



Sunshine Coast Agricultural Show Society

Celebrating One Show

Strategic Direction 2026 – 2030

Message from the President

As we look towards the future, the Sunshine Coast Agricultural Show enters the 2026-2030 period with strong foundations.

For more than 120 years, the Show has celebrated agriculture, community, creativity and local achievement. It remains one of Queensland's leading Agricultural Shows and continues to play an important role in connecting people across the Sunshine Coast and hinterland regions.

Throughout the strategic planning process, stakeholders consistently recognised the strengths of the Show: its agricultural heritage, passionate volunteers, respected reputation, quality programs and strong contribution to community life. Participants also identified important opportunities to strengthen leadership succession, increase member engagement, improve communication, grow community connections and build long-term sustainability.

The strongest message emerging from the consultation process was the desire to create a stronger culture that celebrates One Show. While members, volunteers and user groups are deeply committed to their own sections and areas of responsibility, the future success of the Society will depend on strengthening collaboration, shared ownership and belonging across the entire organisation.

Over the 2026-2030 period, we will focus on strengthening our people, growing community participation, activating our Showgrounds, developing partnerships and building a sustainable culture that celebrates One Show that supports the future of the Sunshine Coast Agricultural Show.

Our Strategic Direction is guided by four pillars:

CULTURE

People, Leadership,
Belonging and Celebrating One Show

COMMUNITY

Community Connection
and Regional Impact

EXPERIENCE

Show Experience,
Agriculture and Identity

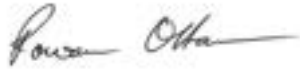
SUSTAINABILITY

Sustainable Organisation
and Activated Showgrounds



This Strategic Direction defines our destination. Our SCASS Operations Plan will translate it into annual priorities, targets and performance measurements aligned to this strategy.

Together we honour our past, strengthen and celebrate our present and intentionally shape a resilient and sustainable future-ready show society.



Rowan O'Hara

President





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Our Purpose

To celebrate and connect the Sunshine Coast community through agriculture, learning, creativity and shared experiences, preserving our heritage while inspiring future generations.

The Sunshine Coast Agricultural Show exists to bring people together through shared experiences that reflect the character, diversity and traditions of our region. We celebrate agriculture, showcase local talent, create opportunities for learning and leadership and foster community pride through participation, volunteering and connection.

Our purpose extends beyond the annual Show. We contribute to agricultural awareness, regional identity, community connection and opportunities for all people to learn, participate and contribute. While priorities may evolve over time, our purpose remains enduring and serves as a foundation for all decisions and actions.



Our Strategic Advantage

The Sunshine Coast Agricultural Show's strength lies in the combination of its heritage, people, place and community connections.

Our people

Our people are passionate volunteers, members, exhibitors, sponsors and supporters whose commitment has sustained the Show for generations. Their knowledge, dedication and civic contribution remain central to the Society's success.

Our heritage

Our heritage is significant. With more than 120 years of history and community trust, the Show occupies an important place in the cultural life of the Sunshine Coast and remains one of Queensland's leading Agricultural Shows.

Our community connections

Our community connections are broad and diverse. Strong relationships with schools, community organisations, businesses, industry groups and government provide a solid foundation for future growth and impact.

Our place

Our place is distinctive. The Nambour Showgrounds are an important community asset with significant potential to support year-round engagement, additional activation and regional contribution.

Together, these strengths position the Society to preserve its traditions while adapting to changing community needs and opportunities.



Our Vision

A thriving, inclusive and future-ready Show Society that brings people together through agriculture, innovation, learning and community connection, enriching the region for generations to come.

Our vision reflects an aspiration to be recognised as more than an annual event. It is a future where agriculture remains visible and valued, where people feel connected to the Show, where community partnerships flourish and where future generations actively contribute to the ongoing success of the Society.

Connection sits at the heart of this vision. A connected Show Society is one where members understand their shared purpose, respect diverse contributions and work together to celebrate One Show.

This vision extends beyond this strategic planning cycle. It defines the standard we aspire to embody, not simply what we intend to deliver over the 2026-2030 period.



2030 Strategic Objective

Every member, volunteer and stakeholder feels connected to One Show and proud to contribute.

The 2030 Strategic Objective is the focal point for this Strategic Direction.

By 2030, the Society will have strengthened engagement, participation, leadership capability and community connection. Leadership pathways will be clearer, future leaders will be actively developed, and the organisation will be less reliant on a small number of individuals.

A culture that celebrates One Show will be visible across committees, user groups, volunteers, exhibitors and members. Communication will be stronger, collaboration more deliberate and a greater sense of ownership will be shared throughout the Society.

The Showgrounds will play a more active year-round role within the community, partnerships will be stronger and the Society's contribution to agriculture, education and community life will be better understood and valued.

Success will be measured not only through attendance, sponsorship, infrastructure investment and financial sustainability, but through member experience and whether people feel welcomed, connected and proud to contribute.



Our Values

Through the strategic survey, round table discussions and co-design workshops, stakeholders consistently identified a strong set of values that reflect how the Sunshine Coast Agricultural Show Society works, leads and contributes to the community. These values provide the behavioural foundation for achieving our vision and building a stronger culture that celebrates One Show.

Our strategic success relies entirely on strong leadership and a clear framework of behavioural expectations. We actively encourage 'Above the Line' behaviours that drive us forward, while remaining firm on eliminating 'Below the Line' actions that may compromise our shared success.



CELEBRATING ONE SHOW

COMMUNITY FIRST

STEWARDSHIP

INCLUSION AND BELONGING

LEARNING AND LEADERSHIP





CELEBRATING ONE SHOW

We are strongest when we work together with a shared sense of purpose.

The Sunshine Coast Agricultural Show is built on the contribution of many people, sections, committees, volunteers, exhibitors and partners. While we may contribute in different ways, we are united by a shared commitment to the success of the Show. Celebrating One Show means working collaboratively, sharing knowledge, recognising contributions, celebrating achievements and creating a strong sense of belonging across the Society.

Above the Line Behaviours

- Collaborates across sections, committees and user groups
- Shares information, knowledge and resources
- Supports whole of organisation success
- Celebrates collective achievements and contributions
- Recognises volunteers, members and partners
- Actively contributes to a positive culture
- Encourages participation and connection
- Builds relationships beyond individual areas of responsibility

Below the Line Behaviours

- Operates in silos
- Protects territory or information
- Focuses only on sectional interests
- Dismisses the contribution of others
- Creates barriers to participation
- Avoids collaboration
- Undermines trust or shared ownership
- Withholds support for other sections or initiatives



COMMUNITY FIRST

We create positive outcomes for our community.

The Sunshine Coast Agricultural Show exists to serve its community. We create opportunities for connection, participation, learning and celebration that strengthen community pride and regional identity.

Above the Line Behaviours

- Welcomes participation and involvement
- Creates opportunities for connection and contribution
- Considers the needs of the broader community
- Supports activities that strengthen community pride
- Acts in the best interests of the Society and region

Below the Line Behaviours

- Excludes others from participation
- Prioritises personal interests over community benefit
- Dismisses community perspectives
- Overlooks opportunities to strengthen community connection
- Focuses solely on individual or sectional outcomes





STEWARDSHIP

We honour our heritage while preparing for the future.

We recognise our responsibility to protect the legacy entrusted to us while making decisions that strengthen the Society for future generations.

Above the Line Behaviours

- Respects the history and traditions of the Show
- Makes decisions with a long-term perspective
- Supports succession and leadership development
- Shares knowledge and experience
- Uses resources responsibly
- Protects and enhances the Society's reputation

Below the Line Behaviours

- Prioritises short term interests over long term sustainability
- Resists all change without consideration
- Fails to share knowledge or experience
- Neglects responsibilities or assets
- Ignores opportunities for improvement
- Takes the Society's legacy for granted



INCLUSION AND BELONGING

We create opportunities for people to feel welcomed, valued and able to contribute.

We believe the Show is strengthened when people from diverse backgrounds, experiences and generations are encouraged to participate and have a voice.

Above the Line Behaviours

- Welcomes new members, volunteers and participants
- Listens respectfully to diverse perspectives
- Encourages involvement and participation
- Creates pathways for contribution and leadership
- Supports intergenerational learning and connection
- Ensures people feel valued and included

Below the Line Behaviours

- Creates barriers to involvement
- Dismisses new ideas or perspectives
- Excludes people from opportunities
- Discourages participation
- Fails to support new members or volunteers
- Allows cliques or exclusive behaviours to develop





LEARNING AND LEADERSHIP

We invest in people, share knowledge and develop future leaders.

We support learning, mentoring, innovation and leadership development to ensure the Society remains resilient and sustainable.

Above the Line Behaviours

- Mentors and supports others
- Shares knowledge and experience
- Embraces learning and development
- Encourages emerging leaders
- Seeks feedback and continuous improvement
- Takes responsibility and leads positively

Below the Line Behaviours

- Hoards knowledge
- Avoids responsibility or accountability
- Resists learning or development
- Discourages emerging leaders
- Rejects constructive feedback
- Relies on others to solve problems



Our Strategic Pillars

The Strategic Pillars provide the organising framework for this Strategic Direction. They identify where the Society will focus its energy, investment and leadership attention over the 2026-2030 period as it remains anchored in its Purpose, guided by its Vision and works towards its 2030 Strategic Objective.

The pillars are interconnected and mutually reinforcing. Together they strengthen culture, community connection, organisational sustainability, agricultural identity and regional impact.



CULTURE

COMMUNITY

EXPERIENCE

SUSTAINABILITY





CULTURE

People, Leadership, Belonging and Celebrating One Show

Strategic Intent

Strengthen belonging, participation and leadership by fostering a culture that celebrates One Show and inspires contribution to a shared purpose.

Key Focus Areas

- Building a One Show culture across all sections, committees and user groups.
- Strengthening member engagement, participation and ownership.
- Improving communication and connection across the organisation.
- Reducing siloed ways of working while respecting diverse contributions.
- Growing volunteer participation, wellbeing and retention.
- Developing future leaders and succession pathways.
- Supporting mentoring, knowledge transfer and capacity development.
- Creating leadership opportunities for younger generations.
- Recognising and celebrating volunteers, members, exhibitors, sponsors and partners.
- Using celebration and recognition to strengthen belonging, pride and retention.
- Creating opportunities for connection beyond Show Week.



COMMUNITY

Community Connection and Regional Impact

Strategic Intent

Strengthen the Show's role as a trusted community connector, educator and regional partner.

Key Focus Areas

- Strengthening community engagement throughout the year.
- Expanding school engagement and agricultural learning opportunities.
- Building deeper partnerships with community organisations, industry and government.
- Improving awareness of the Society's contribution to the region.
- Growing membership and participation.
- Strengthening regional storytelling and promotion.
- Supporting youth engagement, mentoring and leadership opportunities.
- Increasing community visibility and awareness.
- Creating stronger connections between urban and rural communities.





EXPERIENCE

Show Experience, Agriculture and Identity

Strategic Intent

Deliver high-quality experiences that celebrate agriculture, creativity and community while remaining relevant to future generations.

Key Focus Areas

- Maintaining excellence in competitions and programs.
- Celebrating agricultural heritage and innovation.
- Strengthening agricultural storytelling.
- Enriching visitor experiences.
- Supporting creativity, local talent and community participation.
- Increasing youth involvement across competitions and activities.
- Delivering relevant and contemporary experiences.
- Strengthening marketing, promotion and brand awareness.
- Reinforcing the Sunshine Coast Agricultural Show as a signature regional event.



SUSTAINABILITY

Sustainable Organisation and Activated Showgrounds

Strategic Intent

Strengthen organisational sustainability, capability and maximise the value of the Showgrounds as a year-round community asset.

Key Focus Areas

- Governance modernisation and capability development.
- Financial sustainability and diversification of revenue.
- Showgrounds activation and increased venue utilisation.
- Infrastructure planning and investment.
- Strategic partnerships and advocacy.
- Asset management and long-term planning.
- Exploring opportunities for additional events and activities.
- Strengthening organisational systems and processes.
- Increasing the community value generated by the Showgrounds.
- Building organisational resilience and adaptability.



Operational Priorities

The operational priorities outline the core organisational capabilities that will continue to underpin the Sunshine Coast Agricultural Show Society during 2026-2030. These priorities do not replace operational responsibilities; however, they provide the basis for annual planning, resource allocation and performance monitoring.

01 **Strengthening Membership, Volunteering and Leadership Pathways**

Build a strong, sustainable pipeline of members, volunteers and leaders to support the future of the Society.

02 **Strengthening Community and Educational Partnerships**

Expanding relationships with schools, community groups, business, industry and government to increase community impact and participation.

03 **Enhancing Agricultural Education and Show Experiences**

Maintaining high-quality competitions, programs and experiences that celebrate agriculture and community.

04 **Activating the Showgrounds**

Increasing utilisation of facilities through year-round activities, events, partnerships and community engagement opportunities.

05 **Driving Governance Excellence and Financial Sustainability**

Strengthening governance, succession planning, financial stewardship and organisational capability.

06 **Preparing for Regional Growth and Community Change**

Responding proactively to changing demographics, volunteer expectations, technology and regional growth opportunities.



Relationship to the SCASS Operations Plan

The SCASS Operations Plan translates this Strategic Direction into annual priorities, targets and performance measurements aligned to this strategy.

This Strategic Direction defines where the Society is heading. The Operations Plan will define how it will get there.

Each year, priorities will be reviewed and refined to ensure resources, effort and investment remain aligned with the Strategic Direction. Performance measures will support accountability, enable progress monitoring and help the Society respond to emerging opportunities and challenges.



Legacy and 2030

For more than 120 years, generations of volunteers, members, exhibitors, sponsors and community leaders have contributed to the success of the Sunshine Coast Agricultural Show. This legacy reflects service, lasting memories, agricultural pride, community contribution and a commitment to bringing people together through shared experiences.

As the Society looks towards 2030 and beyond, the opportunity is not only to preserve this legacy, but to build upon it. The strategic planning process identified that the future strength of the Sunshine Coast Agricultural Show will depend on its ability to strengthen belonging, participation, leadership and community connection while continuing to evolve with the changing needs of the region.

A recurring theme throughout the consultation process was the importance of creating a stronger culture that celebrates One Show. While facilities, programs, competitions and events remain important, it is ultimately the people of the Show who will determine its future success. Strengthening collaboration, shared ownership and intergenerational leadership will ensure the Society remains relevant, resilient and sustainable for future generations.

An important insight emerging from the final workshop was the role that celebration can play in strengthening culture, connection and organisational sustainability. Participants and facilitators reflected that recognition should extend beyond milestone anniversaries and formal awards to include ongoing opportunities to acknowledge contributions, celebrate achievements and share stories of impact. Celebration helps strengthen community ownership, reinforces volunteer and member retention, supports succession pathways and builds pride in the collective achievements of the Society.

As the Sunshine Coast Agricultural Show enters its next chapter, celebration will continue to play an important role in connecting people to the Society's purpose, recognising those who contribute to its success and reinforcing the shared commitment required to sustain the Show into the future. In this way, celebration becomes more than recognition; it becomes a practical expression of belonging, stewardship and celebrating One Show.

By strengthening a culture that celebrates One Show, investing in future leaders, activating the Showgrounds, deepening community connections and celebrating the people who make the Show possible, the Society can approach 2030 with confidence, purpose and optimism. The next chapter of the Sunshine Coast Agricultural Show will be built on the foundations of its past, strengthened by people in the present and shaped by a shared commitment to the future.



Strategic Facilitator's Note on Process Methodology

The Strategic Direction is the outcome of a co-designed engagement process undertaken with members, volunteers, stakeholders, partners and community representatives.

The process included a Strategic Sentiment Survey, stakeholder round table discussions, a strategic planning workshop and targeted consultation with internal and external stakeholders. Insights were analysed and synthesised into strategic themes, with attention given to both operational opportunities and the adaptive challenges facing the Society.

The engagement highlighted strong support for the Society's purpose, agricultural heritage and contribution to community life. Participants consistently identified opportunities to strengthen leadership pathways, member engagement, communication, community partnerships, year-round activity and organisational sustainability.

The most consistent theme throughout the engagement was the aspiration to strengthen a culture that celebrates One Show. While participation levels in the strategic planning activities varied, the consultation process provided valuable insights into both the strengths of the Society and the opportunities that will shape its future.

This Strategic Direction provides a clear framework for decision-making, investment and organisational development. The SCASS Operations Plan will translate this Strategic Direction into annual priorities, targets and performance measurements aligned to this strategy.

It has been a privilege to support the development of this Strategic Direction. The Sunshine Coast Agricultural Show Society enters its next chapter with strong foundations, a proud history and a clear opportunity to strengthen belonging, leadership, community connection and regional impact for future generations.



Jacqueline Wilson-Smtih

Founder – Facilitator



Ellie O'Hara

Partner – Facilitator



Co-designed with members and stakeholders through a facilitated process by LetsCo Network.

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Strategy on a Page

Sunshine Coast Agricultural Show Society | 2026 – 2030

Celebrating One Show

PURPOSE

To celebrate and connect the Sunshine Coast community through agriculture, learning, creativity and shared experiences, preserving our heritage while inspiring future generations.

VISION

A thriving, inclusive and future-ready Show Society that brings people together through agriculture, innovation, learning and community connection, enriching the region for generations to come.

STRATEGIC ADVANTAGE

The Sunshine Coast Agricultural Show's strength lies in the combination of its heritage, people, place and community connections.

2030 STRATEGIC OBJECTIVE

Every member, volunteer and stakeholder is celebrating One Show and proud to contribute.

Strategic Pillars

CULTURE

People, Leadership, Belonging & Celebrating One Show
Strengthening belonging, participation and leadership by fostering a culture that celebrates One Show and inspires contribution to a shared purpose.

COMMUNITY

Community Connection & Regional Impact
Strengthening the Show's role as a trusted community connector, educator and regional partner.

EXPERIENCE

Show Experience, Agriculture & Identity
Deliver high-quality experiences that celebrate agriculture, creativity and community while remaining relevant to future generations.

SUSTAINABILITY

Sustainable Organisation & Activated Showgrounds
Strengthen organisational sustainability and capability and maximise the Showgrounds' value as a year-round community asset.

Operational Priorities

1. Strengthening Membership, Volunteering & Leadership Pathways
2. Strengthening Community & Educational Partnerships
3. Enhancing Agricultural Education & Show Experiences
4. Activating the Showgrounds
5. Driving Governance Excellence & Financial Sustainability
6. Preparing for Regional Growth & Community Change

Values

Celebrating One Show

We are strongest when we work together with a shared sense of purpose.

Community First

We create positive outcomes for our community.

Stewardship

We honour our heritage while preparing for the future.

Learning and Leadership

We invest in people, share knowledge and develop future leaders.

Inclusion and Belonging

We create opportunities for people to feel welcomed, valued and able to contribute.

Legacy

Together we honour our past, strengthen and celebrate our present and intentionally shape a resilient and sustainable future-ready show society.

Operations Plan

The Operations Plan will define how we will get there - translating the strategy into annual priorities, targets and performance measurements aligned to this strategy.