between cost, quality and reliability in contracted services.

Target Markets

RECOMMENDATION 9: REAFFIRM THE FESTIVAL'S TARGET MARKETS

Excluding 2021's COVID-impacted market, the Festival has formed an established profile of visitors at approximately:

- 50% from local communities
- 40% from elsewhere in Queensland
- 10% from interstate
- Similar numbers seen in 2022

This profile has resisted continued efforts to build interstate audiences further – the reality is that a music event now needs to have a major artist who is not playing elsewhere in Australia to shift this dial further. There should be a continued focus on attracting high spending, longer staying interstate visitors, however, the 10% threshold is a realistic target.

Other marketing considerations include:

- Maintaining the family-friendly vibe of the Festival and the established demographic mix based around families and older demographic segments.
- Capitalising on the re-establishment of route networks to and from Sunshine Coast Airport. Melbourne trade has experienced strong growth since markets re-opened and the new Bonza routes to regional destinations provide new opportunities.
- The New Zealand (VFR and leisure) market is expected to rebound quickest of the international markets
- Music industry partners and supporters of young talent. While small in number, there may be further potential in the context of the 'famous for music' concept.
- Sunshine Coast locals (and new arrivals in the region) are the largest segment. Repeat visitation is strong, therefore ticketing measures which encourage repeat/automated purchases/membership/ friends of the festival concepts, continue to offer potential.

RECOMMENDATION 10: PREPARE AN UPDATED MARKETING AND COMMUNICATIONS PLAN

Based on the target markets outlined above the following additional or new marketing activities are recommended for inclusion in the 2023 period, in addition to the activities that have successfully driven ticket sales and awareness of the festival to date:

- An annual marketing plan with VSC, Sunshine Coast Airport, and local music and arts stakeholders.
- As the region's population continues to grow, prepare a locals marketing campaign developed in partnership with Council to target new residents with a 'What's On' program.
- Cooperative marketing with VSC, and the Airport on campaigns where the timing and delivery suits inclusion of the festival as a package option.
- Continued engagement with local media (as sponsors and advocates).

CMF Business Plan, December 2022

Caloundra Music Festival Business Plan 2023-2026

- Deeper engagement with cultural and arts partners, to leverage potential positioning as part of the Horizon Festival, or via a re-energised Fringe Festival. Delivering CMF as part of a broader arts festival has merit, however a key consideration will be ensuring a comfortable strategic fit, and that mutual benefits are available.

Environmental Sustainability of the Festival

RECOMMENDATION 11: CONTINUE TO BUILD THE FESTIVAL'S SUSTAINABILITY CREDENTIALS AND ASPIRE TO BE THE REGION'S FIRST CARBON NET ZERO MUSIC EVENT BY 2027

Excellent progress has been made in building sustainability as an integral part of event delivery; however, market expectations continue to evolve – customers are becoming more demanding in terms of their expectations and policy requirements are also expected to progress further over the next 3 to 5 years. Council is also expected to be a leader in demonstrating its sustainability credentials.

The next stage for the Festival is to manage its policies and be in position to measure its water, energy, waste, and visitor activities – these are the building blocks for being able to determine carbon emissions. If CMF is to be able to position itself as carbon net zero, having these measures in place are an essential first step. Other considerations in the journey towards net zero include:

- Building in communication with customers as part of the plan.
- Being transparent about the methodology and processes applied to any sustainability statements – third party auditing or verification is a consideration.
- A climate mitigation plan, led by initiatives to minimise impact.
- Thinking about offsetting options - whether Council invests in the offsetting costs or seeks voluntary contributions by visitors. Added value can be generated by the offsetting project being locally based.
- Having business cases and costings pre-prepared in the event of external grant application opportunities being available is a practical step to take.

Festival Infrastructure

RECOMMENDATION 12: TARGETED INVESTMENT IN NEW INFRASTRUCTURE THAT BUILDS IMPROVED EFFICIENCY IN EVENT DELIVERY AND IMPROVED VISITOR EXPERIENCE

If the recommendation to reduce the scale and duration of the event with a reduced maximum attendance to 20,000 is accepted, some infrastructure pressure on the King's Beach site will be eased, however continued investment is required. Infrastructure considerations include:

- Taking a longer term (Olympics) perspective towards upgrading multi-purpose events infrastructure at Kings Beach.
- An upgraded stage main stage set up and back of house areas are priorities.
- Continued investigation of technological advance to aid delivery and experiences provided - ticketing technology and security can continue to be improved. Application of AR/VR experiences are also now being integrated into event delivery.
- With a smaller scale attendance, there is a renewed focus on building yield from customers – high quality set ups for food and beverage areas will be increasingly important
- Having business cases and costings pre-prepared in the event of external grant application opportunities being available is a practical step to take.

Caloundra Music Festival Business Plan 2023-2026

Curation and Content for the Event

RECOMMENDATION 13: CONTINUED EVOLUTION OF THE EVENT TO MEET COMMUNITY AND MARKET DEMAND

The new vision for the Festival evolves positioning to re-emphasise the importance of engaging Sunshine Coast communities while continuing to offer music-based experiences which attract visitors. Event research has demonstrated that an estimated 1025 people have moved to the Caloundra region (4551 postcode), citing the Festival as a reason for doing so – CMF is seen as a reflection of what makes the region an attractive destination to live and work as well as visit.

A smaller investment in the artists line-up for the 2022 event, was seen as a contributing factor behind the lower than expected ticket sales, alongside the change in (last minute) ticket buying habits by customers, and poor weather on the weekend.

Considerations in delivering community and economic outcomes include:

- Within what will be a volatile events market over the next three year period, a higher volume of international touring artists are expected. The Festival should continue to invest in a strong program and artists line-up as a pre-requisite for success.
- While a wholesale change from a traditional 'fenced' festival is not recommended, explore ways to extend the event into existing Caloundra music venues. Extending event pass rights/revenue sharing may provide new development opportunities.
- Music tastes evolve constantly therefore the line-up for the Festival is an annual consideration, however, the eclectic family friendly mix which CMF has become known for continues to be pertinent.
- The Festival has built a strong program of community engagement in terms of delivery/partnering opportunities, and fund-raising. This focus should be retained, but with added emphasis on local musician participation.
- Build deeper relationships with arts and music partners. Investigate the opportunities to establish marketing and communication around the Sunshine Coast being 'famous for music.'
- Stakeholder and customer satisfaction levels remain suitable as KPIs.

Governance and Organisation

RECOMMENDATION 14: CONTINUED DIRECT DELIVERY BY COUNCIL AS THE MOST APPROPRIATE SHORT-TERM GOVERNANCE MECHANISM

In the short-term, the refreshed Festival vision and objectives are best served by retaining current delivery and governance arrangements from within Council. This suits the requirements of an event that has economic and community objectives.

There is commercial potential in the event which could be leveraged by delivery mechanisms outside direct Council control, however, the importance of the retention of a community component indicates that delivery is most appropriately retained in house during the next years of Festival operation.

Even if delivery via a controlled arms-length entity is perhaps the optimal means of delivery in the medium term, it is likely that Council would continue to need to underwrite/invest in the delivery of community outcomes.

CMF Business Plan, December 2022

Caloundra Music Festival Business Plan 2023-2026

RECOMMENDATION 15: INVESTIGATING ARMS-LENGTH DELIVERY OF THE FESTIVAL AS THE PREFERRED MEDIUM-TERM GOVERNANCE SOLUTION

In normal circumstances, a larger scale music event, is more likely to have its objectives met by being delivered by private enterprise – it is accepted that the varied roles performed by Council bring limitations in terms of risk-taking, commerciality and innovation. A council-controlled arms-length entity provides a suitable middle ground of public sector ownership being retained but with freedom to operate in a commercial manner.

It is recommended that Council investigates the feasibility introducing this management approach by the end of the business plan period (2026). Given that Council uses this type of mechanism to manage Caloundra Events Centre, part of feasibility assessment could consider potential economies of scale available from CMF event management potentially being incorporated into its remit.

The open market can still be evaluated for private enterprises to come forward to manage the event, however the requirement to deliver community benefits is likely to limit appeal without ongoing Council involvement or investment. Nonetheless, contracting with a private entity to deliver certain services as part of the event is also a reasonably straightforward approach.

RECOMMENDATION 16: CONTINUE TO BUILD PARTNERSHIPS WITH LOCAL MUSIC INDUSTRY PARTNERS

CMF has made significant strides in building relationships with local music industry partners including:

- Mooloolaba Music sponsored the festival in 2021 and 2022, through support stage management, technical production management and artist programming.
- Partnerships with other festivals including Busking by the Lake.
- Partnerships with local music venues including Kings Beach Tavern providing after-show entertainment, Norton Music Factory providing rehearsal space, and all local venues have been offered the opportunity to promote their live music program via the CMF app.
- Partnering with Beerwah State High School's SURGE program.

Regardless, a negative general characteristic of direct public sector delivery, is that despite best endeavours to communicate and engage, it can be perceived by some as a closed shop, with limited opportunity to engage.

It is accepted that from time to time, Council's Festival team has to take management decisions that not all partners agree with, therefore some differences of opinion are inevitable, however there are further opportunities to grow the excellent industry links that already have been established including;

- Building on the successes of Beerwah State High School's SURGE program to extend to all local schools. Building a thriving local network of performers can support all local music industry partners.
- Opportunities to start a broader discussion/forum with music and live entertainment partners about how to develop the region's music industry.


CMF Business Plan, December 2022

Caloundra Music Festival Business Plan 2023-2026

06 – Appendix 1: Consultation List

The following stakeholders were consulted during preparation of the business plan:

- Cr Terry Landsberg
- Cr Maria Suarez
- Cr David Law
- John Williams, CEO. Sunshine Coast Broadcasters Pty Ltd
- Steve Romer, CEO, The Events Centre
- Michael Shadforth, Chair, Caloundra Chamber of Commerce
- Ian Smith, National Entertainment Manager, Aus Venues



EarthCheck
earthcheck.org
Where are we? lights.begin.aura
info@earthcheck.org
+61 7 3924 4200



Business Plan - 2023-2025

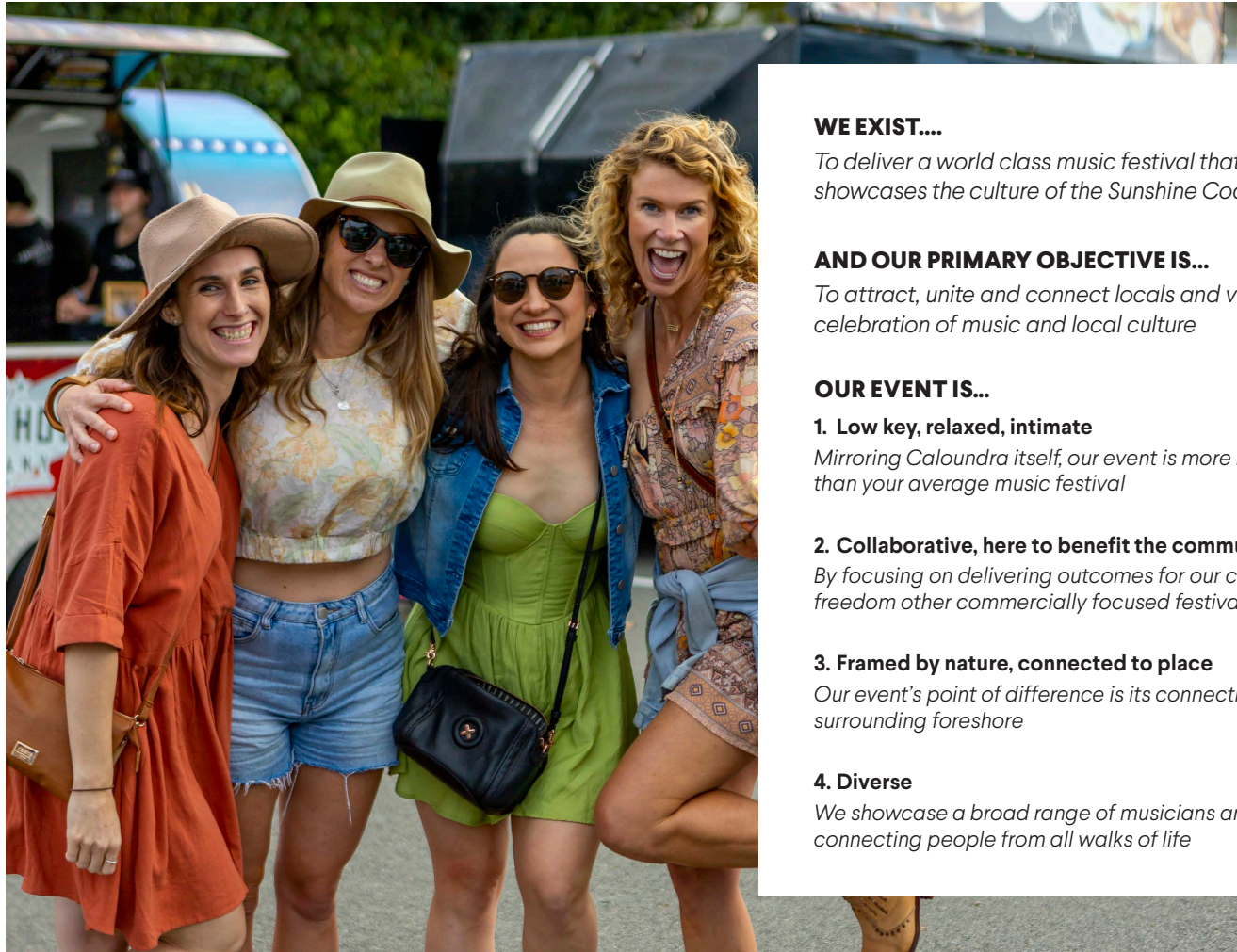
The Caloundra Music Festival is an annual celebration of international quality music and local culture. First staged in 2007, the event celebrated its 15th year in 2022 as one of our region's most beloved events.

Created with the intent of delivering a range of social and economic benefits to the Sunshine Coast community, our event connects people and instills a sense of pride amongst locals like no other. Being created first and foremost to drive community benefit provides us with the financial and operational freedom to innovate and deliver a genuinely unique attendee experience.

As our event continues to rebound from the impacts of recent years, this Business Plan spells out our event's fundamental success factors, and provides an overarching direction for continued, ongoing success.

CMF – OUR PURPOSE





WE EXIST....

To deliver a world class music festival that celebrates and showcases the culture of the Sunshine Coast

AND OUR PRIMARY OBJECTIVE IS...

To attract, unite and connect locals and visitors alike in a celebration of music and local culture

OUR EVENT IS...

1. Low key, relaxed, intimate

Mirroring Caloundra itself, our event is more relaxed and laid-back than your average music festival

2. Collaborative, here to benefit the community

By focusing on delivering outcomes for our community, we have a freedom other commercially focused festivals simply don't have

3. Framed by nature, connected to place

Our event's point of difference is its connection to the beach and the surrounding foreshore

4. Diverse

We showcase a broad range of musicians and music genres, in turn connecting people from all walks of life

OUR EVENT'S VALUES

HOW WE DEFINE THEM AND WHY THEY ARE IMPORTANT TO US

Our values define our event. By ensuring they come through in how we run the event, we strengthen what has made us a success to date, and in turn, ensure the event's future.

We use these values to make decisions about our marketing and communications, the day's content, operational decisions, and who we choose as our event partners.

Before making key decisions we first ask; *Will this align with and enhance one or more of our values?*

1. Low-key, relaxed, intimate

Mirroring Caloundra itself, our event is more relaxed and laid back than your average festival.

The low-key spirit of our event provides an environment in which connection with others can flourish.

From impromptu gigs on the sand with John Butler, to Xavier Rudd singing amongst the crowd, this festival delivers moments of connection between artist and audience that few others can.

2. Collaborative, here to benefit the community

By focusing on delivering outcomes for our community, we have freedom other commercially focused festivals simply don't have

Created with the primary intent of delivering social and economic benefit to our community, we are collaborative, innovative and generous in spirit.

From being the first festival in Australia to ban single-use plastic water bottles, to our collaborations with local high-schools and TAFE, through to our ambition to be carbon net zero by 2027, the financial freedom we have means we can deliver on the "brand promise" of the Sunshine Coast being a place where collaboration, innovation and creativity thrive.

CMF – OUR VALUES

3. Framed by nature, connected to place

Our event's point of difference is its connection to the beach and surrounding foreshore

Our event is at its best when its connected to the nature that surrounds us. The way in which our event's various spaces and stages are interspersed across Kings Beach fosters a true sense of place.

This connection to place leaves our attendees with a set of unique memories that transform them into our biggest advocates, and sees them return year after year.

4. Diverse

We showcase a broad range of musicians and music genres, in turn connecting people from all walks of life

By ensuring our programming is diverse and includes locally based artists, we broaden our appeal and open ourselves up to different audiences.

Coupled with our event's relaxed environment, this diversity of programming brings a wide range of people together to connect with each other in a space of collective celebration.



03



OUR STRATEGIC PRIORITIES

The three Strategic Priorities below have been identified as high level focus areas that will complement the recommendations in our existing strategic documentation.

By executing on these three priorities, we will;

1. Deepen the understanding of our attendees and build on their loyalty,
2. Expand on the range of local organisations we collaborate with, and
3. Raise awareness of the range of impacts and achievements our festival delivers amongst key stakeholders.

Strategic priority	Our actions	Desired outcomes
1. Grow our understanding of the benefits CMF delivers beyond economic impact, and how that impact contributes towards SCC objectives	<ol style="list-style-type: none"> i. Spend time to identify the precise metrics within relevant SCC plans and strategies that CMF contributes to ii. Continue to invest in research with our attendees and wider Sunshine Coast community to measure the extent to which it feeds in to the identified SCC plans and strategies 	<ol style="list-style-type: none"> i. As our underwriter, ensure Sunshine Coast Council executive and Councillors fully understand the range of benefits our festival delivers, and the extent to which it feeds directly into the defined objectives in SCC plans and strategies such as the Music Sector Plan, Arts Plan and Major Events Strategy
2. Continue to collaborate and innovate with locally based organisations, in turn expanding the event program and footprint	<ol style="list-style-type: none"> i. Collaborate, explore and implement more locally based ideas and initiatives within the event footprint that are aligned with one or more of our four values ii. Continue to pursue the goal of becoming the region's first net-zero carbon event by 2027 	<ol style="list-style-type: none"> i. Continue to be one of the community's most prominent examples of our region's place brand in action ii. Bring more Sunshine Coast based organisations in to our mix of festival stakeholders
3. Proactively tell our story back to attendees and key stakeholders	<ol style="list-style-type: none"> i. Openly communicate and share our event's history of innovation, giving back to and supporting the community, and the contribution we make to various locally based not-for-profit groups 	<ol style="list-style-type: none"> i. Raise awareness of our major achievements as a festival, and in turn deepen the relationships and loyalty we enjoy from our existing customer base ii. Continue to build the event's base of advocates within Council, our attendees and other key stakeholders

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

SWOT ANALYSIS

Our SWOT analysis is critical to our event's ongoing health.

Clarifying what they are and how to address them provides us with focus and direction on that which is fundamental to our event's sustainability.

Given our extensive existing strategic documentation, the single most important Strength, Weakness, Opportunity and Threat has been selected in the pages that follow. They have been identified as those that go to the heart of our event's fundamental health and ability to deliver a range of benefits to the community.

PRIORITY STRENGTH

Having the financial security to pursue innovative ideas and implement community friendly initiatives

From the outset, the primary outcome our event has been charged with delivering is community benefit, not profitability. This has provided us with the freedom to collaborate and implement ideas to an extent that commercially driven festivals aren't able to.

Our extensive waste management process, the banning of single-use plastic water bottles, the prioritisation of local vendors, free shuttle services, the Caloundra State Primary school generating revenue from camping fees, our collaboration with the local TAFE's electrical apprenticeships program, our mentoring of local school kids as part of the SURGE High School Rock Spectacular, Funky Forest (the dedicated, programmed kids space), limited alcohol licencing and highlighting of local businesses via the mobile app are just a few of the initiatives that help make our festival what it is, and simply wouldn't be possible if we were compelled to make a profit.

Our action

Extend our collaboration with local organisations, prioritising innovative, locally driven initiatives when adding to our program

Aligned strategic priorities

2 - Continue to collaborate and innovate with locally based organisations, in turn expanding the event program and footprint

CMF – PRIORITY STRENGTH



05



CMF—PRIORITY WEAKNESS

SWOT ANALYSIS

PRIORITY WEAKNESS

A limited understanding of the benefits our event drives beyond economic impact

Thanks to our ongoing relationship with Tourism and Events Queensland, we have a robust understanding of the economic benefit our event drives to our region.

To that end, in any given year, our event drives up to \$3m of direct spend to the region, and in excess of \$0.5m of benefit to Queensland.

The impact our event has beyond that direct spend metric is less well understood. Whilst intuitively we know that we are loved by broad swathes of the community, we have not measured the various social and brand benefits we know our event helps to drive.

This has, in part, lead to discussion around the future of our event being focused on profitability. That focus largely ignores the significant impact we have beyond financial and economic outcomes.

Our actions

- i. Spend time identifying the metrics within aligned SCC plans and strategies that our festival contributes to,
- ii. Measure the impact our event has on those metrics,
- iii. Communicate that impact to key stakeholders within and external to SCC

Aligned strategy priorities

1 - Grow our understanding of the benefits CMF delivers beyond economic impact, and how that impact contributes towards SCC objectives.

3 - Proactively tell our story back to attendees and key stakeholders

SWOT ANALYSIS - PRIORITY OPPORTUNITY

Leverage our existing platform/audience to collaborate and drive further brand, economic and social benefits

Recent research with previous attendees of the festival illustrates that our attendees see the Caloundra Music Festival as one of the things that epitomises the Sunshine Coast lifestyle and brand. Indeed, this research identified people that, after attending the festival, decided to move to the region.

To that end, we are one of the most high-profile examples of the Sunshine Coast's place brand in action.

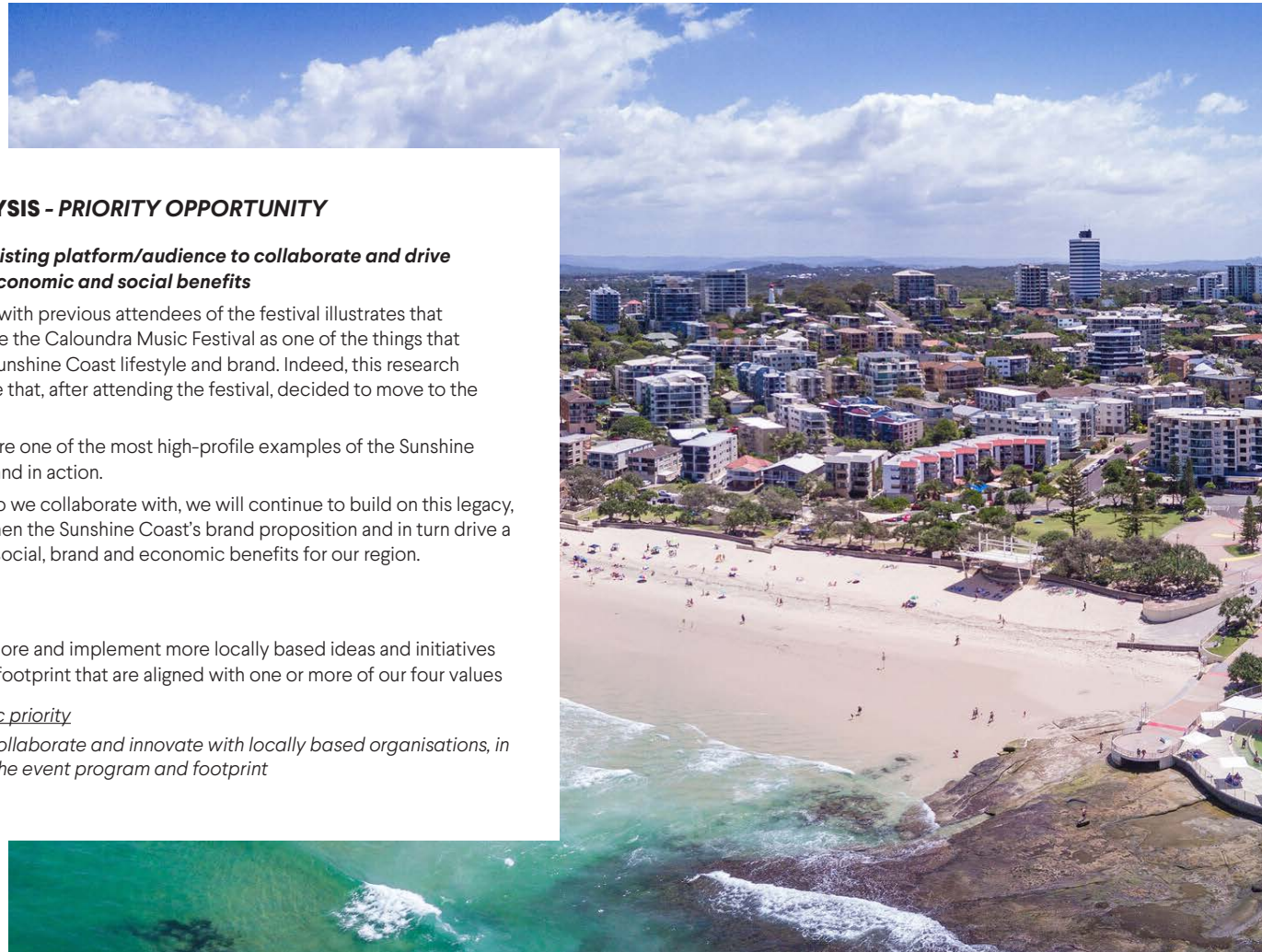
By extending who we collaborate with, we will continue to build on this legacy, helping to strengthen the Sunshine Coast's brand proposition and in turn drive a greater range of social, brand and economic benefits for our region.

Our action

Collaborate, explore and implement more locally based ideas and initiatives within the event footprint that are aligned with one or more of our four values

Aligned strategic priority

2 - Continue to collaborate and innovate with locally based organisations, in turn expanding the event program and footprint





CMF – PRIORITY THREAT

SWOT ANALYSIS

PRIORITY THREAT

Losing control of the event's ownership and direction

Recent discussions and suggestions of the potential handover of the event to a third party commercial operator present a real and present threat to our event and the legacy it continues to build.

Should organisers be required to spend time and resource on exploring this scenario, it will likely take their focus away from how the event can continue to collaborate, innovate and improve.

Doing so would likely risk the attendee experience, our customer loyalty and in turn, risk damage to our event reputation and brand.

Our action

Openly communicate and share our event's long history of innovation, giving back to and supporting the community and the contribution we make to various locally based not-for-profit groups

Aligned strategic priorities

3 - Proactively tell our story back to attendees and key stakeholders

MARKETING AND DRIVING OUT-OF-REGION VISITATION

Despite a drop in overall attendance in recent years, the visitation and subsequent economic impact delivered by our event remains robust with almost \$3m in direct spend delivered in to our region, and \$0.5m in to Queensland via interstate visitation. As such, in partnership with TEQ, we will continue to actively market our event to potential intra and interstate visitors.

As with previous years, the key messages in our communications will focus on the headline acts. In addition to that, and in line with our strategic priorities, we will also actively let our target audience know about the impacts CMF has that we're proudest of, and by extension, our value set.

In terms of audience profile, we will leverage the strength of the Sunshine Coast's brand and focus on marketing CMF to our target segments of:

- "Festival goer" women aged 25-64 in SE Queensland,
- Musicians and live music fans in SE Queensland and NSW population centres north of Sydney

In line with those two target segments, our marketing activity will focus on:

1. Above the line marketing

Our key planks include:

- Social media, focusing on Meta and TikTok - Skews female 25-64,
- Street press in SE Queensland, Sydney, Newcastle, Port Macquarie, Coffs Harbour and Byron Bay
- Outdoor including key sites across major highways in SE Queensland
- Co-operative marketing partnerships with radio and local television

2. VFR campaigns

Recent research indicated that our event enjoys a particularly high level of awareness locally. Leveraging that awareness, we will create a campaign that actively encourages locals to invite out-of-town friends and family to make the trip to CMF.

Doing so in parallel with an above the line campaign that includes significant out-of-region activity will fortify the significant economic impact our event delivers in the years ahead.



2023 - 2025

THREE-YEAR STRATEGY

The three overarching objectives of our three-year strategy are to:

1. Deepen the understanding of our attendees and build on their loyalty to us,
2. Expand on the range of local organisations we collaborate with, and
3. Raise awareness of the range of impacts and achievements our festival delivers amongst key stakeholders.

By focusing on achieving these three objectives we will provide key stakeholders - particularly within Sunshine Coast Council - with a more complete picture of the impact the festival delivers for the community.

By doing so, we aim understand how we can grow our impact and in turn fortify the Council's ongoing commitment to the event.



2023

COLLABORATE AND MEASURE

We will leverage our strong local awareness and sense of pride in the event to collaborate with more local groups across the Sunshine Coast.

In doing so, we will partner with the express extent of extending the impact of our event across the Sunshine Coast LGA.

This will be part of a highly localised approach designed to deepen our connection with the local audience and in turn stabilise the festival after impacts of the lower attendances in 2021 and 2022.

Targeted out-of-region marketing will complement a VFR campaign designed to fortify the visitation and economic impact delivered to the region's visitor economy.

CMF - THREE-YEAR STRATEGY OVERVIEW

2024

TELL OUR STORY

Taking the results from our focus on collaboration in 2023, we will actively and creatively tell the story about the impact our event has.

Looking back on our history, we will tell our attendees and the broader community what we're proudest of over the 16 years prior.

In doing so, we'll at once; deepen the sense of local pride and appreciation of the event, whilst also re-inforcing the Sunshine Coast place brand with visitors.

To ensure we build on the understanding we have of our event's impact, we will invest resource in to a dedicated research program that measures our impact in a more holistic manner than years gone by.

2025

INNOVATE AND EVOLVE

As we advance our progress towards carbon neutrality by 2027, we will introduce and test initiatives that reinforce our position as a leader amongst Australia's live music festivals.

Taking a imaginative and consultative approach, we'll create festival content that aims to address contemporary issues within our community and wider society.

We'll extend this approach to the manner in which we program and deliver the festival more generally. Taking in to account the SCC's Music Plan, this may include the likes of a "fringe" element of the festival, a "road to CMF" set of lead up events across the Sunshine Coast LGA, and a series of smaller, boutique concerts during the festival.

10