

MASTER PLAN SUMMARY REPORT

Tract



Mount Isa CBD Master Plan - Summary Report

Prepared for Mount Isa City Council

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

Quality Assurance

Master Plan Summary Report
Mount Isa CBD Master Plan

Prepared for
Mount Isa City Council

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

Revisions

Issue	Date	Description	Prepared By	Reviewed By	Project Principal
00	31 January 2022	Master Plan Summary Report	AC	EF	GH

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

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1 INTRODUCTION







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. 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 Master Plan 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 Master Plan 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 'Tropical Continental', with semi-hot arid characteristics. The CBD is in proximity to a variety of natural assets, including the Leichardt River and the nearby Lake Moondarra. The Leichardt 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 Master Plan 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.



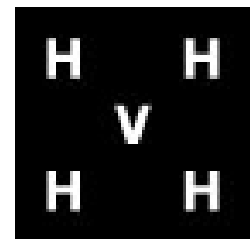
C Change

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.

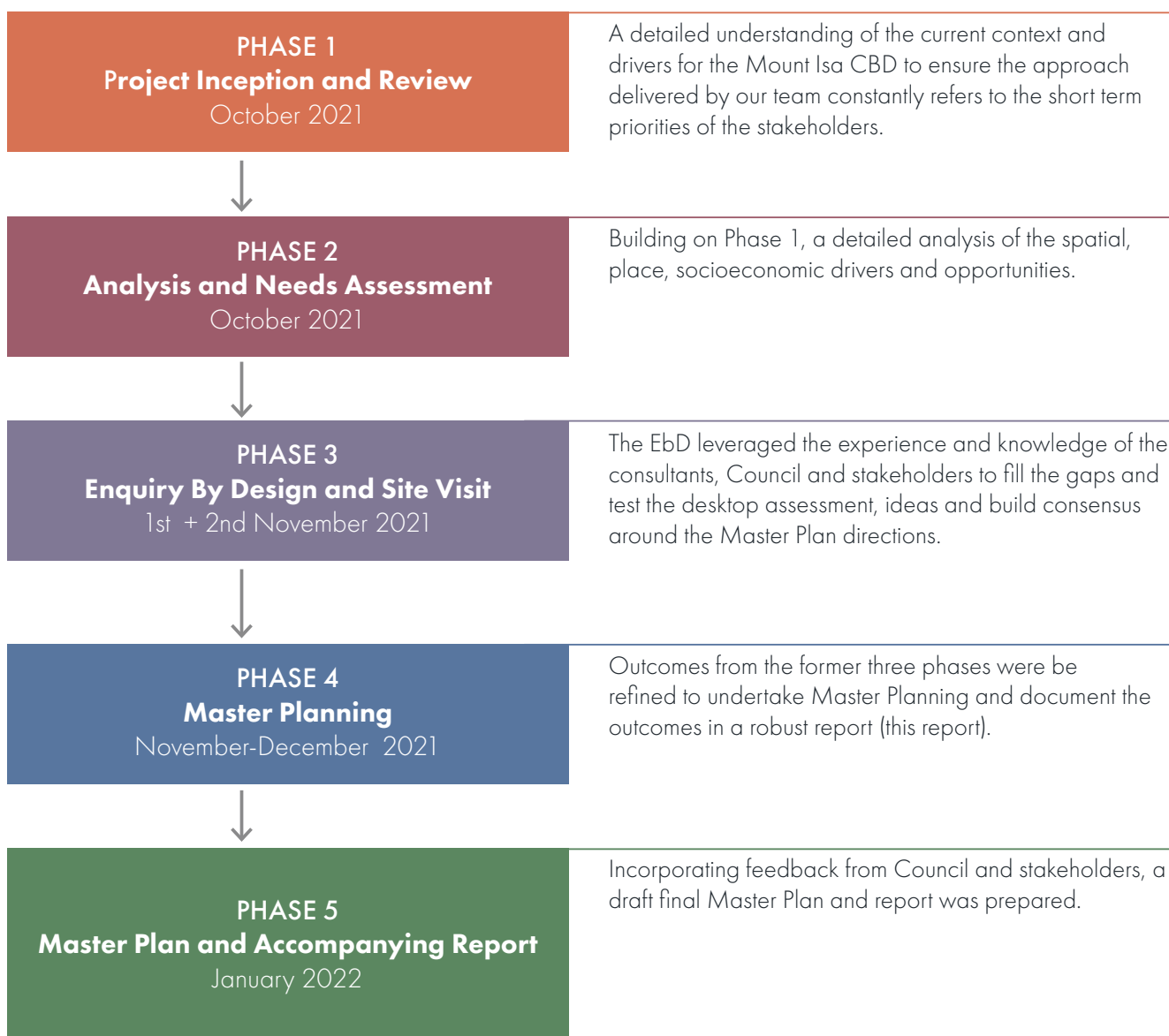


THE MASTER PLAN - A PROSPECTUS TO GUIDE CHANGE

1.3 Project Process

The intent of this Master Planning process was to begin by asking questions of both Council and the broader community of Mount Isa regarding what they wanted from the Master 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 Master Plan 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.



Master Plan Objective

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

Master Plan encourages diversification of land uses so that the CBD can thrive as a vibrant and attractive centre. Additionally, the Master Plan 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 Master Plan 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

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



2 VISION AND PRINCIPLES



VISION AND PRINCIPLES (Set Planning Directions)



This chapter defines the community and stakeholder aspirations and transform them into an unified the 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
- Master Plan Principles
- City Centre Placemaking
- Urban Cooling

VISION AND PRINCIPLES

Mount Isa has a safe, engaging, vibrant CBD that celebrates its uniqueness, and is full of diverse 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 conducive partnerships



FROM VISION TO PLACEMAKING PRINCIPLES

2.1 Master Plan Principle Orb

The Master Plan 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).

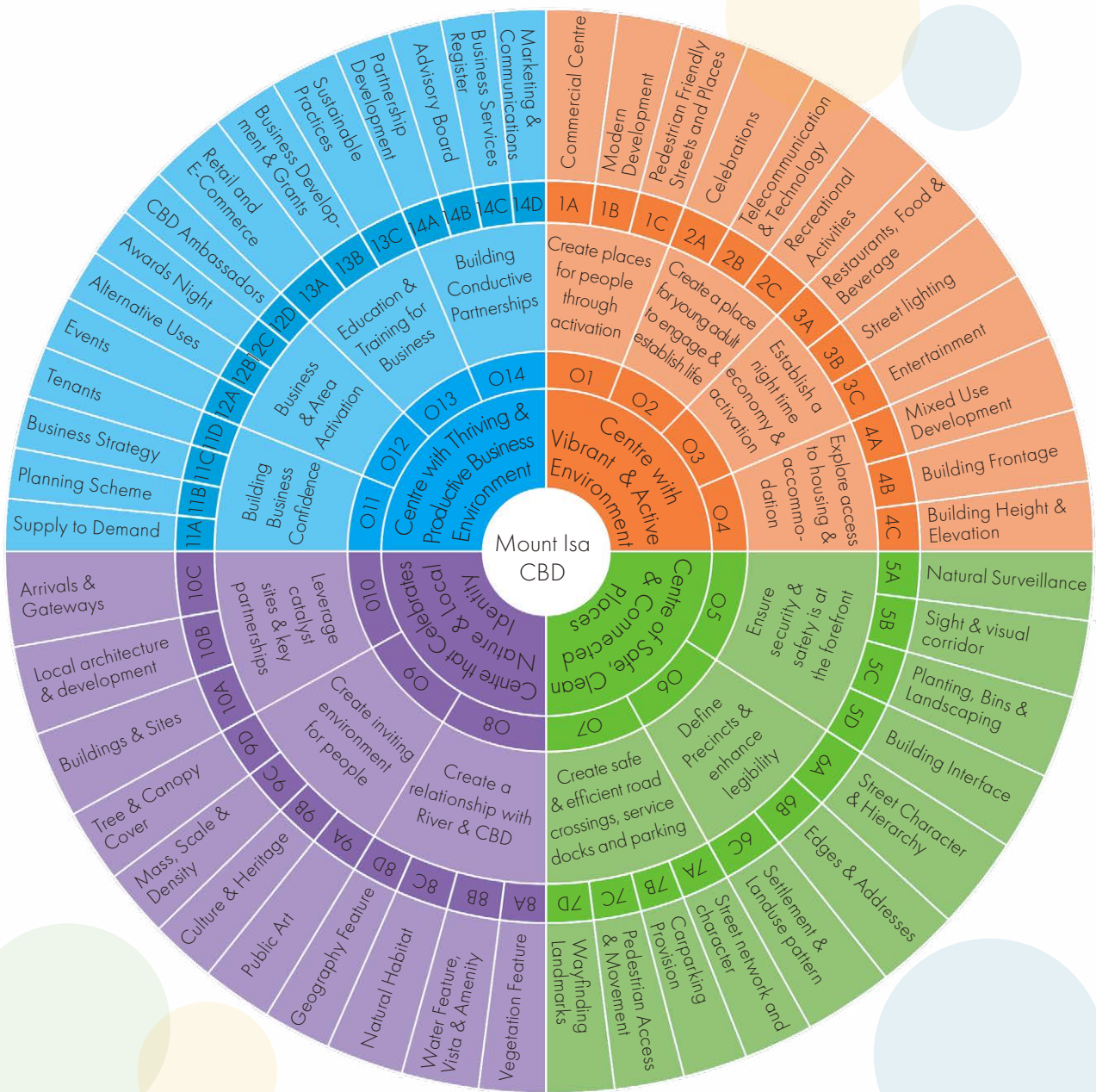


Figure 1. Mount Isa Master Plan Principle Orb

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 Master Planning 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 Master Plan 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 and 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 would 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 Master Planning also pursues local identity and sense of place, cultural responsiveness and purposeful environmental innovation. The ultimate or end goal of the CBD Master Plan 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



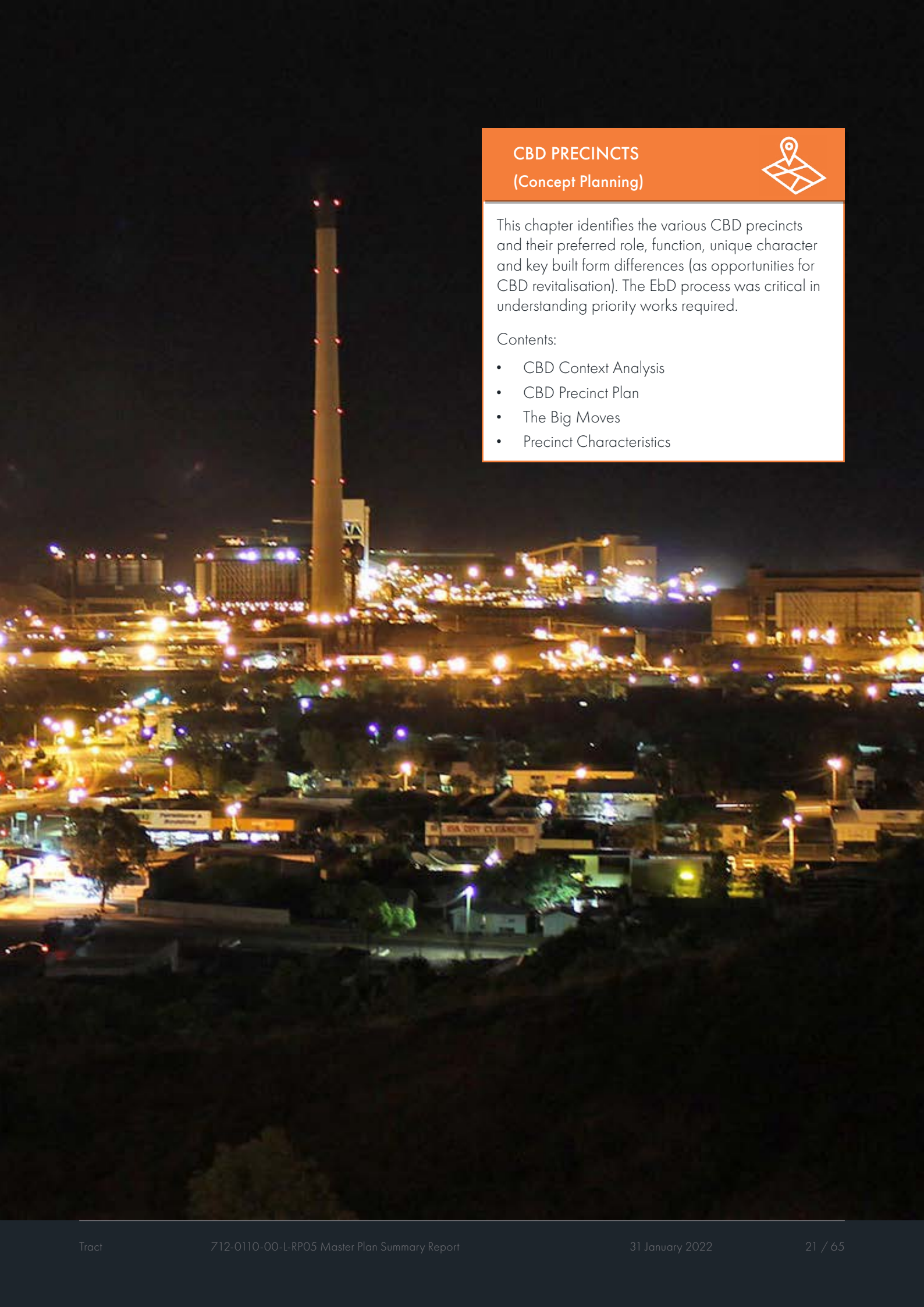
Image 4. Designing for cooling and amenity in Nowra CBD



Image 2. Commercial installation of misting cooling system

3 CBD PRECINCT PLAN





CBD PRECINCTS

(Concept Planning)



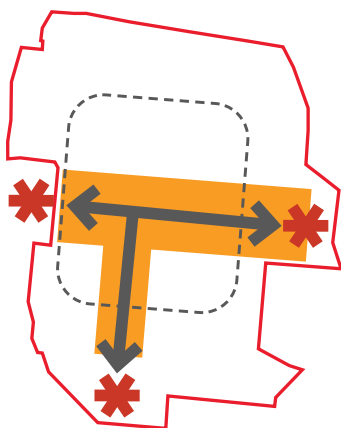
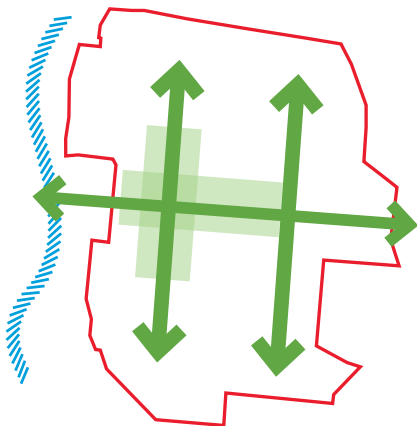
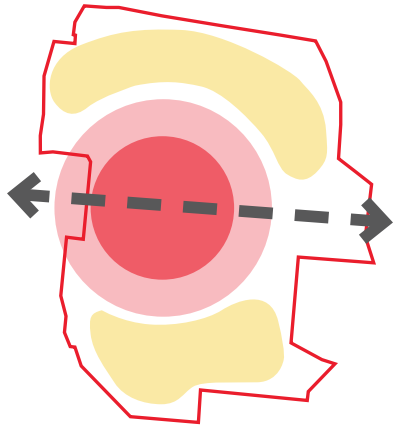
This chapter identifies the various CBD precincts and their preferred role, function, unique character and key built form differences (as opportunities for CBD revitalisation). The EbD process was critical in understanding priority works required.

Contents:

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

SHAPING CHARACTERTER 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
- Increase density along central axis to create skyline
- 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)

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
- Boulevard 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 central axis 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	 1 Central Precinct	 6 Tourism Precinct
 Major Road Corridor	 Key Development/use	 2 Food & Retail Precinct	 7 Family & Recreation Precinct
 Primary Pedestrian Corridor	 Key Public Space	 3 Justice Precinct	
 Secondary Pedestrian Corridor	 Proposed Key Public Space	 4 Health Precinct	
 Environment & Recreation Corridor		 5 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 & 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.

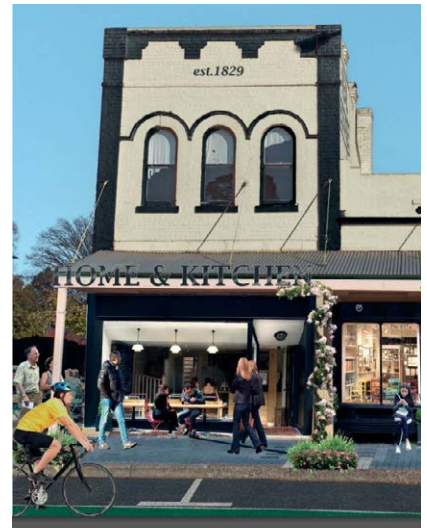


Image 7. Food and Retail Precinct Existing and Future Key Character Images

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 lightning, landscaping and plaza entrance could establish civic hub public realm qualities and improve interface and access to support the development of Woolworth site.

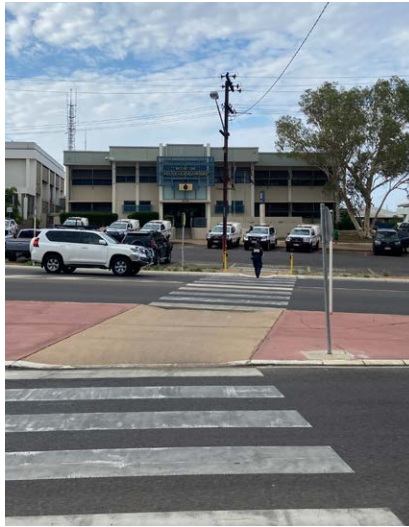


Image 8. Justice Precinct Existing and Future Key Character Images

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.

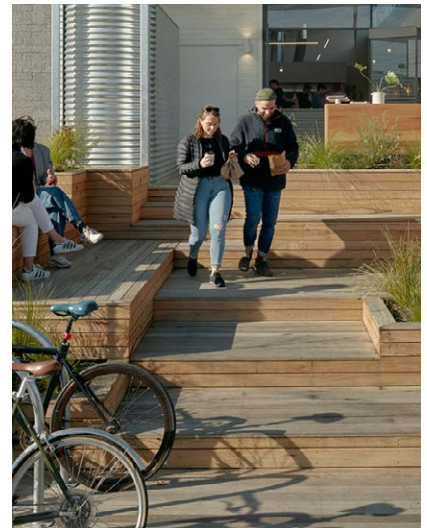


Image 9. Health Precinct Existing and Future Key Character Images

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.

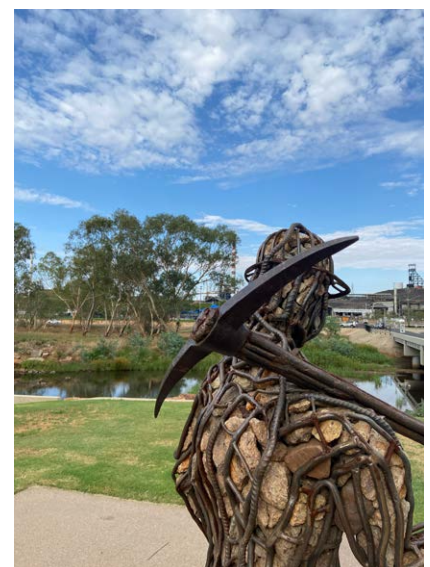
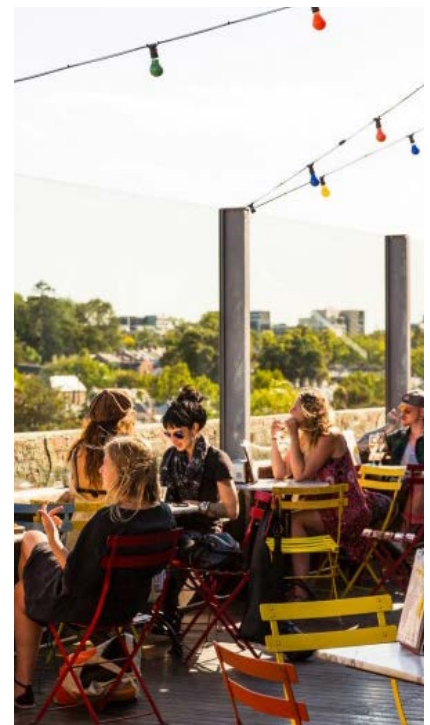


Image 12. Family and Recreation Precinct Existing and Future Key Character Images

4 PLANNING FRAMEWORK



PLANNING FRAMEWORK (Spatial Planning Elements)

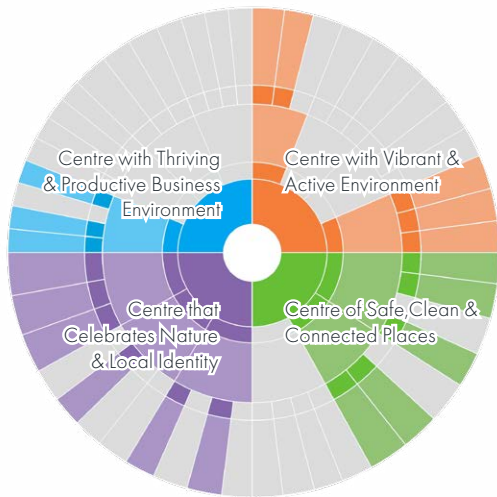


In the chapter, the Planning framework supports the vision and actions required in the Master Plan and presents the different layers and strategies of the various planning elements.

Contents:

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

PROPOSED BUILT FORM PLAN



Consistent with Master Planning 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 Dr and Carmoonweal St 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 & Creating Community Aspirations

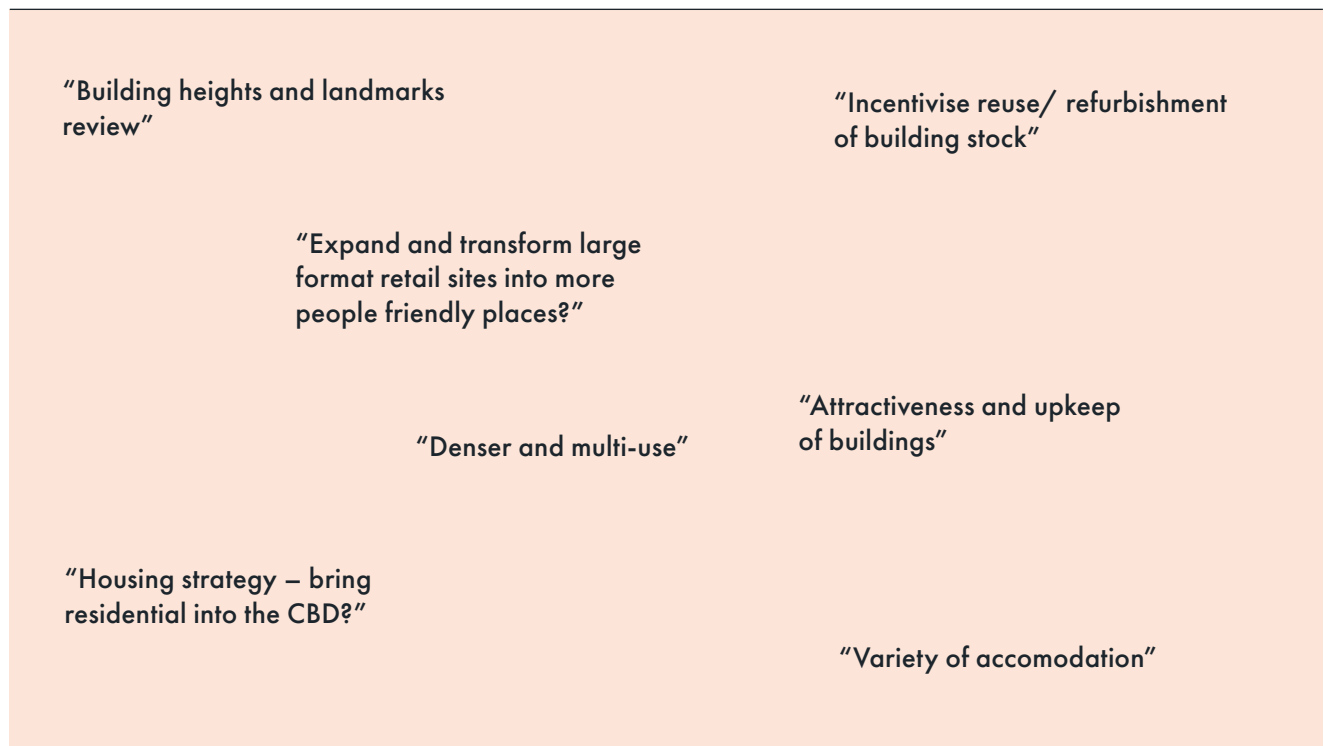


Figure 3. Quotes and perspectives captured from stakeholders at the EbD Workshop

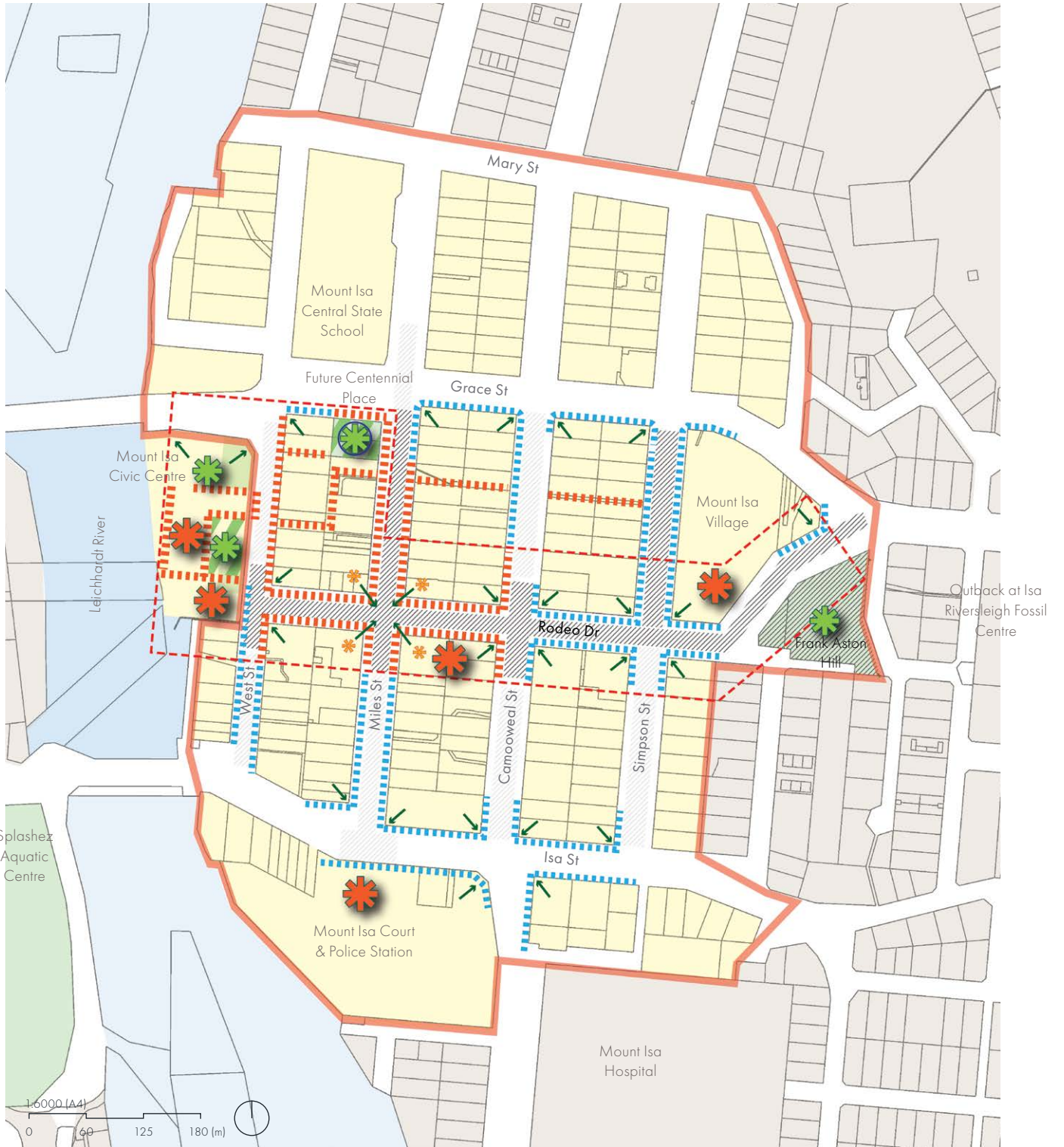
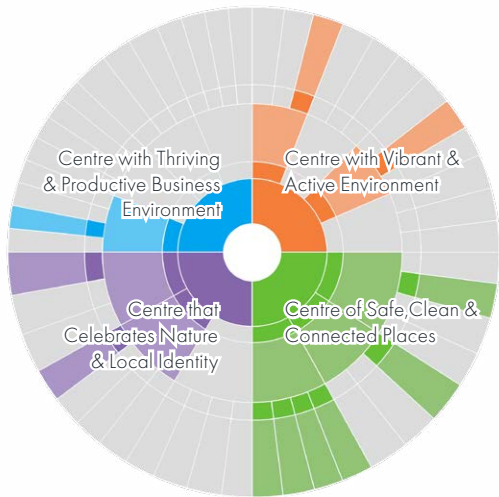


Figure 4. Proposed Builtform Framework

Legend

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

PROPOSED MOBILITY, WAYFINDING AND AMENITY PLAN



Consistent with Master Planning 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 & Creating Community Aspirations

“Laneway activation and walkability”

“Streetscape strategy (layout, role and character)”

“Street amenities, furniture and pavement/tile design”

“Reduced speed limits and increased space in the streets for people”

“Cooling the streets and increasing shade and green”

“Improve the arrival experience and wayfinding”

“Shop Local Mount Isa”

“Make CBD car parking more efficient”

“Safety strategy”

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

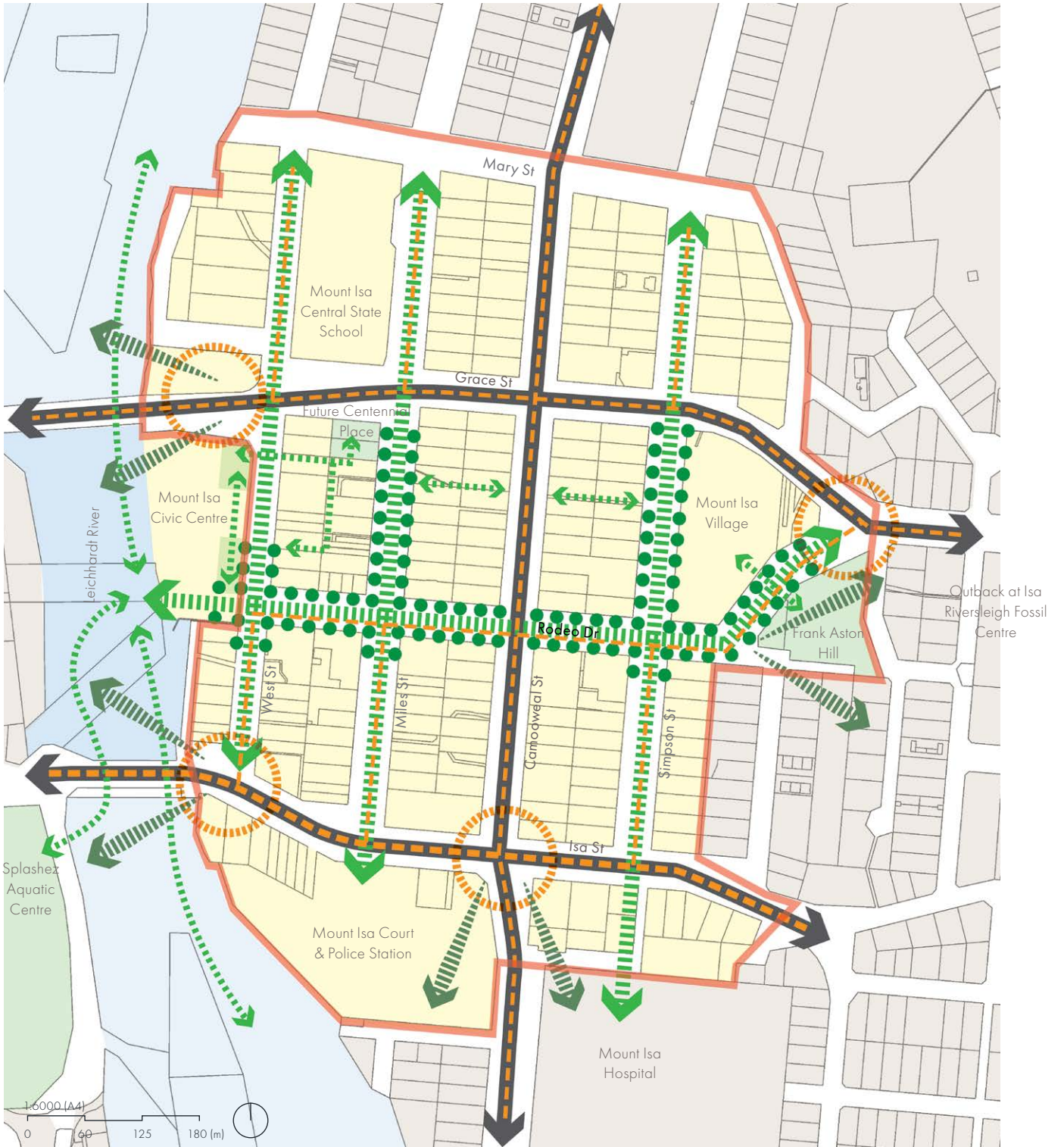










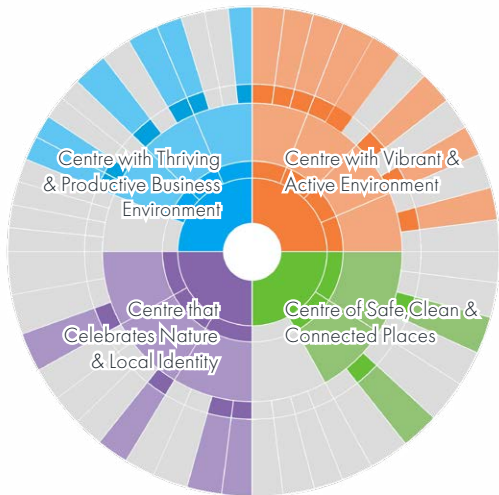


Figure 6. Proposed Mobility, Wayfinding and Amenity Framework

Legend

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

PROPOSED PUBLIC REALM AND PLACE ACTIVATION PLAN



Consistent with Master Planning Principles:



Key Strategy

- Encourage pedestrian activity and street level activation with **urban greening**.
- 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 conjugate, 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 & Creating Community Aspirations

"Activation of / connection with the River"	"New formats for outdoor/ street based retail shopping"	"Attract new business - seed activation"
"Strengthen the offer of local shops, cafes and restaurants"	"Develop new events, activities, festivals and happenings"	
"Install pop-up shops in vacant shops"	"7-day retail trading"	"Develop a public art and performance strategy for the CBD that represents the community"
	"Increase parks and public space"	"Explore/ attract new economies"
	"Incentivise green business within the CBDs"	"Program of mentoring, training and inspiration for local businesses"
"Spaces for outdoor dining"		

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

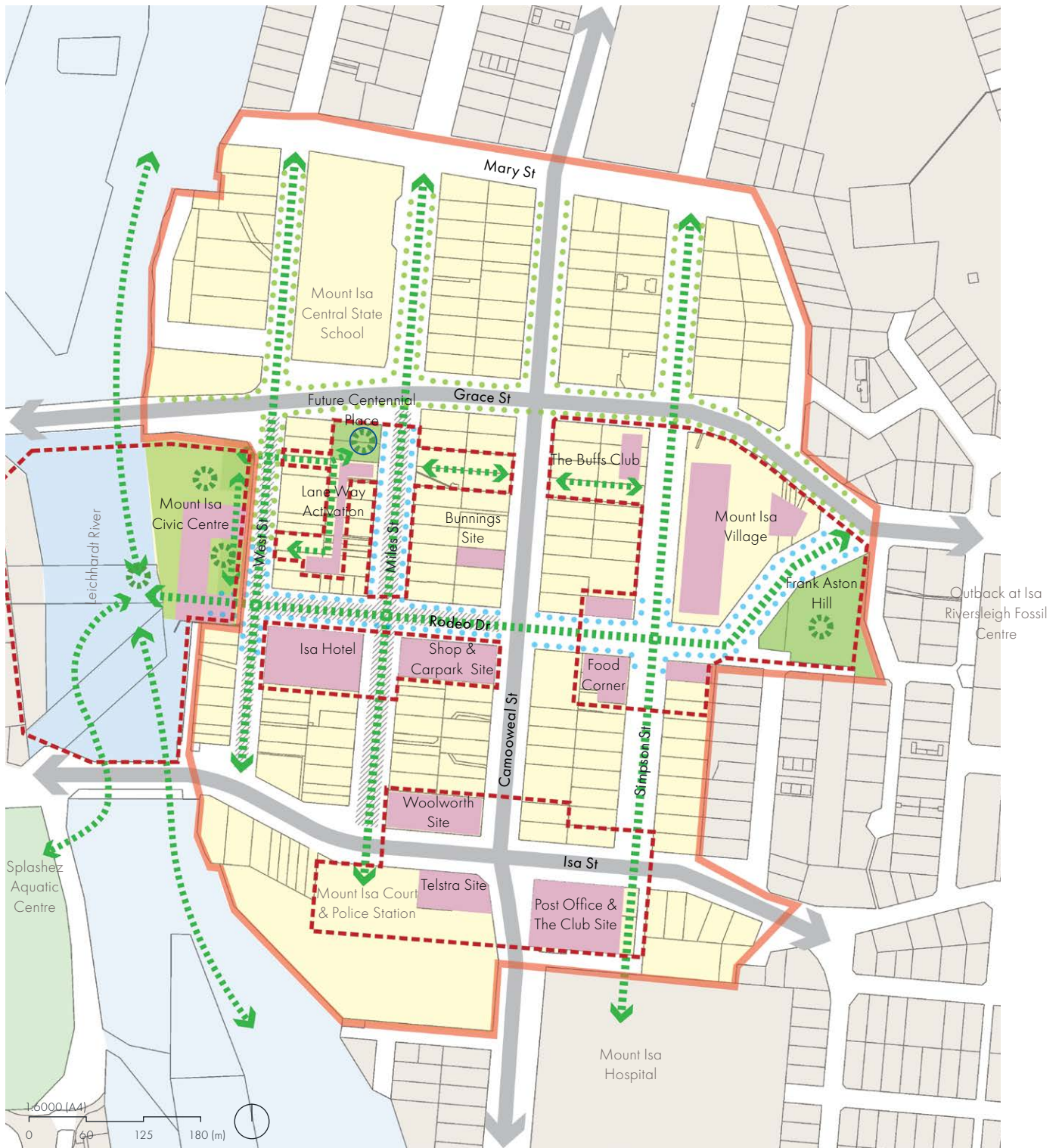
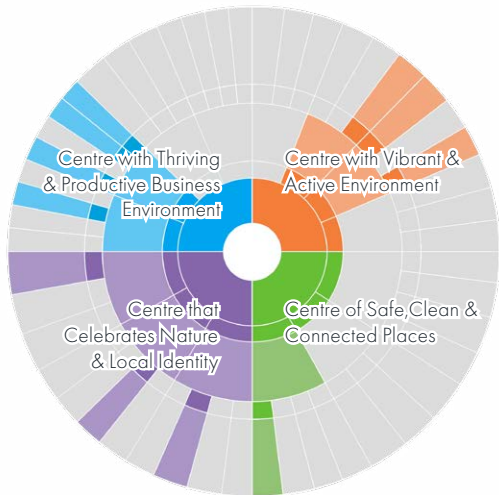


Figure 8. Proposed Public Realm and Place Activation Framework

Legend

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

PROPOSED IDENTITY, CULTURAL AND TOURISM PLAN



Consistent with Master Planning Principles:



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 & 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

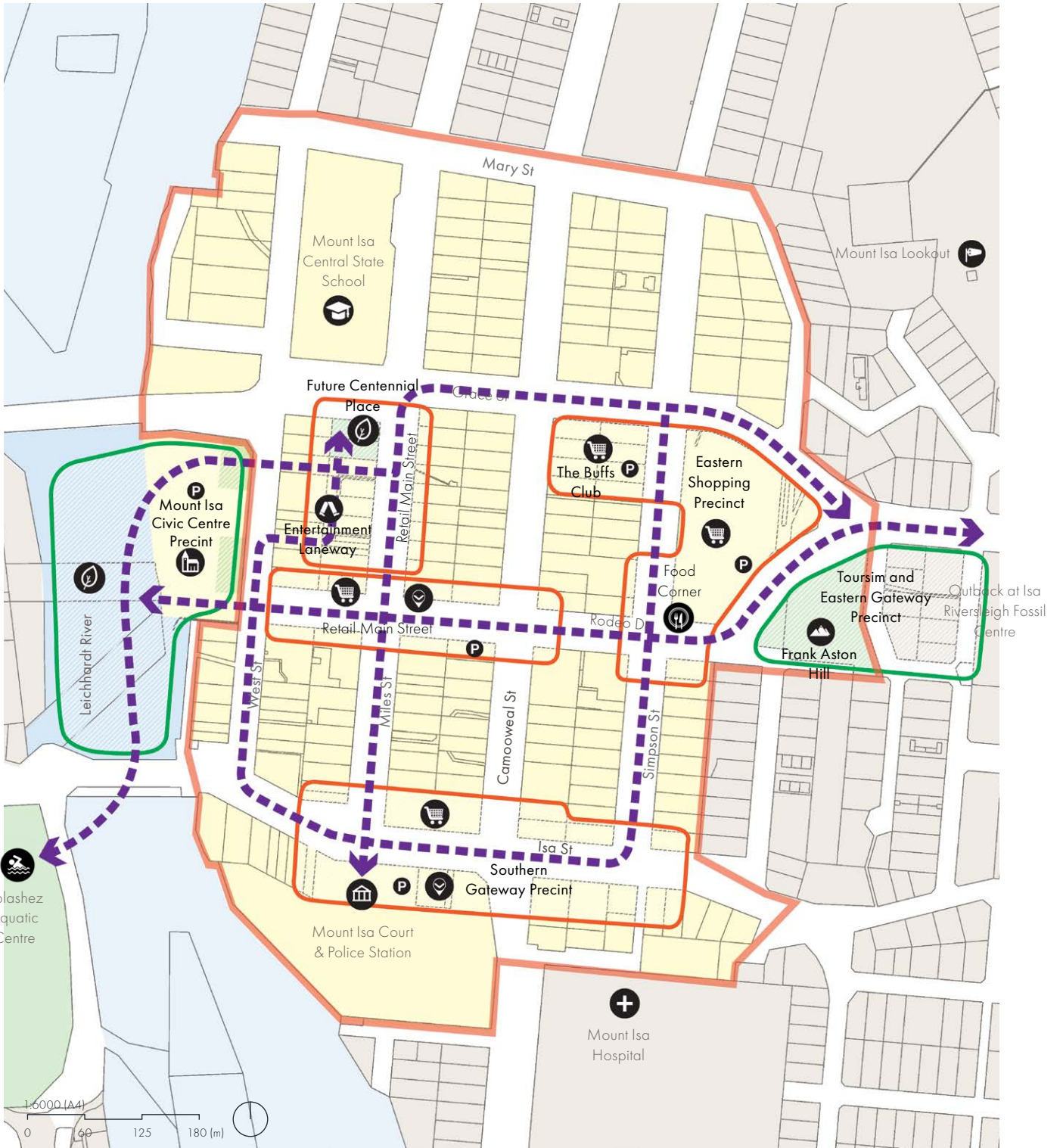




















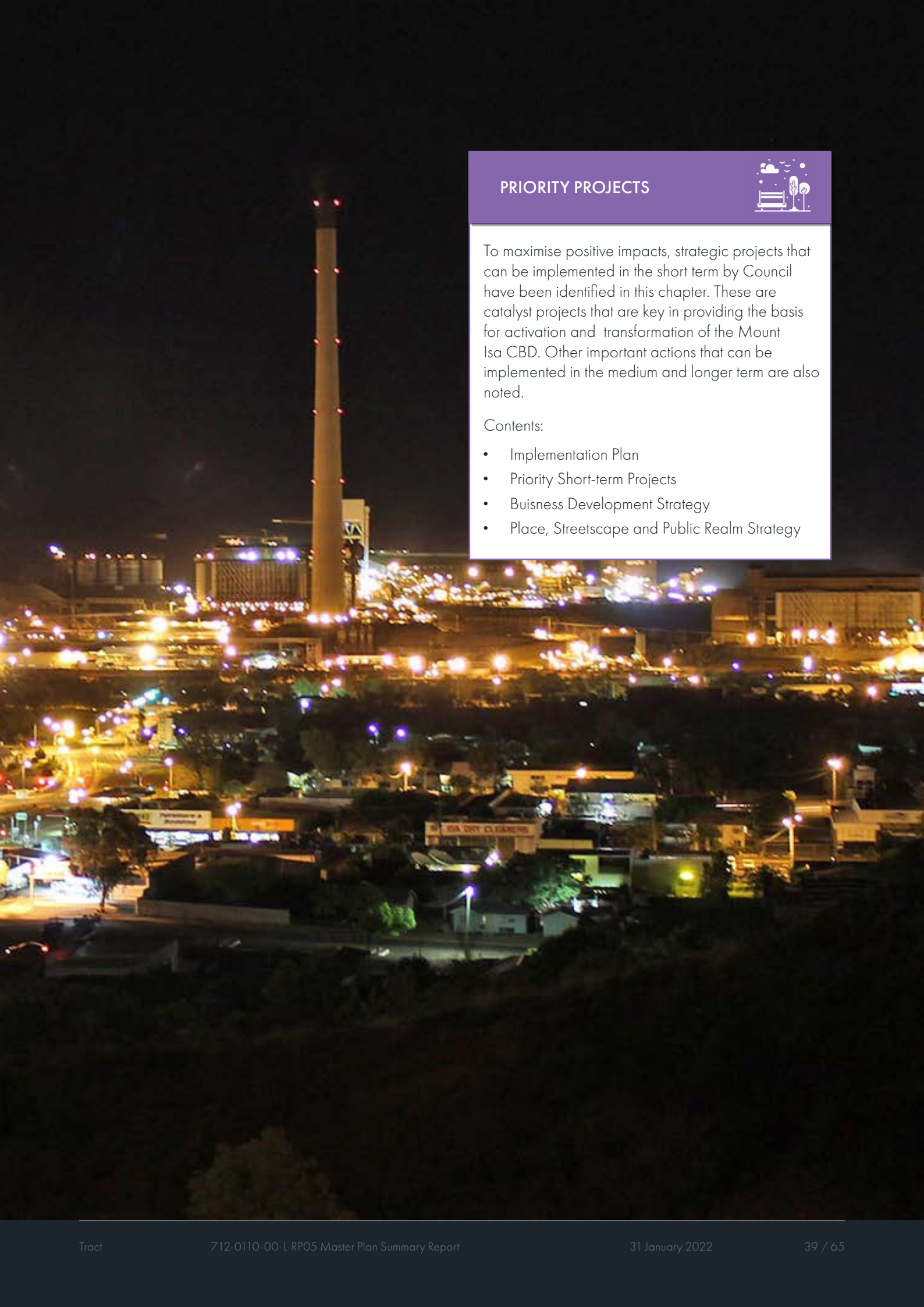
Figure 10. Proposed Identity, Cultural and Tourism Framework

Legend

	CBD Boundary		Tourism Link/Street		Civic Centre & 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





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

IMPLEMENTATION PLAN - IDENTIFYING STRATEGIC PROJECTS

This section summarises resourcing and staging considerations and implications of the Master Plan. 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 and catalyst projects is one of the key considerations when demarcating priority projects. Catalyst projects can encourage private investment to further deliver the required outcomes of the Master Plan 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
- 2 Frank Aston City Gateway
- 3 Mid-block Lane-way Activation (Entertainment)
- 4 Rodeo-Camoowael St Key Site Investigation
- 5 Mount Isa Village and Simpson St Redevelopment

- 8 Mount Isa Hotel and Accommodation Upgrade
- 9 The "Food Corner" Key Site Investigation
- 10 Southern CBD Gateway and Health Precinct
- 11 The Buffs Club Key Site Investigation

- 16 West End Infill and Urban Renewal
- 17 Justice Precinct Activation and Urban Renewal
- 18 Miles-Isa Street Key Site Investigation

Street and Public Realm

- 6 Miles Street Activation and Upgrade
 - 7 Rodeo Drive (West) Activation and Upgrade
- (Priority projects include upgrades to bins and surface tiles of streets and pedestrian walkways)

- 12 Rodeo Drive (East) Activation and City Gateway
- 13 West Street Activation and Upgrade
- 14 Camoowael St Streetscape Improvement
- 15 Miles Street Activation and Upgrade (Extension)

- 19 Leichhardt River Activation and Western Green Link
- 20 Grace St Streetscape and City Image Improvement
- 21 Miles-Grace St School Pedestrian Upgrade

Policy and Guideline

- Business Development Strategy
- Streets, Public Realm and Landscape Strategy

- CBD Tourism Master Plan
- Central Precinct Master Plan and Guideline
- Culture and Heritage Strategy
- Urban Design Framework for Strategic Projects

- Smart City Strategy
- Green and Sustainability guidelines
- Master Plan Revision



Figure 11. Proposed Implementation Plan

Legend

- CBD Boundary
- 5 year Project
- Leichhardt River (mostly dry)
- Major Road Corridor
- 10 year Project
- Key Pedestrian Corridor
- 15 year Project
- Open Space and Recreation
- 5 yr Project Study Area
- Proposed Recreation Space
- 10 yr Project Study Area

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 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.

1. Mount Isa Civic and Green Gateway Precinct



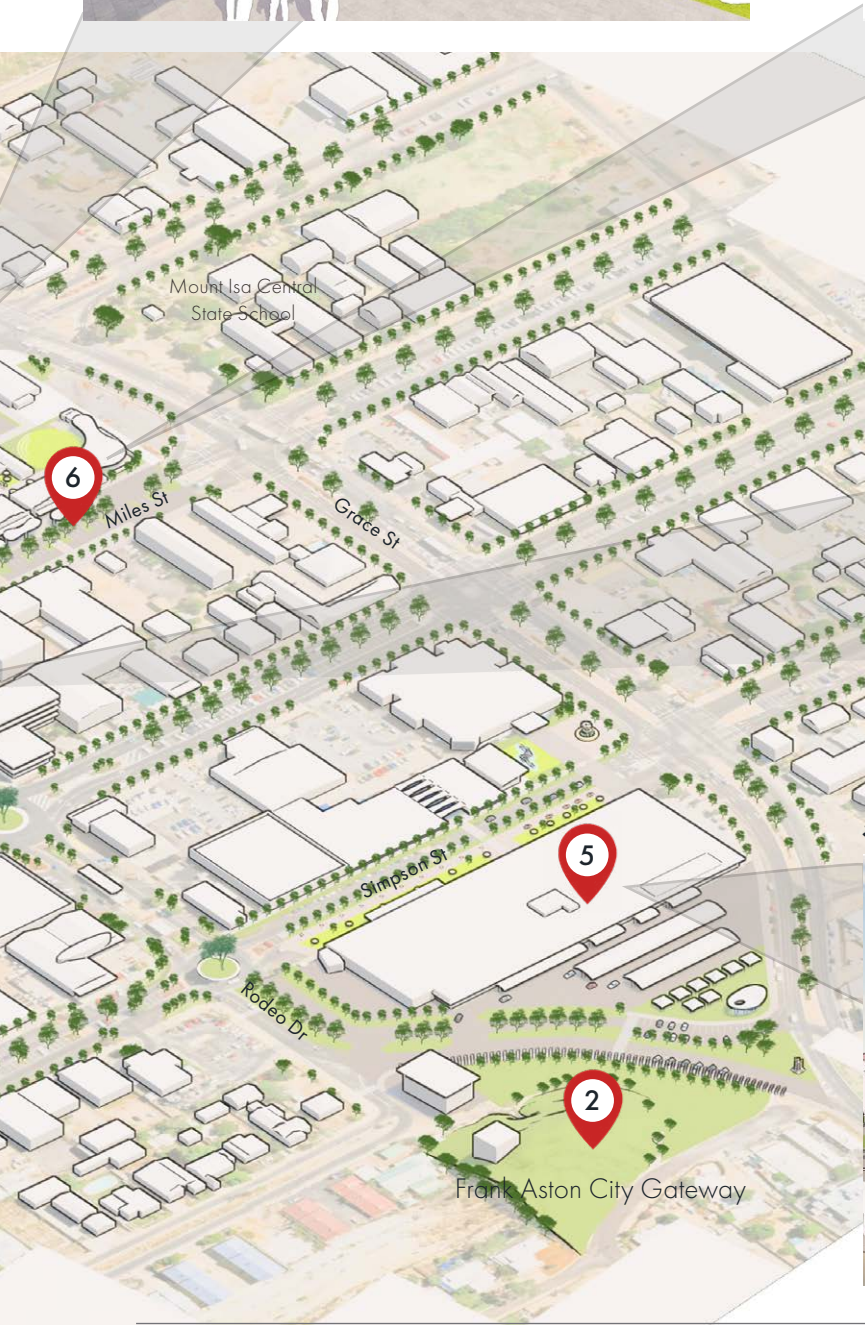
7. Rodeo Drive (West) Activation and Upgrade



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



6. Miles Street Activation and Upgrade



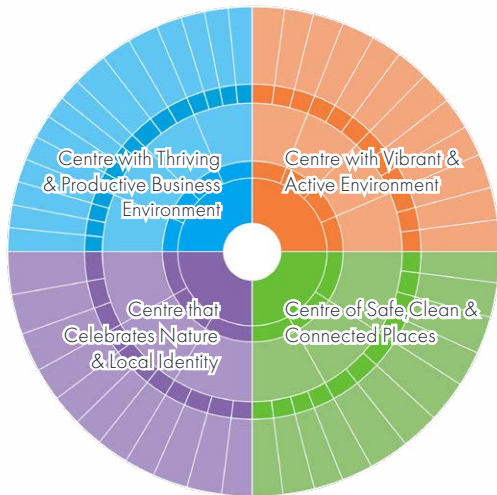
4. Rodeo-Camoowel St Key Site Investigation



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 Master Planning 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 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.
- 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

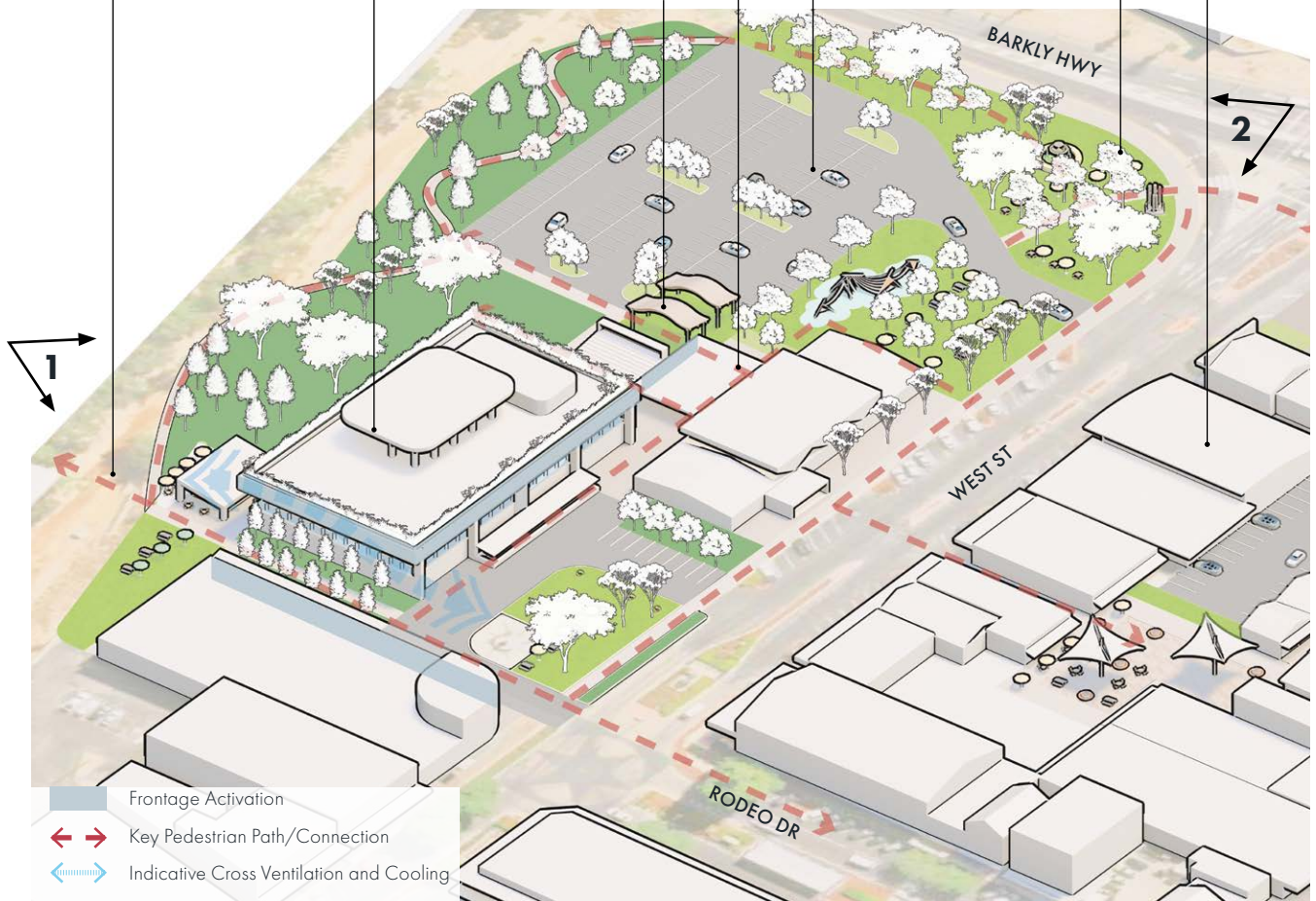


Figure 12. Proposed Mount Isa Civic and Green Gateway Precinct Framework



Established connection to the River and surrounding landscape



Busting entertainment space on the underutilised Civic Centre rooftop



Opportunities for vibrant pop up markets and events in outdoor space

Establish a Riverside waking 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 Role as one of the key CBD parks and destinations 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.

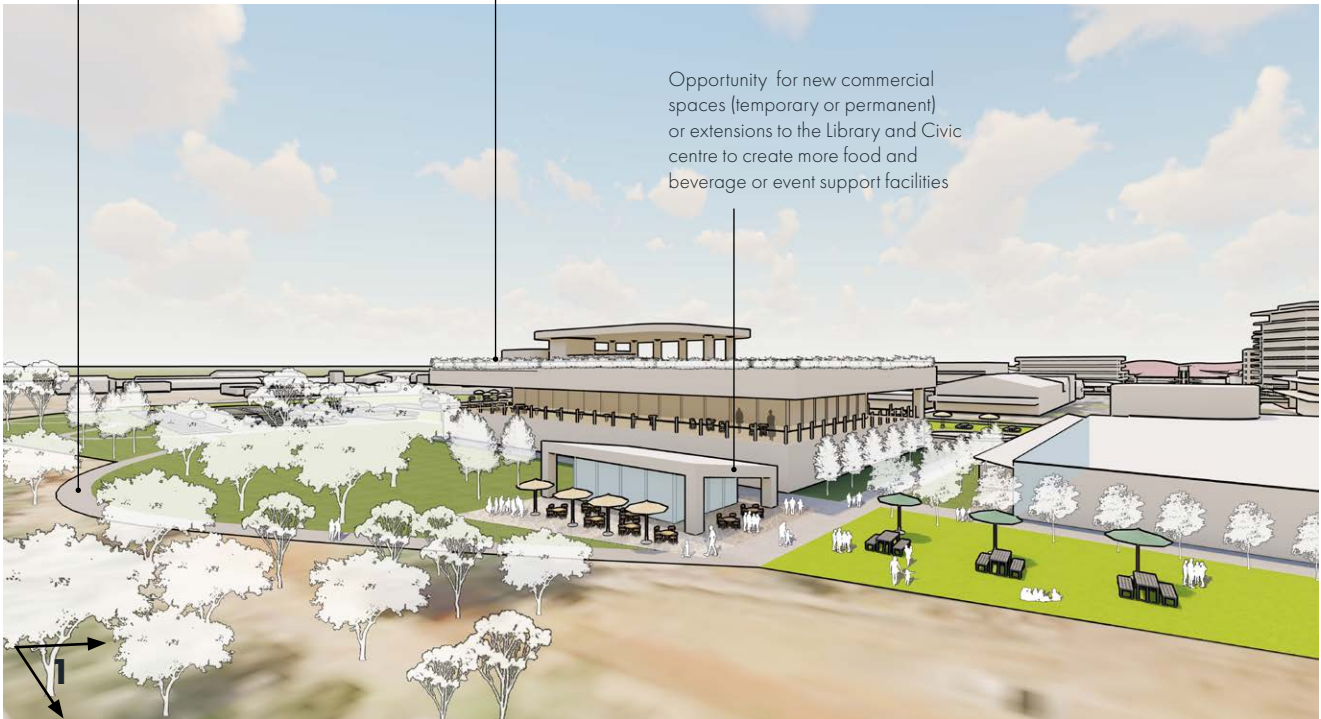


Figure 13. Mount Isa Civic and Green Gateway Precinct Framework - Artist Impression 1

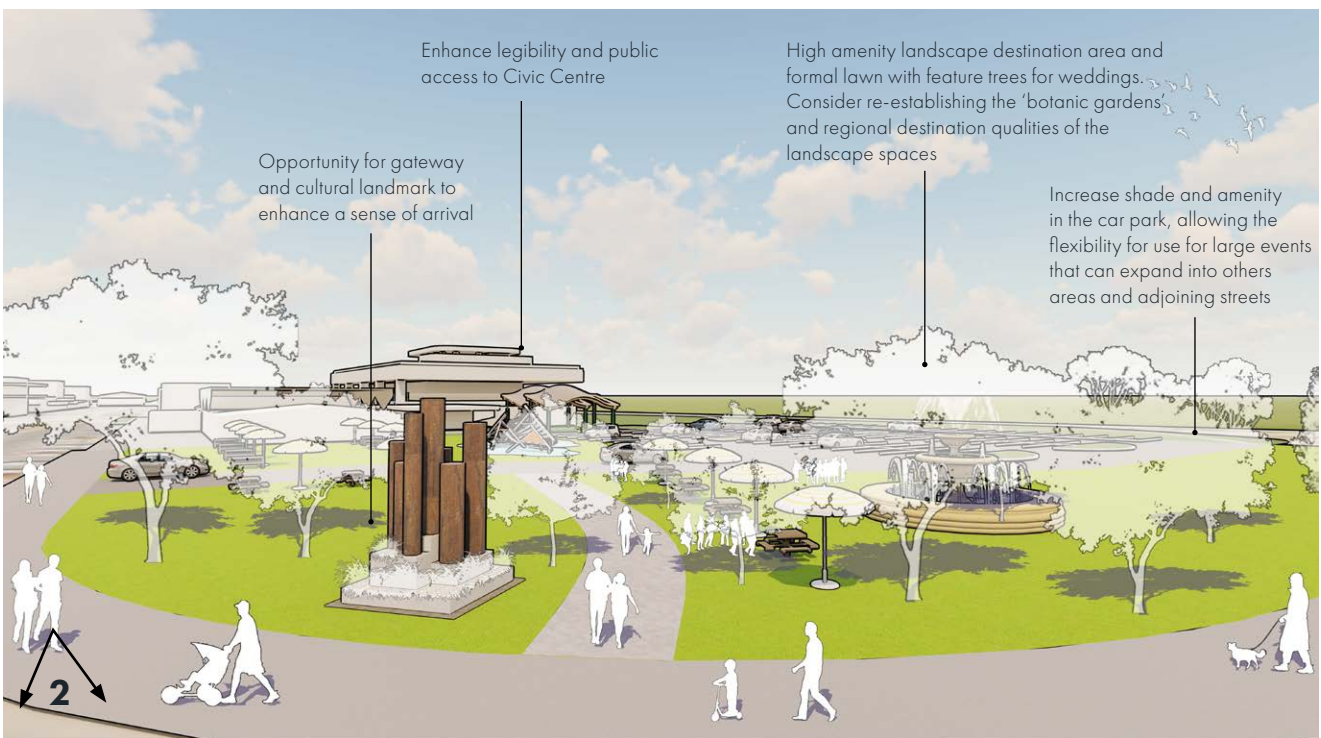


Figure 14. Mount Isa Civic and Green Gateway Precinct Framework - Artist Impression 2

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.

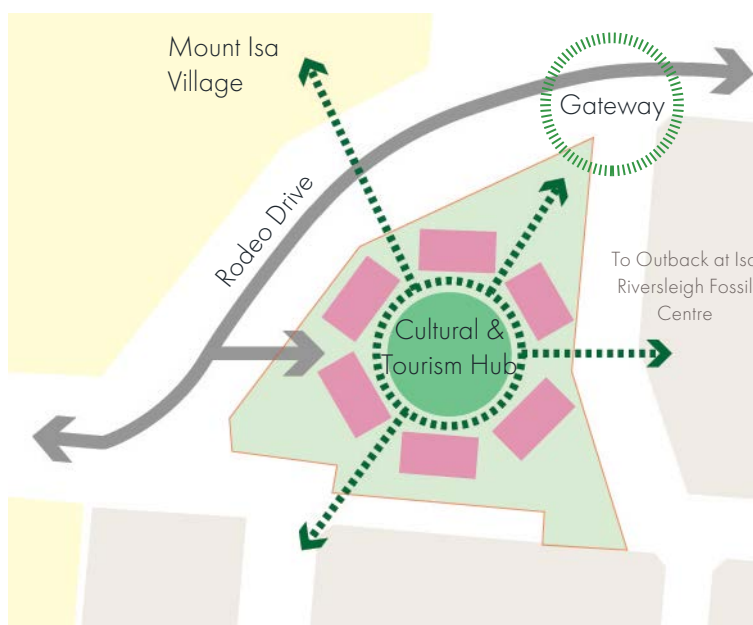


Figure 16. Frank Aston City Gateway Idea 2

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.

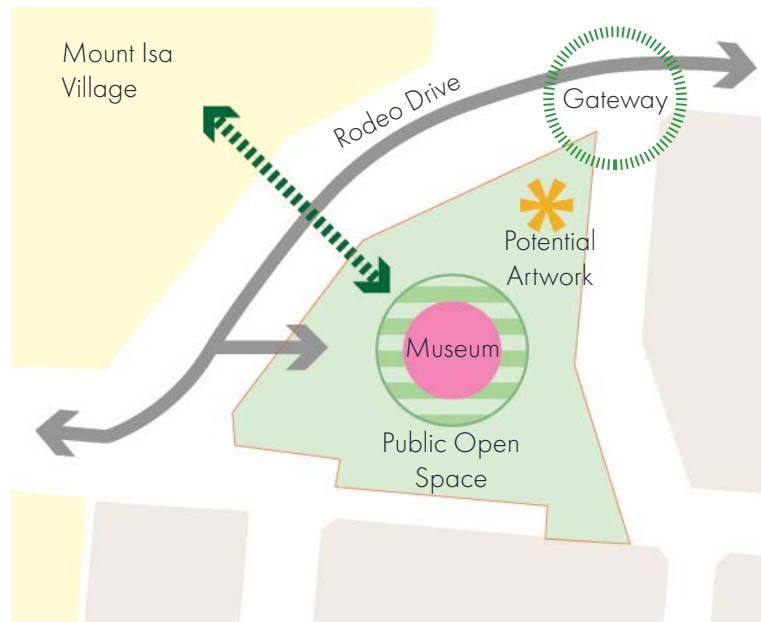


Figure 17. Frank Aston City Gateway Idea 3

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)

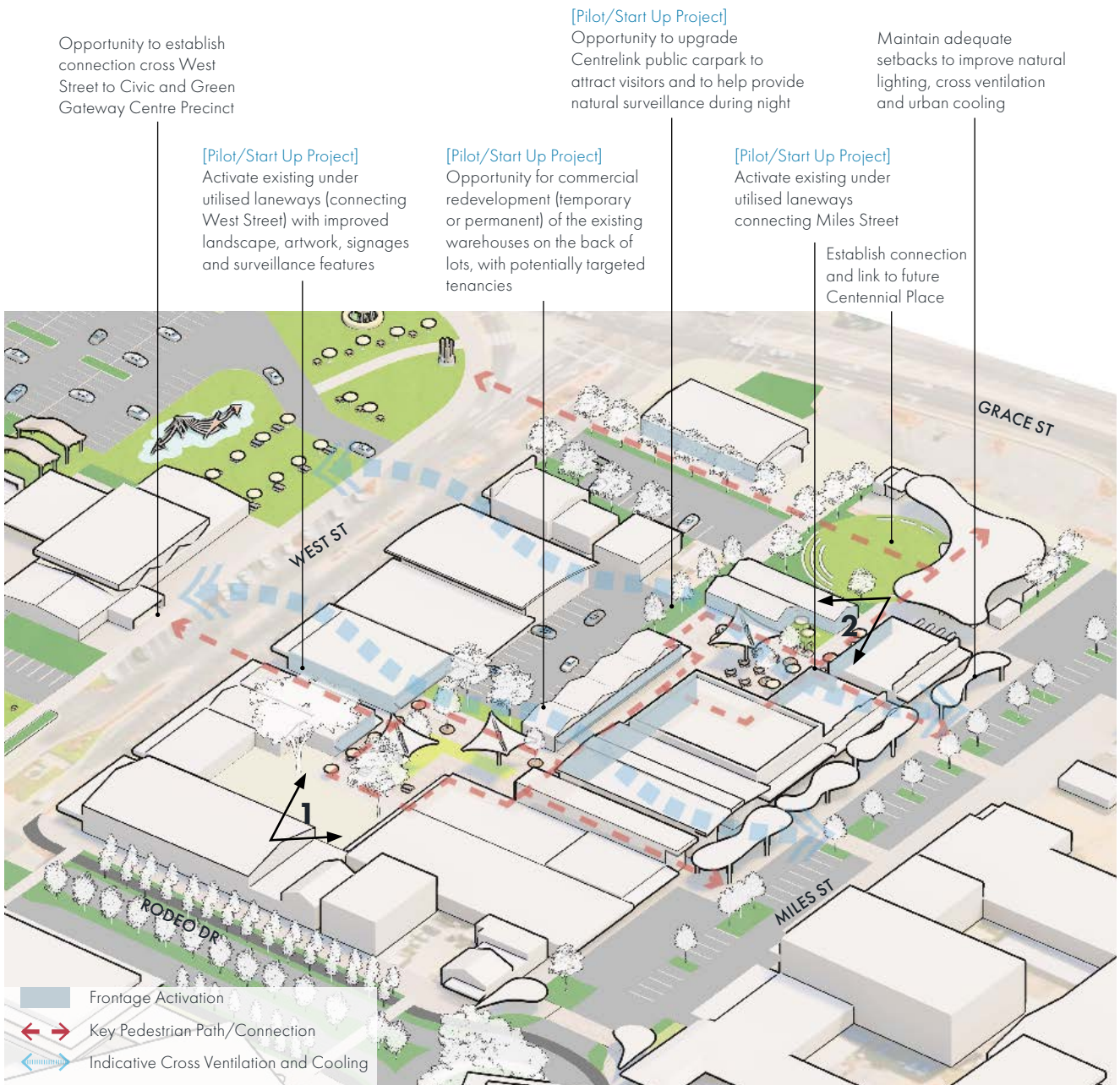


Figure 19. Proposed Mid-block Laneway Activation Framework



Proposed artwork and signages reflecting local identity



Busting public spaces with boutiques, restaurants and bars



Activate spaces for entertainment and social interactions

The Lane-way 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.

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

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

Separate provision of car parking space from pedestrianised public space



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

Opportunity for commercial redevelopment to create more food and beverage or even support facilities

Improve planting and pavement design to provide covered walkways and reduce urban heat island effects

Facilitate increased landscape coverage and high quality public realm designs

Shade structure with misting device to provide shade and urban cooling

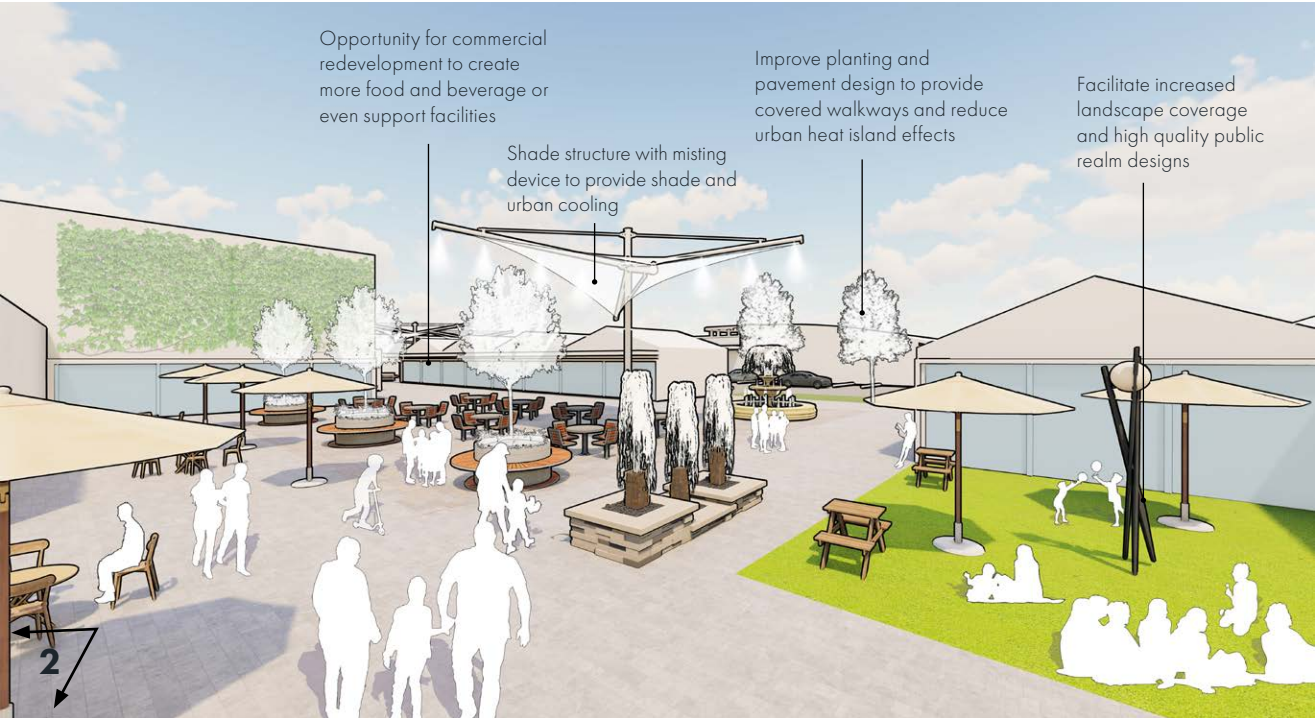


Figure 21. Mid-block Laneway Activation - Artist Impression 2

RODEO-CAMOOWEAL ST KEY SITE INVESTIGATION

(Private Led/Public Private Partnership Project)

[Pilot/Start Up Project]

Redevelopment and densification of the existing carpark site (with public realm and amenities) for additional car parking to accommodate the anticipated urban and economic growth in the CBD

[Pilot/Start Up Project]

Encourage retail uses on the ground level (carpark site) to activate the street frontage with Rodeo Drive

It is proposed that this site be designated a 'catalyst' site, increasing height at the 'top of town'

Alternative site access for private and service uses

Passive surveillance on ground level with outdoor dining and retail activity

Leverage potential investment in Rodeo Drive streetscape and amenity

Promote redevelopment and densification of Mount Isa Hotel site

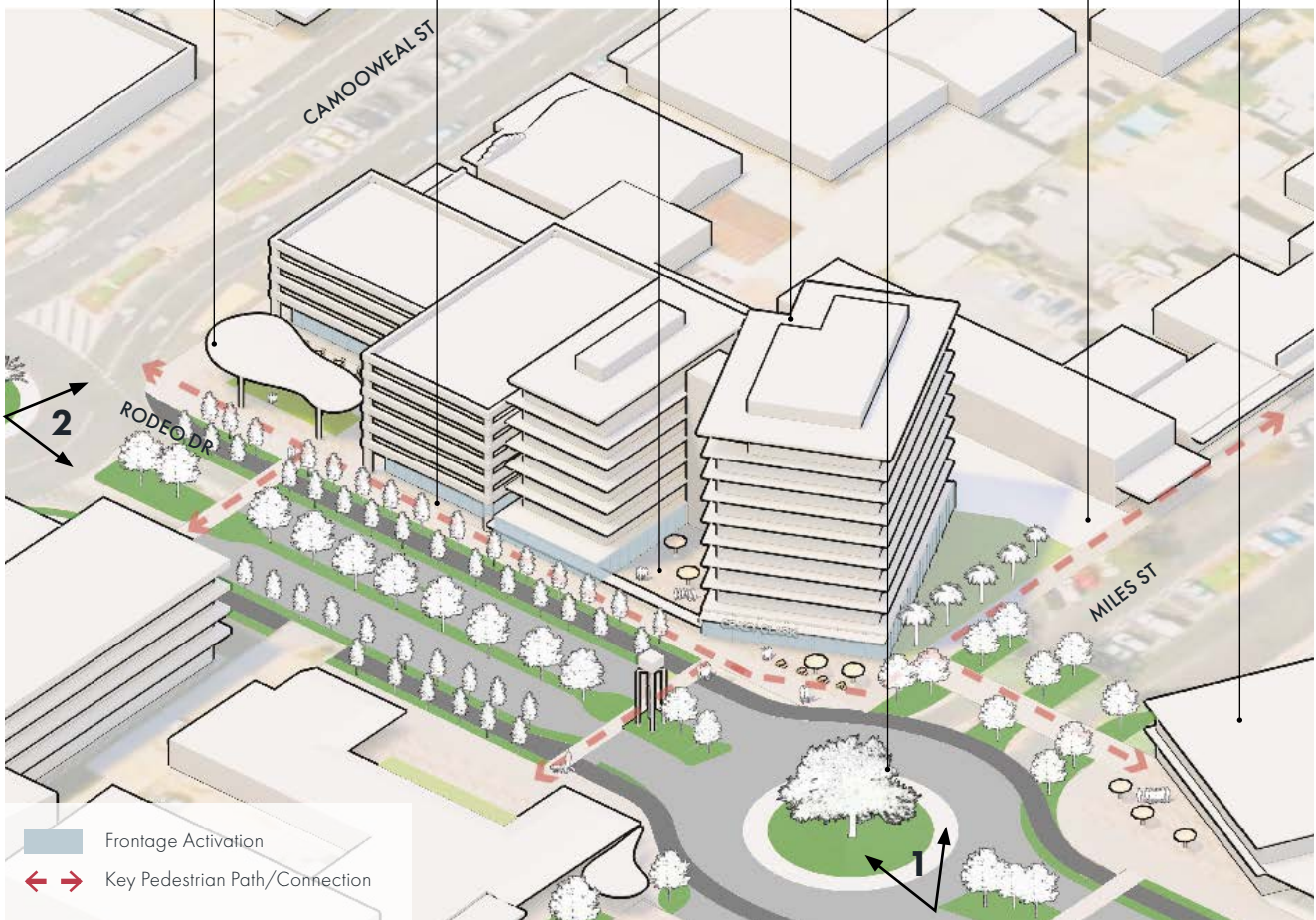


Figure 22. Proposed Rodeo-Camooweal St Key Site Investigation Framework



Refreshed and interactive public realm at ground level



High quality building standards and development



Attract retail on ground level to enhance street frontage

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.

Capitalise the vista of local geographic and landscape features (eg: Frank Aston Hill)

The centre of town, at the clocktower, is where buildings of scale and street presence should be located



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

Capitalise and expand car parking provision in the existing car park with new multi-storey developments

Plenty of deep planting and deeply articulated façades

Increasing scale towards the West to create a skyline along Rodeo Drive

Ground level commercial and public realm activation

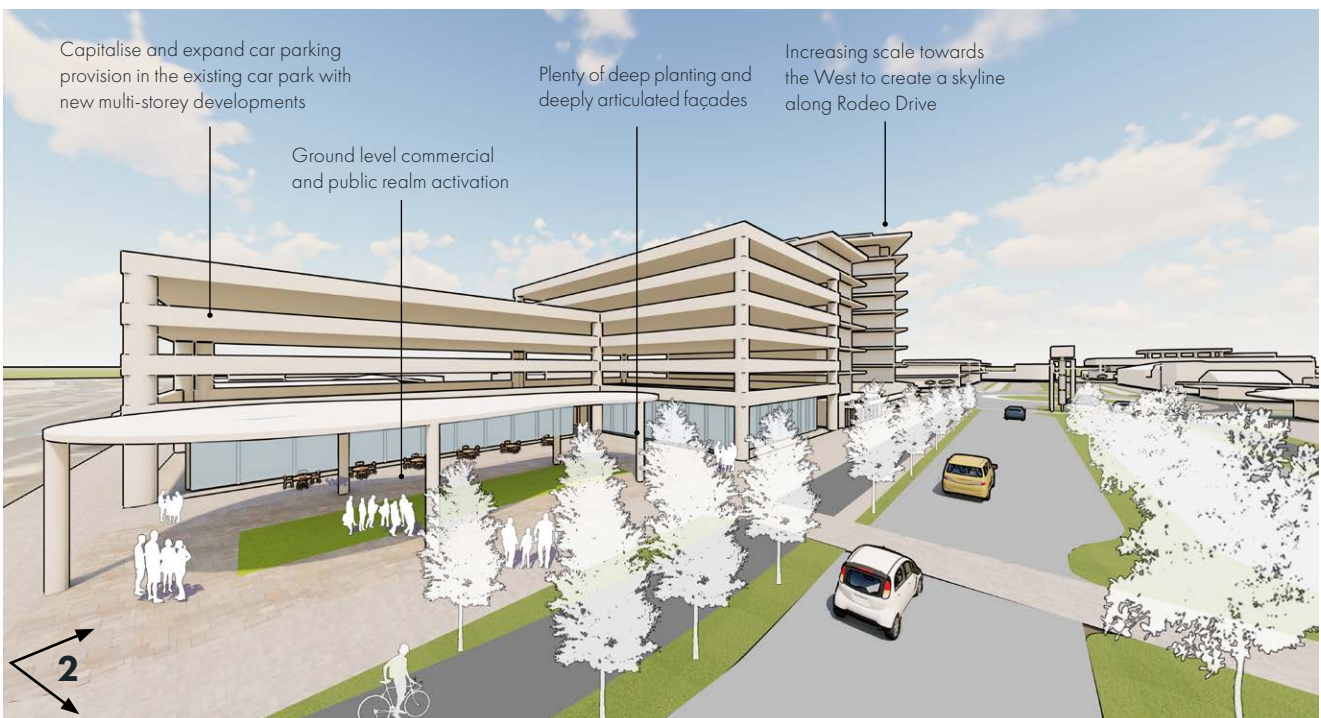


Figure 24. Rodeo-Camooweal St Key Site - Artist Impression 2

MOUNT ISA VILLAGE AND SIMPSON STREET REDEVELOPMENT

(Private Led/Public Private Partnership Project)

[Pilot/Start Up Project]

Improve landscape and streetscape character of Simpson Street and Rodeo Drive intersection (the food corner) to create a safer and cooler environment for pedestrians and customers

Potential commercial and interface activation along the western frontage

Opportunity to reduce the traffic footprint on Simpson Street to increase the passive surveillance, legibility and streetscape in the area

[Pilot/Start Up Project]

Opportunity for public art development along the interface of the Frank Aston gateway

[Pilot/Start Up Project]

Explore the opportunity for a new feature retail site on the intersection of Rodeo Drive and Barkly Highway to enhance the eastern gateway and sense of arrival

Establish continuous lane-way connecting the Miles Street Lane-way activation project

Improve pedestrian connection from Simpson Street to the Buffs Club

Opportunity to orientate retail area between the Coles and Kmart to the street, creating some shady outdoor eating offerings

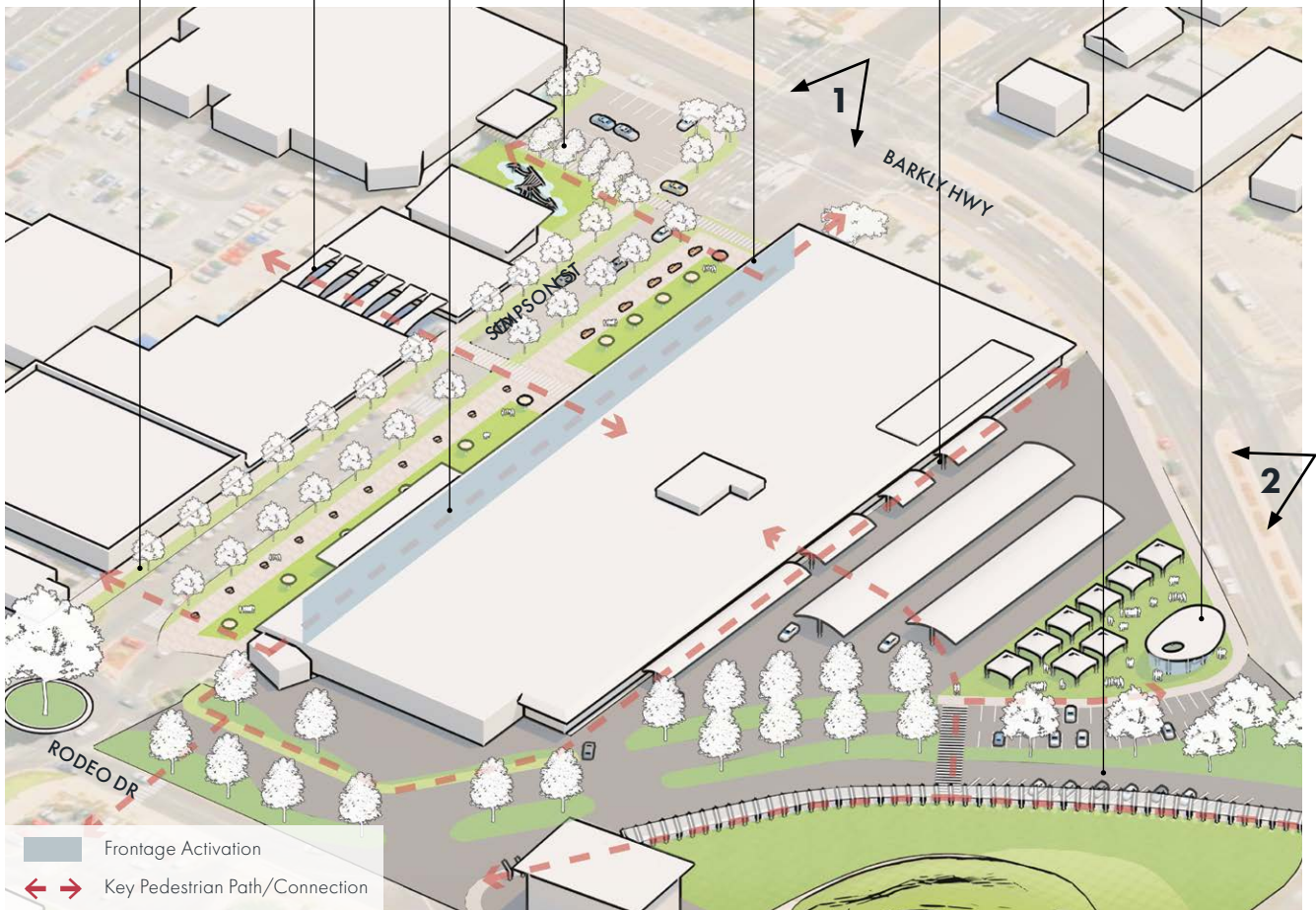


Figure 25. Proposed Mount Isa Village and Simpson Street Redevelopment Framework



Rejuvenated retail experience of Mount Isa Village



Activated street frontages with food and beverage developments



Landscaping provision to improve amenity surrounding car parking

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.

Opportunity for public open space/plaza to activate the back side of the shopping center

Improve pedestrian connection between shopping center and the Buffs to create prominent entrances and clear sight lines

Retail opportunity for restaurant and cafe with spacious and shady outdoor dining spaces

Enhance the entrance to the Buff's Club and provide a better pedestrian experience from Simpson Street.



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

Allocation of new car parking spaces surrounding the public pedestrian area

Opportunity for temporary markets and events with close proximity to car parks

A review of the retail, car parking and public realm in this area to support a greater sense of CBD arrival and customer experience

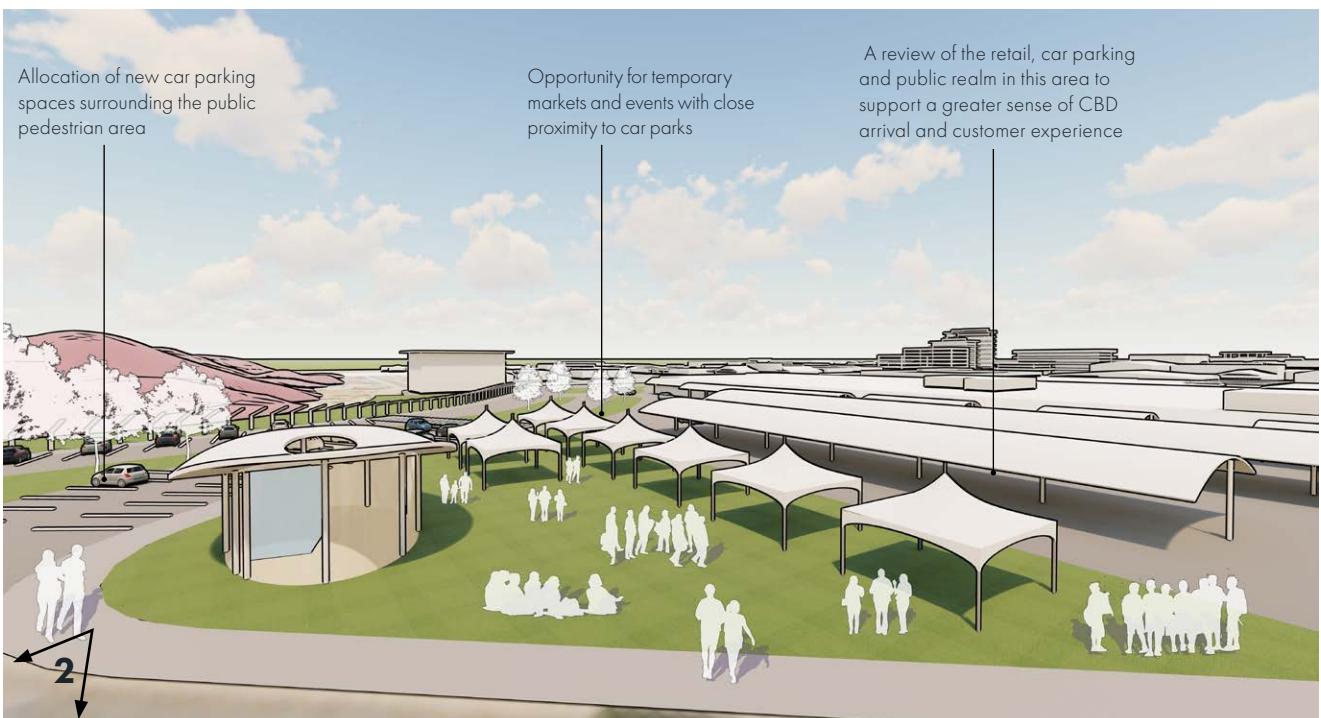


Figure 27. Mount Isa Village and Simpson Street Redevelopment - Artist Impression 2

MOUNT ISA VILLAGE AND SIMPSON STREET REDEVELOPMENT

(Public Led Street Project)

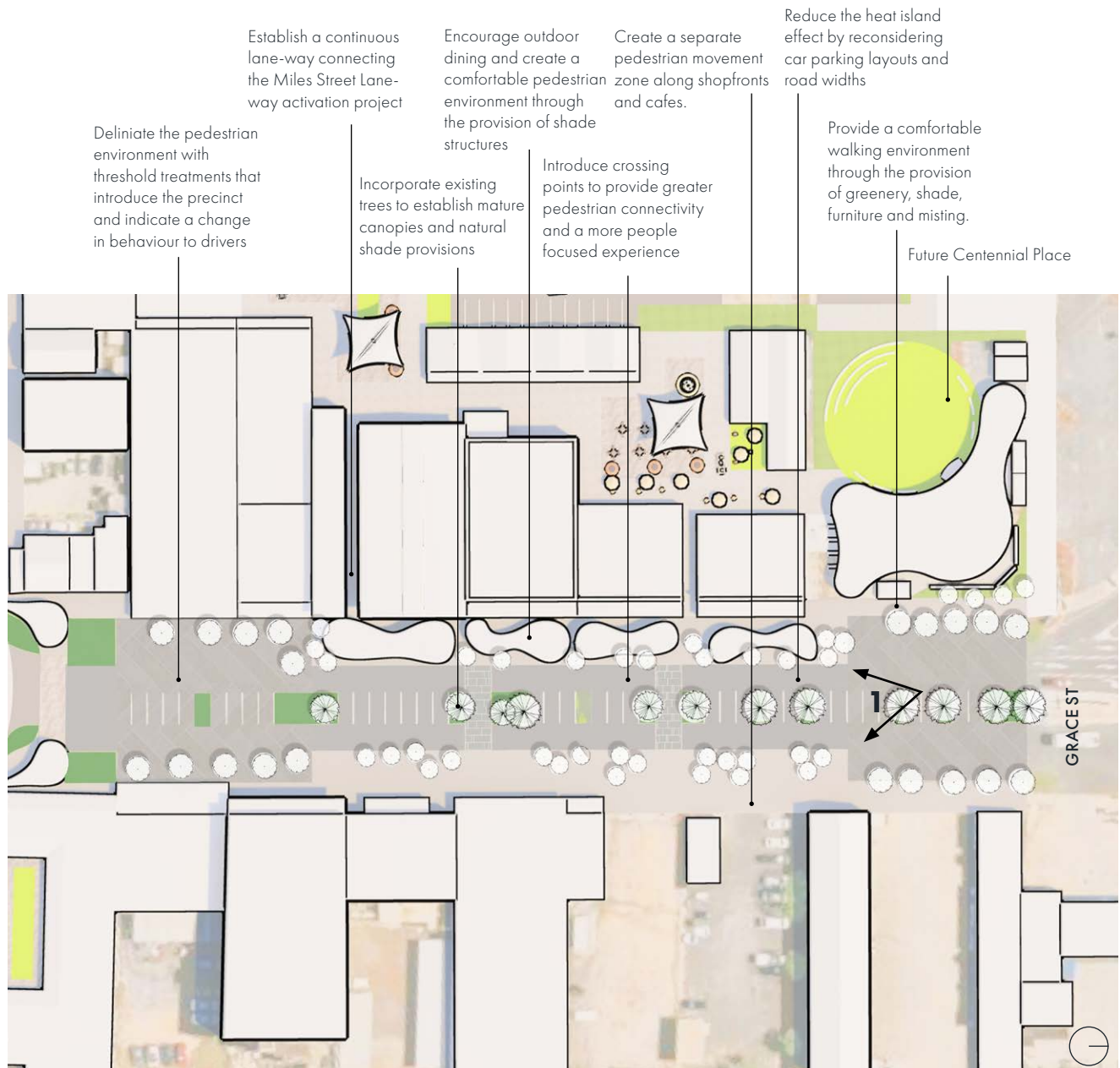


Figure 28. Miles Street Concept Plan



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.

Incorporate existing trees to establish mature canopies and natural shade provisions

Opportunity to improve retail, car parking and public realm in this area to support a greater sense of CBD arrival and customer experience

Provide a comfortable walking environment through the provision of greenery, shade, furniture and misting.



Figure 30. Miles Street Perspective - Artist Impression 1

Create a separate pedestrian movement zone along shopfronts and cafes.

Introduce crossing points to provide greater pedestrian connectivity and a more people focused experience

Encourage outdoor dining and create a comfortable pedestrian environment through the provision of shade structures and trees



Figure 29. Miles Street Streetscape Section - Artist Impression 2

MOUNT ISA VILLAGE AND SIMPSON STREET REDEVELOPMENT

(Public Led Street Project)

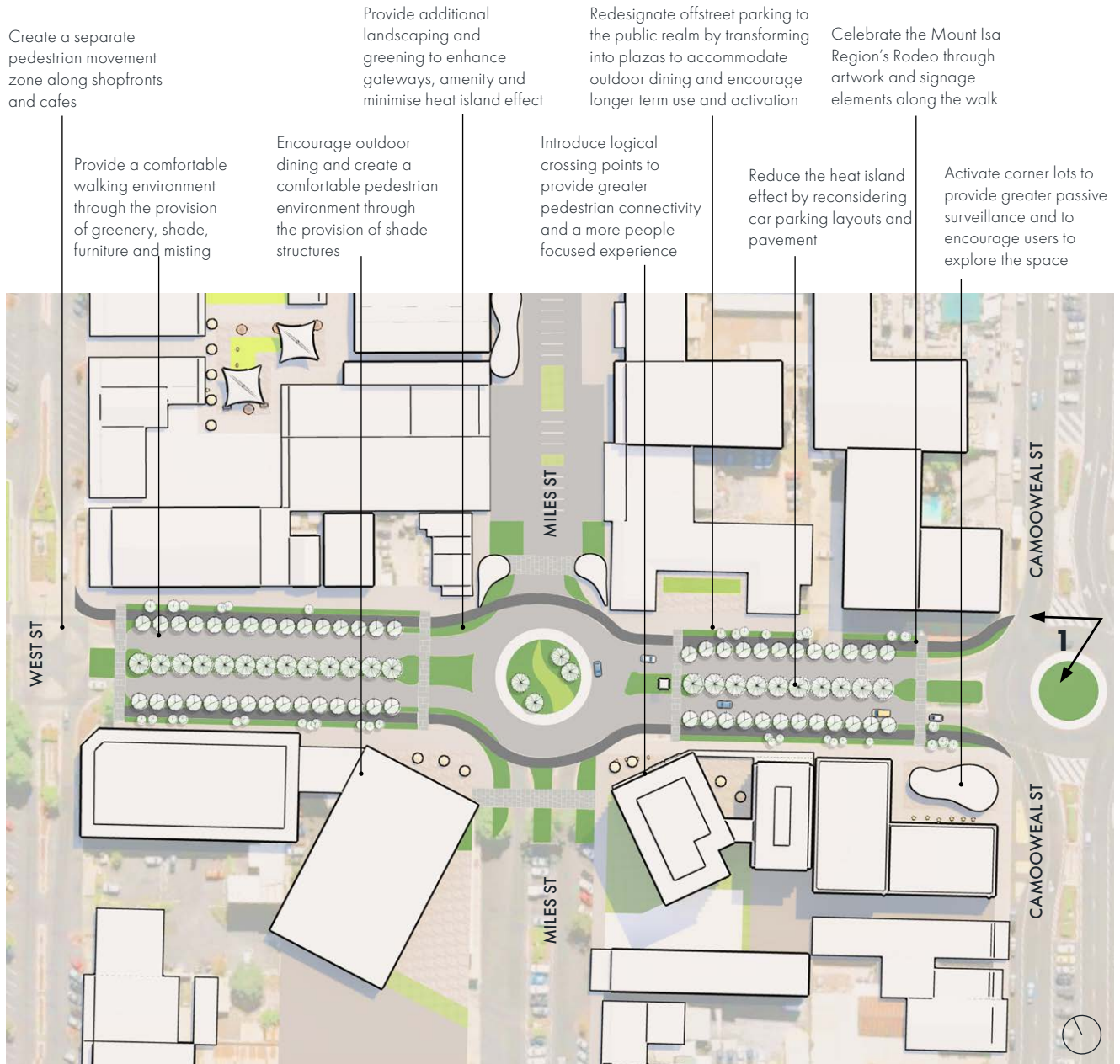


Figure 31. Rodeo Drive (West) Concept Plan



Increased shade provision with street tree planting



Provision of pedestrian crossing, active transport and landscaping



A bustling thoroughfare through the core of the CBD

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.

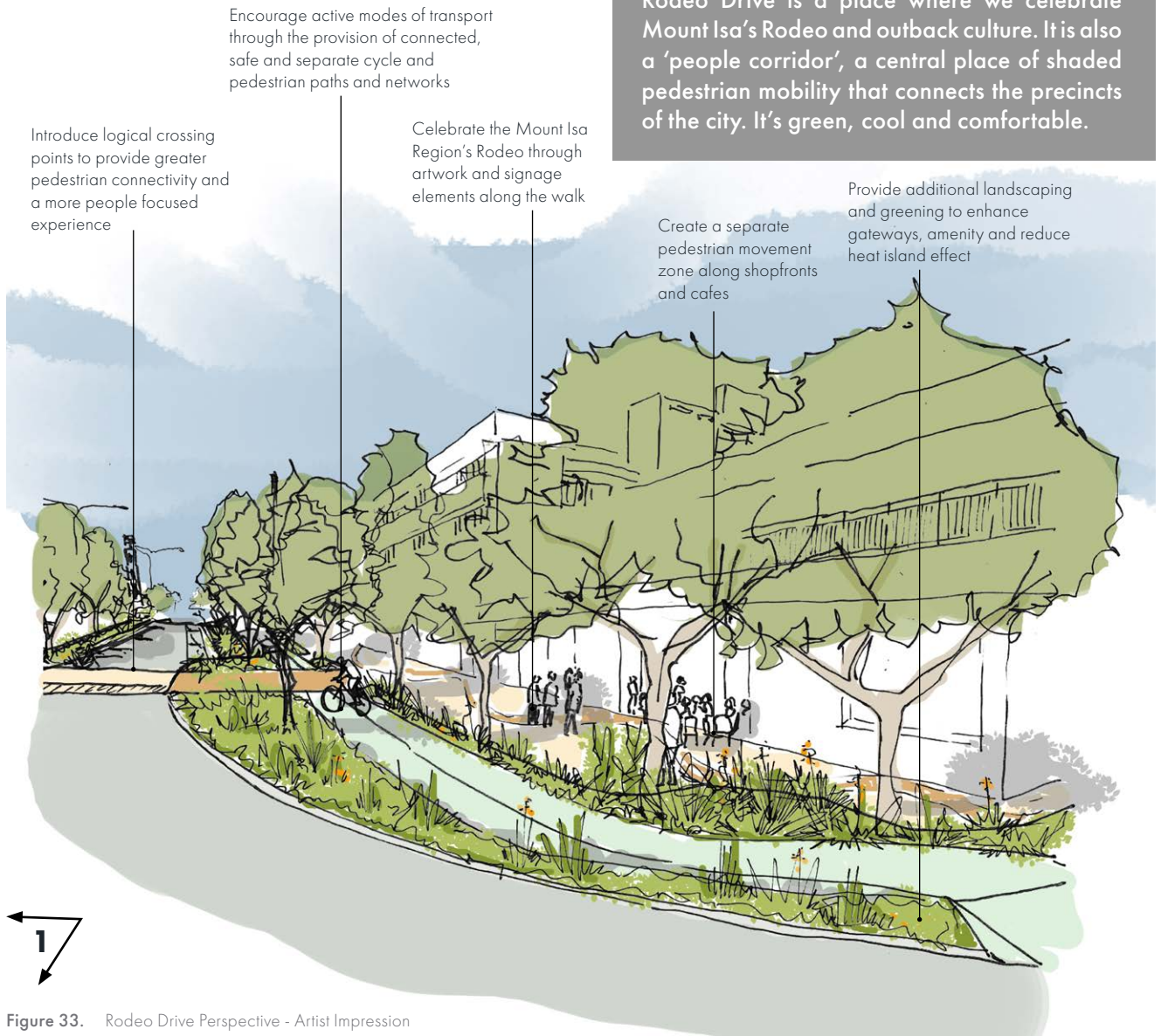


Figure 33. Rodeo Drive Perspective - Artist Impression

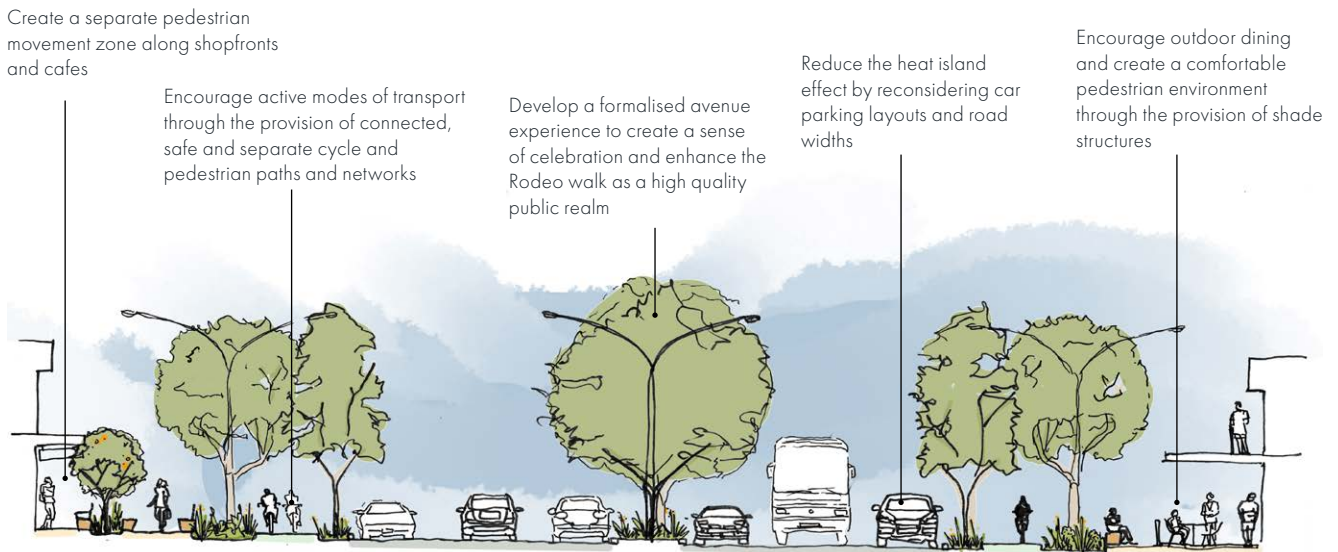


Figure 32. Rodeo Drive Streetscape Section

BUSINESS DEVELOPMENT STRATEGY

A Thriving and Productive Business Environment

An important foundational key to the success of the Master Plan 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 Master Planning 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 Master Plan. 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.

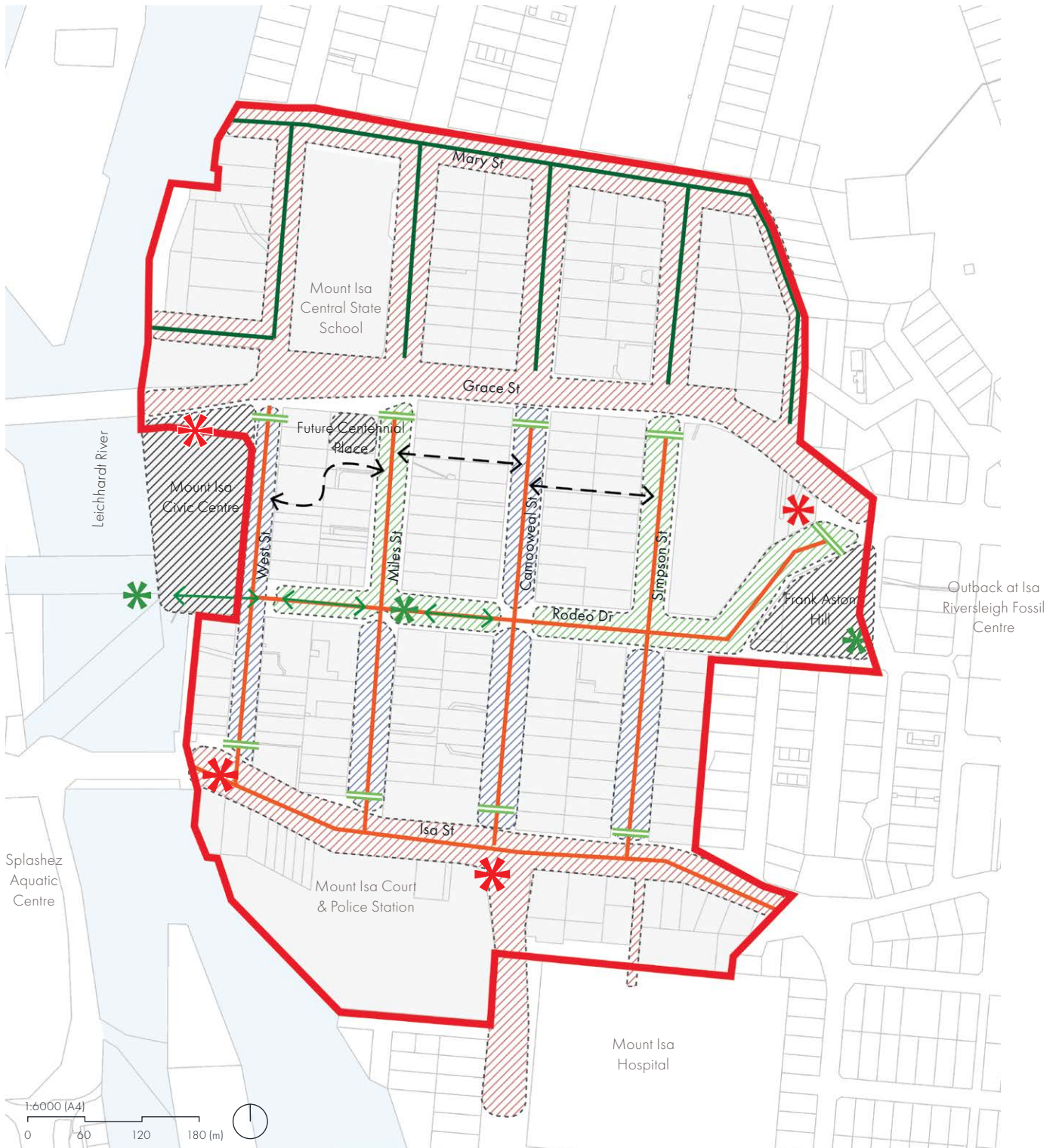


Figure 34. Proposed Streetscape Strategy Plan

Legend

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

SUMMARY AND NEXT STEPS

This Master Plan 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 Master Plan. The Master Plan 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 Master Plans 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 Master Planning 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 Master Plan, 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 Master Plan 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 Master Plan 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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