



Economic Development Plan (EDP)

Summary Report
July 2015

**Rich cultural experiences.
Strong local economy.**



**Maroochydore
Revitalisation
Association**

www.mra.org.au

ACKNOWLEDGEMENTS

The Economic Development Plan was jointly funded using a creative mix of campaigns, initiatives and partnerships. This included a crowdfunding platform, direct donations from local businesses/market stalls, landowners and residents, Sunshine Coast Council Major Grants Program, and in-kind support via The Night at The Old Courthouse fundraising event with the wider Sunshine Coast community.

A significant proportion of funds was saved over 24 month period by income derived from our Nights on Ocean monthly markets, Captain and the Duke Pop up Bar free events brought to the whole community by MRA volunteers.

We have also had huge contributions of volunteer time and expertise to make the free and all ages Ocean Street World Festival not only a reality each year but a hugely successful event.

It is to this community that we say thankyou.

[SEE INSIDE BACK COVER FOR FULL LIST OF NAMES AND BUSINESSES]

MRA MEMBERSHIP - 400+

EXECUTIVE MANAGER

Bronwyn Buksh

BOARD MEMBERS

James Birrell - President
Brendan Bryant - Vice President
Bernard Kasteel - Treasurer
Jerry O'Reilly
Diann Cannon
Joseph Riba
Krstyna Ennis
Wayne McFetridge
Dimi Liminatis
Ian Buscombe
Ross Webb

FORMER BOARD MEMBERS

Loris Gordon
Geoff Burchell
John Bryant
Michael Torcia
Stephanie Wright
Liz Smith

CONTRIBUTORS

This Summary Report was prepared in collaboration with the MRA by C Change Sustainable Solutions and SGS Economics and Planning from the MRA EDP Evidence Report June 2015. (Full report refer to www.mra.org.au)

Vanessa Bennett, Principle
C Change Sustainable Solutions
Project direction, research design
and data collection, report writing
www.cchange.com.au

Andrew McDougal, Principle
SGS Economics and Planning
Research and report writing
www.sgsep.com.au

Bronwyn Buksh, Executive Manager
Maroochydore Revitalisation Association
Summary Report structure and approach,
research, report writing, editing and
production coordination
www.mra.org.au

Kerrienne Haggie, Senior Policy Officer,
Strategy and Coordination
Sunshine Coast Council
Resource and data support
www.scc.gov.org.au

PRODUCTION

The Various Artists
Report Design: Bevin Neil & Fran Johnson-Cash
Website development: Wayne McFetridge
www.variousartists.com

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PHOTO: MRA Precinct, 2015
Source: MRA

It is envisaged that the precinct will help attract and host the required residents, workforce and investment that will continue to add to the Sunshine Coast economy and strengthen its role.



PHOTO: Ocean Street World Festival, 2015
Source: Rob Sharkey

Economic Development Plan (EDP) Objectives

The purpose of this document is to provide a summary of the detailed research undertaken in the MRA EDP Evidence Report and Appendices, 2015. For full report please refer to www.mra.org.au

This document and subsequent ongoing engagement aims to create stronger partnerships and fast track priority actions that would otherwise take years to achieve. Implementation of the actions included here will create a robust economy and a sustainable community.

The EDP is also about cementing the key elements of the precinct vision into governance systems, providing a collaborative pathway to ensure that actions are taken forward. The document includes baseline information so progress can be tracked over time.

There is significant opportunity present with the 'new' City Centre area adjacent to the MRA Precinct in Maroochydore and several other regional major projects being fast tracked for development. With its developing cultural edge, the MRA Precinct has been compared to an embryonic West End/SouthBank area. It is envisaged that the precinct will help attract and host the required residents, workforce and investment that will continue to add to the Sunshine Coast economy and strengthen its role. In this regard, the MRA Precinct will add value to the newly developing City Centre in Maroochydore, as well as carve out a substantial role for itself.

It is held by key stakeholders that with the right emphases and actions in place, the MRA Precinct will provide:

- A cultural, food and entertainment experience which will be important in its own right as well as adding greatly to the major projects in the Region.
- A legitimate address for small to medium size establishments and 2nd tier headquarters; and,
- A desired location to live and work attracting a wide demographic and creating a compact liveable neighbourhood.

Significantly, this EDP is a celebration of community, private sector and government working together. It is the next vital step in ensuring that the momentum that has been created to date by the MRA and community members is not lost. It embraces a new approach to city building, one that is collaborative and recognises that there is an essential role for self managed communities with linkages to private sector as well as government.

PROJECT OVERVIEW

The Maroochydore Revitalisation Association

The significant turnaround in the last two years has been the work of motivated and self-starting community leaders that adopted a unique approach to stimulating and testing local demand via self funded events, artwork, strategy development and private and public sector engagement.

The Maroochydore Revitalisation Association (MRA) is a strong active local organisation dedicated to revitalising the historic town centre of Maroochydore (hereby termed the MRA Precinct). Bounded by Aerodrome Road, Beach Road, Duporth Avenue and a few blocks adjacent to First Avenue (along part of the Esplanade in Cotton Tree) the MRA Precinct includes restaurants, cafes and the Big Top in Ocean Street, retail and commercial premises in Duporth Ave and surrounds, community services generally towards Cotton Tree and the Government Area adjacent to First Avenue.

Formed in November 2012 by a small group of individuals representing businesses, residents and landowners the MRA has made great advances in strengthening the economy and cultural experiences within the MRA Precinct.

The MRA is a well respected 'doing organisation', renown by a wide range of stakeholders for running high quality events and other placemaking initiatives.

Prior to the MRA's activities, the traditional town centre of Maroochydore was in demise. It was an activity centre that investors avoided and regeneration did not occur.

Over the last 10 years there has been an average of 8 street frontages empty in the Duporth Avenue / Ocean Street precinct at any one time. Over 30 independent businesses closed down over the same period.

The significant turnaround in the last two years has been the work of motivated and self-starting community leaders that adopted a unique approach to stimulating and testing local demand via self funded events, artwork, strategy development and private and public sector engagement.

Raising the money necessary in order to realise this Economic Development Plan for the entire precinct has been a key motivating force behind the diverse range of activities employed by the MRA since incorporation.

The agreed working mandate behind the MRA includes:

- Rejuvenating Ocean Street and Duporth Avenue
- Creating an authentic identity for the precinct
- Developing a sustainable local economy
- Promoting an authentic and culturally rich precinct; and,
- Representing all Stakeholders of the precinct.



The MRA is a well respected 'doing organisation', renown by a wide range of stakeholders for running high quality events and other placemaking initiatives.



MRA PRECINCT

MAROOCHY RIVER MOUTH OCEAN →

MAROOCHYDORE BUS INTERCHANGE

FUTURE MAROOCHYDORE CITY CENTRE

The Impact of Revitalisation

**18 NEW
BUSINESSES**

Welcomed into the precinct in the last 15 months

**21
EVENTS**
in total

**OCEAN STREET
WEEKEND**

Busiest taxi rank on the Sunshine Coast

As well as commissioning the EDP, the MRA has been instrumental in revitalising the precinct through a number of other initiatives. Over the last two/three years, these have included:

- Annual Ocean Street World Festival
- Monthly Nights on Ocean Street Markets
- Captain & the Duke Pop Up Bar
- Commissioning local Street Art/ Murals
- New Years Eve Fireworks in Cotton Tree
- 'A Night at the Old Court House' Fundraising Event
- Provides platform for engagement on local issues via social media sites, newsletters and events.

The MRA's activities have led the revitalisation of the Ocean Street initially, and this area has become a well-known destination for music, food, people and for atmosphere. Some key indicators of the current success of this small component of the precinct include:

- 18 new businesses have opened up in the Ocean Street over the last 15 months;
- The refurbishment of The Big Top Market Fresh and Woolworths;
- The Ocean Street Taxi rank is now the busiest on the Sunshine Coast;
- Rentals and land values have seen resurgence in the last 12 months after a significant dip in the previous 5 years;
- A new younger demographic is frequenting the area and anecdotally seeking the Maroochydore area as a place to live;

- The Nights on Ocean Street monthly Friday night markets are hugely successful. With over 50 food and artisan stalls they attract between 6,000 to 12,000 people. Conservatively, each market night injects at least \$40,000 into the local economy;
- The annual Ocean Street World Festival attracts well over 30,000 people and stimulating economic activity of over \$1 million directly into the local economy (2015 data). Significantly, street traders during OSWF indicated that their revenue increases 4-8 times when compared to a non-event Sunday.
- Wider local economy support. Events and functions have supported local musicians, artists, traders and businesses.
- Over 85 per cent of business owners indicated that they have witnessed on average an increase in patronage of around 40 per cent and increased spending due to the MRA's activities.



CAPTAIN & THE DUKE.

OVER

12,480 hrs

MRA Volunteer time and self funded staff

\$27M
into the local economy

200,000



Attracting 200,000 visitors to the precinct over 85hrs worth of events



ONGOING
refurbishments
of existing
businesses



OPENED
APRIL 2015
Shopping complex and local growers market

The Nights on Ocean Street monthly Friday night markets are hugely successful. With over 50 food and artisan stalls they attract between 6,000 to 12,000 people. Conservatively, each market night injects at least \$40,000 into the local economy.

The annual Ocean Street World Festival attracts well over 30,000 people and stimulating economic activity of over \$1 million directly into the local economy (2015 data). Significantly, street traders during OSWF indicated that their revenue increases 4-8 times when compared to a non-event Sunday.



PHOTO: First Captain & The Duke Pop-Up Bar at Nights On Ocean Markets, 2013
Source: Rob Sharkey

Continuing Efforts Required

Data analysis has estimated that the MRA's activities have contributed to an additional \$27 million dollars for the precinct over the last two years. As the MRA's operational budget is around \$200,000 per annum, this shows a significant return on investment.

Despite the positives, stakeholders in the precinct understand that we are just at the beginning and that revitalisation needs to go beyond just the Ocean Street area. Despite Duporth Avenue experiencing some increase in foot-traffic and expenditure, a focus for the MRA in 2015/16 is to activate Duporth Avenue's distinct character and vision.

The precinct's business and commercial operations are still very local in nature predominately attracting a Sunshine Coast catchment on market days and weekends. Positively surveys have started to show an increasing proportion of people coming from Brisbane. If success in the MRA Precinct is to be built upon, the precinct needs to be a unique area that is attracting people, business and visitors day and night from the Sunshine Coast, Brisbane and other national cities.

A key requirement of achieving this is to move away from essentially a voluntary assistance basis that the MRA currently operates within, to one that has permanent positions and is securely funded. Relying on the current model of the MRA is not sustainable in the longer term as people's enthusiasm and good will have limits. Without continuing commitment from stakeholders, activities will cease.

Data analysis has estimated that the MRA's activities have contributed to an additional \$27 million additional dollars for the precinct over the last two years. As the MRA's operational budget is around \$200,000 per annum, this shows a significant return on investment. A process to establish a Business Improvement District as well as exploring other options for self-funding to ensure a sustainable robust funding stream is of high priority.



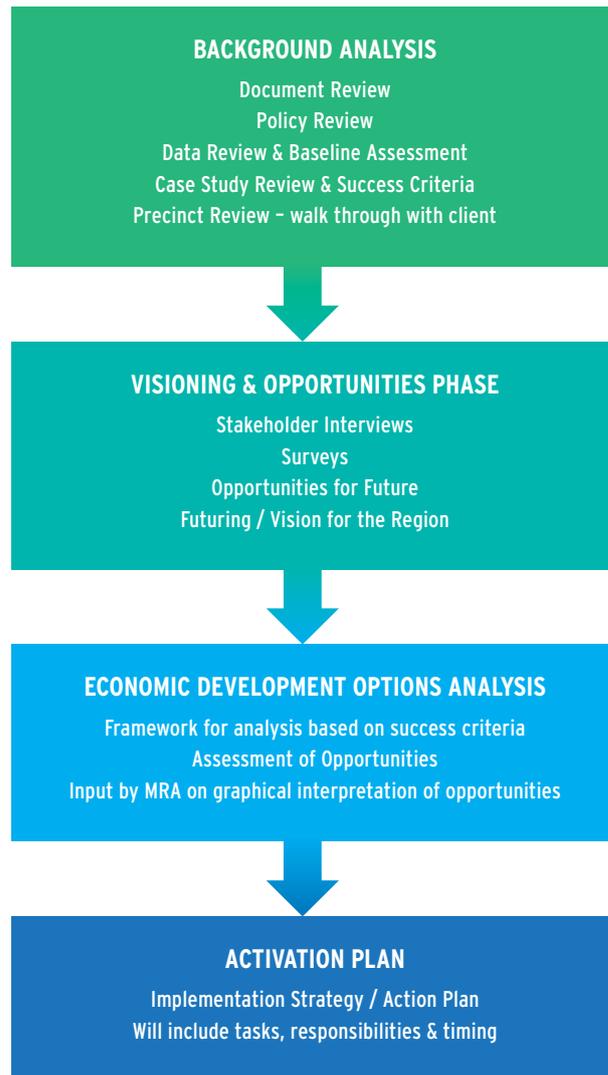
PHOTO: Ocean Street World Festival, 2015
Source: MRA

The EDP was developed in partnership with key stakeholders over 4 key phases between Oct 2014 and May 2015. This included data analysis of the ABS Census plus more detailed audit walk through of the precinct to collect finer grain business information and current occupancy.

In addition, a best practice review of other revitalised areas and key lessons learned have been utilised in the EDP to ensure that optimum success can be achieved.

The visioning and opportunities phase included consultation over a two-month period with key stakeholders and the general public. This raised many issues and opportunities, and enabled the development of a clear and shared vision for the precinct.

Opportunities were analysed through application of success criteria and determining the adherence or otherwise of the opportunity to the overall vision. Finally activation of the strategy was mapped out with the MRA Board members including timeframes for Priority Projects 0-5 year and beyond.



It is well understood by the MRA and the broader community that a strong, securely funded Association is essential if implementation of the Economic Development Plan is to be coordinated and achieve optimal outcomes.

The research undertaken (see MRA Evidence Report) strongly indicates that achieving success in an area such as the MRA Precinct relies on many elements.

This includes ensuring the following are present:

1. A clear and shared vision for the precinct
2. A vision that is recognised and maintained in development policy
3. Ongoing commitment to delivery through coordinated public interventions
4. An overriding focus on leveraging private sector support and investment
5. Local and Regional transport networks that enhance a precincts catchment
6. People focused visions that enhance a centres amenity
7. Public facilitates that activate economic spinoffs and public spaces
8. Marketing and localisms campaigns
9. An established entity to lead revitalisation
10. Secure funding to support revitalisation efforts

Perhaps the three most important elements established by the research are a shared vision, a community ownership plan, and a secure funding source. In this regard, the MRA is already a long way down a successful path:

VISION

The community is united in ensuring a collective 'voice' takes the EDP forward with all stakeholders.

COMMUNITY OWNED PLAN

While the MRA will be instrumental in leading and coordinating the Plan, it is recognised that in many instances other agencies/ stakeholders need to be the key responsible party for either implementing or funding an action. This EDP will be used to garner commitment and collaborative efforts from all businesses, industries, community organisations and government organisations active in the area.

A SECURE FUNDING SOURCE

It is well understood by the MRA and the broader community that a strong, securely funded Association is essential if implementation of the Economic Development Plan is to be coordinated and achieve optimal outcomes. The MRA is dedicated to having a secure, reliable funding source so that optimum success can be achieved and sustained over time.

Southbank/West End – Southport – Sunshine Coast – South East Queensland. For full analysis please refer to the MRA EDP Evidence Report www.mra.org.au

To determine a baseline upon which progress can be monitored, data from the 2011 Household and Population Census was analysed. This is considered a great starting point for the precinct as the MRA was not operating then and the area at its lowest point. It is imperative that the baseline situation is compared to the outcomes of the next census (2016) to determine some of the tangible impacts of the MRA's activities.

While strongly advocating reflecting their own local context and unique people, what Southbank/West End is to Brisbane CBD is an example of what the MRA precinct could be to the new CBD over time. This alongside Southport on the Gold Coast provides comparative data illustrating varying stages of local economic and community development.

In summary, key points of note from the 2011 Census include:

The study area used to approximate the MRA Precinct (SA1) had a population of 1077, and the MRA's current primary catchment area's (SA2) population was 16,698. By 2036, the primary catchment area is projected to experience a 107 per cent growth (to around 34,500 people). In the same time period Southbank/West End is expected to grow 225 per cent (from 18,991 to 44,375 people) and Southport in the Gold Coast is expected to grow 138 per cent (from 28,315 in 2011 to 67,520 in 2036).

- The median age in the primary catchment area of the MRA (SA2) is 50 versus 36 for the Southbank/West End area and 38 for Southport. This is reflective of the large proportions of people over 65 years of age in the primary catchment area of the MRA. However the catchment has a larger percentage of 25-29 year olds.
- There is a comparatively high percentage of people with houses owned outright in the MRA's primary catchment area (SA2) when compared to South Bank and Southport.
- The primary catchment area of the MRA (SA2) has a lower percentage of Flat, Units or Apartments (34 per cent) when compared to South Bank (66 per cent) and Southport (44 per cent). However this is the highest concentration of Flats, Units or Apartments in the Sunshine Coast.
- There is a considerably smaller proportion of the catchment area's population that possess a bachelor's degree when compared to South Bank and Southport (19 per cent in the primary catchment area of MRA compared to 39 per cent for South Bank / West End and 23 per cent for Southport). However, again, the proportion of bachelor degrees in this area was above the average for the Sunshine Coast.
- Knowledge workers accounted for 15 per cent of jobs in the broader Maroochydore area, which is similar to Southport but lower than South Bank/ West End (21 per cent).

However, the walk through audit data (see p14) revealed that many of these were in locally oriented accountant businesses, insurance and banks and not 'export' oriented businesses i.e. serving areas beyond the primary catchment area.

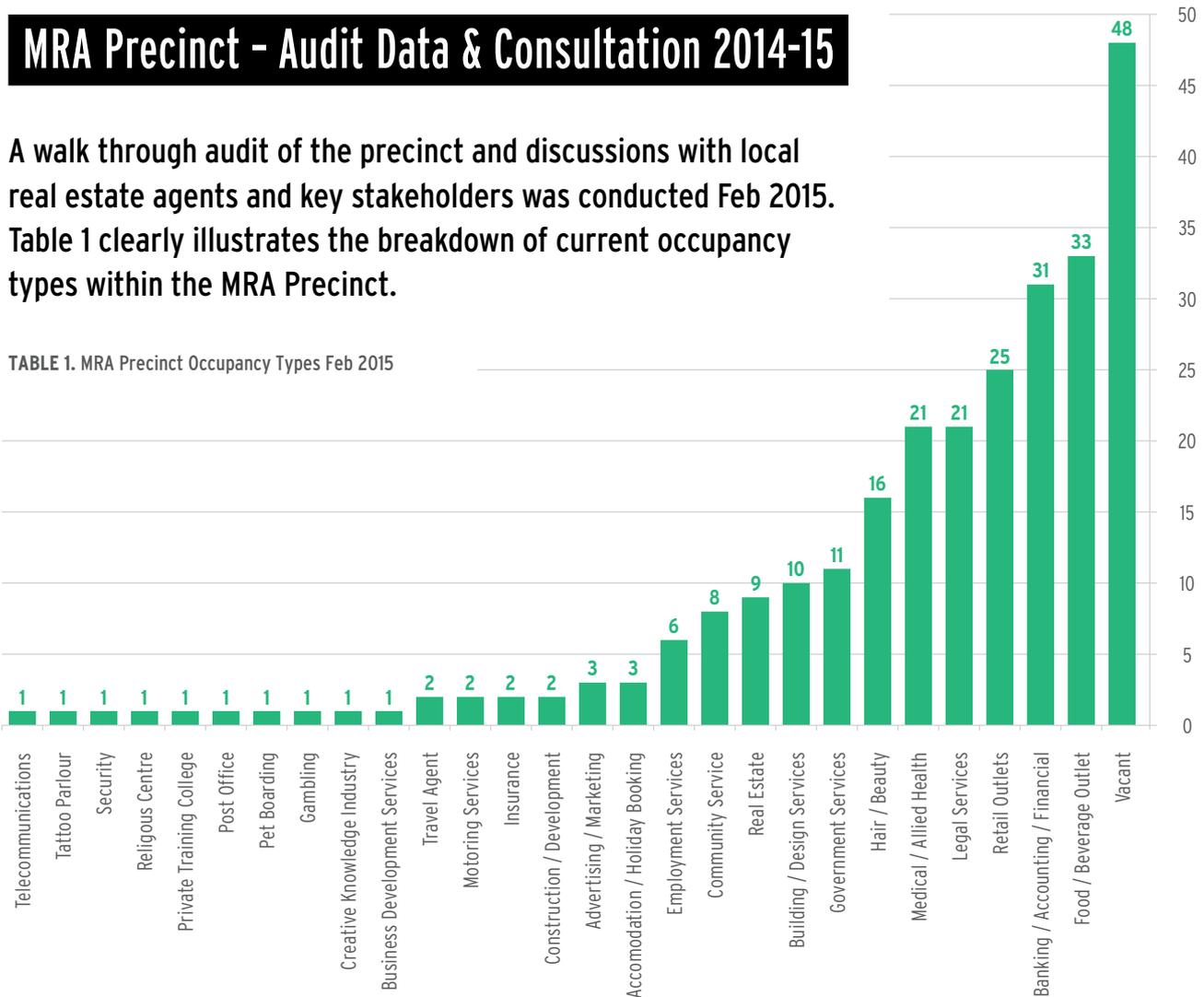
- In 2011, only 1.8 per cent of the workers within the wider Maroochydore area (place of work) had creative industry jobs whereas South Bank / West End's proportion was 7.2 per cent.
- There was a decline in key industry jobs across retail, IT/ Media and real estate services between 2006 and 2011 in the primary catchment area of the MRA (SA2), but increases in South Bank / West End and Southport during these periods.

Refer to p18 SWOT Analysis – POPULATION, HOUSING, EMPLOYMENT (Compared to Southport & South Bank/ WestEnd ABS, 2011).

MRA Precinct - Audit Data & Consultation 2014-15

A walk through audit of the precinct and discussions with local real estate agents and key stakeholders was conducted Feb 2015. Table 1 clearly illustrates the breakdown of current occupancy types within the MRA Precinct.

TABLE 1. MRA Precinct Occupancy Types Feb 2015



The key findings include:

COMMERCIAL TENANCIES

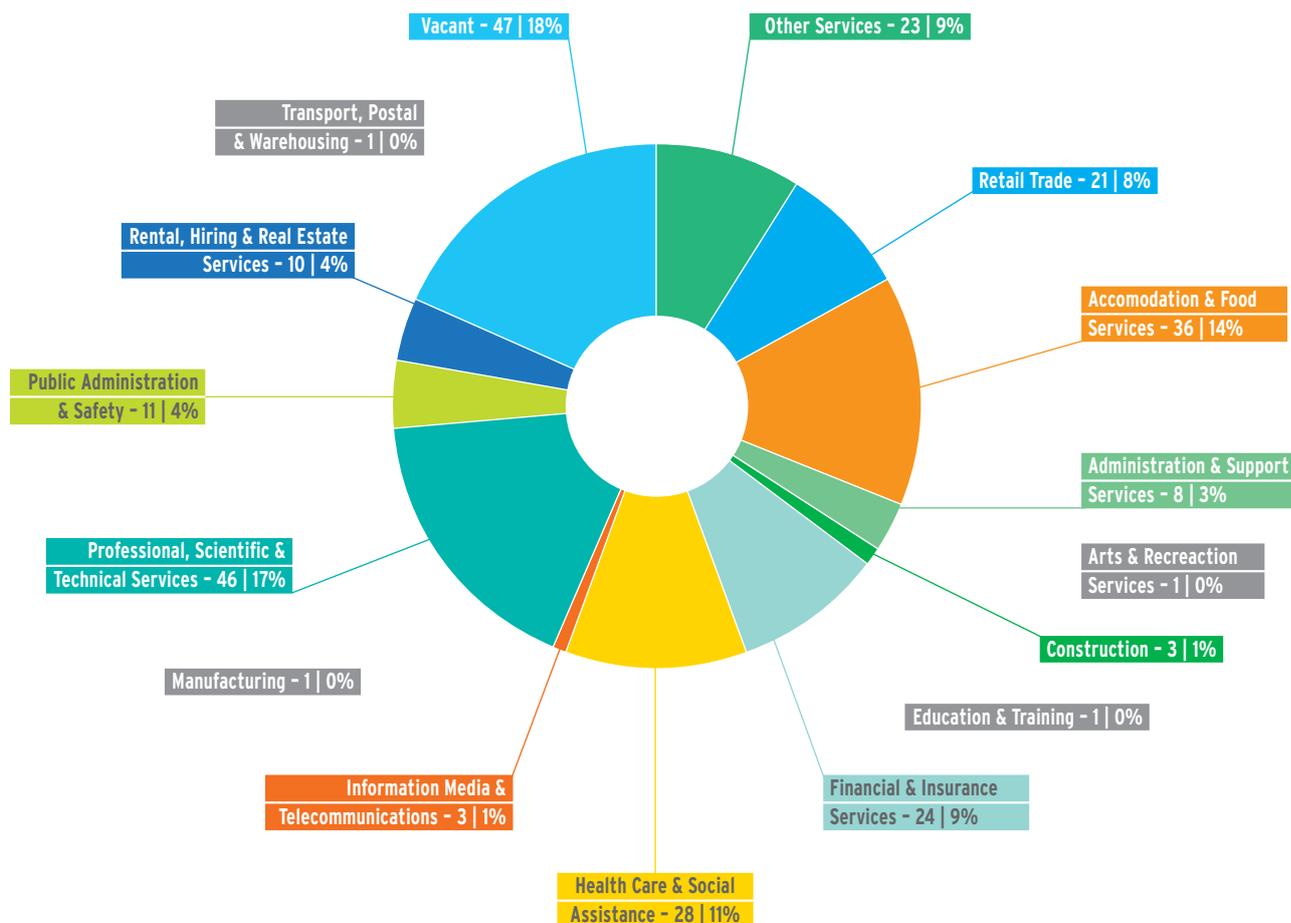
- Nearly 20 per cent of all tenancies in the MRA Precinct are vacant.
- Restaurants and other food outlets made up the majority of tenancies.
- Significant proportion of tenancies were legal professions.
- Substantial numbers of Hair & Beauty; Medical and Allied Health Professionals.
- The MRA Precinct has a considerable amount of 'C' grade commercial stock but no 'A' grade commercial stock.
- Most businesses present are locally driven and not 'exporters' to people outside the main catchment area.
- There are few leasing opportunities that offer large holdings.

- The ability of the area to attract headquarters/ businesses serving a regional catchment would require substantial redevelopment or retrofitting.

RETAIL DIVERSIFICATION

- The small number of retail premises in the precinct highlights the limited range of services and subsequent gravitational pull into the precinct. While the aggregated data shows over 20 retail outlets in the precinct there is very limited clothing (3 in total), art and craft, stationery/books (excellent 2nd hand book store only), and homewares etc.
- This is crucial to balance out the current food and entertainment focus in the precinct, widening the visitor and local experience, increasing foot-traffic of all ages and demographics around the 24hr clock.
- Sunshine Plaza is in close proximity and has over 220 tenancies. As such, the retail offer in the precinct needs to be unique and differentiated.

TABLE 2. MRA Precinct ANZSIC Categories (2006) ABS Census (2011)



KNOWLEDGE WORKERS & CREATIVE INDUSTRIES

- The MRA Precinct currently has very few creative industries jobs.
- And while the 2011 Census data indicated that knowledge workers accounted for 15 per cent of jobs in the area, the walk through data revealed that many of these were in locally oriented accountant businesses, insurance and banks.
- Considerable opportunity with the leasing stock available to create flexible coworking spaces to stimulate these industries. Local economy multiplier effect - drawing more people into the area facilitating start-ups and small businesses.

GOVERNMENT OFFICES & SERVICES

- There is a large cluster of Government offices and services in the precinct. This includes 8 level State Govt. building, the Sunshine Coast Regional Council's Maroochydore offices, the Regional Magistrates Court and Police Headquarters.

- The Government Area hosts around 4 per cent of tenancies but constitutes around 23 per cent of all the jobs in the precinct when employment in health, social services, administration and government are taken into account.
- In 2011, the Government sector catered for over 4,400 employees in the wider Maroochydore area.
- Based on growth between 2006 and 2011 and the number of people employed in the industry, public administration and safety (which reflects the agglomeration of Government services in the precinct) is a high growth and regionally significant sector for the Maroochydore area.

Further tables and analysis can be found in the **MRA EDP Evidence Report - www.mra.org.au**

Refer to p19 SWOT Analysis - **INDUSTRY BUSINESS SERVICES (MRA Precinct Dec, 2014).**

SWOT ANALYSIS

This table provides a comprehensive overview of the research and data collected plus key local knowledge from consultation with a variety of stakeholders.

	GOVERNANCE AND INSTITUTIONAL FRAMEWORKS	POPULATION, HOUSING, EMPLOYMENT Compared to Southport & South Bank (WestEnd) ABS, 2011
STRENGTHS	<p>MRA is a well respected, represented and self managed organisation with clear evidence of benefit to local stakeholders: Landowners, businesses and community.</p> <p>MRA has good working relationship with key industry groups, Council and State Representatives.</p> <p>Precinct recognised as the 'traditional town centre' in the SCC Planning documents/zoned uses responsive to vision.</p> <p>Depth and breadth of experience to consistently deliver successful and well managed events that attract a wide diversity of people and earn supplementary revenue to fund other revitalisation initiatives.</p>	<p>Population Sunshine Coast to double by 2031.</p> <p>Planning scheme will cluster density and development into Maroochydhore City Centre of which MRA Precinct adjoins.</p> <p>Maroochydhore has an older median age 50 compared to 37-38 respectively in study areas. However has a higher percentage of 25-29 year olds than both.</p> <p>Housing affordability is better in Maroochydhore.</p> <p>Incomes for individuals and labour force participation rates sit in between that of both Southport and Southbank. Good median data for Maroochydhore and Sunshine Coast region.</p>
WEAKNESS / THREAT	<p>Volunteer organisation based on participation and contributions - burnout and pressure of long term funding a reality.</p> <p>No secure and more equitable funding arrangement that reflects benefit experienced by landowners and businesses. Absence of equity in contribution dis-incentivising ongoing support from business community.</p> <p>Greater MRA Precinct boundary not formally recognised in hierarchy of precincts on the Sunshine Coast.</p> <p>Event management expertise rests with a small number of people - loss of this expertise could significantly affect revenue-earning capacity.</p>	<p>Competition from other developing centres could capture this increased market.</p> <p>There has been a 5-year decline in key industry jobs across retail, IT/Media and real estate in Maroochydhore. Southbank and Southport have both increased this population comparably in the same 5-year period.</p> <p>Lower higher education rates than both areas impacts on discretionary income.</p> <p>Higher levels of home ownership, but lower percentage of apartments and units impacts upon diversity of population and density of permanent population.</p>
OPPORTUNITY	<p>Good position to advocate for secure funding stream</p> <ul style="list-style-type: none"> - Business Improvement District - Strong organisation - Evidence of benefit - Stakeholder respect <p>Formalise MRA Precinct vision into SCC planning documentation, precinct hierarchy and policy.</p> <p>EDP will provide evidence to garner the organisational support required to realise Priority Actions 5-10 years and address the issue of volunteer burnout.</p> <p>EDP provides a baseline to measure performance against and to continue to evidence the impact of MRA activities for landowners, businesses and wider community.</p>	<p>The unique offering of the precinct can be capitalised on to be of greater appeal than other centres and increase 30-50 year old live and work population. Target initiatives MRA i.e. Playhouse Theatre.</p> <p>Demonstrate a under supply of affordable residential properties to compliment high-end offering intended in the PDA. Requires determination of optimal density development housing/ business.</p> <p>Promote housing affordability, income averages and liveability of precinct.</p> <p>Offer additional affordable experiences to appeal to the widest demographic.</p> <p>Partner joint projects with University of the Sunshine Coast - fastest growing in Australia.</p>

INDUSTRY, BUSINESS, SERVICES	INFRASTRUCTURE, CONNECTIVITY, DESIGN	PLACE MAKING
<p>Increased economic activity, foot traffic and business confidence over last two years 2013 and 2014 - MRA monthly market events and initiatives.</p> <p>Ocean Street Taxi Rank busiest on the Coast.</p> <p>Cluster of Government services - State & Local Govt., offices; Regional Magistrate Court & Police HQ; Employment, training and support services.</p> <p>Strong representation of Professional services (legal and financial), medical and health and beauty.</p> <p>Cluster of Entertainment, Restaurants and food venues on Ocean Street.</p> <p>BIG TOP Market Fresh redevelopment.</p> <p>Regular events and markets aimed at a wide demographic.</p>	<p>Adjacent to new City Centre development and Sunshine Coast Plaza & central point Caloundra, Hinter, Noosa.</p> <p>Strong gravitational pull from across the Sunshine Coast and Brisbane to the unique traders and services within the precinct esp. Ocean Street.</p> <p>Good mix of government, business, tourist and local businesses and services - use.</p> <p>Maroochydore Bus Interchange - major regional local connector (Uni, Hospital, Nambour, Caloundra, Noosa).</p> <p>10 min drive to Airport and 20 min to Health Hub Kawana.</p> <p>Flat walkable terrain - connection between beautiful coastline, parklands and shops and entertainment.</p> <p>Future light rail - both connection and development opportunities.</p> <p>Collective precinct attributes a drawcard card for region wide professional workforce and investment.</p>	<p>Established MRA events (monthly and annual) that attract a wide demographic and has activated the precinct.</p> <p>Demonstrated community demand for the kinds of initiatives undertaken by MRA and the associated businesses established.</p> <p>Ocean Street in particular is well known destination - gravitation pull from all over the Sunshine Coast.</p> <p>Active and mobilised local community.</p>
<p>Low levels of retail traders (destination and location businesses) to maximise retail gravitational pull for the widest spread of trading hours and retain visitors for a longer period of time.</p> <p>Very low creative industry, lessens the unique offering of the precinct.</p> <p>No collaborative/flexible workspaces - loss of a potential frequent customer base and reinforcement of the unique appeal of the area.</p> <p>18% empty commercial leases - detracts from vibrancy and projects decline.</p> <p>Less foot- traffic and more vacancies on Duporth Ave and First Ave than Ocean Street - under delivery of potential breadth and range of visitor experience.</p> <p>No University presence or functions within precinct.</p> <p>Focus on entertainment to a younger demographic only.</p> <p>Maroochydore as a tourist destination is often overlooked by current tourism organisations and media - Noosa Cooloom and Mooloolaba and Caloundra the focus.</p>	<p>Difficult legibility between key areas within the precinct and new City Centre area.</p> <p>Considerable amount of 'C' Grade commercial stock.</p> <p>Carparking and wider transport planning becoming a huge issue with the increase in numbers to the precinct and new developments i.e. Big Top.</p> <p>Lack of public amenities including toilets, seating, bike racks, lockers. Increase in numbers coming to the precinct will require new maintenance program.</p> <p>Cornmeal Creek is under utilised.</p> <p>Difficult to do business with rest of Australia and internationally with limited flight schedules.</p> <p>Lack of diversity of public spaces - quiet areas, digitally connected areas, active spaces.</p> <p>Maroochydore is lacking promotion as a tourist destination as compared to Mooloolaba and Noosa.</p>	<p>Duporth Avenue, First Ave and Cornmeal Creek are still not on the wider public radar and lack foot-traffic.</p> <p>Limited connected public spaces and way finding between distinct areas - Govt., Duporth, Ocean, Creek.</p> <p>Environmental outcomes are considered important by many stakeholders, but no collective initiatives are present.</p>
<p>Duporth Ave - Retail Collins street style - different to Ocean St.</p> <p>Create individual street working groups (Duporth, First Ave, Ocean Street) drive unique collective actions/events.</p> <p>Increase engagement with Govt. services/staff.</p> <p>More research and data collected to evidence impact.</p> <p>Partner to develop explicit pathways to attract a wide range of independent businesses into the MRA Precinct.</p> <p>Maximise the potential to attract the global fast growing creative industry jobs and small businesses with coworking/start up flexible workspaces.</p> <p>Continue to foster and promote the unique precinct and Maroochydore's attributes across Sunshine Coast, Bris. & Interstate.</p> <p>Establish stronger connections between Duporth and Ocean Street and draw cards between the two areas.</p> <p>Develop joint initiatives with wider precincts to demonstrate mutual benefits.</p> <p>Facilitate industry partnerships with University, research, & off campus collaborative learning spaces.</p>	<p>Improve accessibility and experiences across the precinct.</p> <p>Cost benefit analysis for retrofitting existing commercial space - ROI.</p> <p>A more diverse housing stock will attract a greater range of ages to both live and work in the area.</p> <p>Partner with key stakeholders to create a parking and transport strategy- include maximising PT network (Sunshine Coast Light Rail).</p> <p>Activate Cornmeal Creek and the Council carpark in front of the Magistrate Court.</p> <p>Provide public amenity block to assist with the increase in patronage to the area and logistics for events.</p> <p>Partner with key stakeholders to maintain a clean and safe precinct.</p> <p>Partner to establish free WIFI hot spot areas</p> <p>Advocate for both 5 star hotels through to student accommodation.</p> <p>Participate in stakeholder discussions to improve future Airport schedules and routes to maximise business.</p>	<p>Continue successful approach undertaken in Ocean Street to activate a distinctly unique Duporth, First Ave and Cornmeal creek areas - local street working groups.</p> <p>Improve the public mental map of the area incl. gateway areas.</p> <p>Pitch activities and attract business that strengthen the gravitational pull to the precinct - market demographic.</p> <p>Link with BIG TOP market environmental initiatives incl. urban garden- energy, waste water programs.</p>

VISION - MRA PRECINCT

The vision for the MRA Precinct

A compact multi-use area with rich cultural experiences and strong local economy.

The MRA Precinct is also:

- Cultural food and entertainment hub of the Sunshine Coast.
- Renown for its distinct blend of Business, Arts, Food and Employment.
- Draws people from all over the Coast.
- It is the 'West End/Southbank' of Maroochydore.
- A place where there is lots of foot traffic day and night, seven days a week, across all age groups.
- A leader in show casing sustainability initiatives.
- Easy to navigate and people can move seamlessly throughout the precinct as well as to connected surrounding precincts.
- Self managed, with considerable participation from a range of stakeholders. Collectively, the MRA and wider community fast tracks projects to maintain a robust vibrant neighbourhood over the long term.

PHOTOS (BELOW):
Ocean Street World Festival, 2015
Source: MRA

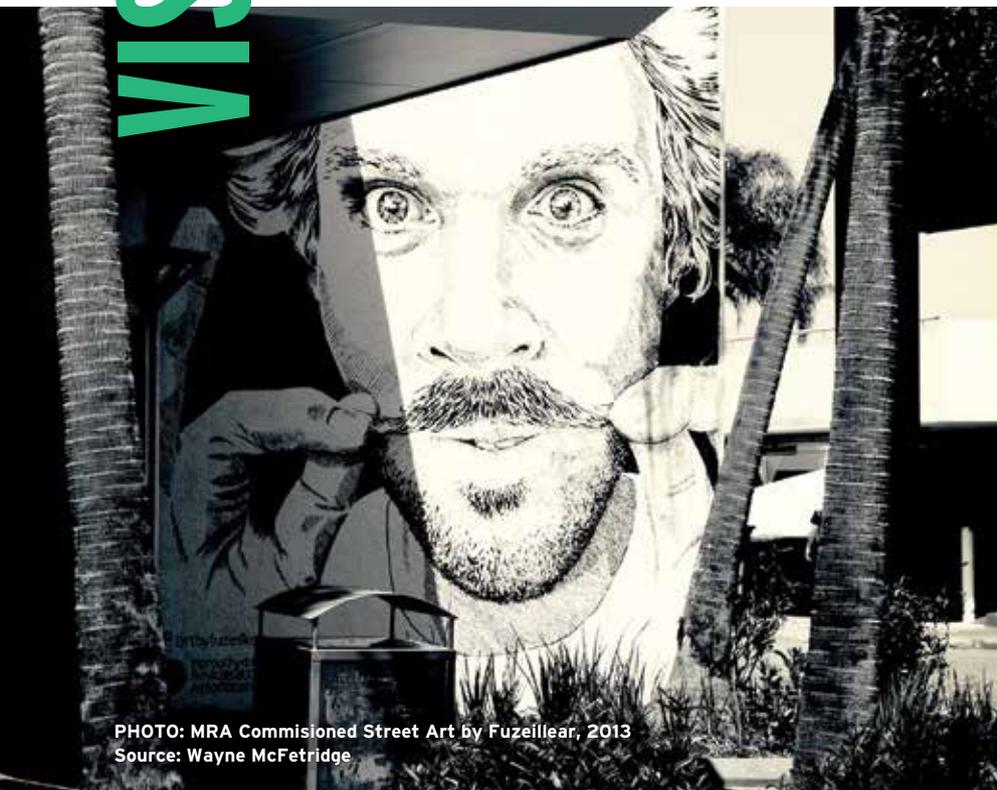


PHOTO: MRA Commissioned Street Art by Fuzeillear, 2013
Source: Wayne McFetridge



Key Themes

THEME 1: STRENGTHEN ARTS, CULTURE & ENTERTAINMENT

Arts, Food, Culture and Entertainment are central elements of the vision and are also key elements of the local economy and the regional wide attraction to the precinct.

THEME 2: ENSURE THE PRECINCT IS ECONOMICALLY SUSTAINABLE & PROSPEROUS

Increasing the types of diverse experiences and reasons to visit (retail, food, entertainment, work choices, public services) will create a robust and sustainable local economy essential to the longevity of the area.

THEME 3: AN INNER CITY VILLAGE - STRONG LOCAL & VISITOR APPEAL

Further cementing the precinct as the 'go to' area for locals, as well as a vibrant place for visitors will amplify lifestyle, cultural attributes attracting a diverse range of community business and investment. Investment in the public realm and opportunities for inner city living are key focuses.

THEME 4: SUSTAINABILITY INITIATIVES - EXEMPLAR

Incorporating environmental initiatives wherever possible for the good of the environment and to differentiate the precinct from other areas in Sunshine Coast and South East Queensland will deliver collective public, economic and placemaking benefits.

THEME 5: A ROBUST & SECURE MRA

Ensuring the MRA is secure and robust is essential for success in the precinct.



PHOTO: Maroochy River Mouth, 2015
Source: MRA

Theme 1: Strengthen Arts, Culture & Entertainment

An area that 'Celebrates' the Arts and Culture.

ACTIVATION PLAN

WHERE ARE WE NOW?

Arts and cultural events have been the main drivers of the economy in the MRA Precinct over the last two years. These events have attracted and supported a wide range of local artists (food and artisan), which is reflected in many of the events, including the monthly markets stalls in Nights on Ocean as well as Ocean Street World Festival. All events are free and specifically cater to a wide demographic and ages.

The night economy has also seen a boost with the introduction of new and diverse restaurants, bars and nightclubs. While this has been very positive in the precinct, consultation made it clear that the community do not want the precinct to become a nightclub strip. Ensuring that a range of activities are present night and day is essential.

Eighteen new businesses have opened as well as larger capacity live music venue putting Maroochydore firmly on the touring circuit. The Big Top Market Fresh is a central element to the continued activation of the precinct attracting a wide demographic and local business development.

Establishing the precinct as the 'go-to' area for locals, as well as a diverse and interesting place for visitors is seen as essential for lifestyle and liveability, as well as attracting further businesses and investment. This is discussed in Theme 3 (p24).

In addition, initiatives for youth and led by youth were considered to be needed, and further performing arts elements in the precinct were considered beneficial.

In the last 12 months, the monthly Nights on Ocean Street Markets, annual Ocean Street World Festival and art projects have attracted over 250,000 people of all ages from across the Sunshine Coast and Brisbane. Estimates by businesses indicated that around 33 per cent of their customers were from Maroochydore, a further 30 per cent from the rest of Sunshine Coast, and 10 per cent from Brisbane. Approximately 8 and 5 per cent respectively were indicated as being from interstate and overseas.

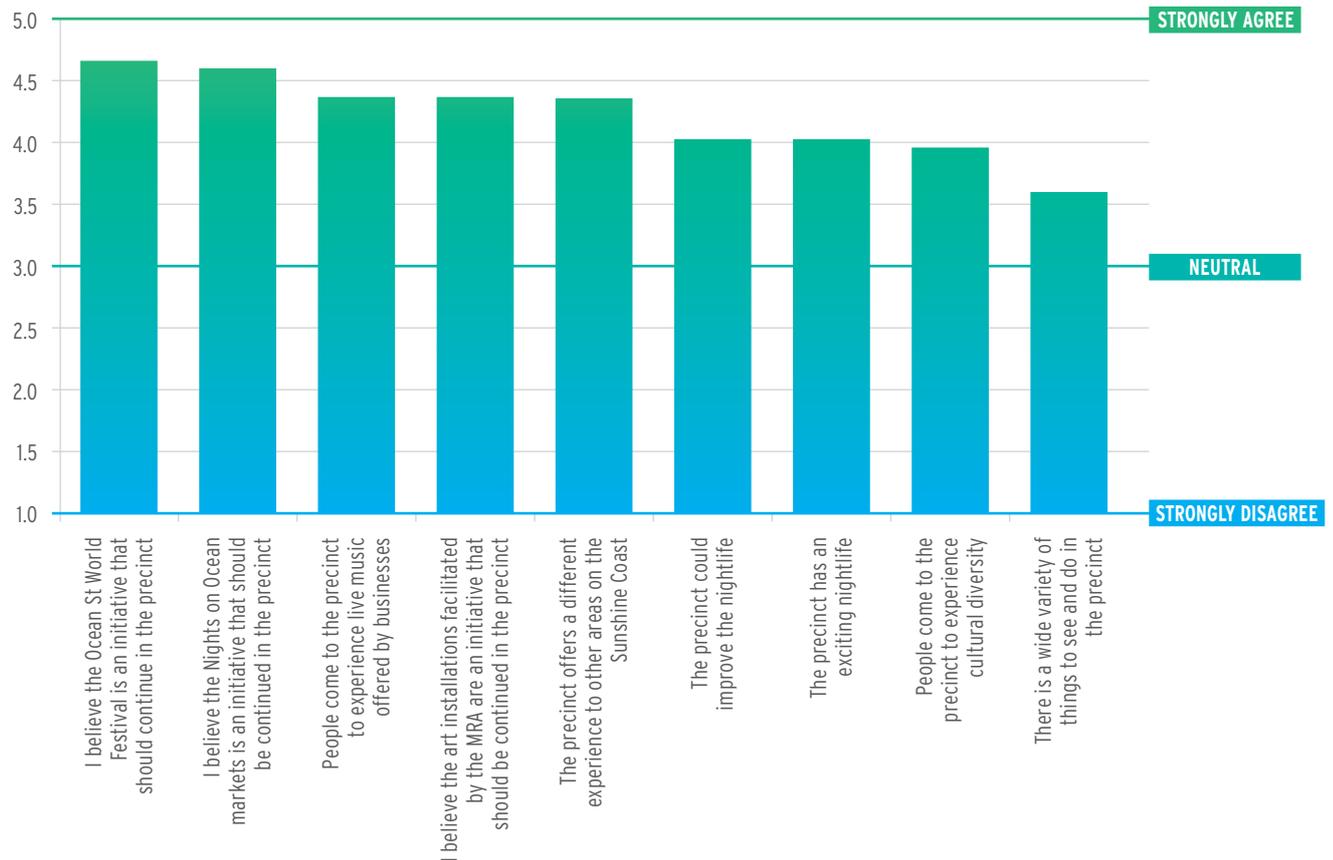
A business survey completed in October 2014 indicated that almost all people found the MRA initiated events were positive for business and revenue (see Table 3 p21).

The majority of people agreed that people come to the precinct to experience live music offered, that the art installations facilitated by the MRA is an initiative that should be continued, and that precinct offers a different experience to other areas on the Sunshine Coast. See Table 3 on the following page.

PHOTOS (LEFT):
Nights on Ocean Street Markets, 2013
Source: Rob Sharkey



TABLE 3. Business survey, Oct 2014, MRA Precinct.



HOW CAN WE ACHIEVE OUR VISION?

Arts, culture and entertainment are the central elements in the Vision for the MRA Precinct and are the key component of the precinct’s identity. Existing initiatives, events and establishments are widely supported, and the desire for an enhanced and evolving art and cultural base is evident.

Eight Actions that would assist in continuing to activate the precinct are listed below. Further detail regarding these Actions can be found in the MRA EDP Evidence Report:

ACTION 1.1 - Continue existing events and initiatives in the precinct such as Nights on Ocean Street markets, Ocean Street World Festival, art installations, the Captain and Duke Pop up Bar.

ACTION 1.2 - Initiate new events and experiences that are both affordable and appeal to a wide demographic. Areas to explore are included in the MRA EDP Evidence Report and include extending the markets and music offerings to Duporth Ave; having an Ocean Film Festival for Australia; an active artists wall; pop up activities in Cornmeal Creek; other exciting and unexpected events.

ACTION 1.3 - Keep the area clean and safe by establishing strong stakeholder partnerships, monitoring and representation. Discussions regarding safety requirements/processes will determine actions required for the precinct.

ACTION 1.4 - Establish an advisory board made of up young, creative people. Specific tasks to coordinate include an active artists wall, areas for young artists and other initiatives including partnerships with University.

ACTION 1.5 - Further develop Playhouse Theatre concept and partnerships. Important to maintain a range of entertainment experiences within the precinct.

ACTION 1.6 - Create a historic ‘art and place’ walk and pathway treatments - in conjunction with overall urban design plan (see Action 3.1.)

ACTION 1.7 - Target specific independent tenancies to attract a wide gravitational pull from the across the Sunshine Coast to the precinct.

ACTION 1.8 - Target the attraction of creative industries businesses through the development of a prospectus outlining the strengths including affordability and liveability data for the precinct.

Theme 2: Ensure the precinct is Economically Sustainable & Prosperous

Increasing diversity, focusing on high value industries and knowledge / creative workers.

Ensuring the economic structure of the precinct is robust and sustainable is essential to the longevity of landowners and businesses. Equally diversity of the uses within the precinct helps to create a vibrant and exciting place for workers, residents and visitors alike. Increasing the frequency of experiences and reasons to visit (retail, food, entertainment, work choices, public services, open space, quiet spaces, density and so on) will create a balanced and resilient local economy.

Importantly, focussing on attracting high value industries as well as creating a precinct that will attract knowledge workers and creative industries is essential. Connectivity to and around the precinct is also very important.

WHERE ARE WE NOW?

As noted in the data analysis section (p14) nearly 20 per cent of tenancies are currently vacant and that there are no 'A grade' commercial leasing opportunities. While the tenancies on Ocean Street have seen significant revitalisation over the last few years, other retail and commercial has little diversity and many needing refurbishment. Knowledge workers and creative industries are virtually non-existent. The Government area includes people with high levels of qualifications but currently is not 'activated' and connected with the rest of the precinct.

In addition to the above, while the TAFE is located on the periphery of the precinct, other student based activities would be beneficial.

Given Maroochydore's Principal Activity Centre status in the policy environment, efficient mobility and access in and around the precinct is also a key component of optimising functionality. Discussions with key stakeholders suggest that these areas require considerable focus.

Comments included:

- There is a lack of connectivity between the precinct and other areas of the Sunshine Coast;
- Interstate movements are not facilitated by the scheduling of flights from the Sunshine Coast Airport. For example, it is difficult to do business with rest of Australia from the Sunshine Coast due to limited flight schedules and lack of 'same day' travel to and from the Sunshine Coast;
- International flights are limited to Auckland, New Zealand and are seasonal only;
- Car parking is concentrated within the Government Area, plus onroad parking throughout the precinct. This is not considered to be the best use of the Government Area space, and a complete review of car parking is required for the entire precinct.
- A transit centre is located on the periphery of the precinct. However, anecdotal information suggests that routes may not be optimal or popular.
- The Sunshine Coast Light Rail is a 'game changer' for the precinct and broader area and a catalyst for further development at key locations, including the precinct. Once it is implemented intra-regional connections in the Sunshine Coast will be greatly improved. In addition, bus routes need better networking, review of zones and ticket pricing in order to stimulate demand and supply.



PHOTO (TOP):
State Government Building,
First Avenue Maroochydore
Source: MRA

PHOTO (BOTTOM):
The Old Courthouse,
First Avenue Maroochydore
Source: MRA



PHOTO: Duporth Avenue
Source: MRA

HOW CAN WE ACHIEVE OUR VISION?

Eleven key Actions are recommended for the precinct to stimulate and foster a economically sustainable and prosperous area. Further detail regarding these Actions can be found in the MRA EDP Evidence Report:

ACTION 2.1 - Target the right mix of independent businesses and a diversity of accommodation types (5 star to student accommodation) to trigger a vibrant active precinct - culture and economy. Develop a communication and investment prospectus.

ACTION 2.2 - Establish individual working groups for each Street (Duporth, Ocean, First) to drive unique and responsive activation plans. Increase engagement with Government services and staff.

ACTION 2.3 - Grow innovative capacity and partnerships via supporting the development of collaborative workspaces.

ACTION 2.4 - Complete assessments on the development feasibility for areas (commercial and residential) within the precinct, based on current planning scheme requirements. Determine whether changes to the Planning Scheme would assist in attracting further investment / reinvestment in the precinct.

ACTION 2.5 - Conduct cost benefit analyses (society wide return on investment) for retrofitting existing commercial space. Including collective bulk purchasing opportunities.

ACTION 2.6 - Facilitate industry partnerships and opportunities for off campus locations with The University of the Sunshine Coast and Brisbane or other Australian based universities.

ACTION 2.7 - In conjunction with key stakeholders host discussions with the Airport to facilitate optimal scheduling and flight routes.

ACTION 2.8 - As part of creating an overall MRA Precinct map and web application, develop a business services directory with individual stories, images and offerings.

ACTION 2.9 - Continue to foster and promote unique precinct and Maroochydore's attributes and businesses across Sunshine Coast, Brisbane and Interstate media.

ACTION 2.10 - Develop joint initiatives with wider precincts - Cotton Tree, City Centre and Sunshine Plaza.

As noted in Theme 1, Action 1.3 - Keep the area clean and safe by establishing strong stakeholder partnerships, monitoring and representation. Discussions regarding safety requirements / processes will determine actions required for the precinct.

Theme 3: An Inner City Village – Strong local and visitor appeal

Being the 'Go to' area for locals and visitors.

Central to any well functioning local economy is its attractiveness to a wide range of people. How a 'place' makes people feel, to live in, work in, laugh and relax in. In addition is the diverse range of businesses, industries and skilled workforce. And central to the presence of a skilled workforce is the lifestyle attributes and amenity within an area. Understanding the lifestyle needs of industry players, their workers and their families is essential in producing appropriate responses that can assist in maximising the local economy.

While the amenity of the precinct itself will be an important consideration for potential businesses wishing to relocate, being apart of a bustling vibrant area that maximises interaction between residents, businesses and visitors are key elements to investor decision-making.

Given the proximity of the MRA Precinct to the new City Centre of Maroochydore, plus other major projects in the region (such as the Kawana Health Hub and the University of the Sunshine Coast), unique services and experiences are vital.



Open Space and public facilities are common features across successful town centres that can act as attractors and/or key anchor tenants that also enable infrastructure items. These can include open space areas for passive and active recreation as well as facilities that include art/cultural facilities, education and health institutions, government offices, and community facilities.

WHERE ARE WE NOW?

The memory by locals of what the place was and could be in the future has created the energy and desire to work together to rebuild the culture and economy of the town and create a strong vibrant multi-use neighbourhood.



Importantly it is drawing people from both sides of the Sunshine Coast and Brisbane to experience the atmosphere. It is where people from the Sunshine Coast are coming back to for many reasons, mainly food and entertainment at this stage however other activities including retail and business clusters are emerging.

Through the business survey conducted, as well as consultation with key stakeholders, many agreed that some of the best attributes of the precinct were the safe, friendliness and welcoming environment one felt when in the area.

However there is a lack of consistent urban design elements within the precinct limiting foot traffic and being able to gage a quick mental map of the area. Public realm improvements could be made generally as public amenities i.e. public toilet block and variety of tables/seats are not present or easily accessible in the precinct. This will greatly assist in coordination and financial drain of providing these for the ongoing events in the area.

Cornmeal Creek and the Maroochydore River are the only considerably sized public spaces, but these areas are not utilised to their potential as they are not clearly linked to other parts of the precinct and do not have essential amenities. Furthermore, given its limited access across the creek, Cornmeal Creek is viewed as a boundary in the precinct rather than an asset.

The memory by locals of what the place was and could be in the future has created the energy and desire to work together to rebuild the culture and economy of the town and create a strong vibrant multi-use neighbourhood.

HOW CAN WE ACHIEVE OUR VISION?

It is noted that creating a precinct that has an unsurpassed lifestyle encompasses many things – the public realm, residential living options, the types of tenancies and businesses operating, the employment opportunities for residents and commuters to the precinct as well as the entertainment, art and cultural environment for residents, workers and visitors alike.

A best practice review of successful precincts elsewhere highlighted that visions that centre on people and amenity have the most impact when it comes to increasing prosperity and vibrancy.

Development patterns in successful areas generally feature:

- Mixed use development forms;
- Significant residential development either within or directly adjacent to the precinct;
- Dense development, usually of a minimum of three storeys, with some areas much higher in density (particularly around public transport infrastructure);
- Integrated development in that the services and facilities required by a residential community (e.g. entertainment, dining, arts, cultural and recreation) are provided within the precinct; and,
- The provision of a high amenity, pedestrian friendly environment.

The art and cultural environment has already been discussed, as has the economic sustainability issues. As such, this section concentrates on the public realm, public amenities and car parking actions.

PHOTO (LEFT):
Ocean Street World Festival, 2015
Source: MRA

PHOTO (RIGHT):
USC PR Student Volunteers at 'A Night at The Old Couthouse' fundraising event
Source: MRA

Actions include the following:

ACTION 3.1 - Develop an urban design plan throughout the precinct. Partner with key stakeholders to implement a series of small cost effective (permanent and non-permanent) and longer term larger projects and initiatives. Include CPTED principles.

ACTION 3.2 - Coordinate a Parking Strategy – including traffic speeds, pedestrian networks, cycling and open space networks. Investigate the potential for a free hop-on hop-off shuttle bus.

ACTION 3.3 - Activate via events and markets Cornmeal Creek in its current form and use this to inform additional design and spaces along the creek.

ACTION 3.4 - Create a civic open space in front of the Regional Magistrates Court through the relocation of the Council carparking area, in conjunction with the Parking Strategy recommended in Action 3.2.

ACTION 3.5 - Assess public infrastructure / amenity requirements to reflect the rapid growth in visitation numbers over the last two years and to accommodate future projections. Ensure safety elements are assessed and improvements implemented. Use this to maximise funding mechanisms for timely implementation to support local economy.

ACTION 3.6 - Partner to implement Free Public WiFi hotspots across the precinct.

ACTION 3.7 - Advocate to create stronger links to the River area (physical and visual) via water transport and land and water-based activities 'Mini Circular Quay'.

As noted in Theme 2, Action 2.1 - Targeting the right mix of independent businesses and a diversity of accommodation types (5 star to student accommodation) to trigger a vibrant active precinct – culture and economy will also be important for broadening the visitor appeal.

Theme 4: Sustainability Initiatives - Exemplar

Ensuring the Triple Bottom Line is optimised

One of the ways the MRA Precinct can differentiate itself from other areas in the Sunshine Coast and South East Queensland is to incorporate environmental initiatives wherever possible. Collective initiatives also result in considerable local economic activity and individual business savings.

WHERE ARE WE NOW?

Currently, the precinct does not have any coordinated or consistent approach to sustainability. However, many businesses and key stakeholders in the MRA Precinct have expressed interest in working together collectively on environmental initiatives.

HOW CAN WE ACHIEVE OUR VISION?

Every action outlined in the EDP where appropriate should determine how the triple bottom line (economic, social and environmental) can be maximised. Other specific actions should feed off The Big Top's redevelopment and opportunities with enclosed 'farmers market'. The area has a great 'vibe' and is in line with the overall Vision for the precinct.



Actions include the following:

ACTION 4.1 - Establish a Sustainability Street Program, with energy waste and water initiatives that collectively save money, build community and economy. "No Waste" events should be a high priority given the importance of events to the local economy.

ACTION 4.2 - Create linkages with local food growers, local food retailers and export markets, in conjunction with Big Top Market and other key stakeholders.

ACTION 4.3 - Set up an Urban Farm in the precinct with strong links to University, local residential community and the Big Top produce market.

PHOTO (BELOW):
Ocean Street, 2015
Source: Dimi Limnatis

PHOTO (LEFT):
The Big Top Produce Markets, 2015
Source: MRA



Theme 5: A robust and secure MRA

Ensuring actions are followed through

There are two key elements for successful revitalisation to be maintained over time. The first is having a self-motivated and strong community and individuals and equally important is having secure funding streams. Currently the MRA is self-funded via monthly markets, grants and sponsorship. In other successful areas, principal funding sources for organisations such as the MRA are usually separate budget allocations from local governments or funds sourced from mechanisms such as Business Improvement District (BID). The MRA organisation has researched the key areas BID levies could be expended on reflective of local context, this includes:

- Economic and Cultural Development;
- Research within and for the precinct;
- Key event coordination;
- Marketing and communication;
- Design and amenity.

Once secure funding is in place, the funds must deliver a benefit to the levied stakeholders and generally there are requirements from funding sources to ensure this happens. The secure nature of funds from mechanisms such as BIDs also enables easier attraction of other funds too, such as government program grants, membership fees and entrepreneurial activities. This does not replace ordinary Council expenditure but works to fast

track initiatives with a range of stakeholders and partnerships. Crucially it supports and encourages further the volunteer base and goodwill already mobilised in the precinct.

WHERE ARE WE NOW?

The MRA is a well respected, represented and self managed organisation that has produced significant evidence based benefits for a range of stakeholders including landowners, businesses, community and government over the last 3 years. The nexus between the MRA and the success of the precinct is very clear.

To date, the MRA has created significant change through self-funding via events. There has been great support from the wider community, but it is evident that much of the day-to-day work has been completed by a handful of individuals through a large amount of good will. Should the MRA wish to maintain its vibrancy, and should the community wish activities to be continued in the longer term, a secure funding stream is required.

Due to limited resources, to date there has not been the capacity to provide the required focus on marketing, recruitment or localism campaigns. This is a significant gap, and reinforces why certainty of funds is required.

The Board Members and volunteers have demonstrated depth of experience to consistently deliver

well-managed events and earn supplementary revenue to fund a wide range of revitalisation initiatives, including this Economic Development Plan. The implementation of a BID will also garner the organisational support and partnerships to realise the Priority Actions and address the issue of volunteer burnout. The process for securing a BID has already begun as well as examining other potential revenue streams.

PHOTOS (BELOW):
MRA Community Consultation Activity, 2015
Source: MRA



Theme 5: A robust and secure MRA (cont.)

Ensuring actions are followed through

HOW CAN WE ACHIEVE OUR VISION?

Actions that will assist in delivering the overall vision include:

ACTION 5.1 - Develop a costed Business Improvement District (BID) levy proposal to support the continuation of revitalisation activities into the future and continue to explore other revenue initiatives. This includes EDP implementation.

Managing the precinct as a BID would include key responsibilities:

1. Economic and cultural development
2. Comprehensive research about the area
3. Event coordination
4. Marketing and Communication
5. Design, Amenity, Sustainability

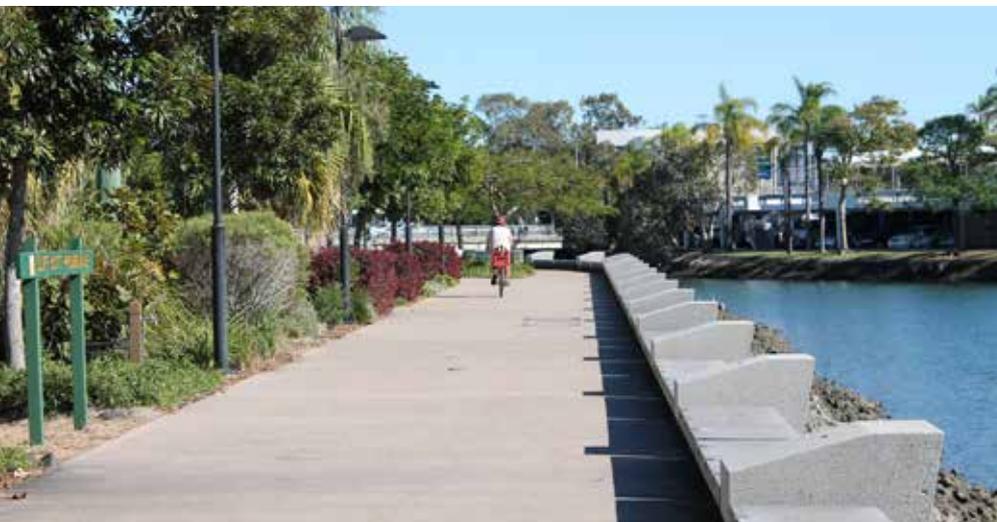
ACTION 5.2 - Formalise the precinct vision into Sunshine Coast Council planning documentation, precinct hierarchy and policy.

ACTION 5.3 - Develop, fund and deliver a dynamic marketing and communication strategy to promote events and businesses within the precinct.

ACTION 5.4 - Establish a comprehensive monitoring, data collection and reporting system in order to measure the impact of initiatives and establish evidence for grant applications and additional sponsorship/donations. Report on the following areas:

- Commercial office and retail market/employment;
- Residential market;
- Tourist market;
- Transport adequacies/challenges/requirements;
- Success of/need for major and minor projects in the area;
- Success of events;
- Expenditure in the precinct;
- Foot traffic numbers - 24hr.

PHOTOS (BELOW):
Cornmeal Creek through to
Cotton Tree Park, 2015
Source: MRA



Priority Action Plans

The below table provides a succinct version of all the recommended Actions across each of the 5 Key Theme areas. Detailed Action Plans for the short-term priorities can be found in the full MRA EDP Evidence Report 2015.

ACTION		Short Term (0-2 years)	Medium Term (2-5 years)	Long Term (5-10 years)
1.1	Continue existing events and initiatives in the precinct.			
1.2	Initiate new events and experiences that are both affordable and appeal to a wide demographic.			
1.3	Keep the area clean and safe by establishing strong stakeholder partnerships, monitoring and representation.			
1.4	Establish an advisory board made of up young, creative people. Specific task to coordinate active artists wall, areas for young artists and other initiatives including partnerships with University.			
1.5	Further develop Playhouse Theatre concept and partnerships.			
1.6	Create a historic 'art and place' walk and pathway treatments - in conjunction with overall urban design plan Action 3.1.			
1.7	Target specific independent tenancies to attract a wide gravitational pull from surrounding areas to the precinct.			
1.8	Target the attraction of creative industries businesses through the development of a prospectus.			
2.1	Target the right mix of independent businesses and a diversity of accommodation types to trigger a vibrant active precinct.			
2.2	Establish individual working groups for each Street (Duporth, Ocean, First) and increase engagement with Government services and staff.			
2.3	Grow innovative capacity and partnerships via supporting the development of collaborative workspaces.			
2.4	Complete assessments on the development feasibility for areas (commercial and residential).			
2.5	Conduct cost benefit analyses (return on investment) for retrofitting existing commercial space. Including collective bulk purchasing opportunities.			
2.6	Facilitate industry partnerships and opportunities for off campus locations with The University of the Sunshine Coast and Brisbane or other Australian based Universities.			
2.7	In conjunction with key stakeholders host discussions with the Airport to facilitate optimal scheduling and flight routes.			
2.8	As part of creating an overall precinct map and web application, develop a business services directory with individual stories, images and offerings.			
2.9	Continue to foster and promote unique precinct and Maroochydhore's attributes and businesses across Sunshine Coast, Brisbane and Interstate media.			
2.10	Develop joint initiatives with wider precincts - Cotton Tree, City Centre and Plaza.			
3.1	Develop an urban design plan throughout the precinct.			
3.2	Coordinate a Parking Strategy.			
3.3	Activate via events and markets Cornmeal Creek in its current form and use this to inform additional design and spaces along the creek.			
3.4	Create a civic open space in front of the Regional Magistrates Court.			
3.5	Assess public infrastructure / amenity requirements.			
3.6	Partner to implement Free Public WiFi hotspots across the precinct.			
3.7	Advocate to create stronger links to the River area (physical and visual) via water transport and land and water based activities 'Mini Circular Quay'.			
4.1	Establish a Sustainability Street Program			
4.2	Create linkages with local food growers			
4.3	Set up an Urban Farm in the precinct with strong links to University			
5.1	Develop a costed Business Improvement District (BID) levy proposal			
5.2	Formalise the precinct vision into Sunshine Coast Council planning documentation			
5.3	Develop a marketing and communications plan			
5.4	Establish a comprehensive monitoring framework and continually monitor the precinct			

MRA Precinct.

Rich cultural experiences.

Strong local economy.



SPECIAL THANKS TO:

(in no particular order)

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Jesse Chirizzi
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Peppi Bueti
Julia Whale
Annie Ness
Shari Hall
Brendan Bryant
Loris Gordon
James Birrell
Geoff Burchell
Linda Shore-Perez
Tim White
John Evangelista
Con Comino
Shari Hall
McKay Walker
Steve/Rita Sproxton
Alexandra Wolter-Daczynsky
Dan Sowden
Dimi Limnatis
Fiona Simpson MP
Councillor Jason O'Pray
Mayor Mark Jamieson
Gerard King
Loris Bryant
Dana James
Rob Sharkey
Bianca Silcok
Bronwyn Buksh
Claire Delune
Joseph Riba
Alicia and Jake Pregnell
James Carruthers
Helen Jeisman
Stephen Boike
Anne Lawrence
Sarah Bond
Ariana Potamianakis
Kristina Morris
Courtenay Press
Daniel Andagu
Bevan and Leah Langley
Helen Langlois
Quentin Leveridge
Sharna Kirku
Malcolm Prendeville
Brian Goodworth
Leah Watts

LOCAL BUSINESS

Chilli Sisters
The Post Office
Panwa
The Duporth Tavern
Zimbuca Hair
Lolipop Hair
Prickly Piñata
Total Biz Solutions
Lemongrass Fusion on Ocean
Sassi on Duporth
Kufa & Parquetry and RAW
Onyx Hair and Beauty Salon
Bryant Property
The Various Artists
Party Bins
Oaks Hotels & Resorts
Picture Framing on Wises
The Solbar
OGE Group
Old Soul
Piano Bar
Macchu Pichu
Megabay
Ray White Maroochydore
James Birrell Design Lab
Waves Maroochy River
The Duporth Riverside
The Big Top Market Fresh
Reed Property Group
Absolute Security
New Leaf Florist
Oystercatcher
Riba Business Lawyers
BDK Buscombe
Garry Crick
Bank of Queensland
Jerry O'Reilly Property
Tome
Zahtar
Corb-ins
Prints Happening
Hello Harry
The Duporth Second Hand Book Store
Mixology
Kebab Haven
Party Bins

This list is by no means exhaustive and we greatly appreciate anyone who has contributed their time and expertise.

**This Economic Development Plan (EDP)
presents an exciting pathway to establish the
partnerships and funding required to achieve
our collective vision. Build a strong local
economy and rich cultural experiences for all.**

To date there has been great involvement of the community, and we would like to take this opportunity to acknowledge each and everyone who has contributed to this EDP and any other activity that has been hosted by the MRA.

To continue the success of the revitalisation effort, it is essential that existing contributors continue to be involved and new contributors be encouraged to join. Fast-tracking the success of the MRA Precinct relies on this EDP being implemented. And to be implemented, this plan needs to be owned by the wider community.

So what can stakeholders do to help?

Get Involved!

Become a member of the MRA.
Share your idea. Partner on
initiatives for the precinct.
Contact us today.

www.mra.org.au

