



AGENDA

Supplementary Reports Ordinary Council Meeting Wednesday, 16 February 2022

Date: Wednesday, 16 February 2022

Time: 10:00am

**Location: Council Chambers
23 West Street
Mount Isa**

**David Keenan
Chief Executive Officer**

Order Of Business

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8 MAYORAL MINUTE

8.1 MAYORAL MINUTE - FEBRUARY 2022

Document Number: 758995

Author: Chair

Authoriser: Chief Executive Officer

EXECUTIVE SUMMARY

February 2022 Mayoral Minute for Council's information.

RECOMMENDATION

THAT Council receives and accepts the February 2022 Mayoral Minute.

MAYORAL MINUTE

It's hard to believe we are already halfway through February 2022; this year is flying. Mount Isa City Council has hit the ground running and I would like to take this opportunity to update the community on several projects:

- **Family Fun Park (\$5.1M upgrade):** The design has been awarded to LA3 and is expected to be completed by end of April 2022. This project will then progress to community consultation. While Council is doing everything possible to speed up the process, the completion of the Family Fun Park is scheduled for November 2022.
- **Centennial Place Project (Approx \$3.6M):** The design has been confirmed and the project will now progress to the tender stage
- **Camooweal - New Public Toilet Block:** The installation of a new, four-cubicle public toilet block and caravan dump point at the Camooweal Rest Stop, Barkly Highway will begin in April. The project is expected to take 4 weeks to complete and will be finalised in May.
- **Buchanan Park - New Ablution Block (Approx \$940,000):** The installation of a new ablution block at Buchanan Park, with 7 toilets and several showers, is scheduled to begin in April. The ablution block will help to service the Showman's Guild and rodeo competitors. This project was made possible thanks to Council's successful funding submission to the Federal Government's Local Roads and Community Infrastructure Program.
- **Gallipoli Park Pump Track - Ablution Block and Shade:** The installation of the ablution block is scheduled to be completed by March. The addition of shade of the Ninja Course has been welcomed by community and complements the facility well.
- **Skate Park - Skate Bowl Replacement:** This project commenced last week and is expected to be complete in the coming weeks.
- **City Lookout Upgrade:** Council has been successful in receiving \$150,000 in funding from the Works for Queensland program for this project which is currently in the planning phase.
- **Splashiez Aquatic Centre:** Retiling work commenced in January and continues this week. These repairs are expected to be completed shortly. The new inflatable obstacle course at Splashiez has been a great success with many patrons stepping up to the challenge.

Thank you to Mount Isa City Council Staff who ran a very successful and COVID safe Australia Day Awards and Citizenship Ceremony, it was a fantastic day. Thank you again to all staff involved, I know everyone had a good day.

Congratulations to all winners of the Australia Day Awards and also to those who were nominated. It's an honour to be nominated for the Australia Day Awards and on behalf on Mount Isa, I thank you for your contribution to our great City.

I would like to take this opportunity through the Mayoral Minute to provide community with a brief update on what I've been up to since the January Ordinary Meeting.

- **Weekly Council Meetings** – Councillors meet most Wednesdays at the scheduled Council Workshop, Council Briefing, or a formal Council Ordinary Meeting.
 - **Council Workshop** – A council workshop is where councillors and key staff come together to discuss projects, developing issues and new opportunities.
 - Updates from February's Workshop include a meet and greet with a representative from Eva Copper Mine, and update from Mount Isa Mines Rodeo, a presentation from the Environmental Health Team regarding possible Environmental Charge Projects and a feedback session regarding an updated Finance Report format.
 - **Council Briefing** - A Council Briefing is an opportunity for Councillors to review a draft Ordinary Meeting agenda and request additional information from Council Officers if required.
 - Councillors also had an opportunity to view the initial design concept for the CBD masterplan, which was very exciting.
- **Weekly District Vaccination Committee Meeting** - Local Government Areas (LGA) and Health meet to discuss vaccination data and develop strategies to address any identified gaps or shortfalls in vaccination coverage within identified LGA areas. The aim of these meetings is to enhance connection, coordination and deconfliction.
- **Fortnightly Mount Isa to Townsville Economic Development Zone (MITEZ) Meetings** - As the peak regional development organisation for an area encompassing seven local government areas – Mount Isa, Cloncurry, McKinlay, Richmond, Flinders, Charters Towers and Townsville, regular meetings are held to continue the diversification of new industries, alongside the expansion of new markets and the promotion of existing investment opportunities.
- **Mount Isa City Council Owned Enterprises (MICCOE) Board Meeting** – MICCOE manages Buchanan Park, Outback@Isa and Civic Centre.
 - I attended this meeting as an observer. The committee accepted a Strategic Review of the Mount Isa City Council Owned Enterprises by Stratford Strategy.
- **Local Disaster Management Group (LDMG) Meeting** - LDMGs are established by local governments to prepare, support and coordinate disaster management activities for their respective LGAs. A local government needs to ensure that it can provide disaster response capability for their community and can provide equipment and a suitable number of persons, using the resources available, to effectively manage or help another entity to manage an emergency or a disaster in the local government area. The LDMG is made of council representatives Mayor (Chair) and Deputy Mayor, Local Emergency Services Queensland Police Service (QPS), Queensland Ambulance Service, QFES, Representatives of functional lead agencies, NGOs such as welfare organisations or community groups and a Local Recovery Coordinator.
 - The LDMG discussed how better support can be provided to community members and families who are at home isolating with COVID. Council is currently co-ordinating and providing care packs to those in need in addition to assisting other local agencies to complete welfare checks.
- **Overlanders Way Meeting** - The Overlanders Way is the stretch of road that takes you from the Great Barrier Reef all the way to the Northern Territory Outback. Consisting of seven local Queensland government areas that are situated along the Overlanders Way including Mount Isa, Cloncurry, McKinlay, Richmond, Flinders, Charters Towers and Townsville. The group is working together to promote and develop tourism opportunities for our communities.
- **North West Queensland Regional Organisation of Councils (NWQROC) Meeting** - Consisting of nine local Queensland government areas, Mount Isa, Cloncurry, McKinlay, Richmond, Flinders, Burke, Carpentaria, Doomadgee and Etheridge, to the group comes together to strategic plan and advocate for the region. Agreed regional priorities that we focus on: Government and stakeholder engagement, regional and economic development, regional infrastructure, transport networks and workforce capability, Environment, natural assets and climate impacts, health and education,

telecommunication, and internet services. The Deputy Mayor also participates in these meetings.

- At the last meeting, the group spoke to the Federal Candidates running for the seat of Kennedy; LNP, ALP and Katter Party. This was a fantastic opportunity to put forward the challenges of our communities and get an insight into how these candidates could support us.
- **100 Year Celebration Advisory Committee - Update on committee progress** - Myself, Council staff, Kalkadoon Stakeholders Director Leigh Kerkhoffs met for a brief update and to discuss possible opportunities to acknowledge and celebrate the Kalkadoons as part of the 100 year celebrations.
- **Family Fun Precinct** - Last week I visited the Family Fun Precinct and viewed the work that was commencing on the replacement skate bowl.
- **Mount Isa TAFE** – Caught up with Business Development Officer Justine Cole and Back to Work Training Officer Luella Kay from Mount Isa TAFE for an update and to discuss opportunities in the North West.
- **Kalkadoon BPC** - Caught up with Stakeholders Director, Leigh Kerkhoffs and received an update and discussed possible opportunities for Council to work with the Kalkadoons, including NAIDOC Week.
- **Various Face to Face Meetings with Community Members** – I met with five residents and discussed topics ranging from youth crime, vandalism, CBD clean up, land encroachment, Frank Aston Hill and a complaint.

While this list doesn't cover the countless e-mails and phone calls that I get daily, I hope it provides a snapshot of the work that is going on behind the scenes at Council.

I would also like to take this opportunity to remind the community that the Sports Expo is on again this Saturday, 19th February at the Civic Centre from 10 am. This is an excellent opportunity for sporting and non-profit groups to show case their association and hopefully get some much-needed membership. It's also great for the community to go along and see what they can get involved with.

Thanks everyone and please keep safe.

RECOMMENDATION OPTIONS

THAT Council receives and accepts the February 2022 Mayoral Minute.

Or

THAT Council does not receive and accept the February 2022 Mayoral Minute.

ATTACHMENTS

Nil

10 EXECUTIVE SERVICES REPORTS**10.6 ENCROACHMENTS ONTO COUNCIL LAND FROM ADJOINING LANDHOLDERS (746907)**

Document Number: 758937

Author: Chief Executive Officer

Authoriser: Chief Executive Officer

Directorate: Executive Services

Portfolio: Development and Town Planning

EXECUTIVE SUMMARY

In August 2021 Council resolved to offer landholders with existing encroachments located on Buchanan Park a three (3) year Trustee Permit. This offer of tenure was subject to conditions as stated in Resolution OM08/08/21 (refer over page).

RECOMMENDATION

THAT Council resolve to hold Resolution OM08/08/21 in abeyance for a period of 12 months and advise the affected landholders accordingly.

BACKGROUND**Executive Summary**

In August 2021 Council resolved to offer landholders with existing encroachments located on Buchanan Park a three (3) year Trustee Permit. This offer of tenure was subject to conditions as stated in Resolution OM08/08/21 (refer over page).

REPORT

On the 14 September 2021 Council officers actioned Resolution OM08/08/21 sending letters to all landholders adjoining Buchanan Park's eastern boundary seeking to determine who owned what infrastructure and the purpose of use of the encroached areas.

Upon receiving the responses, a second letter was sent on 21 January 2022, outlining how Council would move forward with the encroached areas and offering tenure in accordance with Council's resolution. A number of the affected landholders contacted Councillors and also Council officers to voice both verbally and in written form various concerns regarding Council's stance on the encroachments.

On Friday, 11 February 2022 two (2) adjoining landholders and their representative met with the Mayor, Chief Executive Officer and Council officers to discuss the concerns.

Matters discussed included, affected landholders purchasing the encroached land from the State, providing insurance, building permits and as trainers not owning some horses located on the Buchanan Park area.

It was determined that a report would be presented to Council to request the matter (Resolution OM08/08/21) be held in abeyance for a period of 12 months and that the adjoining landholders be notified of the same. It is noted that Council will be responsible for the liability and risk over the area in this time.

Purchase of Land

The State has advised that subject to the written consent of Council as Trustee of the DOGIT, an adjoining landholder may apply to the department to purchase that part of the DOGIT subject to the landholders improvements for inclusion into the adjoining freehold property. From a land planning perspective, the department will only support the landholders applying for an area directly behind their freehold land.

Should an application be approved, the applicant will be required to pay the purchase price (which is based on market value), and administrative fees including GST, stamp duty, (if applicable) and plan lodgement fees.

The applicant will be responsible for the provision of a survey plan to show the area applied for included into the adjoining freehold property. A balance plan of the DOGIT will be required to be prepared. Ideally it would be beneficial for the landholders to engage the one surveyor to undertake the survey work and provide the plan of survey which will include the balance plan for the DOGIT.

Native Title may be required to be addressed by the applicant to include the land into the adjoining freehold land. If Native Title is to be addressed, the applicant will be required to negotiate an Indigenous Land Use Agreement with the Kalkadoon People and pay the State's legal costs to review the Agreement for the surrender of Native Title.

It is highly recommended the landholders arrange a pre-lodgement meeting with the department prior to lodging an application.

Additionally, to prevent irregular shaped blocks being created a number of consecutive landholders would need to apply.

RESOLUTION OM08/08/21

Moved: Cr George Fortune

Seconded: Cr Kim Coghlan

THAT Council agrees to offer tenure to adjoining landholders of the existing encroachments onto Buchanan Park, described as Lot 11 on RD235, by way of –

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- a) offering a Trustee Permit for a term of three (3) years over an area immediately adjoining landholder's rear property boundary
- b) Finance Department to determine applicable fee
- c) for the purpose of stabling racehorses only and associated infrastructure
- d) adjoining landowners must provide evidence of being a full or part owner of the housed racehorse(s)
- e) compliance with Local Law requirements and similar terms and conditions to the current Council horse paddocks shall apply (including successful credit assessment)
- f) the permittee is responsible for obtaining all relevant building permits and final certificates within six (6) months from entering into a trustee permit with Council
- g) Council declines to offer any adjoining landowner use which are inconsistent with the purpose of the Deed of Grant in Trust shall require the adjoining landholder to remove the encroachments and debris from Lot 11 on RD235 and reinstate the true common boundary within three (3) months from receiving formal notification from Council
- h) Council agrees to allocate a budget for the removal and disposal of any remaining infrastructure and debris from the encroachment areas
- i) Council agrees for Council planning officers to undertake the appropriate development approvals and waive the applicable fee.

CARRIED

CONCLUSION

Council's Chief Executive Officer recommends that the current Resolution OM08/08/21 stand as is, with the matter being held in abeyance for a period of 12 months and that the affected landholders to be advised accordingly.

BUDGET AND RESOURCE IMPLICATIONS

As per Resolution OM08/08/21

LINK TO CORPORATE PLAN

Theme:	2.	Prosperous & Supportive Economy
Strategy:	2.9	Continue to undertake strategic Urban Design projects

CONSULTATION (INTERNAL AND EXTERNAL)

As per Resolution OM08/08/21

LEGAL CONSIDERATIONS

As per Resolution OM08/08/21

POLICY IMPLICATIONS

As per Resolution OM08/08/21

RISK IMPLICATIONS

As per Resolution OM08/08/21

HUMAN RIGHTS CONSIDERATIONS

As per Resolution OM08/08/21

RECOMMENDATION OPTIONS

THAT Council resolve to hold Resolution OM08/08/21 in abeyance for a period of 12 months and advise the affected landholders accordingly.

OR

THAT Council move forward with the current Resolution OM08/08/21.

ATTACHMENTS

Nil

10.7 MOUNT ISA CBD MASTERPLAN**Document Number:** 759061**Author:** Manager Planning and Development**Authoriser:** Chief Executive Officer**Directorate:** Executive Services**Portfolio:** Development and Town Planning**EXECUTIVE SUMMARY**

Council's engaged consultants have produced a draft CBD Masterplan, including a Summary Report, and the project team is now seeking Council's endorsement; and Council's agreement to distribute the documents for a two (2) week community consultation period.

RECOMMENDATION

THAT Council endorses the draft CBD Masterplan and accompanying Summary Report and agrees to a two (2) week community consultation process.

BACKGROUND

Mount Isa City Council engaged the services of Tract consultants to prepare a CBD Masterplan.

OVERVIEW

As Council is aware, Tract consultants were engaged to prepare a CBD Masterplan for the City of Mount Isa. The first draft of the CBD Masterplan has been prepared, and the Summary Report was presented to Council at last Wednesday's Council Briefing.

The Project Team is now seeking Council's formal approval to endorse the draft Masterplan and accompanying Summary Report and agree to a two (2) week public consultation period of the documents.

Once the community feedback is received, the relevant changes will be made and the final draft will again be presented to Council including the community feedback results for adoption.

Whilst Council would normally undertake a four (4) week community consultation period, there is an opportunity to seek funding to undertake some works which form part of the CBD Masterplan, however, this will require Council adopting the CBD Masterplan as a matter of urgency.

BUDGET AND RESOURCE IMPLICATIONS

No further budget implications (all costs associated with this process forms part of the CBD Masterplan delivery process).

LINK TO CORPORATE PLAN

Theme:	2.	Prosperous & Supportive Economy
Strategy:	2.9	Continue to undertake strategic Urban Design projects

CONSULTATION (INTERNAL AND EXTERNAL)

Seeking approval to commence community consultation (both internal and external) forms part of this report.

LEGAL CONSIDERATIONS

Not applicable

POLICY IMPLICATIONS

Not applicable

RISK IMPLICATIONS

Not applicable

HUMAN RIGHTS CONSIDERATIONS

Proper consideration has been undertaken.

RECOMMENDATION OPTIONS

THAT Council endorses the draft CBD Masterplan and accompanying Summary Report and agrees to a **two (2) week** community consultation process;

or

THAT Council endorses the draft CBD Masterplan and accompany Summary Report and agrees to a **four (4) week** community consultation process;

or

THAT Council does not endorse the draft CBD Masterplan and accompany Summary Report and does not agree the CBD Masterplan is ready for community consultation.

ATTACHMENTS

1. 712-0110-00-L-01-RP04 Master Planning SUMMARY Report [↓](#) 
2. 712-0110-00-L-01-RP04 Master Planning Report [↓](#) 
3. Mount Isa Master Plan Priority Projects Infomation Doc [↓](#) 

MASTERPLAN SUMMARY REPORT

Tract



Mount Isa CBD Masterplan - Summary Report

Prepared for Mount Isa City Council

Prepared by Tract Consultants with CChange Solutions, Peddle Thorp Architects and HIP V. HYPE

Tract

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Issued
14 February 2022

Quality Assurance

Masterplan Summary Report
Mount Isa CBD Masterplan

Prepared for
Mount Isa City Council

Project Number
[712-0110-00-L-01-RP05]

Revisions

Issue	Date	Description	Prepared By	Reviewed By	Project Principal
01	22 January 2022	Masterplan Summary Report	AC	EF	GH
02	14 February 2022	Masterplan Summary Report	AC	EF	GH

Note: Refer to report 712-0110-00-L-01-RP04 Masterplan Report for full Mount Isa CBD Masterplan Report and Appendices.

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1 INTRODUCTION

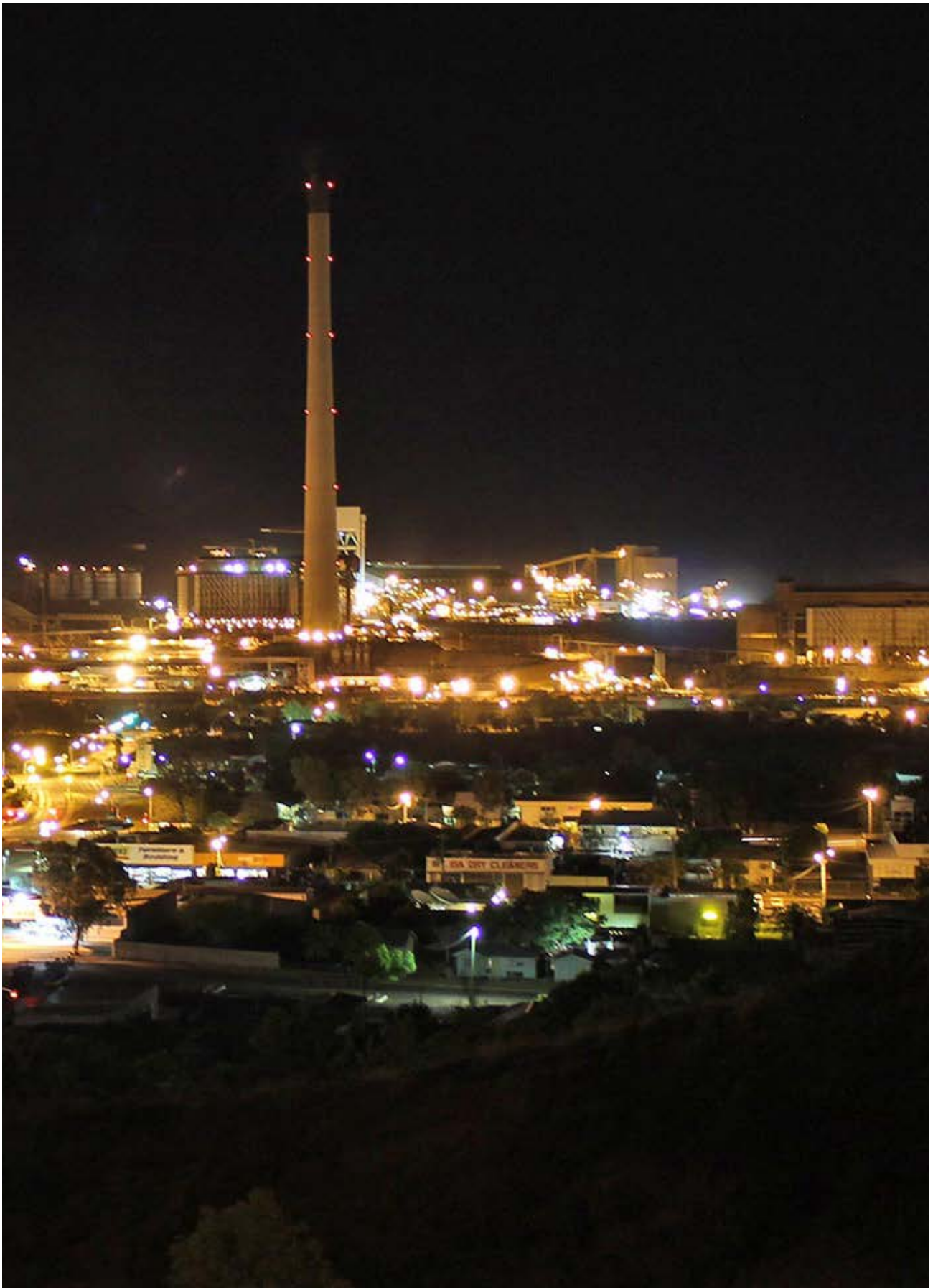


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1.1 ABOUT MOUNT ISA

An Oasis in the Outback

Recognised as the Oasis in the Outback, Mount Isa is located in Queensland's vast North West. Its strategic location provides an opportunity to further strengthen itself as a regional gateway, with an extensive system of highways linking Brisbane, Townsville, Darwin and Alice Springs. Distinctively located in a valley between the two spurs of the Selwyn ranges, the regional centre has a unique typography and landscape.

An Industrial, Commercial and Administration Centre

Home to a solid list of existing national retailers, the CBD provides a mix of uses including retail, food outlets, commercial, hospitality, institutional and service providers. The Masterplan acknowledges the retail situation at present and concentrates on an emerging café and foodie culture, with the acknowledgment that the diversification of business must be harnessed to secure confidence in future investment. The Masterplan supports the designation of further land to encourage additional retail and commercial tenancies.

Home to 23,000 residents

The city has grown to be a well-recognised regional service centre of 23,000 people. The median age of people in Mount Isa (Urban Centres and Localities) is 31 years, with a high proportion of youth. Situated on the Traditional Lands of the Kalkadoon People, a considerable 16.9% of residents identify as Aboriginal and/or Torres Strait Islander people.

A Region of Diverse and Unique Environmental Assets

Identified by its red soil, the climate of Mount Isa is described as 'Arid Climate', with semi-hot arid characteristics. The CBD is in proximity to a variety of natural assets, including the Leichhardt River and the nearby Lake Moondarra. The Leichhardt River divides the majority of residents and the CBD to the East and Mount Isa Mines to the West. Connection to land and outdoors are highly valued by many in the local community.

A Proud and Rich Mining Town

Mount Isa Mines to the West of the CBD, is the second largest copper producer in Australia. The town has a high percentage of FIFO workers. Its economy is reliant on mining and there is a clear domination of technicians and trades in the region. Ensuring that recreational and retail services are at a standard and quality to encourage people to shop locally and/or regionally is a key focus of the Masterplan.

CBD as a Catalyst to Connect People, Culture and Activities

Anchored by activation zones, Mount Isa CBD has recognisable assets including the river, community facilities, tourism places of interest, its renowned rodeo and festival, and indigenous heritage. Leveraging catalyst sites and key partnerships within CBD precincts is a key action in the Masterplan to yield urban renewal in the city. Permeability and connection of precincts is also essential to provide the CBD with a sense of structure and hierarchy.

1.2 Who We Are

TRACT

TRACT Prides itself of its 40-year history in Australia. Our multidisciplinary approach is key to our success and a platform for ongoing innovation in delivering high quality projects. We bring to this project a genuine enthusiasm and passion for public placemaking, great urban design, landscape and planning.



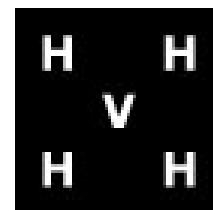
C Change

CChanges's sustainable economic services include determining the economic impact, value, contribution and opportunity for projects and commissions. We also offer specialist expertise when it comes to developing sustainable communities and deliver holistic projects from concept work, through to major city developments and large scale revitalisation of precincts and places.



HIP V. HYPE

HIP V. HYPE is an ethical, socially conscious and environmentally focused property developer, sustainability consulting practice and work share provider. We collaborate to resolve more environmentally sustainable, more socially responsible and more commercially intuitive solutions for a better built environment. Our aim is to influence and build the more equitable, resilient and prosperous future we deserve. Our responsibility is to leave our cities and regions in a better condition than we found them.



Peddle Thorp Architects

Peddle Thorp Architects recognise that every project demands a unique response to a particular set of issues. The practice's solid skill-base is built upon a wide range of architectural, interior design, urban design and planning experience.

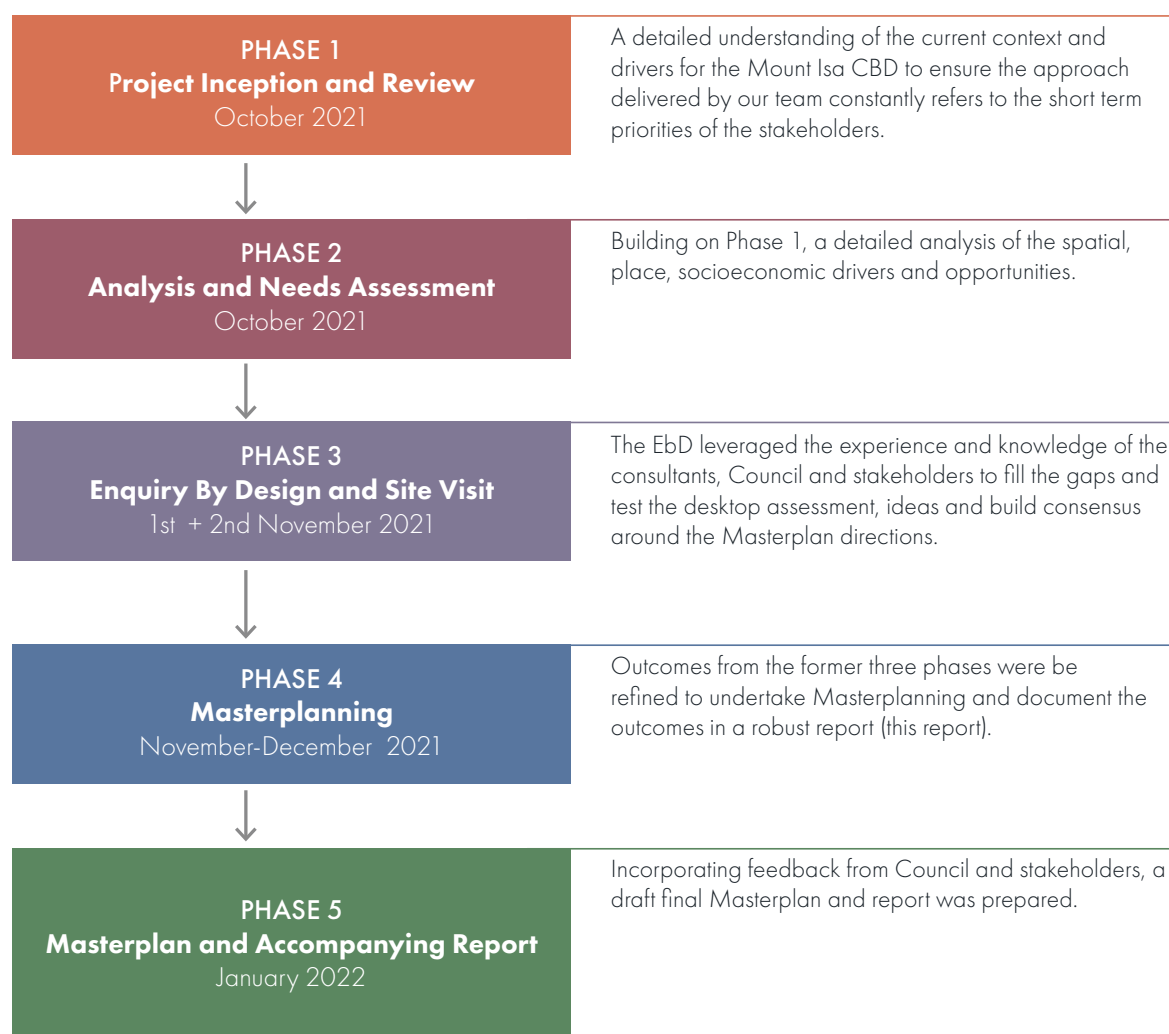


THE MASTERPLAN - A PROSPECTUS TO GUIDE CHANGE

1.3 Project Process

The intent of this Masterplanning process was to begin by asking questions of both Council and the broader community of Mount Isa. What does the community want the Masterplan to be and the purpose of the Plan? The response was that the plan should provide a long-term vision or focus, but provide particular attention to short term priorities.

The process focused on identifying and addressing important issues and opportunities around the CBD. This means that the Masterplan has been designed to solve specific local issues and take advantage of specific opportunities, mapping out aspirations for the CBD that are more responsive to the local conditions and more effectively bringing change and renewal to Mount Isa.



Masterplan Objective

The Mount Isa CBD Masterplan focuses on actions to encourage further beneficial economic activity and investment opportunities for the CBD in the broader regional context.

Masterplan encourages diversification of land uses so that the CBD can thrive as a vibrant and attractive centre. Additionally, the Masterplan focuses on enhancing connections to and within the CBD as these are essential to its current and future vitality.

EbD Process and Summary

The objective of the Enquiry by Design (EbD) Workshop was to gain a broad consensus on the direction of the Masterplan through a collaborative approach. The EbD was designed to leverage the experience and knowledge of a broad cross section of stakeholders over the 1.5-day workshop on the 1st and 2nd of November 2021.

This method effectively engaged stakeholders, presenting attendees with the opportunity to work alongside business owners, landowners, technical experts, council staff and local stakeholders.

The outputs were not only technically robust, but also had the additional benefit of being stakeholder supported as attendees take a sense of ownership over outcomes.

Key Community Feedback

The community was clear in what they wanted to see in the CBD. This included:

- Retaining young adults
- Night time activation
- Safety and security
- A focus on precincts
- A pedestrian friendly CBD
- Active street frontages

- Cooling and planting opportunities
- Mid-block links and connections in CBD core
- CBD core needs to be activated and address the highway
- Connections between West Street, Miles Street and Coles
- Spine from Frank Aston Hill, through the CBD core, across the Leichardt River
- Appropriate Landscaping

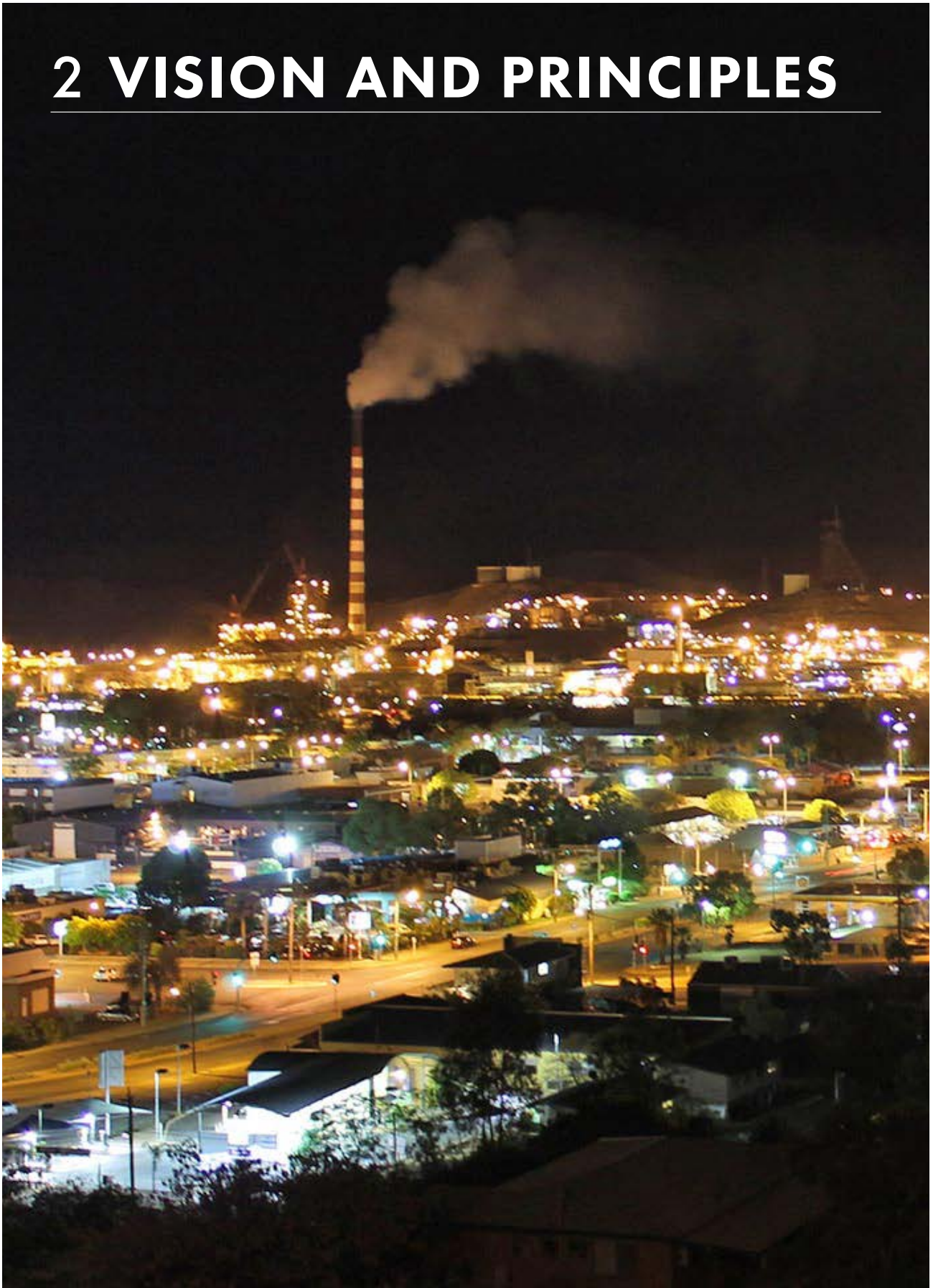
Upon all this context, the vision, principles and actions for the Masterplan were developed. These are explained in the following sections.



Enquiry by Design Workshop (Source: Tract)



2 VISION AND PRINCIPLES

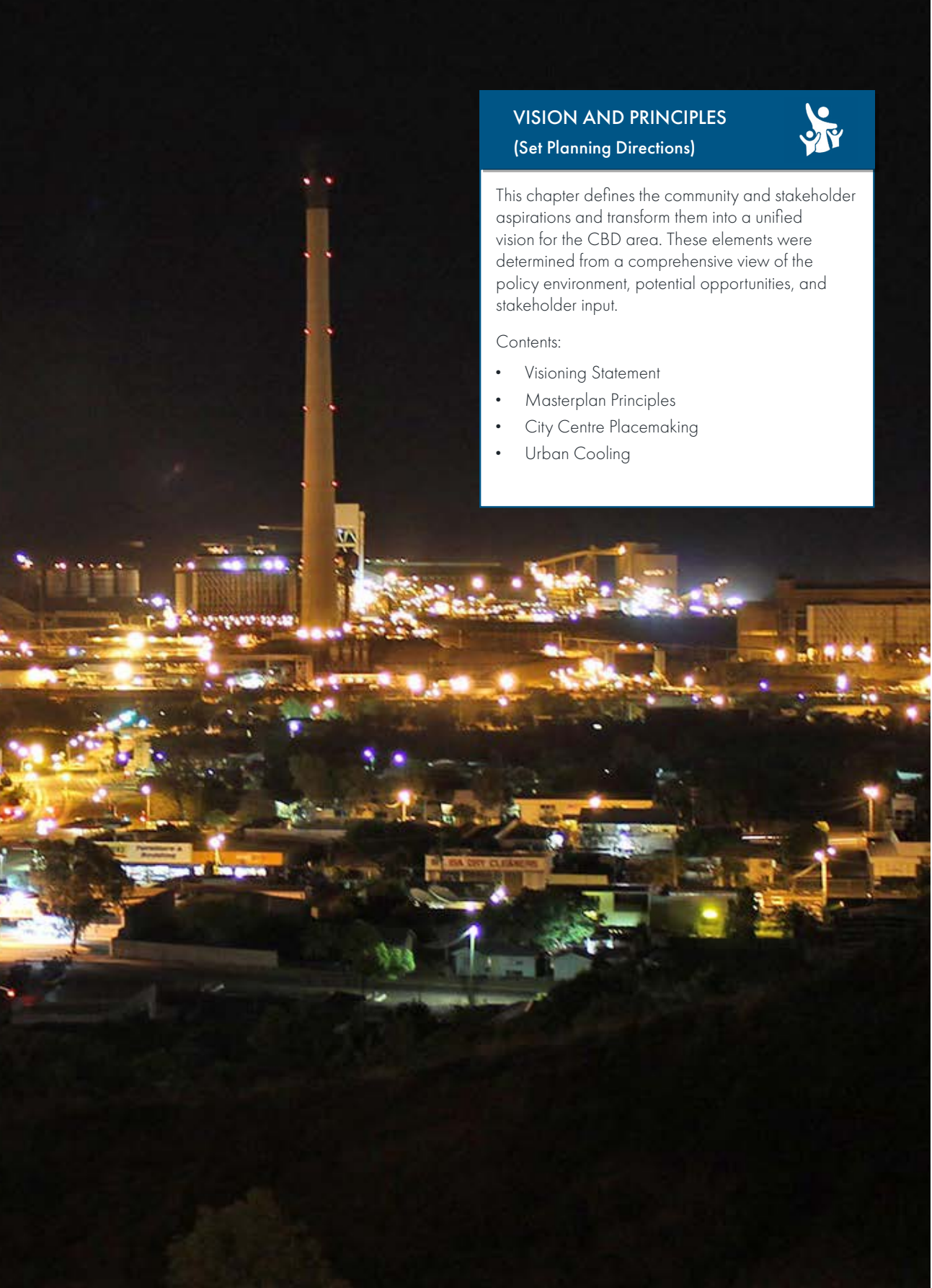


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VISION AND PRINCIPLES
(Set Planning Directions)



This chapter defines the community and stakeholder aspirations and transform them into a unified vision for the CBD area. These elements were determined from a comprehensive view of the policy environment, potential opportunities, and stakeholder input.

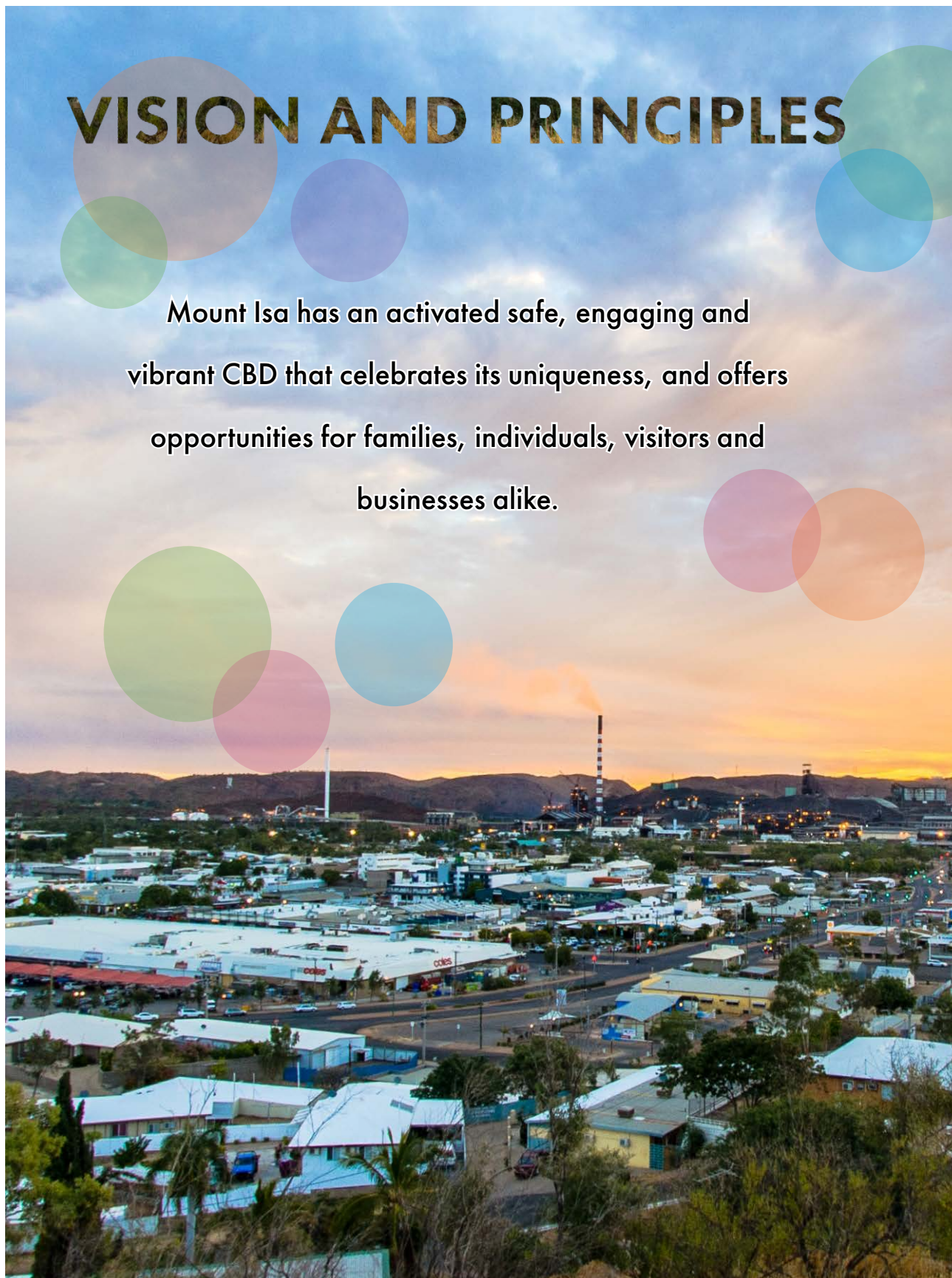
Contents:

- Visioning Statement
- Masterplan Principles
- City Centre Placemaking
- Urban Cooling

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VISION AND PRINCIPLES

Mount Isa has an activated safe, engaging and vibrant CBD that celebrates its uniqueness, and offers opportunities for families, individuals, visitors and businesses alike.



A Centre with Vibrant and Active Environment

Create places for people through activation and a pedestrian friendly environment

Create a place where young adults want to engage and establish life

Establish a night-time economy and activation

Explore access to housing and accommodation



A Centre of Safe, Clean and Connected Places

Ensure security and safety is at the forefront

Define precincts and enhance legibility

Create safe and efficient road crossings, service docks and parking



A Centre that Celebrates Nature and Local Identity

Create a relationship with River and CBD

Create inviting environment for people (improving environmental amenity and increase planting opportunities)

Leverage catalyst sites and key partnerships



A Centre with a Thriving and Productive Business Environment

Building business confidence

Business and area activation

Education and training for business

Building conductive partnerships



2.1 Masterplan Principle Orb

The themes with direct relevance to each place value highlighted (selected).



2.2 City Centre Placemaking

People are drawn to quality places, which are visually attractive, which often incorporate public art and the opportunity for creative activities. These are places generally have attractive buildings, restaurants with alfresco dining, open air shopping areas, and covered pedestrian walkways.

The CBD Masterplanning and process capitalises on a local community's assets, inspiration, and potential, with the intention of creating public spaces that promote people's health, happiness, and well-being.

Mount Isa CBD Placemaking

The Mount Isa CBD is a unique centre with many placemaking opportunities. Placemaking is a key element of the Masterplan and encourages the arrangement of physical elements of the City in ways that increase participation and improve sense of place, safety, sustainability. It is much more than the design of urban spaces; it involves understanding the residential, business and visiting communities and ensuring that outcomes are relevant to their needs and desires. It also includes acknowledging the environmental and cultural elements of an area and ensuring that suggested actions are beneficial for the natural, physical, cultural and economic environments.

Placemaking focuses on:

- Spaces between urban developments, and the connections between them and various parts of the City
- Scale, density and appearance of the developments and their relationship to the spaces around them
- Location of activities in order to create better interaction between people

While placemaking is an important tool, it should be accompanied by a thorough understanding of the social dynamics and the implications for the people who live in these places. Successful and vibrant centres attract people of different ages and groups to interact and create a sense of community.

Jane Jacobs, the famous American urbanist of the 1960s propounded that placemaking should be about creating vibrant public life and a sense of ownership for the citizens). She quotes "Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody".

Good placemaking and Masterplanning also pursues local identity and sense of place, cultural responsiveness and purposeful environmental innovation. The ultimate or end goal of the CBD Masterplan is to promote developments that are safe, attractive, and cohesive for the local community.

A successful transformation of Mount Isa CBD should be a continuous and gradual process - the prerequisite for which would be a combination of leadership, funding and a shared vision with a clear purpose and buy-in.

ENVISIONING A COOL AND DESIRED CBD ENVIRONMENT

2.3 Urban Cooling

Mount Isa Context

While regional areas such as the Mount Isa CBD may not be as densely developed as more urban cities, the inland location and latitude means Mount Isa must deal with high temperatures regardless of the density of built form.

These high temperatures are compounded by the built environment of Mount Isa's CBD and are exacerbated by increased temperatures due to climate change.

A Changing Environment

Greenhouse gas emissions resulting from human activity are causing a rapidly changing climate, with cities and towns throughout the world getting hotter. With increased temperatures and reduced rainfall due to climate change, the built environment is experiencing the complex phenomenon called the urban heat island effect.

Solutions

Urban cooling refers to a suite of solutions that can be introduced into our urban environments to reduce urban heat and its impacts.

Green Infrastructure

Green infrastructure such as landscaping and tree canopy cover can reduce temperatures through the provision of shade (which reduces solar radiation and heat exposure) and temperature regulation (via evapotranspiration). Adequate irrigation must be provided to ensure the growth of greenery and to improve the cooling benefits received from evapotranspiration.

Blue Infrastructure

The incorporation of water in the landscape can also provide thermal relief on hot days. This may be through evaporative cooling from running water on urban surfaces, water features or contained water bodies.

Material Selection

Material selection in streetscapes and surrounding buildings can also contribute to increased local temperatures. Materials with greater solar reflectivity, less heat capacity and more permeability are another way to create more comfortable streetscapes. Surfaces such as paving and roads can incorporate lighter coloured materials or reflective treatments.

A combination of cooling solutions can be used to enhance pedestrian comfort and walkability in the CBD, and should be explored as part of streetscape upgrades in Mount Isa.



Image 1. Shaded streetscape (Dubbo, NSW)



Image 3. Flinders Street Revitalisation 2008-2011



Image 5. Road treatments in the City of Charles Sturt



Image 4. Designing for cooling and amenity in Nowra CBD



Image 2. Commercial installation of misting cooling system

3 CBD PRECINCT PLAN

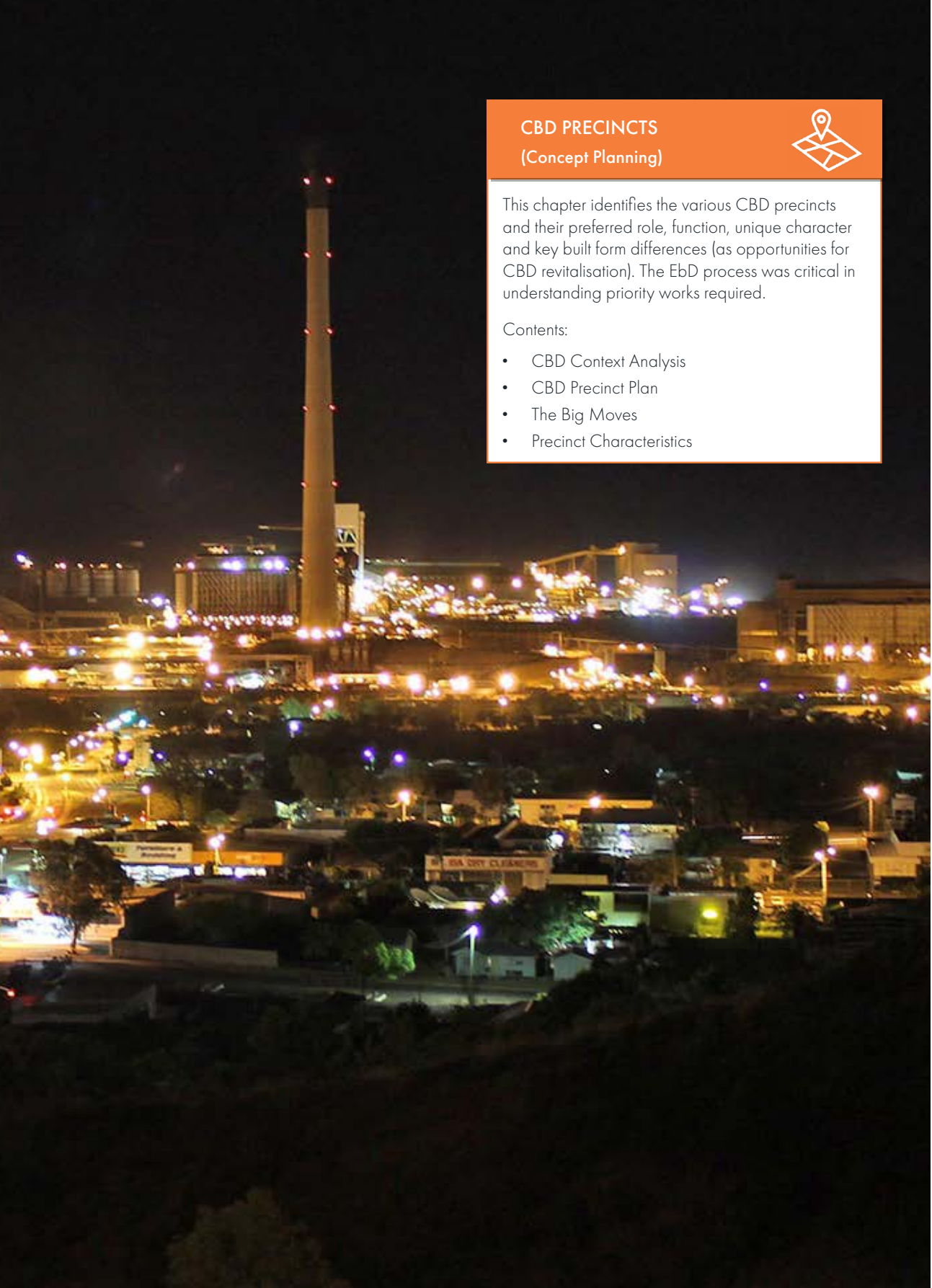


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CBD PRECINCTS (Concept Planning)



This chapter identifies the various CBD precincts and their preferred role, function, unique character and key built form differences (as opportunities for CBD revitalisation). The EbD process was critical in understanding priority works required.

Contents:

- CBD Context Analysis
- CBD Precinct Plan
- The Big Moves
- Precinct Characteristics

Tract

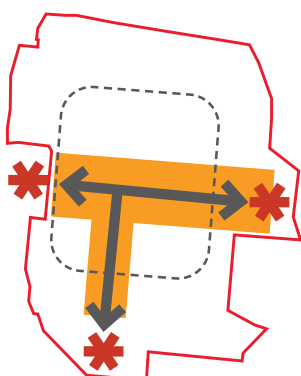
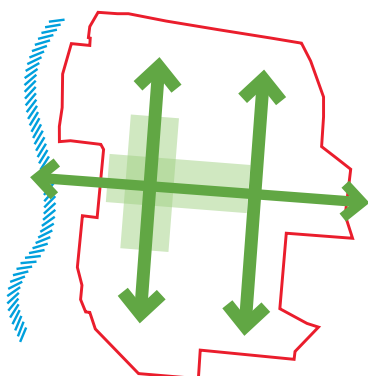
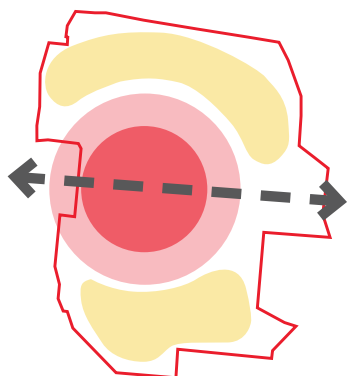
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SHAPING CHARACTER PRECINCTS

3.1 CBD Proposed Precinct Plan



The Big Moves:

Strengthen the Central Core

- Strategies to establish a strong CBD core
- Develop key activity areas along main streets
- Night time activation and safe zones
- Increased vibrancy with cultural and arts programs
- Support future business investment and expansion in the CBD
- Refreshed place identity
- Increased public spaces and community activity (non-retail)
- Replace bin receptacles
- Replace and repair tactile at intersections underneath

Active Key Green Streets and Connectors

- Prioritise a walkable and cool urban core
- Linking key activity centres through a network of green streets and spaces
- Improve street amenities and materials
- Main streets unification
- Ensure safety and security provisions are incorporated in street design
- Promote connection to outdoors and recreation
- Increase car parking in CBD

Establish Landmarks, Built Form and Character

- Three-pronged approach to establish the key landmark anchors
- Facilitate increased density and mixed-use along key corridors to establish a skyline
- Capture key vista corridors to external centres
- Establish landmarks to facilitate way-finding
- Leverage character and local heritage developments to attract residents and tourists

These big moves have been incorporated across the various proposed CBD precincts.



Figure 2. Proposed CBD Precinct Plan

Legend

	Boundary		Key Landmark/Anchor		Central Precinct		Tourism Precinct
	Major Road Corridor		Key Development/use		Food and Retail Precinct		Family and Recreation Precinct
	Primary Pedestrian Corridor		Key Public Space		Justice Precinct		
	Secondary Pedestrian Corridor		Proposed Key Public Space		Health Precinct		
	Environment and Recreation Corridor				Northern Precinct		

CENTRAL PRECINCT

Proposed as the new community focal point, the Central Precinct includes the Mount Isa Civic Centre, Mount Isa Library and other key developments. The Precinct could become the heart of Mount Isa CBD with North-West Green Gateway along Grace Street. The activation of day and night economy could establish a 'safe streets zone' to grow into the future.



Image 6. Central Precinct Existing and Future Key Character Images

FOOD AND RETAIL PRECINCT

The Precinct is connected to Rodeo Drive and serves as the Eastern Gateway to the CBD. The strategically located Mount Isa Village is a key anchor site with high redevelopment potential. This catalyst development could showcase streetscape activation and growth of the outdoor dining culture. The precinct can improve the amenity and integration of the Buffs Club, Fast Food corner, Frank Aston Hill, Grace and Simpson street.



Image 7. Food and Retail Precinct Existing and Future Key Character Images

JUSTICE PRECINCT

The Justice Civic Precinct includes the key developments of the Court House, Police Headquarters and Woolworths. A CBD Gateway, along the state controlled arterial road, is located in this precinct at the intersection of Camooweal Street and Isa Street. Formalise civic lighting, landscaping and plaza entrance could establish civic hub qualities and improve public realm qualities and improve interface and access to support the development of Woolworth site.

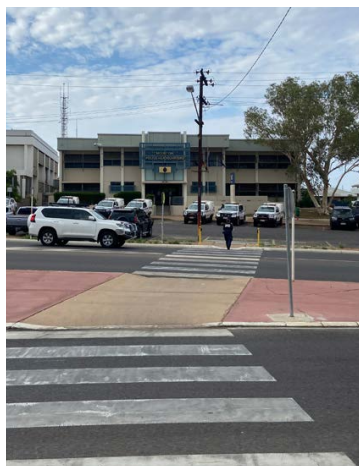


Image 8. Justice Precinct Existing and Future Key Character Images

HEALTH PRECINCT

The precinct links the external focal points of the Mount Isa Hospital and James Cook University – Centre for Rural and Remote Health. This precinct has an established population of students and health care workers. Located on Ian Street, the precinct shares the Southern boundary of the CBD. Provision of cool, safe and walkable pedestrian connections and retail development could attract the young demographic.

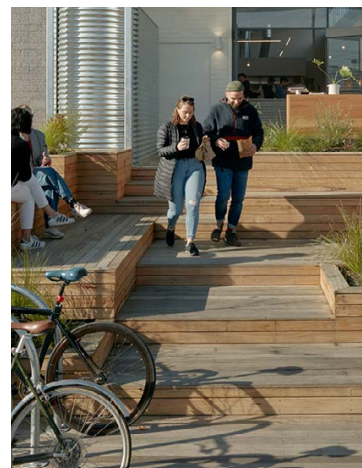


Image 9. Health Precinct Existing and Future Key Character Images

NORTHERN PRECINCT

The precinct encompasses CBD North, including the heritage listed Mount Isa Central State School and the three blocks zoned as mixed use to the North of Grace Street. Improving the interface of the Barkly Highway and creating pedestrian linkages from the Mount Isa State School into the CBD could enhance pedestrian safety and the arrival experiences.



Image 11. Northern Precinct Existing and Future Key Character Images

TOURISM PRECINCT

The Precinct connects the key external tourist hub including the Outback at Isa – Visitor Information Centre, Riversleigh Fossil Centre and Hard Times Mine. This precinct also forms an Eastern Gateway to the CBD, located along the Barkly Highway. Reinforcing the vista corridor to the Frank Aston Hill as a natural topographic high point, the precinct could promote natural, indigenous and heritage attractions with local tours.



Image 10. Tourism Precinct Existing and Future Key Character Images

FAMILY AND RECREATION PRECINCT

A family focus, with key recreational space including the Mount Isa Family Fun Park and the Splashez Aquatic Centre, the precinct establishes the community's connection to the Leichhardt River as a natural outdoor attraction. The precinct also activates the Western edge of the CBD with new retail, entertainment and family spaces.

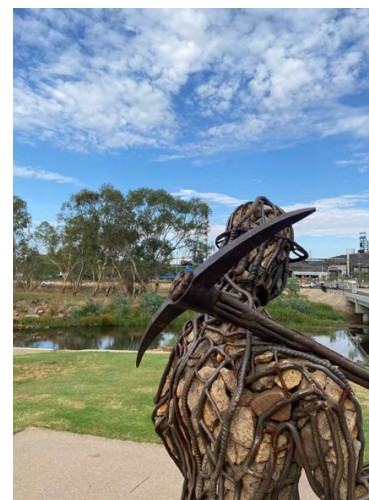
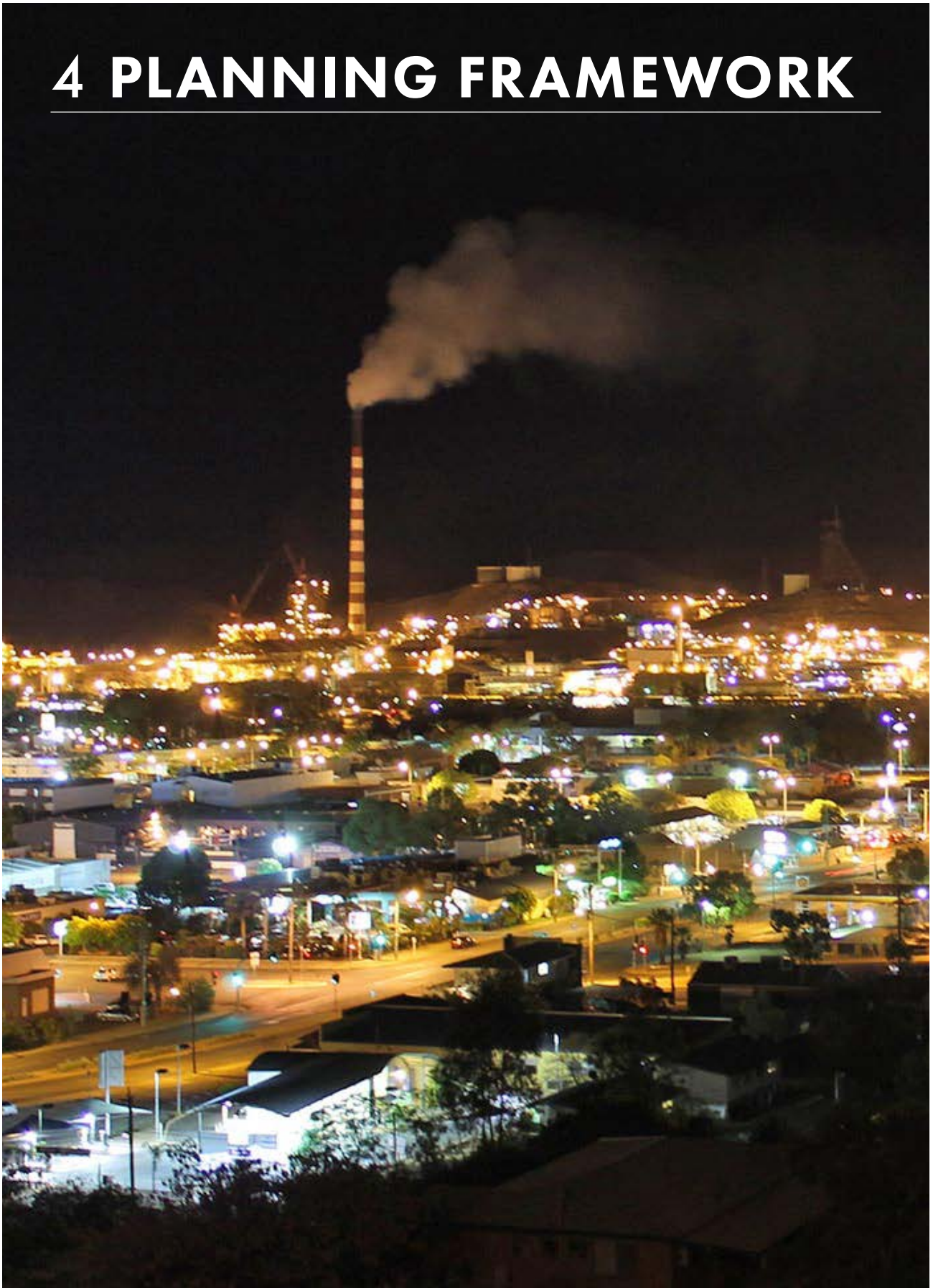


Image 12. Family and Recreation Precinct Existing and Future Key Character Images

4 PLANNING FRAMEWORK

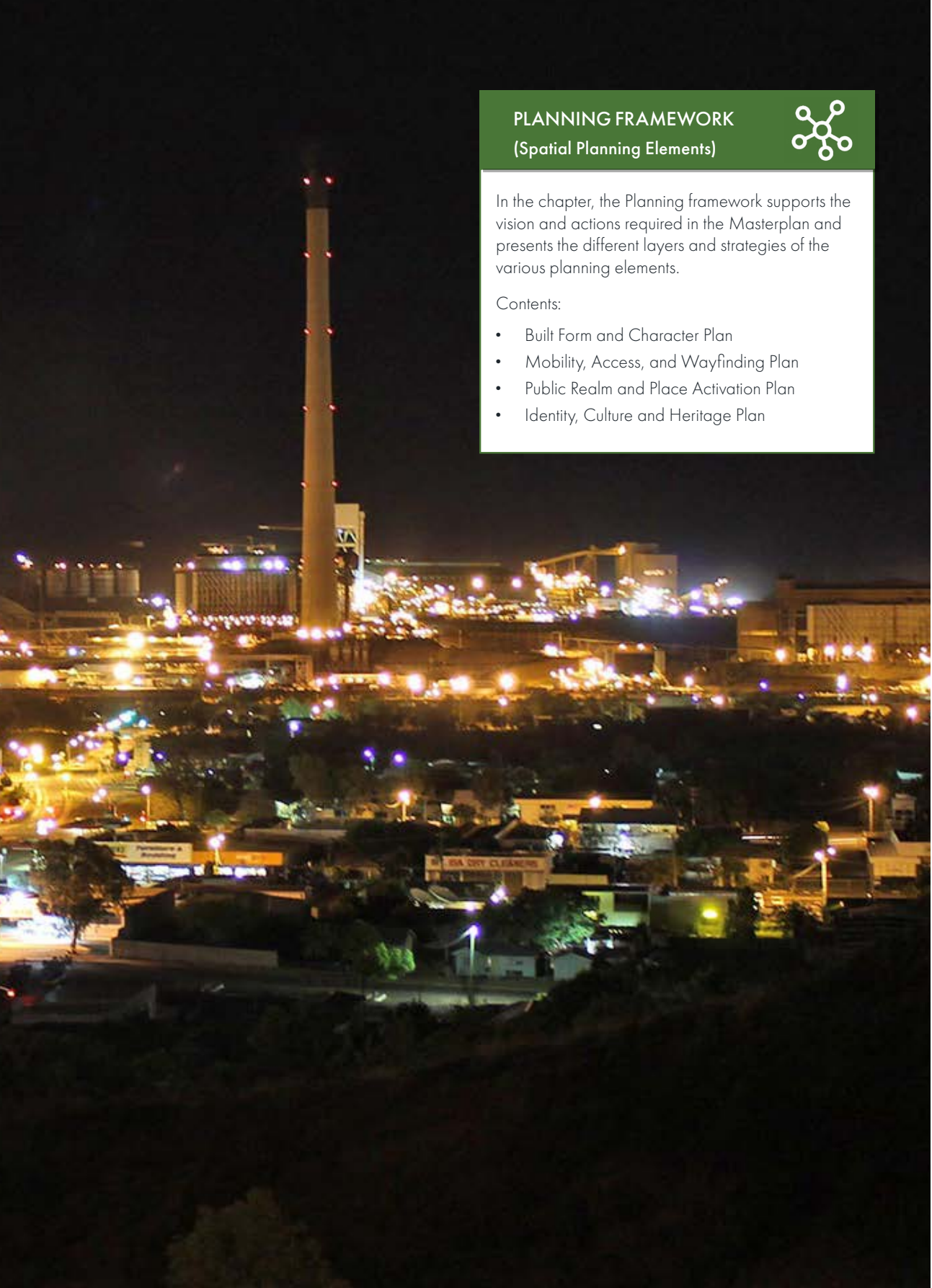


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PLANNING FRAMEWORK
(Spatial Planning Elements)



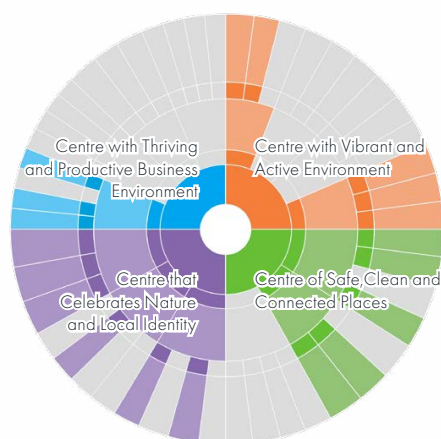
In the chapter, the Planning framework supports the vision and actions required in the Masterplan and presents the different layers and strategies of the various planning elements.

Contents:

- Built Form and Character Plan
- Mobility, Access, and Wayfinding Plan
- Public Realm and Place Activation Plan
- Identity, Culture and Heritage Plan

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PROPOSED BUILT FORM PLAN



Consistent with Masterplanning Principles:



Key Strategy

- A focus on **density and mixed-use** development in the CBD core should provide a more varied built form.
- Priority **catalyst project** to transform the existing carpark and adjacent site on the corner of Rodeo Drive and Camooweal Street into a medium density, mixed-use development.
- **Anchoring height** in the central axis should reinforce the sight lines of key vistas and create a **skyline** to shape the urban fabric of the CBD.
- Creating street character with **recognisable interfaces**.
- In response to uninviting and blank façades, improvements to retail frontages and street design should encourage **passive surveillance** and limit opportunities for vandalism.
- Contiguous **pedestrian shading** facilitated by street planting and awnings.

Capitalising and Creating Community Aspirations

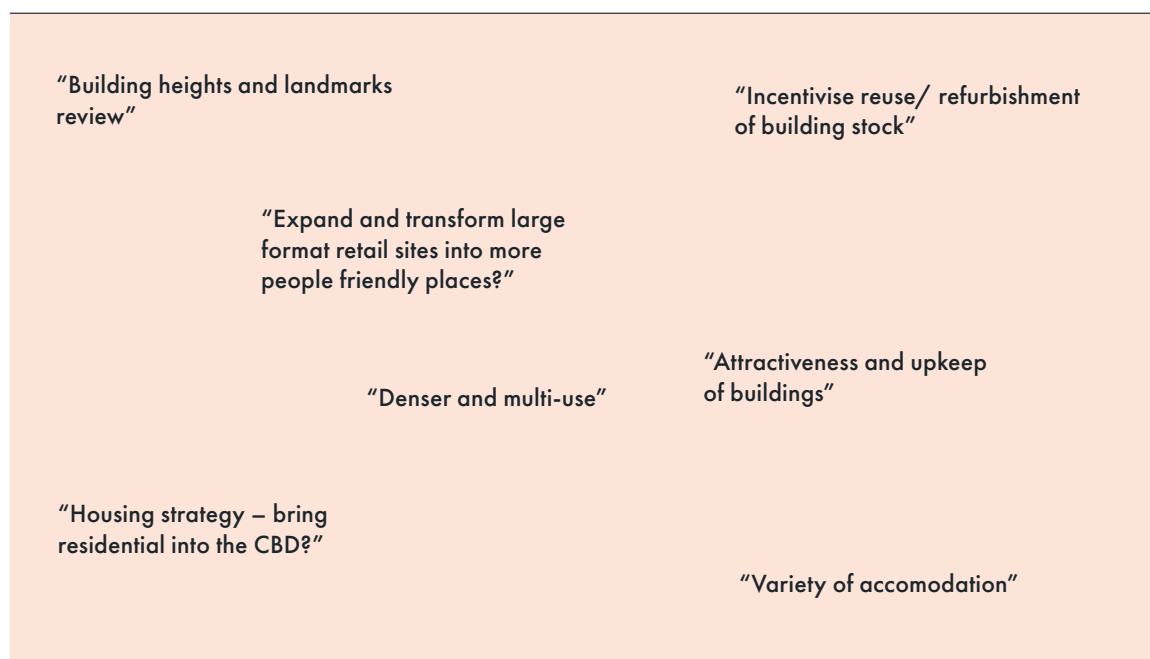


Figure 3. Quotes and perspectives captured from stakeholders at the EbD Workshop

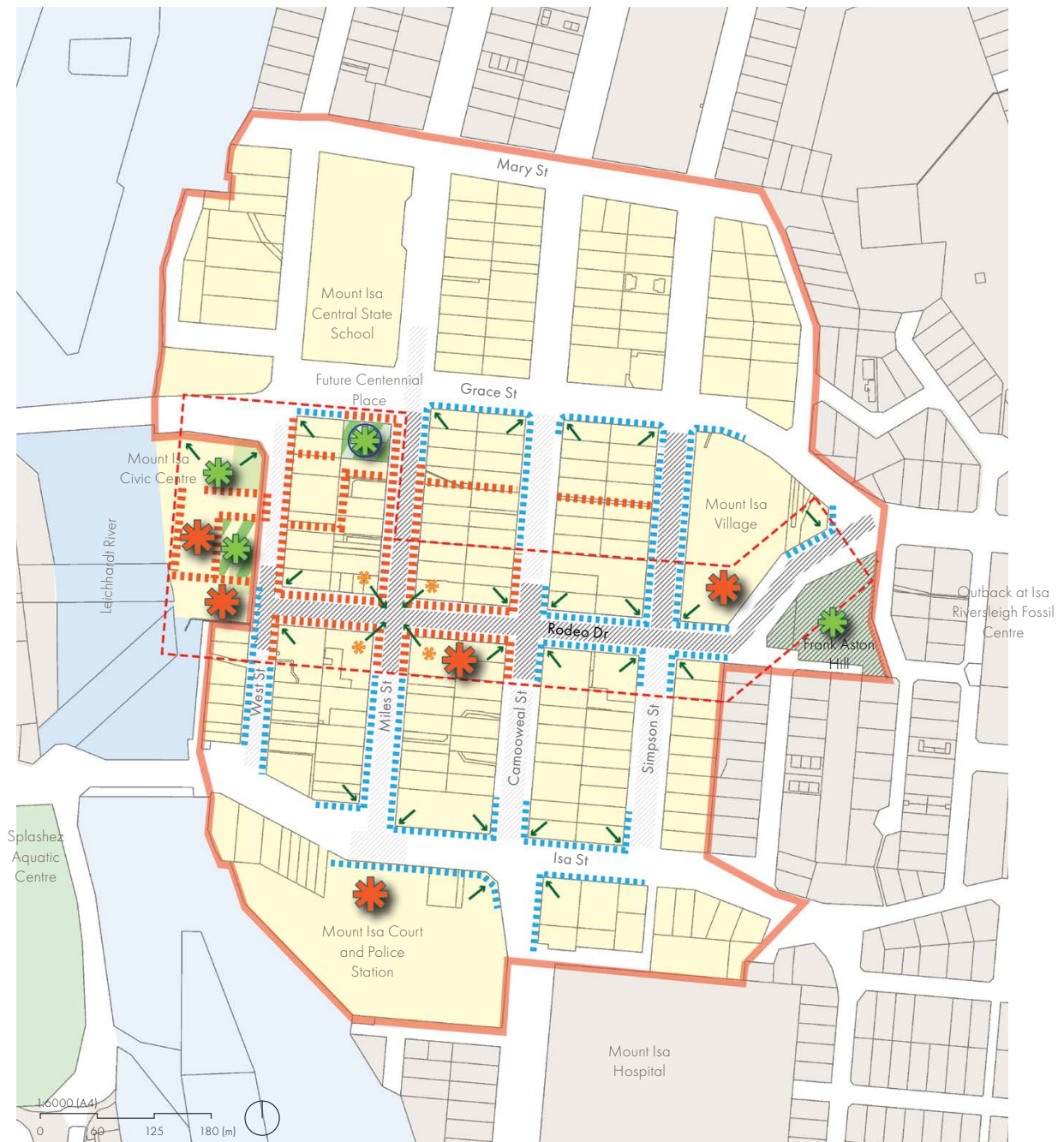
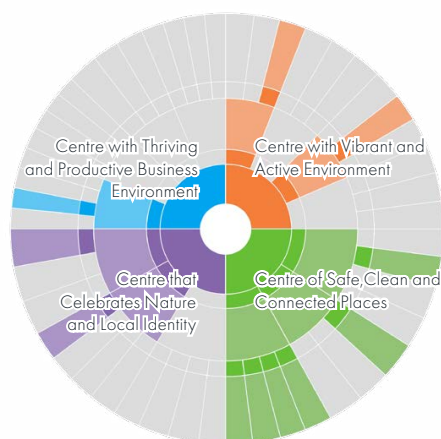


Figure 4. Proposed Builtform Framework

Legend

 	CBD Boundary	✱	Key Urban Landmark
	Key "People Street" Activation	✱	Key Recreation Centre
	Open space and Recreation		Active Frontage - Day and Night
	River and Recreation Corridor		Active Frontage
 	Indicative Densification and Mixed Use Corridor	➔	Active Frontage - Corner Address

PROPOSED MOBILITY, WAYFINDING AND AMENITY PLAN



Consistent with Masterplanning Principles:



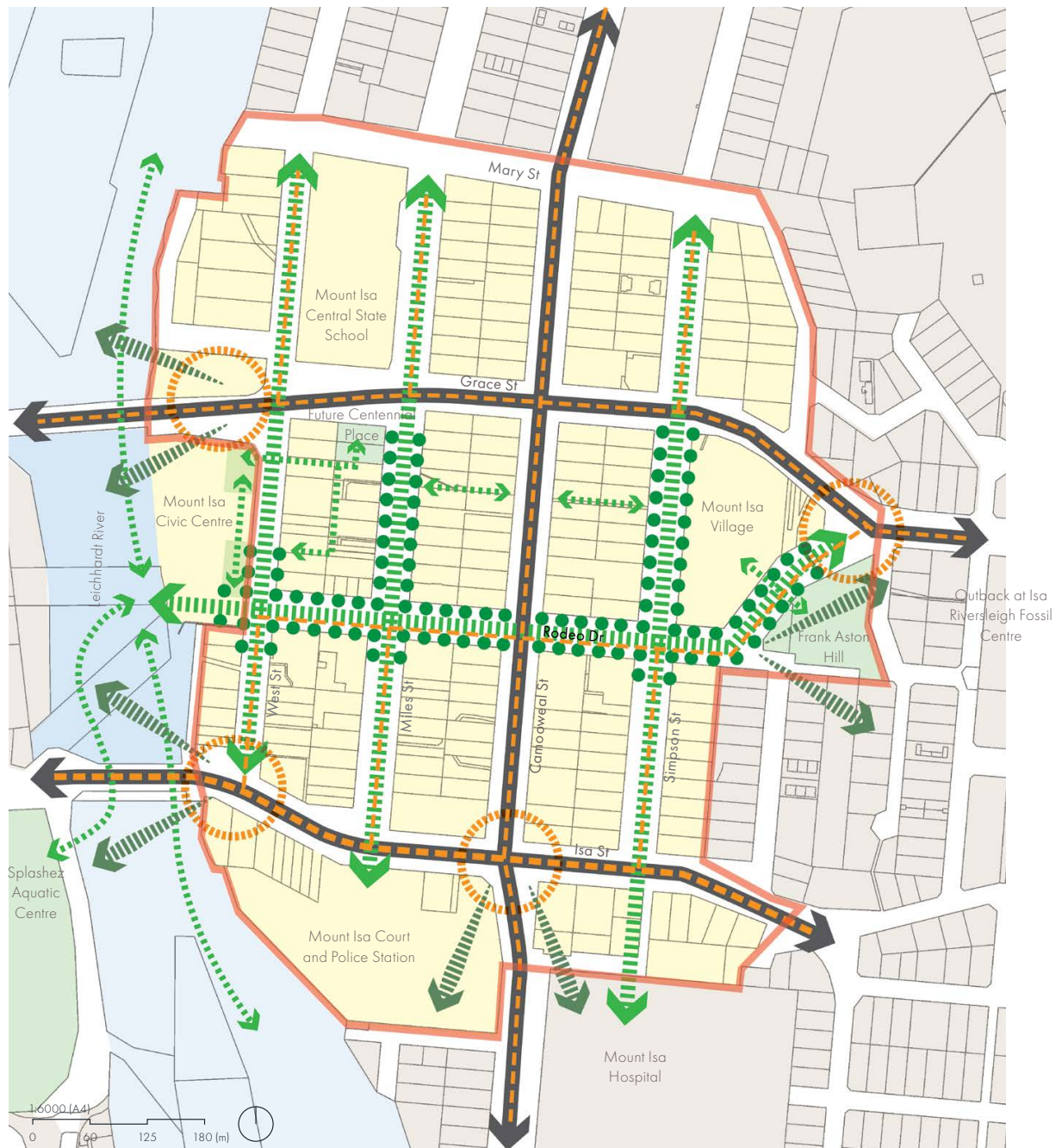
Key Strategy

- Define **street roles, edges and interfaces** with direct and safe movement networks to key streets of interest, with Rodeo Drive as the high order linking street.
- Promote active transport, with **bicycle connections** extending from the State Controlled Roads into the new green links along the urban connectors.
- Connect pedestrian and key land use areas with **clear, direct and comfortable** pedestrian links.
- Reduction in hard surface materials and provision of **soft landscaping** to create a more appealing and cool street scape.
- **Street tile improvement and bin upgrades** to create a refreshed place identity of the CBD.
- **Lane-way activation and mid block links** in the Central Precinct to connect underutilised spaces and establish an engaging public realm experience and flexible movement.

Capitalising and Creating Community Aspirations



Figure 5. Quotes and perspectives captured from stakeholders at the EbD Workshop



Legend

Figure 6. Proposed Mobility, Wayfinding and Amenity Framework

	CBD Boundary		Key Pedestrian and Road Corridor
	View Corridor		Pedestrian Link
	Open Space and Recreation		Key "People Street" Activation
	River and Recreation Corridor		Key Gateway/Sense of Arrival
	State and Arterial Road		Cycling Connection

PROPOSED PUBLIC REALM AND PLACE ACTIVATION PLAN



Consistent with Masterplanning Principles:



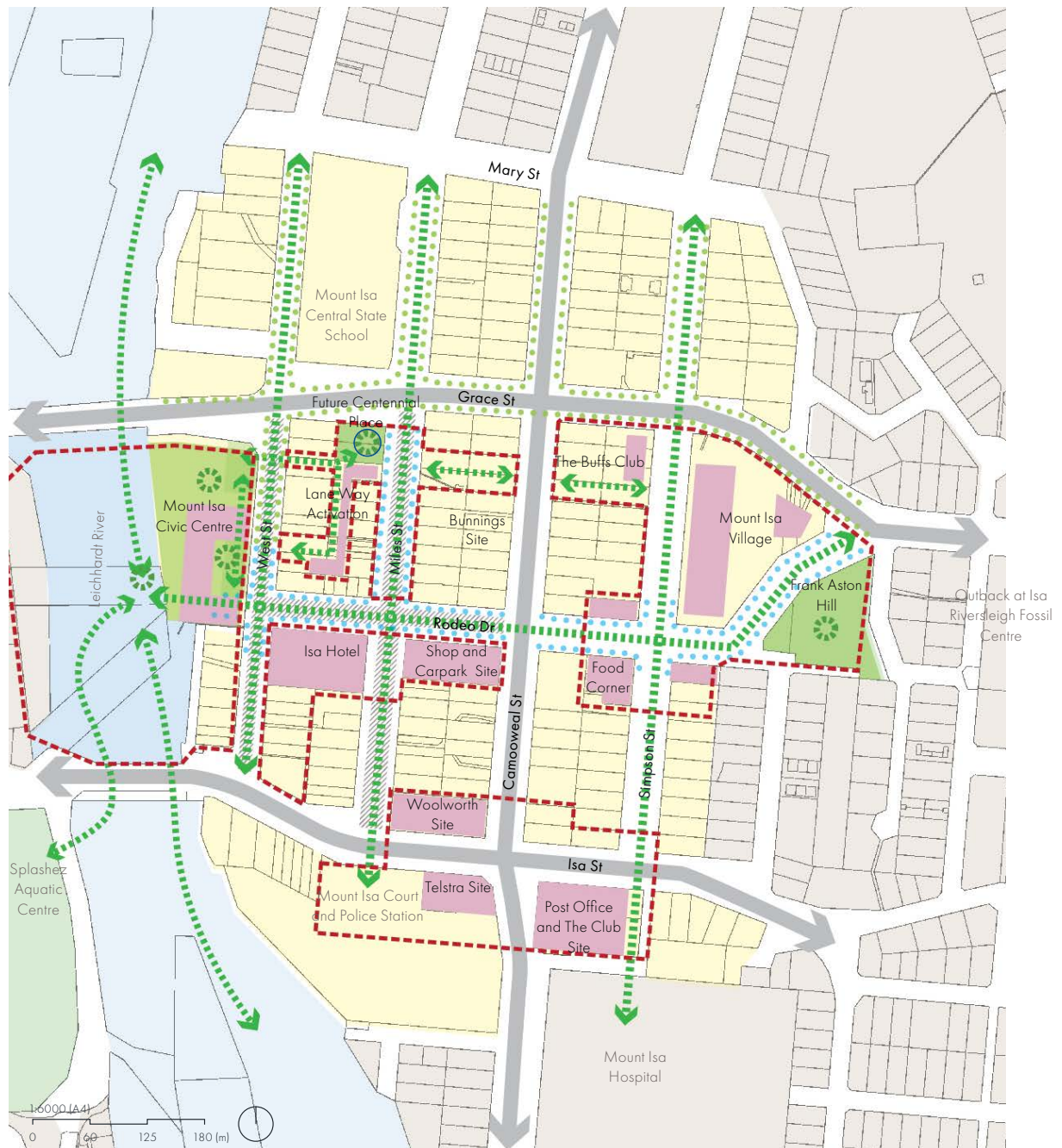
Key Strategy

- Encourage pedestrian activity and street level activation with **urban greening and cooling methods**.
- Identification of **development activation sites** to guide targeted land use outcomes and precinctual activation.
- Supporting a large variety of uses and activities in the CBD to **diversify the local economy**.
- Infill and urban renewal to create a more varied mix of land uses and fill vacant **retail tenancies**, specifically along West Street.
- Reinforce the role of the Central Precinct in attracting people to the **'heart' of the CBD** to congregate shop and socialise.
- Create nightlife streets with the implementation of **'safe zones'** that gradually expand over time.
- Support active lifestyles and establishment of a place making landmark with the **connection to the Leichhardt River**.

Capitalising and Creating Community Aspirations



Figure 7. Quotes and perspectives captured from stakeholders at the EbD Workshop

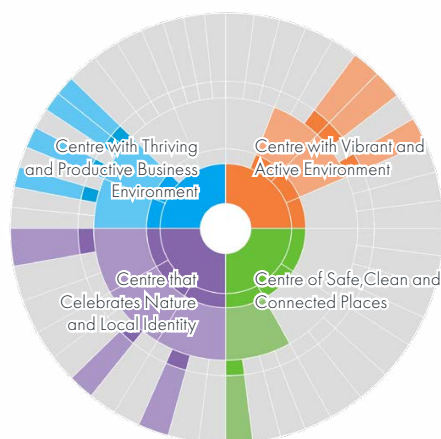


Legend

Figure 8. Proposed Public Realm and Place Activation Framework

	CBD Boundary		Key Development Activation - Investigation Site		Proposed Recreation and Event Centre
	Street Available for Events		Pedestrian Link		Key "People Street" Activation
	Open Space and Recreation		Street Upgrade and Vegetation		Key Recreation and Event Centre
	River and Recreation Corridor				
	Precinct Activation - Investigation Area				

PROPOSED IDENTITY, CULTURAL AND TOURISM PLAN



Consistent with Masterplanning Principles:

2C 3A 3C 7D 8C 9B 10C
11C 12A 12C 12D

Key Strategy

- Celebrating **cultural pride**: Kalkadoon, Outback, Rodeo and Mining as a vibrant regional centre.
- Defining a walkable main tourism street along **Rodeo Drive** and a tourism loop to connect key CBD attractions.
- Leverage of **key character and local heritage** sites to activate key streets and precincts.
- Ensure development facilitates **sustainable** energy and water practices appropriate to the semi-arid local environment.
- Improve **accommodation** tenure to encourage visitation.
- Establish unique **gateway activations** along State-controlled road to attract stop-offs in the CBD.
- Develop an inviting interface along **Grace St** to establish a sense of arrival and representation of the CBD.
- Create **community, arts and cultural** activity in the CBD to diversify attractions.

Capitalising and Creating Community Aspirations

"Drive tourism loop within the CBD, connecting points of activity and attractions"

"Address areas of cultural heritage significance"

"Implementation of the Tourism Development Strategy"

"Ensuring First Nations' heritage has pride of place in the CBD"

"Create a compelling brand for the CBD"

"Potential for Frank Aston Hill to become a tourist, cultural and community hub"

"Investigate visitor information centre relationship to the CBD"

Figure 9. Quotes and perspectives captured from stakeholders at the EbD Workshop

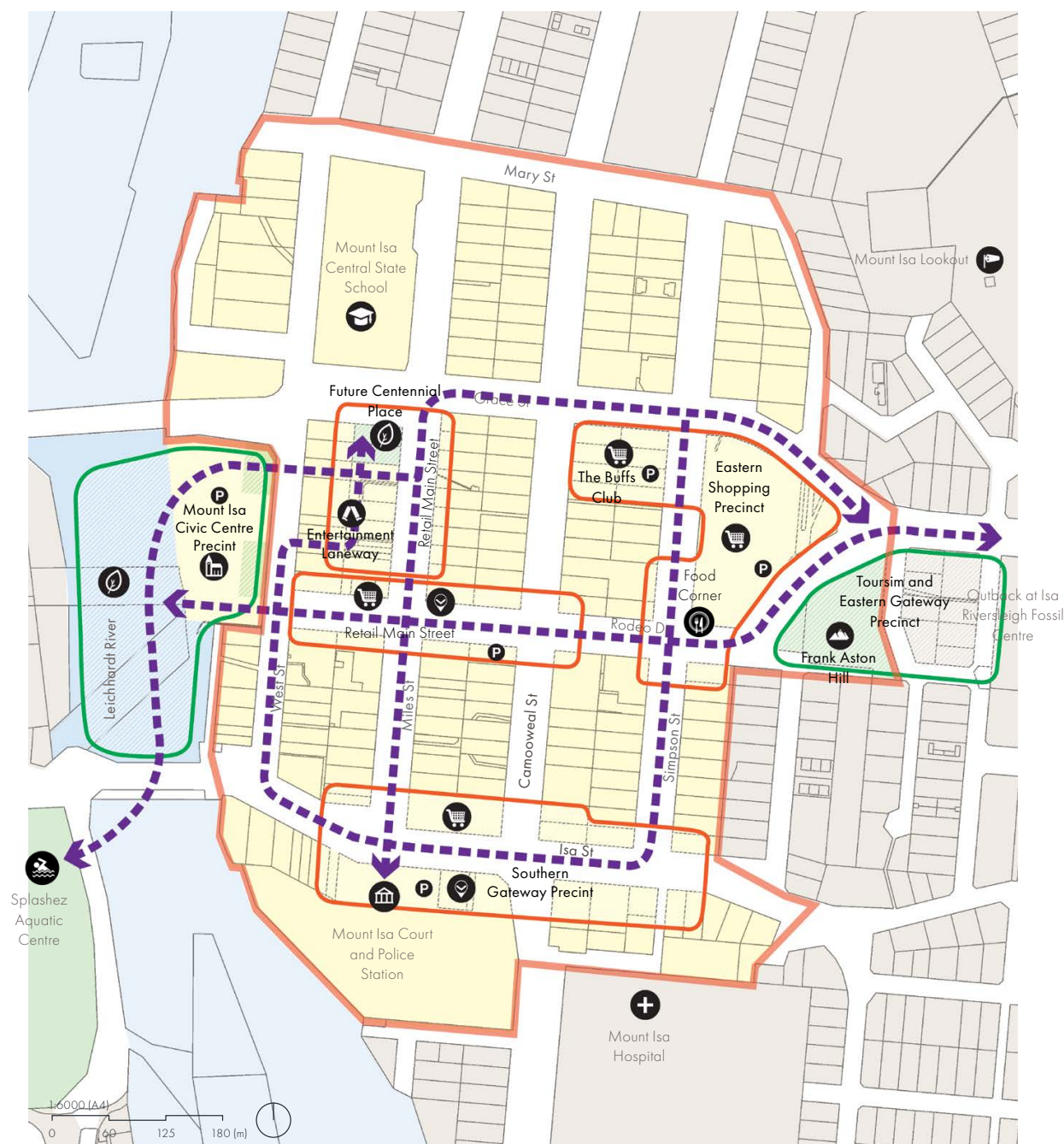


Figure 10. Proposed Identity, Cultural and Tourism Framework

Legend

CBD Boundary	Tourism Link/Street	Civic Centre and Library	Recreation - Lookout
Open space and Recreation	School	Civic - Court	Water Recreational Centre
River and Recreation Corridor	Tourism Car Parking	Food and Beverage Centre	Hospital
Urban Tourism Destination	Retail Centre	Landmark and Monument	
Cultural Tourism Destination	Recreation Centre	Recreation - Hill	

5 PRIORITY PROJECTS

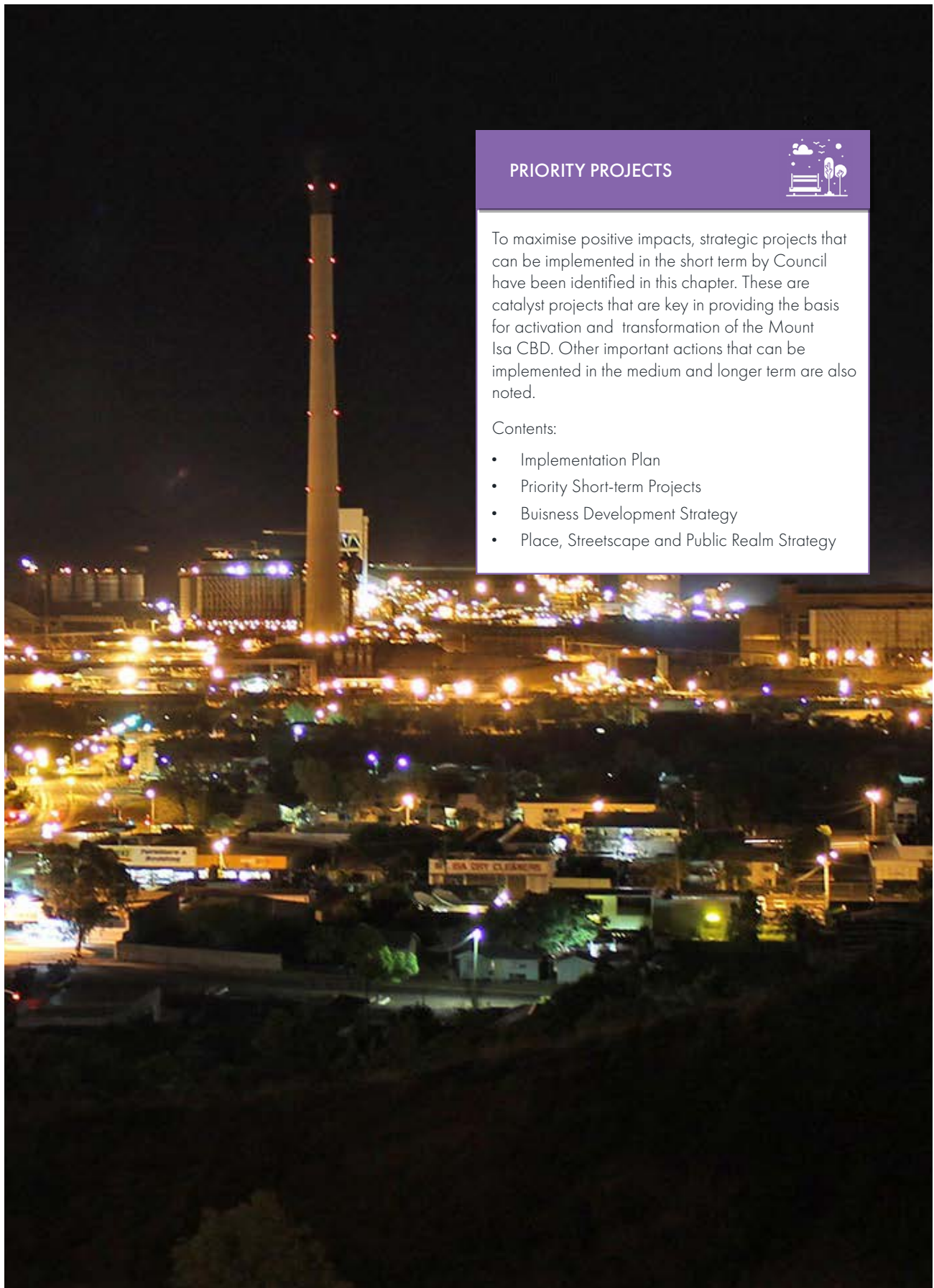


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PRIORITY PROJECTS

To maximise positive impacts, strategic projects that can be implemented in the short term by Council have been identified in this chapter. These are catalyst projects that are key in providing the basis for activation and transformation of the Mount Isa CBD. Other important actions that can be implemented in the medium and longer term are also noted.

Contents:

- Implementation Plan
- Priority Short-term Projects
- Business Development Strategy
- Place, Streetscape and Public Realm Strategy

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IMPLEMENTATION PLAN - IDENTIFYING STRATEGIC PROJECTS

This section summarises resourcing and staging considerations and implications of the Masterplan. The important considerations to identify and prioritise key projects includes:

Impact - The implementation plan identifies strategic projects that address the important issues and challenges of Mount Isa CBD. The key objective of the priority projects is to create meaningful outcomes meeting the immediate needs and aspirations of local communities, businesses and visitors to Mount Isa.

Location and Availability - Identifying strategic locations for priority projects is one of the key considerations. Priority projects can encourage private investment to further deliver the required outcomes of the Masterplan over the next 20+ years. Land ownership and mobilisation is a key consideration to ensure the projects can be successfully delivered.

Implementation - The implementation plan aims to provide a framework to guide and prioritise resources for urban development. The implementation plan articulates the expected benefits and provides key actions to realise desired outcomes.

	 Priority short-term Project	 Mid-term Project	 Long-term Project
Economic, Civic and Tourism	① Mount Isa Civic and Green Gateway Precinct	⑧ Mount Isa Hotel and Accommodation Upgrade	①⑥ Central Precinct Infill and Urban Renewal
	② Frank Aston City Gateway	⑨ The "Food Corner" Key Site Investigation	①⑦ Justice Precinct Activation and Urban Renewal
	③ Mid-block Lane-way Activation (Entertainment)	⑩ Southern CBD Gateway and Health Precinct	①⑧ Miles-Isa Street Key Site Investigation
	④ Rodeo-Camooweal St Key Site Investigation	⑪ The Buffs Club Key Site Investigation	
	⑤ Mount Isa Village and Simpson St Redevelopment		
Street and Public Realm	⑥ Miles Street Activation and Upgrade	⑫ Rodeo Drive (East) Activation and City Gateway	①⑨ Leichhardt River Activation
	⑦ Rodeo Drive (West) Activation and Upgrade	⑬ West Street Activation and Upgrade	②⑦ Grace St Streetscape and City Image Improvement
	(Priority projects include upgrades to bins and surface tiles of streets and pedestrian walkways)	⑭ Camooweal St Streetscape Improvement	②⑧ Miles-Grace St School Pedestrian Upgrade
		⑮ Miles Street Activation and Upgrade (Extension)	
Policy and Guideline	<ul style="list-style-type: none"> Business Development Strategy Streets, Public Realm and Landscape Strategy 	<ul style="list-style-type: none"> CBD Tourism Masterplan Central Precinct Masterplan and Guideline Culture and Heritage Strategy Urban Design Framework for Strategic Projects 	<ul style="list-style-type: none"> Smart City Strategy Green and Sustainability guidelines Masterplan Revision



Legend

Figure 11. Proposed Implementation Plan



PRIORITY SHORT-TERM PROJECTS OVERVIEW

The priority short-term projects are high impact and easy to implement projects. These projects are identified being able to achieve a number of outcomes in line with the Masterplan's vision and objectives. These projects were also assessed with regard to their ease of implementation. Implementation ease was assessed according to two components – the first being resources required. Another key consideration for the ease or otherwise of implementation was the lead party involved in the action / project proposed. Where Council was the lead for the project, implementation was considered easier than when another party was required to take the lead. Therefore, the priority projects are categorised as "Public led" and "Public-private partnership or Private led". All street and public realm projects will be public led projects.

It is to note the priority projects are not expected to fully complete in the short-term, but work should commence including public engagement, project launch, resource mobilisation and detailed planning scheme development. Each project will identify pilot or start projects with low cost options to help prioritise funding and resources. This could include small scaled public realm improvement, street renewal, public art etc. in strategic locations. The following sections will elaborate each project in details.

1. Mount Isa Civic and Green Gateway Precinct



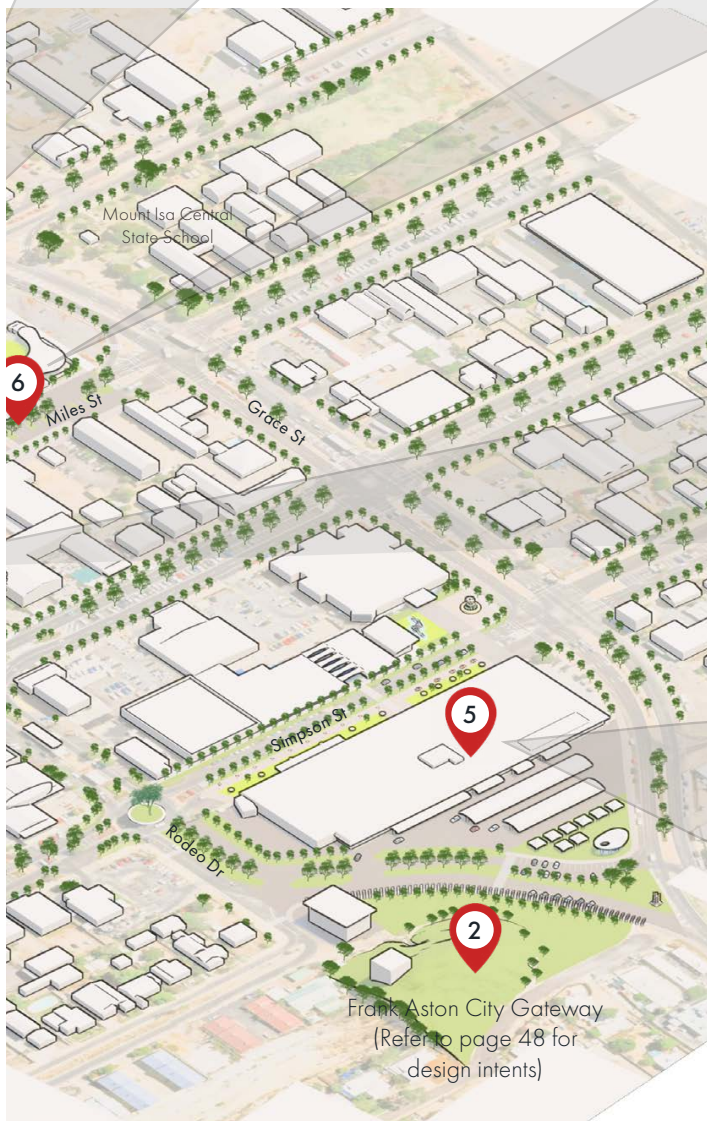
7. Rodeo Drive (West) Activation and Upgrade



3. Mid-block Lane-way Activation (Entertainment)



6. Miles Street Activation and Upgrade



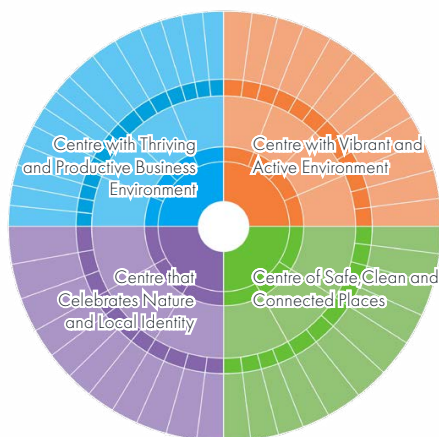
4. Rodeo-Camooweal St Key Site Investigation



5. Mount Isa Village and Simpson Street Redevelopment



GENERAL OUTCOMES AND STRATEGIES



Each priority project aims to achieve key objectives and placemaking themes of the Masterplaning Principles.

The priority projects are high impact projects located in strategic locations of the CBD area. They aim to provide considerable social and economic benefits to Mount Isa, include increasing local job opportunities. These projects also create opportunities to enhance and expand the cultural developments of Mount Isa and promote economic and urban growth.

Key Outcomes and Benefits

- This will provide considerable social and economic benefits particularly to youth but also to a broader demographic, providing further opportunities to capture escape expenditure through increased retail and visitor offering, strengthening and providing a value added benefit to the economy.
- Improve streetscape and amenities including bins, street furniture and tile/pavements materials.
- Promotes healthy living with connections to the wider path network. In addition, further use of active transport and walking as a means of movement through the CBD makes economic sense too because as health and wellbeing increases pressures on the public and private health decrease.
- Improvements in urban amenity through the provision of infrastructure such as parks, water features, community and cultural facilities and similar urban design initiatives were noted through the EBD process as being highly valued by the Mount Isa community. The Masterplan ensures that facilities, improvements and initiatives are located in areas to maximise social and economic benefits - they have been located with regard to safety through high levels of passive surveillance and Crime Prevention Through Environmental Design (CPTED) principles, as well as economic benefits through locating in areas most likely to catalyse further activity and investment.
- Establish programmes for festive arts craft boutique and street retail. Encourage vacant shops to be used as spaces for emerging artists and makers such as incubator spaces and artist studios.
- Increased foot traffic supports retail visitor and business activity and general safety.
- Encourage best practice sustainable building design and precinct outcomes, with a focus on urban heat reducing materials selection, passive cooling and water capture.

Key Design Strategies

- Design spaces to be flexible and cater for a diverse range of community uses and events.
- Ensure short stay options for small and large vehicles are catered for, with appropriate signage, access and facilities to encourage travelers to stop and explore Mount Isa CBD.
- Create strong connections between activity centres and ensure key sight lines and vistas are captured.
- Incorporate sustainability principles and design for a reduction in the Urban Heat Island Effect. Test elements such as misters, water features, deep soil planting, and green facades.
- Design the precinct with more green and high amenity landscape values, with a range of formal and informal areas and a strong network of paths, connecting the nodes of activity within and surrounding the precinct. The precinct will become a cool and green place for both locals and visitors.
- Improve infrastructure for pedestrians and cyclists along commercial and retail developments. This will help improve local businesses and better manage traffic movements.
- Improve the amenity and appeal of the car parking area, including design and materials to support the reduction of UHIE. To maximise outcomes, open space should include canopy planting, adopt light coloured surface treatments and be highly irrigated and potentially include misters or water play.
- Activate key spaces with improved nighttime lightning for outdoor dining, children spaces, public art and smart technology.
- Long-term collaborative planning and coordination of social infrastructure to provides wide range of community services. This may lead to social service agencies taking a role in the ownership, planning and coordination of private and public development to ensuring the good community outcomes.

Key Challenges and Further Investigation

- The projects could require further feasibility, engineering, planning, funding analysis.
- Private led or public-private partnership projects could require collaboration between multiple landowners and agreeing cohesive and mutually beneficial outcomes.
- Potential challenge in urban management between the multiple land owners to maintain the cleanliness in the streetscape and car parking areas.
- Infrastructure projects will require funding, and it is noted that Council's rate base, consolidated funding budgets and infrastructure charges funds are limited. There is opportunity for Council to explore a further range of funding considerations.
- Grants may also be utilised to assist the establishment of facilities.

Implementation Strategy

- Within each project, identify pilot or start-up areas with low cost options to help prioritise funding and resources. This could include public realm improvement, street renewal, public art etc.
- Undertake site analysis and stakeholder engagement to understand ownership, easements, planning requirements, and infrastructure/ services in particular.
- Consult with local artists regarding their ability and desire to input in the requirements. Ensure that the process is documented and told to the community to celebrate the outcomes, and help foster a sense of ownership / protection for the areas.
- Council to conduct a feasibility study and upgrade/ management strategy for public realm areas.

MOUNT ISA CIVIC AND GREEN GATEWAY PRECINCT

(Public Led Project)

'Open up' the Civic and Library buildings to the outdoor use areas, and to bring in more natural light and connection to landscape

[Pilot/Start Up Project]

Extensions of the existing Library to create more food and beverage or event support facilities. This project also provides covered pedestrian link to the Civic Centre

[Pilot/Start Up Project]

Establish green gateway entry statement (artwork and sculptures) and key links to the future Centennial Place (and amenities), Miles Street, and civic precinct destinations such as the Library and Civic Centre

[Pilot/Start Up Project]

Establish more formal areas with a relationship to the more 'open' Civic and Library buildings and uses, and outdoor private events and functions. This project also provides a distinct entry point from the carpark to the Civic Centre

Retain existing carparking with improved amenities, shading and pedestrian access

Positive effect on the streets within walking distance to this high amenity precinct

Consider future connections to Splashez Aquatic Centre and Mount Isa Family Fun park

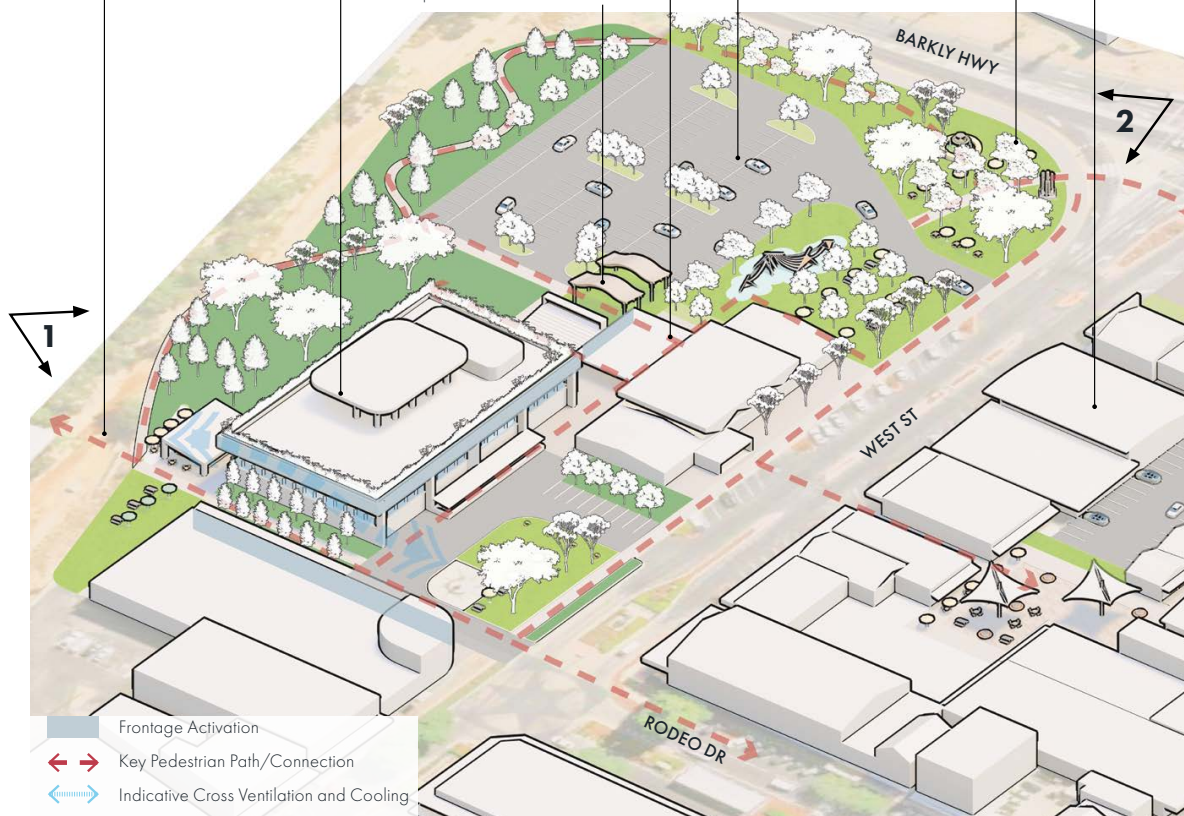


Figure 12. Proposed Mount Isa Civic and Green Gateway Precinct Framework



Established connection to the River and surrounding landscape



Bustling entertainment space on the underutilised Civic Centre first level



Opportunities for vibrant pop up markets and events in outdoor space

Establish a Riverside walking trail and natural, sensory landscape experience. Consideration of Kalkadoon culture and stories, and natural beauty should be the key driver of the brief for any interventions to ensure respectful planting, artworks, lighting and facilities into the sensitive natural environment

The rooftop of the Civic Centre presents an opportunity to create a lifestyle/ food and beverage offering with views over the Leichhardt River area

The Civic Precinct's Function as one of the key CBD parks and a location is to be a place for family fun and a venue for large events. Priority should be given to works that intensify this role, increase its appeal and extend the civic, arts and community facilities to cater to kids of all ages. Additionally, the precinct needs to be better equipped to stage large and small events.



Figure 13. Mount Isa Civic and Green Gateway Precinct Framework - Artist Impression 1

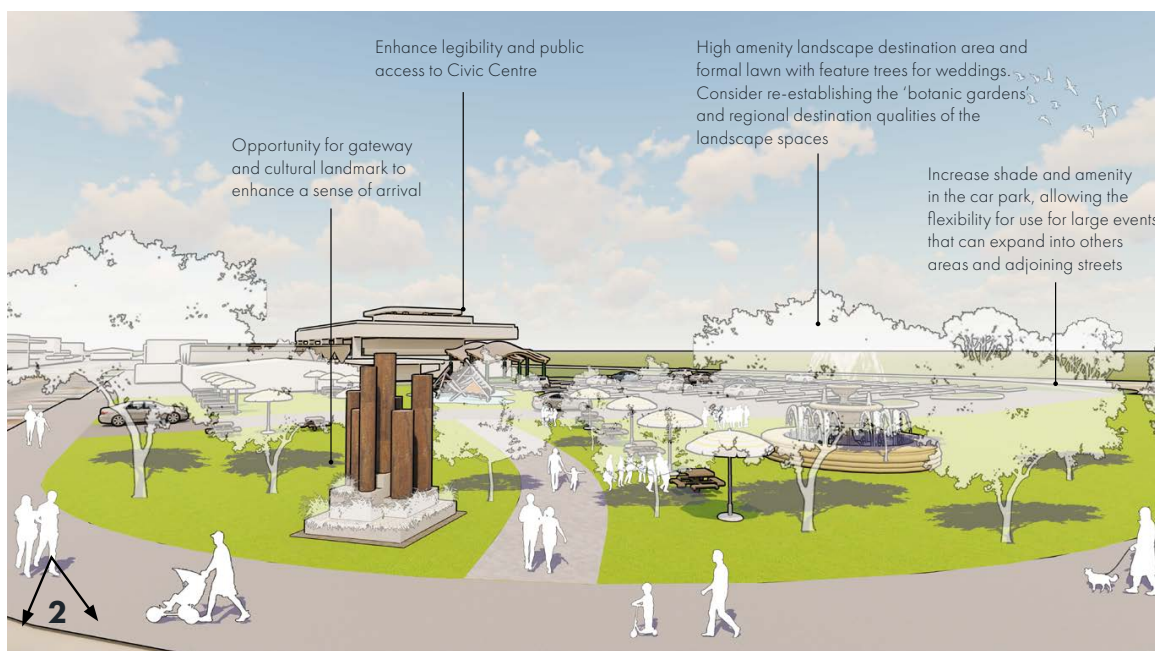


Figure 14. Mount Isa Civic and Green Gateway Precinct Framework - Artist Impression 2

FRANK ASTON CITY GATEWAY

(Public Led Project)

IDEA 1 - Public Parkland and Hotel

Opportunity to activate the northern section of the site into a street-level public parkland addressing the Eastern gateway and Mount Isa Village. The southern area could possibly feature landmark building on the Rodeo Axis which could house a hotel, and rooftop restaurant and bar.



Figure 15. Frank Aston City Gateway Idea 1

IDEA 2 - Indigenous Cultural Tourism Hub

Opportunity to refurbish and redevelopment the site into a tourist Precinct. Explore options to develop new cultural and commercial developments integrated with the existing and surrounding indigenous/mining sites.

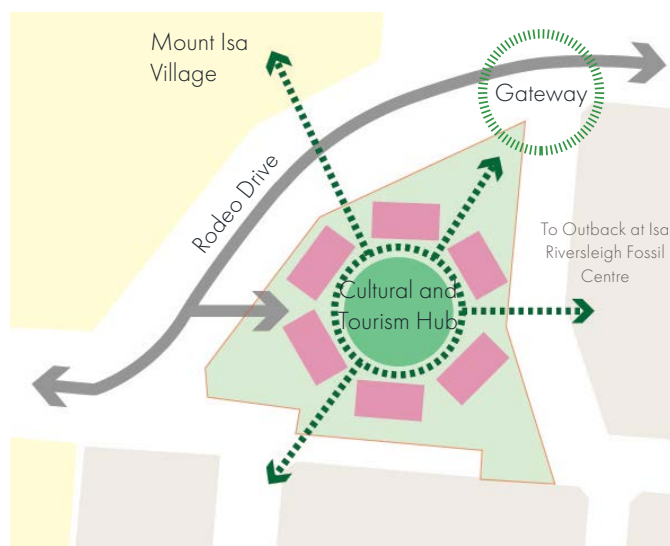


Figure 16. Frank Aston City Gateway Idea 2

Located at Mount Isa CBD's Eastern gateway, Frank Aston Hill will leverage its strategic location to complement the CBD entry experience and anchor the Rodeo Drive experience. It could also be a tourism and cultural destination in its own right, with ideas ranging from accommodation to cultural tourism experiences.

IDEA 3 - Mining Museum Redevelopment

Opportunity to redevelop or activate the former Frank Aston Museum on the site. Identify potential site for artwork and public realm improvement to enhance the sense of arrival. This is a low cost strategy/option to create a distinct local destination and gateway.

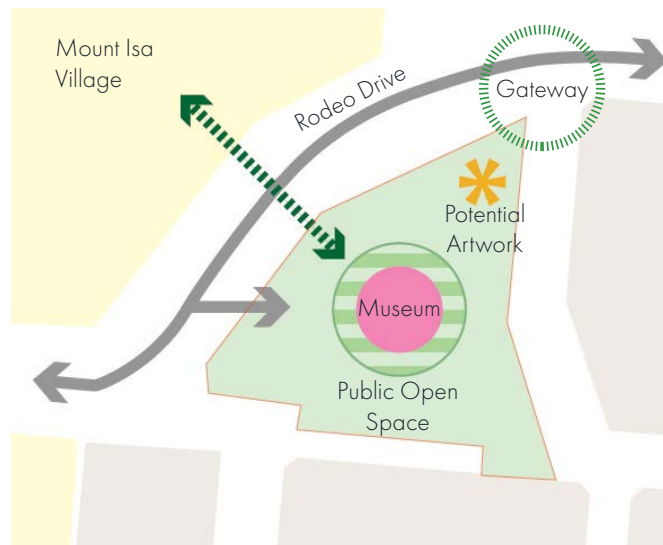


Figure 17. Frank Aston City Gateway Idea 3

IDEA 4 - New Catalyst Development

An alternate and ambitious idea was to excavate the hill to create a flat site which will be more appealing for large scaled development including CBD carparking. This idea could be financially challenging but provide opportunity for a new catalyst and landmark development in the CBD.



Figure 18. Frank Aston City Gateway Idea 4

MID-BLOCK LANE-WAY ACTIVATION (ENTERTAINMENT)

(Private Led/Public Private Partnership Project)

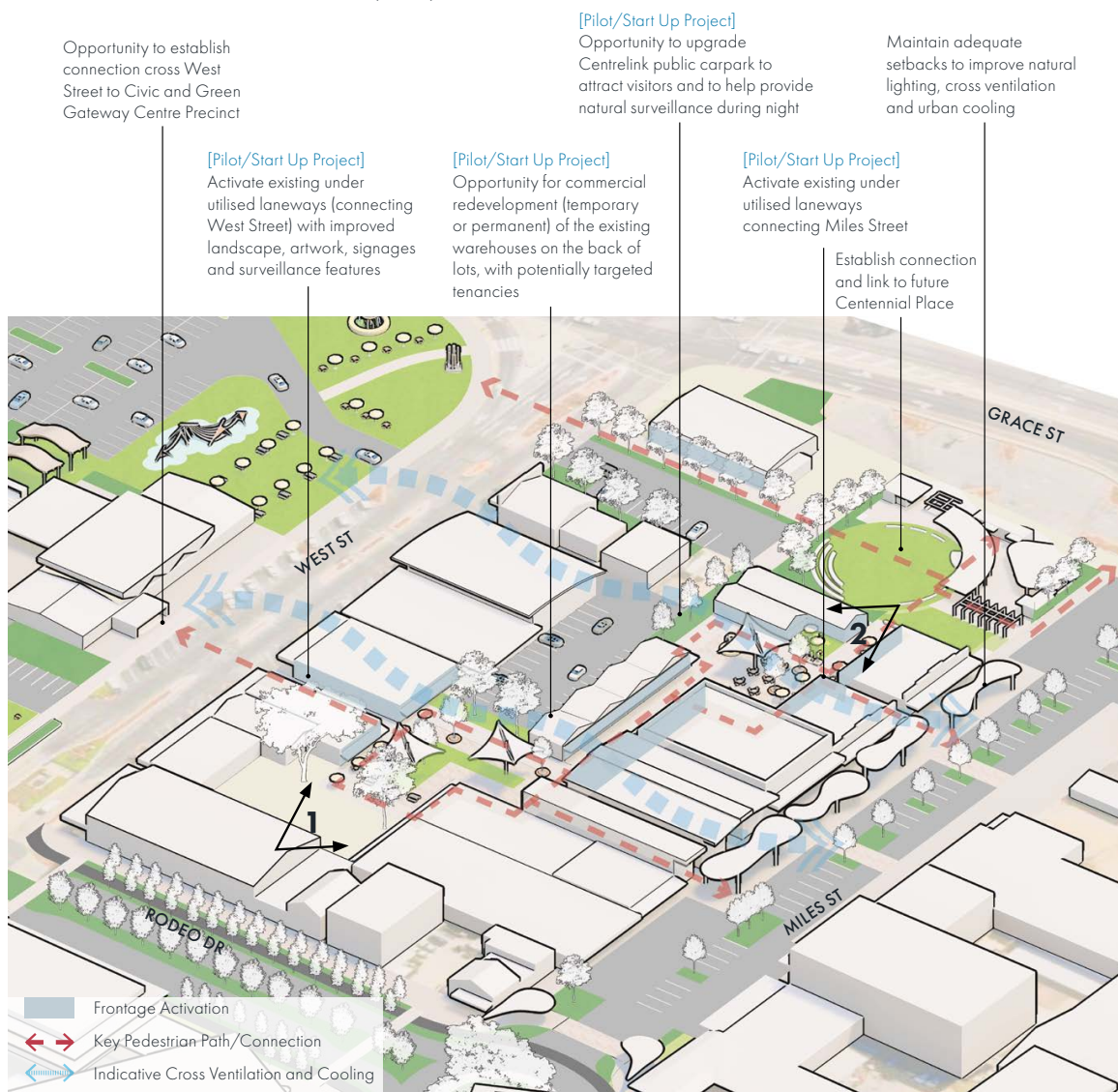


Figure 19. Proposed Mid-block Laneway Activation Framework



Proposed artwork and signages reflecting local identity



Bustling public spaces with boutiques, restaurants and bars



Activate spaces for entertainment and social interactions

Negotiate with existing owners to activate rear facade for commercial uses and event support facilities

Provide a space for visitors and residents to congregate, socialise and connect

Separate provision of car parking space from pedestrianised public space

The Laneway Activation will showcase the urban transformation of existing lane-ways into a vibrant entertainment and commercial precinct. It is a pilot project for activating commercial and public spaces through urban design guidelines and stakeholder engagements. Incorporating a variety of place-making elements, the public realm will reflect local economy, artwork and night-life celebrations.



Figure 20. Mid-block Laneway Activation - Artist Impression 1

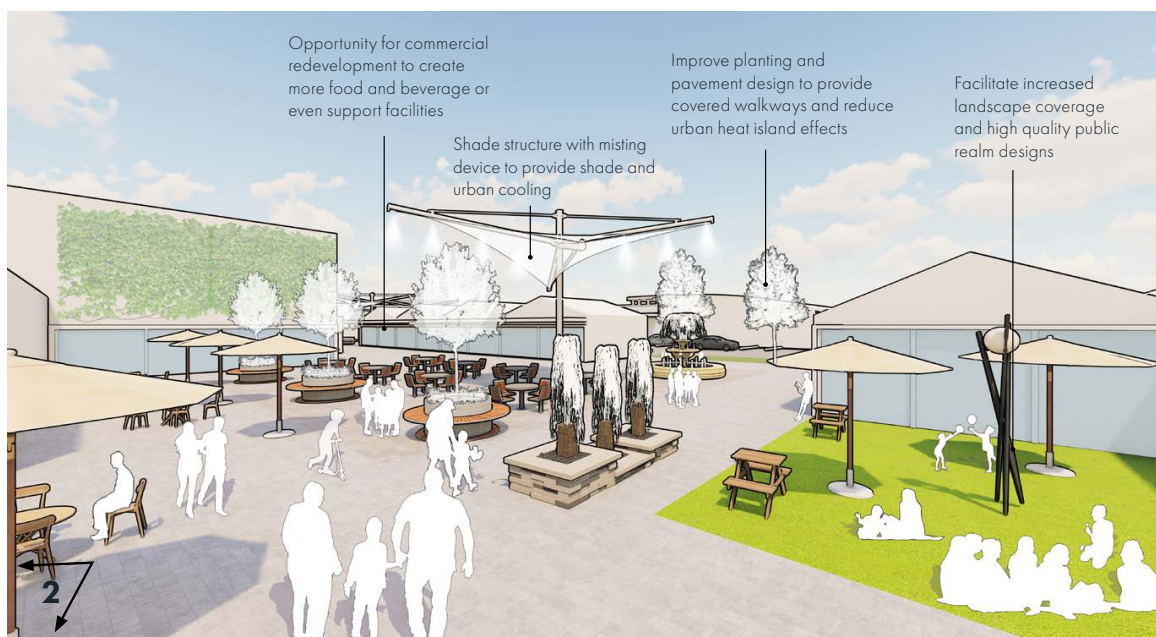


Figure 21. Mid-block Laneway Activation - Artist Impression 2

RODEO-CAMOOWEAL ST KEY SITE INVESTIGATION

(Private Led/Public Private Partnership Project)

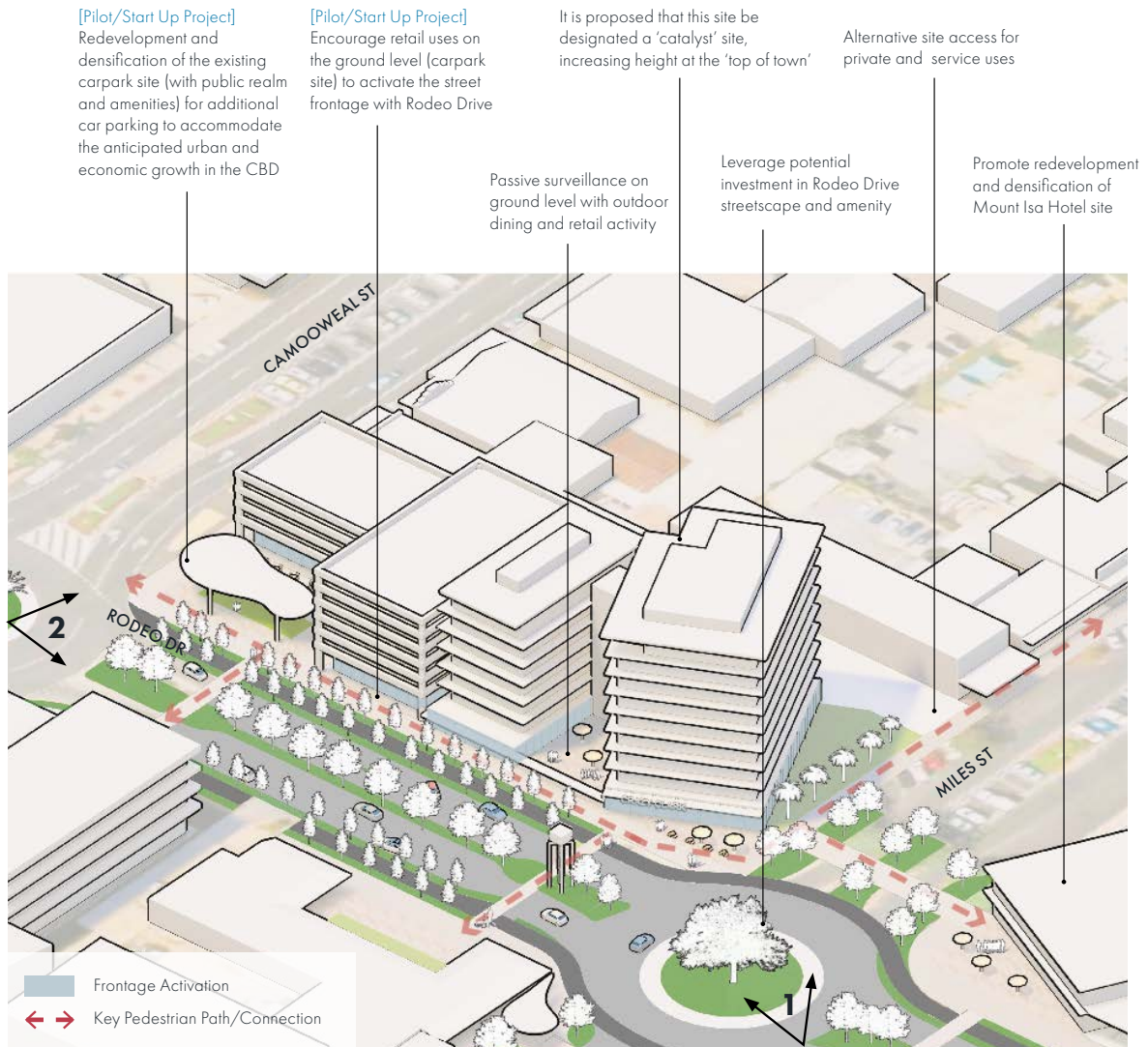


Figure 22. Proposed Rodeo-Camooweal St Key Site Investigation Framework



Refreshed and interactive public realm at ground level



High quality building standards and development



Attract retail on ground level to enhance street frontage

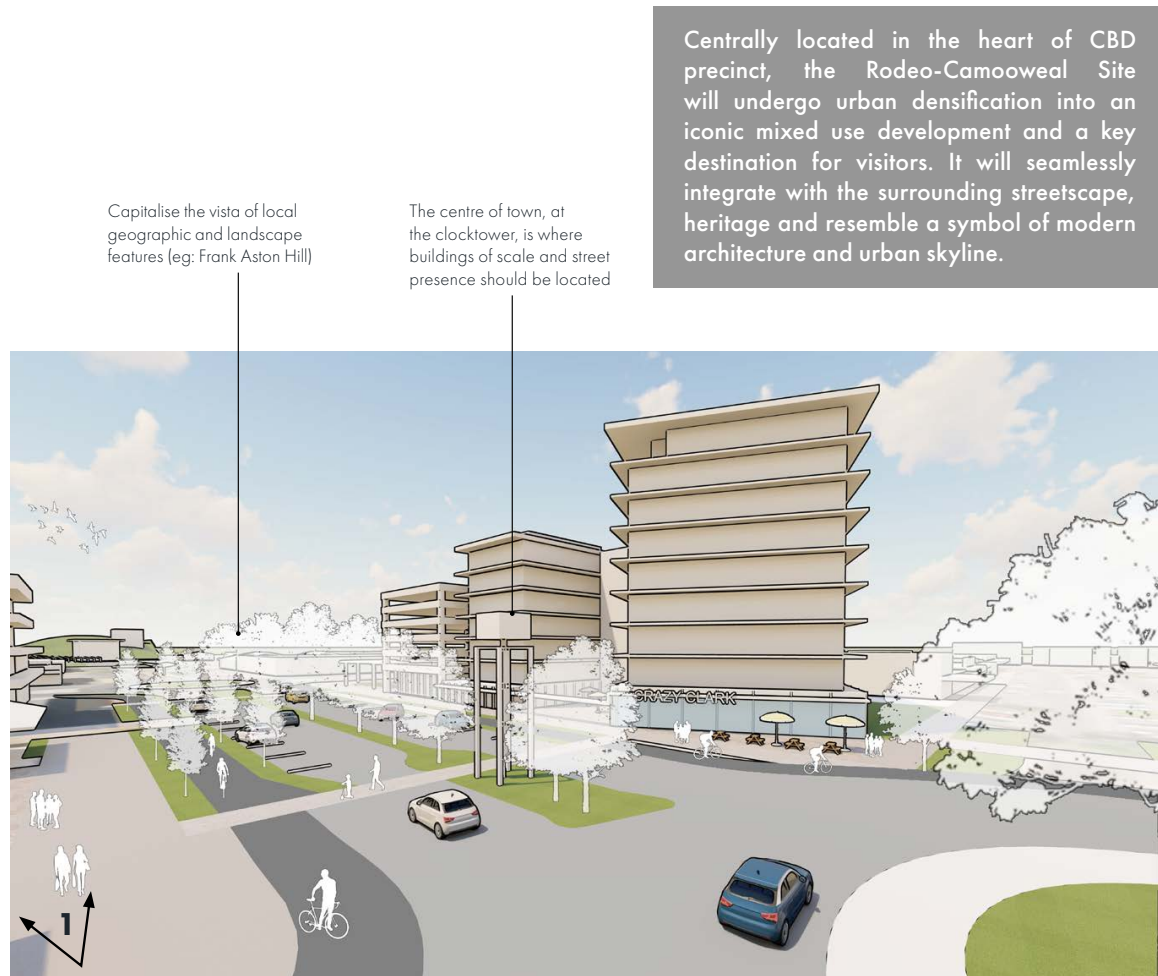


Figure 23. Rodeo-Camooweal St Key Site - Artist Impression 1

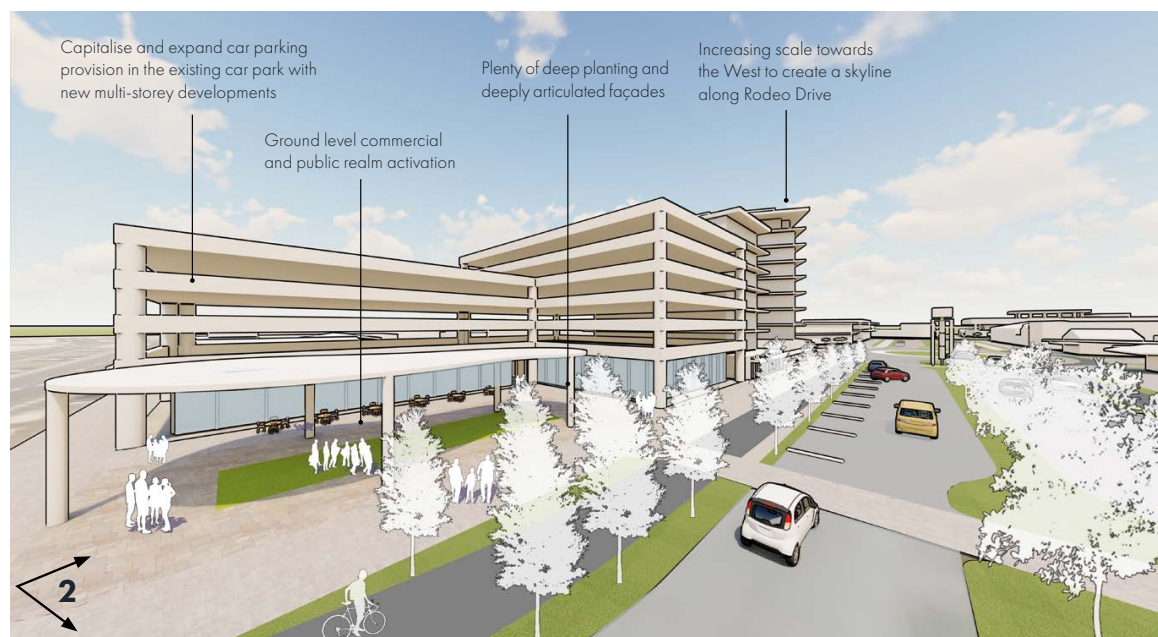


Figure 24. Rodeo-Camooweal St Key Site - Artist Impression 2

MOUNT ISA VILLAGE AND SIMPSON STREET REDEVELOPMENT

(Private Led/Public Private Partnership Project)

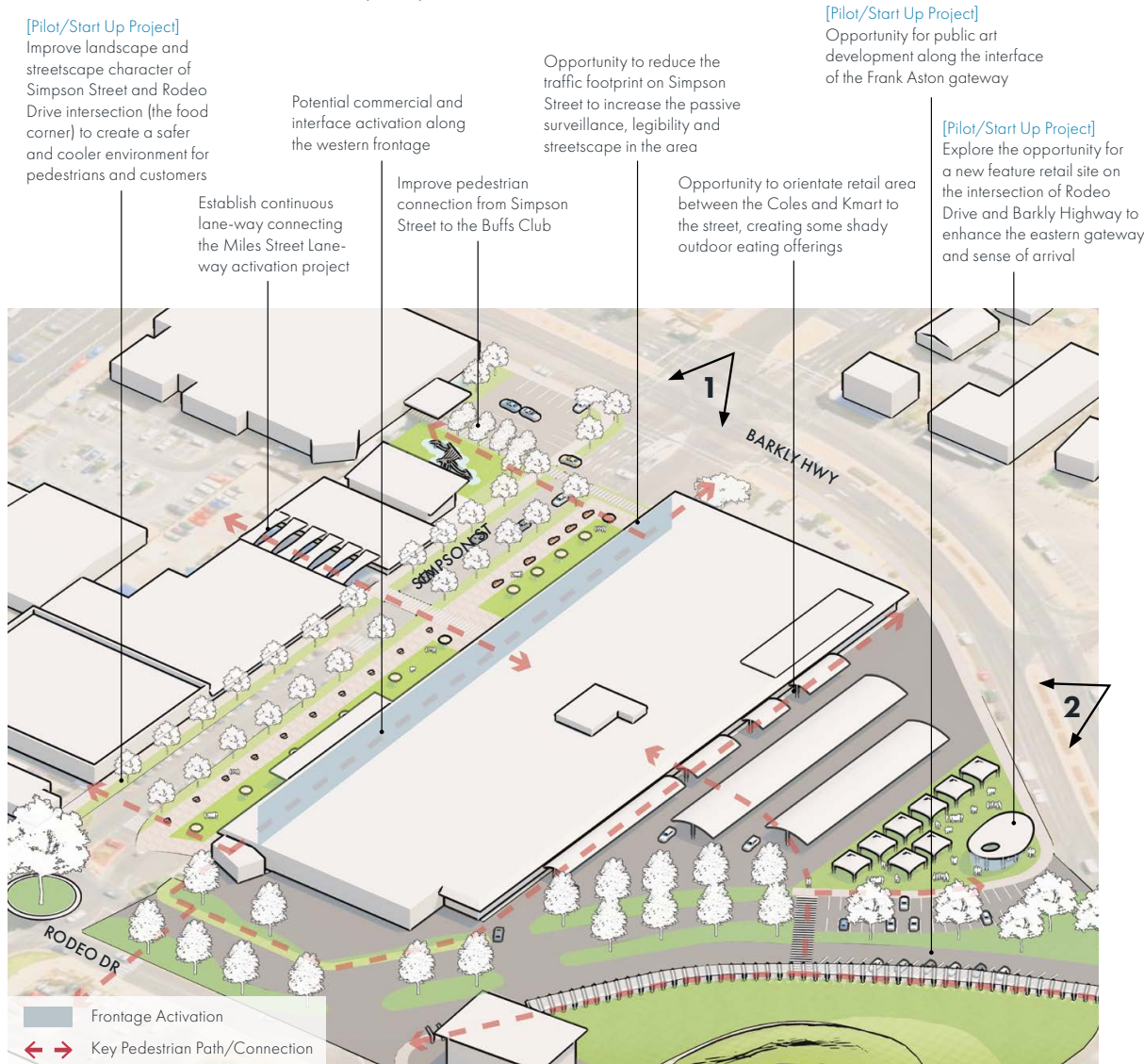


Figure 25. Proposed Mount Isa Village and Simpson Street Redevelopment Framework



Rejuvenated retail experience of Mount Isa Village



Activated street frontages with food and beverage developments



Landscaping provision to improve amenity surrounding car parking

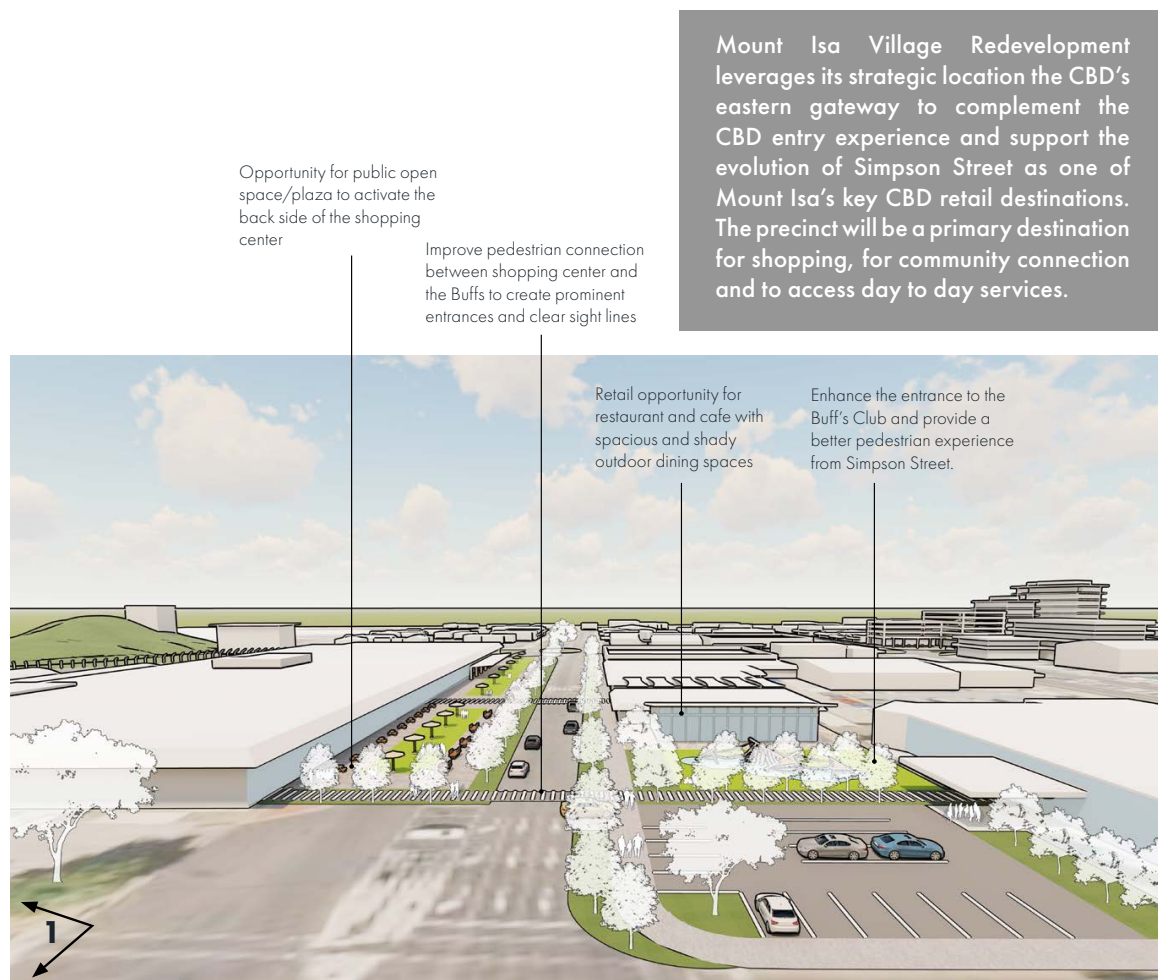


Figure 26. Mount Isa Village and Simpson Street Redevelopment - Artist Impression 1

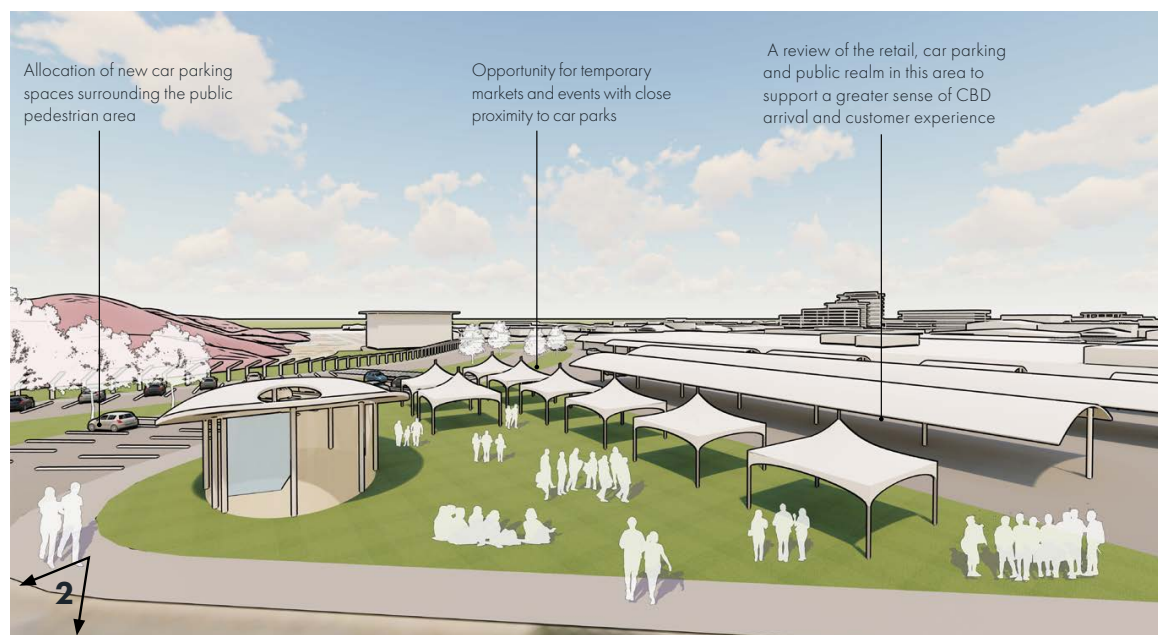


Figure 27. Mount Isa Village and Simpson Street Redevelopment - Artist Impression 2

MOUNT ISA VILLAGE AND SIMPSON STREET REDEVELOPMENT

(Public Led Street Project)



Figure 28. Miles Street Concept Plan



Regional main street reflecting cultural character



Shaded streetscape with provision of bicycle storage



Vibrant night time activation to attract youth and visitors

Create a day and night food, arts and retail street. It is a vibrant place where people stop for a meal, coffee or snack. It is a green place for social interaction and children run and play. Visitors can explore the art, craft and boutique clothing shops. It is also a people's place where pedestrians can enjoy a safe and walkable environment.



Figure 30. Miles Street Perspective - Artist Impression 1



Figure 29. Miles Street Streetscape Section - Artist Impression 2

MOUNT ISA VILLAGE AND SIMPSON STREET REDEVELOPMENT

(Public Led Street Project)

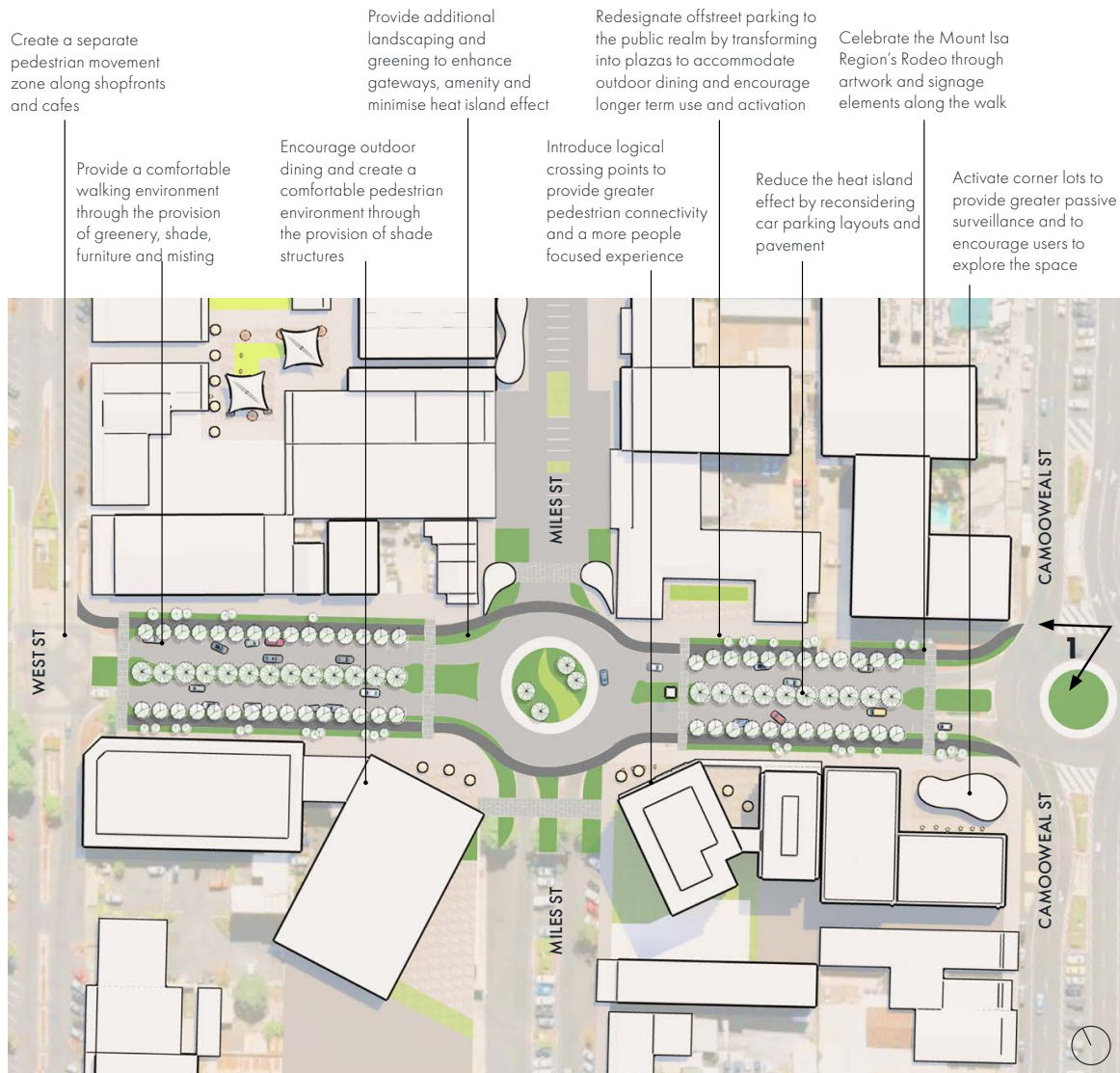


Figure 31. Rodeo Drive (West) Concept Plan



Increased shade provision with street tree planting



Provision of pedestrian crossing, active transport and landscaping



A bustling thoroughfare through the core of the CBD

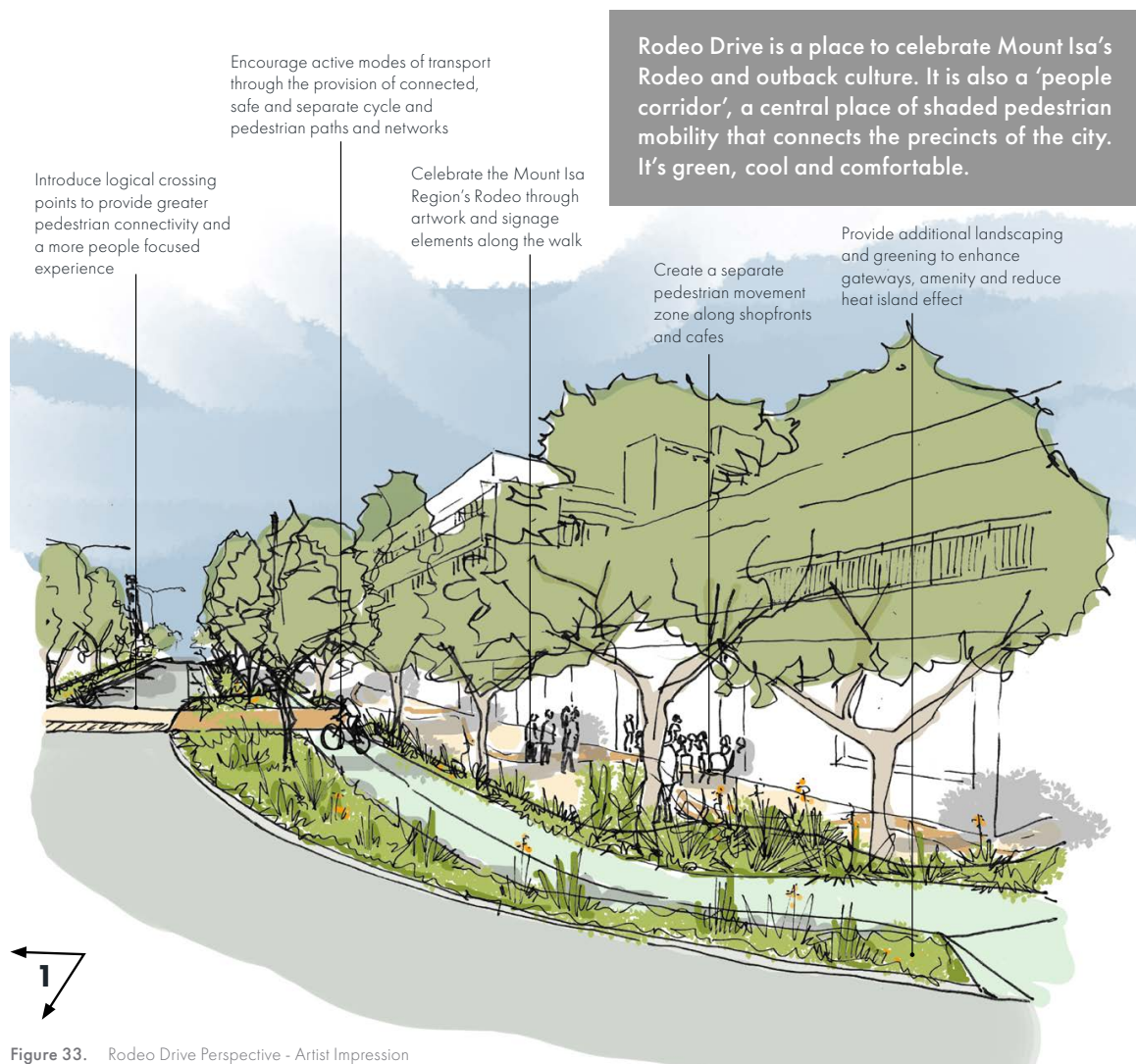


Figure 33. Rodeo Drive Perspective - Artist Impression

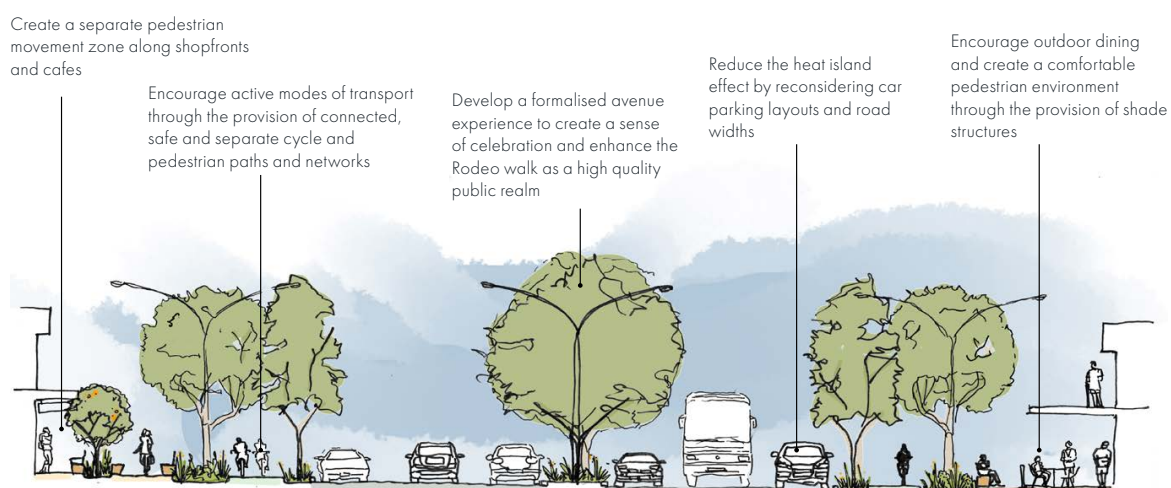


Figure 32. Rodeo Drive Streetscape Section

BUSINESS DEVELOPMENT STRATEGY

A Thriving and Productive Business Environment

An important foundational key to the success of the Masterplan will be an active and engaged business community.

Activation of other key priority projects noted will assist in creating an engaging and safe space. However, hand in hand with this needs to be an active and engaged business community that is dedicated to bringing vibrancy to the CBD. An active business community will assist in bringing life and diverse opportunities to the CBD, which in turn will create more opportunities for residents and visitors to enjoy and explore.

Building Business Confidence

Many of the projects listed previously, and particularly the priority projects will be instrumental in restoring business confidence. At the same time, there are other actions that Council could embark upon to build business confidence, and understanding the requirements for desirable tenancies is an important first step in being able to address supply side issues.

Through the Masterplanning process it became clear that further café/restaurants, boutique retail opportunities, and night time entertainment tenancies are desirable. In addition, there are substantial benefits and opportunities in the CBD hosting commercial space and offices for some of its largest employers (including Resource Sector Businesses such as Glencore, and State Government).

Education and Training for Business

Through discussions with retail tenancies and other businesses in the CBD, Council could host a number of key trainings and education days. The interest and type of trainings would need to be determined in consultation with businesses, but some might include: retail display, customer service, E-commerce and IT, business planning and development, accounting, grants application, and sustainable practices.

Actions

Understanding Demand	Business Strategy for Catalyst Sites	Investment Prospectus	CBD Ambassadors	Support Chamber of Commerce Awards Night
Planning Scheme Alignment	Matching Supply to Demand	Target Specific Tenants	Alternative Uses - Pop ups, Activating Vacant Space	Events - Cultural, Business, Tourism, Community

Business and Area Activation

Business and area activation is vital for vibrancy and a sense of excitement in an area. Council's economic development officer can encourage businesses become more active in 'CBD life' in many ways.

Building conducive partnerships

Building conducive partnerships will be key in ensuring that actions are implemented. There are a range of stakeholders that Council should continue to engage with and/or actively pursue. Through its Economic Development Officer, Council may wish to develop an advisory board for the implementation of the CBD Masterplan. Council may also wish to provide support to the Chamber of Commerce in strengthening the business service directory for Mount Isa, as well as becoming more active in the marketing and communications of good news stories when successes are achieved.

Understanding Social Issues and increasing Safety

In addition to spatial and economic initiatives, it would be useful for Council to establish and/or strengthen partnerships with human/community service providers. The objective would be to gain a more detailed understanding of the underlying issues that are causing crime and social misconduct in Mount Isa, and to clearly understand the role that Council can play in combatting these issues. Long-term collaborative planning and coordination of social infrastructure and services will provide a wide range of benefits, including: improved understanding of underlying issues, and therefore improve responses for the delivery of services and facilities; potential to share costs and increase the level of provision of services and facilities; having multi-disciplinary input to assist in tackling underlying issues; as well as provide potential opportunities for private investment. All these elements can have the impact of increasing well-being outcomes for individuals and the community at large.

STREET, PUBLIC REALM AND LANDSCAPE STRATEGY

The Street, Public Realm and Landscape strategy analyses the CBD streets and categorises them into various levels with key recommendations.

Level A Streetscape, Carpark Strategy

These streets are proposed to be addressed primarily to improve the overall look and feel and introduce as much shade as possible by street planting. The strategy is to work within existing carpark layouts and within existing service layouts such as overhead power lines.

- Plant as many trees as possible
- Improve the pedestrian movement system with simple but consistent path materiality such as grey concrete
- Bins and tile upgrade
- Appropriate furniture for seating
- Where medians exist ensure there are green grass or groundcover plantings (to cool the street where possible).
- The strategy works with the current carparking and services

Level B Streetscape, Carpark Strategy

These streets already have had some embellishment work previously. The approach is to build upon the existing pavements and materials. The approach is to improve the overall look and feel and increase shade with more street planting. The strategy is to work within existing carpark layouts and within existing service layouts such as underground power. Intent is to create as much greenery whilst addressing concerns of safety and security.

Improve the pedestrian movement system with simple but consistent path materiality such as colored concrete. Give it a sense of consistency across the CBD. Remove any dark coloured elements and replace with lighter colours. Work with what is the best of what is there now.

- Introduce street furniture but keep it simple
- Where medians exist ensure we have groundcover/shrub plantings (to cool the street where possible).

- The strategy works with the current carparking and services
- Bins and tile upgrade
- Irrigate the landscape

Level C Streetscape, Carpark Strategy

These are streets and carparking covered by highlighted priority projects which are planned as transformational. These areas should be approached as if its a new palette of design elements and layouts.

- Increase the cooling effect by trees, shade structures, misting, light coloured materials.
- Reduce the expanse of asphalt to aide the cooling strategy
- Reconsider road cross sections to slow traffic
- Bins and tile upgrade
- Provide water elements
- Lighting for night effect and safety/security
- Public art
- Green and irrigated
- Street furniture
- Outdoor dining (where required by the overall strategy)
- Reconsider carparking layouts
- Consider services that can be relocated to aide the outcome.
- Mobility and wayfinding strategy

Gateway

These require consideration of specific plans to highlight the important points of entry to the City CBD from particularly visitors. It's about first impressions.

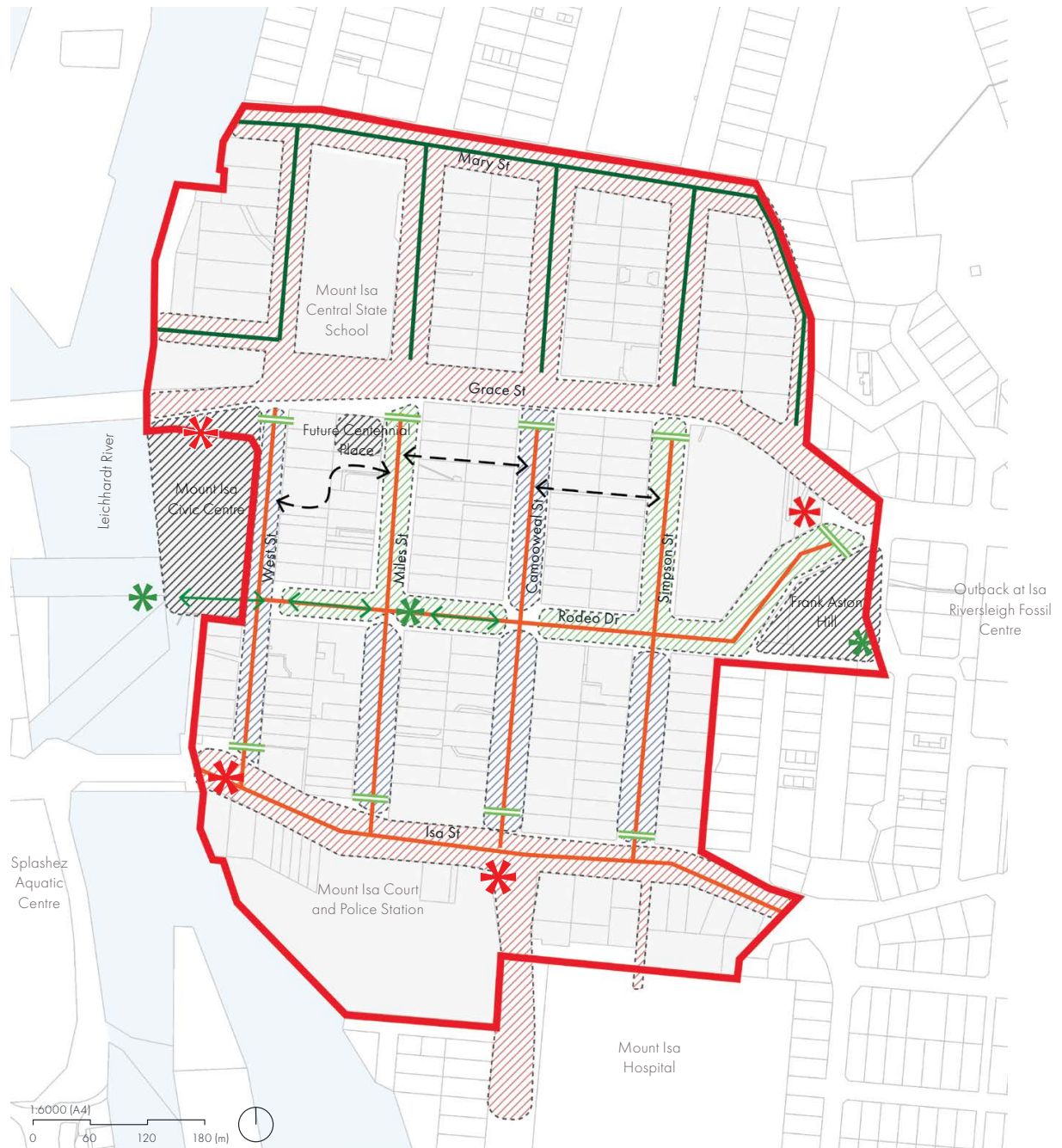


Figure 34. Proposed Streetscape Strategy Plan

Legend

	CBD Boundary		Gateways		Speed Reduction to 50km/hr
	Level A Streetscape		Focal Points		Speed Reduction to 40km/hr
	Level B Streetscape		Public Realm		Threshold Treatment
	Level C Streetscape				

SUMMARY AND NEXT STEPS

This Masterplan provides a high level urban development framework for Mount Isa CBD over short to long term. Council should review and conduct feasibility study on the proposed planning framework and projects outlined in this Masterplan. The Masterplan indicates whether the chosen projects are suitable for the intended location, function, taking into account the financial, social, and environmental aspects of each proposal. Many comprehensive Masterplans start with a feasibility study in order to understand the site's geographic, environmental, and historic context. This process builds on the information collected and analysis developed during the scoping phase. Additional background reports could be deemed necessary (that is, hydrology, environment, cultural heritage, transport, and so on) and should also be commissioned at future stages to inform the Masterplanning process.

Queensland's planning system encourages effective and genuine community engagement so that local communities can participate in the planning process. It does this while supporting efficient and consistent decision-making that instils investment and community

confidence. To encourage genuine community engagement for the implementation phase of the Masterplan, proper engagement events need to be adopted across the city.

As city regeneration initiatives are generally long-term propositions, it is important to consider the Masterplan as a dynamic document that can be altered based on changing project conditions over time. These changes can sought to either allow for more density and height in some areas, or to restrict developments in areas subjected environmental changes. This flexibility could be beneficial to the business and real estate sector as market demands change over time. It is important review the Masterplan every decade to sure the strategies align with the growth and market trends.



Proposed Rodeo-Camooweal St Key Site Investigation - Artist Impression

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MASTERPLAN REPORT

Tract



Mount Isa CBD Masterplan

Prepared for Mount Isa City Council

Prepared by Tract Consultants with CChange Solutions, Peddle Thorp Architects and HIP V. HYPE

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14 February 2022

Quality Assurance

Masterplan Report

Mount Isa CBD Masterplan

Prepared for

Mount Isa City Council

Project Number

[712-0110-00-L-01-RP04]

Revisions

Issue	Date	Description	Prepared By	Reviewed By	Project Principal
01	22 January 2022	Masterplan Report	AC	EF	GH
02	14 February 2022	Masterplan Report	AC	EF	GH

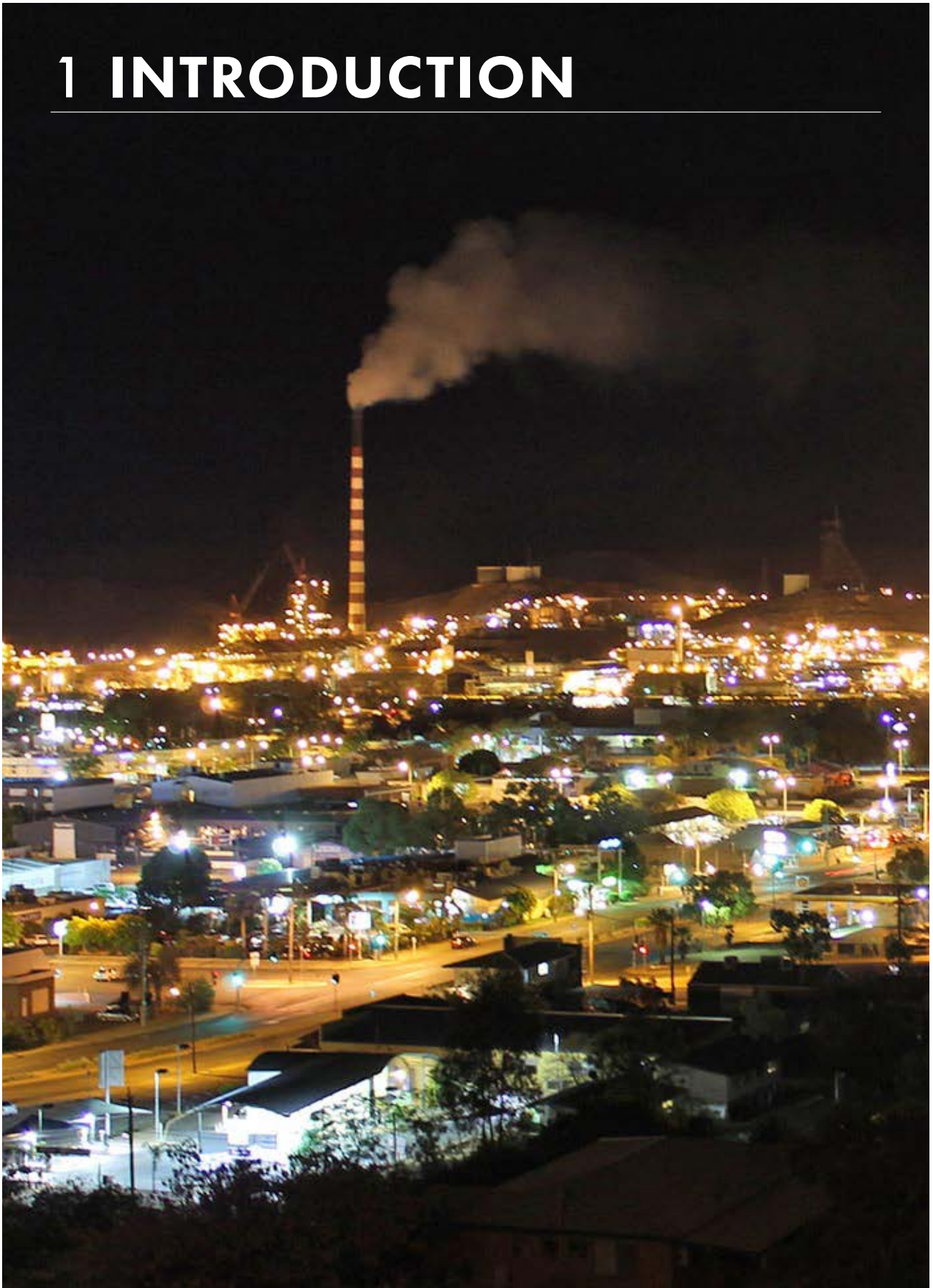
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1 INTRODUCTION

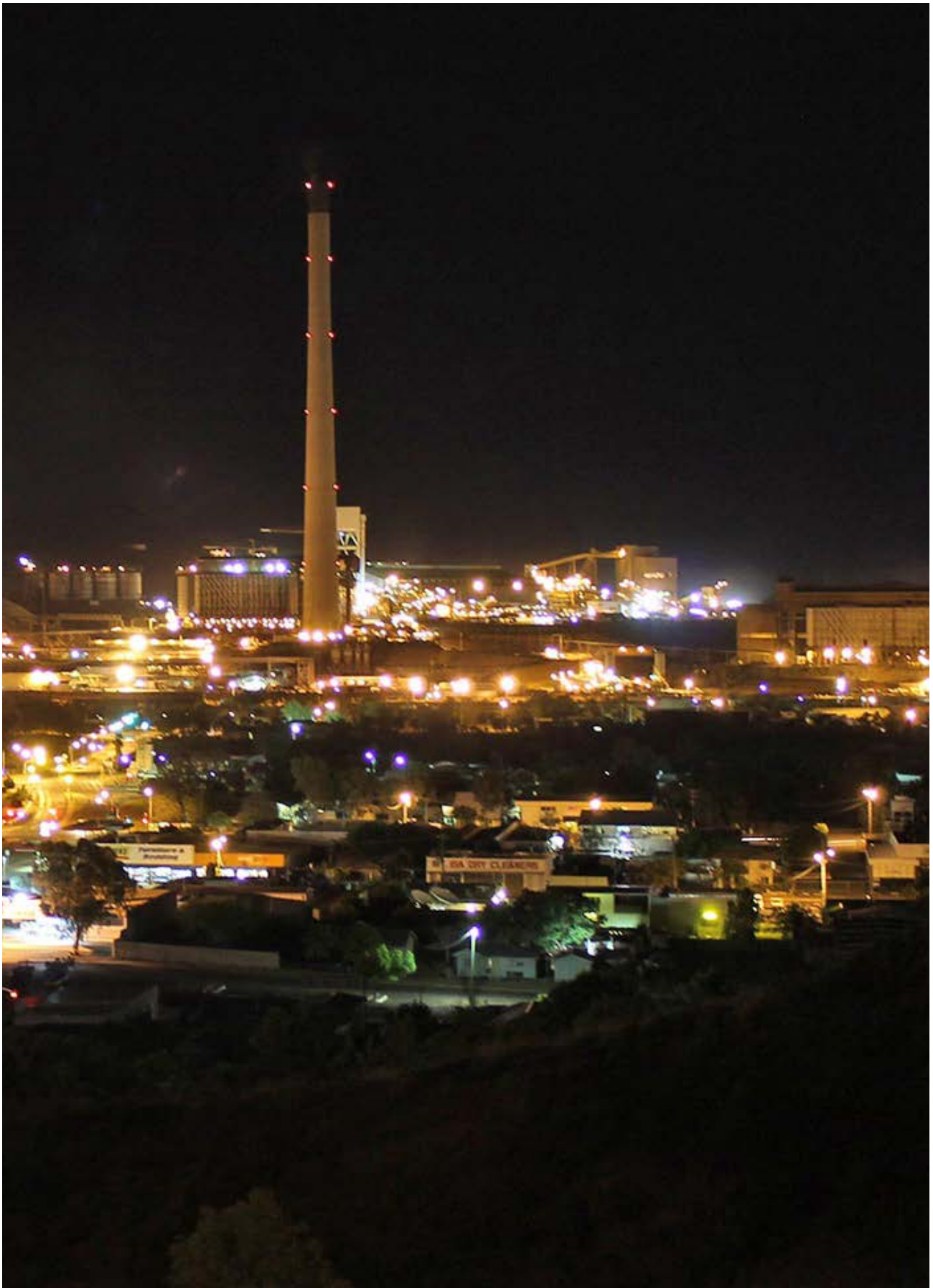


Tract

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1.1 Who We Are

TRACT

TRACT Prides itself of its 40-year history in Australia. Our multidisciplinary approach is key to our success and a platform for ongoing innovation in delivering high quality projects. We bring to this project a genuine enthusiasm and passion for public placemaking, great urban design, landscape and planning.



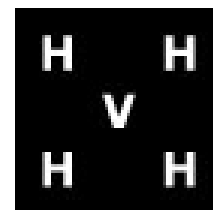
C Change

CChanges's sustainable economic services include determining the economic impact, value, contribution and opportunity for projects and commissions. We also offer specialist expertise when it comes to developing sustainable communities and deliver holistic projects from concept work, through to major city developments and large scale revitalisation of precincts and places.



HIP V. HYPE

HIP V. HYPE is an ethical, socially conscious and environmentally focused property developer, sustainability consulting practice and work share provider. We collaborate to resolve more environmentally sustainable, more socially responsible and more commercially intuitive solutions for a better built environment. Our aim is to influence and build the more equitable, resilient and prosperous future we deserve. Our responsibility is to leave our cities and regions in a better condition than we found them.



Peddle Thorp Architects

Peddle Thorp Architects recognise that every project demands a unique response to a particular set of issues. The practice's solid skill-base is built upon a wide range of architectural, interior design, urban design and planning experience.



1.2 About Masterplan Outcomes

A Masterplan will be:

- A Masterplan is a dynamic long-term planning document that provides a conceptual layout to guide future growth and development. Masterplanning is about making the connection between buildings, streets, public realm, social settings, and their surrounding environments.
- An document referenced in future Planning Scheme that outlines a vision to guide growth and development of the CBD over the next 20 years with a review every 5 years.
- Inspiring but also ambitious, it will push boundaries and find a Mount Isa way to make things happen
- A framework within which a location is encouraged to develop or change.
- Includes analysis, recommendations, and proposals for the CBD's economy, builtform, mobility, public realm and tourism. It is based on public input, surveys, planning initiatives, existing development, physical characteristics, and social and economic conditions.
- A broad vision document that clearly guides later detailed strategies and plans, which captures a vibrant picture of the Mount Isa CBD people want for the future
- Goals to set a clear target to work towards and to guide decision making and action by stakeholders implementing elements of the Masterplan
- Establish spatial strategies to guide the urban and economic growth of Mount Isa CBD and future policy making
- Issues based so that it focuses its energy on where change could and should occur
- A mechanism to attract investment and bring prosperity to the Mount Isa CBD

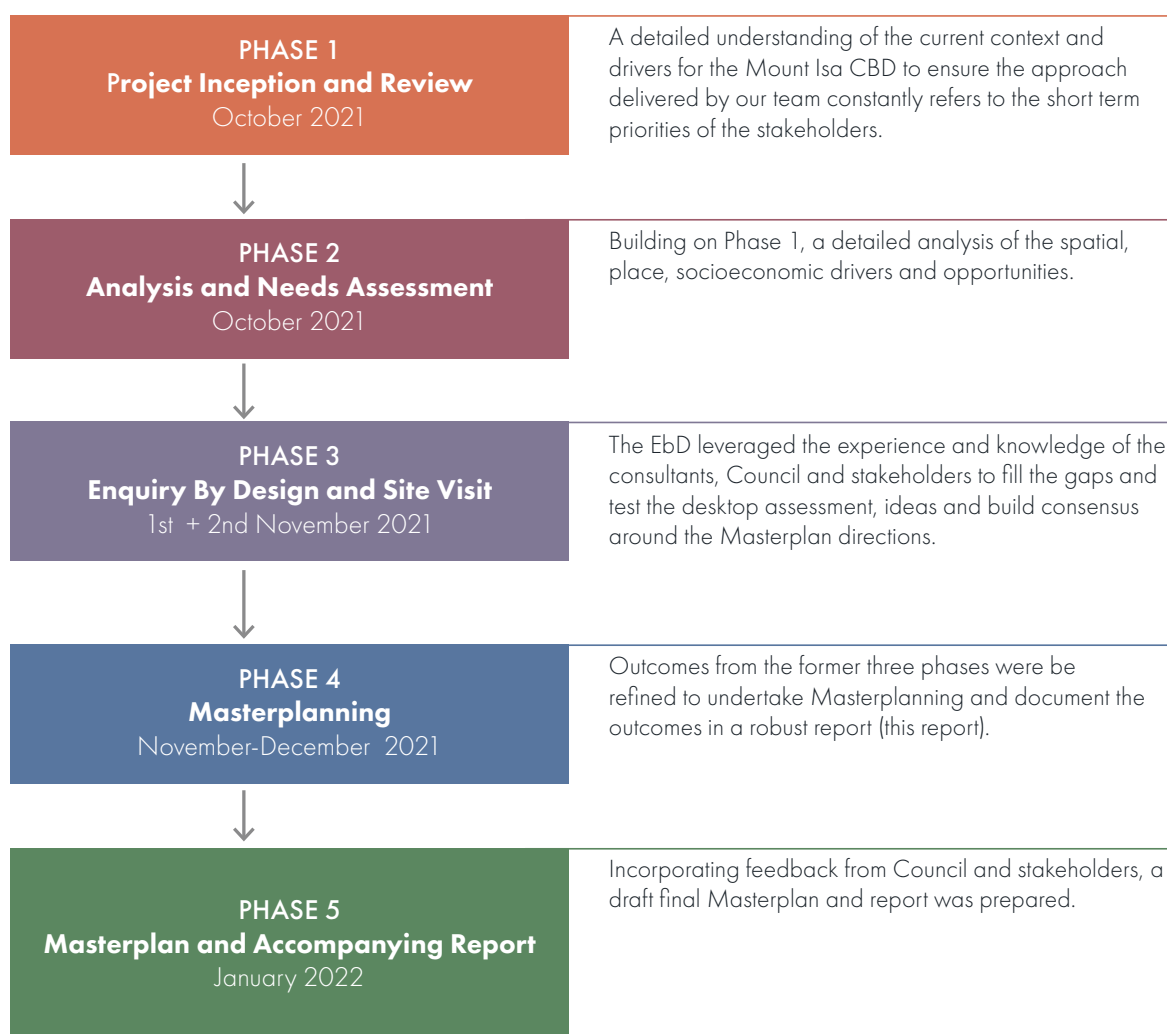


Image 1. Mount Isa Civic Centre

1.3 Project Process

The intent of this Masterplanning process was to begin by asking questions of both Council and the broader community of Mount Isa. What does the community want the Masterplan to be and the purpose of the Plan? The response was that the plan should provide a long-term vision or focus, but provide particular attention to short term priorities.

The process focused on identifying and addressing important issues and opportunities around the CBD. This means that the Masterplan has been designed to solve specific local issues and take advantage of specific opportunities, mapping out aspirations for the CBD that are more responsive to the local conditions and more effectively bringing change and renewal to Mount Isa.



1.4 Enquiry by Design (EbD)



Image 2. Enquiry by Design Workshop and Site Visit (Source: Tract)

Summary

- The Mount Isa CBD Masterplan Enquiry by Design (EbD) workshop was held over the 1st and 2nd of November. The workshop included a site walk, two Masterplanning sessions and one informal drop-in session.
- Community and Council engagement was essential to shaping the future of Mount Isa CBD. At the EbD workshop attendees were presented with the opportunity to work alongside business owners, landowners, technical experts, council staff and local stakeholders. This process created the opportunity for attendees to have ownership over the outcomes.
- The EbD was hosted by Mount Isa City Council and led by the project consulting team.
- An invitation flyer was prepared including the agenda by the Tract team and distributed by Council to invitees. Ross Thinee of MICC hand delivered the flyer to approximately 110 stakeholders during the period of October 25th 2021 to October 29th 2021.
- The EbD workshop, facilitated by Tract and C Change, was attended by six representatives of the consultancy team, eleven attendees from Council Team, and seven local stakeholders/ community members.
- A Primer Pack was prepared by the Tract team and distributed by Council to invitees. The Primer Pack was completed to provide attendees with a preliminary assessment of the key issues and opportunities identified within the CBD.
- The purpose of the EbD was to refine this preliminary assessment and extract the key strengths of the CBD and new opportunities, and together shape a 5 year plan around those strengths.
- Incorporating the personal experiences, ideas and aspirations of participants was vital to the success of the EbD and subsequent Masterplan.

Overview

Site Walk (1st November 2021)

The site walk was led by MICC staff to facilitate an informal discussion about key site issues and opportunities around the CBD. This included design and spatial areas of concern with regards to safety, areas of cultural and heritage significance, landscaping and public realm decision making, changes in land use, and business success stories.

Session 1 (1st November 2021)

This session involved a presentation of the Site Appreciation and Masterplan Opportunities Prioritisation.

Please refer to Appendix A – Masterplan Opportunities Prioritisation for record of the full outcomes of this task.

A vision and key principles were drafted by the group. Finally, the group was presented with the Masterplan Initiatives.

Session 2 (1st November 2021)

An informal Drop-in-Session was offered as an alternate opportunity for those who couldn't attend during business hours.

This session was attended by business owner, Sussie Grimaldi, who was focussed on pedestrian safety and lack of investment confidence in the CBD.

Session 3 (2nd November 2021)

The consultant team presented a set of Key Masterplan Objectives and a Vision based on participant input from Day 1 of the EbD.

Participants conducted an analysis of the initiatives and developed focus areas. This assisted the development and refinement of the CBD precincts.

Please refer to Appendix B – Session 3 Outcomes for record of the full outcomes of this task.



Image 3. Site Visit 1st November 2021



Image 4. Enquiry by Design Workshop Session 1



Image 5. Enquiry by Design Workshop Session 2



Image 6. Enquiry by Design Workshop Session 3

Key Findings and Observations (From EbD)

- There are many champions wanting the CBD to reflect the future potential of Mount Isa.
- All attendees agreed that there are key precincts that, if developed, could act as a catalyst for urban renewal in the city.
- Clear focus areas were identified and expanded on that will inform the scope of the Masterplan report. Including:
 1. Precincts, connectivity, and role and character of streets
 2. Landscape/ Street Tree/ Public Realm Strategy
 3. Precinct Plan for Coles, Frank Aston, Town Gateway (Tourism and retail focus)
 4. Precinct Plan for Civic, Arts, Community, West Street, and River and Rodeo Drive Green Link ('the West End')
 5. Retail and Business Strategy and Pilot project for shop top residential
- Three key external precincts/ destinations were identified as important in terms of their links to the CBD:
 1. The Tourist Information Centre/ Outback at Isa/ Kalkadoon Tribal Council on the Barkly Highway and Western arrival point to the CBD
 2. The Mount Isa Hospital on Camooweal Street and the Southern arrival to the CBD
 3. Splashez Aquatic Centre/PCYC Mount Isa on Isa Street and a Western arrival point to the CBD
- The importance of the connectivity, role and character of streets within the CBD was noted throughout the workshop.
- The Leichhardt River and its surrounds is an area of great potential, however, at present there are quite serious issues with antisocial behaviours and safety. Generally speaking, the area was not seen as a priority for development, but rather as a future area of focus.
- CBD North (north of Barkly Highway/ Grace Street) is generally considered to be 'outside' of the CBD. The only considerations were given to it as a connection from major employment and education facilities, and the need for this interface to present an inviting image of the CBD to passing traffic.
- Safety and security were dominant in conversation. The CBD is at a real 'tipping point' in its presentation as an unsafe and unfriendly place. Of note, boarded up and caged windows, lack of seating and public amenities, and an inability to include 'problem areas' in forward thinking.
- There was general agreement that there is a need to create a more comfortable, cool, activated, and pedestrian friendly environment in the CBD.
- Discussion about the locally heritage listed Frank Aston Hill ranged from demolition for new uses, development of a hotel, and an indigenous cultural tourism hub.
- Acknowledges the cultural heritage of Kalkadoon.
- There was significant discussion surrounding the importance of Rodeo Drive as a key CBD Street. Options for alternate cross sections and modes of transport, and key links to the Outback at Isa were discussed.
- There was a consensus that the Masterplan should be informed by an understanding of the future of some of the major land uses and employers.

Masterplan Recommendations (from EbD)

- The Masterplan has a focus on addressing safety and security, as well as the amenity and 'friendliness' of the CBD.
- The Masterplan has an additional focus on creating a cool, activated, and pedestrian friendly environment.
- The development of a Landscape/ Street Tree/ Public Realm Strategy has been noted as important.
- The Masterplan enhances the role of the cultural heritage and Kalkadoon culture/stories in the CBD. Ensuring First Nations' heritage has pride of place in the CBD and contributes to growing the ongoing relationship with the broader First Nations community is considered important.
- The Masterplan has 5 key focus areas or projects, with exploration of spatial and non-spatial links to the 3 key precincts external to the study area.
- The Masterplan includes plans for the three key CBD Precincts informed by the EbD workshop and preliminary site analysis.
- The development of the West Street and Leichhardt River, and the Rodeo Drive Green Link will be explored in the Masterplan.
- It is recommended that Council undertakes a separate study to determine the future direction for the Leichhardt River and its surrounds. The CBD Masterplan can set ideas and intent, however, without Council's strategic direction it is difficult to include this area within the Masterplan study. The Masterplan will ensure opportunities are well documented and that initiatives of the Masterplan do not limit these opportunities.
- Business confidence in the CBD from the retail sector / small business requires attention. From discussions in the EbD, the development of the CBD would be strengthened by:
 - Acknowledgement of how crime and safety were going to be tackled.
 - Improving the match of supply and demands of new tenancies.
 - Retail and Business Strategy and Pilot project for shop top residential.
 - Appropriate landscaping.
 - Enhancing the pedestrian experience, etc.



Image 7. View of Mount Isa from Barkly Highway

1.5 Masterplanning Overview

The Masterplan Report documents the outcomes of the project in a visually engaging and technically robust report. The focus in creating this document will be clarity and quality of communication. The Masterplanning elements includes:

VISION AND PRINCIPLES (Set Planning Directions)



The first step of Masterplanning was to understand the Mount Isa context, define the community and stakeholder aspirations and transform them into a unified vision for the CBD area. These elements were determined from a comprehensive review of the policy environment, potential opportunities, and stakeholder input.

Contents:

- CBD Benchmarking
- Visioning Statement
- Masterplan Objectives
- Masterplan Principles

CBD PRECINCTS (Concept Planning)



The next step was to identify CBD precincts and their preferred role, function, unique character and key built form differences (as opportunities for CBD revitalisation). The EbD process was critical in understanding priority works required.

Contents:

- CBD Context Analysis
- CBD Precinct Plan
- The Big Moves
- Precinct Characteristics

PLANNING FRAMEWORK (Spatial Planning Elements)



The Planning framework supports the vision and actions required in the Masterplan and presents the different layers and strategies of the various planning elements.

Contents:

- Built Form and Character Plan
- Mobility, Access, and Wayfinding Plan
- Public Realm and Place Activation Plan
- Identity, Culture and Heritage Plan

PRIORITY PROJECTS



To ensure that the Masterplan maximise positive impacts, strategic projects that can be implemented in the short term by Council (over the next 5 years) have been identified. These are catalyst projects that are key in providing the basis for activation and transformation of the Mount Isa CBD. Other important actions that can be implemented in the medium and longer term are also noted.

Contents:

- Implementation Plan
- Place, Streetscape and Public Realm Plan
- Business Development Strategy
- Priority Projects Plan

2 VISION AND PRINCIPLES

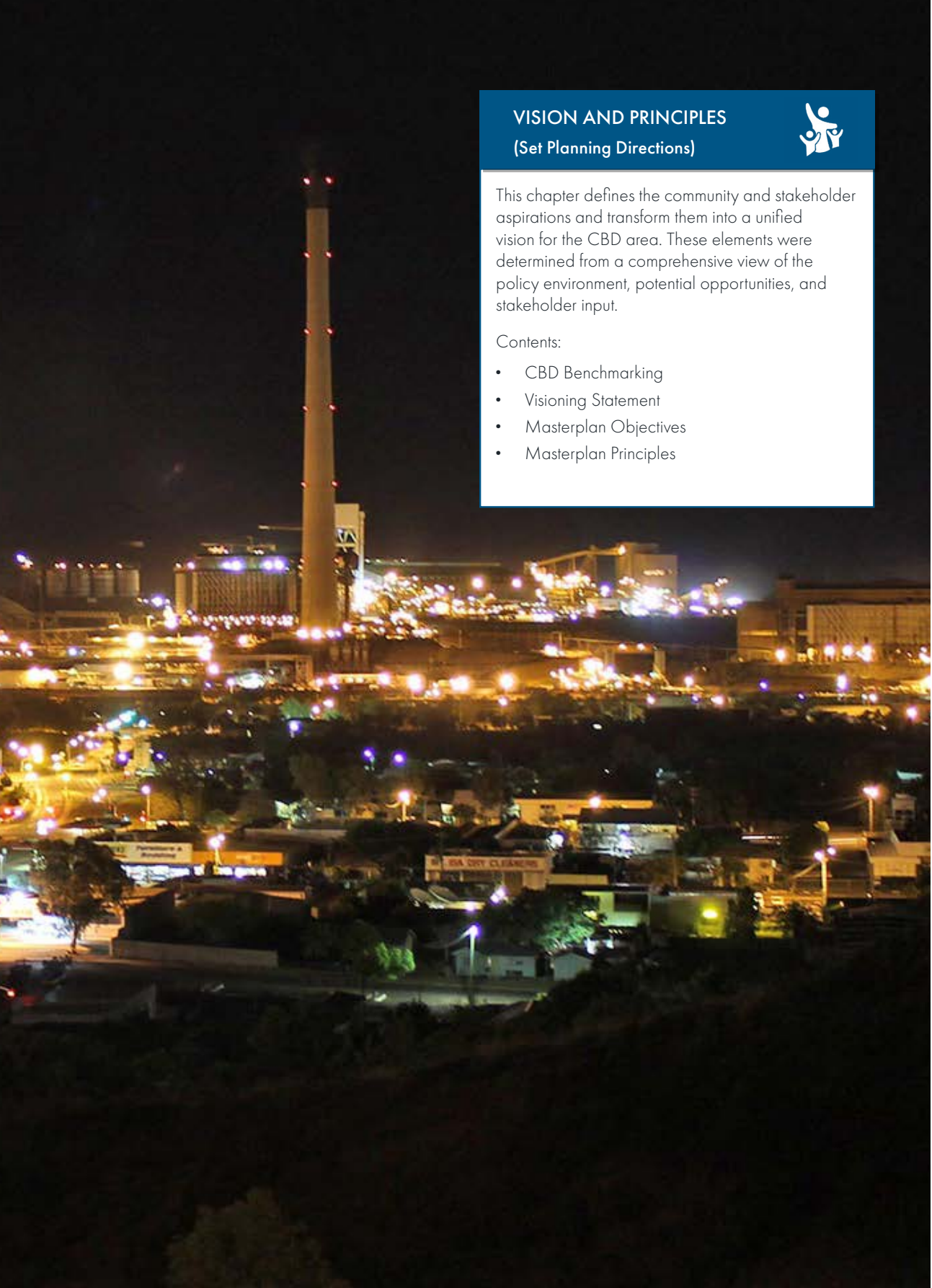


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VISION AND PRINCIPLES
(Set Planning Directions)



This chapter defines the community and stakeholder aspirations and transform them into a unified vision for the CBD area. These elements were determined from a comprehensive view of the policy environment, potential opportunities, and stakeholder input.

Contents:

- CBD Benchmarking
- Visioning Statement
- Masterplan Objectives
- Masterplan Principles

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ABOUT MOUNT ISA

An Oasis in the Outback

Recognised as the Oasis in the Outback, Mount Isa is located in Queensland's vast North West. It's strategic location provides an opportunity to further strengthen itself as a regional gateway, with an extensive system of highways linking Brisbane, Townsville, Darwin and Alice Springs. Distinctively located in a valley between the two spurs of the Selwyn ranges, the regional centre has a unique typography and landscape.

An Industrial, Commercial and Administration Centre

Home to a solid list of existing national retailers, the CBD provides a mix of uses including retail, food outlets, commercial, hospitality, institutional and service providers. The Masterplan acknowledges the retail situation at present and concentrates on an emerging café and foodie culture, with the acknowledgment that the diversification of business must be harnessed to secure confidence in future investment. The Masterplan supports the designation of further land to encourage additional retail and commercial tenancies.

Home to 23,000 residents

The city has grown to be a well-recognised regional service centre of 23,000 people. The median age of people in Mount Isa (Urban Centres and Localities) is 31 years, with a high proportion of youth. Situated on the Traditional Lands of the Kalkadoon People, a considerable 16.9% of residents identify as Aboriginal and/or Torres Strait Islander people.

A Region of Diverse and Unique Environmental Assets

Identified by its red soil, the climate of Mount Isa is described as 'Arid Climate', with semi-hot arid characteristics. The CBD is in proximity to a variety of natural assets, including the Leichhardt River and the nearby Lake Moondarra. The Leichhardt River divides the majority of residents and the CBD to the East and Mount Isa Mines to the West. Connection to land and outdoors are highly valued by many in the local community.

A Proud and Rich Mining Town

Mount Isa Mines to the West of the CBD, is the second largest copper producer in Australia. The town has a high percentage of FIFO workers. Its economy is reliant on mining and there is a clear domination of technicians and trades in the region. Ensuring that recreational and retail services are at a standard and quality to encourage people to shop locally and/or regionally is a key focus of the Masterplan.

CBD as a Catalyst to Connect People, Culture and Activities

Anchored by activation zones, Mount Isa CBD has recognisable assets including the river, community facilities, tourism places of interest, its renowned rodeo and festival, and indigenous heritage. Leveraging catalyst sites and key partnerships within CBD precincts is a key action in the Masterplan to yield urban renewal in the city. Permeability and connection of precincts is also essential to provide the CBD with a sense of structure and hierarchy.

The Masterplan - A Prospectus to guide change

Masterplan Objective

The Mount Isa CBD Masterplan focuses on actions to encourage further beneficial economic activity and investment opportunities for the CBD in the broader regional context.

The Masterplan is designed to solve specific local problems and take advantage of opportunities. This will involve mapping out aspirations for the CBD that are more responsive to the local conditions.

Masterplan encourages diversification of land uses so that the CBD can thrive as a vibrant and attractive centre. Additionally, the Masterplan focuses on enhancing connections to and within the CBD as these are essential to its current and future vitality.

Engaging the Community

The objective of the Enquiry by Design (EbD) Workshop was to gain a broad consensus on the direction of the Masterplan through a collaborative approach. The EbD was designed to leverage the experience and knowledge of a broad cross section of stakeholders over the 1.5-day workshop on the 1st and 2nd November 2021.

This method effectively engaged stakeholders, presenting attendees with the opportunity to work alongside business owners, landowners, technical experts, council staff and local stakeholders.

The outputs were not only technically robust, but also had the additional benefit of being stakeholder supported as attendees take a sense of ownership over outcomes.

Key Community Feedbacks

The community was clear in what they wanted to see in the CBD. This included:

- Retaining young adults
- Night time activation
- Safety and security
- A focus on precincts
- A pedestrian friendly CBD
- Active street frontages
- Cooling and planting opportunities
- Mid-block links and connections in CBD core
- CBD core needs to be activated and address the highway
- Connections between West Street, Miles Street and Mount Isa Village
- Spine from Frank Aston Hill, through the CBD core, across the Leichhardt River



Enquiry by Design Workshop (Source: Tract)



2.1 Benchmarking

The criteria undertaken for benchmarking other cities was based on their success and transformation. Some of these include: preserving heritage, building business environment, create seamless connections through a walkable grid, and creating iconic skyline.

	Boonah, Queensland	Gladstone, Queensland	Wangaratta, Victoria
WHAT THEY DID?	<ul style="list-style-type: none"> In 2020 the Scenic Rim Regional Council undertook a revitalisation of Boonah's iconic town centre, including development of built environment frameworks and 15 priority projects. The list of projects included Melbourne-style laneways, beautification of the main street, community public art installations, and plans for a revitalised town square and event piazza. 	<ul style="list-style-type: none"> In 2016, the Gladstone Regional Council adopted the Jumpstart our City Heart Urban Renewal Strategy for the Gladstone CBD. The outcomes of this document were incorporated as guidelines within Schedule 6.5 (CBD redevelopment) of the Planning Scheme. The delivery of works included street furniture, streetscape landscaping, footpath upgrades and public artwork. 	<ul style="list-style-type: none"> The rural city of Wangaratta, located in North-East Victoria, underwent a regenerative Masterplan with an emphasis on local scale activation and place-making. A Destination, Branding and Identity Portfolio was created to establish the rural city as a cultural and creative centre. To harness the regional tourism market, activation of key retail sites developed Wangaratta as a food and beverage landmark.
WHAT WE LEARNT?	<ul style="list-style-type: none"> Widened footpaths, street trees, decorative lighting and outdoor dining activation elements were key in forming vibrant public space. Main street improvements included a shared zone streetscape, refurbished car parking and ramped access to public toilets and buildings. 	<ul style="list-style-type: none"> The establishment of a walkable main street is vital in forming a unique identity and sense of arrival. Planning for key future projects and specific implementation tasks were key for successful delivery. 	<ul style="list-style-type: none"> Stimulate development on strategic and underutilised sites. Establishing clear, direct and pedestrian friendly walkways. Create foundations for vibrant business environment and cultural centre.



Image 8. Boonah, Queensland



Image 9. Gladstone, Queensland



Image 10. Wangaratta, Victoria

2.2 Urban Cooling

A Changing Environment

Greenhouse gas emissions resulting from human activity are causing a rapidly changing climate, with cities and towns throughout the world getting hotter. With increased temperatures and reduced rainfall due to climate change, the built environment is experiencing the complex phenomenon called the urban heat island effect.

The urban heat island effect is the result of urban environments, constructed largely from concrete, asphalt and glass, replacing previously natural areas of vegetation – and then introducing anthropogenic heat emissions such as air conditioning exhausts and vehicles. These introduced heat emissions are absorbed by concrete, asphalt and glass and emitted back into the environment, which can no longer naturally regulate temperature through shade provided by canopy cover from mature trees, and evapotranspiration (the transfer of moisture from plants to the atmosphere) by shrubs and water bodies.

Mount Isa Context

While regional areas such as the Mount Isa CBD may not be as densely developed as more urban cities, the inland location and latitude means Mount Isa must deal with high temperatures regardless of the density of built form.

The climate of Mount Isa is classified as Semi-Arid climate, characterised by average temperatures in the mid-thirties during Spring, Summer and Autumn.

These high temperatures are compounded by the built environment of Mount Isa's CBD and are exacerbated by increased temperatures due to climate change – forecast to be an increase of over 4 degrees by the end of the century based on the worst emissions scenario.

Impacts

Urban heat has a variety of impacts such as physical discomfort and health issues, increased hospitalisation and pressure on health services, stress and damage to flora and fauna, reductions in labour productivity, increased water and energy demand, and associated power outages. In a climate like this, outdoor ambient conditions can significantly impact street life, as retail is relegated to indoor air-conditioned environments or increasingly done online. Economic performance of a CBD can suffer due to reduced volumes of foot traffic and any safety issues are exacerbated due to reductions in passive surveillance and positive street and public space activity.

To address the issue of heat and to make streetscapes of the Mount Isa CBD more comfortable for pedestrians, urban cooling is a key strategy.



Image 11. Shaded streetscape (Dubbo, NSW)

Solutions

Urban cooling refers to a suite of solutions that can be introduced into our urban environments to reduce urban heat and its impacts.

See Appendix C - Urban Cooling Case Studies for a more detailed investigation.

Green Infrastructure

Green infrastructure such as landscaping and tree canopy cover can reduce temperatures through the provision of shade (which reduces solar radiation and heat exposure) and temperature regulation (via evapotranspiration). Adequate irrigation must be provided to ensure the growth of greenery and to improve the cooling benefits received from evapotranspiration. Not only will increasing greenery help regulate temperature, it will also provide a range of other ecosystem service benefits such as increased habitat, stormwater runoff mitigation and aesthetic improvements. The provision of shade can also be achieved through shading structures or shop front awnings over pedestrian paths.

Blue Infrastructure

The incorporation of water in the landscape can also provide thermal relief on hot days. This may be through evaporative cooling from running water on urban surfaces, water features or contained water bodies.

Another strategy is to use evaporative spray cooling systems such as misting devices in key areas, producing clouds of fine mist which absorb ambient heat to be evaporated in the air (see Image 12).

Material Selection

Material selection in streetscapes and surrounding buildings can also contribute to increased local temperatures. Materials with greater solar reflectivity, less heat capacity and more permeability are another way to create more comfortable streetscapes. Surfaces such as paving and roads can incorporate lighter coloured materials or reflective treatments. While opportunity for improving the thermal comfort of visitors to the CBD largely lies within the streetscape, further opportunity to improve local temperatures exists in the use of light-coloured roofs and green infrastructure solutions on private land.

A combination of cooling solutions can be used to enhance pedestrian comfort and walkability in the CBD, and should be explored as part of streetscape upgrades in Mount Isa.



Image 12. Commercial installation of misting cooling system

2.3 City Centre Placemaking

People are drawn to quality places, which are visually attractive, which often incorporate public art and the opportunity for creative activities. These are places generally have attractive buildings, restaurants with alfresco dining, open air shopping areas, and covered pedestrian walkways.

The CBD Masterplanning and process capitalises on a local community's assets, inspiration, and potential, with the intention of creating public spaces that promote people's health, happiness, and well-being.

Mount Isa CBD Placemaking

The Mount Isa CBD is a unique centre with many placemaking opportunities. Placemaking is a key element of the Masterplan and encourages the arrangement of physical elements of the City in ways that increase participation and improve sense of place, safety, sustainability. It is much more than the design of urban spaces; it involves understanding the residential, business and visiting communities and ensuring that outcomes are relevant to their needs and desires. It also includes acknowledging the environmental and cultural elements of an area and ensuring that suggested actions are beneficial for the natural, physical, cultural and economic environments.

Placemaking focuses on:

- Spaces between urban developments, and the connections between them and various parts of the City
- Scale, density and appearance of the developments and their relationship to the spaces around them
- Location of activities in order to create better interaction between people

While placemaking is an important tool, it should be accompanied by a thorough understanding of the social dynamics and the implications for the people who live in these places. Successful and vibrant centres attract people of different ages and groups to interact and create a sense of community.

Jane Jacobs, the famous American urbanist of the 1960s propounded that placemaking should be about creating vibrant public life and a sense of ownership for the citizens). She quotes "Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody".

Good placemaking and Masterplanning also pursues local identity and sense of place, cultural responsiveness and purposeful environmental innovation. The ultimate or end goal of the CBD Masterplan is to promote developments that are safe, attractive, and cohesive for the local community.

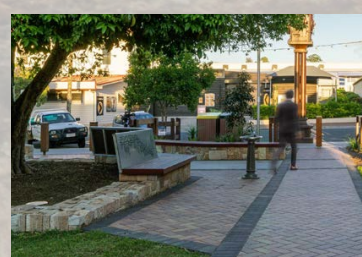
A successful transformation of Mount Isa CBD should be a continuous and gradual process - the prerequisite for which would be a combination of leadership, funding and a shared vision with a clear purpose and buy-in.

VISION AND PRINCIPLES



Mount Isa has an activated safe, engaging and vibrant CBD that celebrates its uniqueness, and offers opportunities for families, individuals, visitors and businesses alike.

- Mount Isa has a CBD that presents opportunities for the community, business and visitors alike.
- A confident and thriving business environment is present and new daytime and night time economic activities are emerging.
- It is a safe area where people come to connect with each other, with heritage and with community.
- The streetscapes are environmentally responsive and are inviting, pleasant and clean.
- The CBD is precinct based, well connected and celebrates key natural features.
- Sustainability is a key focus of new initiatives moving forward and this creates even more opportunities for the future.
- People in Mount Isa are proud of their unique history and lifestyle and they celebrate their Kalkadoon people and heritage as well as mining, rodeo and sports through appropriate street furniture or public art.



The Masterplan Principle Orb showing the full list of the place themes as considered against each of the 10 objectives and community values.

The themes with direct relevance to each place value highlighted (selected).



2.6 Masterplan Methodology

The Masterplan Principle Orb presents the four guiding principles for the centre, followed by relative objectives, and place-making elements on the periphery. This hierarchy of elements provides the framework of analysis and implementation of the Mount Isa CBD Masterplan. A more detailed interpretation is provided below.

Guiding principles	Key objectives informed by principles	Place-making themes to achieve urban design outcomes
A Centre with Vibrant and Active Environment 	<ol style="list-style-type: none"> 1. Create places for people through activation and a pedestrian friendly environment 2. Create a place where young adults want to engage and establish life 3. Establish a night-time economy and activation 	<p>The place-making tools underpinning this principle involve the activation of the CBD as a mixed-use commercial centre. Specifically, the development of a night time economy through public events, entertainment and street lighting could attract a young demographic.</p>
A Centre of Safe, Clean and Connected Places 	<ol style="list-style-type: none"> 4. Explore access to housing and accommodation 5. Ensure security and safety is at the forefront 6. Define precincts and enhance legibility 7. Create safe and efficient road crossings, service docks and parking 	<p>Safety and security provisions are incorporated into street design tools, including natural surveillance, activated frontages and sight corridors. A defined streetscape hierarchy will detail the distinctiveness of each of the precincts.</p>
A Centre that Celebrates Nature and Local Identity 	<ol style="list-style-type: none"> 8. Create a connection with River and CBD 9. Create inviting environment for people (improving environmental amenity and increase planting opportunities) 10. Leverage catalyst sites and key partnerships 11. Building business confidence 12. Business and area activation 	<p>A more varied built form and activation of blank frontages could improve the amenity of the CBD. Place-making tools such as the leverage of key character and local heritage buildings could reinforce a sense of pride and place identity in Mount Isa. Key partnerships and place-based investment could encourage the economic vitality of the CBD.</p>
A Centre with a Thriving and Productive Business Environment 	<ol style="list-style-type: none"> 13. Education and training for business 14. Building Constructive partnerships 	<p>All the elements that are implemented as part of the first three objectives will feed into restoring business confidence in the Mount Isa CBD.</p>

3 CBD PRECINCT PLAN

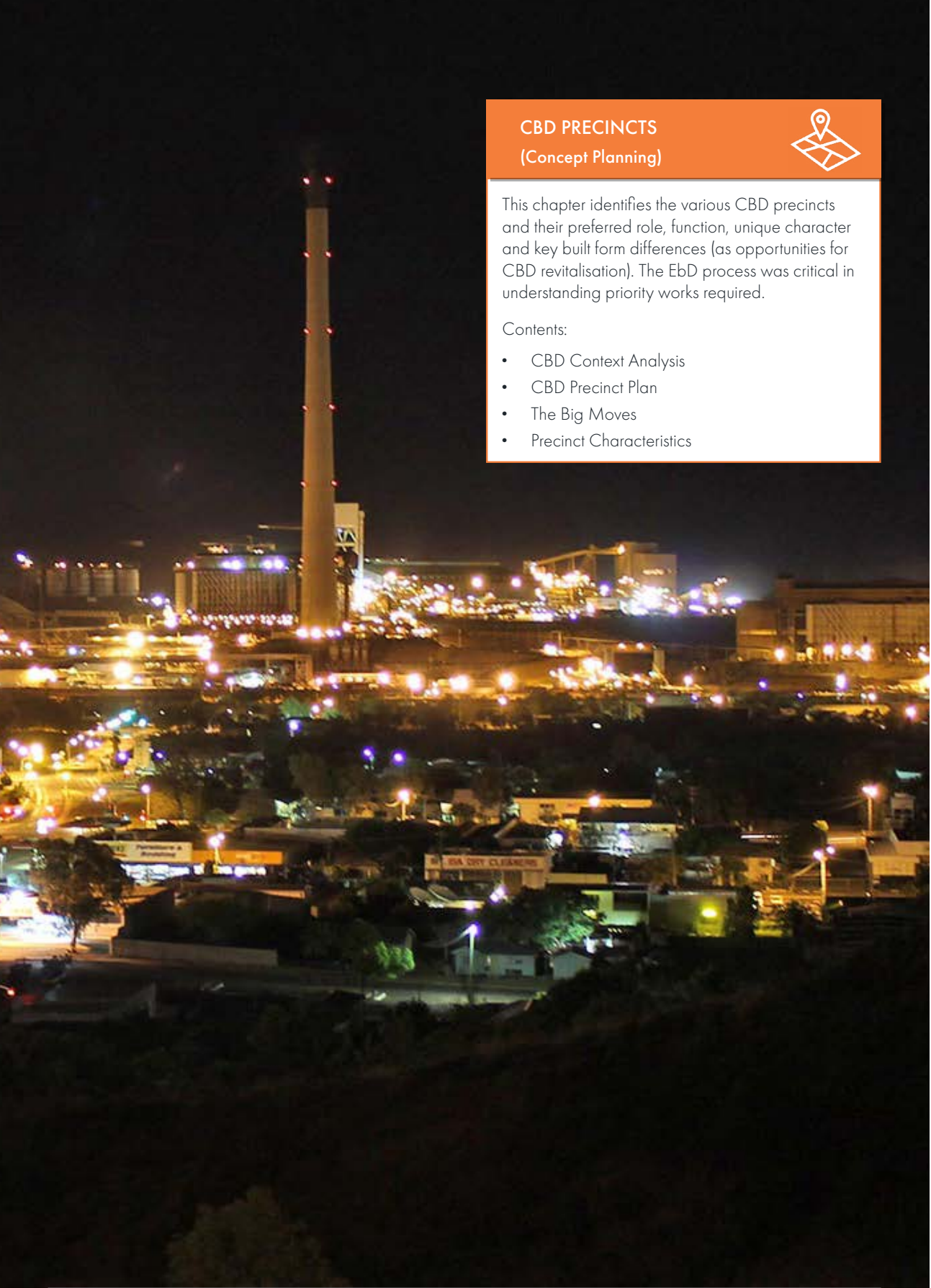


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CBD PRECINCTS (Concept Planning)



This chapter identifies the various CBD precincts and their preferred role, function, unique character and key built form differences (as opportunities for CBD revitalisation). The EbD process was critical in understanding priority works required.

Contents:

- CBD Context Analysis
- CBD Precinct Plan
- The Big Moves
- Precinct Characteristics

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3.1 CBD Contextual Assessment

Spatial Contextual Assessment

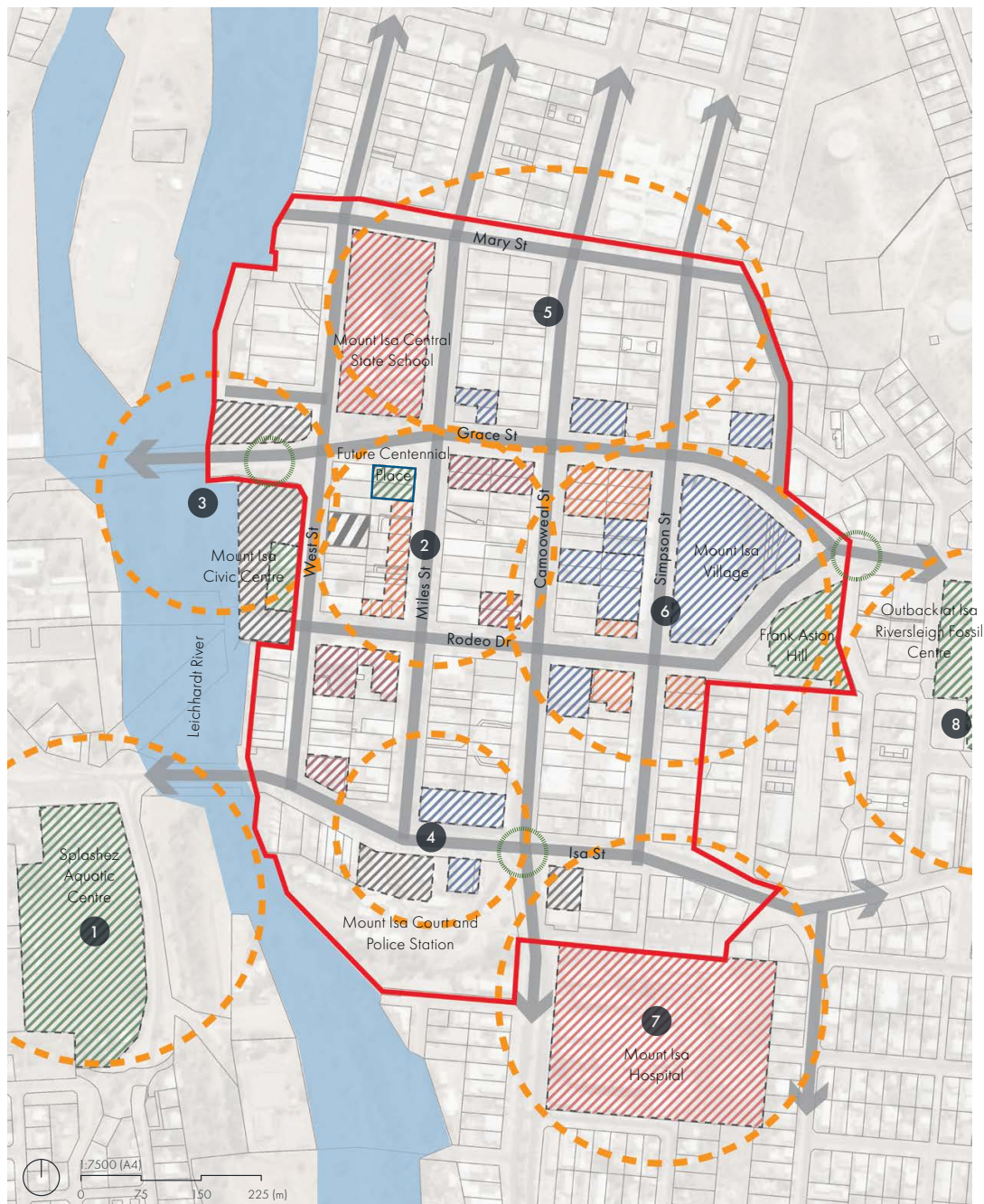
The total study area of the Mount Isa CBD is 57ha. The study area is set out on an approximate grid of twelve - fourteen blocks. Each block is around 200 metres by 100 metres. There is a lack of safe and identifiable linkages through the blocks to connect key activity centres and precincts within the CBD core.

Notable Existing Precinct and Land Uses

1. **The Community Precinct** has a family focus, with key recreational space including the Mount Isa Family Fun Park and the Splashez Aquatic Centre. The precinct also establishes the community's connection to the Leichhardt River environment as a natural outdoor attraction.
2. **The Miles Street Precinct** has landscape and public amenity which pedestrians associate with a 'main street' feel. Key retail and commercial uses include the Isa Hotel (see Image 13), cinema, and coffee shops. Mature street trees with decorative lighting provide an established walkable street. Connections between the Justice Civic Precinct to the South, and the Community and Mixed Use Precinct to the North are of note.
3. **The Council Civic Precinct**, including the Civic Centre, Mount Isa Library and Fire Station, is the established community focal point. The celebration of local arts, culture and pride is pre-established in this precinct. These developments share a frontage with the CBD along West Street and provide an opportunity to encourage a sense of connectivity with the riverside. A CBD Gateway has been identified at the Western connection of the Barkly Highway.
4. **The Justice Civic Precinct** includes the key developments of the Court House, Police Headquarters and Woolworths. A CBD Gateway, along the state controlled arterial road, is located in this precinct at the intersection of Camooweal Street and Isa Street.
5. **The Community and Mixed Use Precinct** encompasses CBD North, including the heritage listed Mount Isa Central State School and the three blocks zoned as mixed use to the North of Grace Street. The North-East portion of this Precinct is dominated by low density residential.
6. **The Retail and Food Precinct** comprises key convenience, food, and shopping developments including Isa Square and Mount Isa Village, featuring 19 specialty tenancies and anchor tenants such as Coles and K-Mart. Additional key retail along Simpson Street includes The Buffs Club and multiple fast-food outlets.
7. **The Health Precinct** links the external focal points of the Mount Isa Hospital and James Cook University – Centre for Rural and Remote Health. This precinct has an established population of students and health care workers. Located on Ian Street, the precinct shares the Southern boundary of the CBD.
8. **The Tourism Precinct** connects the key external tourist hub including the Outback at Isa – Visitor Information Centre, Riversleigh Fossil Centre and Hard Times Mine. This precinct also forms an Eastern Gateway to the CBD, located along the Barkly Highway.



Image 13. Rodeo Drive and Miles Street intersection towards the Isa Hotel



Legend

Figure 2. CBD Analysis Plan - Existing Precincts and Key Development

CBD Boundary	Hotel and Accommodation	Justice Civic Precinct	Notable Gateway
Precinct Area	Recreational Space	Community and Mixed Use Precinct	River (mostly dry)
Public Facilities (School/hospital)	Future Recreational Space	Retail and Food Precinct	Road
Civic, Community and Arts Facilities	Community Precinct	Health Precinct	
Retail	Miles Street Precinct	Tourism Precinct	
Food and Beverage	Council Civic Precinct		

Urban Fabric

The urban network of the Mount Isa CBD is characterised by a **grid pattern** of arterial and urban connector roads. Planning is **car centric**, with a heavy reliance on private vehicle access due to no public transport available.

The grid is set up on a North/South and East/West orientation. Road reserves are wide at 40 metres and characterised by parking allocations.

Shown in Image 14, the **key street connections** develop from the highest order State controlled arterial roads, characterised by multiple lanes, into the Council controlled urban connectors within the CBD core.

The CBD has the potential to invite people onto the street and encourage a shift to increased **pedestrian mobility** and **active transport**. There is potential and ongoing study to reduce the vehicle speed limit within the CBD area.

With a recognisable lack of shade, **city cooling and greening** is key to creating a pleasant and walkable environment through the CBD.



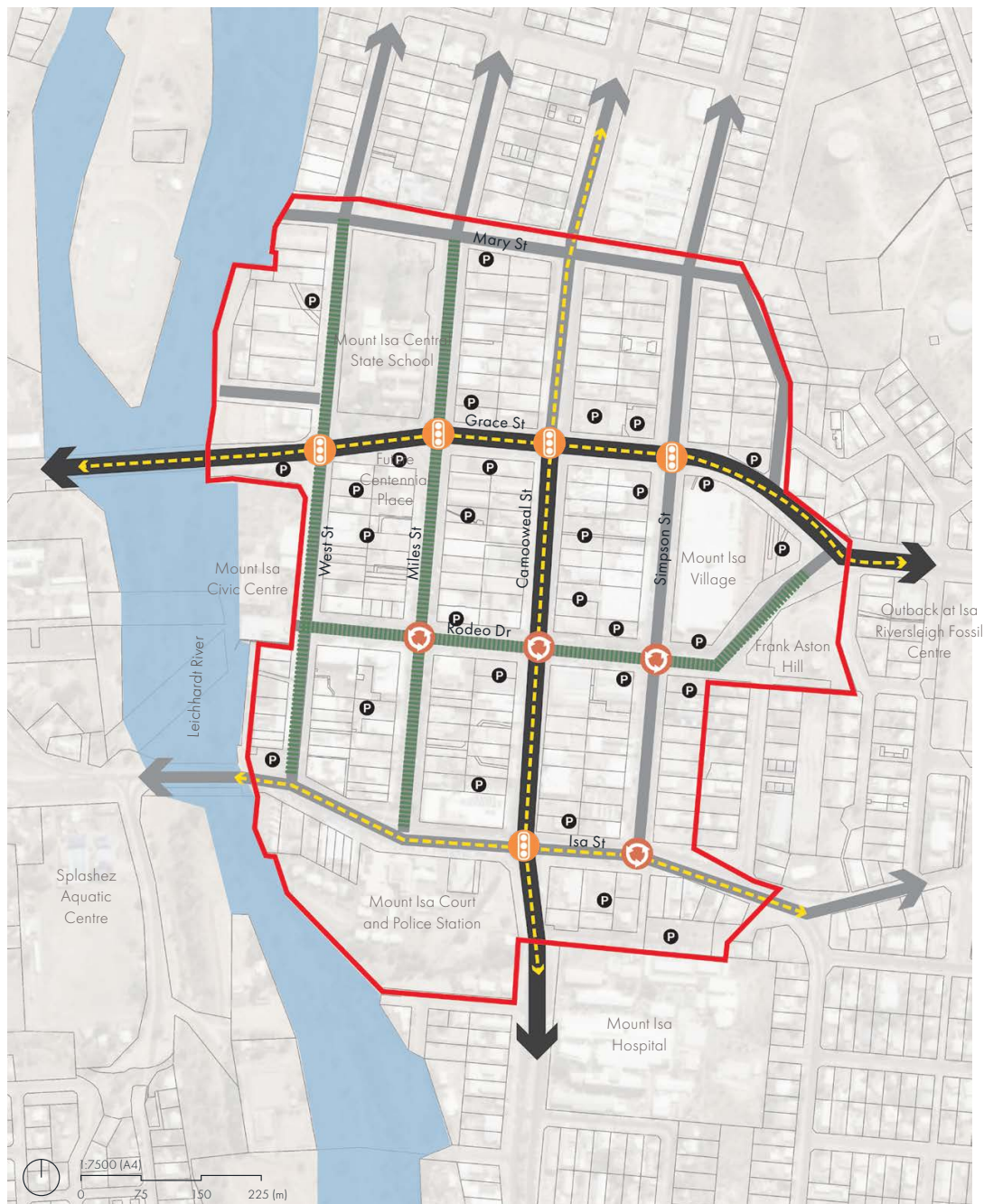
Image 14. Lookout over Mount Isa CBD towards Mount Isa Mines from Grace Street

Notable Streets

- **Rodeo Drive** is a key central street which anchors the CBD core. Shown in Image 15, there is some established mature street tree planting and key retail destinations. This street provides a connection to the Leichhardt River and Council Civic Precinct to the West, and the Retail and Food Precinct to the East.
- **Miles Street**, identified as the Miles Street Precinct, serves as a major pedestrian corridor with provision of key retail and commercial. While mature street trees already exist along this connection, the enhancement of greening and shading is important to promote walkability.
- **West Street** is located along the Western boundary of the CBD, fronting the Council Civic Precinct. With a comparatively narrower dimension, this street is characterised as a historic main street with community and civic services.
- **The Barkly Highway** is a State-controlled arterial route providing connections to major regional and urban centres. The Barkly Highway accommodates a variety of traffic ranging from B-Quads to caravans and residential traffic.



Image 15. Intersection of Simpson Street and Rodeo Drive towards McDonald's fast food outlet



Legend

Figure 3. CBD Analysis Plan - Connectivity

	CBD Boundary		Existing Car Parking (Public and private)
	State Controlled Roads		Roundabout
	Council Controlled Roads		Signalised Intersection
	Primary Cycling Network		River (mostly dry)
	Notable Streets		

Existing Built Form

A key characteristic of the CBD is the **low rise built form**, with the majority of development below two storeys.

Developments within the CBD are generally '**built-to-boundary**', with inconsistent awning coverage and heights. The number of '**blank**' or **inactive façades** to key street is of note.

There are a lack of points of reference for wayfinding, such as prominent height, corners and landmarks. A **varied built form and streetscape** are essential for the hierarchy and character of the CBD.

Local Heritage

As identified on the plan, there are six recognised local heritage sites.

1. City Lookout
2. Civic Centre Complex (Image 16)
3. Frank Aston Underground Hospital and Museum
4. John Campbell Miles Monument
5. Mount Isa Central State School
6. Mount Isa Telephone Exchange



Image 16. Mount Isa civic centre and forecourt

Notable Developments and Landmarks

There are several key landmarks which serve as way-finding devices within the CBD.

- Isa Hotel
- Mount Isa Village
- Heritage Clock Tower
- Mount Isa Civic Centre
- Mount Isa City Library
- Mature street trees on roundabout of Rodeo Drive and Simpson Street intersection

Additionally, there are key external places which form iconic vista corridors and connections through the CBD.

- Vista to Frank Aston Hill
- Vista to Mount Isa Mine Stacks
- Vista to Mount Isa Lookout
- Connection to Outback at Isa
- Connection to the Leichhardt River

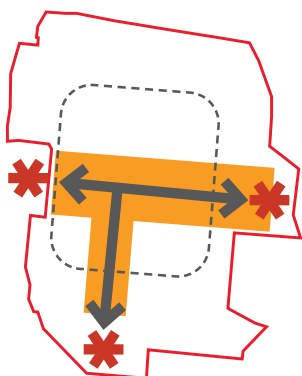
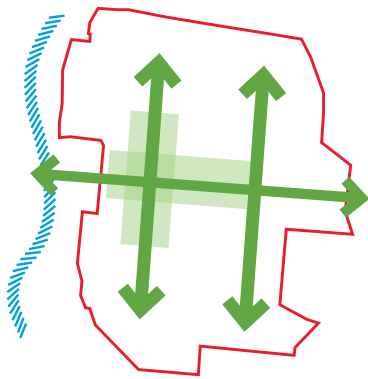
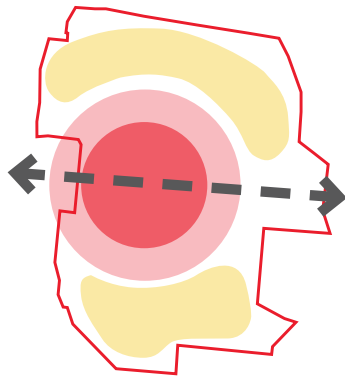


Legend

Figure 4. CBD Analysis Plan - Identity and Character

	CBD Boundary		View Corridor	3	Mount Isa Underground Hospital and Museum
	Recreational Space		Road	4	John Campbell Miles Monument
	River (mostly dry)	1	City Lookout	6	Mount Isa Telephone Exchange
	Local Heritage	2	Civic Centre Complex		

3.2 CBD Proposed Precinct Plan



The Big Moves:

Strengthen the Central Core

- Strategies to establish a strong CBD core
- Develop key activity areas along main streets
- Night time activation and safe zones
- Increased vibrancy with cultural and arts programs
- Support future business investment and expansion in the CBD
- Refreshed place identity
- Increased public spaces and community activity (non-retail)
- Replace bin receptacles
- Replace and repair tactile at intersections underneath

Active Key Green Streets and Connectors

- Prioritise a walkable and cool urban core
- Linking key activity centres through a network of green streets and spaces
- Improve street amenities and materials
- Main streets unification
- Ensure safety and security provisions are incorporated in street design
- Promote connection to outdoors and recreation
- Increase car parking in CBD

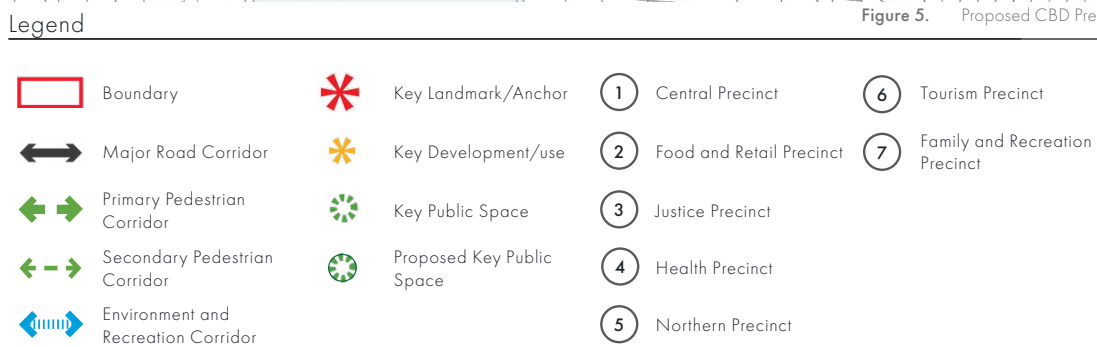
Establish Landmarks, Built Form and Character

- Three-pronged approach to establish the key landmark anchors
- Facilitate increased density and mixed-use along key corridors to establish a skyline
- Capture key vista corridors to external centres
- Establish landmarks to facilitate way-finding
- Leverage character and local heritage developments to attract residents and tourists

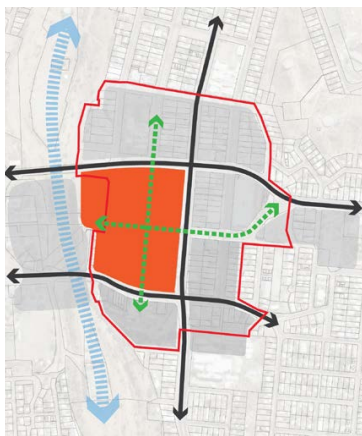
These big moves have been incorporated across the various proposed CBD precincts.



Figure 5. Proposed CBD Precinct Plan



1 - Central Precinct



Existing Characteristics

- Proposed as the new community focal point, the Central Precinct includes the Mount Isa Civic Centre, Mount Isa Library and other key developments.
- The precinct has a pre-established role as hosting events and celebration of local arts, culture and pride. However, this function is currently under utilised.
- Miles Street has an landscape amenity associated with a 'main street' feel with mature street trees, public amenity, retail, coffee shops and the landmark Isa Hotel. This provides an established foundation to develop as the heart of the CBD.
- West Street shares a frontage with the CBD and provides an opportunity to create a connectivity with the Leichhardt River and civic uses.
- There are high vacancy rates along West Street.
- Council has invested in 'mood' lighting, which has been welcomed by the community and established the opportunity for night time activation.



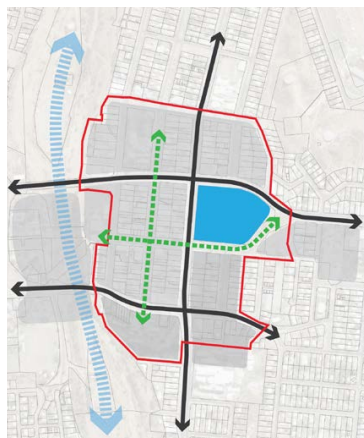
Image 17. Existing and Future Key Character Images

Future Precinct Characteristics

- Precinct wide streetscape activation for a safe and vibrant business and community environment.
- Strengthening the place value of the Civic Centre and Precinct as the heart of Mount Isa CBD.
- Enhancement of the established Civic Precinct as the North-West Green Gateway along Grace Street and activation of the public realm and community uses.
- Provision of urban greening and shading to enhance pedestrian comfort and walkability of CBD core.
- Promotion of street based public art, cultural activities and community events in the key public realm areas in the civic buildings.
- Activation of night time economy and establishing a 'safe streets zone' to grow into the future.
- Network of green pedestrian linkages connecting civic, commercial, retail and recreation centres.
- Anchor and landmark developments along Rodeo Drive to increase density within the CBD core and define a unique skyline.
- Future mixed-use developments with residential on upper levels and retail/amenity at ground level.
- Capture sight lines to/ from adjacent attractions such as the Mount Isa Lookout and Mount Isa Mines.
- Transformation of underutilised lane-ways into entertainment precincts connecting key places including Centennial Place and the Civic Centre.
- River-front Activation promoting connectivity, retail, active façades and sustainable development.



2 - Food and Retail Precinct



Existing Precinct Characteristics

- Anchored by Mount Isa Village, which features 19 anchor tenancies including Coles and Kmart.
- Mount Isa Village is the largest cadastral site within the CBD.
- Intersection of Simpson Street and Rodeo Drive dominated by fast food outlets.
- Daylight hours activity centred predominantly around retail shopping.
- To the North by Grace Street is the Buffs Club, which translates as a night time activity centre in the Precinct.
- Height anchored at the topographical high point of Frank Aston Hill.
- The Precinct is connected to Rodeo Drive and serves as the Eastern Gateway to the CBD.



Image 18. Existing and Future Key Character Images

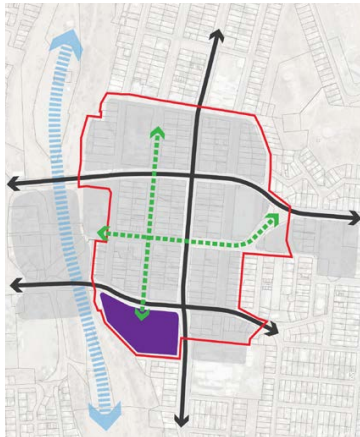
Future Precinct Characteristics

- The strategically located Mount Isa Village is a key anchor site with high redevelopment potential. This key development could showcase streetscape activation and growth of the outdoor dining culture.
- Ensure adequate car parking space and access to the stores in a way that does not visually dominate the precinct or the CBD gateway experience.
- Soften existing large scale buildings with elements of low-level landscape planting.
- Opportunity to expand and improve the amenity and integration of the Buffs Club, Grace and Simpson streets as the key night time activity in the precinct.
- Retain the Frank Aston Hill as a key landscape feature and destination in the CBD.
- Redevelopment of Frank Aston City Gateway into a iconic tourist destination and parkland to address the Eastern connection to Outback at Isa.
- Prioritise streetscape renewal along Rodeo Drive and Simpson Street to create a safe and cool pedestrian link between the CBD core and the key precinct developments.
- Proposed Mid-block link between Camooweal Street and Simpson Street to activate the day and night time shopping experience of the Buffs Club.
- Provision of safe crossings and a revitalised streetscape with reduced vehicle speed limit to integrate the various fast food developments on the Simpson Street intersection.



Figure 7. Proposed Food and Retail Precinct Framework

3 - Justice Precinct



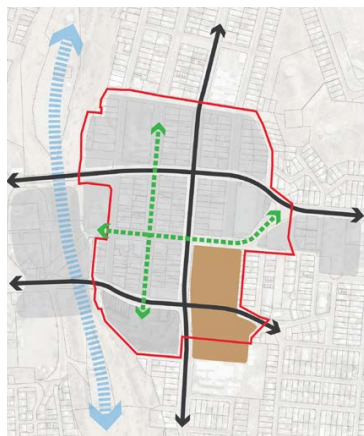
Future Precinct Characteristics

- Establish role of the Justice Precinct as the Southern anchor of the CBD, with a direct connection to the CBD core along Miles Street.
- The new pedestrian green link along Miles Street extends to capture the key Justice Precinct developments, including the Court house and Police Headquarters.
- Improve safety of pedestrian crossings to enhance connections.
- Formalise civic lighting, landscaping and plaza entrance to address pedestrian access and establish civic hub public realm qualities.
- Creating a recognisable interface of the key developments to enhance public realm and place identity.
- Activation of the blank frontage of Woolworths at the entrance of the Southern CBD Gateway to establish a sense of arrival.
- Western connection via Isa Street to the recreational areas of the Leighardt River and Splashez Aquatic Centre.
- Improve interface and access to support the development of Woolworth site.



Image 19. Existing and Future Key Character Images

4 - Health Precinct



Future Precinct Characteristics

- The Health Precinct shares the Southern boundary of the CBD along Ian Street.
- Includes Mount Isa Hospital as a key external activity centre.
- Encourage allied health and education development, such as worker accommodation and ancillary services, to promote suitable land uses in the Precinct.
- Provision of cool, safe and walkable pedestrian connections from the external activity centre to the CBD core.
- Leverage the tertiary education presence with James Cook University, Centre for Rural and Remote Health located just outside of the CBD boundary.
- Create incentives to encourage the University and Health Care workers to utilise the CBD.
- Attract activity from the young demographic through promotion of retail developments within the precinct.

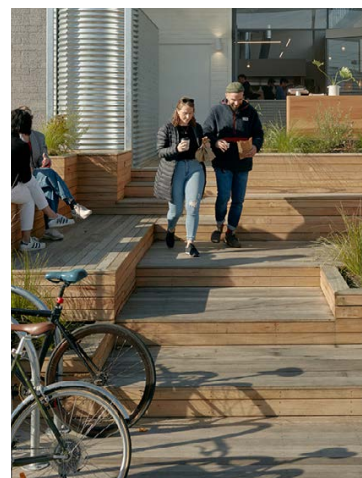
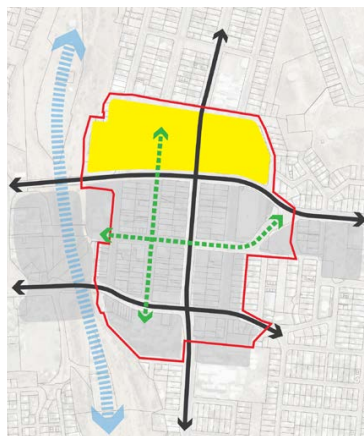


Image 20. Existing and Future Key Character Images

5 - Northern Precinct



Future Precinct Characteristics

- Activate the interface of the Northern Precinct with the Barkly Highway to enhance the arrival experience between the North-West Green Gateway and North-East Frank Aston Gateway.
- Prioritise safe pedestrian linkages across the Stated-controlled Barkly Highway from Mount Isa Central State School into the CBD core. Reduce the impact of the spatial separation created by the major arterial route
- Promote community, office and accommodation uses
- Enhance the community characteristics established within this precinct with low-level planting, shade provision, clear pedestrian crossings, and street furniture.
- Opportunity to establish recreational activity with connection to the Leichhardt River to the West.

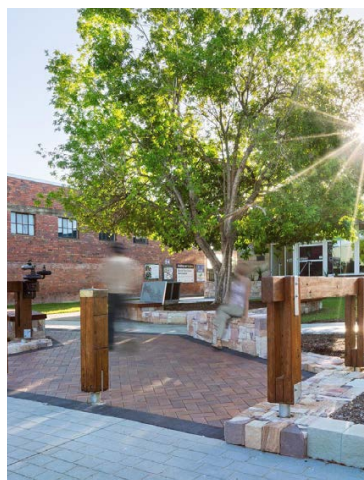
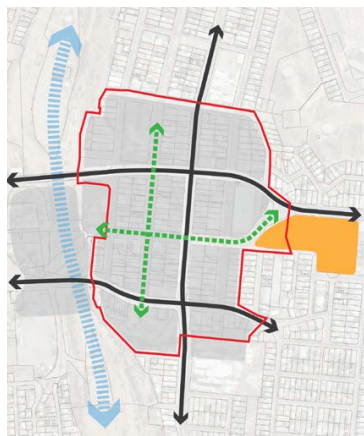


Image 21. Existing and Future Key Character Images

6 - Tourism Precinct



Future Precinct Characteristics

- Promote the external tourism centre of Outback at Isa, Riversleigh Fossil Centre and Hard Times Mine located approximately 100 metres East of the CBD boundary.
- Activation of the arrival experience of the Eastern gateway along Grace Street, including improvements to signage, landscaping and façades.
- Built form upgrades to the tourism hub to enhance street appeal and attract passers-by.
- Establish key pedestrian and cycle links to ensure connection between the major visitor experience hub and the Leichhardt River.
- Promotion of natural attractions and heritage with local tours, incorporation of Indigenous education and eco-tourism marketing.
- Reinforce vista corridor to the proposed Frank Aston Hill as a natural topographic high point.

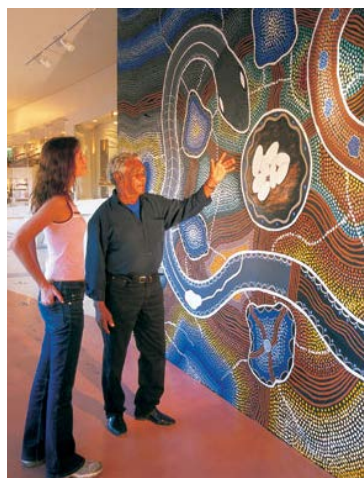
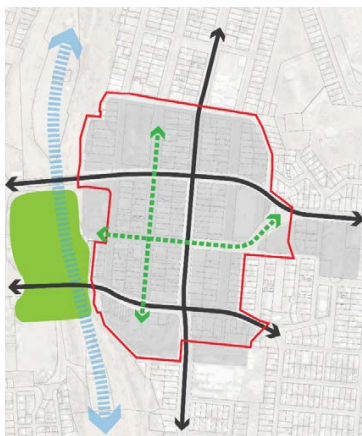


Image 22. Existing and Future Key Character Images

7 - Family and Recreation Precinct



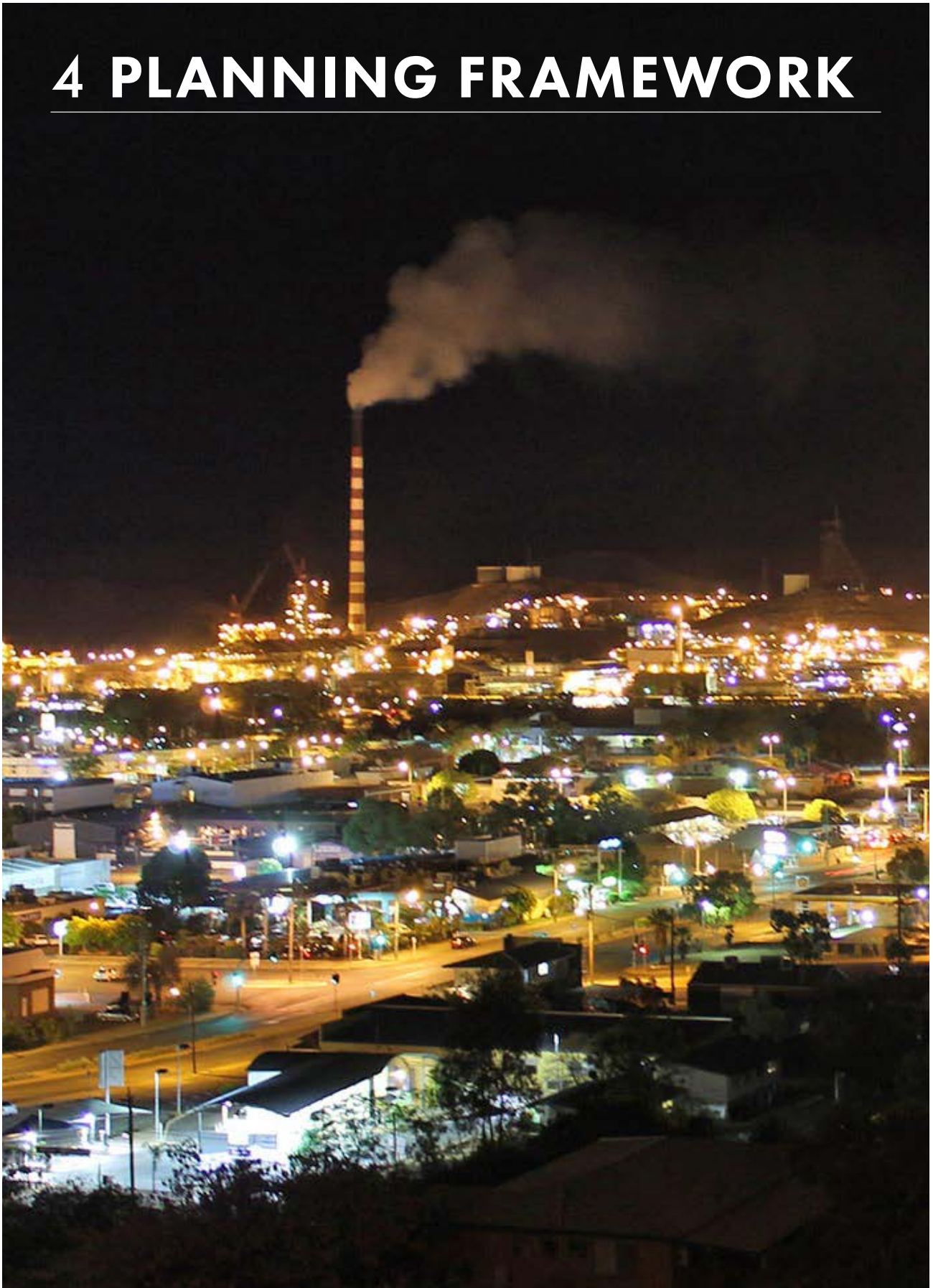
Future Precinct Characteristics

- Establish connection to the western CBD, including the Splashez Aquatic Centre and Mount Isa Family Fun Park.
- Appeal of water-related activities to the young family demographic, serving as a respite from the semi-arid climate of Mount Isa.
- Embrace relationship with the Leichhardt River as a unique natural asset when wet or dry.
- If regularly maintained and connected by the extended network of pedestrian pathways, the Leichhardt River has the potential to become a large recreational space complementing the Civic Centre.
- Activate the interface of the Western edge of the CBD with new retail and entertainment developments within the Central Precinct. This activation will serve as passive surveillance to preserve the Leichhardt River as a safe and family-friendly space.



Image 23. Existing and Future Key Character Images

4 PLANNING FRAMEWORK

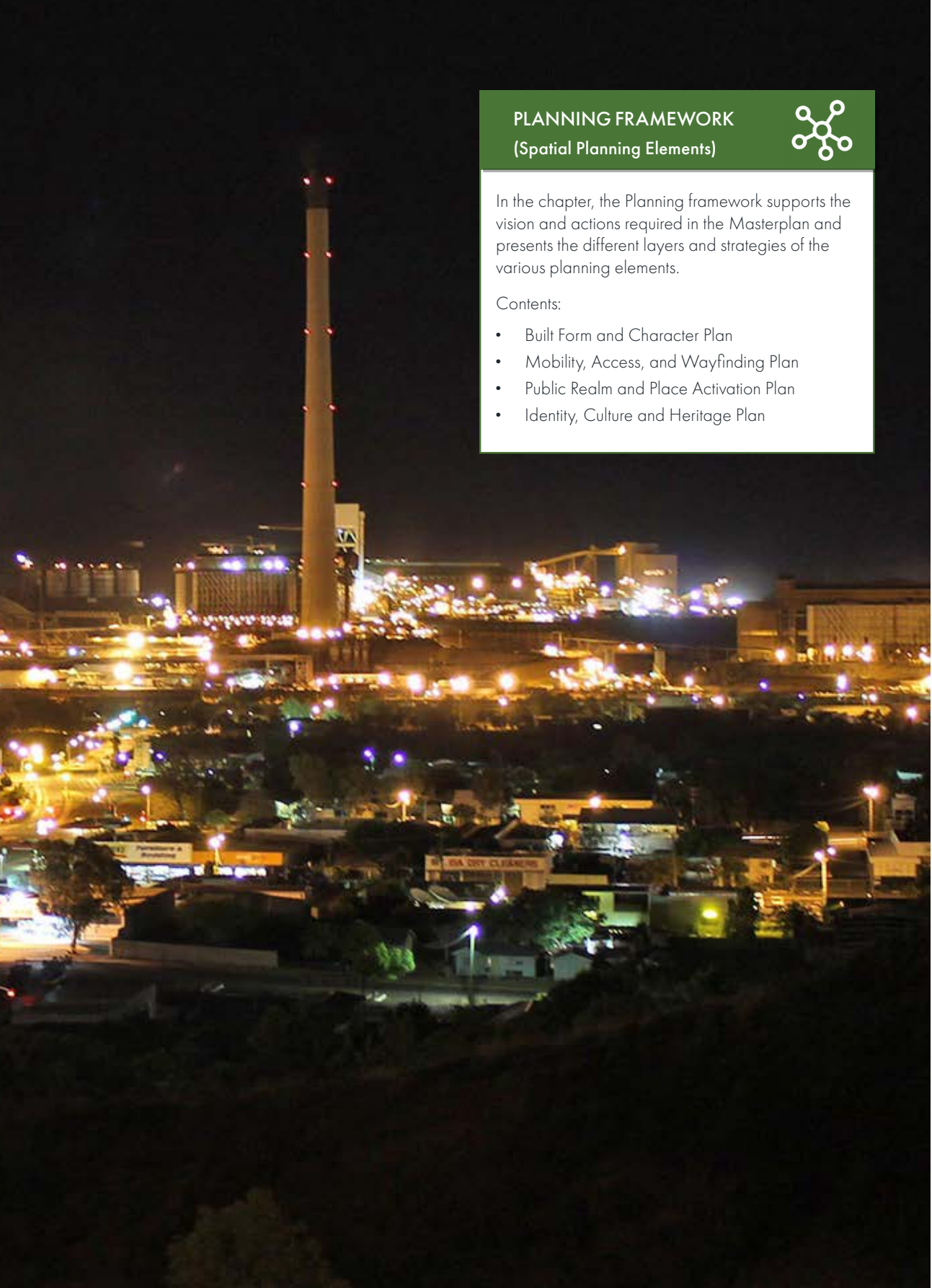


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PLANNING FRAMEWORK
(Spatial Planning Elements)



In the chapter, the Planning framework supports the vision and actions required in the Masterplan and presents the different layers and strategies of the various planning elements.

Contents:

- Built Form and Character Plan
- Mobility, Access, and Wayfinding Plan
- Public Realm and Place Activation Plan
- Identity, Culture and Heritage Plan

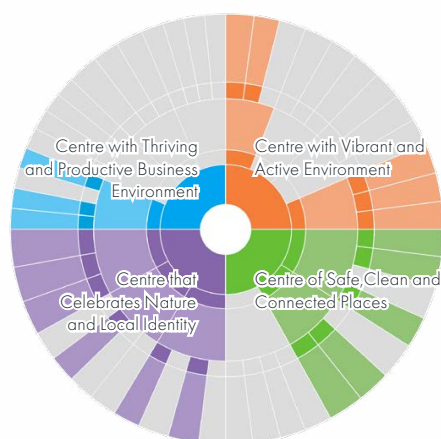
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4.1 Built Form Plan



Consistent with Masterplanning Principles:



Key Strategy

- A focus on **density and mixed-use** development in the CBD core should provide a more varied built form.
- Priority **catalyst project** to transform the existing carpark and adjacent site on the corner of Rodeo Drive and Camooweal Street into a medium density, mixed-use development.
- **Anchoring height** in the central axis should reinforce the sight lines of key vistas and create a **skyline** to shape the urban fabric of the CBD.
- Creating street character with **recognisable interfaces**.
- In response to uninviting and blank façades, improvements to retail frontages and street design should encourage **passive surveillance** and limit opportunities for vandalism.
- Contiguous **pedestrian shading** facilitated by street planting and awnings.

Capitalising and Creating Community Aspirations

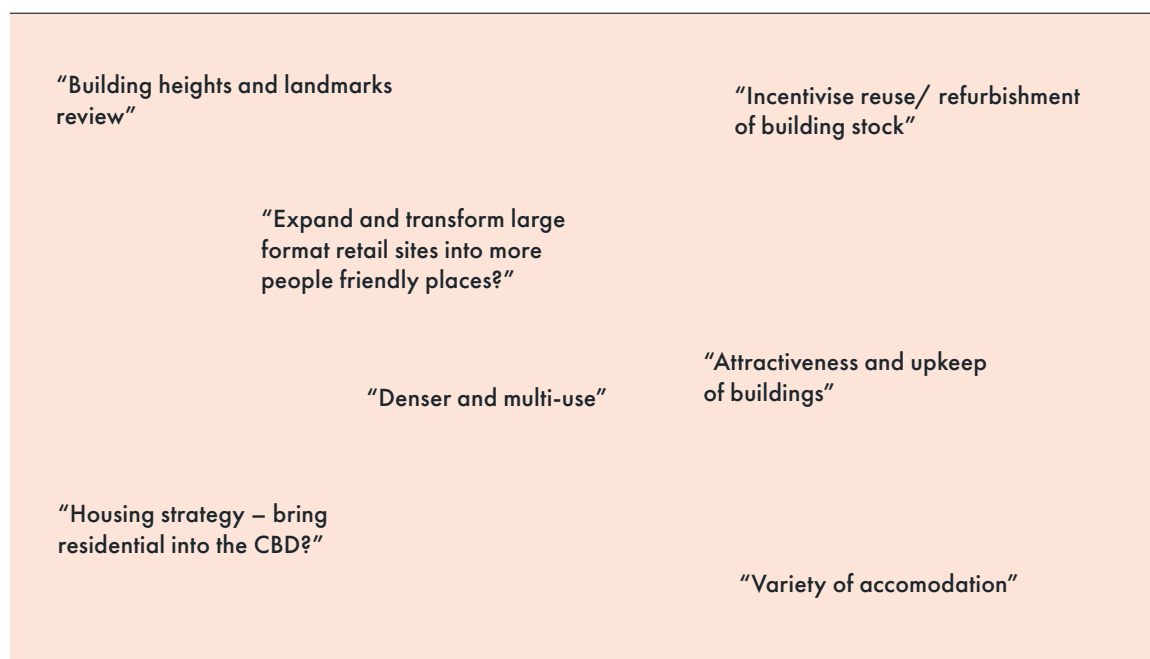
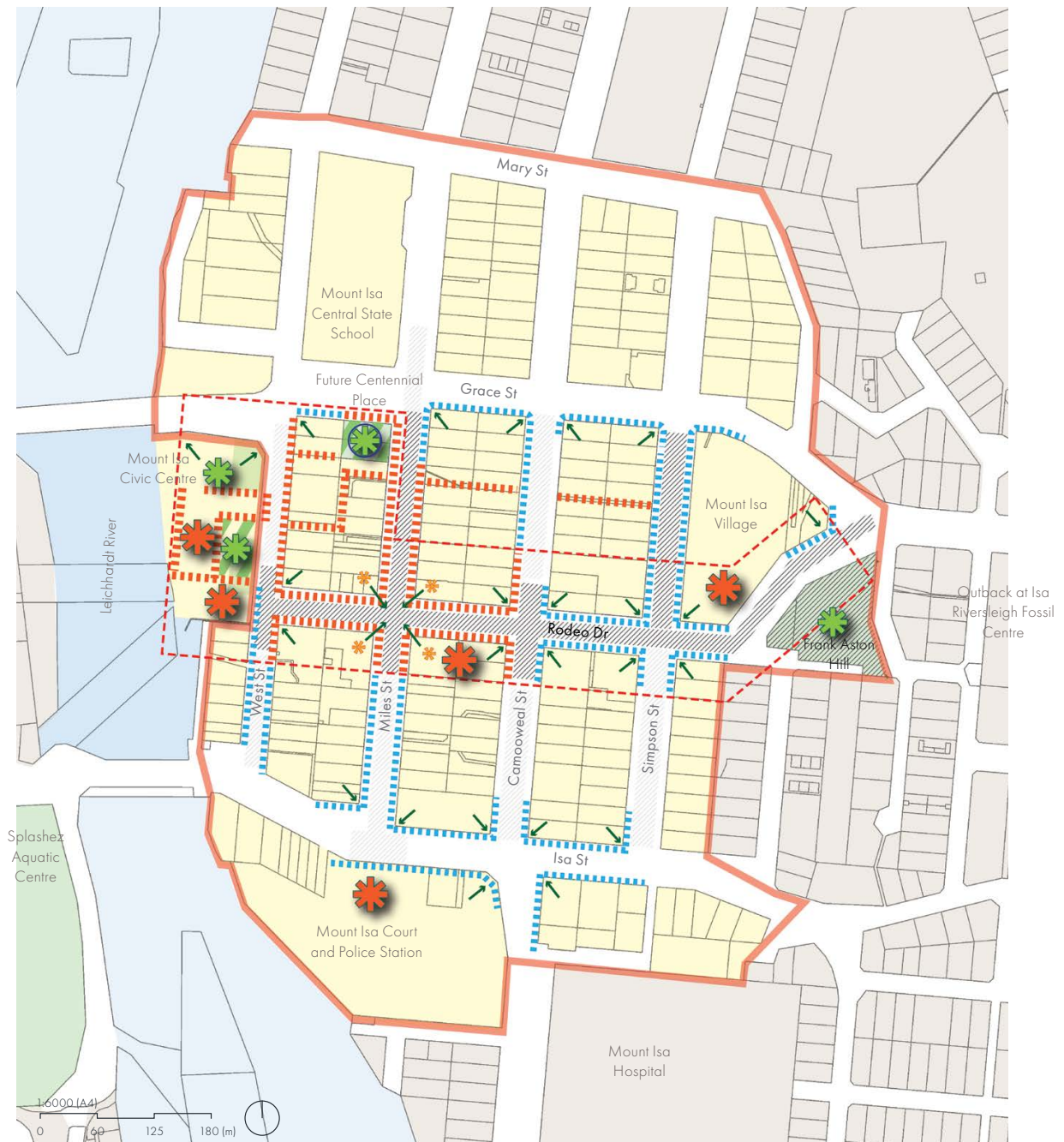


Figure 8. Quotes and perspectives captured from stakeholders at the EbD Workshop

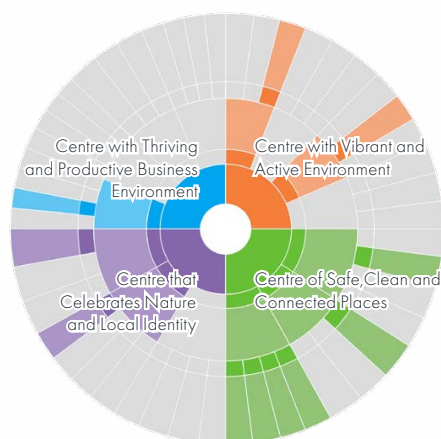


Legend

Figure 9. Proposed Builtform Framework

- | | |
|---|---|
| CBD Boundary | ✱ Key Urban Landmark |
| Key "People Street" Activation | ✱ Key Recreation Centre |
| Open space and Recreation | Active Frontage - Day and Night |
| River and Recreation Corridor | Active Frontage |
| Indicative Densification and Mixed Use Corridor | ➔ Active Frontage - Corner Address |

4.2 Mobility, Wayfinding and Amenity



Consistent with Masterplanning Principles:



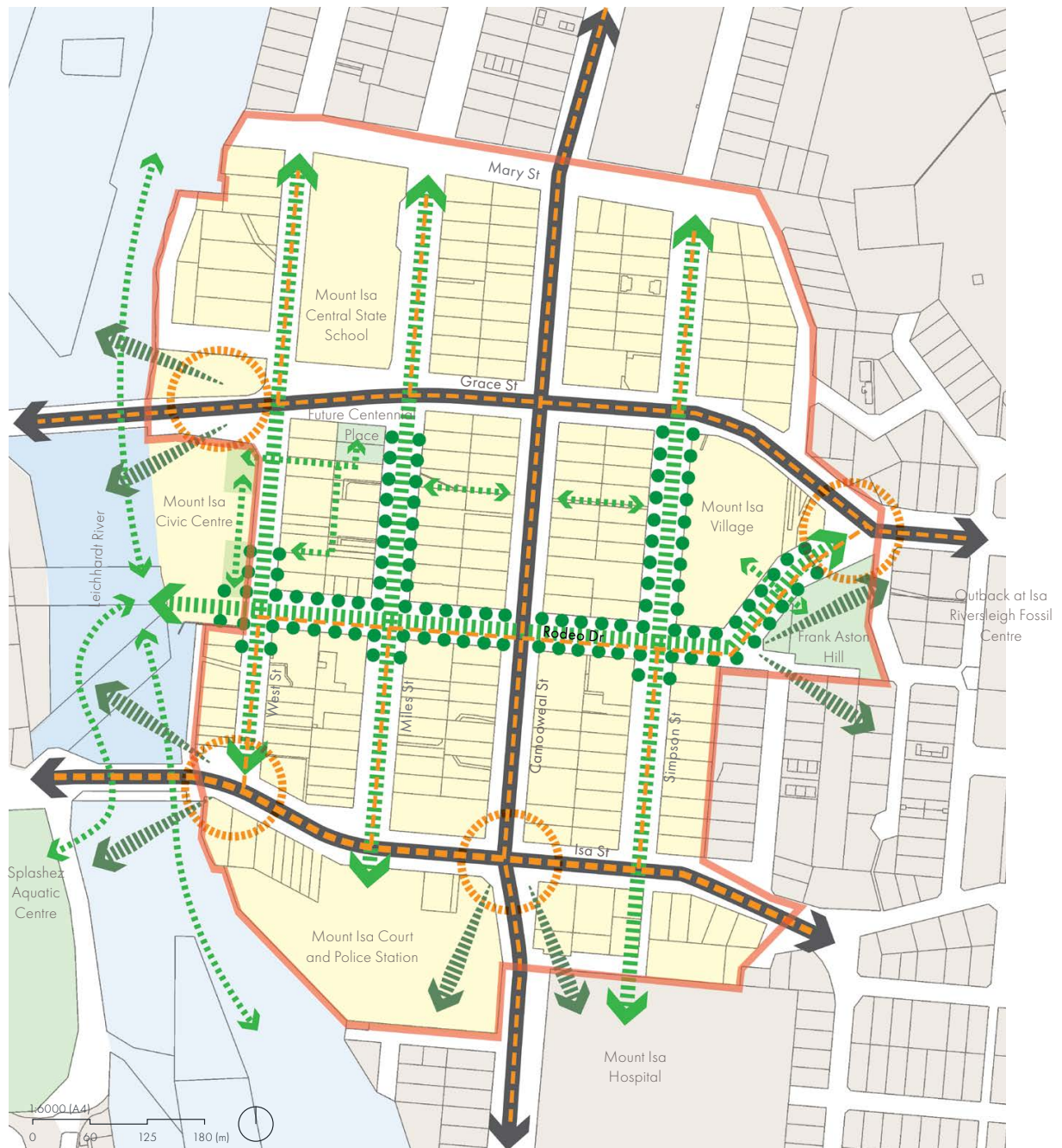
Key Strategy

- Define **street roles, edges and interfaces** with direct and safe movement networks to key streets of interest, with Rodeo Drive as the high order linking street.
- Promote active transport, with **bicycle connections** extending from the State Controlled Roads into the new green links along the urban connectors.
- Connect pedestrian and key land use areas with **clear, direct and comfortable** pedestrian links.
- Reduction in hard surface materials and provision of **soft landscaping** to create a more appealing and cool street scape.
- **Street tile improvement and bin upgrades** to create a refreshed place identity of the CBD.
- **Lane-way activation and mid block links** in the Central Precinct to connect underutilised spaces and establish an engaging public realm experience and flexible movement.

Capitalising and Creating Community Aspirations



Figure 10. Quotes and perspectives captured from stakeholders at the EbD Workshop

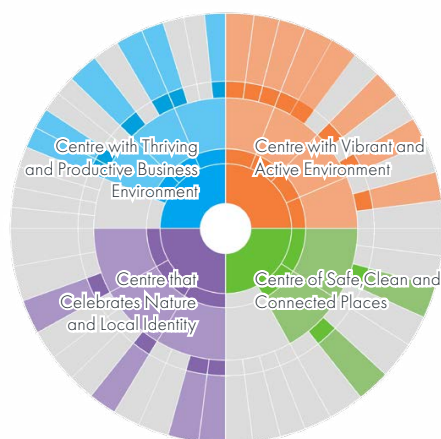


Legend

Figure 11. Proposed Mobility, Wayfinding and Amenity Framework

	CBD Boundary		Key Pedestrian and Road Corridor
	View Corridor		Pedestrian Link
	Open Space and Recreation		Key "People Street" Activation
	River and Recreation Corridor		Key Gateway/Sense of Arrival
	State and Arterial Road		Cycling Connection

4.3 Public Realm and Place Activation



Consistent with Masterplanning Principles:



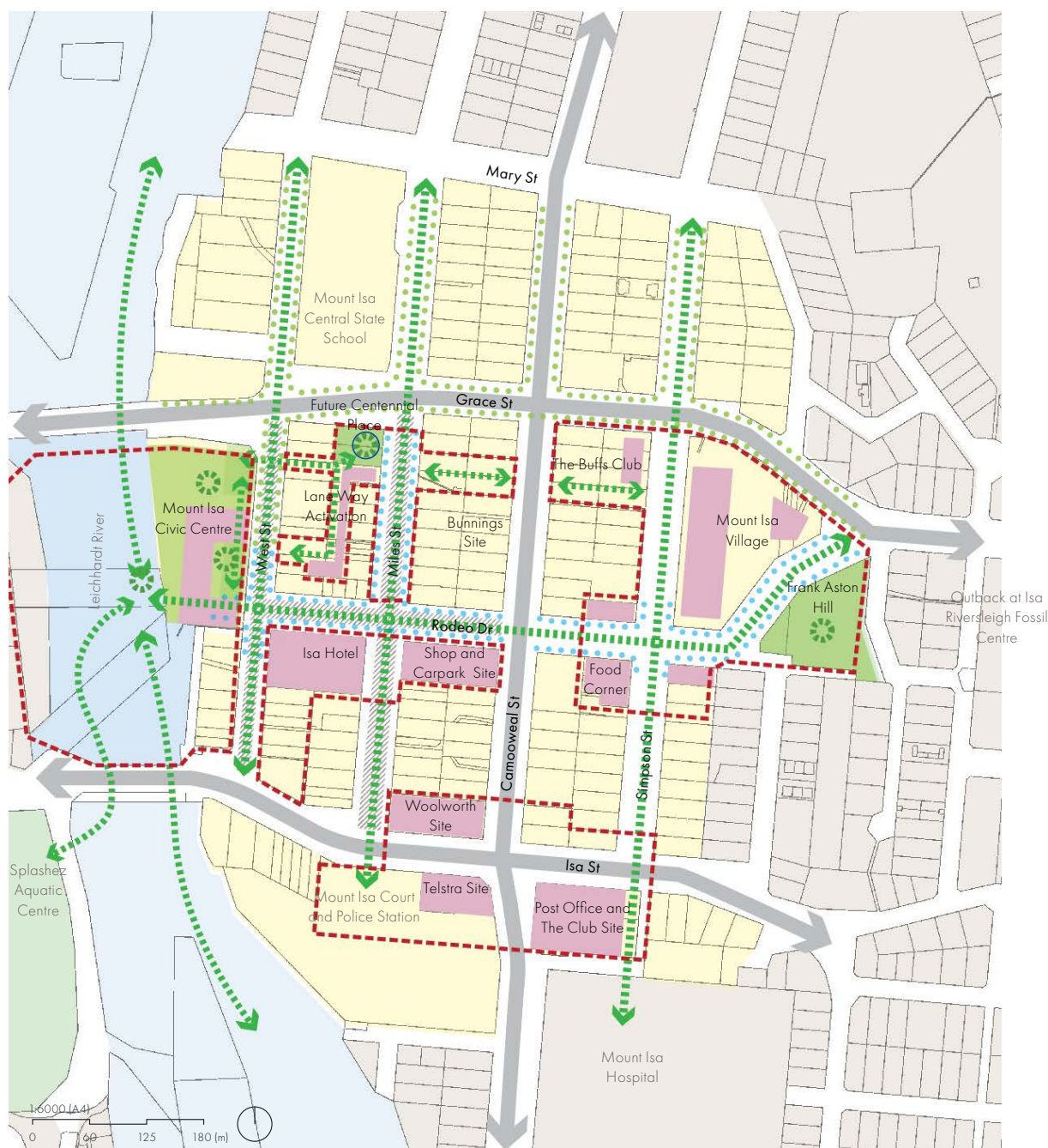
Key Strategy

- Encourage pedestrian activity and street level activation with **urban greening and cooling methods**.
- Identification of **development activation sites** to guide targeted land use outcomes and precinctual activation.
- Supporting a large variety of uses and activities in the CBD to **diversify the local economy**.
- Infill and urban renewal to create a more varied mix of land uses and fill vacant **retail tenancies**, specifically along West Street.
- Reinforce the role of the Central Precinct in attracting people to the **'heart' of the CBD** to congregate, shop and socialise.
- Create nightlife streets with the implementation of **'safe zones'** that gradually expand over time.
- Support active lifestyles and establishment of a place making landmark with the **connection to the Leichhardt River**.

Capitalising and Creating Community Aspirations



Figure 12. Quotes and perspectives captured from stakeholders at the EbD Workshop

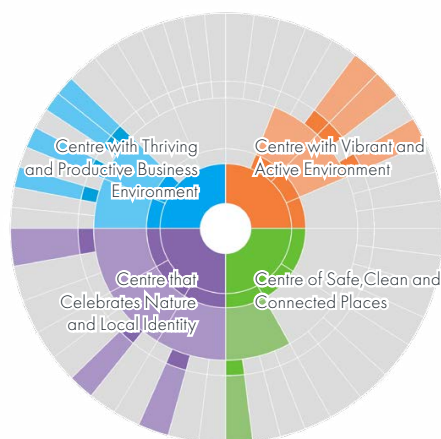


Legend

Figure 13. Proposed Public Realm and Place Activation Framework

	CBD Boundary		Key Development Activation - Investigation Site		Proposed Recreation and Event Centre
	Street Available for Events		Pedestrian Link		Key "People Street" Activation
	Open Space and Recreation		Street Upgrade and Vegetation		Key Recreation and Event Centre
	River and Recreation Corridor				
	Precinct Activation - Investigation Area				

4.4 Identity, Cultural and Tourism Plan



Consistent with Masterplanning Principles:

2C 3A 3C 7D 8C 9B 10C
11C 12A 12C 12D

Key Strategy

- Celebrating **cultural pride**: Kalkadoon, Outback, Rodeo and Mining as a vibrant regional centre.
- Defining a walkable main tourism street along **Rodeo Drive** and a tourism loop to connect key CBD attractions.
- Leverage of **key character and local heritage** sites to activate key streets and precincts.
- Ensure development facilitates **sustainable** energy and water practices appropriate to the semi-arid local environment.
- Improve **accommodation** tenure to encourage visitation.
- Establish unique **gateway activations** along State-controlled road to attract stop-offs in the CBD.
- Develop an inviting interface along **Grace St** to establish a sense of arrival and representation of the CBD.
- Create **community, arts and cultural** activity in the CBD to diversify attractions.

Capitalising and Creating Community Aspirations

"Drive tourism loop within the CBD, connecting points of activity and attractions"

"Address areas of cultural heritage significance"

"Implementation of the Tourism Development Strategy"

"Ensuring First Nations' heritage has pride of place in the CBD"

"Create a compelling brand for the CBD"

"Potential for Frank Aston Hill to become a tourist, cultural and community hub"

"Investigate visitor information centre relationship to the CBD"

Figure 14. Quotes and perspectives captured from stakeholders at the EbD Workshop

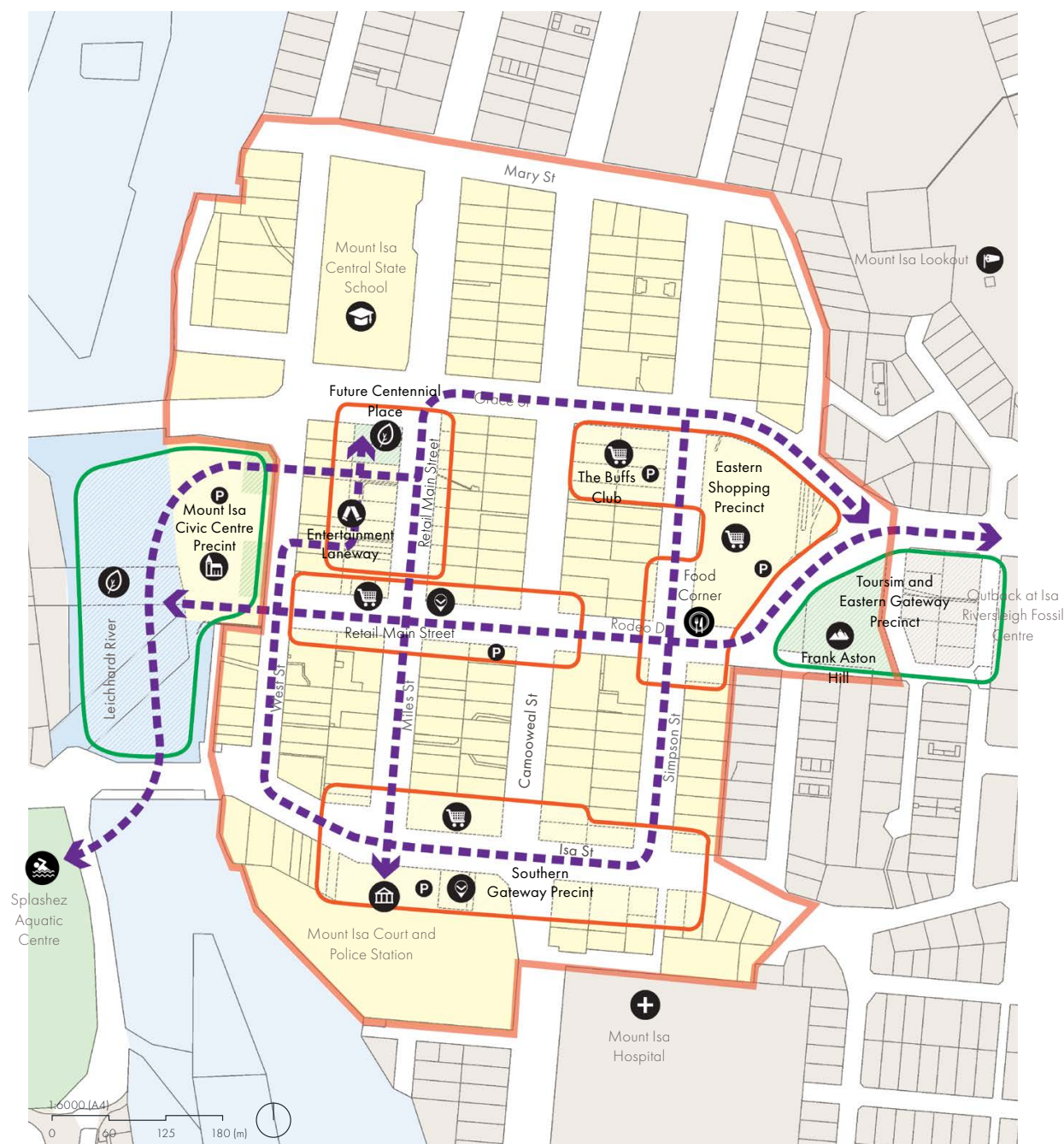
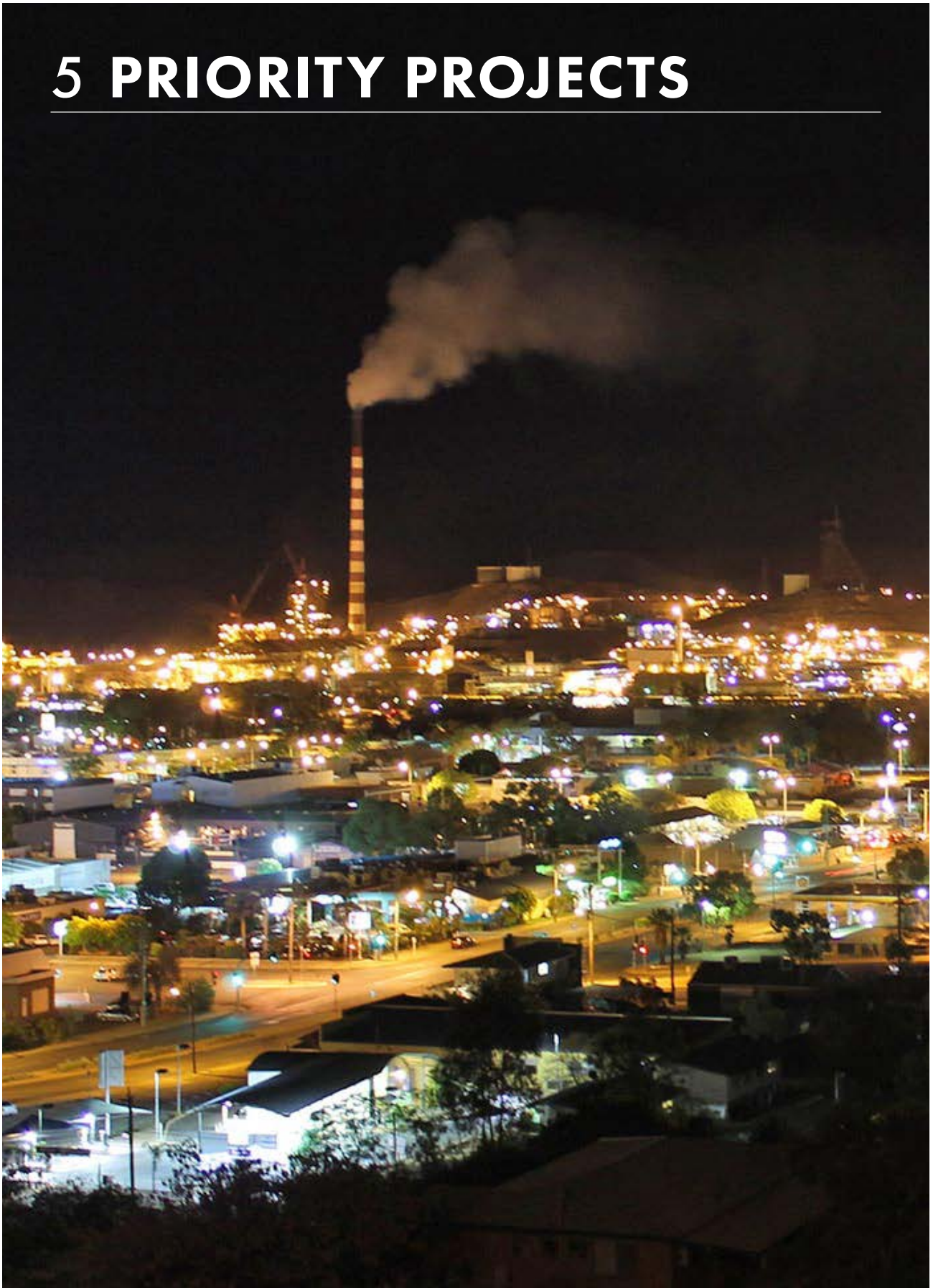


Figure 15. Proposed Identity, Cultural and Tourism Framework

Legend

CBD Boundary	Tourism Link/Street	Civic Centre and Library	Recreation - Lookout
Open space and Recreation	School	Civic - Court	Water Recreational Centre
River and Recreation Corridor	Tourism Car Parking	Food and Beverage Centre	Hospital
Urban Tourism Destination	Retail Centre	Landmark and Monument	
Cultural Tourism Destination	Recreation Centre	Recreation - Hill	

5 PRIORITY PROJECTS

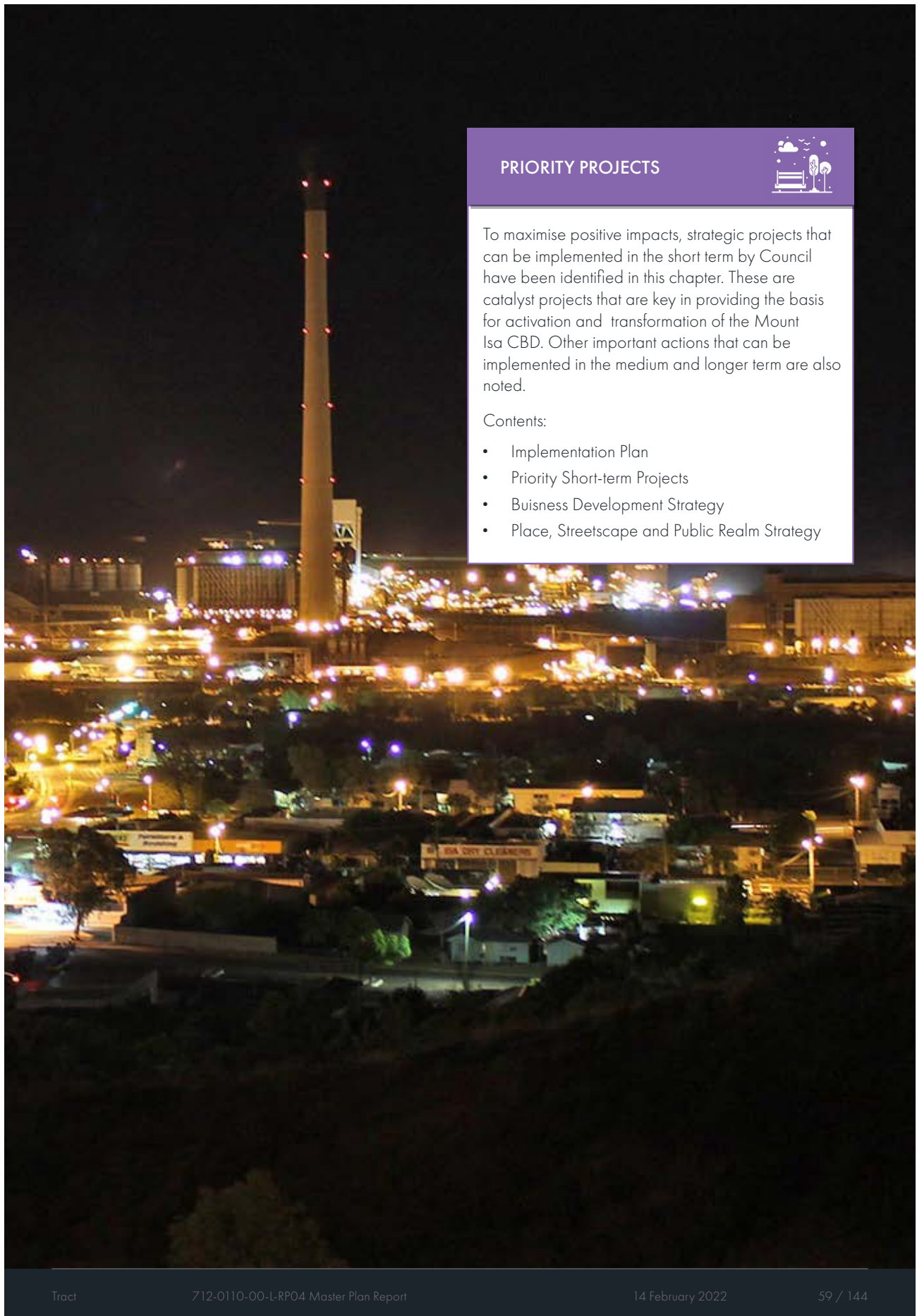


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PRIORITY PROJECTS



To maximise positive impacts, strategic projects that can be implemented in the short term by Council have been identified in this chapter. These are catalyst projects that are key in providing the basis for activation and transformation of the Mount Isa CBD. Other important actions that can be implemented in the medium and longer term are also noted.

Contents:

- Implementation Plan
- Priority Short-term Projects
- Business Development Strategy
- Place, Streetscape and Public Realm Strategy

5.1 Implementation Plan

This section summarises resourcing and staging considerations and implications of the Masterplan. The important considerations to identify and prioritise key projects includes:

Impact - The implementation plan identifies strategic projects that address the important issues and challenges of Mount Isa CBD. The key objective of the priority projects is to create meaningful outcomes meeting the immediate needs and aspirations of local communities, businesses and visitors to Mount Isa.

Location and Availability - Identifying strategic locations for priority projects is one of the key considerations. Priority projects can encourage private investment to further deliver the required outcomes of the Masterplan over the next 20+ years. Land ownership and mobilisation is a key consideration to ensure the projects can be successfully delivered.

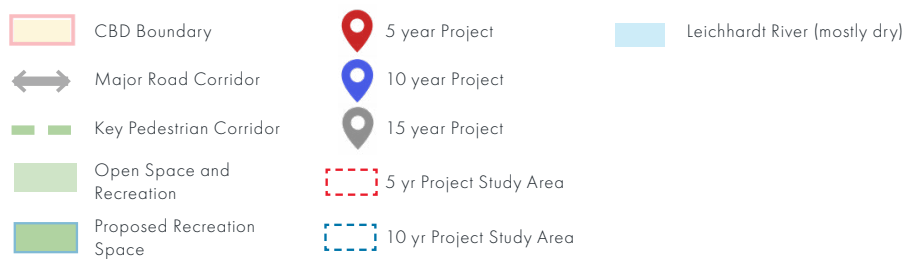
Implementation - The implementation plan aims to provide a framework to guide and prioritise resources for urban development. The implementation plan articulates the expected benefits and provides key actions to realise desired outcomes.

	 Priority short-term Project	 Mid-term Project	 Long-term Project
Economic, Civic and Tourism	① Mount Isa Civic and Green Gateway Precinct	⑧ Mount Isa Hotel and Accommodation Upgrade	①⑥ Central Precinct Infill and Urban Renewal
	② Frank Aston City Gateway	⑨ The "Food Corner" Key Site Investigation	①⑦ Justice Precinct Activation and Urban Renewal
	③ Mid-block Lane-way Activation (Entertainment)	⑩ Southern CBD Gateway and Health Precinct	①⑧ Miles-Isa Street Key Site Investigation
	④ Rodeo-Camooweal St Key Site Investigation	⑪ The Buffs Club Key Site Investigation	
	⑤ Mount Isa Village and Simpson St Redevelopment		
Street and Public Realm	⑥ Miles Street Activation and Upgrade	⑫ Rodeo Drive (East) Activation and City Gateway	①⑨ Leichhardt River Activation
	⑦ Rodeo Drive (West) Activation and Upgrade	⑬ West Street Activation and Upgrade	②⑦ Grace Street Streetscape and City Image Improvement
	(Priority projects include upgrades to bins and surface tiles of streets and pedestrian walkways)	⑭ Camooweal St Streetscape Improvement	②① Miles-Grace St School Pedestrian Upgrade
		⑮ Miles Street Activation and Upgrade (Extension)	
Policy and Guideline	<ul style="list-style-type: none"> Business Development Strategy Streets, Public Realm and Landscape Strategy 	<ul style="list-style-type: none"> CBD Tourism Masterplan Central Precinct Masterplan and Guideline Culture and Heritage Strategy Urban Design Framework for Strategic Projects 	<ul style="list-style-type: none"> Smart City Strategy Green and Sustainability guidelines Masterplan Revision



Legend

Figure 16. Proposed Implementation Plan



5.2 Project Impact and Resourcing Matrix

Methodology

Impact - Low to High

Each of the projects were subjected to a high level 'vision reaching' test. This was completed by noting the likely outcomes associated with the project and determining the extent to which they were aligned with key desired components of the vision. Where projects were seen as being able to achieve a number of outcomes in line with the vision, their impact was considered 'high'. Where projects were only achieving one or a couple of elements of the vision, their impact was assessed towards the lower end of the spectrum.

Implementation - Easy to Difficult

As well as impact, projects were assessed with regard to their ease (or otherwise) of implementation. Implementation ease was assessed according to two components – the first being resources required. Where these were low, implementation was considered easy; where these were high implementation was considered more difficult. Another key consideration for the ease or otherwise of implementation was the lead party involved in the action / project proposed. Where Council was the lead for the project, implementation was considered easier than when another party was required to take the lead.

Outcomes

Shown in Figure 17, the combination of these assessments produced the following quadrants:

1. Easy wins and high priority projects
2. Second tier projects, implement where considered a good use of resources
3. Pursue, but ensure that required partnerships are in place and/or there are ways to resource the project
4. Re-assess the importance of these projects, and only pursue if considered conducive to the overall vision



Figure 17. Project Impact and Resourcing Matrix Quadrants

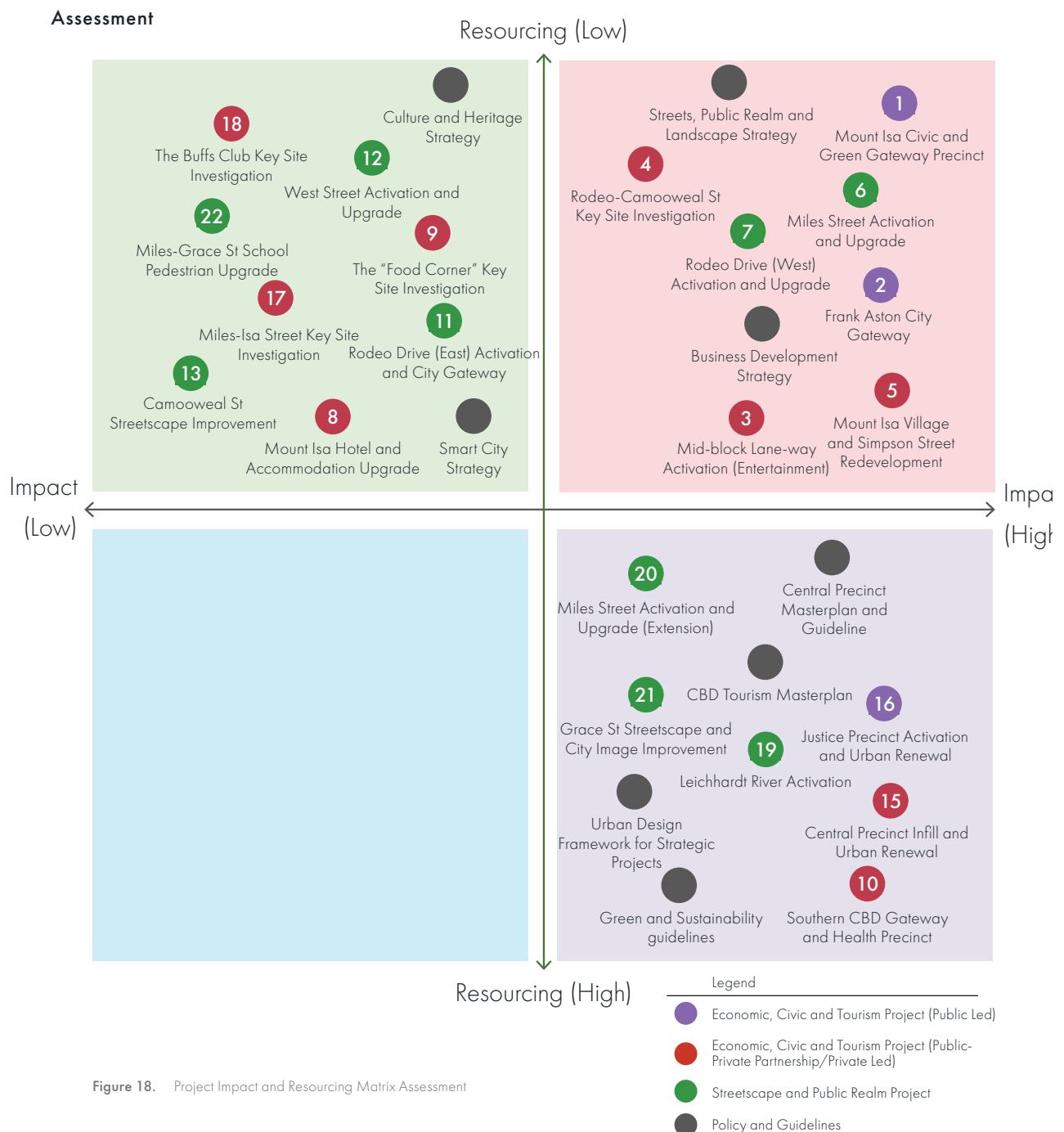


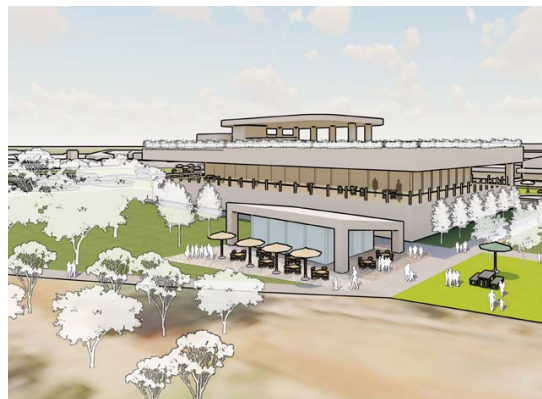
Figure 18. Project Impact and Resourcing Matrix Assessment

5.3 Priority Short-term Projects Overview

The priority short-term projects are high impact and easy to implement projects. These projects are identified being able to achieve a number of outcomes in line with the Masterplan's vision and objectives. These projects were also assessed with regard to their ease of implementation. Implementation ease was assessed according to two components – the first being resources required. Another key consideration for the ease or otherwise of implementation was the lead party involved in the action / project proposed. Where Council was the lead for the project, implementation was considered easier than when another party was required to take the lead. Therefore, the priority projects are categorised as "Public led" and "Public-private partnership or Private led". All street and public realm projects will be public led projects.

It is to note the priority projects are not expected to fully complete in the short-term, but work should commence including public engagement, project launch, resource mobilisation and detailed planning scheme development. Each project will identify pilot or start projects with low cost options to help prioritise funding and resources. This could include small scaled public realm improvement, street renewal, public art etc. in strategic locations. The following sections will elaborate each project in details.

1. Mount Isa Civic and Green Gateway Precinct



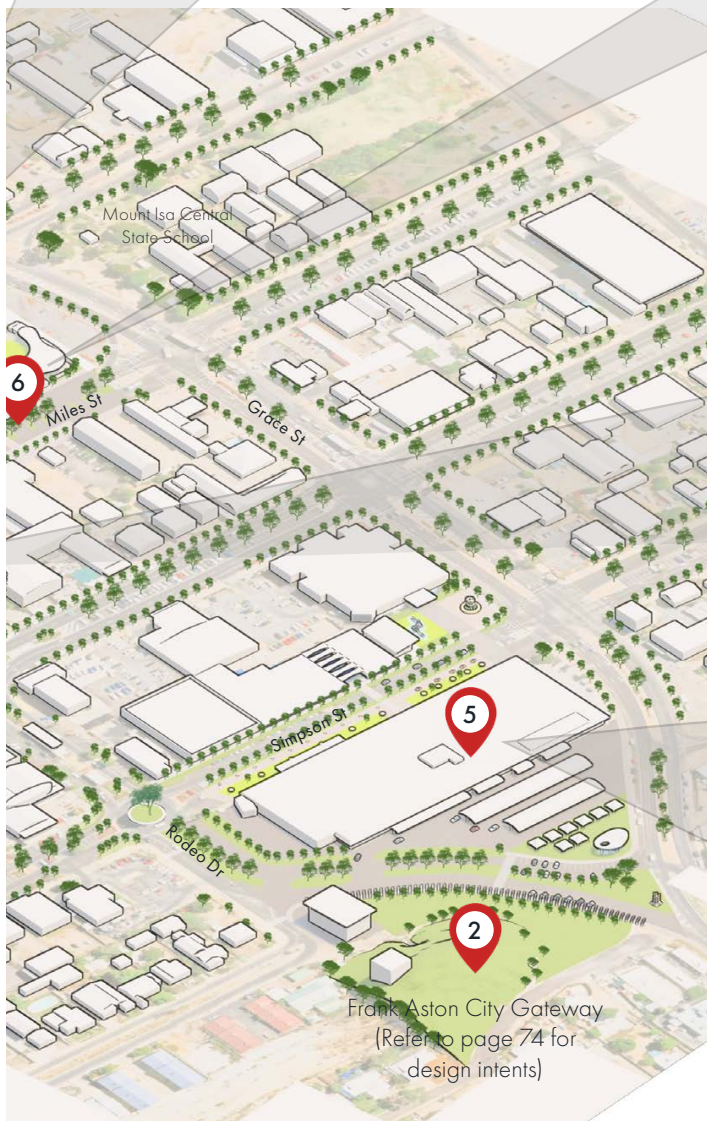
7. Rodeo Drive (West) Activation and Upgrade



3. Mid-block Lane-way Activation (Entertainment)



6. Miles Street Activation and Upgrade



4. Rodeo-Camooweal St Key Site Investigation



5. Mount Isa Village and Simpson Street Redevelopment

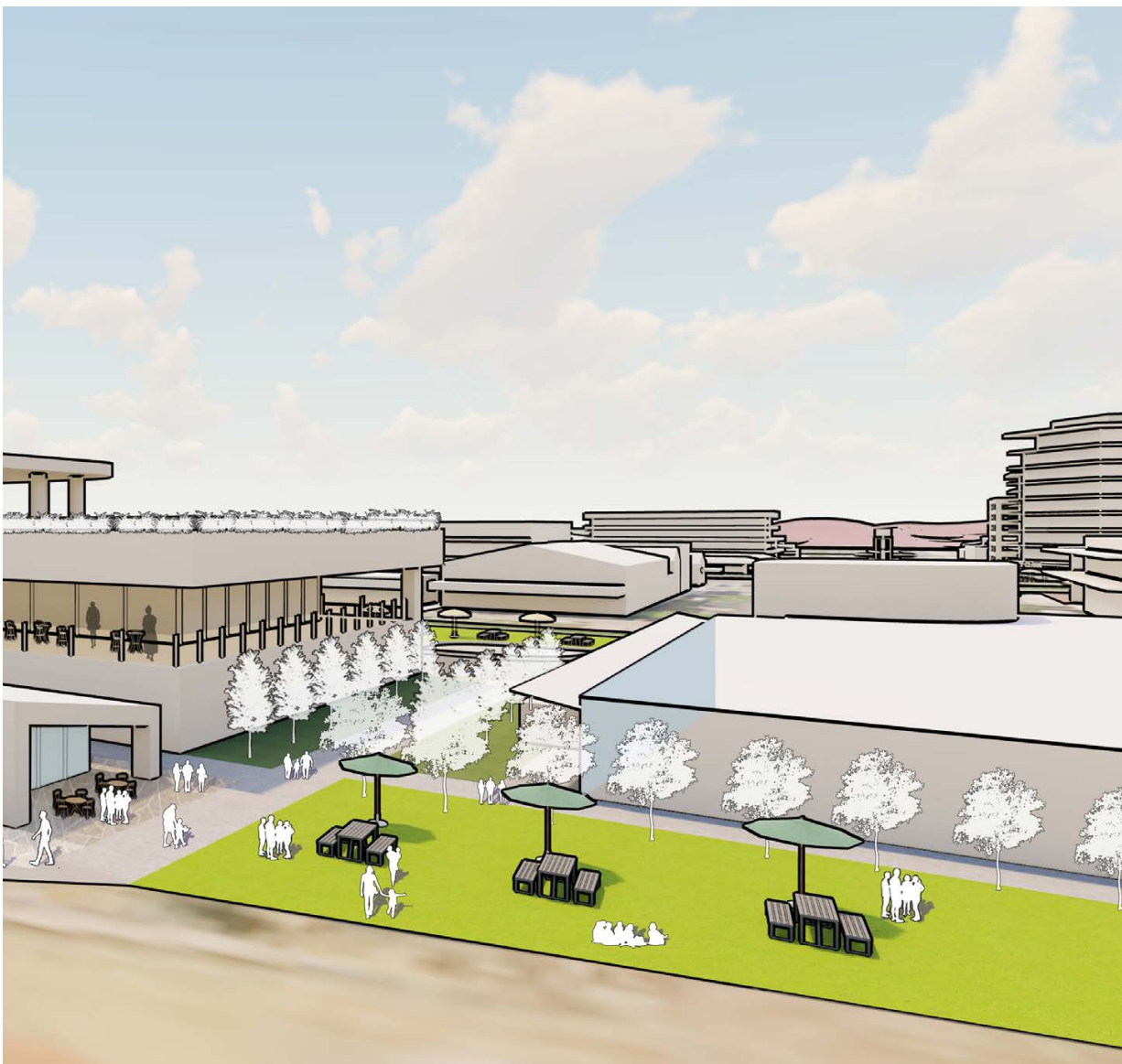




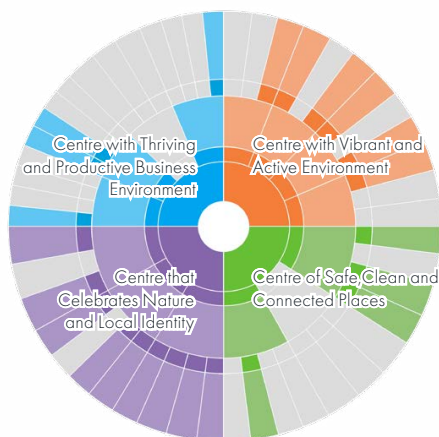
Proposed Mount Isa Civic and Green Gateway Precinct - Artists Impression

Priority Projects

Public Led Economic Projects



5.4 Priority Project 1 - Mount Isa Civic and Green Gateway Precinct



Consistent with Masterplanning Principles:



The Civic Precinct's Function as one of the key CBD parks and a location is to be a place for family fun and a venue for large events. Priority should be given to works that intensify this role, increase its appeal and extend the civic, arts and community facilities to cater to kids of all ages. Additionally, the precinct needs to be better equipped to stage large and small events. The Civic Precinct should be the active, cultural and event based public space for the city, attracting kids, families, tourists and teenagers.

Reference Material and Related Projects (Masterplan and External)

- Mount Isa Civic Precinct, Engagement Report (Place Design Group, February 2021) - Use this work to inform future planning and design for the Library and Civic Precinct.
- Future Centennial Place project (MICC) - ensure design outcomes are complementary and connected.

Key Outcomes and Benefits

- Implementation of these actions will create a focus area for increasing regional tourism, lifestyle and community activity.
- The area will be reinvigorated as a destination and a catalyst for considerable social and economic benefits.
- Leverage the Civic Centre and Library Facilities as hubs of community and cultural activity, increasing the relationship and use of outdoor spaces.
- The pride and connection to place will be strengthened, through the celebration of significant life and family events and understanding of the Kalkadoon connection with the area.
- Explore the opportunity for short stay, long vehicle parking and facilities, encouraging travellers to stop and dwell in the CBD.
- Contribute to the impression of Mount Isa being a green and inviting city by reinforcing the 'green gateway' to the Grace Street interface and West Street intersection.
- Reimagine the Leichhardt River and its interface with the CBD as a large recreation space with high amenity values, creating a place for connection with First Nations culture and stories, and a place for cool, green respite from the hotter urban areas.
- Promote connections to the wider path network and create a positive effect on the attractiveness of properties within walking distance to this high amenity precinct.
- Noted through the EbD as highly valuable to the Mount Isa community, improvements in urban amenity through the provision of infrastructure such as parks, water features, community and cultural facilities and similar urban design initiatives. Located with regard to Crime Prevention through Environmental Design (CPTED) principles and areas most likely to catalyse further activity and investment.

Key Design Strategies

- Design the space to be flexible and cater for larger community and regional tourism events.
- Design the precinct with more green and high amenity landscape values, a range of formal and informal areas and a strong network of paths.
- Consider re-establishing local landscape qualities and spaces.
- Ensure short stay options for large vehicles are catered for, with appropriate signage, access and facilities to encourage travellers to stop and explore Mount Isa CBD.
- Establish a statement landscape area on the interface with Grace Street, with a particular emphasis to the corner with West Street.
- Transform the precinct after dark into a magical place by integrating light-based, site specific installations
- Establish a Riverside walking trail and natural landscape experience. Create a local, sensory river environment experience, complementing the natural characteristics of the Leichhardt River.
- Consideration of Kalkadoon culture and stories, and natural beauty should be the key driver of the brief for any interventions to ensure respectful planting, artworks, lighting and facilities into the sensitive natural environment.
- 'Open up' the Civic and Library buildings to the outdoor use areas, and to bring in more natural light and connection to landscape.
- Explore opportunities for new commercial spaces (temporary or permanent) and extensions to the Library and Civic Centre to create more food and beverage or event support facilities.
- Enhance wifi and telecommunication infrastructure from the library so that visitors can use a significant outdoor space almost as shared work space.

Key Challenges and Further Investigation

- In the past, arts and culture tenancies have not had a prominent platform within the CBD. Through consultation, however, it was noted that there has been high levels of participation in regional events and there was a keen interest to provide further activities / opportunities for residents and visitors.
- Infrastructure projects will require funding, and it is noted that Council's rate base, consolidated funding budgets and infrastructure charges funds are limited. There is opportunity for Council to explore a further range of funding considerations.
- Grants may also be utilised to assist the establishment of facilities.
- A key challenge is the need and ability to shift the community perceptions around the safety of the Mount Isa Civic and Green Gateway Precinct area. Any investments and/or events implemented associated with the proposed actions for this area should be promoted to the community.

Implementation Strategy

- Establish a relationship with Kalkadoon Tribal Council to ensure storytelling, connection to cultural heritage and country are embedded in the process, outcomes and future stewardship.
- Through Council's investigation of demand for uses, activities and events, determine the types of tenancies that would be most conducive for this area.
- Work with real estate agents, Chamber of Commerce and potentially targeted tenancies to determine supply requirements, and the extent to which these can be delivered with current stock.
- Complete feasibility investigations for potential tenancies / events / infrastructure works, and include clear indication of expected demand.
- Review funding sources available.

See Attachment 712-0110-A1 for more details

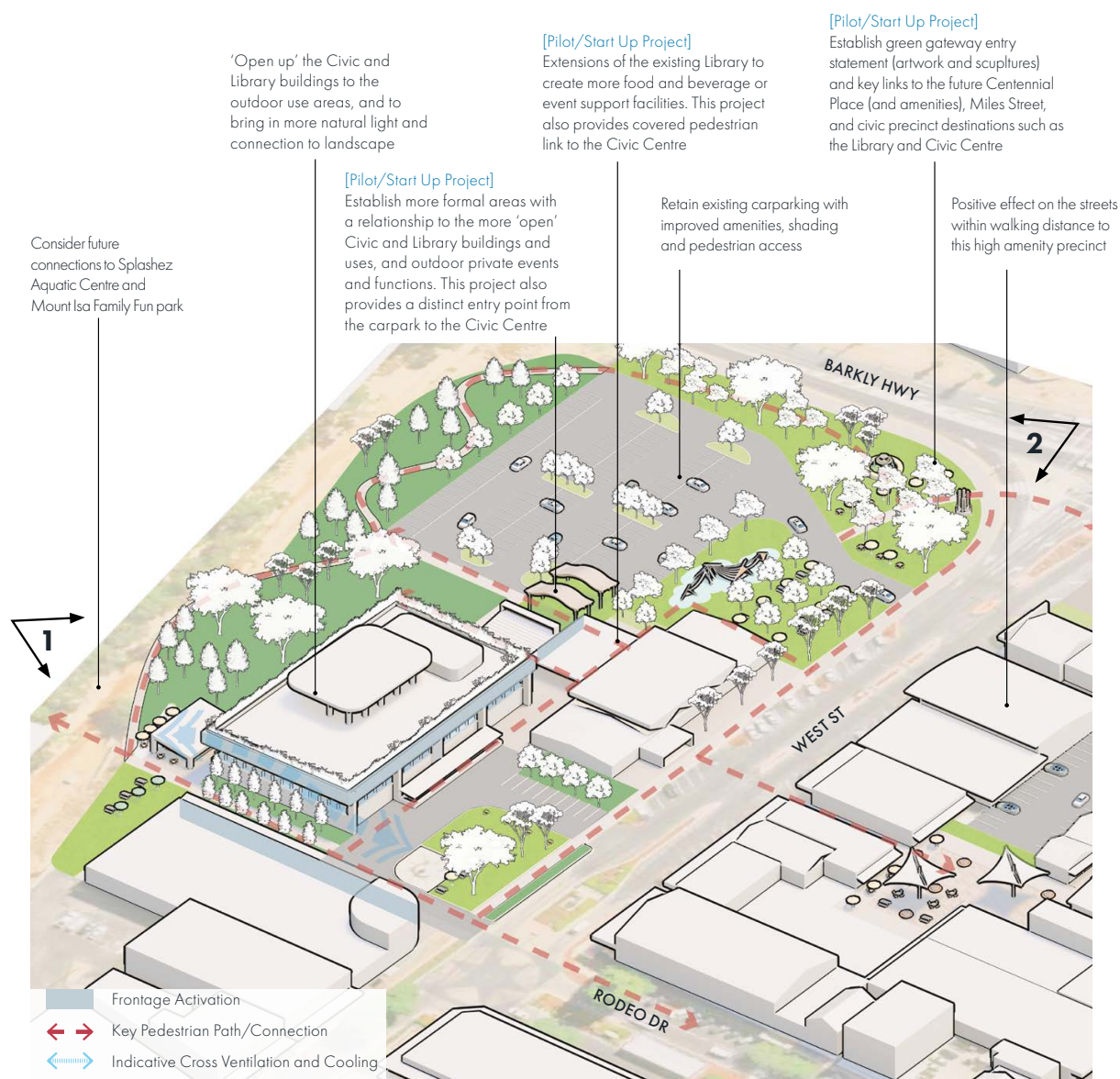


Figure 19. Proposed Mount Isa Civic and Green Gateway Precinct Framework



Established connection to the River and surrounding landscape



Bustling entertainment space on the underutilised Civic Centre first level



Opportunities for vibrant pop up markets and events in outdoor space

Establish a Riverside walking trail and natural, sensory landscape experience. Consideration of Kalkadoon culture and stories, and natural beauty should be the key driver of the brief for any interventions to ensure respectful planting, artworks, lighting and facilities into the sensitive natural environment

The rooftop of the Civic Centre presents an opportunity to create a lifestyle/ food and beverage offering with views over the Leichhardt River area

Opportunity for new commercial spaces (temporary or permanent) or extensions to the Library and Civic Centre to create more food and beverage or event support facilities



Figure 20. Mount Isa Civic and Green Gateway Precinct Framework - Artist Impression 1

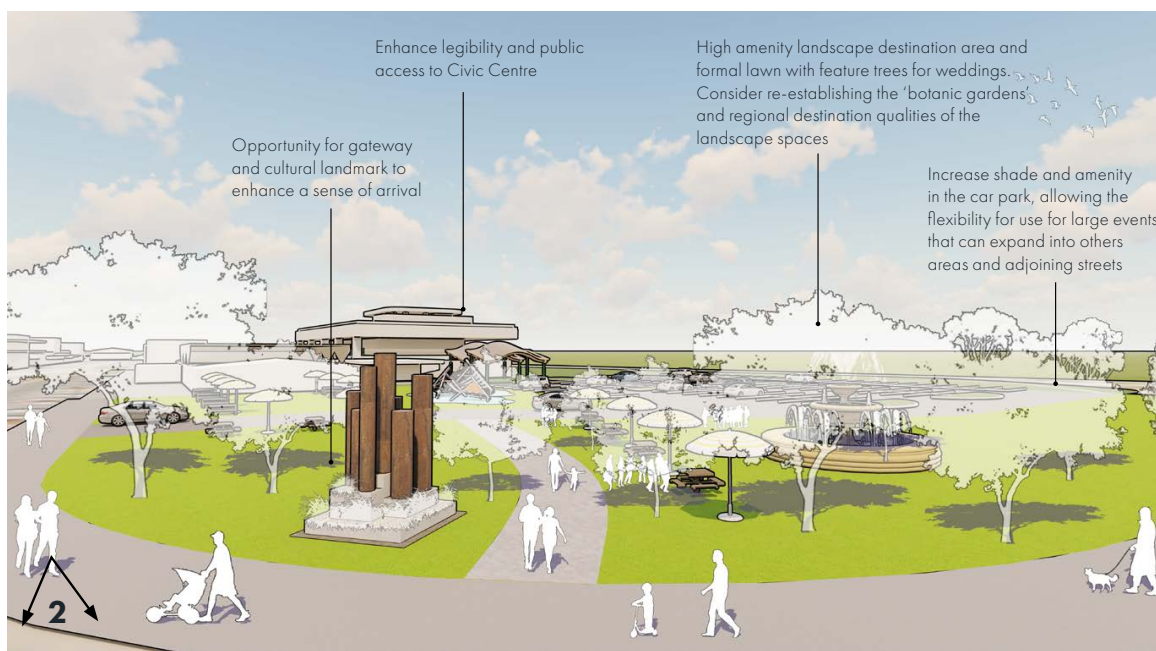
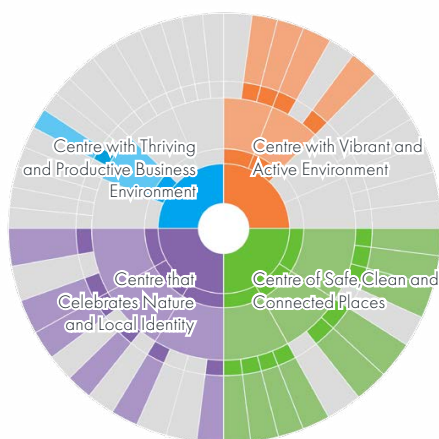


Figure 21. Mount Isa Civic and Green Gateway Precinct Framework - Artist Impression 2

5.5 Priority Project 2 - Frank Aston City Gateway



Consistent with Masterplanning Principles:



Located at Mount Isa CBD's Eastern gateway, Frank Aston Hill will leverage its strategic location to complement the CBD entry experience and anchor the Rodeo Drive experience.

It could also be a tourism and cultural destination in its own right, with ideas ranging from accommodation to cultural tourism experiences.

Reference Material and Related Projects (Masterplan and External)

- Mount Isa CBD Masterplan - #4 Mount Isa Village Redevelopment
- Mount Isa CBD Masterplan - #11 Rodeo Drive (East) Activation and City Gateway
- Mount Isa CBD Masterplan - #14 Simpson St Activation and Upgrade
- Mount Isa City Council - Local Heritage Register

Key Outcomes and Benefits

- Implementation of these actions will create a CBD entry feature and anchor the Rodeo Drive experience as the key city gateway.
- Retain/ expand / improve the opportunity for short stay, long vehicle parking and facilities, encouraging travellers to stop and dwell in the CBD in close proximity to the future Simpson Street retail offering, with strong ties to the pedestrian spine and cultural tourism offering of Rodeo Drive. More people on the streets and in public spaces will increase the passive surveillance and safety of the area. Improvements to safety in the CBD will also assist in instilling confidence in the business environment and therefore can be a catalyst for further development.
- Create opportunities to enhance and expand the cultural developments of Mount Isa and promote economic and tourism growth.
- Create an open dialogue to explore the possibilities for the future use and development that maximise the potential of this site and contribution to the CBD. Extra weight should be given to ideas that attract visitation and dwell time in the CBD.
- A number of ideas explored in the EbD process included (see following page):
 - Provide street-level public parkland, and possibly a feature building on the Rodeo Axis which could house a hotel, and rooftop restaurant and bar.
 - Refurbishing and making internal spaces safe and usable to develop the precinct as a cultural tourism destination.
 - As above, an opportunity to redevelop or activate the former Frank Aston Museum on the site.
 - An alternate idea was to excavate the hill to create a larger and more appealing site for development, including CBD car parking.

(See Figure 22 to Figure 25 for details)

Key Design Strategies

- Ensure key sight lines and vistas to the hill/ site along Rodeo Drive and from Barkly Highway are considered.
- Consider bold built form and landscape elements that reinforce the area as a cultural and tourism gateway to Mount Isa, including landmark elements that assist in CBD wide wayfinding and contribute to place character.
- Create a ground level experience that is cool, green, welcoming and appealing for visitors and locals, including appropriate signage, information and amenities for travellers.
- Create strong connections for pedestrians between the Frank Ashton Hill/ destinations and the Hard Times Mine and Outback at Isa, Mount Isa Village, Simpson Street and to the pedestrian spine on Rodeo Drive.
- Celebrate and capitalise on the geological and historic features of the site to create a place that is genuine and connected to the place and people of Mount Isa.
- Enhance the public realm interface facing Rodeo Drive and Mount Isa Village to create a strong sense of arrival into the CBD area.

Key Challenges and Further Investigation

- Cost associated with either making the internal spaces safe for use or removing the landform and retaining surrounding land.
- Creating a unified vision and direction.
- Protecting the viewline along Rodeo Drive and the Gateway experience.
- The site is located on a steep slope. This requires survey and study of the existing gradient to identify the extent of earth works for the future developments.
- The existing site is exposed to safety risk for local communities and is costly to maintain. This calls for proper management strategies before, during and after the development of the site.
- The site was repurposed many times after the museum was closed from the public, with community groups using portions of the land. But the area has become a safety risk. Proper management strategy should be enforced during and after construction to ensure the safety of locals and tourists alike.

Implementation Strategy

- Undertake a site and cost benefit assessment of the site to inform decision making about future use and development, from refurbishing internal spaces, to suitability for development on top of the hill, to excavation.
- Consult with the Kalkadoon Tribal Council to determine appetite for/ feasibility of a Cultural Tourism operation as part of the redevelopment.
- Undertake a needs assessment and stakeholder consultation to determine interest and demand for various developers, users and tenants.
- Explore potential land management arrangements to facilitate highest and best use for Council.
- Later stages are determined by the outcome of initial investigations.
- Work with adjoining landowners and plans for adjoining areas to ensure a seamlessly integrated development and connected network of destinations.
- Long-term collaborative planning and coordination of social infrastructure to provides wide range of community services.

See Attachment 712-0110-A1 for more details

IDEA 1 - Public Parkland and Hotel

Opportunity to activate the northern section of the site into a street-level public parkland addressing the Eastern gateway and Mount Isa Village. The southern area could possibly feature landmark building on the Rodeo Axis which could house a hotel, and rooftop restaurant and bar.

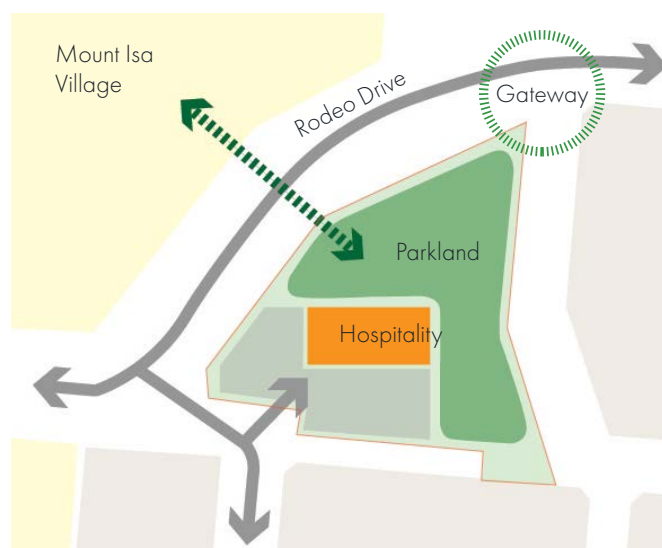


Figure 22. Frank Aston City Gateway Idea 1

IDEA 2 - Indigenous Cultural Tourism Hub

Opportunity to refurbish and redevelopment the site into a tourist Precinct. Explore options to develop new cultural and commercial developments integrated with the existing and surrounding indigenous/mining sites.

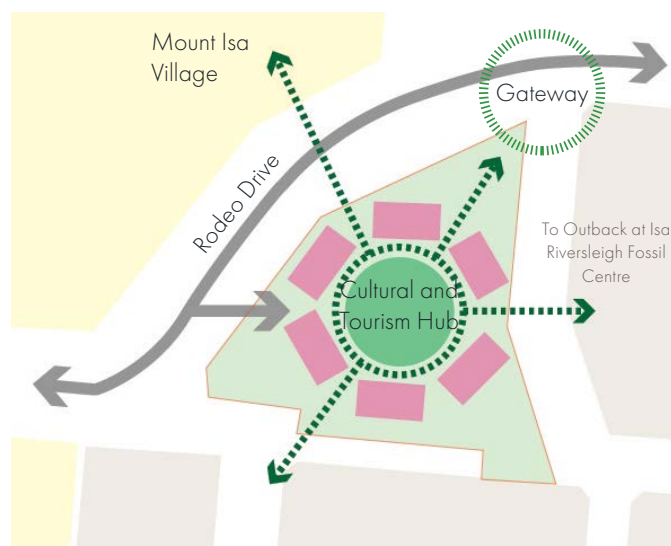


Figure 23. Frank Aston City Gateway Idea 2

IDEA 3 - Mining Museum Redevelopment

Opportunity to redevelop or activate the former Frank Aston Museum on the site. Identify potential site for artwork and public realm improvement to enhance the sense of arrival. This is a low cost strategy/option to create a distinct local destination and gateway.

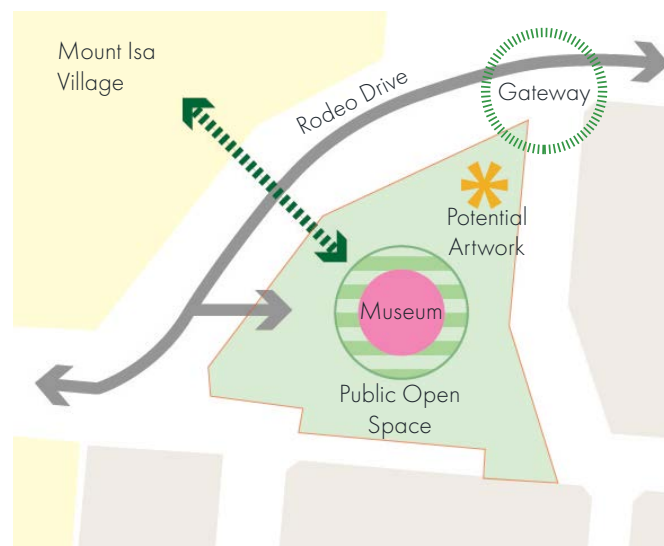


Figure 24. Frank Aston City Gateway Idea 3

IDEA 4 - New Catalyst Development

An alternate and ambitious idea was to excavate the hill to create a flat site which will be more appealing for large scaled development including CBD carparking. This idea could be financially challenging but provide opportunity for a new catalyst and landmark development in the CBD.



Figure 25. Frank Aston City Gateway Idea 4



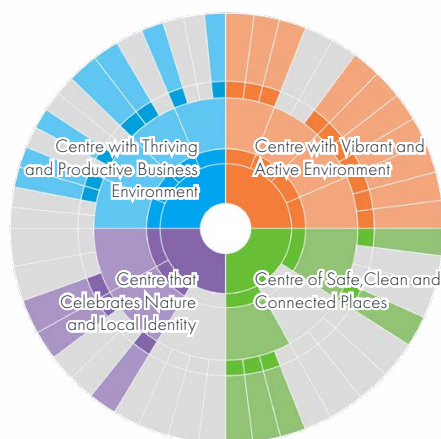
Proposed Rodeo-Camooweal St Key Site Investigation - Artist Impression

Priority Projects

Private Led/Public Private Partnership Projects



5.6 Priority Project 3 - Mid-block Lane-way Activation (Entertainment)



Consistent with Masterplanning Principles:



The Laneway Activation will showcase the urban transformation of existing lane-ways into a vibrant entertainment and commercial precinct. It is a pilot project for activating commercial and public spaces through urban design guidelines and stakeholder engagements. Incorporating a variety of place-making elements, the public realm will reflect local economy, artwork and night-life celebrations.

Reference Material and Related Projects (Masterplan and External)

- Future Centennial Place project (MICC) - ensure design outcomes are complementary and connected.

Key Outcomes and Benefits

- Activate utilised laneways within the city core to create businesses, jobs and nightlife. This will have considerable economic benefits through further job prospects, further opportunities to capture escape expenditure and further value add to the economy as well as provide significant social benefits through increasing safety within the CBD.
- Help reinvigorate inner-city lane precinct and attract visitors. Attracting visitors will positively impact the economy of Mount Isa as well as assist in providing further patronage for individual businesses.
- Delivery of artistic elements within pedestrian streetscapes. The benefits of including the residential population in the delivery of artistic elements cannot be understated. Inclusion of community in key projects will increase the sense of ownership and pride in the CBD and will assist in the public 'protecting' the CBD.
- Create activities during night time and weekends and help facilitate mixed use developments in the precinct.
- Provide public spaces for social interactions and entertainment. Ensuring that there are public spaces that host social interactions and entertainment in ways that are amenable to the community will contribute to the needed impetus in getting people to come to (and visit for longer) the CBD.
- Consolidate parking and underutilised spaces across several private properties.
- Establish programmes for festive arts, craft boutique and street retail.
- Integrate with the future Centennial Place and support strong mid-block links, east-west and north-south, for pedestrians and as breezeways. Increasing walkability in this core retail zone of the CBD.

Key Design Strategies

- Identify and develop Mid-block Laneway connecting Miles Street, West Street and future Centennial Place.
- Transform and activate the rear of existing commercial blocks into vibrant retail, food and beverage and entertainment uses.
- Engage with local artists and develop artwork design that compliments the surrounds, by use of colour and expressive print design. Ensure that the process and outcomes are included as 'success stories' that can be shared with the public.
- Establish sculpture, signages and painting to direct movement of pedestrians and vehicles in and around the laneways, highlighting the various artistic and retail attractions on offer.
- Undertake monitoring of urban heat conditions and implementing greening and cooling strategies. Investigate matched funding for those undertaking greening and cooling activity on privately owned building facades / open space.

Key Challenges and Further Investigation

- Requires collaboration between multiple landowners and agreeing cohesive and mutually beneficial outcomes.
- Potential land use conflict with privately owned buildings on either side of the laneways.
- Requires further investigation on how the spaces might be used differently or what attributes communities would like to see (and potentially the 'selling' of this idea that may be new to the community).
- Requires further investigation on carparking provision for the increased commercial land uses.
- Need to address potential concerns of pedestrian safety during night time.

Implementation Strategy

- Undertake stakeholder engagement with adjacent business and landowners about their future plans and interest in the project. Gather information about setbacks, servicing and access for commercial activation.
- Explore ideas for land management and tenure arrangements.
- Through Council's investigation of demand for uses, activities and events, determine the types of tenancies that would be most conducive for this area.
- Liaise with real estate agents, as well as existing and prospective tenants about floorspace and fit out needs, plus access requirements/preference to ensure that it provides the best support for the desired tenancies.
- Work with real estate agents, Chamber of Commerce, potentially targeted tenancies and other key stakeholders to determine supply requirements, and the extent to which these can be delivered with current stock.
- Complete feasibility investigations for potential tenancies / events / infrastructure works, and include clear indication of expected demand.
- Review funding sources available (including available grants) that could assist in implementation. If new funding sources are to be utilised, ensure that consultation to test the business community's appetite for the funding sources is completed.
- Explore different ideas for implementation, including pilot projects and pop up events, temporary activation and transformations, staged delivery, etc. This would include drawing on case studies of successful, hot climate, smaller space urban activation.
- Determine key areas requiring murals from local artists. Consult with local artists regarding their ability and desire to input in the requirements.

See Attachment 712-0110-A1 for more details

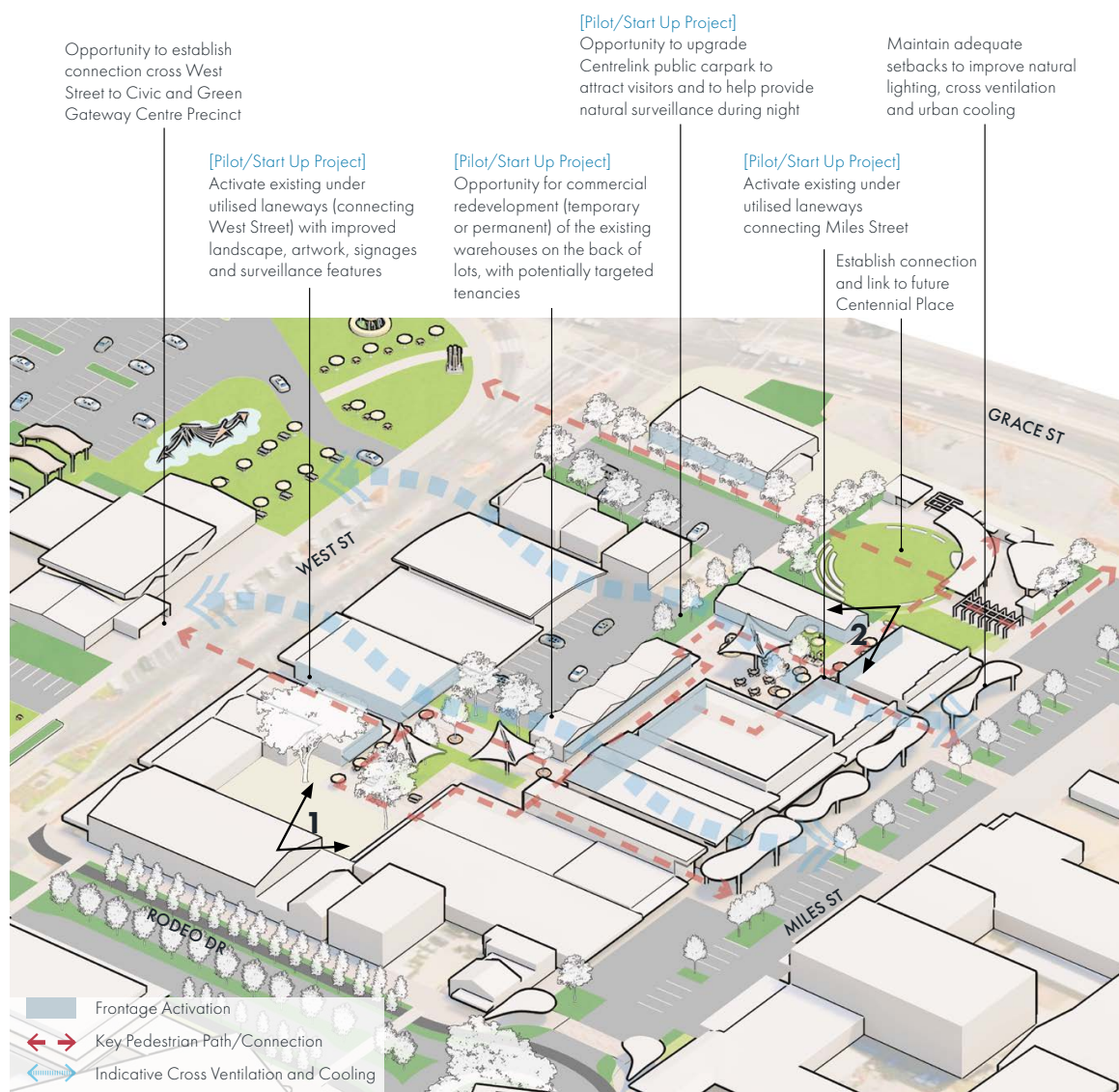


Figure 26. Proposed Mid-block Laneway Activation Framework



Proposed artwork and signages reflecting local identity



Bustling public spaces with boutiques, restaurants and bars



Activate spaces for entertainment and social interactions

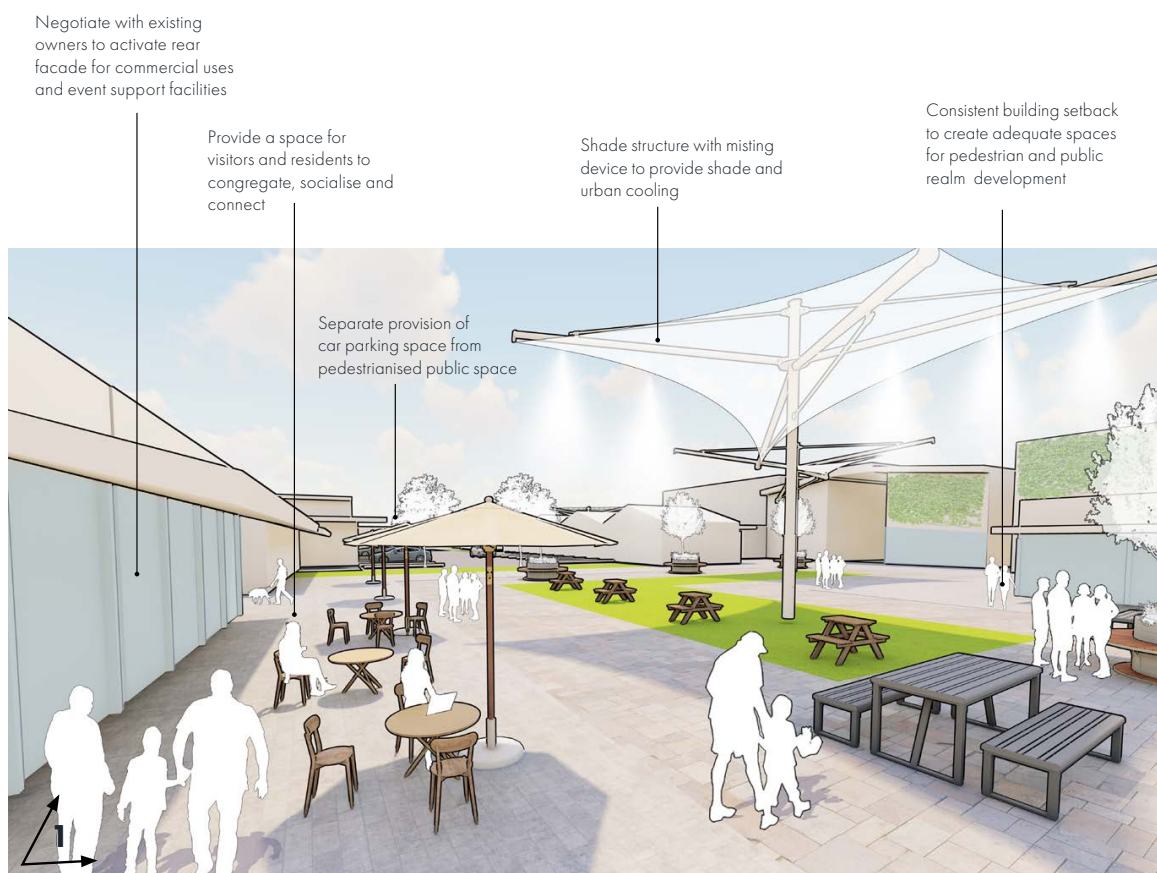


Figure 27. Mid-block Laneway Activation - Artist Impression 1

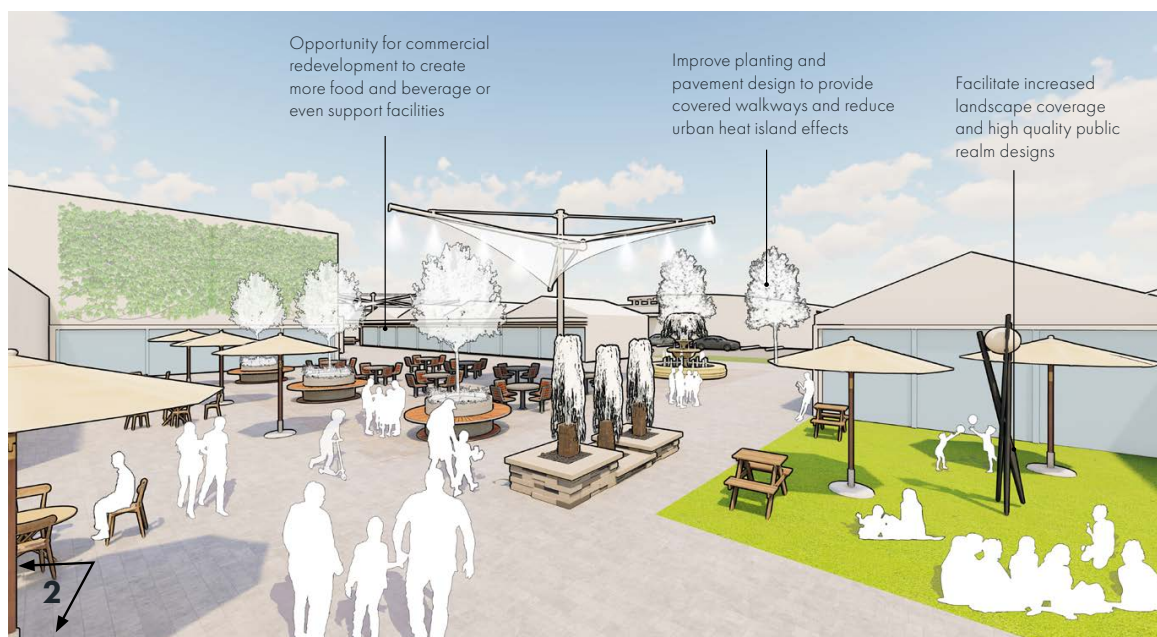
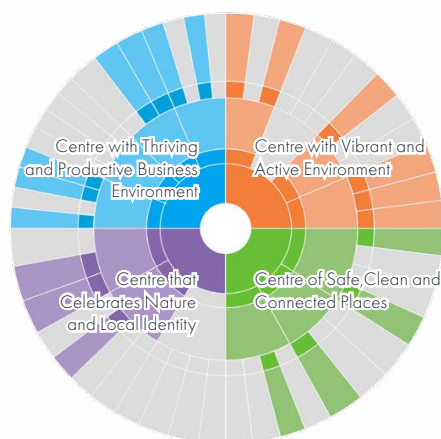


Figure 28. Mid-block Laneway Activation - Artist Impression 2

5.7 Priority Project 4 - Rodeo-Camooweal St Key Site Investigation



Consistent with Masterplanning Principles:



Centrally located in the heart of CBD precinct, the Rodeo-Camooweal Site will undergo urban densification into an iconic mixed use development and a key destination for visitors. It will seamlessly integrate with the surrounding streetscape, heritage and resemble a symbol of modern architecture and urban skyline.

Reference Material and Related Projects (Masterplan and External)

- Mount Isa Planning Scheme 2020 - Subjected to review and amendment
- Mount Isa CBD Masterplan - #6 Rodeo Drive (West) Activation and Upgrade

Key Outcomes and Benefits

- The EbD workshops identified the site as one of the most high impact opportunities for redevelopment and urban densification, given it's centralised location and that it is partially undeveloped (at grade car park). It sits on a gently sloping part of Rodeo Drive, leading up to the very centre of town and its highest point. It could provide a highly visible example/ pilot project that increases diversity and activity in the CBD, while also contributing to the development of Mount Isa CBD skyline.
- Set up a pilot project to test and implement all 'catalyst sites for redevelopment opportunities' in the central zones.
- Considerable social benefits are expected from this priority project. This includes providing a diversity of options for residents, workers and visitors, further activating a central component of the CBD, strengthening the sense of place and identity, and increasing safety through increased patronage and passive surveillance.
- Accommodate business and recreational tourists in the Central zones, close to existing food and beverage, justice and the Civic precincts.
- The development would benefit from electric vehicle infrastructure to support longer stays and increased retail spend.
- The potential densification could provide an opportunity for centralised and shaded car parking.

Key Design Strategies

- It is proposed that this site be designated a 'catalyst' site. The centre of town, at the clocktower, is where buildings of scale and street presence should be located. The key strategy is to develop a design framework for promoting north-facing mixed use developments with increasing scale toward the west, continuity along the block and retail and restaurants, bars and cafés along the sloping frontage.

- Creating unique architecture and built form that signifies the centre, with increasing height to the 'top of town'. The longer-term intention is to offer a similar transitional height to 'The Isa' Hotel site, to stimulate planning for redevelopment in the future (5-10 years).
- Encourage best practice sustainable building design and precinct outcomes, with a focus on waste management, urban heat reducing materials selection, passive cooling and water capture and re-use on-site or in the public realm.
- Retain and attract business along the ground level with improved public realm, streetscape and car parking provision, while also providing efficient access for services. Capitalise and expand car parking provision in the existing car park with new multi-storey developments.
- Explore an opportunity to establish a central, public green space to offer respite, amenity and interest on the Rodeo Drive spine and amenity for the adjacent ground floor uses.
- Facilitate densification in the surrounding areas.

Key Challenges and Further Investigation

- Maintaining high quality building standards to promote good built form. This also avoids creating concentration of lower income households and renters. The apartments could be a new market for Mount Isa, therefore the city should try to avoid poor-quality outcomes commonly seen in other remote areas.
- There could be potential conflict or challenges between different landowners in the multi-sector partnerships.
- The site is located on a gentle slope. This requires survey and study of the existing gradient to identify the extent of earth works which could affect the feasibility of the project.

- Potential challenge in urban management between the multiple land owners to maintain the cleanliness in the streetscape and car parking areas.

Implementation Strategy

- Determine Council's appetite and capacity for a facilitation and/ or special planning guidance role in developing this area.
- Appoint a design review panel to review elements of sustainability, urban design, architecture, landscape architecture.
- Determine special planning considerations such as setbacks, servicing, access, etc. .
- Undertake stakeholder engagement with landowners about their future plans and interest in the opportunity.
- Explore ideas for land management and tenure arrangements (including public car parking and spaces).
- Investigate demand for uses, activities and events, determine the types of tenancies that would be most conducive for this area.
- Work with real estate agents, and other stakeholders, Chamber of Commerce and potentially targeted tenancies to determine supply requirements, and the extent to which these can be delivered with current stock.
- Complete feasibility investigations for potential tenancies / events / infrastructure works, and include clear indication of expected demand.

See Attachment 712-0110-A1 for more details

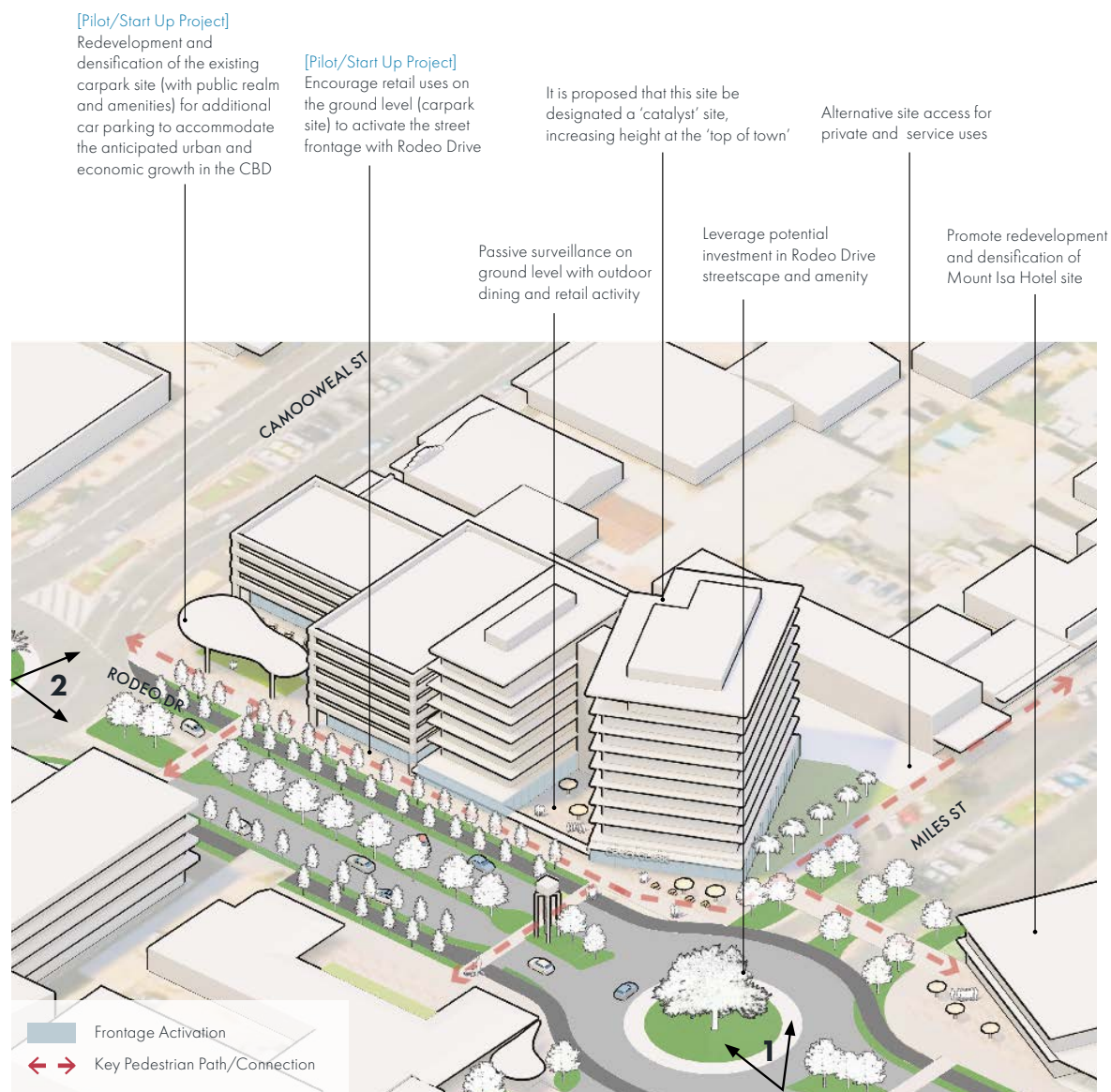


Figure 29. Proposed Rodeo-Camooweal St Key Site Investigation Framework



Refreshed and interactive public realm at ground level



High quality building standards and development



Attract retail on ground level to enhance street frontage

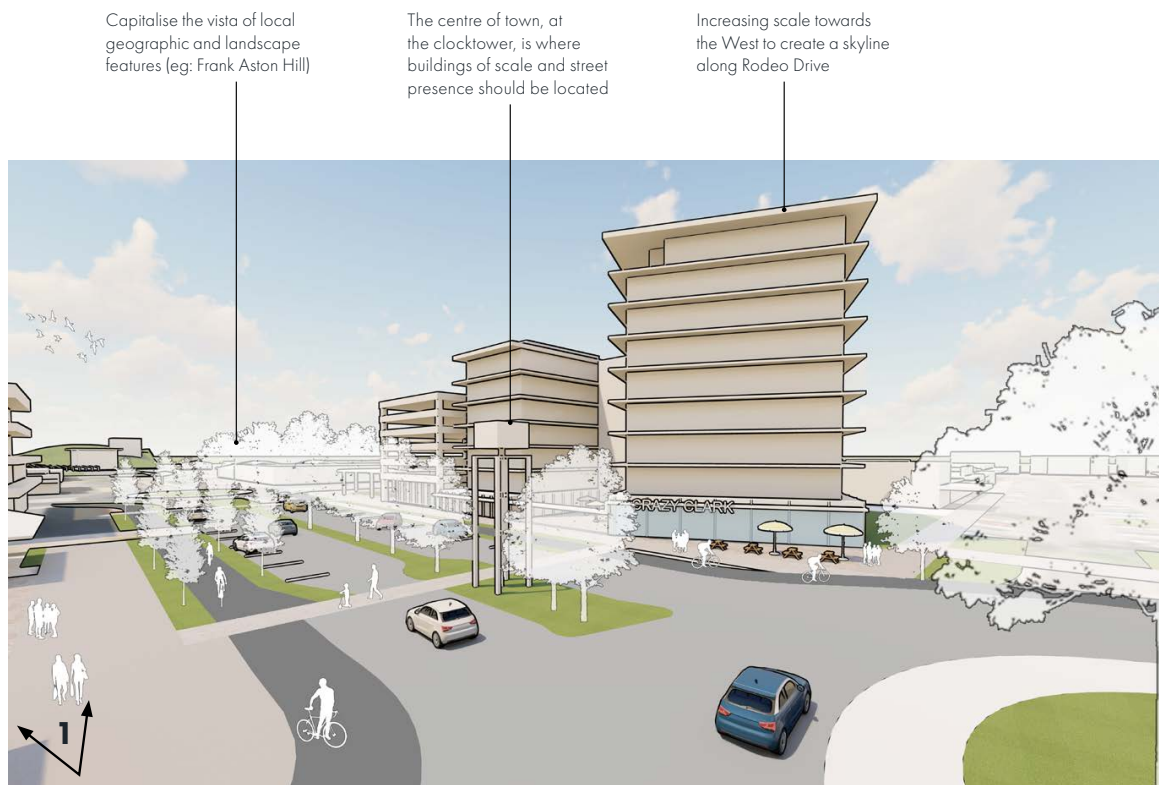


Figure 30. Rodeo-Camooweal St Key Site - Artist Impression 1

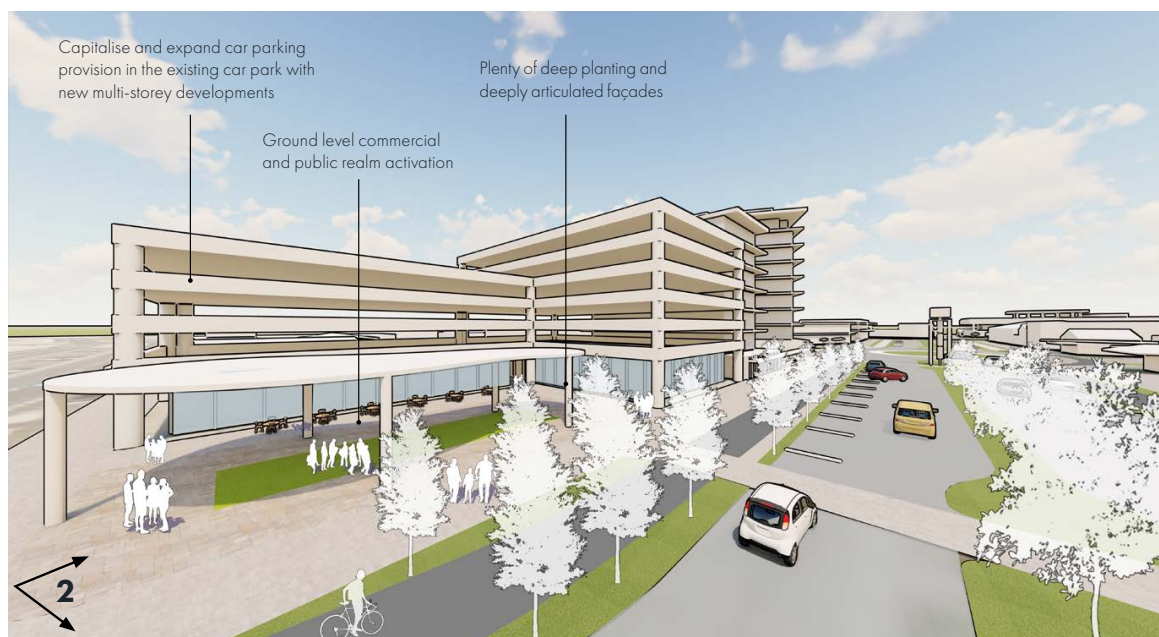


Figure 31. Rodeo-Camooweal St Key Site - Artist Impression 2

5.8 Priority Project 5 - Mount Isa Village and Simpson Street Redevelopment



Consistent with Masterplanning Principles:



Mount Isa Village Redevelopment leverages its strategic location the CBD's eastern gateway to complement the CBD entry experience and support the evolution of Simpson Street as one of Mount Isa's key CBD retail destinations.

The precinct will be a primary destination for shopping, for community connection and to access day to day services.

Reference Material and Related Projects (Masterplan and External)

- Mount Isa CBD Masterplan - #7 Frank Aston Tourism Gateway
 - Mount Isa CBD Masterplan - #11 Rodeo Drive (East) Activation and City Gateway
 - Mount Isa CBD Masterplan - #14 Simpson St Activation and Upgrade
 - Mount Isa CBD Masterplan - #18 The Buffs Club Key Site Investigation
- ### Key Outcomes and Benefits
- The eastern edge of the site sits directly on the Eastern CBD arrival gateway, where Rodeo Drive and Barkly Highway meet. A review of the retail, car parking and public realm in this area to support a greater sense of CBD arrival and customer experience would create a high impact outcome.
 - The Mount Isa Village is a prominent site highly visible from the public domain and provide opportunities for architectural expression to enhance the character of the area. Under a single land ownership, this provides opportunities to rejuvenate and reorganise development layout to achieve desired urban design and placemaking outcomes.
 - There is an opportunity (subject to engineering advice) to reduce the traffic footprint to one-way on Simpson Street, one lane with appropriate safety clearances.
 - Potentially improve traffic around the existing KFC shop at Rodeo Dr and Simpson Street intersection.
 - The retail area between the Coles and Kmart entrances can be orientated to the street to create some shady outdoor eating offerings, which will increase the passive surveillance and safety in the area. It will improve the street presence, appeal and legibility of the centre.
 - The Street carparking in Simpson Street is maximised with angled parking either side and centre-line parking in the median, and two lane carriageway in both directions.
 - The taxi rank may be relocated to the activated spine in the cross-block pedestrian spine leading to Camooweal Street, closer to the Buffs Club and the more active street retail.
 - Cross-street linkages connecting The Buff's Club, with appropriate traffic calming. It is recommended that the entrance to the Buffs Club be considered and upgraded to provide a better pedestrian experience from Simpson Street.

Key Design Strategies

Stage A - Mount Isa Village Eastern Precinct and Rodeo Drive (East) Activation and City Gateway (part)

- Improve pedestrian connection between the car park and shopping center, create prominent entrances, clear sight lines and visually permeable interfaces if reasonable/possible to augment the building in a cost effective way.
- Improve the amenity and appeal of the car parking area including the potential for a gateway park area, design and materials to support the reduction of Urban Heat Island Effect.
- Explore the opportunity for a new feature retail site on the intersection of Rodeo Drive and Barkly Highway
- Explore new traffic movements and a reduction of space allocated to vehicle movements on Rodeo Drive (around KFC), increase space for parking, landscaping and shaded pedestrian and cycling paths.
- Improve loading access and circulation for large vehicles.
- Improve streetscape character, landscape and pedestrian safety on Rodeo Drive and Simpson Street, creating cooler streets and to enhance a sense of arrival.
- Enhance connection to Frank Aston City Gateway.

Stage B - Simpson Street, mid block links and Mount Isa Village Western Precinct

- Improve pedestrian connection between the street and shopping center, create prominent entrances, clear sight lines and visually permeable interfaces if reasonable/possible to augment the building in a cost effective way (orientate tenancies to the new public realm area).
- Create a new public plaza on the eastern side of Simpson Street
- Activate the western interface of the existing Mount Isa Village development to create active frontages and commercial spillover to the new public plaza spaces.
- Improve Streetscape character, landscape and pedestrian safety on Simpson Street, creating a connection and linking the commercial developments to the west.
- Improve the development interface along the corners of the plot to create legible points of entry and arrival.
- Increase shade and greenery through tree planting and landscaping.
- Ensure consistent footpath finishes.

Key Challenges and Further Investigation

- Infrastructure projects will require funding, and it is noted that Council's rate base, consolidated funding budgets and infrastructure charges funds are limited. There is opportunity for Council to explore a further range of funding considerations - special rates, separate rates and charges, voluntary infrastructure agreements.
- Grants may be able to be utilised to assist the establishment of facilities.
- Further consultation and investigation are required with the existing land owner to explore options to activate new commercial spaces on key areas of the site.

Implementation Strategy and Consideration

- Consult existing land owners and tenants across the precinct.
- Undertake site investigations and consult with relevant authorities. In particular an audit of car parking and traffic investigations at a precinct level.
- Work with Mount Isa Village owners and tenants to advance Stage A - Mount Isa Village Eastern Precinct.
- Establish partnership agreements for project delivery and management.

See Attachment 712-0110-A1 for more details

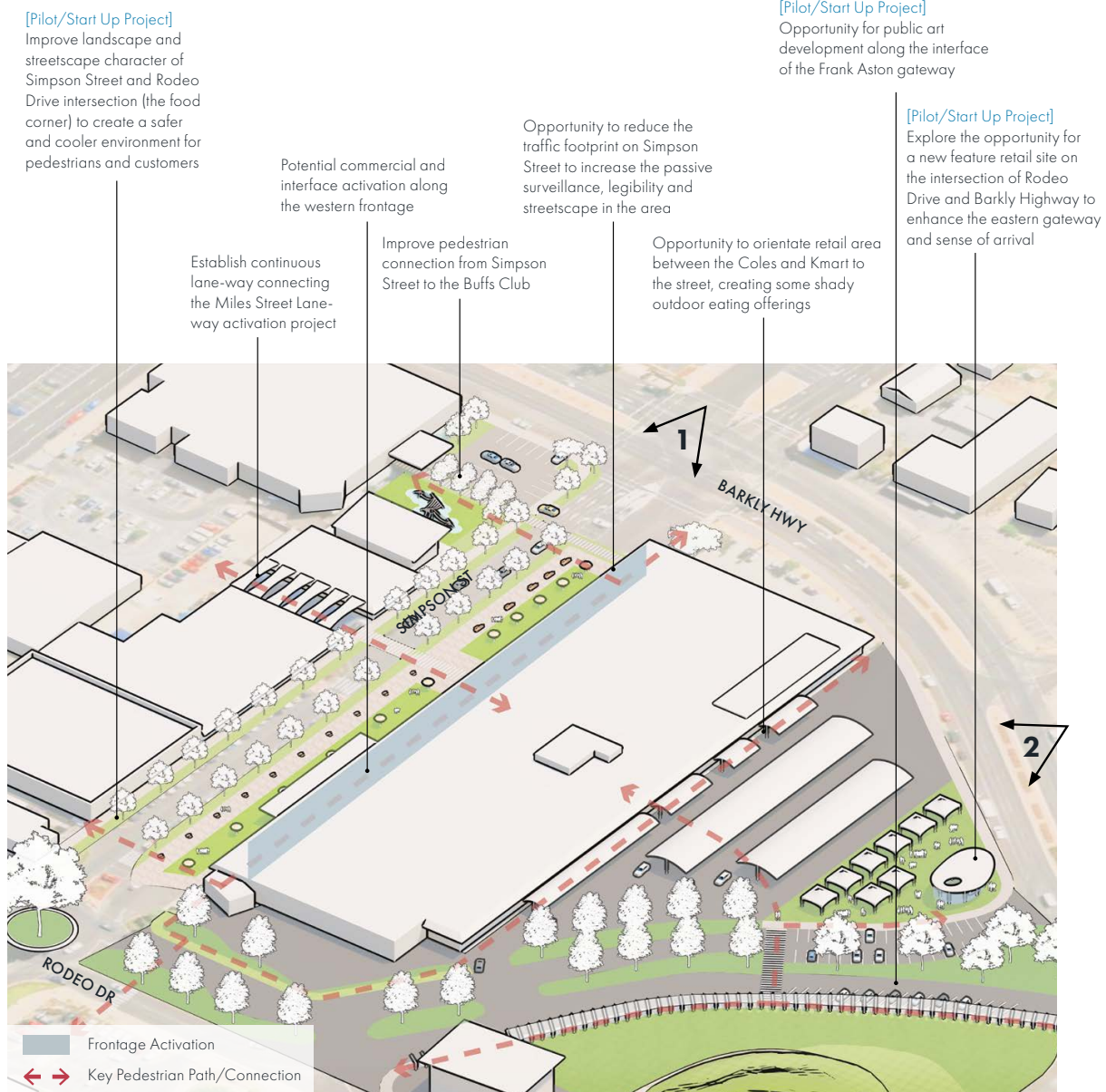


Figure 32. Proposed Mount Isa Village and Simpson Street Redevelopment Framework



Rejuvenated retail experience of Mount Isa Village



Activated street frontages with food and beverage developments



Landscaping provision to improve amenity surrounding car parking

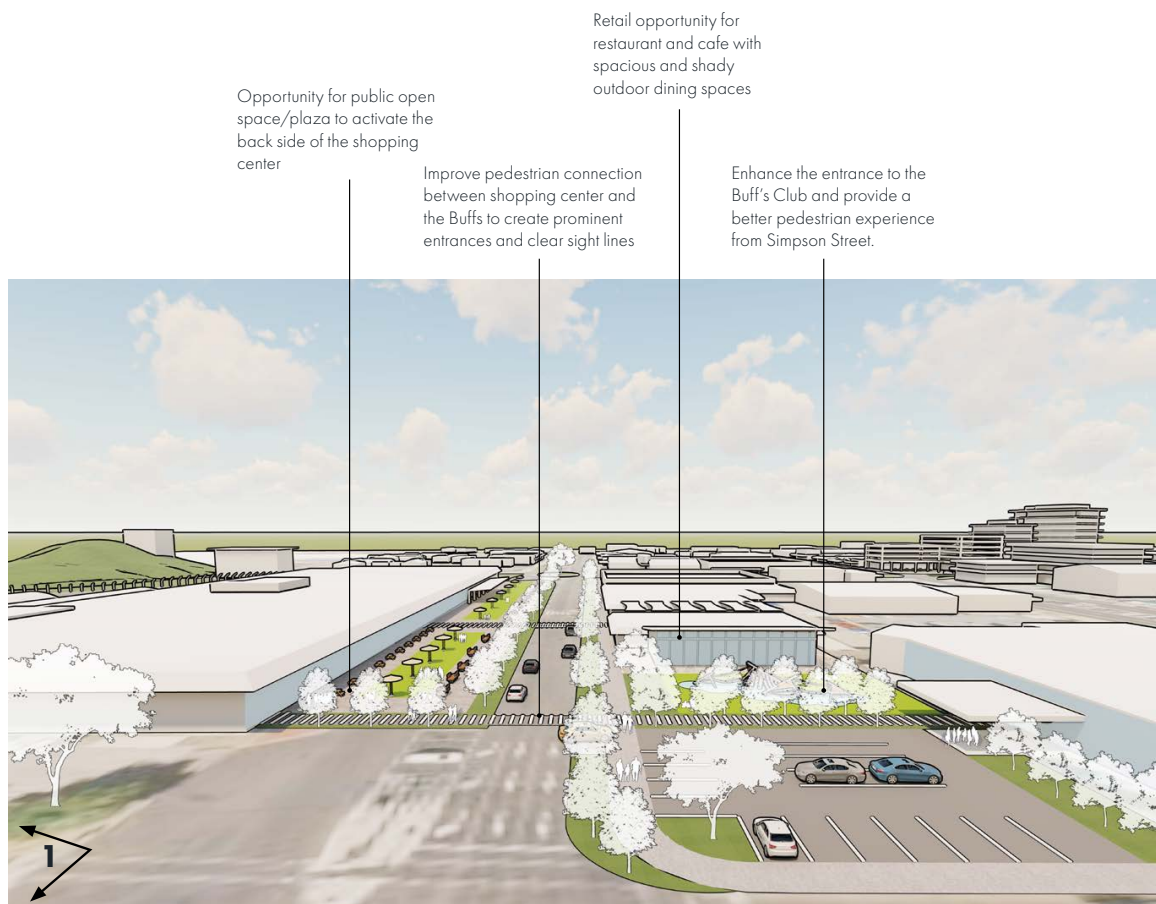


Figure 33. Mount Isa Village and Simpson Street Redevelopment - Artist Impression 1

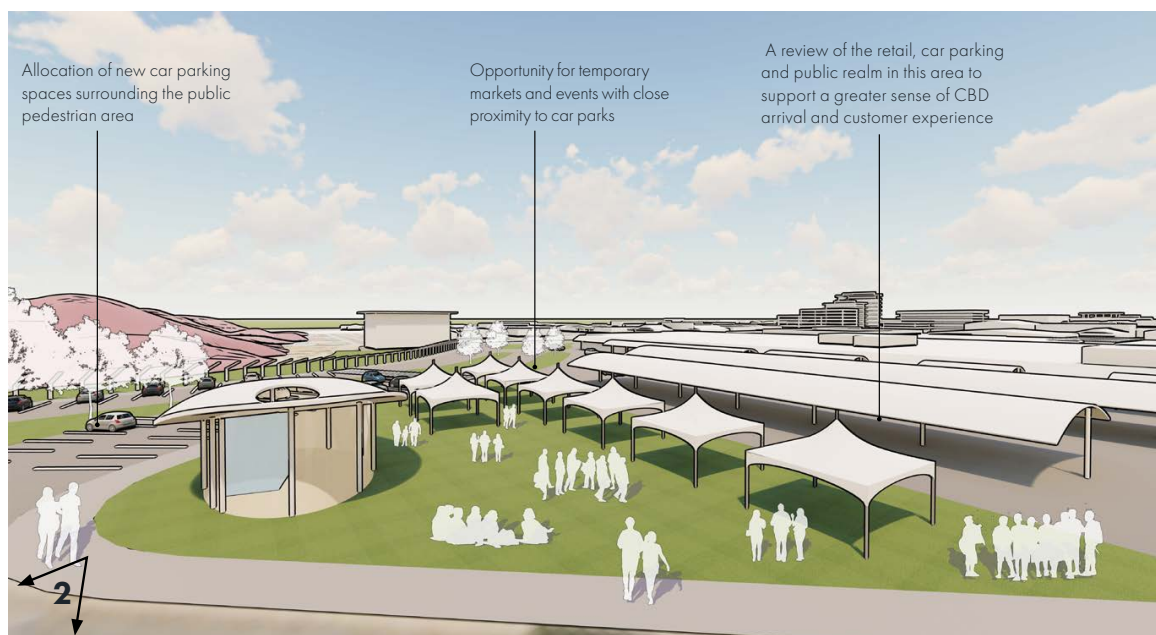


Figure 34. Mount Isa Village and Simpson Street Redevelopment - Artist Impression 2



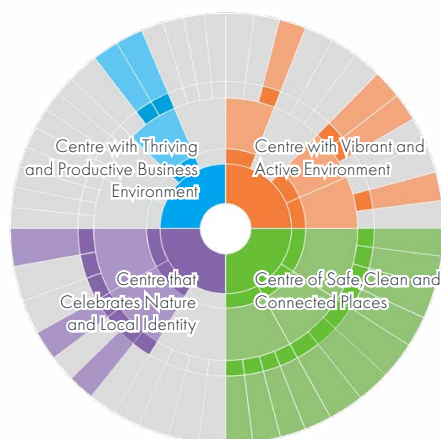
Proposed Rodeo Drive (West) Activation and Upgrade- Artist Impression

Priority Projects

Public Led Street Projects



5.9 Priority Project 6 - Miles Street Activation and Upgrade



Consistent with Masterplanning Principles:



Create a day and night food, arts and retail street. It is a vibrant place where people stop for a meal, coffee or snack. It is a green place for social interaction and children run and play. Visitors can explore the art, craft and boutique clothing shops. It is also a people's place where pedestrians can enjoy a safe and walkable environment.

- Design Function
- Character
- Safety and Comfort
- Quality

Key Outcomes and Benefits

- Strong streetscape design offers significant community benefits, better quality of life, safer and more secure places. This project transforms Miles Street into a bustling precinct central to the action of the city. An area that provides a real sense of arrival and vibrancy to visitors during the day, night and on weekends.
- Improve public realm including garage bin replacements and surface tile upgrades.
- Better planning and good urban design are important elements in a local economic development strategy and in recent years, increasing attention is being given to the role of streetscapes. The project will improve economic activity, stimulate new investments and enhance new sustainability opportunities.
- Provide a more people friendly, street based retail, food and beverage, entertainment and business experience through more shade, landscaping, dedicated paths and street crossings. Increased foot traffic supports retail and business activity and general safety.
- Establish Miles Street as part of a preliminary nighttime 'safe zone'. Support outcomes with increased security and safety measures.
- Provides inclusive public places for all generations, ages and cultures. Connecting the city to younger generations is a strong way of ensuring they grow to appreciate the city's value. Council should promote smart infrastructure and facilities along the streets.
- Encourage outdoor dining through providing comfortable places
- Create a place where people can easily access on cycle or alternate transport.
- Enhance the place to promote modern contemporary design.

Key Design Strategies

- Create a separate pedestrian movement zone along shopfronts and cafes and consider a shared dedicated pedestrian cycleway next to the car parking. This will help reduce the quantity of road pavement to slow traffic and prioritise pedestrian movements, so people can transit across roads in several places comfortably and safely.
- Reduce the heat island impact of tarmac by reconsidering car parking layouts and width of roads. Provide informative and educational messages to the public about improvements to support reduction in Urban Heat Island Effect (UHIE).
- Activate spaces with improved nighttime lightning for outdoor dining, children spaces, public art and wifi and technology.
- Improve streetscape to provide a more comfortable walking environment for pedestrians.
 - Provide greenery and shade;
 - Cool the environment with shade structures, trees and misting;
 - Create new public spaces;
 - Introduce seating, bins, and furniture;
 - Incorporate CPTED principles with natural surveillance and "eyes on the street"

- Improve parking provision and arrangements, consider parallel parking to avoid the conflict of nose in parking hanging over kerb
- Create a contemporary modern space and use materials with lighter tones, but be careful to consider reflective glare.
- Define the cycle movement and alternate modes of transport through the space
- Create legible points of entry connecting laneway precincts.

Key Challenges and Further Investigation

- Good policy and planning frameworks are required to improve the connection between better streetscapes and local economic development. This is both a challenge and an opportunity to ensure the City provides efficient policies to allow business owners to benefit and help maintain the streetscapes.
- Maintaining the plant life in a healthy and attractive manner. This requires the City to initiate proper management mechanisms
- Potential challenges to redefine the road reserves, traffic movements and relocating and fitting around services. This calls for communication with existing land owners to minimise impacts on business operations.

- Challenges on shifting public perception around crime and safety, such as adaptation of CPTED and natural surveillance.
- Further investigation on attracting the operators to run the street based retail, food and beverage

Implementation Strategy and Consideration

- Through Council's investigation of demand for uses, activities and events, determine the types of tenancies that would be most conducive for this area.
- Work with the local business community to ensure streetscapes are closely connected to new and emerging market opportunities such as the Centennial Place and Laneway Precinct.
- Plan and invest in public realm infrastructure upgrades. This includes undertaking basic maintenance, removing graffiti, and "ensure that the building is an asset rather than a liability to the quality of the streetscape surrounding it".
- Engage experts, key stakeholders and communities to create a sensible urban streetscape with new pedestrian lighting, bike lanes, wayfinding signage, gateway markers, verges, and paver sidewalks.

See Attachment 712-0110-A1 for more details

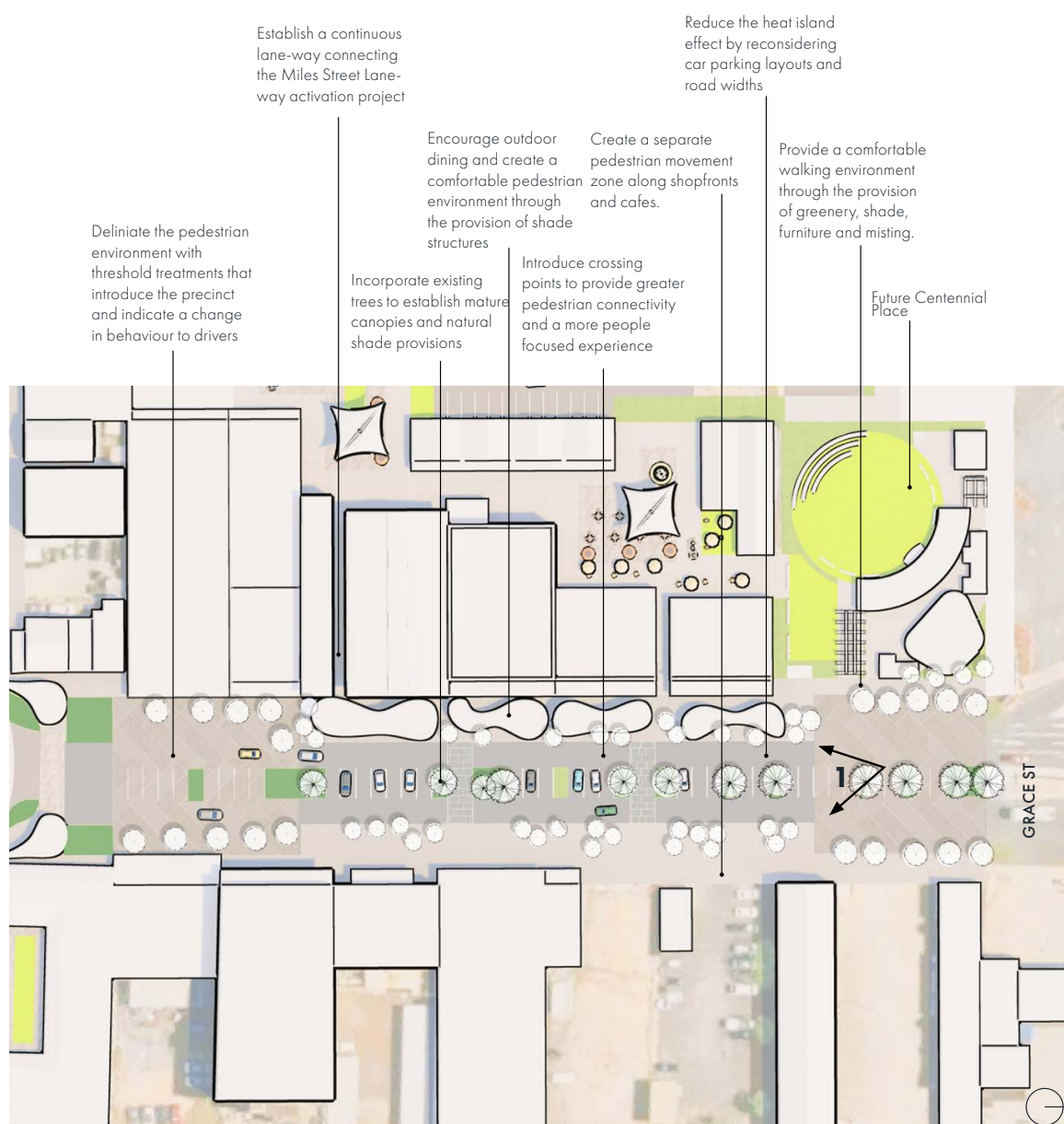


Figure 35. Miles Street Concept Plan



Regional main street reflecting cultural character



Shaded streetscape with provision of bicycle storage



Vibrant night time activation to attract youth and visitors



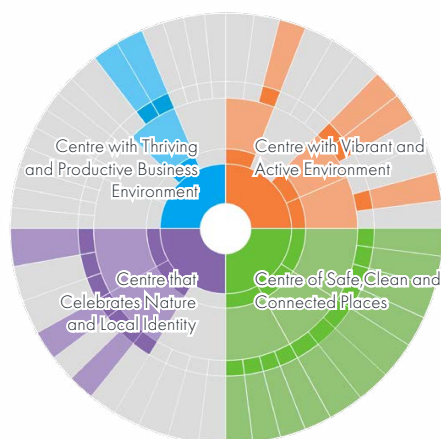
Figure 37. Miles Street Perspective - Artist Impression 1



Figure 36. Miles Street Streetscape Section - Artist Impression 2

5.10 Priority Project 7 - Rodeo Drive (West) Activation and Upgrade

(Public Led Project)



Consistent with Masterplanning Principles:



Rodeo Drive is a place to celebrate Mount Isa's Rodeo and outback culture. It is also a 'people corridor', a central place of shaded pedestrian mobility that connects the precincts of the city. It's green, cool and comfortable.

In Rodeo Drive people slow down, taking in the festive nature of the space. It has a key tourism role in promoting the Rodeo and outback culture which Mount Isa is renowned for. People should be encouraged to slow the walk, absorb the Rodeo curated artwork and even buy a locally made or sourced article related to the theme 'The Western Outback'.

Key Outcomes and Benefits

- Rodeo Drive is a key CBD Street; it terminates on key CBD landmarks, is centrally located touching most CBD precincts, and runs parallel to two major roads (either side) positioning it well as a street more for people than cars. It is very wide and perfectly placed to accommodate alternate cross sections and modes of transport. The opportunity to create a link/spine from the River through to the Outback at Isa.
- Create a central walking and cycling spine that stitches together key destinations across the CBD.
- Better planning and good urban design are important elements in a local economic development strategy and in recent years, increasing attention is being given to the role of streetscapes. The project will improve economic activity, stimulate new investments and enhance new sustainability opportunities such as:
 - Creating local green jobs
 - Reducing energy costs for consumers
 - Increasing the property value
 - Slow traffic by providing access to alternative modes of transportation
 - Improve waste management and air quality
- Embedding arts, heritage and cultural elements as part of a CBD tourist trail strengthens Mount Isa's identity as a tourism city with a rich culture and proud history.
- Providing a continuous shaded path for people to explore the CBD.
- Increased shade trees and soft / permeable landscape reduces Urban Heat Island Effect (UHIE).
- Improve public realm including garage bin replacements and surface tile upgrades.
- Creates an opportunity to introduce a focused retail and service related theme.

Key Design Strategies

- It needs to be a place with genuine expressions of Mount Isa culture and heritage landmarks that helps with signage and navigation.
- Include informative and educational messages to the public about improvements to support reduction in Urban Heat Island Effect.
- Reduce the quantity of tarmac (car parks and traffic lanes) and provide more public realm area.
- Provide a wide, shaded pedestrian spine with trees and shade structures.
- Improve the street facing facades; encourage transparent and an activated facades with shading where possible.
- Introduce a curated walk of Rodeo legend, incorporating hold points which have seating and furniture
- Curate (where possible) a theme of shops based on Rodeo / outback retail.
- Incorporate night lighting.
- Hero and retain the heritage clock site.
- Investigate removing/ reconfiguring the roundabouts to bring the scale of intersections down and facilitate safer pedestrian and cycling movements.

Key Challenges and Further Investigation

- Establishing and maintaining the plant life (shade trees) in a healthy and attractive manner.
- Managing community expectations around carparking and the dominance of the car in this street/ the CBD.
- Transitioning the land uses in this area to follow the intent of the plan.
- Relocating and fitting around services without incurring excessive costs.
- Passive irrigation benefits, given semi-arid climate
- Shifting public perception around crime and safety and the benefits of a walkable CBD.

Implementation Strategy

- Consult existing land owners and tenants across the precinct.
- Undertake site investigations and consult with relevant authorities. In particular an audit of car parking and traffic investigations and a precinct level (to reduce traffic movements on key streets for improved pedestrian movements).
- Through Council's investigation of demand for uses, activities and events, determine the types of tenancies that would be most conducive for this area.

- Work with landlords to develop a strategy for attracting preferred uses and tenancies
- Council may consider acquiring key sites.
- Develop a detailed plan and framework for the precinct to create a unified vision and staged plan.
- Heavily invest in a public realm upgrade.
- Investigate further techniques to shade, cool and create comfort
- Council to resolve carparking strategy
- Review funding sources available (including available grants) that could assist in implementation. If new funding sources are to be utilised, ensure that consultation to test the business community's appetite for the funding sources is completed.
- Develop a curated Rodeo themed walk with aspects of mining history tied in, in collaboration with relevant stakeholders.
- Consult with local artists regarding their ability and desire to input in the requirements. Ensure that the process is documented and told to the community to celebrate the outcomes, and help foster a sense of ownership / protection. for the areas.

See Attachment 712-0110-A1 for more details

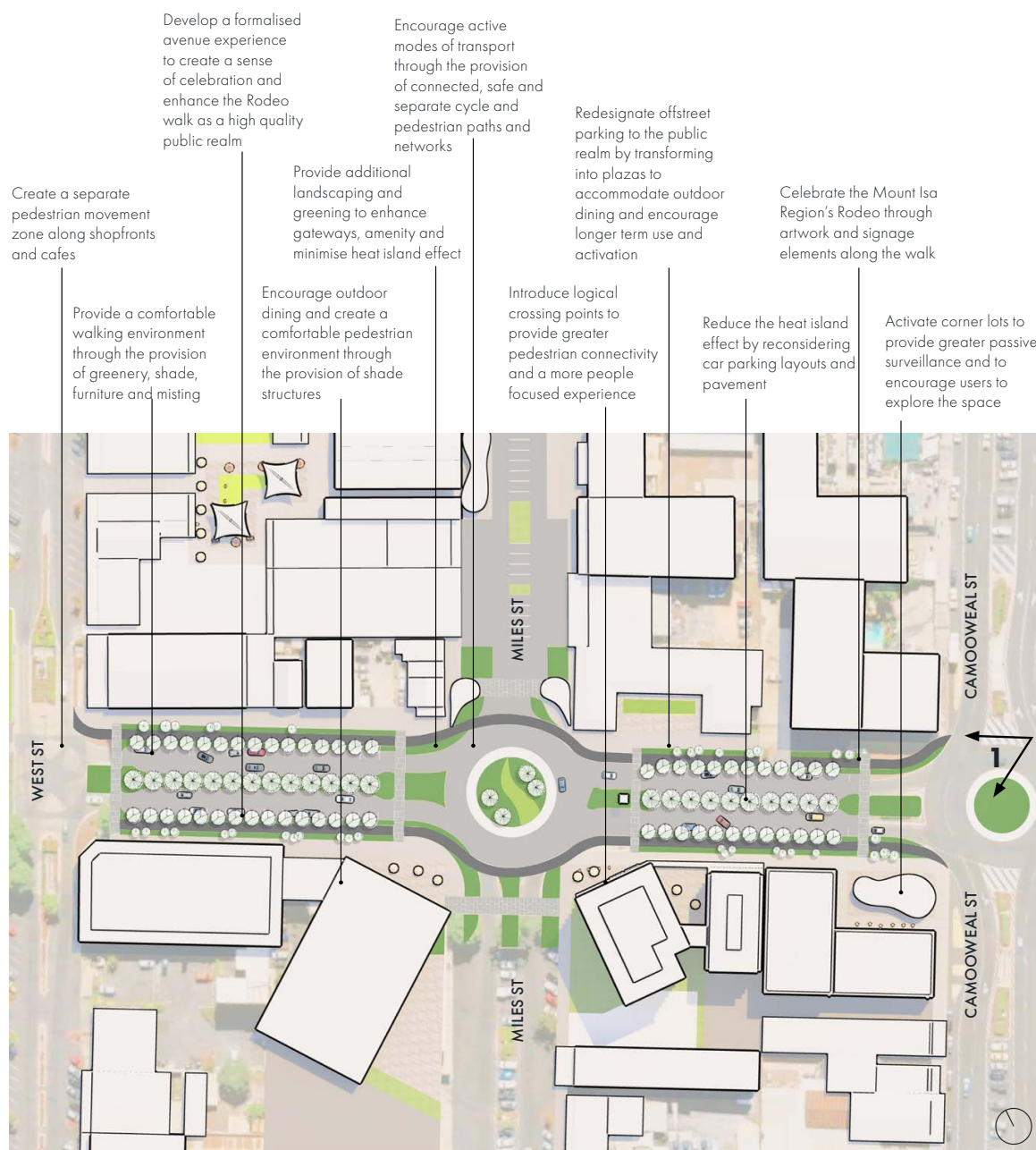
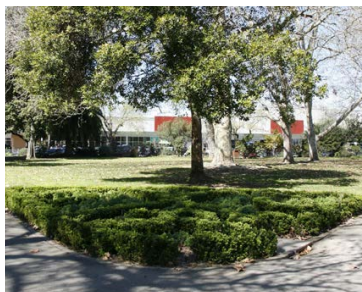


Figure 38. Rodeo Drive (West) Concept Plan



Increased shade provision with street tree planting



Provision of pedestrian crossing, active transport and landscaping



A bustling thoroughfare through the core of the CBD

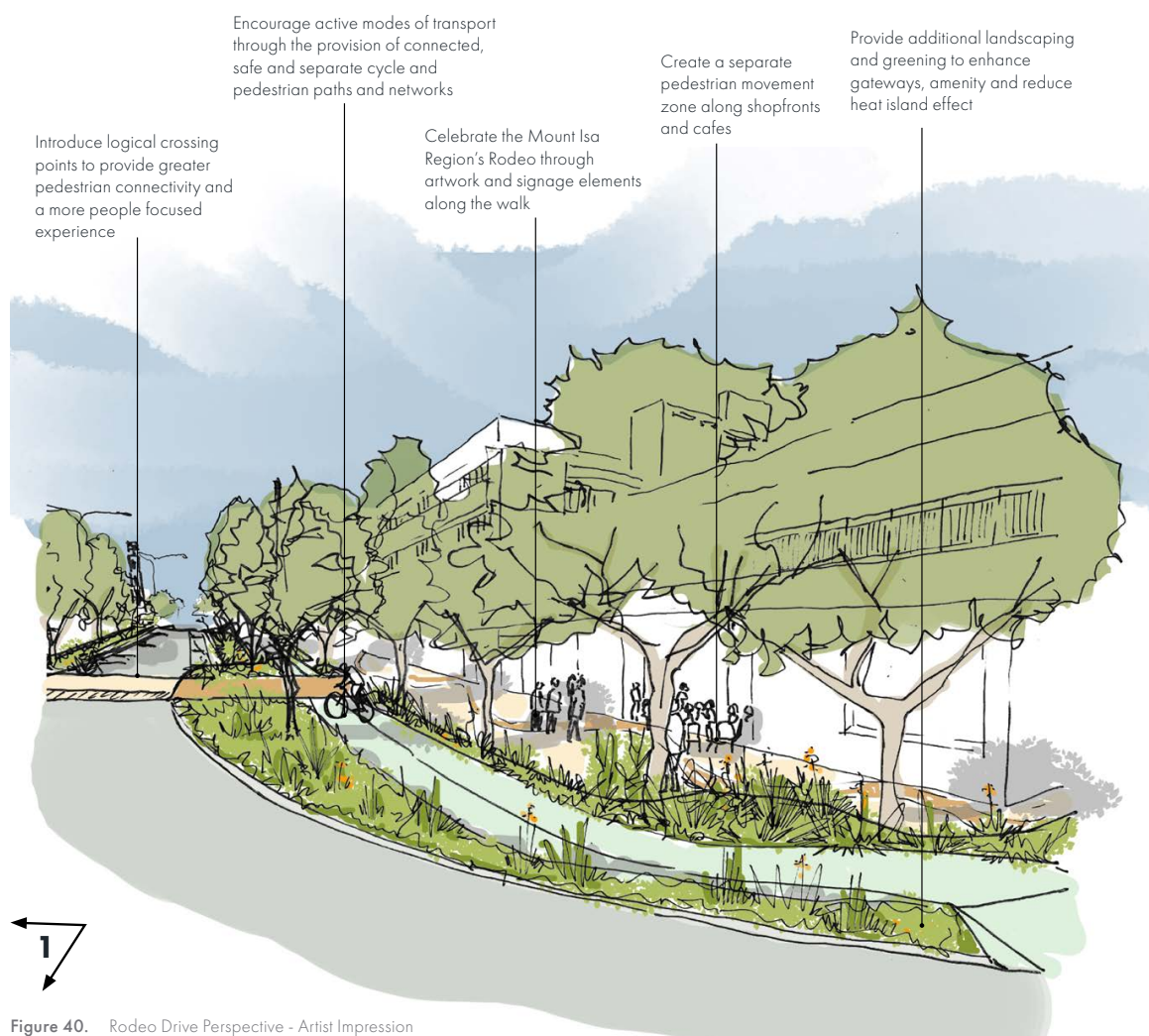


Figure 40. Rodeo Drive Perspective - Artist Impression

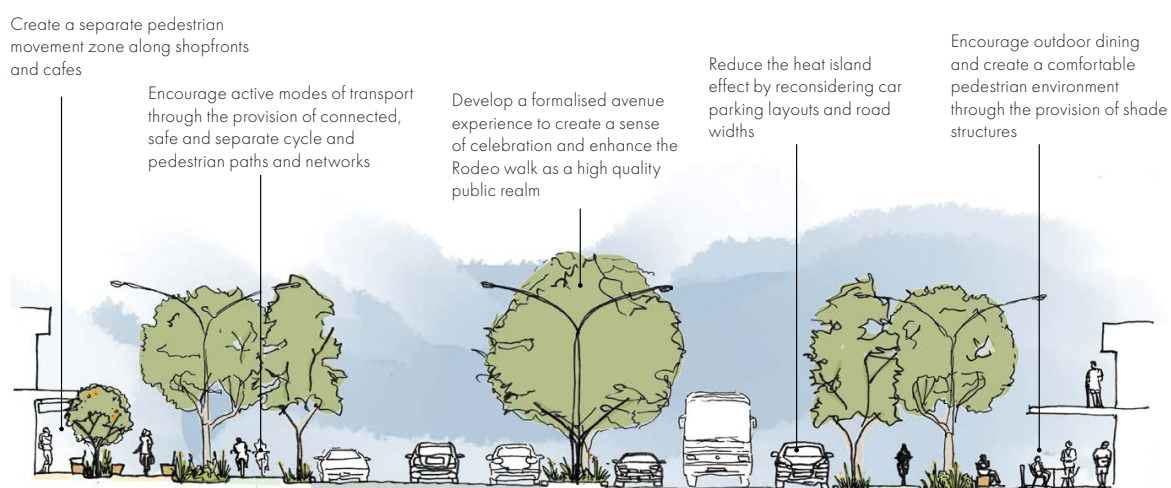


Figure 39. Rodeo Drive Streetscape Section

5.11 Actions by Projects (Summary Table)

Priority Short-term Projects						
Project	Timeframe	Impact	Outcome	Action	Lead	Potential Funding (subject to detailed study)
1. Mount Isa Civic and Green Gateway Precinct	Priority	High	To transform the civil centre precinct into a regional destination and key CBD park that is a focus for Kalkadoon storytelling, connection to culture and country.	<p>1A - Undertake detailed urban and policy analysis including stakeholder engagements</p> <p>1B - Develop Precinct Masterplan to enforce built form, interface and access/parking</p> <p>1C - Develop Public realm strategy that emphasises social and gateway developments</p> <p>1D - Develop Precinct Masterplan to enforce builtform, public spaces, activation, interfaces and access/parking</p> <p>1E - Develop Public realm strategy that emphasises social and gateway developments</p>	Council	<p>Regional Arts Programs/ grants</p> <p>Private investment</p> <p>Potential food and beverage leases</p>
2. Frank Aston City Gateway	Priority	High	Activate Frank Aston Hill as a tourism and cultural destination and city gateway/ landmark.	<p>2A. Undertake a site and cost benefit assessment of the site to inform decision making about future use and development, from refurbishing internal spaces, to suitability for development on top of the hill, to excavation.</p> <p>2B. Consult with the Kalkadoon Tribal Council to determine appetite for/ feasibility of a Cultural Tourism operation as part of the redevelopment</p>	<p>Council initially</p> <p>Future private led</p>	<p>Business incentives and grants</p> <p>Private investment</p>

Priority Short-term Projects						
Project	Timeframe	Impact	Outcome	Action	Lead	Potential Funding (subject to detailed study)
				<p>2C. Undertake a needs assessment and stakeholder consultation to determine interest and demand for various developers, users and tenants.</p> <p>2D. Explore potential land management arrangements to facilitate highest and best use for Council.</p>		
3. Mid-block Lane-way Activation (Entertainment)	Priority	High	Establish a vibrant and thriving commercial lane-way connecting West, Miles and Camooweal St.	<p>3A - Prepare land use and business strategy by engaging landowners and relevant stakeholders</p> <p>3A - Prepare development and public realm guidelines</p> <p>3C - Develop partnership and management strategy for public spaces and carparking areas</p>	Council with Private Partnership	<p>Business incentives and grants</p> <p>Private investment</p>
4. Rodeo-Camooweal St Key Site Investigation	Priority	High	Urban renewal and densification to transform the existing carpark and commercial site on the corner of Rodeo Dr and Carmoonweal St into an iconic development.	<p>4A. Undertake site and feasibility study</p> <p>4B. Design and deliver project meeting the desired economic outcomes and parking provisions</p> <p>4C. Review high rise building standards and legislations to ensure quality outcomes</p>	Private investor	<p>Glencore</p> <p>Affordable housing incentives</p> <p>Private investment</p>

Priority Short-term Projects						
Project	Timeframe	Impact	Outcome	Action	Lead	Potential Funding (subject to detailed study)
5. Mount Isa Village and Simpson Street Redevelopment	Priority	High	Leverages its strategic location to complement the CBD entry experience and support the evolution of Simpson Street as one of Mount Isa's key CBD retail destinations.	5A. Engage property owners to prepare site Masterplan 5B. Conduct feasibility study and management strategy. 5C. Establish partnership agreements for project delivery and management	Council with Mount Isa Village owners	Business incentives and grants Private investment
6. Miles Street Activation and Upgrade	Priority	High	Transform Miles Street into a key people's street of the CBD during the day and a safe street during night.	6A. Conduct site analysis and car parking study 6B. Develop detailed streetscape and public plan and guidelines 6C. Development detailed implementation strategy	Council	
7. Rodeo Drive (West) Activation and Upgrade	Priority	High	Transform Rodeo Drive into a key people's street and gateway corridor of the Mount Isa CBD.	7A. Conduct site analysis and car parking study 7B. Develop detailed streetscape and public plan and guidelines 7C. Development detailed implementation strategy	Council	

Priority Projects

Policies and Guidelines

5.12 Business Development Strategy

A Thriving and Productive Business Environment

An important foundational key to the success of the Masterplan will be an active and engaged business community.

The background research conducted indicated that there is substantial disposable income within the region, with the median income of individuals and households being much higher than the Queensland average (see Figure 41).

Discussions with stakeholders, however, indicate that much of this income is not spent in Mount Isa, and a considerable proportion of income is being spent online. Feedback through the earlier phases of the Masterplanning process noted that the CBD environment needed to be one in which people felt comfortable and attracted to, and that further quality shops were required.

Activation of other key priority projects noted will assist in creating an engaging and safe space. However, hand in hand with this needs to be an active and engaged business community that is dedicated to bringing vibrancy to the CBD. An active business community will assist in bringing life and diverse opportunities to the CBD, which in turn will create more opportunities for residents and visitors to enjoy and explore. This will bring more people into the city, and create an environment of activity and entertainment, which, when designed appropriately, will improve the safety of the area and assist passive surveillance.

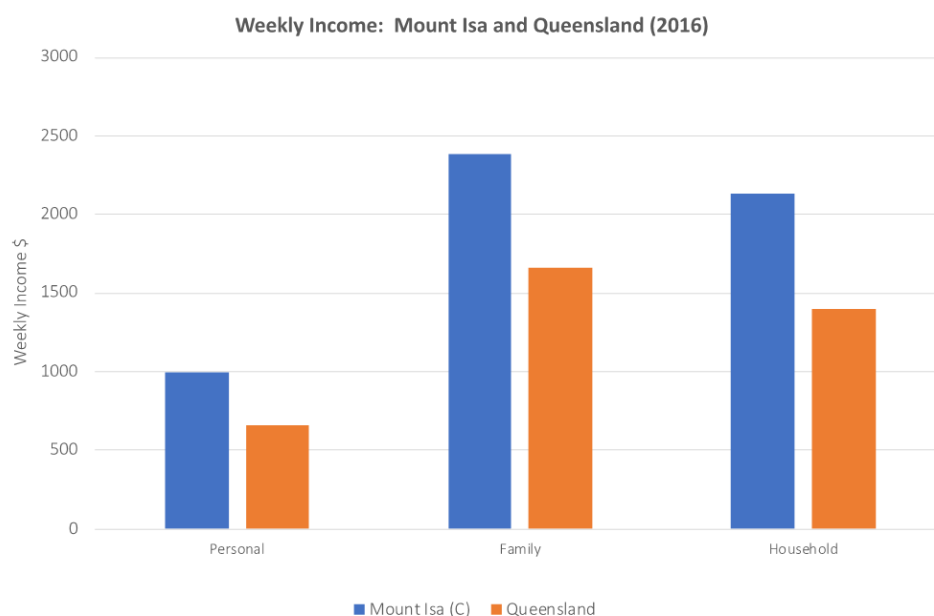


Figure 41. Mount Isa and Queensland Weekly Income Chart

Demand and Supply – Considerable opportunities

In order for a business environment to thrive, an understanding of supply and demand is needed. This includes understanding key trends and directions for retail and business environments.

From the background data investigations, demand for retail and business is present in Mount Isa:

- Population in Mount Isa in 2020 was around 18,580 (and around 32,000 people when including the broader region). This is expected to remain stable well into the future;
- As noted, there is high disposable income and there is a large working age population in the area;
- There is clear domination in technicians and trades, as would be expected in a region where the economy is dominated by mining and agriculture;
- There is a large population of FIFO workers, which, according to stakeholders, are not spending as much as they could in their working region; and,
- There is a broad catchment area that even spans to the Northern Territory that come to the CBD for services, but do not spend as much as they could.

With regard to supply in the Mount Isa CBD, it was noted that there are some sites that could be developed and act as catalyst opportunities. However, consultation with real estate agents indicated that while supply might be available, in many respects this is not matching demand. Key reasons include that many floor spaces on offer are much larger than those being demanded and that required fit out is not matching demand. This is particularly true for the night time activity scene, including café/restaurants, and also true for the boutique retail tenancies. At the same time, some land lords have been reluctant to invest in their properties due to the uncertain nature of crime in the CBD.

Opportunities

Given the above, there are considerable opportunities to lay the foundations for a thriving and productive business environment. Key opportunities have been determined, and these have been categorised below under four objectives. Many of these will be implemented with Council's Economic Development Officer in partnership with other businesses and organisations, and some may be implemented by organisations separate to Council.

Building Business Confidence

Building business confidence is critical if Council is wanting land lords to invest and contribute to creating the desired environment in the CBD. Many of the projects listed previously, and particularly the priority projects will be instrumental in restoring business confidence. At the same time, there are other actions that Council could embark upon to build business confidence, and understanding the requirements for desirable tenancies is an important first step in being able to address supply side issues.

Through the Masterplanning process it became clear that further café/restaurants, boutique retail opportunities, and night time entertainment tenancies are desirable. In addition, there are substantial benefits and opportunities in the CBD hosting commercial space and offices for some of its largest employers (including Resource Sector Businesses such as Glencore, and State Government). Furthermore, the potential for shop top housing within the CBD was noted as a way of encouraging more people within the CBD, and this was consider worthy of investigation.

To progress Council's understanding of the supply side issues, it is recommended that Council engage with real estate agents as well as existing and potential tenants in the tenancy types listed to determine what their requirements are regarding size, fit-out, access and parking. In addition, Council should investigate

what the potential tenants would like to see in CBD to further support their needs (such as areas for rest/respite, improvements to public realm, other tenancies to support their tenancy and personal needs). The findings of this can then be compared to what is currently on offer and strategies developed. Information from this exercise can be used in a number of ways:

- Determine how required tenancies can best be encouraged in the CBD.
- The information should be utilised to inform land lords and determine their willingness (or otherwise) to adapt to demands.
- A business strategy for catalyst sites should be developed in partnership with land lords, real estate agents and potential tenants. This should include consideration of what it would take to ensure that redevelopment was commercially feasible, a consideration of parking (potentially through a parking strategy), and feasibility analysis associated with residential uses within the CBD.
- An investment prospectus should be developed once there are viable tenancies on offer. This should be actively promoted and utilised to target specific tenants.

Actions

Understanding Demand	Business Strategy for Catalyst Sites	Investment Prospectus
Planning Scheme Alignment	Matching Supply to Demand	Target Specific Tenants

Business and Area Activation

Business and area activation is vital for vibrancy and a sense of excitement in an area. However, there are often incentives and/or structures required for businesses to become active in this sense. Council's economic development officer can encourage businesses become more active in 'CBD life' in many ways, including:

- Developing an events calendar for the CBD businesses – this can focus on residents and visitors and ensure that there are activities associated with Mount Isa throughout the year. Indigenous and other cultural events, tourism events, business events and family events should all be included. Council may not be the lead proponent for running all of the events, but they could play an active role in supporting and advertising the event so that participation is maximised. Wherever possible, reporting back to the business and resident community on the 'success' of these events will be an important feedback loop that can assist in restoring confidence in the CBD.
- Having a program for new and interesting 'pop up' businesses, particularly in areas where there may be vacancies, and/or in a designated tenancy in the CBD. Pop up businesses are a great way to add variety, vibrancy and life in a CBD, and they can also serve as a 'testing' place for new types of tenancies that might be encouraged to stay longer term.
- Council could also look to work with the Chamber of Commerce and support a business awards night. Encouragement for good customer service, identifying and filling a demand for the region, leadership in business and community development could all be a part of these awards.
- Ambassadors for the CBD - In order to actively promote the CBD, every person that comes into contact with a visitor to the CBD needs to be an ambassador for Mount Isa. Council could develop a briefing session for all key 'contact' points in the CBD – this would include retail tenancies, taxi drivers, hotel operators, and other key businesses. Nominating key customer service ambassadors could be a way in ensuring there are partnerships formed with the community, and that the community take ownership of restoring 'pride' in the CBD.

Actions

CBD Ambassadors	Support Chamber of Commerce Awards Night
Alternative Uses - Pop ups, Activating Vacant Space	Events - Cultural, Business, Tourism, Community

Education and Training for Business

Through discussions with retail tenancies and other businesses in the CBD, Council could host a number of key trainings and education days. The interest and type of trainings would need to be determined in consultation with businesses, but some might include:

- Retail display training
- Customer service training
- The benefits of a coordinated and aesthetic public realm training
- E-commerce and IT training
- Business planning and development training
- Accounting training
- Grants application training
- Sustainable practices training

Actions

Benefits of Positive Public Realm	Customer Service Training
Retail Display Training	Business Development and Grants
E-Commerce and IT Training	Sustainable Practices Training

Building conducive partnerships

Many of the actions noted here and in previous sections will not be the sole domain of the Council. Building conducive partnerships will be key in ensuring that actions are implemented. There are a range of stakeholders that Council should continue to engage with and/or actively pursue. These include:

- Chamber of commerce
- Real estate agents
- Large businesses – e.g. Toyota, Bunnings, Kmart, Coles, Woolworths
- Other iconic / long term Mount Isa businesses - e.g. pubs and clubs, boutique tenancies
- Land lord / land owners
- Resource sector – Glencore, APA, Jemina, Dugale (MMG), Round Oak, Austral, GHD
- State Government
- Community and other champions

Actions

Marketing and Communications	Business Services Register
Potential Advisory Board	Partnership Development

Through its Economic Development Officer, Council may wish to develop an advisory board for the implementation of the CBD Masterplan. This should include key people from the above listed stakeholders, plus representatives from youth, Indigenous, sporting sector and tourism operators.

Council may also wish to provide support to the Chamber of Commerce in strengthening the business service directory for Mount Isa, as well as becoming more active in the marketing and communications of good news stories when successes are achieved.

Understanding Social Issues and increasing Safety

In addition to spatial and economic initiatives, it would be useful for Council to establish and/or strengthen partnerships with human/community service providers. The objective would be to gain a more detailed understand of the underlying issues that are causing crime and social misconduct in Mount Isa, and to clearly understand the role that Council can play in combatting these issues. For example, some social issues can be addressed through physical infrastructure (eg. boredom can be rectified by access to appropriate social infrastructure, public spaces, and/or by including further events and activities; truancy issues may require partnerships with schools to ensure that there are appropriate measures / incentives / actions in place that assist good outcomes; sleeping rough may require collaborations and understandings between social providers, emergency services and Council to tackle this issue in ways that are respectful to all involved - this might include how the overall situation will be approached, understanding the impact of the location of food services and respite centres).

Long-term collaborative planning and coordination of social infrastructure and services will provide a wide range of benefits, including: improved understanding of underlying issues, and therefore improve responses for the delivery of services and facilities; potential to share costs and increase the level of provision of services and facilities; having multi-disciplinary input to assist in tackling underlying issues; as well as provide potential opportunities for private investment. All these elements can have the impact of increasing well-being outcomes for individuals and the community at large.

5.13 Street, Public Realm and Landscape Strategy

Street	1. Isa Street	2. Simpson Street	3. Simpson Street
Locality Description	Between West Street and Simpson Street	Between Hospital and Isa Street	Between Isa Street and Rodeo Drive
Current Profile			
Carpark	Predominantly off street car parks with some parallel parking, double lane traffic flow each way	Laneways	Angle behind kerb parking and centre parking, single lane traffic flow each way
Street Trees and Footpaths	No trees and inconsistent path treatments, street furniture and occasional bins	Narrow and concrete pathways	Some trees to central island area and behind kerbs, bin, maintained gardens, street furniture and themed pavements
Services	Combination of underground, overhead power.	Overhead power to western edge	Underground with transformer to centre
Requirement Type	Needs a streetscape plan, which works with current layout but upgrades the pavements, introduces street trees	Needs a streetscape plan, which works with current layout but upgrades the pavements, introduces street trees	Needs a streetscape plan, which works with current layout but upgrades the pavements, builds on the existing planting including shrubs and trees and rationalise furniture inclusive of seats and bins
Type	A	A	B

Street	4. Simpson Street	5. Simpson Street	6. Camooweal Street
Locality Description	Between West Street and Simpson Street	Between Grace Street and Mary Street	Between Dora Street and Isa Street
Current Profile			
Carpark	Angle behind kerb parking and centre parking, single lane traffic flow each way	Parallel parking to kerb, central parking, double lane flow of traffic each way	Parallel parking to kerb, double lane flow of traffic each way
Street Trees and Footpaths	Some trees to central island area and behind kerbs, bin, maintained gardens, street furniture and themed pavements	No trees and inconsistent path treatments, street furniture and occasional bins	No trees, median which could be planted
Services	Underground with transformer to centre	Overhead power to central median above carparking	Overhead power in median and on western side of street
Requirement Type	PRIORITY PROJECT	Needs a streetscape plan, which works with current layout but upgrades the pavements, introduces street trees	Needs a streetscape plan, which works with current layout but upgrades the pavements, introduces street trees. Planting to median - opportunity to create some gateway effectively
Type	N/A	A	A

Street	7. Camooweal Street	8. Camooweal Street	9. Miles Street
Locality Description	Between Isa Street and Grace Street	Between Grace Street and Mary Street	Between Isa Street and Rodeo Drive
Current Profile			
Carpark	Parallel parking to kerb, central parking, double lane flow of traffic each way	Parallel parking to kerb, central parking, double lane flow of traffic each way	Angle behind kerb parking and centre parking, single lane traffic flow each way
Street Trees and Footpaths	No trees and inconsistent path treatments, street furniture and occasional bins	No trees and inconsistent path treatments, street furniture and occasional bins	Some trees to central island area and behind kerbs, bin, maintained gardens, street furniture and themed pavements
Services	Overhead power to central median above carparking	Overhead power to central median above carparking	Underground with transformer to centre
Requirement Type	Needs a streetscape plan, which works with current layout but upgrades the pavements, builds on the existing planting including shrubs and trees and rationalise furniture inclusive of seats and bins	Needs a streetscape plan, which works with current layout but upgrades the pavements, introduces street trees	Needs a streetscape plan, which works with current layout but upgrades the pavements, builds on the existing planting including shrubs and trees and rationalise furniture inclusive of seats and bins
Type	B	A	B

Street	10. Miles Street	11. Miles Street	12. West Street
Locality Description	Between Rodeo Drive and Grace Street	Between Grace Street and Mary Street	Between Isa Street and Grace Street
Current Profile			
Carpark	Angle behind kerb parking and centre parking, single lane traffic flow each way	Parallel parking to kerb, central parking, double lane flow of traffic each way	Angle behind kerb parking, single lane traffic flow each way
Street Trees and Footpaths	Some trees to central island area and behind kerbs, bin, maintained gardens, street furniture and themed pavements	No trees and inconsistent path treatments, street furniture and occasional bins	Some trees to central island area and behind kerbs, bin, maintained gardens, street furniture and themed pavements
Services	Underground with transformer to centre	Overhead power to central median above carparking	Underground with transformer to centre
Requirement Type	PRIORITY PROJECT	Needs a streetscape plan, which works with current layout but upgrades the pavements, introduces street trees	Needs a streetscape plan, which works with current layout but upgrades the pavements, builds on the existing planting including shrubs and trees and rationalise furniture inclusive of seats and bins
Type	N/A	A	B

Street	13. West Street	14. Rodeo Drive	15. Rodeo Drive
Locality Description	Between Grace and Mary Street	Between West Street and Camooweal Street	Between Rodeo Drive and Simpson Street
Current Profile			
Carpark	Parallel parking, single lane traffic flow each way, wide median with grass	Angle behind kerb parking and centre parking, single lane traffic flow each way	Angle behind kerb parking and centre parking, single lane traffic flow each way
Street Trees and Footpaths	No trees and inconsistent path treatments, street furniture and occasional bins	Some trees to central island area and behind kerbs, street furniture and occasional bin, maintained gardens, themed pavements, shade structures to central island carparks	Some trees to central island area and behind kerbs, street furniture and occasional bin, maintained gardens, themed pavements, shade structures to central island carparks
Services	Overhead power to central median above grass	Underground with transformer to centre	Underground with transformer to centre
Requirement Type	Needs a streetscape plan, which works with current layout but upgrades the pavements, builds on the existing planting including shrubs and trees and rationalise furniture inclusive of seats and bins	PRIORITY PROJECT	PRIORITY PROJECT
Type	B	N/A	N/A

Street	16. Rodeo Drive	17. Grace Street	18. Atherton Street
Locality Description	Between Rodeo Drive and Grace Street	Between Leichhardt River Bridge and Rodeo Drive	Between Grace Street and Mary Street
Current Profile			
Carpark	Parallel parking to kerb, double lane flow of traffic each way, grassed central medians	Parallel parking to kerb, double lane flow of traffic each way, paved and painted central medians	Parallel parking, single lane traffic flow each way
Street Trees and Footpaths	No trees, median which could be planted	No trees and inconsistent path treatments, street furniture and occasional bins	No trees and inconsistent path treatments, street furniture and occasional bins
Services	Overhead power in median	Overhead power both sides of road	Overhead power to eastern edge
Requirement Type	PRIORITY PROJECT	Needs a streetscape plan, which works with current layout but upgrades the pavements, introduces street trees	Needs a streetscape plan, which works with current layout but upgrades the pavements, introduces street trees
Type	N/A	A	A

Street	19. Helen Street	20. Mary Street
Locality Description	Between West Street and Constance Street	Between West Street and Atherton Street
Current Profile		
Carpark	Parallel parking, single lane traffic flow each way	Parallel parking to kerb, double central parking, single lane traffic flow each way
Street Trees and Footpaths	No trees and inconsistent path treatments, street furniture and occasional bins	No trees and inconsistent path treatments, wide central planters
Services	Overhead power to northern edge	Overhead power to central median above grass
Requirement Type	Needs a streetscape plan, which works with current layout but upgrades the pavements, introduces street trees	Needs a streetscape plan, which works with current layout but upgrades the pavements, introduces street trees
Type	A	A



Figure 42. Site Photos of Streetscape and Carparking

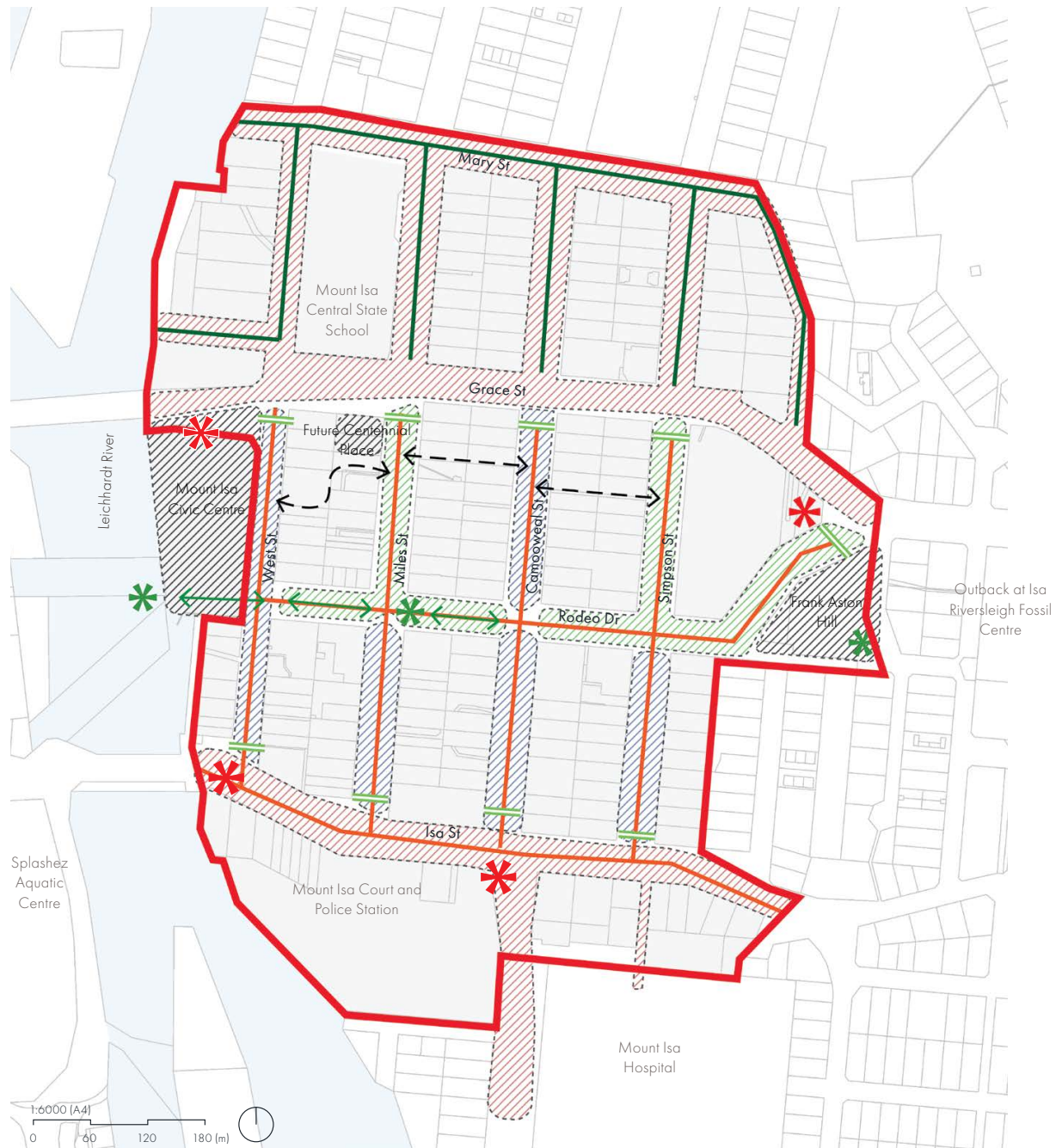


Figure 43. Proposed Streetscape Strategy Plan

Legend

	CBD Boundary		Gateways		Speed Reduction to 50km/hr
	Level A Streetscape		Focal Points		Speed Reduction to 40km/hr
	Level B Streetscape		Public Realm		Threshold Treatment
	Level C Streetscape				

The Street, Public Realm and Landscape strategy analyses the CBD streets and categorises them into various levels with key recommendations.

Level A Streetscape, Carpark Strategy

These streets are proposed to be addressed primarily to improve the overall look and feel and introduce as much shade as possible by street planting. The strategy is to work within existing carpark layouts and within existing service layouts such as overhead power lines.

- Plant as many trees as possible
- Improve the pedestrian movement system with simple but consistent path materiality such as grey concrete
- Appropriate furniture for seating
- Where medians exist ensure there are green grass or groundcover plantings (to cool the street where possible).
- The strategy works with the current carparking and services

Level B Streetscape, Carpark Strategy

These streets already have had some embellishment work previously. The approach is to build upon the existing pavements and materials. The approach is to improve the overall look and feel and increase shade with more street planting. The strategy is to work within existing carpark layouts and within existing service layouts such as underground power. Intent is to create as much greenery whilst addressing concerns of safety and security.

Improve the pedestrian movement system with simple but consistent path materiality such as colored concrete. Give it a sense of consistency across the CBD. Remove any dark coloured elements and replace with lighter colours. Work with what is the best of what is there now.

- Introduce street furniture but keep it simple
- Where medians exist ensure we have groundcover/shrub plantings (to cool the street where possible).
- The strategy works with the current carparking and services
- Irrigate the landscape

Level C Streetscape, Carpark Strategy

These are streets and carparking covered by highlighted priority projects which are planned as transformational. These areas should be approached as if its a new palette of design elements and layouts.

- Increase the cooling effect by trees, shade structures, misting, light coloured materials.
- Reduce the expanse of asphalt to aide the cooling strategy
- Reconsider road cross sections to slow traffic
- Provide water elements
- Lighting for night effect and safety/security
- Public art
- Green and irrigated
- Street furniture
- Outdoor dining (where required by the overall strategy)
- Reconsider carparking layouts
- Consider services that can be relocated to aide the outcome.
- Mobility and wayfinding strategy

Gateway

These require consideration of specific plans to highlight the important points of entry to the City CBD from particularly visitors. It's about first impressions.

5.14 SUMMARY AND NEXT STEPS

This Masterplan provides a high level urban development framework for Mount Isa CBD over short to long term. Council should review and conduct feasibility study on the proposed planning framework and projects outlined in this Masterplan. The Masterplan indicates whether the chosen projects are suitable for the intended location, function, taking into account the financial, social, and environmental aspects of each proposal. Many comprehensive Masterplans start with a feasibility study in order to understand the site's geographic, environmental, and historic context. This process builds on the information collected and analysis developed during the scoping phase. Additional background reports could be deemed necessary (that is, hydrology, environment, cultural heritage, transport, and so on) and should also be commissioned at future stages to inform the Masterplanning process.

Queensland's planning system encourages effective and genuine community engagement so that local communities can participate in the planning process. It does this while supporting efficient and consistent decision-making that instils investment and community confidence. To encourage genuine community engagement for the implementation phase of the Masterplan, proper engagement events need to be adopted across the city.

As city regeneration initiatives are generally long-term propositions, it is important to consider the Masterplan as a dynamic document that can be altered based on changing project conditions over time. These changes can sought to either allow for more density and height in some areas, or to restrict developments in areas subjected environmental changes. This flexibility could be beneficial to the business and real estate sector as market demands change over time. It is important review the Masterplan every decade to sure the strategies align with the growth and market trends.

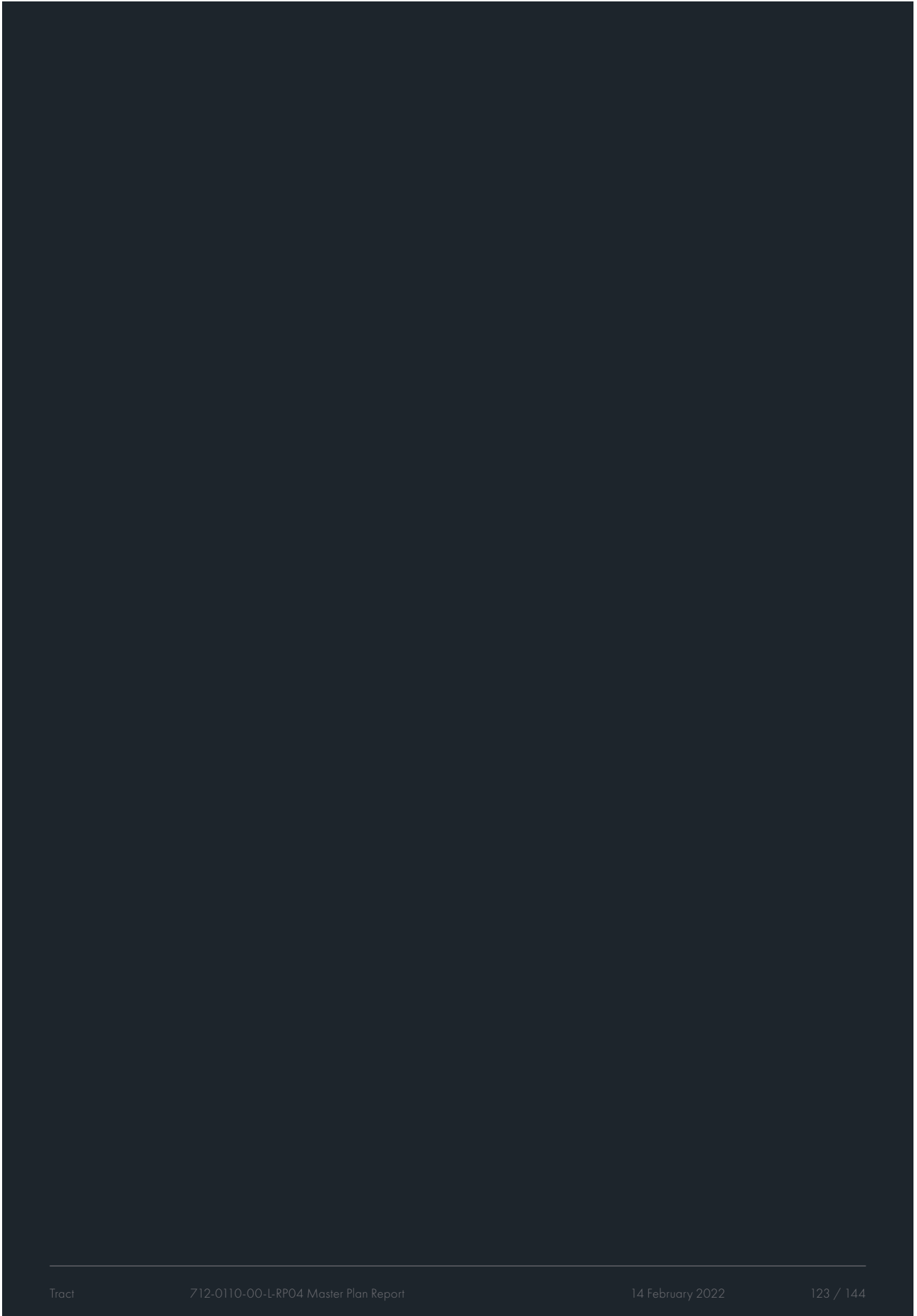


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Appendix A Masterplan Opportunities Prioritisation

PEOPLE + CULTURE

- Retaining young adults (4)
- Activities for youths (2)
- Incorporation of Indigenous Culture + people (1)
- Arts + culture celebrated in CBD
- Safety + security in CBD (4)
- Services required for population
- Housing + accommodation opps in town (4)
- Family friendly areas (2)
- Community cohesion - permanent + transient populations
- Street art + sense of ownership
community led initiatives
- Involving all ages in planning for futures (1)

- Create a sense of pride
- Integrate school into life of City (1)
- Utilise Civic Centre (1)
- Leverage Centennial place celebrations.

LOCAL ECONOMY

- Services for mining + agriculture in town (1)
- Diversification opps - what's needed in CBD? (1)
- Providing employment pathways for youth (1)
- Increasing retail offer + incentives for more diversified shops (2)
- Aesthetics of CBD for retail (2)
- Commercial opportunities/offices in town (1)
- More population + recreation services - jobs
- Tourism attractions + branding (2)
- Further education opportunities (1)
- Night time economy (2)
- Activities for youths (2)

- Retain youths and talent
- Explore new economies (1)

Economic
development
opportunities

Economic
development
opportunities

Economic
development
opportunities

Economic
development
opportunities

Economic
development
opportunities

Economic
development
opportunities

Economic
development
opportunities

Economic
development
opportunities

SPATIAL CONTEXT, LAND USE + ACTIVITY

- Civic Centre activation / River precinct (2)
- Create attractions for families (1)
- Open space near library (historic botanic gardens / weddings) (3)
- focus on precincts (3)
- focus on whole CBD.
- connections between precincts (1)
- gateway areas - where are they? (1)
- parking issues (1)
- pedestrian friendly CBD (3)
- Residential opps + accommodation opps (2)
- night time activation - what + where? (5)
- skate rink; future use / catalyst site?
- other catalyst sites.

How we deal with
TRANSIT
- KEEP ONE
LEVEL?

CONSIDERATION
(too big)

MOBILITY, ACCESS + WAYFINDING

- People walking and cycling / being more active - walkability
- Activate street frontages (5)
- Town gateways - Rodeo drive, Borthly Hwy
- Isa street, West Street
- Prioritize streets as places for people (3)
- lowering speed limits (1)
- Wide roads - positives + negatives (1)
- Car parking strategy + active transport strategy.
- Connections between precincts.
- Way finding (2)
- Safety - road crossings, service docs, parking (3)
- Shade (4)
- Electric cars, electric scooters

- cycle ways. (cooling too)
- taxis, ride shares, ~~motorbikes~~ ~~motorbikes~~
- connection of train back to CBD
- subsidized bus (create areas / destinations in the route)

LOOKING AT THE ROAD
LAYOUT?

CONNECTION
OF TRANSIT
TO TRAM?

EMERGENCY
PASSAGE -
ALL DAY
PARKING

ATTRACTION
OF SHOPS
TO PARK -
SHARED SPACE

SHARED
SPACE -
SHARED SPACE
SHARED SPACE

CLIMATE, ENVIRONMENT

+ LANDSCAPE

- Lighting + safety
- Cooling + planting opportunities
- Relationship between river + CBD
- Aesthetics + comfort for people in CBD (incl. street furniture)
- Protecting natural features
- Understanding/managing water resources
- Specific areas for
 - Sustainability Strategy
 - Energy efficiency
 - Recycling opportunities
- Street furniture
- Public art
- Connecting areas through planting opportunities.

- "hot" colours across CBD; need to revisit?
- cohesion of areas.

BUILT FORM + CHARACTER

- Aesthetics of street frontages + retail frontages
- Building heights (vertically integrate opportunities)
- Weather protection
- Diversity (or lack of) in building facades
- Blank building facades in some places
- Vacant buildings
- Arcades
- Safety + security
- Bridge areas
- Areas of safety concerns
- Local heritage
- Indigenous heritage

- Redevelopment of Oxb/ skate rink

- Identify key sites + key partners to provide examples of good practice
- Streetscapes
- Shading
- Cross-street activation
- Old Bunnings Store - opp for community / arts use

Redevelopment
of Oxb/ skate rink

Identify key sites
+ key partners to provide
examples of good practice

PLANNING, DEVELOPMENT + GOVERNANCE

- Road hierarchy
- Awnings (but how?)
- Land Use - what needs to change?
- Boundary of principle centre (1)
- Sustainable development
- Overall principles + desires.
 - strategic intent (2)
- What else can we do?
 - excellence design awards (1)
 - local photographic comps etc.

CURRENT SCHEDULE
 PLANNING SCHEME
 + DEVELOPMENT
 REGULATORY
 FRAMEWORK

PLANNING SCHEME
 MECHANISMS (HIGHLY DEVELOPED PLANNING)

HOW DO WE
 IMPLEMENT
 BUT HOW?

OTHER / ISSUES

- FUTURE PLANS OF SOME MAJOR USES - 1. HOSPITAL?
- 2. WOOLWORTHS?
- 3. MT ISA VILLAGE?

SAFETY
 ON
 STREETS
 IS A
 CONTINUING ISSUE

SAFETY
 "WALK RACE"
 "WALK"

DRIVING
 TO
 KEY LOCATIONS
 WITH ALWAYS
 STOPPING
 (WALKING RACE)

Appendix B Session 3 Outcomes

Refined Vision and Objectives

Updated objectives after adding incentives after Day 1:

The Mount Isa CBD Masterplan will:

1. Create places for people through activation and a pedestrian friendly environment (retail, streetscapes, safety, roads)
2. Ensure security and safety is at the forefront
3. Create a place where young adults want to engage and establish a life
4. Create a relationship with River and CBD
5. Define precincts and enhance legibility
6. Establish a night-time economy and activation
7. Create safe and efficient road crossings, service docks and parking
8. Create inviting environments for people (Improve environmental amenity and increase planting opportunities)
9. Explore access to housing and accommodation
10. Leverage catalyst sites and key partnerships

Missing objectives/themes:

- Embedded culture
- Strong urban design
- Have a thriving business environment
- Family friendly
- Heritage and Indigenous
- Sustainability
- Retail diversity/attraction of businesses

Participants were asked 'Does that sound about right?' and there was general agreement that it was.

Mount Isa Masterplan Vision

Updated after workshop on Day 2:

Mount Isa has a safe, engaging, vibrant CBD that celebrates its uniqueness and is full of diverse opportunities for families, individuals, visitors and businesses.

- In 5 years time, Mount Isa has a CBD that presents opportunities for the community, business and visitors alike.
- New economic activities are emerging that creates activity during the day and night.
- It is a safe area where people come to connect with each other, with heritage and with community.
- The streetscapes are environmentally responsive and are inviting, pleasant and clean.
- The CBD is precinct based, well connected and celebrates key natural features.
- Sustainability is a key focus of new initiatives moving forward and this creates even more opportunities for the future.
- We are proud of our unique history and lifestyle and we celebrate our Kalkadoon people and heritage as well as all things mining, rodeo and sports.
- Strengthens Mount Isa's identity as a tourism city with a rich culture and proud history.
- Increased foot traffic supports retail and business activity and general safety.

Activity 1 - Analysis of the Initiatives and developing focus areas

Purpose: Test initiatives for the CBD through focus areas/ projects

Activity: Participants were asked to assign initiatives from the lists provided on Day 1 and their own to the focus areas projects:

1. Precincts, connectivity, and role and character of streets; and
2. Landscape/ Street Tree/ Public Realm Strategy.

The following discussion notes show the results of this process for each group.

Group 1

- Precincts
- Kmart Miles Street
- West Street
 - Million dollar views
 - Cafes/restaurants
- Kenmore Street
- Unique
- Buggies in CBD
- Connections
 - West > Miles > Coles
 - How streets function
- Rodeo Drive toilet
- Courthouse/police Street – no consensus
- Arcades: Connect through blocks
 - E.g., city lanes Townsville
 - Private ownership too – needs conversations
- Clear identity
- Heritage tours
 - Sites
 - Town clock
 - Relevant history
 - Retiree groups
- Where should accommodation fit?

Group 2

- Spine – Frank Aston, city centre across river
- Middle area needs to be activated and address highway – well located
- Connect in-between blocks – driveways
- Do not have choice at shops but accommodation areas could have shops at bottom
 - Across from library
 - Bunnings old site
- Edges/perimetres: all day shaded parking
- Higher density around perimeter
- Walkable areas
- Density and multi-use could be elevated/increased
- Ends of street; lookout (N/S aspect)
- Frank Aston

Group 3

- No-one looked other side of highway
- Cultural entrance (North)
- Green entrance (South)
- “High street”: near Kmart – Indigenous gateway
- Rodeo; green spine
- West Street
- Hospital area – could link to other areas
- River; long term
 - Link to swimming pool
 - Once we agree on direction, we can determine interface
- Kmart / KFC (rear): one way
- Extended mall
- Potential for angled square metre
- Midblock links with Rodeo
- Support the entrance of further attractive retail
- Justice and legal precinct
- Woolworths – crossing and carpark
 - Need a better connection

Appendix C Urban Cooling Case Studies

The following benchmarking highlights how different solutions in a range of towns and cities can contribute to urban cooling.

Townsville, QLD

A revitalisation project of Flinders Street in Townsville's city centre included shelter for pedestrians to seek refuge and rest. These shade structures, combined with large canopy trees, aimed to reduce the impact of urban heat in the area (see Image 24).

The Flinders Street Pavilion also incorporates rainwater harvesting and a drip irrigation system for use in the precinct's gardens, while will support the cooling effect of evapotranspiration.



Image 24. Flinders Street Revitalisation 2008-2011

Gannawarra, VIC

Thermal imagery demonstrates the effect that vegetation can have in cooling the landscape in Gannawarra (see Image 25).

Shaded asphalt recorded temperatures of 25 degrees

compared to 50 degrees for unshaded cars and asphalt. Irrigated grass in the shade of trees recorded temperatures of between 16 and 20 degrees compared to nearly 41 degrees for the unshaded road.

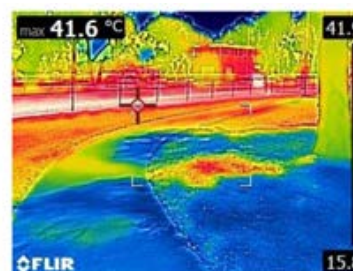


Image 25. Central Victorian Greenhouse Alliance Cool It: Regional Summary Report 2018

Nowra, NSW

An urban revitalisation project in the Nowra CBD introduced an evaporative cooling solution to reduce heat stress on high temperature days.

A misting device was incorporated within a park sculpture that could release very fine water droplets. To maximise water efficiency, the device incorporated an on-demand misting option as well as the ability to operate at set times such as peak visitation periods.

The project achieved a noticeable cooling effect, further improved by new landscape vegetation and light-coloured materials.

Adelaide, SA

Selected roads in the suburb of Hendon in Adelaide had a trial application of an asphalt sealcoat treatment with the aim of reducing surface temperatures (see Image 27). Through its lighter colour and higher reflectivity, the surface temperature of treated roads was on average 6.1 degrees cooler than untreated roads.

While trees proved to be better overall at reducing surface temperature and improving thermal comfort, the surface treatment provides an alternative in areas where trees cannot be planted or canopy does not reach to the centre of wider road pavements.



Image 26. Designing for cooling and amenity in Nowra CBD



Image 27. Road treatments in the City of Charles Sturt

Appendix D Sketchbook



Figure 44. Proposed Central Zone Concept Sketch



Figure 45. Proposed Streets, Access and Wayfinding Sketch

SKETCH BOOK



Figure 46. Proposed Builtform and Character Sketch



Figure 47. Proposed Buildform and Character Sketch

SKETCH BOOK



Figure 48. Proposed Streets, Carparking and Public Realm Strategy Sketch

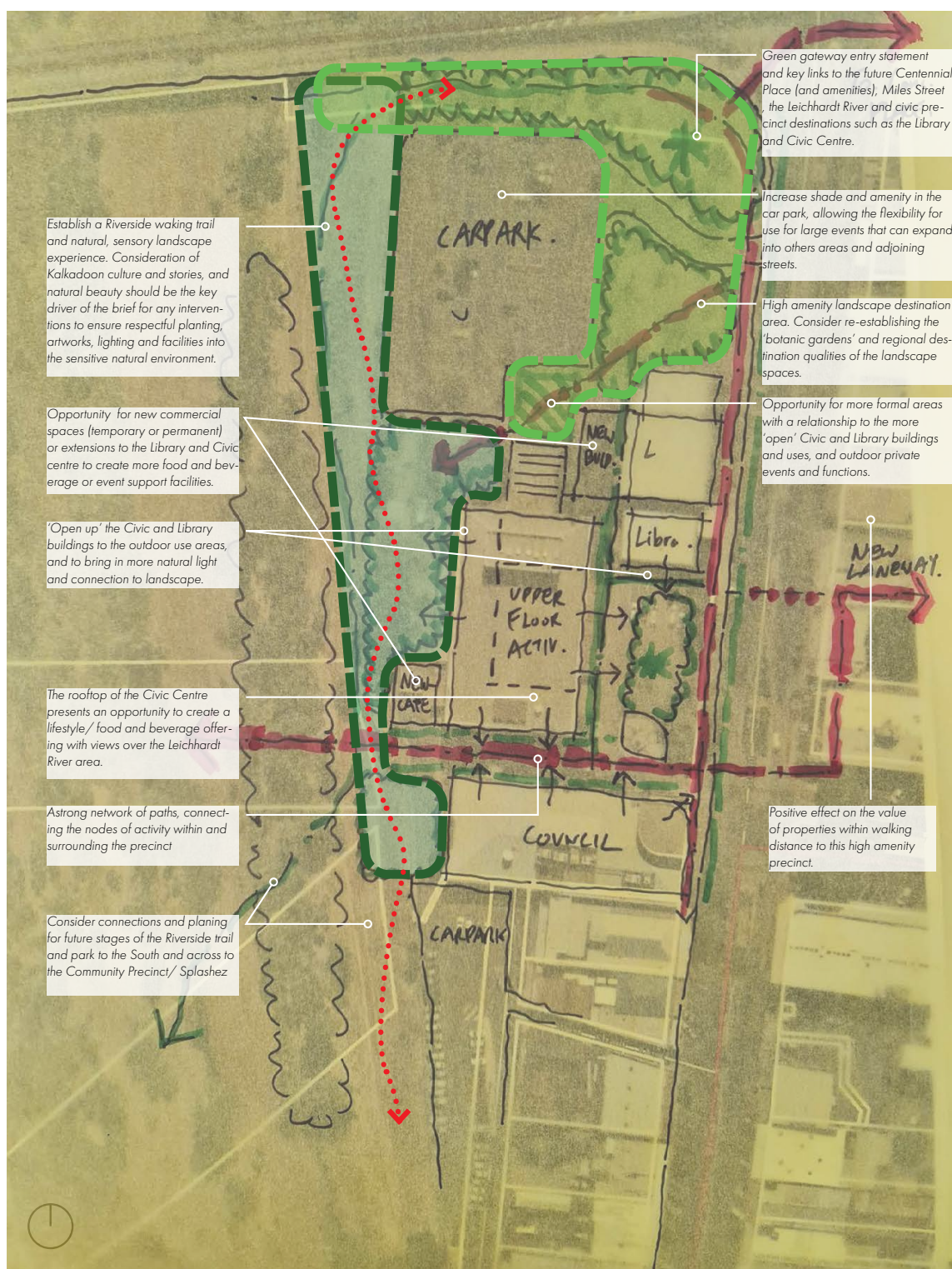


Figure 49. Proposed Mount Isa Civic and Green Gateway Precinct Concept Sketch

SKETCH BOOK

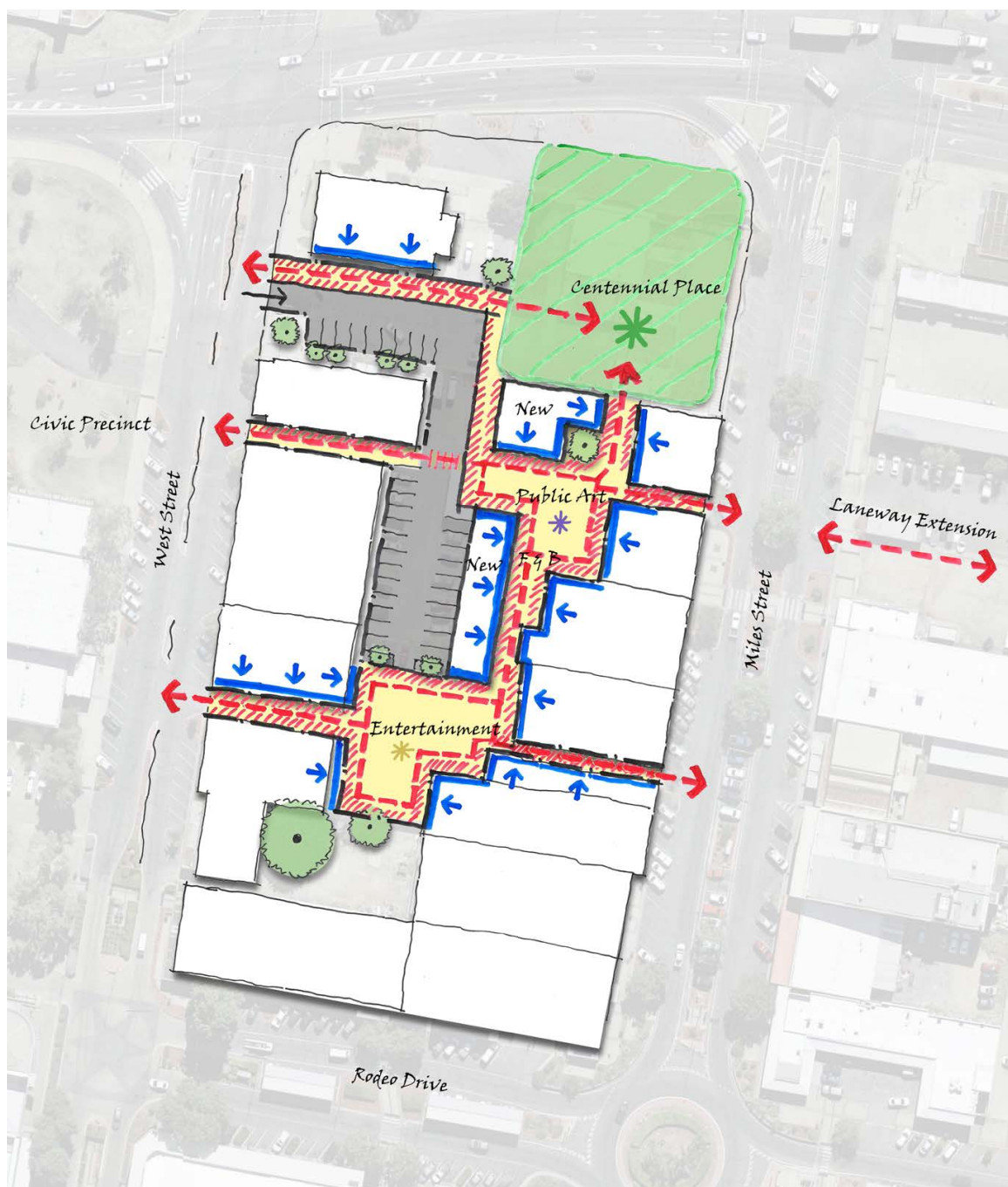


Figure 50. Proposed Mid-block Lane-way Activation Concept Sketch

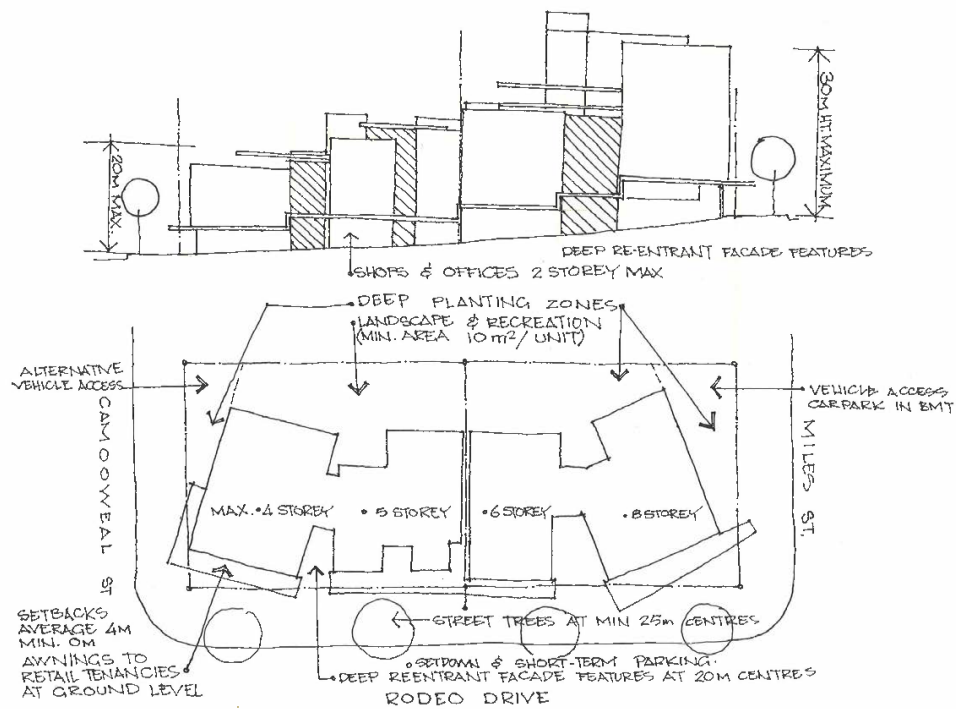


Figure 51. Proposed Rodeo-Camoowael St Key Site Investigation Sketch

SKETCH BOOK

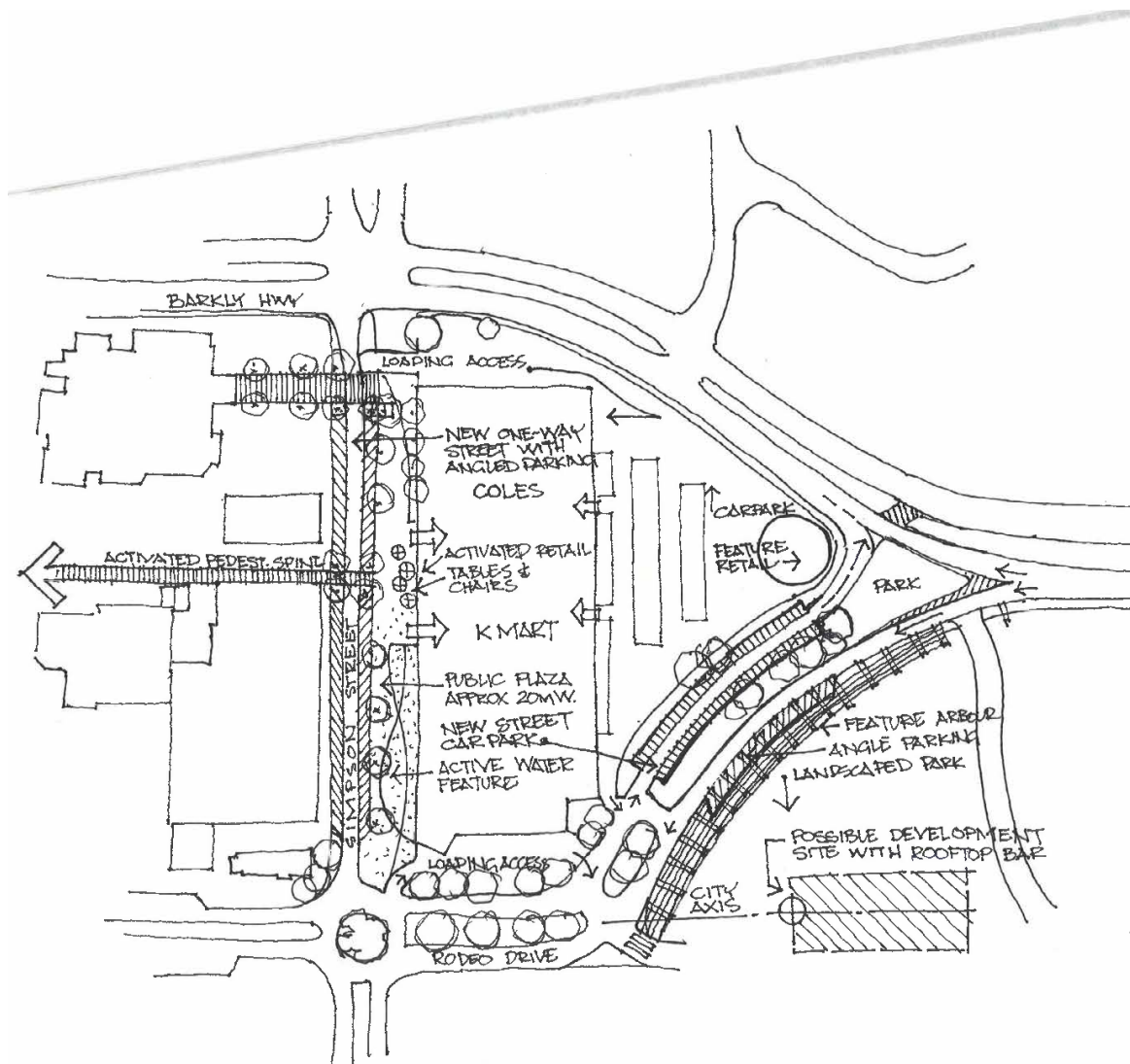


Figure 52. Proposed Mount Isa Village and Simpson Street Redevelopment Sketch



Figure 53. Proposed Miles Street Activation and Upgrade Sketch

SKETCH BOOK



Figure 54. Proposed Rodeo Drive (West) Activation and Upgrade Sketch

SKETCH BOOK

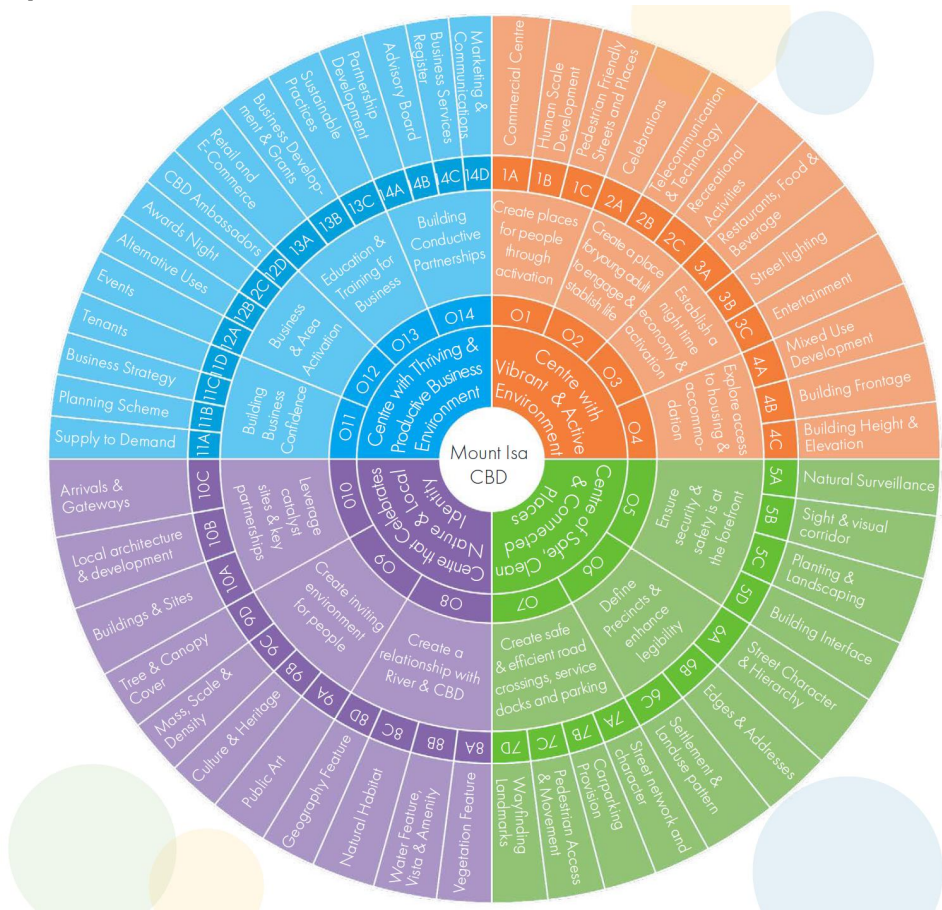
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Mount Isa Master Plan

Principle Orb



Priority Short-term Projects

The priority short-term projects are high impact and easy to implement projects. These projects are identified being able to achieve a number of outcomes in line with the Master Plan's vision and objectives. These projects were also assessed with regard to their ease of implementation. Implementation ease was assessed according to two components – the first being resources required. Another key consideration for the ease or otherwise of implementation was the lead party involved in the action / project proposed. Where Council was the lead for the project, implementation was considered easier than when another party was required to take the lead. Therefore, the priority projects are categorised as “Public led” and “Public-private partnership or Private led”. All street and public realm projects will be public led projects.

It is to note the priority projects are not expected to fully complete in the short-term, but work should commence including public engagement, project launch, resource mobilisation and detailed planning scheme development. Each project will identify pilot or start projects with low cost options to help prioritise funding and resources. This could include small scaled public realm improvement, street renewal, public art etc. in strategic locations. The following sections will elaborate each project in details.

General Key Outcomes and Benefits

- Provide considerable social and economic benefits to Mount Isa, include increasing local job opportunities.
- Create opportunities to enhance and expand the cultural developments of Mount Isa and promote economic and urban growth.
- Create a positive effect on the attractiveness of properties within walking distance to this high amenity precinct, which can assist in stimulating investment and further business interest.

- Promotes healthy living with connections to the wider path network. In addition, further use of active transport and walking as a means of movement through the CBD makes economic sense too because as health and wellbeing increases pressures on the public and private health decrease.
- Improvements in urban amenity through the provision of infrastructure such as parks, water features, community and cultural facilities and similar urban design initiatives were noted through the EBD process as being highly valued by the Mount Isa community. The Master Plan ensures that facilities, improvements and initiatives are located in areas to maximise social and economic benefits - they have been located with regard to safety through high levels of passive surveillance and Crime Prevention Through Environmental Design (CPTED) principles, as well as economic benefits through locating in areas most likely to catalyse further activity and investment.
- Establish programmes for festive arts craft boutique and street retail. Encourage vacant shops to be used as spaces for emerging artists and makers such as incubator spaces and artist studios.
- Increased foot traffic supports retail visitor and business activity and general safety.

Key Design Strategies (Planning, Economic)

- Incorporate sustainability principles and design for a reduction in the Urban Heat Island Effect. Test elements such as misters, water features, deep soil planting, and green facades.
- Design the precinct with more green and high amenity landscape values, with a range of formal and informal areas and a strong network of paths, connecting the nodes of activity within and surrounding the precinct. The precinct will become a cool and green place for both locals and visitors.
- Improve pedestrian movement along commercial and retail developments. This will help improve local businesses while reducing the quantity of road pavement to slow traffic and prioritise pedestrian movements, so people can transit across roads in several places comfortably and safely.
- Long-term collaborative planning and coordination of social infrastructure to provides wide range of community services. This may lead to social service agencies taking a role in the ownership, planning and coordination of private and public development to ensuring the good community outcomes.

Key Challenges and Further Investigation (Planning, Economic)

- All projects require feasibility, engineering, planning, funding analysis
- Private led or public-private partnership projects could require collaboration between multiple landowners and agreeing cohesive and mutually beneficial outcomes.
- Potential challenge in urban management between the multiple land owners to maintain the cleanliness in the streetscape and car parking areas.

Implementation Strategy and Consideration (Economic)

- Identify pilot or start projects with low cost options to help prioritise funding and resources. This could include public realm improvement, street renewal, public art etc.
- Undertake site analysis and stakeholder engagement to understand ownership, easements, planning requirements, and infrastructure/ services in particular.
- Consult with local artists regarding their ability and desire to input in the requirements. Ensure that the process is documented and told to the community to celebrate the outcomes, and help foster a sense of ownership / protection for the areas.
- Council to conduct a feasibility study and management strategy for public realm areas.

1. Mount Isa Civic and Green Gateway Precinct

The Civic Precinct will be a regional destination and key CBD park that is a focus for Kalkadoon storytelling, connection to culture and country.

It is both a passive recreation and active, event based public space for the city, attracting kids, families, tourists and teenagers. Priority should be given to works that intensify this role, increase its appeal and extend the civic, arts, cultural and community facilities to cater to all ages.

It will be green, cool, active and inviting and present this image of the city to passers by and new arrivals.

Key Outcomes and Benefits (Planning, Economic)

- Create a focus area for increasing regional tourism, lifestyle and community activity, offering more things for families and young people to do in the CBD, increasing weekend and nighttime activity and supporting Mount Isa's unique point of difference regionally. The area will be reinvigorated as a destination and create multiple reasons to be in the CBD other than for retail and business purposes, creating a flow on effect to these sectors. The attraction of activity may be a catalyst for complimentary commercial activities.
- This will provide considerable social and economic benefits particularly to youth but also to a broader demographic, providing further opportunities to capture escape expenditure through increased retail and visitor offering, strengthening and providing a value added benefit to the economy. Considerable social benefits are also expected, including providing a diversity of options for residents, workers and visitors, strengthening the sense of place and identity of the CBD, and ensuring that the social and recreational needs for a broad range of demographics are addressed.
- Leverage the Civic Centre and Library Facilities as hubs of community and cultural activity, increasing the relationship and use of outdoor spaces. Increasing opportunities for families and young people to connect with community and arts and cultural activities will strengthen community and connection to place, and provide a stronger sense of identity for the CBD itself.

- Uncover the history behind the use of the space as a botanic garden and popular outdoor wedding location, explore reestablishing this use and amenity. The pride and connection to place will be strengthened, though the connection to significant life and family celebrations/ events. Celebrating and understanding the Kalkadoon connection with the area will also be a feature.
- Explore the opportunity for short stay, long vehicle parking and facilities, encouraging travellers to stop and dwell in the CBD in close proximity to the future Centennial Place and Miles Street retail offerings. More people on the streets and in public spaces will increase the passive surveillance and safety of the area. Improvements to safety in the CBD will also assist in instilling confidence in the business environment and therefore can be a catalyst for further development.
- Contribute to the impression of Mount Isa being a green and inviting city by reinforcing the 'green gateway' to the Grace Street interface and West Street intersection. The area will be appealing and welcoming for travellers and encourage more visitors to stop and explore. This will not only provide a better environment generally, it can also encourage more walking and active transportation in the CBD and therefore increase the community's health and well-being.
- Reimagine the Leichhardt River and its interface with the CBD as a large recreation space with high amenity values, creating a place for connection with First Nations culture and stories, and a place for cool, green respite from the hotter urban areas. The Leichhardt River is seen and used as part of a broader network of open spaces and public realm areas. Across the network the full spectrum of open space recreation and community needs can be met, from more civic urban space in the future Centennial Place to the natural green space of the Leichhardt River and its interface with the CBD. Connections between these places are clear and prioritised for pedestrians.
- The development would benefit from EV infrastructure to support longer stays and increased retail spend.

Principle Orb - Related Themes (Planning, Economic)

1C, 2A, 2C, 3A, 3C, 4A, 5A, 5C, 5D, 7C, 8A, 8B, 8C, 8D, 9A, 9B, 9D, 10A, 10C, 11A, 12A, 12B, 14D

Key Design Strategies (Planning, Economic)

- Design the space to be flexible and cater for larger community and regional tourism events (e.g one large event being held across West Street, the car park and the Leichhardt River)

- Consider re-establishing local landscape qualities and spaces.
- Ensure short stay options for large vehicles are catered for, with appropriate signage, access and facilities to encourage travelers to stop and explore Mount Isa CBD. Explore options for some or all of the car parking facilities to become a solar car park to increase urban cooling and provide renewable energy generation for the adjacent buildings.
- Establish a statement landscape area on the interface with Grace Street, with a particular emphasis to the corner with West Street.
- Transform the precinct after dark into a magical place by integrating light-based, site specific installations
- Consideration of Kalkadoon culture and stories, and natural beauty should be the key driver of the brief for any interventions to ensure respectful planting, artworks, lighting and facilities into the sensitive natural environment.
- Commission artworks to be located in and around the Leichhardt River to tell stories of the river landscape and First Nations stories.
- Establish a Riverside walking trail and natural landscape experience. Create a local, sensory river environment experience, complementing the natural characteristics of the Leichhardt River.
- 'Open up' the Civic and Library buildings to the outdoor use areas, and to bring in more natural light and connection to landscape. Creating a more inspirational environment with improved passive surveillance outside and creating a more welcoming, obvious external aesthetic, that allowed people passing by or on the street to see more of the energy within. And to increase the passive surveillance in and around the buildings.
- Explore opportunities for new commercial spaces (temporary or permanent) and extensions to the Library and Civic centre to create more food and beverage or event support facilities. The rooftop of the Civic Centre presents an opportunity to create a lifestyle/ food and beverage offering with views over the Leichhardt River area.
- Understand the feasibility requirements for commercial space and ensure that desirable development is facilitated.
- Enhance wifi and telecommunication infrastructure from the library so that visitors can use a significant outdoor space almost as shared work space - thinking van lifers, grey nomads, kids doing homework after school.

Reference Material and Related Projects (Master Plan and External) (Planning, Economic)

- Mount Isa Civic Precinct, Engagement Report (Place Design Group, February 2021) - Use this work to inform future planning and design for the Library and Civic Precinct.

- Future Centennial Place project (MICC) - ensure design outcomes are complementary and connected.

Key Challenges and Further Investigation (Planning, Economic)

- In the past, arts and culture tenancies have not had a prominent platform within the CBD. Through consultation, however, it was noted that there has been high levels of participation in events that have been run in the Region (particularly in the rodeo and sporting arenas) and there was a keen interest to provide further activities / opportunities for residents and visitors. The types of art and culture opportunities should be refined and once determined, further investigation will be required to understand the tenancy and external event requirements, including floorspace, fitout, parking, access etc - and all these will need to be subjected to feasibility assessments. If commercial feasibility is required for these tenants to be stand alone facilities (ie. not subsidised by Council), a clear understanding of the demand required to support operation of the facility will be necessary. This will need to take into account competing venues for events external to the CBD, how the overall demand can be best supported. In this regard, it will be most beneficial for the introduced elements to be planned in a way that they are complementary to existing events as opposed to being in competition with them.
- Infrastructure projects will require funding, and it is noted that Council's rate base, consolidated funding budgets and infrastructure charges funds are limited. There is opportunity for Council to explore a further range of funding considerations - special rates, separate rates and charges, , long term parking rates, voluntary infrastructure agreements. If this was to be pursued, consultation with the business community would be required. In preparing information for consultation, the nexus between development and the potential charges would need to be noted and the benefits to businesses clearly highlighted.
- Grants may also be able to utilised to assist the establishment of facilities, particularly in uses where the facility is able to be sustainably operated over the longer term. It is noted that grants are generally associated with funding capital works as opposed to operational support.
- A key challenge for these proposed actions is the need and ability to shift the community perceptions around the safety of the Mount Isa Civic and Green Gateway Precinct area, and the amenity of the space such as a dry river bed. Any investments and/or events implemented associated with the proposed actions for this area should be promoted to the community.
- A detailed site assessment would need to be undertaken to fully understand the technical challenges and barriers (e.g riverbank stability, flooding and drainage, etc.)

- To facilitate the changing of perceptions for this area, Council could set a clear direction for the future direction for the Leichhardt River and its surrounds in future strategic documents. This area requires a clear long term vision for all interested parties to work towards.

Implementation Strategy and Consideration (Economic)

- Establish a relationship with Kalkadoon tribal Council around this project to ensure storytelling, connection to cultural heritage and country are embedded in the process, outcomes and future stewardship.
- Through Council's investigation of demand for uses, activities and events, potential workshare spaces, determine the types of tenancies that would be most conducive for this area.
- Work with real estate agents, Chamber of Commerce and potentially targeted tenancies to determine supply requirements, and the extent to which these can be delivered with current stock.
- Complete feasibility investigations for potential tenancies / events / infrastructure works including solar car park, and include clear indication of expected demand.
- Review funding sources available (including available grants) that could assist in implementation. If new funding sources are to be utilised, ensure that consultation to test the business community's appetite for the funding sources is completed.
- Develop Precinct Master Plan to enforce builtform, public spaces, activation and events facilities, interfaces and access/parking
- Develop public realm strategy that prioritises activation for civic, arts, cultural and community uses.

Action Table:

No.	Project	Timeframe	Impact	Outcome	Action	Lead	Potential Funding (subject to detailed study)
1	Mount Isa Civic and Green Gateway Precinct	Priority (0-5 yrs)	High	To create a new civil, arts, cultural and community destination and green CBD gateway, addressing key streets and the River.	<p>1A. Establish a relationship with Kalkadoon Tribal Council around this project</p> <p>1B. Undertake detailed urban and policy analysis including stakeholder engagements</p> <p>1C. Work with stakeholders to undertake a needs assessment, facilities audit, and business case/feasibility, etc.</p> <p>1D. Develop Precinct Master Plan to enforce builtform, public spaces, activation, interfaces and access/parking</p>	Council	<p>Regional Arts Programs/ grants</p> <p>Private hire of internal and external spaces</p> <p>Potential food and beverage leases</p>

					1E. Develop Public realm strategy that emphasises social and gateway developments		
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2. Frank Aston City Gateway

Located at Mount Isa CBD's eastern gateway, Frank Aston Hill will leverage its strategic location to complement the CBD entry experience and anchor the Rodeo drive experience.

It could also be a tourism and cultural destination in its own right, with ideas ranging from accommodation to cultural tourism experiences.

Key Outcomes and Benefits (Planning, Economic)

- Create a CBD entry feature and anchor the Rodeo Drive experience as the key city axis/ boulevard.
- Retain/ expand / improve the opportunity for short stay, long vehicle parking and facilities, encouraging travellers to stop and dwell in the CBD in close proximity to the future Simpson Street retail offering, with strong ties to the pedestrian spine and cultural tourism offering of Rodeo Drive. More people on the streets and in public spaces will increase the passive surveillance and safety of the area. Improvements to safety in the CBD will also assist in instilling confidence in the business environment and therefore can be a catalyst for further development.
- Create an open dialogue to explore the possibilities for the future use and development that maximise the potential of this site and contribution to the CBD. Extra weight should be given to ideas that attract visitation and dwell time in the CBD. A number of ideas explored in the EbD process included (noting some of these ideas are not mutually exclusive):
 - A signature development of the gateway precinct, to provide street-level public parkland, and possibly a feature building on the Rodeo Axis which could house a hotel, and rooftop restaurant and bar looking up the Axis to the city and the mines. This face would be a feature façade, illuminated at night, and serve as a landmark and a destination. The development could provide shady public space in the undercroft of the building and landscaped park surrounds. The edge as you enter from the Barkly Highway travelling West could be softened with a pedestrian arbour that connects to the Hard Times Mine and Outback at Isa.
 - Refurbishing and making internal spaces safe and usable to develop the precinct as a cultural tourism destination. Picking up on past vision exercises, there is an opportunity to create a place to experience and connect with Kalkadoon culture, past present and future. In this option the landform could be retained and so

would experience a locally significant landform and landscape element within the CBD (connection to place character). As above the external spaces could be enhanced as parkland and a place for travellers to stop and experience the people and the place.

- As above, an opportunity to redevelop or activate the former Frank Aston Museum on the site, which had numerous mining and minerology exhibits as well as Aboriginal artefacts. There was a Rotary Club project which was handed over to council in 2001 with the intention of integrating the Museum with the then-planned Outback at Isa with the help of a \$4m contribution by Arts Queensland. However the museum never re-opened and the site, east of Mount Isa Plaza, was later used sporadically for night markets and community groups. The level of attention indicates the opportunity for funding to activate this area in the short term.
- An alternate idea was to excavate the hill to create a larger and more appealing site for development , including CBD car parking. This idea warrants further exploration, however it does raise some significant challenges in ensuring a high quality gateway experience and axis vista along Rodeo Drive.

Principle Orb - Related Themes (Planning, Economic)

1B, 1C, 2A, 2C, 5A, 5B, 5C, 6A, 6B, 7A, 7B, 7C, 7D, 8A, 8D, 9B, 9D, 10A, 10C, 12B

Key Design Strategies (Planning, Economic)

- Ensure key sight lines and vistas to the hill/ site along Rodeo Boulevard and from Barkly Highway are considered.
- Consider bold built form and landscape elements that reinforce the area as a cultural and tourism gateway to Mount Isa, including landmark elements that assist in CBD wide wayfinding and contribute to place character.
- Create a ground level experience that is cool, green, welcoming and appealing for visitors and locals, including appropriate signage, information and amenities for travellers.
- Create strong connections for pedestrians between the Hill/ destinations and the Hard Times Mine and Outback at Isa, Mount Isa Village, Simpson Street and to the pedestrian spine on Rodeo Drive.
- Celebrate and capitalise on the geological and historic features of the site to create a place that is genuine and connected to the place and people of Mount Isa.
- Enhance the public realm interface facing Rodeo Drive and Mount Isa Village to create a strong sense of arrival into the CBD area.

Reference Material and Related Projects (Master Plan and External) (Planning, Economic)

- Mount Isa CBD Master Plan - #4 Mount Isa Village Redevelopment
- Mount Isa CBD Master Plan - #11 Rodeo Drive (East) Activation and City Gateway
- Mount Isa CBD Master Plan - #14 Simpson St Activation and Upgrade
- Mount Isa City Council - Local Heritage Register

Key Challenges and Further Investigation (Planning, Economic)

- Cost associated with either making the internal spaces safe for use or removing the landform and retaining surrounding land.
- Creating a unified vision and direction.
- Protecting the viewline along Rodeo Drive and the Gateway experience.
- The site is located on a steep slope. This requires survey and study of the existing gradient to identify the extent of earth works for the future developments.
- The existing site is exposed to safety risk for local communities and is costly to maintain. This calls for proper management strategies before, during and after the development of the site.
- The site was repurposed many times after the museum was closed from the public, with community groups using portions of the land. But the area has become a safety risk with the site a target of arson attacks, trespassing, and vandalism. Proper management strategy should be enforced during and after construction to ensure the safety of locals and tourists alike.

Implementation Strategy and Consideration (Economic)

- Undertake a site and cost benefit assessment of the site to inform decision making about future use and development, from refurbishing internal spaces, to suitability for development on top of the hill, to excavation.
- Consult with the Kalkadoon Tribal Council to determine appetite for/ feasibility of a Cultural Tourism operation as part of the redevelopment.
- Undertake a needs assessment and stakeholder consultation to determine interest and demand for various developers, users and tenants.
- Explore potential land management arrangements to facilitate highest and best use for Council.

- Later stages are determined by the outcome of initial investigations.
- Work with adjoining landowners and plans for adjoining areas to ensure a seamlessly integrated development and connected network of destinations.

Action Table:

No.	Project	Timeframe	Impact	Outcome	Action	Lead	Potential Funding (subject to detailed study)
2	Frank Aston City Gateway	Priority (0-5 yrs)	High	Activate Frank Aston Hill as a tourism and cultural destination and city gateway/ landmark.	<p>2A. Undertake a site and cost benefit assessment of the site to inform decision making about future use and development, from refurbishing internal spaces, to suitability for development on top of the hill, to excavation.</p> <p>2B. Consult with the Kalkadoon Tribal Council to determine appetite for/ feasibility of a Cultural Tourism operation as part of the redevelopment.</p> <p>2C. Undertake a needs assessment and stakeholder consultation to determine interest and demand for various</p>	<p>Council initially</p> <p>Future public private partnerships or private lead development</p>	<p>Private investment</p> <p>Regional arts/ cultural tourism grants</p>

					<p>developers, users and tenants.</p> <p>2D. Explore potential land management arrangements to facilitate highest and best use for Council.</p>		
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3. Mid-block Lane-way Activation (Entertainment)

The Lane-way Activation will showcase the urban transformation of existing laneways and underutilised mid-block spaces into a vibrant entertainment and commercial precinct. It is a pilot project for activating commercial and public spaces through urban design guidelines and stakeholder partnerships. Incorporating a variety of placemaking elements, the public realm will reflect local economy, artwork and nightlife celebrations.

This project has the potential to be done in stages or initially in a temporary way to test ideas and build interest and support for a permanent and fully realised redevelopment opportunity.

Key Outcomes and Benefits (Planning, Economic)

- Activate utilised laneways within the city core to create businesses, jobs and nightlife. This will have considerable economic benefits through further job prospects, further opportunities to capture escape expenditure and further value add to the economy as well as provide significant social benefits through increasing safety within the CBD. Having more people actively utilising the CBD increases passive surveillance, which then contributes to safety and decreases crime. The social benefits are considerable and this further reinforces economic benefits through reduction of time required by police and emergency services to surveil and respond to incidents.
- Help reinvigorate inner-city lane precinct and attract visitors with a unique offering. Attracting visitors will positively impact the economy of Mount Isa as well as assist in providing further patronage for individual businesses (and thereby contribute to the financial outcomes of businesses). This precinct will also provide further (and new) types of activities, which will provide social benefits for visitors and residents alike.
- Delivery of artistic elements within pedestrian streetscapes. The benefits of including the residential population in the delivery of artistic elements cannot be understated. Inclusion of community in key projects will increase the sense of ownership and pride in the CBD and will assist in the public 'protecting' the CBD.
- Create activities during night time and weekends and help facilitate mixed use developments in the precinct. As noted previously, further activities in the CBD will assist economic outcomes. Furthermore, introducing mixed use

developments will also create an immediate catchment area for businesses and therefore provide extra patronage for businesses.

- Provide public spaces for social interactions and entertainment. A finding from the EBD process was that there is the perception that there is no 'reason' to go to the CBD, except for a few specific purposes (weekly shopping, services). Ensuring that there are public spaces that host social interactions and entertainment in ways that are amenable to the community will contribute to the needed impetus in getting people to come to (and visit for longer) the CBD
- Consolidate parking and underutilised spaces across several private properties.
- Provide an alternate destination that supports Mount Isa's unique point of difference regionally.
- Establish programmes for festive arts, craft boutique and street retail. Ensuring that vacant space is seen as 'active' contributes to the sense of interest and 'busy-ness' in an area. It also ensures that there are no unintended 'blank' areas where crime can more easily take place.
- Encourage shops, cafes and businesses to 'open out' towards the mid-block areas as well as the street (if possible).
- Integrate with the future Centennial Place and support strong mid-block links, east-west and north-south, for pedestrians and as breezeways. Increasing walkability in this core retail zone of the CBD.

Principle Orb - Related Themes (Planning, Economic)

1A, 1B, 1C, 2C, 3A, 3B, 3C, 4A, 4B, 4C, 5A, 5D, 7B, 7C, 7D, 9A, 9D, 10A, 11C, 11D, 12B, 13A, 13B, 14A, 14D

Key Design Strategies (Planning, Economic)

- Identify and develop Mid-block Laneway connecting Miles Street, West Street and future Centennial Place.
- Engage with local artists and develop artwork design that compliments the surrounds, by use of colour and expressive print design. Ensure that the process and outcomes are included as 'success stories' that can be shared with the public.
- Transform and activate the rear of existing commercial blocks into vibrant retail, food and beverage and entertainment uses.
- Establish sculpture, signages and painting to direct movement of pedestrians and vehicles in and around the laneways, highlighting the various artistic and retail attractions on offer.

- Undertake initial monitoring of urban heat conditions, before implementing greening and cooling strategies. Continue to monitor and communicate the outcomes. Investigate matched funding for those undertaking greening and cooling activity on privately owned building facades / open space.
- Design a flexible space that can transform for events (eg. food and beer festival) that can also be utilised day to day.

Reference Material and Related Projects (Master Plan and External) (Planning, Economic)

- Future Centennial Place project (MICC) - ensure design outcomes are complementary and connected.

Key Challenges and Further Investigation (Planning, Economic)

- Requires collaboration between multiple landowners and agreeing cohesive and mutually beneficial outcomes.
- Potential land use conflict with privately owned buildings on either side of the laneways.
- Requires further investigation on how the spaces might be used differently or what attributes communities would like to see (and potentially the 'selling' of this idea that may be new to the community).
- Requires further investigation on carparking provision for the increased commercial land uses.
- Deterioration of the built environment without effective management strategies.
- Need to address potential concerns of pedestrian safety during night time.

Implementation Strategy and Consideration (Economic)

- Undertake stakeholder engagement with adjacent business and landowners about their future plans and interest in the project. Gather information about setbacks, servicing and access for commercial activation.
- Explore ideas for land management and tenure arrangements.
- Through Council's investigation of demand for uses, activities and events, determine the types of tenancies that would be most conducive for this area.
- Liaise with real estate agents, as well as existing and prospective tenants about floorspace and fit out needs, plus access requirements/preferences. Review the planning scheme to ensure that it provides the best support for the desired tenancies.
- Work with real estate agents, Chamber of Commerce and potentially targeted tenancies to determine supply requirements, and the extent to which these can be delivered with current stock.

- Complete feasibility investigations for potential tenancies / events / infrastructure works, and include clear indication of expected demand.
- Review funding sources available (including available grants) that could assist in implementation. If new funding sources are to be utilised, ensure that consultation to test the business community's appetite for the funding sources is completed.
- Explore different ideas for implementation, including pilot projects and pop up events, temporary activation and transformations, staged delivery, etc. This would include drawing on case studies of successful, hot climate, smaller space urban activation.
- Develop future Master Plan and framework for the precinct to guide development interfaces and ensure all developments provide consistent setbacks, interface treatments, access, etc.
- In the long-term, develop a schedule of events that can be hosted in this area. Liaise with key organisers and the community to ensure local buy in (one idea is to collectively hire a place manager).
- Determine key areas requiring murals from local artists. Consult with local artists regarding their ability and desire to input in the requirements. Ensure that the process is documented and told to the community to celebrate the outcomes, and help foster a sense of ownership / protection for the areas.

Action Table:

No.	Project	Timeframe	Impact	Outcome	Action	Lead	Potential Funding (subject to detailed study)
3	Mid-block Lane-way Activation (Entertainment)	Priority (0-5 yrs)	High	Establish a vibrant and thriving commercial lane-way connecting West, Miles and Camooweal St.	3A. Undertake economic, use, site and planning investigations 3B. Prepare land use and management strategy by engaging landowners and relevant stakeholders 3C. Prepare development, activation and public realm guidelines	Council (requires collaborative private partnerships and investment)	Private Investment Regional Arts Grants

4. Rodeo-Camooweal St Key Site Investigation

Centrally located in the heart of CBD precinct, the Rodeo-Camooweal Site will undergo urban densification into an iconic mixed use development and a key destination for visitors. It will seamlessly integrate with the surrounding streetscape, heritage and resemble a symbol of modern architecture and urban skyline.

It will be a central destination and key node on the Rodeo Drive pedestrian spine, with the potential for centralised shaded car parking, a small green space for dwelling and meeting and signature retail offerings for visitors.

Key Outcomes and Benefits (Planning, Economic)

- Set up a pilot project to test and implement all ‘catalyst sites for redevelopment opportunities’ in the central zones to determine the likely requirements associated with other redevelopment opportunities and confirm this site and the highest order opportunity. Developing a catalyst pilot project will provide considerable social and economic benefits to Mount Isa. The densification will allow for more active tenancies which will mean further local job opportunities. This, in turn, will assist in capturing escape expenditure through increased retail and visitor offering. Capturing escape expenditure and increasing opportunities in the CBD will therefore strengthen and value added to the immediate and regional economy.
- The EbD workshops identified the site as one of the most high impact opportunities for redevelopment and urban densification, given it’s centralised location and that it is partially undeveloped (at grade car park). It sits on a gently sloping part of Rodeo Drive, leading up to the very centre of town and its highest point. It could provide a highly visible example/ pilot project that increases diversity and activity in the CBD, while also contributing to the development of Mount Isa CBD skyline. Of course the feasibility of the densification would need to be investigated. This area would be a great opportunity for a joint venture between key players such as the land owners and developers, and even Mount Isa Mines/ Glencore if there is a need for worker accommodation or office space. The proposed project will help improve the street interface, and leverage potential investment in Rodeo Drive Streetscape and amenity.
- Considerable social benefits are expected from this priority project. This includes providing a diversity of options for residents, workers and visitors, further activating a central component of the CBD, strengthening the sense of place and identity, and increasing safety through increased patronage and passive surveillance.

- The potential densification could provide an opportunity for centralised and shaded car parking that may balance any loss though adjacent streetscape works or to offset anticipated urban and economic growth in the CBD area. It is recommended that Council develop a car parking strategy that takes into account all priority projects.
- Opportunity to increased floor to floor heights for multi level parking to allow future conversion or to sleeve car parks with retail on active edges.
- The development would benefit from EV infrastructure to support longer stays and increased retail spend.
- The development should offer residential accommodation in the CBD, which will create more evening and weekend activity. As previously noted, this increased activity will increase safety in the CBD area.
- Attract tourists to the central zones through this project, offer accommodation close to amenity, attractions and employment hubs, and encourage tenancies that promote the 'best of the region'.

Principle Orb - Related Themes (Planning, Economic)

1A, 1C, 3A, 4A, 4B, 4C, 5A, 5D, 6C, 7B, 9C, 10A, 10B, 11A, 11C, 11D, 13B, 13C, 14A, 14C

Key Design Strategies (Planning, Economic)

- It is proposed that this site be designated a 'catalyst' site for redevelopment. The centre of town, at the clocktower, is where buildings of scale and street presence should be located. Creating unique architecture and built form that signifies the centre, with increasing height to the 'top of town'. The longer-term intention is to offer a similar transitional height to 'The Isa' Hotel site, to stimulate planning for redevelopment in the future (5-10 years).
- The key strategy is to develop a design framework for promoting north-facing mixed use developments with increasing scale toward the west, continuity along the block and retail and restaurants, bars and cafes along the sloping frontage, with plenty of deep planting, and deeply articulated facades. This will promote a human scaled typology and built form addressing the Rodeo Drive, with active facades and interfaces creating a desirable walking and shopping environment for pedestrians and tourists. The design framework will include guidance on best practice climate resilient building design.
- Commercial space could be accommodated on the ground level, and diverse uses including services, offices and carparks allocated in the upper levels. Discussions with building owners would be required, as would discussions

with real estate agents. Understanding how to ensure building feasibility is essential to the success of this development.

- Opportunity for precinct level waste management, where on-site collection of core streams is supported by precinct level allocation of non-core waste stream collection (e-waste, oils, textiles, polystyrene) - if collection is proposed to be private, requirements to be a single contractor to improve amenity for new residents
- Retain and attract business along the ground level with improved public realm, streetscape and car parking provision, while also providing efficient access for services. Capitalise and expand car parking provision in the existing car park with new multi-storey developments. Review the planning scheme provisions to ensure that development and activation of the ground level is encouraged and inline with development feasibility.
- Explore an opportunity to establish a central, public green space to offer respite, amenity and interest on the Rodeo Drive spine and amenity for the adjacent ground floor uses.
- Facilitate densification in the surrounding areas, owners of other sites opposite or nearby may be encouraged by this catalyst/intervention and seek to plan similar larger scale development. It is a feature of CBD areas that the main economic driver in the streets of a CBD is at ground level, until there is sufficient incentive to redevelop. The organic investigation of possible redevelopment scenarios should be encouraged, within the intent and scope of the Master Plan.
- Encourage best practice sustainable building design and precinct outcomes, with a focus on urban heat reducing materials selection, passive cooling and water capture and re-use on-site or in the public realm.

Reference Material and Related Projects (Master Plan and External) (Planning, Economic)

- Mount Isa Planning Scheme 2020 - Subjected to review and amendment
- Mount Isa CBD Master Plan - #6 Rodeo Drive (West) Activation and Upgrade

Key Challenges and Further Investigation (Planning, Economic)

- Maintaining high quality building standards to promote good built form. This also avoids creating concentration of lower income households and renters. The apartments could be a new market for Mount Isa, therefore the city should try to avoid poor-quality outcomes commonly seen in other remote areas. To maintain high standards and improve feasibility some measures that might be considered includes:
 - Certification of building components;
 - Review of construction process and materials for multi-storey developments

- The process requires long chains of sub-contractors for design to construction and management.
 - Good oversight by local planners and authorities; and
 - Ensure quality, compliant fittings and finishes
- There could be potential conflict or challenges between different landowners/ partnerships. This calls for further review and investigation on the local legal frameworks and institutions in accommodating property ownership in the densification process.
- Further investigation to understand property demand required to support a return on investment/viability.
- The site is located on a gentle slope. This requires survey and study of the existing gradient to identify the extent of earth works which could affect the feasibility of the project.
- Manage potential community expectations/ perceptions and potential issues with regards to mixed use developments, such as traffic congestion, noises pollution, and property value. Actions may include detailed transport planning and new policies to ensure a proportion of the development is allocated to affordable housing.

Implementation Strategy and Consideration (Economic)

- Determine Council's appetite and capacity for a facilitation and/ or special planning guidance role in developing this area.
- Appoint a design review panel to review elements of sustainability, urban design, architecture, landscape architecture. This could actually work as a broader, low cost strategy for Council to obtain improved private and public realm development.
- Potentially undertake a study to assess all 'catalyst sites for redevelopment opportunities' in the central zones.
- Determine special planning considerations such as setbacks, servicing, access, etc. .
- Undertake stakeholder engagement with landowners about their future plans and interest in the opportunity.
- Explore ideas for land management and tenure arrangements (including public car parking and spaces).
- Investigate demand for uses, activities and events, determine the types of tenancies that would be most conducive for this area.
- Work with real estate agents, Chamber of Commerce and potentially targeted tenancies to determine supply requirements, and the extent to which these can be delivered with current stock.
- Complete feasibility investigations for potential tenancies / events / infrastructure works, and include clear indication of expected demand.

- Develop a car parking strategy to address car parking CBD-wide.
- Review funding sources available (including available grants) that could assist in implementation. If new funding sources are to be utilised, ensure that consultation to test the business community's appetite for the funding sources is completed.

Action Table:

No.	Project	Timeframe	Impact	Outcome	Action	Lead	Potential Funding (subject to detailed study)
4	Rodeo-Camooweal St Key Site Investigation	Priority (0-5 yrs)	High	Transform the existing carpark and commercial site on the corner of Rodeo Dr and Carmoonweal St into a potential multi-purpose development	<p>4A. Undertake pilot project evaluate all potential catalyst sites across core precincts (confirm highest priority/ suitability)</p> <p>4B. Undertake site and feasibility study</p> <p>4C. Design and deliver project meeting the desired economic outcomes and parking provisions</p>	Land owners/ Private investors (Council if public car parking is considered)	Explore interest from Glencore - housing for workers and office space

5. Mount Isa Village and Simpson Street Redevelopment

Mount Isa Village Redevelopment leverages its strategic location the CBD's eastern gateway to complement the CBD entry experience and support the evolution of Simpson Street as one of Mount Isa's key CBD retail destinations.

The precinct will be a primary destination for shopping, for community connection and to access day to day services.

Key Outcomes and Benefits (Planning, Economic)

- The eastern edge of the site sits directly on the eastern CBD arrival gateway, where Rodeo Drive and Barkly Highway meet. A review of the retail, car parking and public realm in this area to support a greater sense of CBD arrival and customer experience would create a high impact outcome. A review of the Rodeo Drive street section is integral to understand the extent of this opportunity.
- The Mount Isa Village site is the largest plot of land and a prominent site in the CBD area. Prominent sites are highly visible from the public domain and provide opportunities for architectural expression to enhance the character of the area. Under a single land ownership, this provides opportunities to rejuvenate and reorganise development layout to achieve desired urban design and placemaking outcomes. This includes investigation of the use of the existing car parking area to create additional public realm and commercial uses.
- There is an opportunity (subject to engineering advice) to reduce the traffic footprint to one-way on Simpson Street, one lane with appropriate safety clearances. This will liberate nearly half the road width, providing 16 - 20 metres for use as a public plaza on the western side of Simpson Street. This can be landscaped, shaded and activated with interactive water play features and passive water elements to create a cool pedestrian environment. This strategy increases the comfort and appeal of the western side of the street, increases the passive retail activity and safety.
- The retail area between the Coles and Kmart entrances can be orientated to the street to create some shady outdoor eating offerings, which will increase the passive surveillance and safety in the area. It will improve the street presence, appeal and legibility of the centre.

- The Street carparking in Simpson Street is maximised with angled parking either side and centre-line parking in the median, and two lane carriageway in both directions. Whilst this is ideal for maximising carparking it is the least beneficial to the public realm.
- The taxi rank may be relocated to the activated spine in the cross-block pedestrian spine leading to Camooweal Street, closer to the Carpentaria Buffalo Club and the more active street retail.
- Cross-street linkages there and opposite the Buff Club entrance are proposed, with appropriate traffic calming. It is recommended that the entrance to the Buff's Club be considered and upgraded to provide a better pedestrian experience from Simpson Street.
- The amount of carparking in Simpson Street would be reduced by about 30% but can be replaced by additional on-street parking in the eastern end of Rodeo Drive, where it can service both the Mount Isa Village and the potential parkland in the redeveloped Frank Aston Gateway. The balance of carparking should be redistributed to free up Simpson Street for incidental use rather than for the shopping centre.
- Significant economic and social benefits would arise from this project. As an urban renewed area, it will attract additional visitors and tourists. This will help capture escape expenditure and assist the overall economy of the region. Socially, a more engaging physical environment will provide another area for community and visitors to gather and meet. As well, the gateway treatments will provide a sense of arrival into the CBD. Both these measures will assist in strengthening the identity and sense of place in Mount Isa CBD.
- To provide a consistency of footpath detailing and finishes.
- To create a stronger connection to the hospital precinct which is safe and comfortable hence encouraging pedestrian mobility.

Principle Orb - Related Themes (Planning, Economic)

1A, 1C, 3A, 3B, 4A, 4B, 4C, 5B, 5C, 5D, 6C, 7A, 7B, 7C, 7D, 10A, 10B, 10C, 11A, 11C, 11D, 13A, 13B, 14A, 14C

Key Design Strategies (Planning, Economic)

Stage A - Mount Isa Village Eastern Precinct and Rodeo Drive (East) Activation and City Gateway (part)

- Improve pedestrian connection between the car park and shopping center, create prominent entrances, clear sight lines and visually permeable interfaces if reasonable/ possible to augment the building in a cost effective way.

- Improve the amenity and appeal of the car parking area including the potential for a gateway park area, design and materials to support the reduction of UHIE. To maximise outcomes, open space should include canopy planting, adopt light coloured surface treatments and be highly irrigated and potentially include misters or water play.
- Explore the opportunity for a new feature retail site on the intersection of Rodeo Drive and Barkly Highway
- Explore new traffic movements and a reduction of space allocated to vehicle movements on Rodeo Drive, increase space for parking, landscaping and shaded pedestrian and cycling paths.
- Improve loading access and circulation for large vehicles.
- Improve Streetscape character, landscape and pedestrian safety on Rodeo Drive and Simpson Street, creating cooler streets and to enhance a sense of arrival.
- Enhance connection to Frank Aston City Gateway to enhance and create a strong sense of arrival into the CBD area.

Stage B - Simpson Street, mid block links and Mount Isa Village Western Precinct

- Improve pedestrian connection between the street and shopping center, create prominent entrances, clear sight lines and visually permeable interfaces if reasonable/ possible to augment the building in a cost effective way (orientate tenancies to the new public realm area).
- Create a new public plaza on the eastern side of Simpson Street
- Activate the western interface of the existing Mount Isa Village development to create active frontages and commercial spillover to the new public plaza spaces.
- Improve Streetscape character, landscape and pedestrian safety on Simpson Street, creating a connection and linking the commercial developments to the west.
- Improve the development interface along the corners of the plot to create legible points of entry and arrival. Important corners require distinctive treatment such as emphasis, articulation, splayed treatments etc.
- Increase shade and greenery through tree planting and landscaping.
- Ensure consistent footpath finishes.
- Incorporate lighting for safety and CCTV.

Reference Material and Related Projects (Master Plan and External) (Planning, Economic)

- Mount Isa CBD Master Plan - #7 Frank Aston Tourism Gateway

- Mount Isa CBD Master Plan - #11 Rodeo Drive (East) Activation and City Gateway
- Mount Isa CBD Master Plan - #18 The Buffs Club Key Site Investigation

Key Challenges and Further Investigation (Planning, Economic)

- Infrastructure projects will require funding, and it is noted that Council's rate base, consolidated funding budgets and infrastructure charges funds are limited. There is opportunity for Council to explore a further range of funding considerations - special rates, separate rates and charges, voluntary infrastructure agreements. If this was to be pursued, consultation with the business community would be required. In preparing information for consultation, the nexus between development and the potential charges would need to be noted and the benefits to businesses clearly highlighted.
- Grants may also be able to be utilised to assist the establishment of facilities, particularly in uses where the facility is able to be sustainably operated over the longer term. It is noted that grants are generally associated with funding capital works as opposed to operational support.
- A detailed site assessment would need to be undertaken to fully understand the technical challenges and barriers (e.g traffic and services engineering investigations)
- Conflicts with existing services (cost effective approaches)
- Tree selections and maintaining greenery

Implementation Strategy and Consideration (Economic)

- Further consultation and investigation are required with the existing land owner to explore options to activate new commercial spaces on key areas of the site. This also includes exploring mechanisms to accommodate additional business tenants (permanent and temporary) into these spaces.
- Undertake site investigations and consult with relevant authorities. In particular an audit of car parking and traffic investigations and a precinct level (to reduce traffic movements on key streets for improved pedestrian movements).
- Develop a detailed plan and framework for the precinct to create a unified vision and staged plan.
- Work with Mount Isa Village to owners and tenants to advance Stage A - Mount Isa Village Eastern Precinct.
- Establish partnership agreements for project delivery and management.

Action Table:

No.	Project	Timeframe	Impact	Outcome	Action	Lead	Potential Funding (subject to detailed study)
5	Mount Isa Village Redevelopment -	Priority (0-5 yrs)	High	Redevelop the existing Mount Isa Village to maximise land use, interface, carparking and public realm areas, and to help establish a CBD eastern gateway.	5A. Engage property owners to prepare site Master Plan 5B. Conduct feasibility study and management strategy. 5C. Establish partnership agreements for project delivery and management	Council with Mount Isa Village owners/ other major precinct land owners	Public/ Private partnerships

6. Miles Street Activation and Upgrade

Miles Street will become a day and night food, arts and retail street, providing a vibrant atmosphere for pedestrians and customers. It offers a variety of landscapes and amenities that will promote social interaction and local businesses. Visitors can explore the art, craft and boutique clothing shops.

Design Function - Road style, uses, sections, and design palette for future works to the public realm and streetscape.

- It's less about carparking and space for cars, it's more about people and the elements required to make walking and cycling in this street, comfortable, safe and attractive.
- Improved street lighting and furniture to promote nightlight, events and businesses.
- Materiality is resilient, cool, green and 'Mount Isa'.

Character - design guidelines that enhance and celebrate the CBD's unique character, recognising and responding to identified areas or precincts of a similar nature.

- Vibrant streetscape with night lightning, public art and street furniture.
- Continuous shade structures and planting are a key feature/ element.

Safety and Comfort - create comfortable and safe places for people to use which encourage walking, cycling and use of public transport.

- Human scaled developments with continuous building interfaces providing natural surveillances and "eyes on the streets"
- It is a robust, cool and inviting place to shop, eat and play. The public realm spaces are designed for all ages and generations

Quality - provide clear guidance to those involved in designing and constructing public realm spaces on the quality of design expected.

Key Outcomes and Benefits (Planning, Economic)

- Strong streetscape design offers significant community benefits, better quality of life, safer and more secure places. This project transforms Miles Street into a bustling precinct central to the action of the city. An area that provides a real sense of arrival and vibrancy to visitors during the day, night and on weekends.
- Better planning and good urban design are important elements in a local economic development strategy and in recent years, increasing attention is being given to the role of streetscapes. The project will improve economic activity, stimulate new investments and enhance new sustainability opportunities.
 - Creating local green jobs;
 - Reducing urban heat (lowering cooling requirements and providing increased outdoor amenity)
 - Increasing the property value of homes and businesses;
 - Reducing traffic congestion by providing access to alternative modes of transportation;
 - Reducing water treatment costs by facilitating natural storm water filtration; and
 - Improving air quality
- Provide a more people friendly, street based retail, food and beverage, entertainment and business experience through more shade, landscaping, dedicated paths and street crossings. Increased foot traffic supports retail and business activity and general safety.
- Establish Miles Street as part of a preliminary nighttime 'safe zone'. Support outcomes with increased security and safety measures.
- Provides inclusive public places for all generations, ages and cultures. Connecting the city to younger generations is a strong way of ensuring they grow to appreciate the city's value. Council should promote smart infrastructure and facilities along the streets.
- Encourage outdoor dining through providing comfortable places
- Create a place where people can easily access on cycle or alternate transport.
- Enhance the place to promote modern contemporary design.

Principle Orb - Related Themes (Planning, Economic)

1C, 3A, 3B, 4B, 5A, 5B, 5C, 5D, 6A, 6B, 6C, 7A, 7B, 7C, 7D, 9B, 9D, 10C, 13B, 13C

Key Design Strategies (Planning, Economic)

- Create a separate pedestrian movement zone along shopfronts and cafes and consider a shared dedicated pedestrian cycleway next to the car parking. This will help reduce the quantity of road pavement to slow traffic and prioritise pedestrian movements, so people can transit across roads in several places comfortably and safely.
- Reduce urban heat by reconsidering car parking layouts and width of roads (reducing the amount of dark heat absorbing surfaces), and introducing increased canopy vegetation. Provide informative and educational messages to the public about improvements to support reduction in Urban Heat Island Effect (UHIE).
- Activate spaces with improved nighttime lightning for outdoor dining, children spaces, public art and smart technology.
- Improve streetscape to provide a more comfortable walking environment for pedestrians.
 - Provide greenery and shade
 - Cool the environment with shade structures, trees and misting
 - Create human scale public spaces.
 - Introduce seating, bins furniture
 - Incorporate CTED principles with natural surveillance and “eyes on the street”
- Improve parking provision and arrangements, consider parallel parking to avoid the conflict of nose in parking hanging over kerb
- Create a contemporary modern space and use materials with lighter tones, but be careful to consider reflective glare.
- Define the cycle movement and alternate modes of transport through the space
- Create legible points of entry connecting laneway precincts.

Key Challenges and Further Investigation (Planning, Economic)

- Good policy and planning frameworks are required to improve the connection between better streetscapes and local economic development. This is both a challenge and an opportunity to ensure the City provides efficient policies to allow business owners to benefit and help maintain the streetscapes.
- Maintaining the plant life in a healthy and attractive manner. This requires the City to initiate proper management mechanisms

- Potential challenges to redefine the road reserves, traffic movements and Relocating and fitting around services. This calls for communication with existing land owners to minimise impacts on business operations.
- Challenges on shifting public perception around crime and safety, such as adaptation of CPTED and natural surveillances.
- Further investigation on attracting the operators to run the street based retail, food and beverage

Implementation Strategy and Consideration (Economic)

- Through Council's investigation of demand for uses, activities and events, determine the types of tenancies that would be most conducive for this area.
- Work with the local business community to ensure streetscapes are closely connected to new and emerging market opportunities such as the Centennial Place and Laneway Precinct.
- Plan and invest in public realm infrastructure upgrades. This includes undertaking basic maintenance, removing graffiti, and "ensure that the building is an asset rather than a liability to the quality of the streetscape surrounding it".
- Engage experts, key stakeholders and communities to create a sensible urban streetscape with new pedestrian lighting, wayfinding signage, gateway markers, verges, and paver sidewalks.
- Investigate further techniques to shade, cool and create comfort such as urban mister
- Resolve street cross section and car parking strategy
- Review funding sources available (including available grants) that could assist in implementation. If new funding sources are to be utilised, ensure that consultation to test the business community's appetite for the funding sources is completed.
- Develop a schedule of events that can be hosted in this area. Liaise with key organisers and the community to ensure local buy in.
- Highlighting the local art scene by incorporating innovative 'canvases' is a key priority. Consult with local artists regarding their ability, need and desire to input in the requirements. Ensure that the process is documented and told to the community to celebrate the outcomes, and help foster a sense of ownership / protection for the areas.

Action Table:

No.	Project	Timeframe	Impact	Outcome	Action	Lead	Potential Funding (subject to detailed study)
6	Miles Street Activation and Upgrade	Priority (0-5 yrs)	High	Transform Miles Street into a key people's street of the CBD during the day and a safe street during night.	6A. Conduct site analysis and Master Plan 6B. Engage business ownerships to develop and guidelines for street interface and activation 6C. Prepare Streetscape Design	Council initial then private partnership and development	Regional Grants

7. Rodeo Drive (West) Activation and Upgrade

Rodeo Drive is a place where we celebrate Mount Isa's Rodeo and outback culture. It is also a 'people corridor', a central place of shaded pedestrian mobility that connects the precincts of the city. It's green, cool and comfortable.

In Rodeo Drive people slow down, taking in the celebratory nature of the space. It has a key tourism role in promoting the Rodeo and outback culture which Mount Isa is renowned for. We want people to slow the walk, absorb the Rodeo curated artwork and even buy a locally made or sourced article related to the theme 'The Western Outback'.

Design Function - Road style, uses, sections, and design palette for future works to the public realm and streetscape.

- Enhance main street character and landmarks fostering a strong sense of arrival.
- Reduce the carparking and give it back to themed spaces celebrating Rodeo and Mount Isa culture/ heritage.
- Materiality is resilient, cool, green and 'Mount Isa'.

Character - design guidelines that enhance and celebrate the CBD's unique character, recognising and responding to identified areas or precincts of a similar nature.

- It's heavily themed and distinctively Mount Isa Rodeo and history.
- Continuous shade structures and planting are a key feature/ element.

Safety and Comfort - create comfortable and safe places for people to use which encourage walking, cycling and use of public transport.

- It is a cool and inviting place to stop, absorb and walk on. It's not designed for overly long stoppages, but encourages the user to stop and admire, learn and take on the history of the city. Maybe buy a unique gift piece of Mount Isa 'Out Wes'".

Quality - provide clear guidance to those involved in designing and constructing public realm spaces on the quality of design expected.

Key Outcomes and Benefits (Planning, Economic)

- Rodeo Drive is a key CBD Street; it terminates on key CBD landmarks, is centrally located touching most CBD precincts, and runs parallel to two major roads (either side) positioning it well as a street more for people than cars. It is very wide and perfectly placed to accommodate alternate cross sections and modes of transport. The opportunity to create a link/ spine from the River through to the Outback at Isa and be a key destination for visitors is a key.
- Create a central walking and cycling spine that stitches together key destinations across the CBD.
- Better planning and good urban design are important elements in a local economic development strategy and in recent years, increasing attention is being given to the role of streetscapes. The project will improve economic activity, stimulate new investments and enhance new sustainability opportunities such as:
 - Creating local green jobs;
 - Reducing urban heat (lowering cooling requirements and providing increased outdoor amenity)
 - Increasing the property value of homes and businesses;
 - Reducing traffic congestion by providing access to alternative modes of transportation;
 - Reducing water treatment costs by facilitating natural storm water filtration; and
 - Improving air quality
- Embedding arts, heritage and cultural elements as part of a CBD tourist trail strengthens Mount Isa's identity as a tourism city with a rich culture and proud history.
- Providing a continuous shaded path for people to explore the CBD, enhances Mount Isa as a place that inspires healthy lives.
- Increased shade trees and soft / permeable landscape reduces Urban Heat Island Effect (UHIE).
- Passive irrigation of street trees making use of road pavement run off
- Creates an opportunity to introduce a focused retail and service related theme.
- Creates an opportunity for a focused area of accommodation provision.
- Strengths a curated overlay based on the Rodeo and outback culture.

Principle Orb - Related Themes (Planning, Economic)

1C, 3A, 3B, 4B, 5A, 5B, 5C, 5D, 6A, 6B, 6C, 7A, 7B, 7C, 7D, 9B, 9D, 10C, 13B, 13C

Key Design Strategies (Planning, Economic)

- It needs to be a place with genuine expressions of Mount Isa culture and heritage landmarks that helps with legibility and navigation.
- Include informative and educational messages to the public about improvements to support reduction in Urban Heat Island Effect (UHIE). This could include incentive programs and demonstration projects.
- Reduce the quantity of tarmac (car parks and traffic lanes) and provide more public realm area.
- Provide a wide, shaded pedestrian spine with trees and shade structures.
- Improve the street facing facades; encourage transparent and activated facades with shading where possible.
- Introduce a curated walk of Rodeo fame, incorporating hold points which have seating and furniture
- Curate (where possible) a theme of shops based on Rodeo / outback retail.
- Incorporate night lighting.
- Hero and retain the heritage clock site.
- Investigate removing/ reconfiguring the roundabouts to bring the scale of intersections down and facilitate safer pedestrian and cycling movements.

Key Challenges and Further Investigation (Planning, Economic)

- Establishing and maintaining the plant life (have trees) in a healthy and attractive manner.
- Managing community expectations around carparking and the dominance of the car in this street/ the CBD.
- Transitioning the land uses in this area to follow the intent of the plan.
- Relocating and fitting around services without incurring excessive costs.
- Passive irrigation benefits, given arid climate
- Shifting public perception around crime and safety and the benefits of a walkable CBD.

Implementation Strategy and Consideration (Economic)

- Consult existing land owners and tenants across the precinct.

- Undertake site investigations and consult with relevant authorities. In particular an audit of car parking and traffic investigations and a precinct level (to reduce traffic movements on key streets for improved pedestrian movements).
- Through Council's investigation of demand for uses, activities and events, determine the types of tenancies that would be most conducive for this area.
- Work with landlords to develop a strategy for attracting preferred uses and tenancies
- Council may consider acquiring key sites.
- Develop a detailed plan and framework for the precinct to create a unified vision and staged plan.
- Heavily invest in a public realm upgrade.
- Investigate further techniques to shade, cool and create comfort
- Resolve carparking strategy
- Review funding sources available (including available grants) that could assist in implementation. If new funding sources are to be utilised, ensure that consultation to test the business community's appetite for the funding sources is completed.
- Develop a curated Rodeo themed walk with aspects of mining history tied in, in collaboration with relevant stakeholders.

Action Table:

No.	Project	Timeframe	Impact	Outcome	Action	Lead	Potential Funding (subject to detailed study)
7	Rodeo Drive (West) Activation and Upgrade	Priority (0-5 yrs)	High	Activate and upgrade Rodeo Drive into a key people's street for pedestrians and businesses.	7A. Conduct site analysis and Master Plan 7B. Engage business ownerships to develop and	Council	Regional Grants

					guidelines for street interface and activation 7C. Prepare Streetscape Design		
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Mid-term Projects

8. Mount Isa Hotel Site Development Opportunities

Located strategically in the CBD Central Precinct on Rodeo Drive, this site in single private ownership presents an opportunity for intensification. It could leverage its strategic location to anchor the Rodeo drive experience and contribute to the growth of the night time economy and 'safe zone'. The built form could increase in height and contribute to Rodeo Drive as the focus for the 'city skyline.'

Key Outcomes and Benefits (Planning, Economic)

- Red Earth Hotel and The Isa represent a key CBD site and future development opportunity. It is understood that they are under single ownership and are strategically located in the core CBD precinct on Rodeo Drive and Miles Street. The location, uses and existing brand/ success support opportunities for intensification / redevelopment.
- The successful food and beverage, entertainment and accommodations uses could be retained and expanded to support the and complement the focus for this precinct and the establishment of Rodeo Drive West and Miles Street North as a preliminary night time safe zone.
- The redevelopment could increase activation/ active interfaces at the ground floor and contribute to the aspirations for Rodeo Drive as a key pedestrian spine.
- Increases in height and activity could help with CBD way finding and establish the Central Precinct as the heart of Mount Isa CBD.

Key Design Strategies (Planning, Economic)

- Increased height to Rodeo Drive
- Zero setbacks, shading and active facades to Rodeo Drive, Miles Street and West Street
- Contribution to safe street/ zone initiatives including lighting and passive surveillance
- Built form that addresses the key intersections positively
- Car parking at the rear/ not visible from the street
- Focus on accommodation, entertainment, retail, and food and beverage uses/ offer

Key Challenges and Further Investigation (Planning, Economic)

- Private ownership and investment
- Multistorey development and construction
- Hotel branding and management

Implementation Strategy and Consideration (Economic)

- Driven by private sector
- Marketing to attract potential hotel tenders
- Council to set/ guide/ monitor design outcomes/ set special development controls at the street level closely (as per above), with a focus on night time safety and shading and pedestrian appeal during the day.
- Creates an opportunity to meaningfully contribute to the outcomes for Rodeo Drive and Miles Street.

Action Table:

No.	Project	Timeframe	Impact	Outcome	Action	Lead	Potential Funding (subject to detailed study)
8	Mount Isa Hotel and Accommodation Upgrade	(5-10 yrs)	Mid	An intensification of the current site/s that improves street based activity and outcomes for pedestrians day and night, increases building height/ scale, and increases the uses on site.	8A. Driven by private sector predominantly 8B. Council to explore special development controls 8C. Council to provide policy support and incentives	Private - Owner/ tennant	Private Investment

9. The 'Food Corner' Key Site Investigation

The 'Food Corner' Sites present multiple opportunities for redevelopment and intensification. They are strategically located in the CBD, on the corner sites of the Rodeo Drive and Simpson Street intersection, adjacent to Mount Isa Village, Frank Aston Hill and the gateway or eastern arrival point at the CBD. The sites could leverage the strategic location to anchor the Rodeo drive experience and contribute to Rodeo Drive as the focus for the 'city skyline.'

Conversely as they are, there may be an opportunity to leverage the 'pull' of the current tenants to retain more visitors in the CBD.

Key Outcomes and Benefits (Planning, Economic)

- The sites on the 'food corner' represent key CBD sites and future development opportunities. It is understood that each one is under single ownership and are strategically located in the core CBD precinct on Rodeo Drive and Miles Street.
- Potentially improve the traffic conditions around the existing KFC store.
- Create places that attract young people and families.
- Create distinct a gateway/node along the Rodeo Drive.

Key Design Strategies (Planning, Economic)

- Increased height to Rodeo Drive
- Zero setbacks, shading and active facades to Rodeo Drive, Miles Street and West Street
- Built form that addresses the key intersections positively
- Car parking at the rear/ not visible from the street
- Focus on accommodation, entertainment, retail, and food and beverage uses/ offer (compliment/ extend / connect the Simpson Street experience and offering)
- Alternate option to explore increased amenity and dwell spaces on site or in the public realm for gathering and informal outdoor dining (and any other options that may increase CBD dwell time off the trips for food and beverage)

Key Challenges and Further Investigation (Planning, Economic)

- Private ownership and investment
- Managing/ensure sufficient car parking space while promoting public realm activation
- Pedestrian safety across the Rodeo Drive and Simpson Street intersection

Implementation Strategy and Consideration (Economic)

- Driven by private sector (unless key site bought by Council for development)
- Council to set/ guide/ monitor design outcomes/ set special development controls at the street level closely (as per above), with a focus on night time safety and shading and pedestrian appeal during the day.
- Creates an opportunity to meaningfully contribute to the outcomes for Rodeo Drive and Simpson Street
- Engage existing property owners on landscape and public realm activation on the corner locations.

Action Table:

No.	Project	Timeframe	Impact	Outcome	Action	Lead	Potential Funding (subject to detailed study)
9	The "Food Corner" Key Site Investigation	(5-10yrs)	Mid	1-3 key coner sites redeveloped in a way that contribute positively to street based activity and the CBD image and wayfinding. OR improvements to the sites and adjacent public realm to support increased dwell time in the CBD -	9A. Private - Owner/ tennant 9B. Engage property owners on public space activation. 9B. Council to explore special development controls.	Private - Owner/ tennant (unless key site purchased by Council for development)	Private Investment

				e.g. spaces to gather and consume food and beverage			
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10. Southern CBD Gateway and Health Precinct

The intersection of Isa Street and Camooweal Street and the surrounding sites and uses present a number of strategic opportunities that elevate the southern gateway role and contribute to the aspirations of the surrounding CBD Precincts. The intersection could be designed and addressed to create a bold and welcoming message of arrival at Mount Isa CBD.

Key Outcomes and Benefits (Planning, Economic)

- The gateway role is elevated by improved landscape, built form, and signage that address the intersection and signifies the importance of this arrival point and contributes to CBD image and appeal.
- Pedestrian connectivity across Isa Street should be improved, with key connections to / from the Miles and Simpson Street pedestrian networks and key destinations such as the Justice precinct and Hospital prioritised.
- The old Club site presents a key opportunity for redevelopment, contributing if possible to supporting the worker accommodation and medical/ health role of this precinct. Prioritised mid block and street based connections to the Hospital, with safety considerations elevated, if the option is available.
- The Telstra site could be explored for amenity improvements or to contribute to car parking for the overall precinct/ area.
- Woolworths loading areas interfacing with the key gateway intersection (especially with the current constraints that require footpath closure for loading) is not ideal. There is an opportunity to explore precinct level opportunities with landowners working together to explore mutually beneficial arrangements at a precinct level.

Key Design Strategies (Planning, Economic)

- Improved landscape amenity and pedestrian safety, including feature landscape elements at the corners of Isa Street and Camooweal Street intersection and at key crossing points, improved wayfinding signage, entry/ place signage, and shade tree planting.
- Built form controls that ensure buildings positively address the corner and are of a high quality design (should any of the corner sites be redeveloped)
- A review of underutilised land and car parking at a precinct level, in particular to support the constraints of the Woolworths site.

Key Challenges and Further Investigation (Planning, Economic)

- Ownership varies, some strategies require precinct wide collaboration and consultation.
- Isa Street and Camooweal Street are state controlled, streetscape improvements (significant greening) may be challenging.
- Safe and direct pedestrian connection and wayfinding across a major road.

Implementation Strategy and Consideration (Economic)

- Undertake various consultation activities with land owners, tenants and government authorities/ departments.
- Design and plan for gateway experience at the intersection, including design of the public realm and controls for the built form should future corner sites be redeveloped.
- Explore car parking strategy (private/ public).

Action Table:

No.	Project	Timeframe	Impact	Outcome	Action	Lead	Potential Funding (subject to detailed study)
10	Southern CBD Gateway and Health Precinct	(5-10yrs)	Mid - High	A bold and welcoming message of arrival was established. Improvements to landscaping, pedestrian movement, safety, built form quality and address, and car parking across the precinct.	10A. Undertake consultation / set framework for stakeholder/ landowner collaboration 10B. Prepare public realm design. 10C. Prepare private realm controls.	Private, State Government, and Council (different aspects)	Public and Private

11. The Buffs Club Key Site Investigation

The status of the Buffs Club as an iconic destination and the site as a quality feature in the urban landscape is enhanced.

Whether the site is explored for redevelopment and intensification of the current uses, or improvements are made to the current arrangements, the Buffs Club and surrounds will improve the Simpsons Street experience and the image of the City via Grace Street.

Key Outcomes and Benefits (Planning, Economic)

- Leverages investment in Simpson Street upgrades/ beautification and contributes to a threshold/ arrival experience at the Grace Street end.
- Contributes to important mid block links between the two core CBD precincts/ streets - the Food and Retail Precinct (Simpson Street) and the Central Precinct (Miles Street)
- Positively addresses Grace Street and contributes to a welcoming and attractive City image.
- Increases nighttime activity and safety.

Key Design Strategies (Planning, Economic)

- Built form to address Simpson Street/ Grace Street intersection positively, may include some increased height (if site significantly redeveloped)
- Mid block pedestrian link to Camooweal Street (through to Miles Street)
- Nighttime safety a key design consideration
- Zero setbacks, shading and active facades to Simpson Street, and Grace Street (if site significantly redeveloped)
- Car parking at the rear/ not visible from the street (if site significantly redeveloped)
- Landscape and car park upgrades to improve amenity and address to Simpson Street and Grace Street, establish high quality link between Buff Club Entry and Simpson Street public realm areas, which may include a safe crossing and threshold treatment on Simpson Street (considerations for the city image presented along the Grace Street interface) - if car park remains in current location

Key Challenges and Further Investigation (Planning, Economic)

- Private ownership/ level of influence
- Establishing public mid block connections on private land

Implementation Strategy and Consideration (Economic)

- Private ownership/ led
- Optimise outcomes through design collaboration with Council to link with Simpson Street upgrades and other mid block links, including landscape palettes and wayfinding signage.

Action Table:

No.	Project	Timeframe	Impact	Outcome	Action	Lead	Potential Funding (subject to detailed study)
11	The Buffs Club Key Site Investigation	(10-15yrs)	Low - Mid	The Buffs Club is a key destination and contributes positively to the urban image, safety and amenity.	11A. Consultation with landowner/ tenant to discuss opportunity and ideas for collaboration 11B. Discussion with landowners on public realm development and management	Private with Council collaboration on streetscape / landscape works	Private with Council collaboration on streetscape / landscape works

12. Rodeo Drive (East) Activation and City Gateway

A corridor of people and vehicular movements working together. The people corridor is to create a shaded pedestrian mobility corridor. With cars similarly we want shade and protection. It connects predominantly the eastern end and western precincts of the city. It encourages people to wander back and forth between precincts rather than people moving between precincts in cars.

It doesn't have the purpose as Rodeo Drive West in that it doesn't have the same focus on slowing the walk and absorbing the rodeo curated work. We want to get people quickly but comfortably and safely from the Mount Isa Village/ Frank Aston Tourism Gateway to the western side of Camooweal Street, with minimal conflict.

Key Outcomes and Benefits (Planning, Economic)

- Elevates the importance of Rodeo Drive as a key CBD Street. Options for alternate cross sections and modes of transport, and key links to the Outback at Isa are to be explored.
- Creates a central walking and cycling spine that stitches together key destinations across the CBD.
- Provide a continuous or semi continuous shaded path for people to explore the CBD. Make Mount Isa a place that inspires healthy lives.
- Increase the shade trees and soft / permeable landscape to reduce Urban Heat Island Effect (UHIE).

Key Design Strategies (Planning, Economic)

- Provide informative and educational messages to the public about improvements to support reduction in Urban Heat Island Effect (UHIE)
- Incorporate CBD wayfinding signage at key intersections
- Provide a shaded wide pedestrian spine with trees and shade structures such as an arbour
- Review, consolidate, remove awnings to deliver continuous shade (with trees and structures) and maximise shade
- Improve the street facing facades
- Deliver public realm that is green, shaded and comfortable
- Deliver night lighting, more focus on safety

- Resolve the conflict points between cars using fast food providers and pedestrians
- Prioritise safe and direct pedestrian links across Camooweal Street and Simpson Street

Key Challenges and Further Investigation (Planning, Economic)

- Maintaining the plant life in a healthy and attractive manner
- Plan for long term survival of signature trees
- Redefining the road reserves and traffic movements throughout and giving ourselves a wide pedestrian movement path (in a cost effective way)
- Relocating and fitting around services (in a cost effective way)
- Shifting public perception around crime and safety
- Resolving conflicts between cars and other modes
- Crossing/ incorporating/ interfacing with the state controlled Road (Camooweal Street)

Implementation Strategy and Consideration (Economic)

- Review funding sources available (including available grants) that could assist in implementation. If new funding sources are to be utilised, ensure that consultation to test the business community's appetite for the funding sources is completed.
- Resolve car parking strategy
- Through Council's investigation of demand for uses, activities and events, determine the types of tenancies that would be most conducive for this area. Work with landlords to develop a strategy for attracting preferred uses and tenancies
- This is a key piece of work connecting various precincts and movements for increased pedestrian mobility requires its own strategy (stage 2 of Rodeo Drive West project)
- Invest in a public realm upgrade and techniques to shade, cool and create comfort - consider a unified outcome such as a landscape shade structure/ arbour that would also create a bold and identifiable character outcome

Action Table:

No.	Project	Timeframe	Impact	Outcome	Action	Lead	Potential Funding (subject to detailed study)
12	Rodeo Drive (East) Activation and City Gateway	(5-10yrs)	Mid - High	A corridor of people and vehicular movements working together. The people corridor is to create a shaded pedestrian mobility corridor. With cars similarly we want shade and protection. It connects predominantly the eastern end and western precincts of the city. It encourages people to wander back and forth between precincts rather than people moving between precincts in cars.	12B. Undertake funding and car parking strategy (if not already done) 12B. Undertake consultation with surrounding tenants and landowners, develop a business attraction strategy 12C. Prepare a strategy and design for the project (Stage 2 of Rodeo Drive West)	Council with stakeholder input and collaboration (potentially key roles for the business associations or similar)	Council/ Grants

13. West Street Activation and Upgrade

West Street will continue to perform in its current functions and is considered a secondary CBD street in terms of the public realm quality (Miles Street, Simpson Street and Rodeo Drive are the primary streets/ highest order public realm).

The street can be closed for events and used for the street festivals amongst other things. Awnings where possible to be introduced along with street frontage shade structures and increased tree planting. The West Street Rodeo Drive intersection is to be reworked to simplify road movements and pedestrian desire lines. Materiality to be simplified. A threshold treatment at the Grace Street end will signify a slowing of traffic speed and arrival into the CBD.

Key Outcomes and Benefits (Planning, Economic)

- Improve the overall amenity of the street
- Provide greater shade and comfort
- More greenery
- Establish a consistent theme to street – civic in character
- Provide infrastructure to support street festivals.
- Revitalise and address strategy to fill empty shop fronts.
- CBD threshold and change in traffic speed at I Grace Street

Key Design Strategies (Planning, Economic)

- Redesign intersection at West Street and Rodeo Drive
- Rework footpath pavements for consistency (review road pavement widths and car parking)
- Identify a strategy to encourage service and civic related functions to fill vacant shopfronts
- Identify what is missing in Mount Isa as related to Civic/ Service requirements
- Improve lighting for safety.
- Connect to laneway
- Connect to Civic Precinct

- Implement improvements to civic precinct

Key Challenges and Further Investigation (Planning, Economic)

- Attracting tenants
- Relocating and fitting around services (in a cost effective manner)
- Shifting public perception around crime and safety
- Resolving conflicts between vehicles and other modes
- Funding (a number of other streetscape works a higher priority)

Implementation Strategy and Consideration (Economic)

- Through Council's investigation of demand for uses, activities and events, determine the types of tenancies that would be most conducive for this area.
- Work with landlords to develop a strategy for attracting preferred uses and tenancies
- Invest in a public realm upgrade
- Investigate further techniques to shade, cool and create comfort
- Review funding sources available (including available grants) that could assist in implementation. If new funding sources are to be utilized, ensure that consultation to test the business community's appetite for the funding sources is completed.

Action Table:

No.	Project	Timeframe	Impact	Outcome	Action	Lead	Potential Funding (subject to detailed study)
13	West Street Activation and Upgrade	(5-10yrs)	Mid	West Street will continue to perform in its current functions and is considered a secondary CBD street in terms of the public realm quality (Miles Street, Simpson Street and Rodeo Drive are the primary streets/ highest order public realm).	13B. Undertake funding and car parking strategy (if not already done) 13B. Undertake consultation with surrounding tenants and landowners, develop a business attraction strategy 13C. Prepare a strategy and design for the project (Stage 2 of Rodeo Drive West)	Council with stakeholder input and collaboration (potentially key roles for the business associations or similar)	Council/ Grants

14. Camooweal St Streetscape Improvement

Camooweal Street as a controlled TMR road is proposed to remain relatively unchanged other than introducing trees and improving street finishes with consistency.

Key Outcomes and Benefits (Planning, Economic)

- Consistent feel and scale to street
- Increased shade and comfort
- Promote cycling in the CBD area

Key Design Strategies (Planning, Economic)

- Street trees
- Footpath pavement consistency
- Promote dedicated cycling lanes.

Key Challenges and Further Investigation (Planning, Economic)

- Delivering amenity and shade outcomes on a state controlled road can be challenging from a safety and design perspective, and requires stakeholder commitment to vision.
- Ongoing consultation and negotiation with State Government agencies

Implementation Strategy and Consideration (Economic)

- Engagement with TMR and establishing project responsibility/ delivery and management approach.
- Explore funding and collaboration opportunities.

Action Table:

No.	Project	Timeframe	Impact	Outcome	Action	Lead	Potential Funding (subject to detailed study)
14	Camooweal St Streetscape Improvement	(5-10yrs)	Mid	Camooweal Street as a controlled TMR road is proposed to remain relatively unchanged other than introducing trees and improving street finishes with consistency.	14A. Conduct site analysis and Master Plan (potentially by others) 14B. Prepare Streetscape Design (potentially by others)	TMR/ Council	State/ Council

15. Miles Street Activation and Upgrade (Extension)

Miles Street will continue to perform in its current functions and is considered a secondary CBD street in terms of the public realm quality (Miles Street, Simpson Street and Rodeo Drive are the primary streets/ highest order public realm).

The street can be closed for events and used for the street festivals amongst other things. Awnings where possible to be introduced along with street frontage shade structures and increased tree planting. The pedestrian connectivity to the Mount Isa Courthouse, Police Station and Mount Isa Hospital, over Isa Street, is to be reviewed and enhanced. Materiality to be simplified. A threshold treatment at the Isa Street end will signify a slowing of traffic speed and arrival into the CBD.

Key Outcomes and Benefits (Planning, Economic)

- Improve the overall amenity of the street
- Provide greater shade and comfort
- More greenery
- Establish a consistent theme to street – civic in character
- Provide infrastructure to support street festivals.
- Revitalise and address strategy to fill empty shop fronts.
- Key green street/ pedestrian street - link between CBD core and Justice Precinct
- CBD threshold and change in traffic speed at Isa Street

Key Design Strategies (Planning, Economic)

- Rework footpath pavements for consistency (review road pavement widths and car parking)
- Identify a strategy to encourage retail and business related functions to fill vacant shop fronts
- Improve lighting for safety.
- Connect to Justice Precinct

Key Challenges and Further Investigation (Planning, Economic)

- Attracting tenants
- Relocating and fitting around services (in a cost effective manner)
- Shifting public perception around crime and safety
- Resolving conflicts between vehicles and other modes
- Funding (a number of other streetscape works a higher priority)

Implementation Strategy and Consideration (Economic)

- Through Council's investigation of demand for uses, activities and events, determine the types of tenancies that would be most conducive for this area.
- Work with landlords to develop a strategy for attracting preferred uses and tenancies
- Invest in a public realm upgrade
- Investigate further techniques to shade, cool and create comfort
- Review funding sources available (including available grants) that could assist in implementation. If new funding sources are to be utilized, ensure that consultation to test the business community's appetite for the funding sources is completed.

Action Table:

No.	Project	Timeframe	Impact	Outcome	Action	Lead	Potential Funding (subject to detailed study)
15	Miles Street Activation and Upgrade (Extension)	(10-15yrs)	Mid	Miles Street will continue to perform in its current functions and is considered a secondary CBD street in terms of the public realm quality (Miles Street, Simpson Street and Rodeo Drive are the primary streets/ highest order public realm).	15A. Conduct site analysis and Master Plan (could have been done as part of stage 1 of Miles Street) 15B. Engage business ownerships to develop and guidelines for street interface and activation (could have been done as part of stage 1 of Miles Street) 15C. Prepare Streetscape Design	Council	Council

Long-term Projects

16. Central Precinct Infill and Urban Renewal

The Central precinct will be the catalyst area for infill and urban renewal projects, leveraging the concentrated investment in amenity and public realm around Miles Street and Rodeo Drive. A high priority of this area is exploring the introduction of residential use into the CBD, as well as increasing the workforce. Day and night time activity will increase and safety will improve and grow from this localised zone.

Key Outcomes and Benefits (Planning, Economic)

- Shop top and infill housing opportunities explored/ encouraged.
- Residential and office space located to leverage outlook to high amenity streets and places, providing passive surveillance day and night .
- Market diversity and affordable housing options increase.
- CBD lifestyle and affordable housing may appeal to some mining workers and encourage them to dwell more in the town (rather than direct/ regular FIFO)
- Mixed use precincts are typically more vibrant and economically successful.

Key Design Strategies (Planning, Economic)

- Shop top housing (building adaptation and new build).
- Increased mixed use buildings.
- Priority interfaces to high amenity and use areas/ streets.

Key Challenges and Further Investigation (Planning, Economic)

- Economic viability of housing typologies/ size of land parcels.
- Planning scheme review may be required.

Implementation Strategy and Consideration (Economic)

- Market testing and investigations/ industry partnerships and consultation (public private partnership to gain interest and understand barriers and challenges).
- Review Planning Scheme and building controls (understand barriers and challenges in process/ Council's role).

Action Table:

No.	Project	Timeframe	Impact	Outcome	Action	Lead	Potential Funding (subject to detailed study)
16	Central Precinct Infill and Urban Renewal	(10-15yrs)	Mid	The Central precinct will be the catalyst area for infill and urban renewal projects, leveraging the concentrated investment in amenity and public realm around Miles Street and Rodeo Drive. A high priority of this area is exploring the introduction of residential use into the CBD, as well as increasing the workforce. Day and night time activity will increase and safety will improve and grow from this localised zone.	16A. Market testing and investigations/ industry partnerships and consultation (public private partnership to gain interest and understand barriers and challenges) 16B. Review Planning Scheme and building controls (understand barriers and challenges in process/ Council's role).	Private/ Council	Private/ Council

17. Justice Precinct Activation and Urban Renewal

The Justice precinct will be the southern anchor of the CBD, with a direct connection to the central CBD along Miles Street. The vista at the end of Miles Street will exhibit strong civic qualities and help orientate people in the CBD.

Key Outcomes and Benefits (Planning, Economic)

- The new pedestrian green link along Miles Street extends to connect the key Justice Precinct developments, including the Courthouse and Police Headquarters.
- Creating a recognisable civic interface of the key developments to enhance public realm and place identity.
- Enhancing the western connection via Isa Street to the recreational areas of the Leichhardt River and Splashez Aquatic Centre.
- Improve interface, car parking and access to support the development of Woolworth site.

Key Design Strategies (Planning, Economic)

- Formalise civic lightning, landscaping and plaza entrance to address pedestrian access and establish civic hub public realm qualities.
- Improve safety of pedestrian crossings to enhance connections.
- Enhance built form quality and civic presence (though any future upgrades/ developments) - sight line from Miles Street is a key focal point.

Key Challenges and Further Investigation (Planning, Economic)

- Lower priority than other CBD public realm projects (funding)
- Isa Street a state controlled Road (crossing and enhancements may be challenging to navigate)
- Poor quality built form

Implementation Strategy and Consideration (Economic)

- Review funding sources available (including available grants) that could assist in implementation.
- Investigate further techniques to shade, cool and create comfort
- invest in a public realm upgrade

Action Table:

No.	Project	Timeframe	Impact	Outcome	Action	Lead	Potential Funding (subject to detailed study)
17	Justice Precinct Activation and Urban Renewal	(10-15yrs)	Low - Mid	The Justice precinct will be the southern anchor of the CBD, with a direct connection to the central CBD along Miles Street. The vista at the end of Miles Street will exhibit strong civic qualities and help orientate people in the CBD.	17A. Review funding sources available (including available grants) that could assist in implementation. 17B Invest in a public realm upgrade.	Council	Council/ Grants

18. Miles-Isa Street Key Site Investigation (Woolworths)

This key site and development in the CBD needs to be planned for in the short and long term in partnership with the owners and key tenant. It sits on an important southern gateway and interfaces with the Justice Precinct.

Key Outcomes and Benefits (Planning, Economic)

The following are a number of ideas discussed, however this is not an exhaustive plan/ list:

1. Look at precinct wide solutions to support this tenant with current loading and car parking (and interface/ amenity/ safety) challenges.
2. Facilitate opportunities for this tenant/ land owner to expand on the current site or elsewhere in the CBD (preference for retaining anchor tenants within the CBD)
3. If this site were to change use, explore design controls for how redevelopment would be managed to meet localised urban design objectives.

Key Design Strategies (Planning, Economic)

- Improve address to the intersection of Camooweal and Isa Streets (Southern CBD Gateway)
- Respond to the role of Miles Street as a key green pedestrian connecting street (an active and cool place for people)
- Work with landowners and tenants to improve site use and plan for future expansion within the CBD.

Key Challenges and Further Investigation (Planning, Economic)

- Direction dependent on opportunities and private business planning
- Heavily constrained site/ uses (pressure)
- Located away from other retail uses/ precincts

Implementation Strategy and Consideration (Economic)

- Consult with landowner and tenant, and landowners within the precinct (parking and loading opportunities).
- Explore design controls to plan for future expansion or re-development.

Action Table:

No.	Project	Timeframe	Impact	Outcome	Action	Lead	Potential Funding (subject to detailed study)
17	Miles-Isa Street Key Site Investigation	(10-15yrs)	Low - Mid	This key site and development in the CBD needs to be planned for in the short and long term in partnership with the owners and key tenant. It sits on an important southern gateway and interfaces with the Justice Precinct.	17A. Consult with landowner and tenant, and landowners within the precinct (parking and loading opportunities). 17B. Explore design controls to plan for future expansion or re-development.	Council/ Private	Private

19. Leichhardt River Activation

The Leichhardt River environment area is a place of cool green relief, it offers the opportunity for the CBD to become a destination for more than retail and business. It will facilitate connection to surrounding destinations and be a key place for youth, with a particular emphasis on links to the adjacent community precinct.

The River environment area has intrinsic beauty that connects people to the seasons and landscape qualities of this place. The community can come here to recreate, meet, and play. The area will be the focus for Kalkadoon storytelling, connection to culture and country.

Key Outcomes and Benefits (Planning, Economic)

- Meets the changing role and expectations of CBD's/ retail environments to offer more lifestyle and family friendly spaces and activities
- Creates usable green space and connections with the CBD.
- Creates a high amenity outlook. Interface with the CBD

Key Design Strategies (Planning, Economic)

- Create a direct, safe and attractive link from the community precinct (Splashez) to the centre of the CBD.
- Imbed Kalkadoon people, culture and storytelling in the planning, design, implementation, management, etc.
- Increase recreation activities and family friendly attractions.

Key Challenges and Further Investigation (Planning, Economic)

- Gaining clarity around strategic direction / past planning (e.g. ideas like the weir) to be able to move forward effectively.
- Current safety and antisocial behavior.
- Perceptions of the value of a mostly dry riverbed (if it doesn't have water can it still be a place of beauty?).
- Building and street orientation (mostly back onto the space) .
- Afternoon western sun exposure.

- Lower priority than other CBD public realm projects (funding)

Implementation Strategy and Consideration (Economic)

- Establish a plan for fully embedding Kalkadoon people in the entire process/ project.
- Undertake strategic planning/ direction setting.
- Undertake technical investigations.
- Explore grants and funding opportunities.
- Prepare master plan/ concept plan.

Action Table:

No.	Project	Timeframe	Impact	Outcome	Action	Lead	Potential Funding (subject to detailed study)
19	Leichhardt River Activation and Western Green Link	(10-15yrs)	Mid - High	The Leichhardt River environment area is a place of cool green relief, it offers the opportunity for the CBD to become a destination for more than retail and business. It will facilitate connection to surrounding destinations and be a key place for youth, with a particular emphasis on links to the adjacent community precinct.	<p>19A. Establish a plan for fully embedding Kalkadoon people in the entire process/ project.</p> <p>19B. Undertake strategic planning/ direction setting.</p> <p>19C. Undertake technical investigations.</p> <p>19D. Explore grants and funding opportunities.</p> <p>19E. Prepare master plan/ concept plan.</p>	Council	Council/ Grants

20. Grace St Streetscape and City Image Improvement

Grace Street is a controlled TMR road. It will embody the qualities and character of Mount Isa and present a welcoming, green and vibrant image of the CBD.

Key Outcomes and Benefits (Planning, Economic)

- Improvement to the image of the CBD
- High quality interfaces
- More travelers stopping and staying in Mount Isa CBD
- Increased business attraction and investment
- Consistent feel and scale to street
- Increased shade and comfort

Key Design Strategies (Planning, Economic)

- Design controls for properties interfacing with this street to enhance built form and landscape outcomes
- Place and wayfinding signage
- Street trees
- Footpath pavement consistency

Key Challenges and Further Investigation (Planning, Economic)

- Delivering amenity and shade outcomes on a state controlled road can be challenging from a safety and design perspective, and requires stakeholder commitment to vision.
- Balancing the level of planning control to improve outcomes with business attraction and investment.

Implementation Strategy and Consideration (Economic)

- Engagement with TMR and establishing project responsibility/ delivery and management approach. Explore funding and collaboration opportunities.

- Prepare design controls for interfacing properties. Consult with stakeholders.
- Prepare a wayfinding, and place/ branding signage plan.
- Undertake technical investigations.
- Prepare master plan/ concept plan.

Action Table:

No.	Project	Timeframe	Impact	Outcome	Action	Lead	Potential Funding (subject to detailed study)
20	Grace St Streetscape and City Image Improvement)	(10-15yrs)	Low-Mid	Grace Street will embody the qualities and character of Mount Isa and present a welcoming, green and vibrant image of the CBD.	<p>20A. Engagement with TMR and establishing project responsibility/ delivery and management approach. Explore funding and collaboration opportunities</p> <p>20B. Prepare design controls for interfacing properties. Consult with stakeholders.</p> <p>20C. Prepare a wayfinding, and place/ branding signage plan.</p> <p>20D. Undertake technical investigations.</p> <p>20E. Prepare master plan/ concept plan.</p>	Council/ TMR	Council/ TMR

21. Miles-Grace St School Pedestrian Upgrade

Miles Street is a key pedestrian spine, connecting the CBD North with the CBD Central Precinct. School children, workers and residents of CBD North can access the core CBD destinations via a safe, attractive and direct connection.

Key Outcomes and Benefits (Planning, Economic)

- Promote walking and cycling within the CBD area
- Improve the safety of young students from Mount Isa Central State School
- Enhance the CBD's western gateway and sense of arrival

Key Design Strategies (Planning, Economic)

- Wayfinding signage
- Street trees
- Footpath pavement consistency
- Safe, pedestrian priority crossing points

Key Challenges and Further Investigation (Planning, Economic)

- Lower priority than other CBD public realm projects (funding)
- Isa Street a state controlled Road (crossing and enhancements may be challenging to navigate)

Implementation Strategy and Consideration (Economic)

- Investigate further techniques to shade, cool and create comfort
- Review funding sources available (including available grants) that could assist in implementation.
- Consult with School and TMR (and any other key stakeholders)
- Explore options for a safety plan / engage with adjacent landowners and tenants to participate (create safe route for school children)
- Invest in a public realm upgrade

Action Table:

No.	Project	Timeframe	Impact	Outcome	Action	Lead	Potential Funding (subject to detailed study)
21	Miles-Grace St School Pedestrian Upgrade	(10-15yrs)	Low-Mid	Miles Street is a key pedestrian spine, connecting the CBD North with the CBD Central Precinct. School children, workers and residents of CBD North can access the core CBD destinations via a safe, attractive and direct connection.	<p>22A. Investigate further techniques to shade, cool and create comfort.</p> <p>22B. Review funding sources available (including available grants) that could assist in implementation.</p> <p>22C. Consult with School and TMR (and any other key stakeholders).</p> <p>22D. Explore options for a safety plan / engage with adjacent landowners and tenants to participate (create safe route for school children).</p> <p>22E. Invest in a public realm upgrade.</p>	Council (TMR Collaboration)	Council/ TMR

