

RE ACTIVATE



MOOLOOLABA FORESHORE REVITALISATION PROJECT BUSINESS ACTIVATION PLAN

A FRAMEWORK FOR SUPPORTING BUSINESS DURING THE
MOOLOOLABA FORESHORE REVITALISATION PROJECT

NOVEMBER 2024

ACKNOWLEDGMENT OF COUNTRY

We respectfully acknowledge the Traditional Owners and custodians of the land on which the Sunshine Coast is situated, the Kabi Kabi peoples and the Jinibara peoples, and extend that respect to their Elders, past, present and emerging.

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01

INTRODUCTION

1.1

PROJECT BACKGROUND

Reactivate Consulting (Reactivate) has been engaged by Sunshine Coast Council to prepare a Business Activation Plan (BAP) to guide activations and business support during the construction of Stage 2 of the Mooloolaba Foreshore Revitalisation Project.

The Mooloolaba Foreshore Revitalisation Project (the Project) is a long-term placemaking project being delivered by Sunshine Coast Council (SCC) as part of SCC's 2015 Placemaking Mooloolaba Master Plan.

The Project will increase public beachfront parkland by 40%, providing significant benefits for locals, visitors and businesses, and enhancing protection of the foreshore from climate change impacts. Stage 1 of the Project has been completed, and Stage 2 will begin in mid-2025. The Stage 2 - Central Meeting Place Project covers 6,500sqm of beachfront parkland near the Brisbane Road entry point to Mooloolaba Esplanade and the replacement of the existing vertical seawall with a terraced seawall from Brisbane Road to the Surf Club.

Due to the Stage 2 construction works, multiple other construction projects, and ongoing impacts of COVID-19, SCC has invested resources to support Mooloolaba's business community to deliver activation activities that drive footfall and visitor spend within this retail precinct. This Plan will detail activation events, programmes and other proactive measures to support local business, foot traffic and visitation to the precinct. It has also been designed to mitigate impacts that might be experienced by local businesses and other stakeholders as a result of construction.

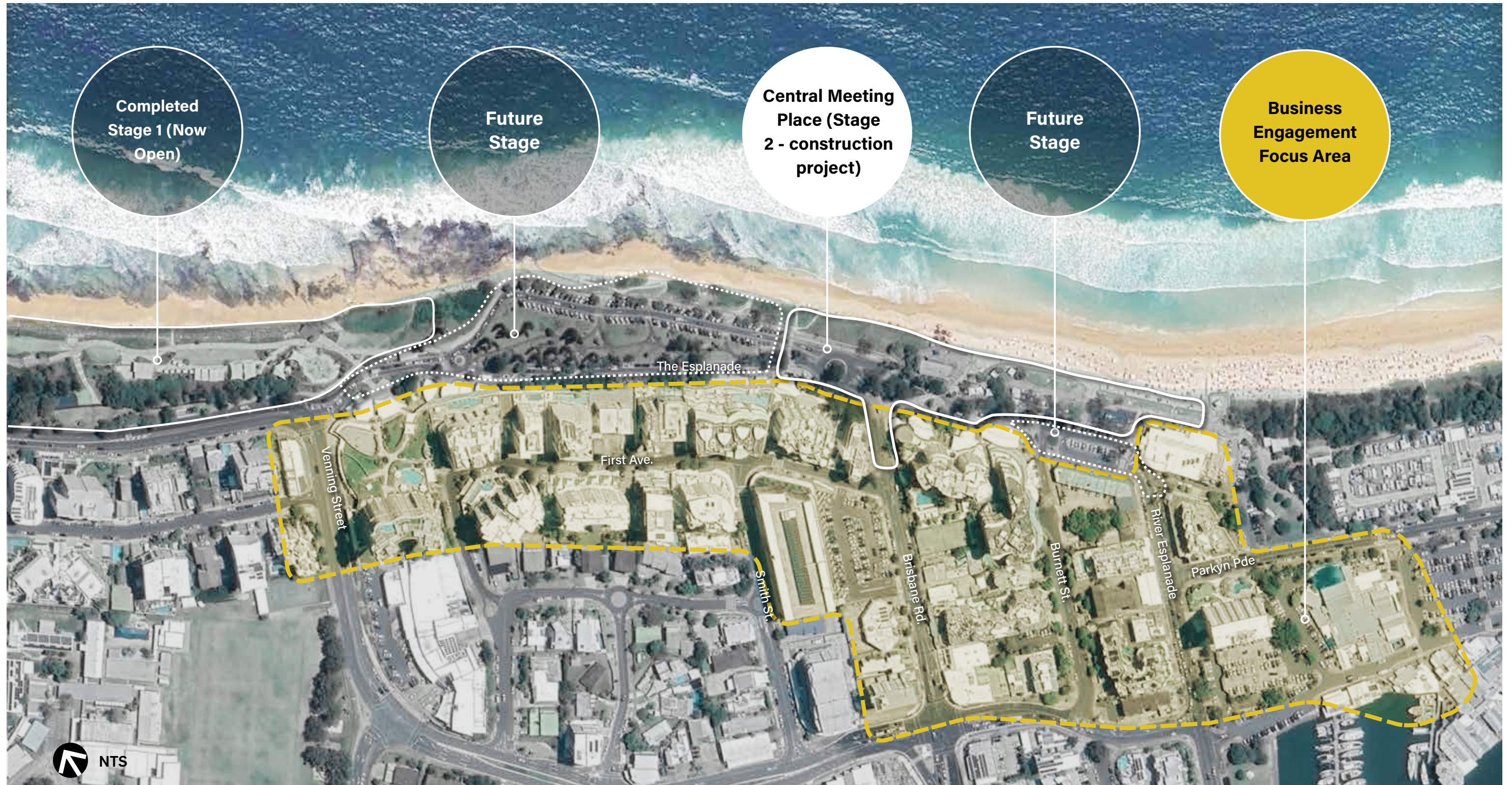
While the BAP has been developed based on extensive engagement and best practice research, it is important that it remains adaptable throughout the various stages of construction and activation. The BAP should be taken as a guide - SCC and its partners should prioritise continuous improvement as events and initiatives are delivered.

Project Objectives

Key objectives of this Plan are to:

- Develop best practice principles that can be implemented pre-construction, during construction and post-construction phases of the project
- Prepare a business continuity plan that will support local business through the different stages of the project
- Inform timeframes, communication and modes of communication SCC uses to keep the business community informed
- Ensure maximum access is maintained to businesses for customers, vehicles and deliveries to mitigate impacts
- Create a road map for how business amenity can best be supported during daily construction activities to mitigate challenges, such as construction noise
- Develop actions to deliver longer term, place-specific benefits and enhance collective and individual business viability and capability
- Establish target activation activities/responses that will promote footfall and support business continuity

1.2 STUDY AREA



1.3

PROJECT PRINCIPLES

The Business Activation Plan is guided by previously identified principles stemming from the Placemaking Mooloolaba Master Plan endorsed by SCC in 2015:



ENHANCE THE WATERFRONT EXPERIENCE

The foreshore parklands and public spaces are of a quality that befits the world-class natural beauty of the beach, river and headland, and are a platform for relaxed recreation and vibrant events.



CONNECT AND ACTIVATE

Activating Mooloolaba's urban areas and connecting waterfronts will help to define clear, legible and attractive links.



INTEGRATE DISTINCTIVE DESTINATIONS

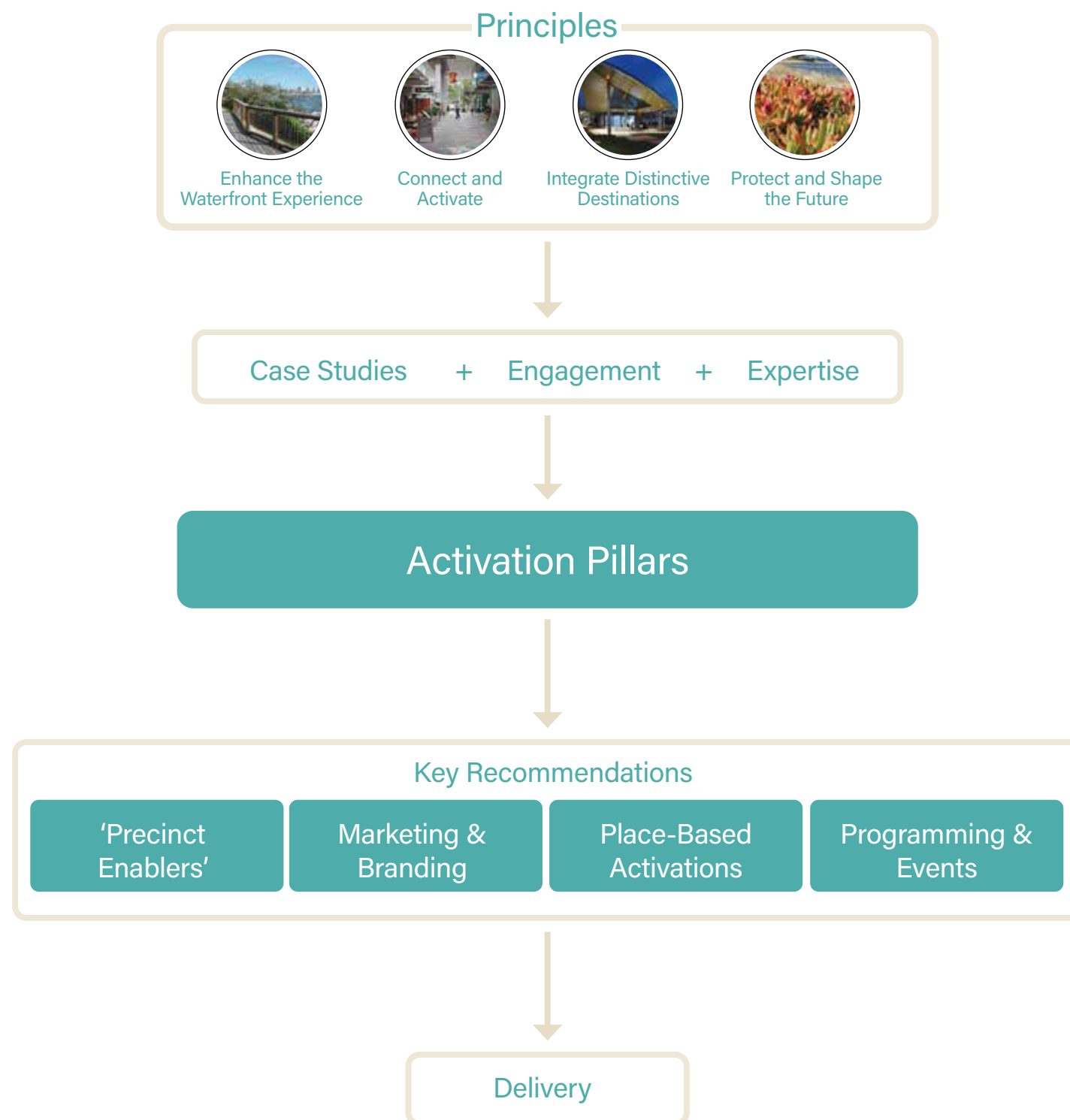
Celebrating the diversity and distinctiveness of the unique precincts across Mooloolaba.



PROTECT AND SHAPE THE FUTURE

The Master Plan will shape a more sustainable future for Mooloolaba.

1.4 METHODOLOGY



The Business Activation Plan has been developed through engagement with SCC and Mooloolaba's local business community via a range of engagement channels. The findings of the engagement were distilled to four "Activation Pillars" which have informed this plan.

"The foreshore's revitalisation is a once in a lifetime, legacy project which will deliver Mooloolaba world-class facilities befitting of its reputation."

- Sunshine Coast Council

02

STAKEHOLDER ENGAGEMENT AND BACKGROUND ANALYSIS

2.1

STAKEHOLDER ENGAGEMENT OVERVIEW

Between December 2023 and July 2024, Reactivate, in collaboration with SCC, undertook a series of engagement activities with internal and external stakeholders to understand what the Business Activation Plan should include and the challenges it needs to address. The Business Activation Plan has been developed in direct response to the feedback received across these sessions. The engagement undertaken includes, but is not limited to:

SCC Discovery Workshop (December 2023)

A Discovery Workshop facilitated by Reactivate was held with SCC's Mooloolaba Foreshore Revitalisation Project Team. The workshop was attended by 12 staff and framed the requirements and expectations for the Business Activation Plan.

Internal Stakeholder Engagement (January-February 2024)

Reactivate engaged SCC further via one-on-one meetings with internal SCC representatives, including the Community Land Permits Team, and Cr Joe Natoli.

Business survey (January-April 2024)

An online survey was distributed to local businesses to understand specific concerns and capacity of businesses to be involved in future activation. A total of 20 responses from business owners were received.

Door-knocking campaign (29-30 January 2024)

A 'door-knocking' campaign for local businesses along the foreshore area was undertaken by Reactivate to establish contact with businesses and provide key information about the project, including project contact information. Over the two-day period, 158 businesses along the foreshore area were approached across the hospitality, retail, services and tourism industries.

External Stakeholder Engagement

A total of 14 one-on-one meetings were held with key external stakeholders to delve deeper in to the sentiments and concerns of individual business owners regarding the project. Reactivate engaged directly with 24 stakeholders including local businesses, sports teams and tourism representatives.

Business Activation Group (February-July 2024)

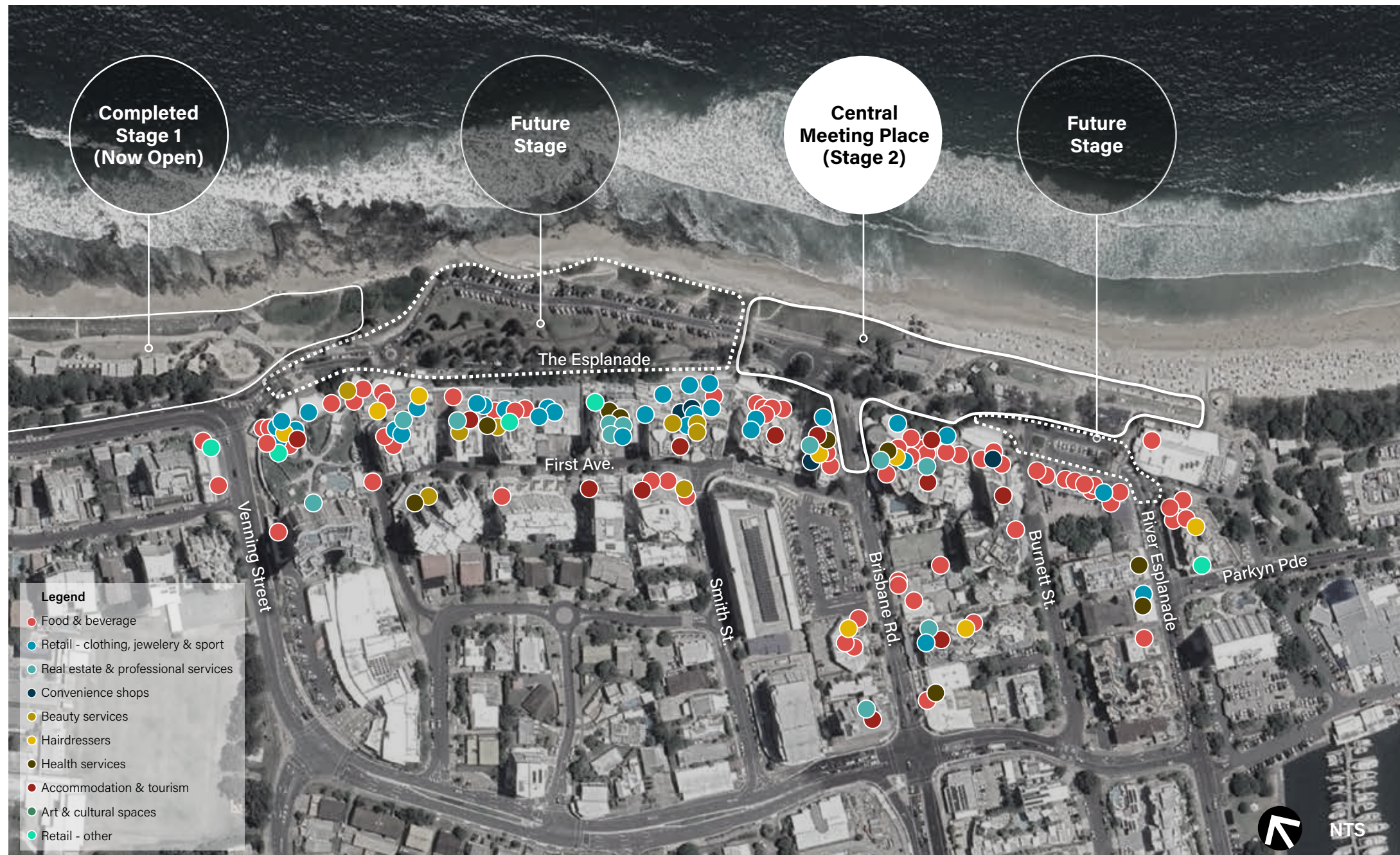
A Business Activation Group (BAG) was formed on 20 February 2024 as a forum to share information, insights and ideas for supporting the business community prior to, during and post-construction. The group included 14 volunteer representatives from the business community, including operators, accommodation providers, landowners, business groups, events and tourism operators.

The BAG met five times over a five-month period:

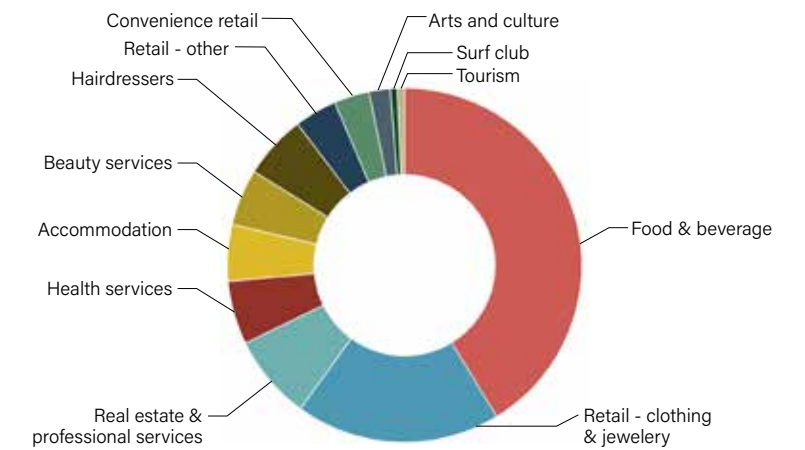
- 27 February 2024: Visioning and generating activation ideas
- 12 March 2024: Validating and workshopping activation ideas
- 26 March 2024: Finalising and agreeing on activation interventions
- 07 May 2024: Presenting priorities and workshopping quick-wins
- 08 July 2024: Finalising pre-construction activation ideas and programming ideas from July 2025-October 2026
- 20 November 2024; presenting the final Business Activation Plan and an update regarding the implementation of initial pre-construction, place activation ideas within the precinct.

2.1 STAKEHOLDER ENGAGEMENT OVERVIEW

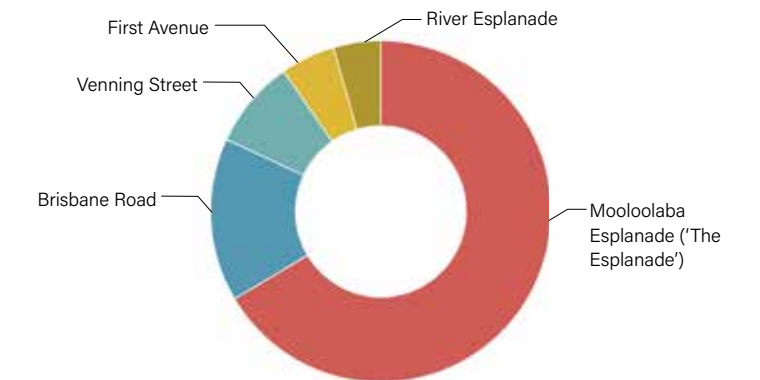
Location of businesses by type approached during door-knocking campaign



Business types approached



Location of businesses approached



2.3

BUSINESS ACTIVATION GROUP

Workshop Outcomes

The Business Activation Group (BAG) workshops were an opportunity to facilitate productive relationships between local businesses, community organisations and SCC. Through collaborative group activities we identified opportunities and ideas for business activation planning to support the future of Mooloolaba.

The first session (27 February 2024) validated the findings of engagement conducted by Reactivate and a workshop supported visioning ideas for the Business Activation Plan. There was an optimism in the room and a recognition of Mooloolaba's amazing business community. There was a sense of unity to achieve positive outcomes for Mooloolaba. Plus, there was a desire for clear communication and additional detail regarding the Project's construction methodology.

During the course of the following four sessions between March-July 2024, participants identified a series of activation ideas and visions for Mooloolaba during and after construction.

BAG members identified the vision during construction to be: "Business Unusual: still open, chaotic, activated, variety, noisy, renewed vibe, try new things, challenging, new customers, marketed well, day and night activities".

The vision for the future Mooloolaba was identified as: "The 'New Normal'- elevated, world class, united, trendy, bustling, more hotel rooms, best beach in Queensland".

Through the group exercises, four activation pillars were determined, based on leveraging opportunities and addressing challenges, and were used to frame activation ideation. These pillars were determined to be: precinct enablers; people and business; place and identity; and events and programming.

Through an iterative and collaborative budgeting exercise, participants determined that around a third of the activation budget that will be made available by SCC should be dedicated to programming (particularly regular programming and pop-ups), approximately a quarter to SCC policy changes and the remaining to people and place related activations.



2.4

EXISTING LOCAL EVENTS

Existing local area events to be considered during planning

A desktop analysis of local events in Mooloolaba has identified the following events that should be considered during calendar planning for the Business Activation Plan.

Key existing and historic events in Mooloolaba (not exhaustive)

Event	Organiser	Approx Dates	Regularity
Mooloolaba Sunset Market	Chamber of Commerce, Cartel Music and Events	Summer	Bi-weekly
Cinema in the Sand	SCC	Summer	Annual
Chinese New Year @ The Wharf	The Wharf	January/February	Annual
Sunshine Coast Beach 5s Festival	Beach Rugby Australia	February	Annual
Mooloolaba Triathlon	The Ironman Group	March	Annual
Mooloolaba Mile Ocean Swim	World Series Swims	March	Annual
Taste of Mooloolaba	Chamber of Commerce	April/May	Annual
AOCRA National Marathon Championships 2025	Australian Outrigger Canoe Racing Association Ltd	May	Annual
Sunshine Coast Agriculture Show	Sunshine Coast Agricultural Show Society	June	Annual
Velothon Sunshine Coast	Australian Cycling Academy	July	Annual
The Curated Plate	SCC	July/August	Annual
Ironman 70.3 Sunshine Coast	The Ironman Group	September	Annual
Swim Mooloolaba	Ocean Swim Series	September	Annual
AOCRA Trans-Tasman Gubbi Gubbi Championships	Australian Outrigger Canoe Racing Association Ltd	October	Annual
Mooloolaba Foreshore Festival	Chamber of Commerce, Discover Mooloolaba, SCC	November	Annual
Sunshine Coast New Years Eve	SCC	December	Annual

Key existing and historic events in surrounding areas (not exhaustive)

Event	Organiser	Approx Dates	Regularity
Eumundi Markets	Eumundi & District Historical Association	Wednesday, Saturday	Weekly
Noosa Festival of Surfing	Noosa Malibu Club	March	Annual
BrewFest Noosa	Event Generals	March	Annual
Noosa Eat and Drink Festival	Tourism Noosa	June	Annual
Sunshine Coast Anywhere Festival	Paul Osuch	July	Annual
Noosa Alive	Noosa Alive	July	Annual
Curated Plate	Sunshine Coast Council	July-August	Annual
Noosa Jazz Festival	Noosa Heads Jazz Club	August	Annual
Sunshine Coast Marathon	Atlas Multisports	August	Annual
Sunshine Coast National Art Prize	Sunshine Coast Council	August	Annual
Caloundra Music Festival	SCC	September	Annual
Sunshine Sounds Festival	Kin Music	September	Annual
Festuri Cotton Tree: The Seaside Multicultural Festival	Festuri	September	Annual

2.5


PLACE GAP ANALYSIS

A desktop analysis of the Mooloolaba Foreshore Revitalisation precinct combined with anecdotal discussions with local businesses and stakeholders has helped to identify several place gaps within the area.

Whilst activation programs will rarely fulfill 100% of a local community's needs, the analysis can still be utilised to form a basic understanding of possible community needs. This, in turn, helps ensure the Business Activation Plan fulfills at least some of these community needs; delivers tangible value to the community; and builds ongoing place equity.

Key place gap improvement opportunities identified include:

- Adding more 'beyond the beach' offering
- Activities and offerings to attract a younger demographic
- Increased wayfinding
- Night-time lighting and activity
- A more diverse hospitality and retail offering
- Increasing public and active transport options
- Parking pricing and promotion



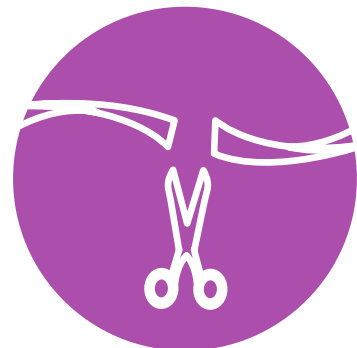
"We need to focus people's attention on things other than the beach"

Local business stakeholder

2.6

ACTIVATION PILLARS

Stakeholder engagement and best practice learnings have provided a clear direction for the Business Activation Plan. These findings have informed the following proposed Activation Pillars:



PRECINCT ENABLERS

Create a precinct where new ideas are trialled, policy settings are reviewed, and permitting is streamlined.



PEOPLE

Strengthen a unified, connected, skilled and networked business community.



PLACE

Celebrate local character and 'what works' through marketing and communications, unique attractions and creative installations.



PROGRAMMING

Develop and implement a calendar of anchor and regular events/programming, with a focus on unique offerings.

*"Make it happen
as soon as possible.
These works will
start a rebirth of
Mooloolaba."*

- Local business survey respondent

03

BUSINESS ACTIVATION PLAN

3.1 TOP IDEAS

Through extensive engagement with the business community, coupled with best practice research and professional experience, the following 'top ideas' have been articulated for Mooloolaba to support the Mooloolaba Foreshore precinct during the construction period.

Business Activation Alliance

A Business Activation Alliance (BAA) will be formed to help implement the Business Activation Plan (BAP) over the course of the construction period and support the BAP in collaboration with SCC.

Business Unusual Marketing and Branding Campaign

The BAA and Place Manager can deliver the new branding and marketing campaign for the duration of the construction period. The campaign will fall under the 'Business Unusual' moniker outlined in Section 3.2.2 and 3.2.3 and Section 4.3.

Keep the Precinct Working

The precinct can still work as a destination with a focus on health and fitness, family friendly activities and a beach-centric vibe. To ensure this, the BAP can promote an Activation Framework that does the 'basics' well including unique pop-up zones, accessible information for visitors, active hoardings, wayfinding and signage. These items will ensure visitors can readily move through the precinct during construction.

Celebrate Mooloolaba's Unique Identity

Mooloolaba's unique place identity can be celebrated in the following ways: prawn and food-related festivals, a beach side bar, recreation and family-focused activations and asphalt art/murals that represents local culture.

Precinct Launch and Regular Programming

A launch event can commence the implementation of the Plan alongside the beginning of construction. Annual larger scale events, aligned with school holidays and cultural events, can be designed to be "precinct defining". Ongoing smaller activities can ensure there is always a reason to visit Mooloolaba, and assist in bringing people back to the precinct, including variation of activity through the year supplemented with the continuation of Mooloolaba's other regional existing well known events as outlined in Section 2.5.



3.2 ACTIVATION FRAMEWORK

POP-UP ZONES



Mooloolaba Beach Club Pop-Up Zone can be the primary pop-up zone and visitor centre. It is envisaged as a 'beach club' atmosphere with ocean views, live music, small events, a lively atmosphere and great food and drink.



'MooBaa' Beach Sports Zone can feature the existing public beach sports courts and activities but relocated to the southern end of the construction activity area.

'ASPHALT ART' PATH + WAYFINDING



Mooloolaba Way can act as a clear, legible, pedestrian wayfinding connection to link the Wharf with the Esplanade and Northern Parklands. The pathway can include semi-permanent, durable paint and materiality.

SIMPLIFIED EVENT PERMITTING AREA















The Northern Parklands is envisaged as an ideal area to simplify events permitting to encourage more utility of the existing foreshore and amenities. To the east, **Arthur Parkyn Park** and **Ed Webb Park** are envisaged as simplified event permitting areas.

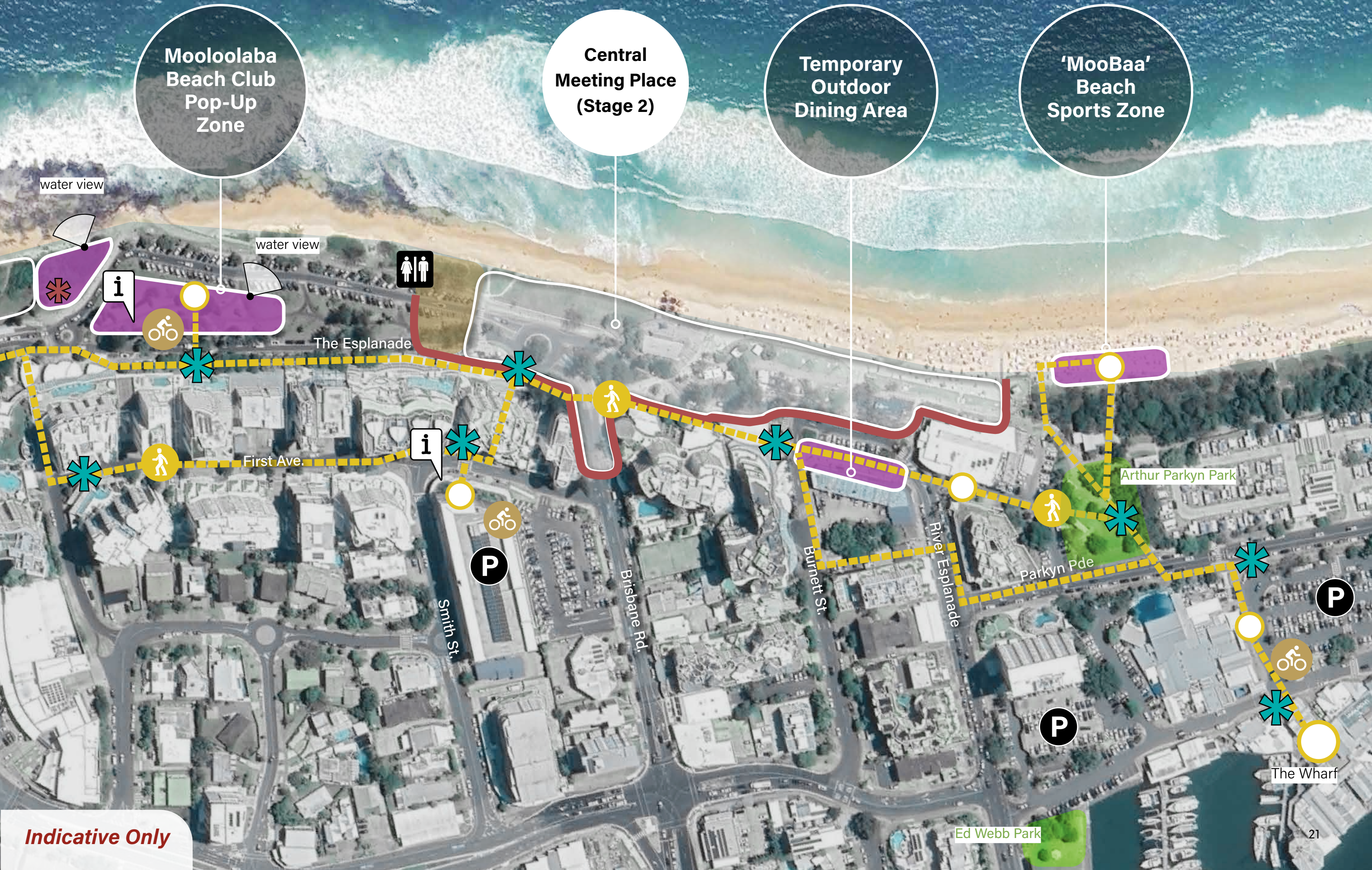
CREATIVE HOARDINGS



Hoarding installations can create a more inviting and interesting edge to the construction activity (TBC based on staging/construction methodology)



-  Pop-Up Zone
-  'Asphalt Art' Path (potential locations)
-  Key Destinations
-  Key Wayfinding Locations
-  Information Centre/Message Board
-  Temporary Amenities
-  Scooter & Bike Location
-  Creative Hoardings Location(s)
-  Instagrammable Installation
-  Key Public Parking Locations
-  Approximate Construction Staging Zone
-  Simplified Events Permitting Area



Mooloolaba Beach Club Pop-Up Zone

Central Meeting Place (Stage 2)

Temporary Outdoor Dining Area

'MooBaa' Beach Sports Zone

Indicative Only

3.2.1

PRECINCT ENABLERS

OBJECTIVE: Create precinct-enabling policies where new ideas are trialled.

STRATEGIES

Vibrancy Reforms

SCC can streamline current regulations around noise, event permitting and planning and during the construction period. Recommendations include:

- Waived outdoor dining permits
- Simplified events permitting, relaxed live music/noise regulation and live music grants

Temporary PARKnGO Reform

During the construction period, there is an opportunity to reprogram the SCC-owned PARKnGO car park with the goal of alleviating parking losses from construction activity and stresses on local business. Specific ideas include:

- Institute extended free parking
- Placing Project Team offices on ground floor

Increased Greening, Maintenance and Cleanliness Regime

There is an opportunity to funnel SCC resources towards protecting and promoting green spaces and shopfronts during construction. SCC could increase cleaning and maintenance operations, or if greenery is to be removed, temporary green solutions could be provided in its place.



*"Make it easier
to have events
and live music
with beach views"*

- Stakeholder interview

3.2.2

PEOPLE

OBJECTIVE: Strengthen a unified, connected, skilled and networked business community.

STRATEGIES

Business Activation Alliances

The Business Activation Group should continue to meet as necessary throughout the implementation of the Business Activation Plan to ensure the Plan remains effective and relevant. Additional 'Activation Alliances' can be formed as needed to implement individual elements of the Plan. These Alliances should be led by Council and made up of local businesses with expertise relevant to each activation initiative.

Place Manager

A Place Manager can be hired to liaise between SCC, other major stakeholders and the community.. The Place Manager would facilitate the implementation of the Plan, apply for grants, drive the marketing and branding campaign and build relationships with potential sponsors. Refer to Section 4.2 for Place Manager responsibilities.

Capacity Building and Networking

Regular business forums and networking opportunities should be held, offering educational tools and resources on a range of topics. They could be delivered in partnership with the Chamber of Commerce, or complement the Chamber's program. They should prioritise skills and knowledge relevant to businesses during the various stages of construction while providing an opportunity to share stories and make connections. Example topics include business continuity planning, improving online presence or profiting from major events.

Business Unusual Marketing and Branding Campaign

A new branding and marketing campaign would fall under a 'Business Unusual' moniker that focuses on delivering: a place that is still open, activated day and night and 'renewed', where new things are tried, new customers attracted and unusual attractions can be found. Activities can include:

- Digital assets for new brand
- Social media, 'buy local' and other marketing campaigns driving visitation
- Website or other platform
- Weekly 'What's On' newsletter and 'About the Project' collateral in restaurants and businesses



3.2.3

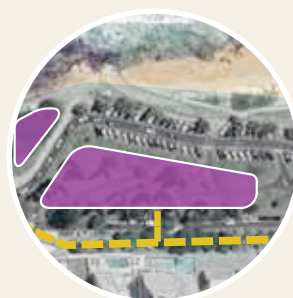
PLACE

OBJECTIVE: Celebrate local character and ‘what works’ through marketing and communications, unique attractions and creative installations.

STRATEGIES

Dedicated Pop-Up Zones

Mooloolaba Beach Club Pop-Up Zone can be the primary pop-up zone and visitor/meeting centre. It is envisaged as a ‘beach club’ atmosphere with ocean views, live music, small events, a lively atmosphere with great food and drink available from local operators. An Activation Alliance can manage the space and deliver the programming.



Key Inclusions

- Power, lighting + water
- Onsite storage + waste
- Information kiosk
- Access to public toilets + showers
- Signage, furnishings/seating
- Live music stage

Responsible Partners

Managed by an Alliance or outside operator, programmed by local hospitality businesses



Indicative Only

Temporary Outdoor Dining Area can offer an increased area for outdoor dining for adjacent businesses. At night, the space can be activated and be a designated location for busking and live music.



Key Inclusions

- Power, lighting
- Some level of onsite storage
- Waste bins
- Signage + outdoor seating
- Greenery

Responsible Partners

Managed by an Alliance/ local stakeholders and adjacent businesses



MooBaa Beach Sports Zone can feature the existing public beach sports courts and activities relocated to the southern end of the construction activity area. The ‘MooBaa’ experience can continue to feature an array of sports, notably beach volleyball, and be operated by Sunshine Coast Beach Volleyball with infrastructure and permitting support from SCC. Promotional support to be delivered by the Place Manager, an Activation Alliance and local stakeholders



Key Inclusions

- Power + lighting
- Sand
- Waste bins
- Signage
- Seating

Responsible Partners

Managed and programmed by local sporting associations



3.2.3

PLACE

STRATEGIES (Continued)

Asphalt Art Pathway

A painted pathway can act as a clear, legible pedestrian wayfinding connection to link the Wharf with the Esplanade and Northern Parklands. The pathway will include semi-permanent, durable paint and materiality, be attractive, colourful and can be implemented by local artists, the community and SCC. The pathway can also include key signage and wayfinding to help visitors navigate the construction area and environs.

Wayfinding and Signage

Welcome To Mooloolaba signage, directional and other signage can welcome tourists and locals and ensure customers can easily and intuitively navigate the precinct during construction. These elements are vital to 'keep the precinct working' during the construction period.

Creative Hoardings

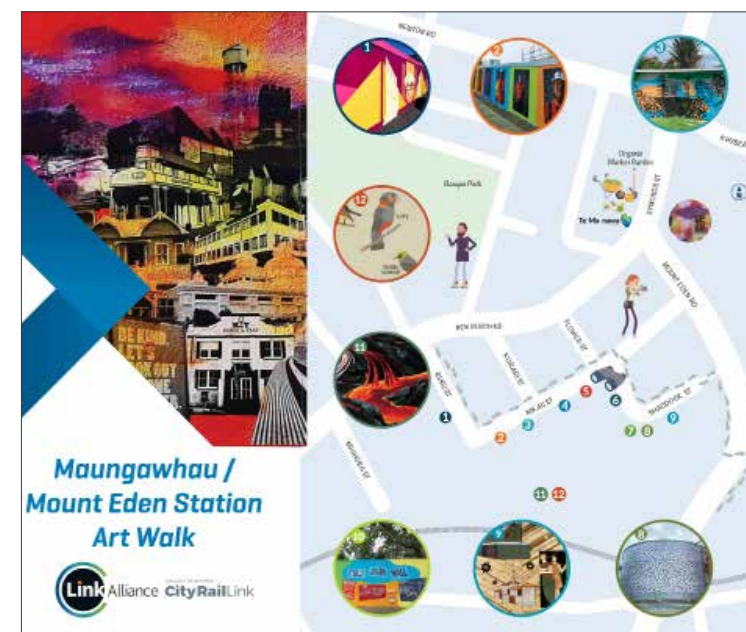
Attractive and creative hoardings can create a more inviting and interesting edge to the construction activity so that businesses, residents, visitors and customers have a pleasant facade to interact with. The hoardings may be activated at night via lit QR code signage or other means and during the day. It may also include interpretation of Mooloolaba's history whilst showcasing its future after construction of the Project is complete and/or construction viewing portholes or viewing platforms. There will be freedom to remove hoardings when safe and preferable.

Insta-Worthy Installation

An 'Instagrammable' installation can be located in a strategic location and include an identifier unique to Mooloolaba and the 'business unusual' marketing campaign. This could be unique signage, a public art installation, or interactive display. The installation should represent Mooloolaba's culture and promote activations during the construction period.

Place-Based Marketing and Promotion

The 'Business Unusual' marketing and branding campaign categorised under the People pillar can be 'place-based' and focus messaging and communication on Mooloolaba's unique identity, history and offer. The promotion can focus on prawn and food-related festivals, beach-side vibrancy, recreation and family-focused activations, and asphalt art/murals that represent local culture. Refer to Section 4.3 for specific marketing and communication considerations.





*“Mooloolaba needs
wide appeal across
target markets”*

- BAG Workshop 1

3.2.4

PROGRAMMING

OBJECTIVE: Develop and implement a calendar of anchor and regular events/programming, with a focus on unique offerings.

Mooloolaba is a vibrant coastal community, combining a rich tradition of beach sports and seafood with an active cultural scene.

The proposed calendar is designed to enhance this unique blend. It includes existing events like the Mooloolaba Triathlon and a Mooloolaba Prawn/Seafood Festival, which showcase the local passion for sport and culinary excellence.

The calendar aims to create a compelling environment that draws both residents and visitors repeatedly, fostering strong community connections and supporting local businesses throughout the course of the construction period.

Through traditional events and innovative activations, Mooloolaba can strengthen its position as a constantly evolving, thriving and cultural hub for the region prior to, during and post construction.

Mooloolaba Events and Activities Calendar (subject to changes and updates)

January	February	March	April	May	June
School Holidays Rotating Mooloolaba Pop up Beach	Activation Launch Event (date tbd) Sunshine Coast Beach 5s Festival	Mooloolaba Triathlon Mooloolaba Mile Themed Artisan Market Lighting Show at Night	School Holidays Mooloolaba Active Lifestyle Festival	Horizon Festival	School Holidays Winter Festival



July	August	September	October	November	December
School Holidays The Curated Plate	Fringe Music Festival and Local Artists Venues Mooloolaba Prawn/Seafood Festival	School Holidays Ironman Mooloolaba Swim Mooloolaba	Mooloolaba Carnival with Ferris Wheel	Kites Events	New Years School Holidays Christmas/Holiday Markets Mooloolaba New Years Eve



3.2.4

LAUNCH EVENT

Overview

A new event to commence the beginning of the Project construction period. It would be a festive gathering that introduces the revitalisation project to the community. The event would officially kick-off the revitalisation of Mooloolaba's 'next wave' and take place over a day or weekend.

Features may include live music, local art showcases, and brief speeches marking the beginning of the project, set in a relaxed, celebratory atmosphere.

POTENTIAL WAYS TO LAUNCH THE ACTIVATION

Community artisan market

This market could serve as a vibrant gathering place where local community members can showcase and sell their artisan products. Expect a range of items from handmade jewelry and ceramics to bespoke textiles and artisanal food products. This market would not only support local artisans but also would also offer a unique shopping experience for visitors and locals alike.

Local art showcase

A dedicated area would be set up to display art pieces from budding local artists. This showcase would include a variety of mediums such as paintings, sculptures, and photography, providing artists the opportunity to gain visibility in the community and engage with potential buyers and art enthusiasts.

Live music by local artists

The event would be energised with live music and entertainment provided throughout the day by local artists and bands. This would include a range of genres reflecting the diverse musical talents of the area, creating a lively and engaging atmosphere that celebrates the local music scene.

Interactive workshops and demonstrations

Adding to the festival atmosphere, there could be various workshops and demonstrations throughout the day/weekend. These might include craft-making sessions, cooking demonstrations, and even dance workshops, allowing attendees to learn new skills and directly engage with local experts and artists.



Carnival with ferris wheel



Beach festival live performances



Community festivals



Community celebrations



Carnival



Community art installations

3.2.4

ANCHOR EVENTS

EXISTING KEY EVENTS

Mooloolaba Triathlon

The Triathlon is a staple event in Mooloolaba. This event not only promotes sporting activities but also gathers families and sports enthusiasts in Mooloolaba to celebrate the destination's beautiful beaches, local businesses and everything fun activities.

Horizon Festival

Horizon Festival stands out as the Sunshine Coast's premier arts event, showcasing an extensive array of cultural activities including visual art exhibits, music concerts, and dance performances. It draws a diverse audience, enriching the local cultural scene and spotlighting the creative talents of the Sunshine Coast over its ten-day duration.

Mooloolaba Mile

The Mooloolaba Mile is a prominent open water swimming event known for its crystal-clear waters and diverse participant categories. It strengthens Mooloolaba's status as a destination for aquatic sports enthusiasts.

Ironman Mooloolaba

Ironman Mooloolaba, a renowned triathlon, showcases athletes' endurance, drawing international competitors and spectators. The event highlights Mooloolaba's scenic landscapes and boosts its global sports profile.

Twilight Markets

Timed with seasonal holidays, the Twilight Markets could offer an evening of local crafts and music, enhancing the festive community vibe and supporting local artisans.

POTENTIAL KEY EVENTS

Mooloolaba Active Lifestyle Festival

The Mooloolaba Active Lifestyle Festival would highlight the region's vibrant outdoor and health-oriented lifestyle. It could feature a series of beach volleyball tournaments, open water swimming races, and various fitness challenges that attract athletes and families alike, promoting wellness and active living against the stunning backdrop of Mooloolaba's beaches.

Mooloolaba Prawn and Seafood Festival

The Mooloolaba Prawn and Seafood Festival would focus on celebrating the local seafood, especially prawns. This culinary event could include food stalls, live cooking demonstrations by celebrated chefs, and specially themed dining experiences that showcase the freshness and variety of Mooloolaba's seafood. Mooloolaba can elevate their offering to become a more renowned destination for gourmet foodies.

POTENTIAL SEASONAL/ THEMED EVENTS

Kites Events

Kites could bring visual flair to Mooloolaba's skies with kite flying competitions and workshops, attracting families and adding a creative and engaging outdoor activity to the local event calendar.

Street Art Trail

A Street Art Trail along the Asphalt Art Path could turn Mooloolaba into a dynamic outdoor gallery during the holiday season, allowing artists to display and sell their works, enriching the shopping experience with cultural artistry.



Kite festival



Prawn and seafood festival/market



Twilight markets



Horizon Festival



An active Mooloolaba - volleyball on the beach



Artisan market



Horizon Festival

3.2.4

REGULAR PROGRAMMING

POTENTIAL EVENTS

Street performances

Throughout the year, the streets of Mooloolaba can come alive with performances from local artists. There would also be an opportunity to use the colourful construction hoardings as dynamic backdrops. These performances could range from music and dance to live theatre and street art, providing daily entertainment and adding vibrancy to the public spaces. This ongoing program would not just highlight the local talent but will also enhance the pedestrian experience, making the cityscape a lively, engaging environment.

Sunday themed artisan market

Every Sunday, Mooloolaba could host a themed artisan market that will transform the local market with rotating themes such as vintage, organic, arts and crafts. This market could be a platform for local artisans to showcase and sell their unique products, ranging from handmade jewelry, arts and crafts, to organic produce and gourmet foods. It would also serve as a social gathering point for the community, fostering local entrepreneurship and providing residents and visitors with a diverse shopping experience.

Lighting shows using construction hoardings

The construction site could be used creatively as canvases for spectacular weekly laser light shows. These shows could feature intricate light designs and animations that illuminate the night, creating a mesmerizing visual experience for all ages. This would be similar to a local Vivid Mooloolaba experience. The initiative would utilise otherwise mundane construction hoardings and draw families and tourists to enjoy the night-time ambiance.

Rotating Mooloolaba Pop-Up Beach

A unique feature of Mooloolaba's cultural offerings can be a rotating pop-up beach, where different local businesses will take turns hosting beach-themed activities each month. This would include beach sports, themed parties, and even environmental education programs. Supported by local funding, these activities would keep the beachfront vibrant and engaging all year long, encouraging continued public interest and diverse participation.

Regular construction site tours

To connect the community with the ongoing development and revitalisation efforts, regular guided tours of construction sites could be offered. These tours would provide insights into the future of Mooloolaba and will involve community members in the transformation process. They would serve as educational opportunities and transparency initiatives, allowing residents to see firsthand the progress being made and the impact of their contributions to community enhancements.

Beach art installation

Throughout the year, a designated area on the beach could feature installations that serve as photogenic spots for community members. Each installation, crafted by a local artist, would be displayed for a predetermined period. This setup would enhance the beach's visual appeal and encourage visitors to share their experiences online. Additionally, during anchor events, there will be an opportunity for the community to vote on their favourite installation, with the winner potentially being displayed for an extended duration.



Beach Pop Up



Beach Festivals



Beach Installation



Beach Installation



Community Street Art



Street Art Trail



Horizon Festival - Night Entertainment Performances



Beach Pop Up



Artisan Beach Market

04

DELIVERY FRAMEWORK

4.1

CRITICAL SERVICES, AMENITIES AND PLACE INFRASTRUCTURE

Power, Water and Amenity

During construction, some larger events and activations may require the provision of power (providing single or three phase outlets), beyond what is present in the precinct. If generators are required, they should be located as far away from pedestrian movement and retail locations as possible. Noise, vibration, visual and audio buffers should also be applied to reduce the impact.

Temporary water stations and extra toilet facilities may also be required for larger events and activations, depending on forecast attendance. In either case the maintenance and cleaning schedule should account for upticks in use of facilities.

Baseline services that should be included in the precinct during the construction period are outlined as follows:

- Potable water access
- Waste bins
- Free public Wi-Fi
- AV infrastructure

Temporary Furnishings and Infrastructure

Investing in temporary furnishings such as seating and umbrellas to promote use of activation zones, and democratisation of space during the construction period, pending budget is important, whilst concurrently creating a comfortable user experience. Where possible, branding these furnishings consistently with all other forms of BAP-related activation is an opportunity.

Place infrastructure such as road closure assets, bollards and barriers as well as temporary playscape and sporting equipment for various zones will be required, pending budget. Items could include:

- Bollards
- Trestle Tables
- Seating
- Fake turf
- Signage
- Outdoor games e.g. giant chess, jenga
- Bins
- Marquees, and shading pre-tree maturity

Wayfinding and Signage

Further to temporary infrastructure, investing in a suite of temporary wayfinding and signage solutions around the precinct will be of paramount importance. Whilst low cost, they will assist to increase navigability of road closures, connect the precinct and individual businesses, and communicate consistently about the state of construction/MFR project itself.

Investing in a 'kit of signage parts' would be appropriate so that the base infrastructure can be adapted each time there is a major activation. This includes road decals, large format notice boards, corflute pole signage and possibly A-frames (within activation zones only, noting the requirement to keep clutter to a minimum, especially in the retail trading zones.

Shops and business premises should also be leveraged for consistent signage opportunities driving a singular narrative across points of sale (POS) and window/shop fronts.

Lighting - temporary and permanent

Whilst temporary lighting may be required during large scale and seasonal activations, it has also been suggested by a range of stakeholders that more permanent lighting is installed into tree canopies to improve the ambiance of the precinct during construction. Additionally, lighting should be considered on hoarding installations and temporary public art to promote a better night time experience of the precinct.

Storage

Purchase and storage of some place infrastructure, signage and furnishings suggested in the latter points, would significantly reduce ongoing hire costs and should be considered where applicable (such as bollards, signage, playscapes etc). Noting, the project site office in the SCC owned PARKnGO could be utilised for activation storage.

4.2

RESOURCING CONSIDERATIONS

Mooloolaba Place Manager

Per Section 3.2.2, it is suggested that SCC employ a Mooloolaba Place Manager (PM) to take central responsibility (in conjunction with the BAG, BAA and other local stakeholders) for overseeing the BAP, its program, reporting and implementation. The PM would take responsibility for:

- Driving a singular narrative across the precinct about the MFR itself, activations, programming and the BAP
- Building connections between businesses ongoing
- Implementing specific activations/programs and events
- Identifying and suggesting new activation opportunities
- Managing funding requirements and acquittal processes
- Managing the permit applications and approvals processes
- Reporting and monitoring of success
- Marketing and communications management

Note that a formalised position description will be created.

Temporary events and activation resourcing

While most activations identified will be externally staffed, some may require temporary staffing, such as traffic managers, set-up teams, waste management teams etc. This resourcing may be covered by specific budgeting for specific events/programs and/or may be SCC- employed teams (e.g. waste). The PM should coordinate any relevant resource requirements

Where existing service level agreements (SLAs) are in place with external maintenance and cleaning contractors with SCC, they should be engaged in turn to secure economies of scale across the precinct.

Day-to-day resourcing may be required to set up/pack down temporary activation infrastructure like seating, playscapes, additional waste bins, temporary signage etc within specific zones.

It may also be prudent for SCC to investigate roaming 'place engagers' who have high knowledge of the project, the BAP and the construction process during periods of high activation.

Marketing and communications resourcing

Whilst each specific program or activation that forms part of the BAP will need to consider a specific mar/comms program, centralised marketing and communications support over the course of the construction period should be considered either via:

- SCC's in house communications and graphic design team
- An external communications agency that supports promotion for the duration of the activation period
- Visit Sunshine Coast's marketing and communications team

The PM should utilise the services of these resources along with existing community platforms to ensure a unified, singular narrative is promoted strongly within the region, and more broadly across the State.

Refer section 4.3 for specific marketing and communications considerations.

Monitoring and evaluation

Consistent monitoring and evaluation of activation initiatives can help to assess their impact and refine future activations. Dependent on budget, a combination of the following tools may be considered:

- Pedestrian visitor counts to gauge if visitation is increasing or dwindling
- Evaluation surveys via intercept visitor surveys, a small stall at events, at a visitor centre and/or through satisfaction stand products (happy or not happy button stands) to assess the success of activities
- Direct engagement with stakeholders via the Business Activation Alliance (see section 3.2.2)
- Social media sentiment analysis
- Proactively engage with council's business database for feedback.

4.3

BRANDING, MARKETING AND COMMUNICATIONS

A consistent narrative and a strong, integrated marketing and communications campaign should take place throughout the entire construction period, that is supported by a unified brand, and amplified via partners and local area stakeholders.

Precinct brand

A refreshed place brand should be developed to market the unique identity of Mooloolaba during the ('business unusual') construction period. This brand can be applied across all forms of marketing and communications - physical signage across the precinct, project website and during each activation/programmed.

Establish a precinct/project website

A single website should act as the central point for all project communications, construction updates and information about the Business Activation Plan and Business Activation Group.

Social media

Promote a consistent narrative via one central precinct social media channel (with multiple platforms) including:

- Paid and organic social media campaigns (advertising, sponsored events, paid posts, possible influencer campaigns).
- Partnerships with other major aligned channels (e.g. Visit Sunshine Coast) and cultural 'what's on' platforms
- Existing community channels

Strategic PR

Push positive news stories about the MFR project, all associated activations and the 'business unusual' period, across:

- Local area media
- State, SEQ and regional media
- Specific activation, event campaign PR
- Visit Sunshine Coast campaigns

Advertising

Leverage both digital and print advertising across:

- Local area media
- Digital campaigns and search engine marketing (SEM)
- Travel media
- 'What's on' media platforms
- Interstate and tourism based media

MFR Project and precinct newsletter

Roll out a regular newsletter about the project, the Business Activation Plan, construction progress and various business activity that is made available at:

- All retailers and local businesses
- Project office
- Physical collection points/news stands next to the construction zone and or within the precinct
- Specific activation zones.
- The project website

Database marketing

- Existing SCC-owned databases (business, community)
- Chamber-owned databases
- Visit Sunshine Coast-owned databases
- Business-owned databases

In-community, peer-to-peer advocates/spokespersons:

Ideally, BAG members should leverage their connections in the community to communicate positively about the Business Activation Plan and its associated programming, acting as advocates for the 'business unusual' construction period.

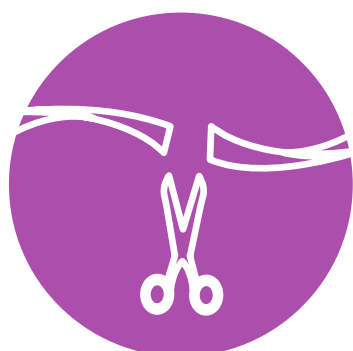
Additionally, training for front-of-house staff at accommodation providers and hospitality venues will be important to ensure a consistent, singular narrative is communicated to visitors and locals visiting to Mooloolaba during the construction period. A short reference guide should be developed in addition, and should be provided to all front of house, POS retail staff and event staff running activations as part of the BAP.

4.4

ACTIVATION SELECTION FRAMEWORK

As the precinct evolves, its activation program will also need to evolve. As such, a simple set of questions has been developed to assist the future onsite team develop ongoing activation programs and inform decision making into the future.

This 'checklist' is informed by and aligned with the principles of the original Placemaking Strategy and the Activation Pillars identified through engagement. It will assist in ensuring new activations achieve the best outcomes for the precinct and the community.



PRECINCT ENABLERS

- Is information on how to hold an event or activation easy to find and understand?
- Are the required permits and licenses affordable and not cost prohibitive?
- How can the event be best advertised and be made more attractive to the wider community to improve attendance?



PEOPLE

- How can the activation best attract and cater to a wide range of people? e.g. families, pet owners, elderly etc.
- How can you ensure different local demographics able to engage with the activation?
- How can the activation encourage strangers to interact?
- Can precinct retailers be included in the event through deals, pop-ups or other means?



PLACE

- How can the event be distinctly "Mooloolaba" and draw in visitors from a wide catchment?
- Can the event be enhanced through the addition of any owned assets e.g. seating, art or signage?
- What is required to make the place "sticky" to those attracted to the event? i.e. What will encourage visitors to stay for a while?
- Are there any local partners who would benefit from involvement?



PROGRAMMING

- Are there any cultural holidays or events which can be aligned with and integrated with the activation?
- Does the event use food and outdoor dining to add to the vibrant activity of the street?
- Does the event complement permanent retailers and offering of the precinct?
- Is the proposed event easily heard and observed by passers by?

*"By 2032,
Mooloolaba will be
world-class!"*

- Stakeholder interview

