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# **Action Plan for Tourism Recovery**

*Designing our Tourism Future*

Community Submission by

Frieda Berry-Porter

(Partner/Manager at The Outback Prospector)

P O Box 553, Clermont QLD 4721

[frieda@theoutbackprospector.com.au](mailto:frieda@theoutbackprospector.com.au)

0409 394651

Thank you for the opportunity to respond to the Queensland Government's *Action Plan for Tourism Recovery*.

As an active community advocate promoting the historic and natural assets of our region to improve the livability of our town, Clermont CQ in the Isaac LGA, I submit for consideration additional notes to support my previous contribution to the Isaac Regional Council Tourism Strategy, March 2019. ***(See attached)***

## **Discussion Paper Responses:**

### ***1. What could be done at a local level to increase the benefits of tourism?***

As an old established country town founded on the discovery of gold, copper and coal, strengthened by agriculture and enhanced by tourism, Clermont has seen its fair share of boom and bust over our 160 year history, but with the pending closure of the nearby Clermont Coal mine in 2026, our population base, the viability of local businesses, and our ability to attract new and retain existing residents will diminish.

To diversify our strong mining and agriculture economy, we need to explore new economic opportunities that will not only attract new revenue streams for businesses, but also enhance the community's overall appeal to both residents and potential visitors.

A few ideas to consider:

- Develop a community cultural hub at Hood's Lagoon, a café/art gallery facility where local residents, families and visitors can socialise in a picturesque setting and enjoy our local cuisine, arts, craft and musical talents
- Further develop Theresa Creek Dam as a recreational hub with mountain bike trails, obstacle course challenges and youth-camp style accommodation to cater for visiting groups and community events like triathlons or health and well-being programs
- Promote and encourage greater recreational opportunities in our local State Forests and National Parks for hiking, mountain biking, fossicking, cultural heritage tours and tourist drives
- Develop the 'island' at the eastern end of the Lagoon as a bird watching space, with bush timber hides and connected via a walkway
- Develop a bush tucker/bush medicine garden at the Lagoon to inform and educate the community on our indigenous heritage connections.

To expand our visitor appeal we need to add **new** experiences to build upon **existing** experiences to attract a new demographic of active outdoors recreation and events participants.

- Geo-tourism - **gold prospecting, mine tours**
- Outdoor adventure - **Peak Range hiking, Heli scenic flights, State Forest trail bike / MTB / general bushwalking**
- Cultural heritage - **'Town that Moved', Clermont Historical Walking tour, European history (Billy Sing), indigenous heritage / bush tucker tours / art, QPWS State Forest Scenic Drive**
- Events-based - **Clermont Show, Gold Cup Camp draft, Clermont races, BA Rodeo, Clermont Gold & Coal Festival, country music festival**
- Agri/food-tourism - **seasonal workers, farm stays, paddock to plate, St Lawrence Wetlands festival**

## ***2. How do you want Queensland tourism to be defined in the 2020s?***

With a focus on creating tourism assets and experiences that meet the aspirations of the local community, in partnership with local and State government to deliver both economic and social benefits to those communities.

Less of government-driven policy for large-scale, high-risk tourism products and more on community-focussed ideas to build 'ownership' of the tourism economy in each region that seeks to embrace these new ideas.

## ***3. How do we make the best use of our tourism assets? In your own words, what is missing?***

By leveraging the social and economic value of our natural public land assets, regional areas have great potential to offer a diverse range of tourism experiences, that also provide social opportunities to residents to support our physical and mental well-being, our connection to each other and our region and drive economic activity in new and interesting ways.

Currently with little focus on Forest-based recreation west of the Divide or outside SEQ (eg MTB/trail bike riding, hiking, hunting, fossicking as is available in NSW) there are many regional communities that are missing out on passing tourism dollars as they travel to other States to enjoy these activities.

In the 2010 *Urban Design Framework* document (***see attached Part 1,2,3***), developing Clermont's tourism potential was identified as a significant aspiration of our community, yet very little has been achieved since this time.

***4. What practical measures can and should be taken to ensure tourism helps regenerate natural environments, and bring greater awareness as well as economic benefit?***

***5. Do you see any additional trends or emerging changes that we must also consider?***

***6. What are your ideas for the future of Queensland's tourism industry?***

***7. What do you see as the obstacles to progress?***

***8. What should Queensland be doing to re-set, transform and embrace the opportunities a post COVID-19 world presents?***

**Please see below contribution to IRC Tourism Strategy March 2019 – unfortunately time constraints have not allowed full response!**

## Excerpt from Isaac Tourism Strategy - Community Response:

### Isaac Tourism (Clermont)

#### Our Strengths

- *Established and diverse economic base to enable investment into developing our tourism potential*
  - *Our unique story – of pioneers, prosperity and perseverance*
  - Our contribution to the *Clermont Peace Poles Project* planting ceremony best summarises our own thoughts on Clermont's appeal:

The Outback Prospector is proud to represent Clermont's gold prospecting heritage, upon which this town was built, in this wonderful demonstration of Community artistic endeavour. Clermont is more than just a mining town, more than just a farming town or a tourist destination...it is a town of vitality and resilience, of bountiful natural resource and community spirit. Although we may come from diverse backgrounds and interests, we have a history of drawing together in times of adversity and when we acknowledge and celebrate those strengths that each of us brings to the table, we can truly arrive at a place of peace. "Unity in Diversity."
- *Our location* - at the crossroads of the region
- *Our natural and human capital*
  - We have all the 'ingredients' for a successful tourism destination, just need the 'recipe' and the 'MasterChef' to deliver the experiences!
- *Established long-term visitor demographic* (grey nomads) with increasing numbers of Isaac resident and CQ regional visitors.
  - How many tourism destinations can claim stays of weeks - months per year with repeat visitation over the last two decades, as with our regular recreational prospectors?
- *Established media interest in Clermont* as a recreational prospecting destination and notable events hub (various State championships) via ABC National and Regional News - TV, online and radio media articles; print media articles CQ News/Daily Mercury

## **Our Weaknesses**

- *A scattered identity* – to which region do we belong? Is that even relevant? Why not create our own unique identity?
  - What do we love about our Isaac towns and how do we sell that message? Our intra-regional differences need not be a competitive wedge, rather a celebration showing we have everything to offer the Isaac visitor, which is unique from other identified tourism regions
- *Inadequate and/or inaccurate online presence*
  - Develop new content for Isaac Tourism for Visit Mackay website, featuring each Isaac town and available tourism experiences.
  - Cross-reference related tourism organisation websites to review accuracy of content on Isaac region attractions...or consolidate/request removal of references to Isaac region altogether where appropriate to better maintain control over online content.
  - Google Maps - upload accurate, engaging content for local attractions
- *Poor signage and recognisable visual guides*
  - Erect attractive and informative signage to encourage tourists to 'turn in at the round-about'
  - Simple icon-based road signs directing to the local GPAs (eg 'pick and shovel' icon) and on printed matter and larger mapping signage, also other local attractions eg 'historic' icon; 'cultural' icon; 'community' icon
- *Poor and irregular communications between frontline stakeholders* i.e. Council, State agencies such as QPWS/DNRME, supporting organisations (GW3) and local business owners who directly engage with visitors.
  - A real need to validate the 'value' of tourism to our local economy - with appropriate guidance and support from government departments and agencies, local business is more likely to structure their business to better cater for visitors looking for specific tourist-focussed services and events.

## **Our Opportunities**

- *Chance to define our own identity*

- Run a campaign in each Isaac town to capture residents own ideas eg survey or social media video project 'Five things I love about ...(Clermont)' to create a database of imagery, selling points, taglines, similar to IRC 'Energising the World' promo video - builds community pride and cohesion and delivers marketable online media content to 'share' our Isaac tourism story
- Social media engagement similar to
  - <https://www.facebook.com/goldfieldsguide/> as public face of Isaac Tourism
  - Consolidate tourism experiences for consistency of brand message across the region. Dedicated and easily recognisable contact points in prominent locations along major travel routes to inform and educate visitors
  - (Refer notes from discussions with Day Ananda, former IRC Tourism officer – 'bowser browser' installations (interactive tourist information portals) at services stations, info centres, outside Clermont VIC for after hours, select tourism partners)

- *2019 Year of Outback Tourism*

- State govt funding opportunities to support delivery of identified short-term projects (i.e. new GPAs); development of Isaac Tourism website and printed content and interactive technology features
- Identify and develop low-cost bush camping options modelling the coastal camping ParkMobile app or private camping options <https://youcamp.com/>
- Greater support and promotion for existing events eg Gold & Coal Festival

- *QLD Fossicking Licence sales figures 2018*

8300+ issued - double previous year's sales.

5.5% of statewide sales via Outback Prospector (400 Apr-Sept peak season)

- A keen audience searching for opportunities to enjoy these activities
- Develop and promote additional prospecting/fossicking locations eg Mt Britton, Moranbah diamonds



## **Our Threats**

- *Perceptions of remoteness of locations and limited services* eg no bank, suitable accommodation, high cost of living, patchy mobile coverage
  - Verify Google Maps travel times, RACQ road condition map, confirm mobile coverage map since new tower installation
  - Update and maintain Isaac Connect app and better promote across the region to encourage business and community groups input, which improves the visitor experience through self-assisted information gathering
- *Poor retention rates of effective personnel (including limited and over-committed volunteer pools) to deliver tourism initiatives over the long-term*
  - Move to partner with local community and business/progress associations to firstly build awareness of tourism as an important contributor to local economies, work more closely with business to identify and support common aspirations to create 'ownership' of each of our localized tourism identities
  - 'Share the load' between local government, private business and through corporate sponsorship by creating an Isaac Tourism Association (similar to Mackay Tourism – membership based) to focus attention on and promote our region's attractions. Dedicated and fully funded administrative team to drive tourism initiatives in each tourism 'hotspot' i.e. one IRC Tourism Officer for the whole of Isaac is inadequate given the size of our region, the diversity of experiences and under-developed nature of Isaac tourism at present.
- ***Stakeholder disengagement with State government agencies*** from lack of open and constructive dialogue on legislative issues of critical importance to secure a sustainable future for our primary tourism activity, recreational prospecting.
  - Renew efforts to facilitate genuine progress on resolving regulatory barriers to secured access to public lands for this activity – appeal to IRC to play an advocacy role to State Ministers DNRME and DES (QPWS).

## Big Picture Goals - Clermont

- Develop existing and potential new facilities to create an all-encompassing visitor experience segmented by historical, cultural and community components, but linked by specific features to naturally direct the flow through each 'hub', to encourage discovery of each 'layer' of Clermont's identity
- **The Historical Hub** - Clermont Historical Centre  
Prominent location to showcase our town's history, with general Isaac Region Visitor Info for through traffic but designed to 'catch' visitors before they continue their journey north/south, directing them to the roundabout to learn more about our story. Selected Clermont specific info  
eg GPA Maps, town maps
- **The Cultural Hub – create new Hood's Lagoon Café/Art Gallery**
  - \* Signage directing visitors to turn left at piano tree\* along Drummond St to ample parking area on left across from bridge over Hoods Lagoon, dog-friendly area, watering point (install waste water dump-point?), a chance to stretch the legs and decide what next.
  - \* 'Welcome to Country' feature, depiction of old town mural flood story, physically transition through time from old townsite, walking over bridge to the re-developed old service station (or suitable relocated heritage building). Refresh and immerse in our local culture: art/craft co-op items, local jams or other boutique produce (i.e. jerky etc) for sale, stroll around Hood's Lagoon boardwalk taking in Mary McKillop, ANZAC Memorial Walk, Billy Sing, Centenary Park, Indigenous Memorial, Bowls Club, Peace Poles walk, further develop Pioneer Park, Outdoor fitness equipment , flora and fauna/bush tucker identifiers. Basic Visitor Info re accommodation/dining options, local events, GPA and town maps.
  - \* Re-develop parking area entry/exit to Piano tree, currently unsafe approach/departure for towing caravans

- **The Community Hub** – Clermont Central historic railway station (Clermont Community & Business Group office)

Signage directing visitors to undertake the Historical Walking Tour from the Cultural Hub following the re-location journey of the old town to new, past historic landmarks to current local business (opportunity to engage) finishing at the Railway murals and historic Railway Station, where information about local business and community organisation, booking agent for local tour businesses, public notice board, what's on, local events and facilities, admin services (internet café, photocopying), large Isaac region sign, more detailed Clermont environs sign, particularly noting GPAs and State Forest Drive (QPWS initiative – not completed)

### **Pg15 IRC Tourism Strategy**

- Theresa Creek Dam Recreation Facility (TCD)
  - Previous advice from Dept Sport & Rec in Mackay suggested Theresa Ck Dam would be an ideal location for a community mountain bike trail. Given its popularity in the Isaac region for camping, fishing and watersports, developing our local recreation facility for another family-focussed activity would greatly increase its appeal amongst Isaac resident and CQ regional visitors.
  - With the BMX track recently built in Clermont, the popularity of cycling activities in general will be given a great boost, so with a dedicated MTB Trail around the dam, events such as triathlons could be centred around TCD. Possible State level competitions, given Clermont's place on numerous other State title events (Campdraft/Rodeos, Moto-X, Sports-shooting, BMX)
  - Review Clermont Australia Day event – relocate to TCD? Depends on timing of actual public holiday, may improve participation by allowing families who may prefer to go away camping to stay on after events (socializing etc), run the Aust Day triathlon (similar to Moranbah), bands, kids movies etc, increase awareness of venue amongst new families who have often arrived at this time of year.

**In Closing** (June 2021)

By progressing the actions contained in the IRC Tourism Strategy, we have a wonderful opportunity to create our own unique tourism identity for the Isaac Region, distinct from other established destinations, offering diverse and affordable adventure/eco/geo/agri~ and heritage ~tourism experiences. With the news that **Mackay Tourism** will now incorporate '**Mackay-Isaac**', and as co-contributors to the experiences of our Isaac visitors in our business *The Outback Prospector*, we are excited to participate in this process and look forward to working closely with IRC and Mackay-Isaac Tourism in this new Isaac tourism adventure!



Image: Clermont Urban Design Framework 2010\_Town Entry

# ISAAC TOURISM STRATEGY

## 2019-2024

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Current as at 28.02.2019

Presented by **Jessica Bugeja, Planning, Environment & Community Services**

**ISAAC**  
REGION   
HELPING TO ENERGISE THE WORLD

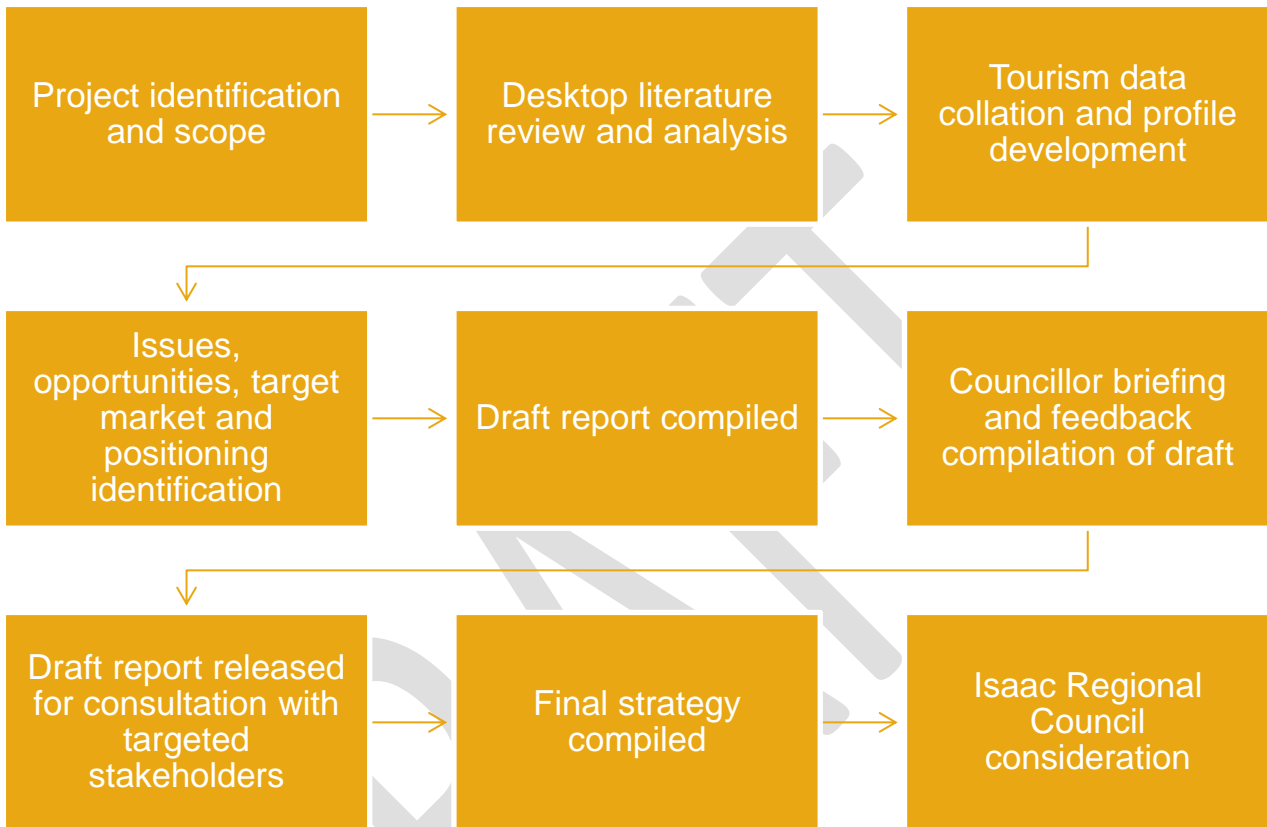
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# STRATEGY DEVELOPMENT

## METHODOLOGY

The diagram below demonstrates an overview of the methodology for the creation of the Tourism Development Strategy.



## WHOLE OF COUNCIL APPROACH

A whole of Council approach represents working across department boundaries to achieve a shared goal and an integrated government response to elevate the region's visitor economy. Approaches can be formal and informal. They can focus on strategic development, new initiatives and service delivery

## COUNCIL'S ROLE IN TOURISM

<b>DESTINATION MARKETING</b>	Destination marketing; including positioning messaging, public relations, events development and management
<b>INDUSTRY DEVELOPMENT</b>	Developing the local tourism industry; including encouraging emerging local tourism businesses and providing business support and guidance.
<b>PLACE MANAGEMENT</b>	Improving the public realm, place making and activation, place management and community capacity building initiatives.
<b>FOSTERING PARTNERSHIPS</b>	Fostering and building key tourism partnerships at local and state government levels.
<b>TOURISM INFRASTRUCTURE</b>	Providing tourism related infrastructure; including community spaces, facilities and services that enhance the visitor experience and improves the safety of residents and visitors.
<b>PLANNING SCHEME</b>	Providing a planning scheme framework that supports and encourages the development of new and appealing tourism attractions and experiences.
<b>ADVOCACY</b>	Advocating for appropriate tourism development
<b>COLLABORATION</b>	Collaborate with industry to manage the region as a visitor destination including providing visitor information





# OUR TOURISM PROFILE

## LOCATION

Located 1,000km north-west of Brisbane and 900km south of Cairns, the Isaac region forms part of the broader Mackay region tourism area. The region features a diverse built, natural and social landscape and covers approximately 58,000 square kilometres. Including seven regional towns including Clermont, Dysart, Glenden, Middlemount, Moranbah, Nebo and St Lawrence, the region also boasts 100km of under-developed coastline, vast agricultural and grazing pursuits and Australia's largest coal deposit.

Figure 1. Map of Isaac Local Government Area



## COMMUNITY PERCEPTIONS ON TOURISM

The following section is summarised from TEQ's Social Indicators 2017 Mackay

The 2017 Social Indicators Study into the Mackay region examined the social impacts on the local community, as perceived by its residents. The research was conducted to inform the decision-making of state and local authorities, as well as tourism bodies.

The study revealed local residents are significantly more likely than the average Queensland to agree that tourism has a positive impact on the community. Fifty-three per cent (53%) of residents agree that tourism has a positive impact on the community compared with 43% in Queensland. Eighteen per cent (18%) agree that tourism has a positive impact on their personal quality of life.

Local residents overwhelmingly agree that, because of tourism, there is: greater cultural diversity (90%) economic benefits (92%), an increased regional profile (85%), increased local pride (77%), and new infrastructure (65%). These positive benefits are seen to impact the community more than the individual.

According to the study, there is a strong local desire for continued tourism development, with some suggesting capitalising on the fishing, beach and island tour markets; developing tourism in conjunction with the mining industry and; the development of affordable beachfront camping areas.

## VISITOR ECONOMY

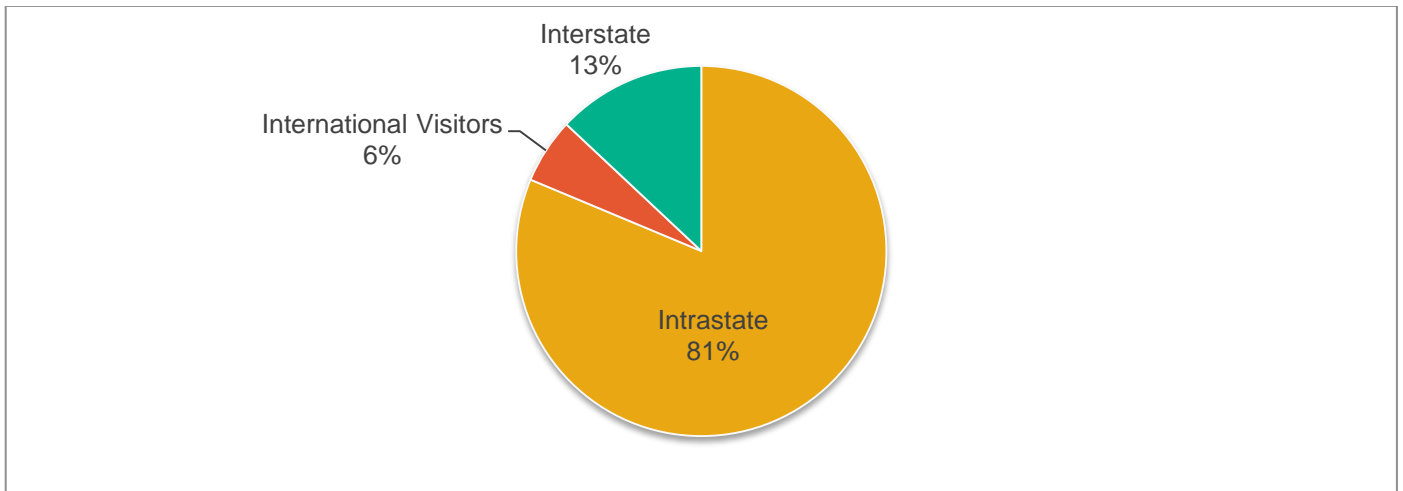
In 2016-17 the tourism industry contributed an estimated **\$197 million** to the Isaac regional economy (1.4% of the Isaac region's gross regional product) and supported around **1,092 jobs** (5% of employment in the Isaac region)<sup>1</sup>.

### OUR VISITORS

*The following section is summarised from TEQ's Mackay Regional Snapshot, Year Ending December 2017 and the Isaac Local Government Area Profile, 2016.*

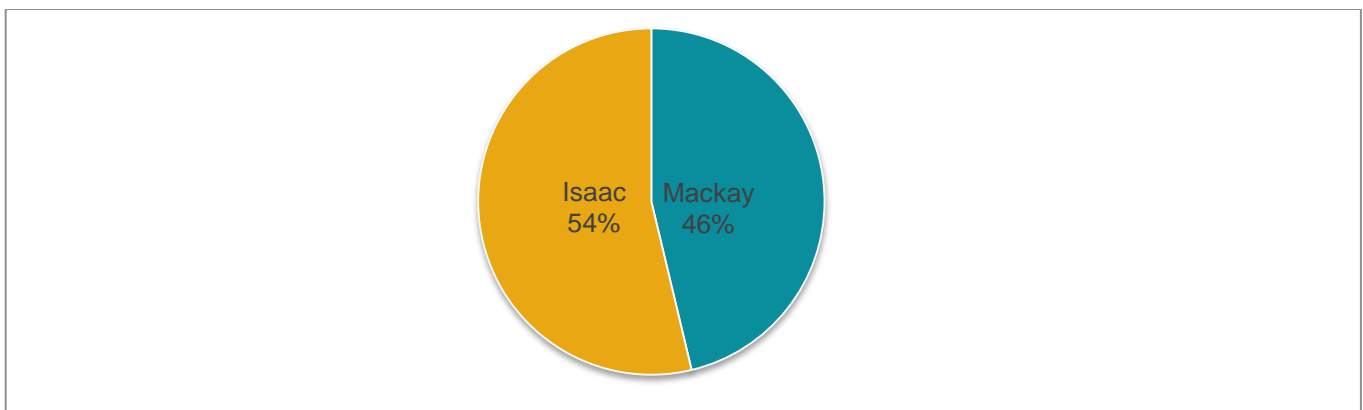
The domestic market represented the majority (94%) of overnight visitation to the Mackay region with 827,000 visitors.

Figure 2. Mackay-Isaac region overnight visitation



According to Tourism Research Australis's Local Government Area Profile, the Isaac region welcomed 468,000 domestic overnight visitors in 2016. This equates to just over half (54%) of the total regional domestic overnight visitation\*<sup>2</sup>.

Figure 3. Domestic visitors market share by LGA



<sup>1</sup> 2016-17, Australian Bureau of Statistics, Tourism Satellite Account

<sup>2</sup> \*Based on cross referencing data from the Mackay Regional Snapshot (2017) and Local Government Area Profiles (2016).

## Domestic Visitors

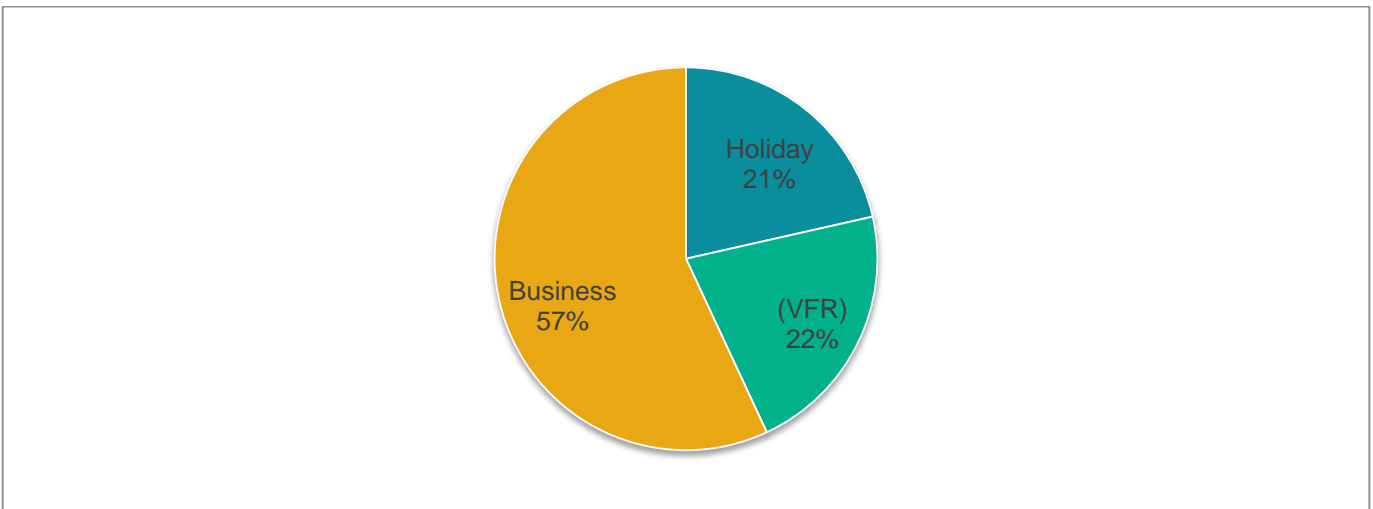
Approximately 86% or (713,000n) domestic visitors to the Mackay region are from the intrastate. In order, the three largest intrastate markets were:

1. Mackay region (220,000 visitors);
2. Townsville (124,000 visitors) and;
3. Brisbane (105,000 visitors).

## Purpose of visit

In the three years ending December 2017, over half (57%) of domestic visitors to the Mackay region were business travellers, up by 5.3% to 427,000.

Figure 4. Mackay-Isaac, purpose of visit



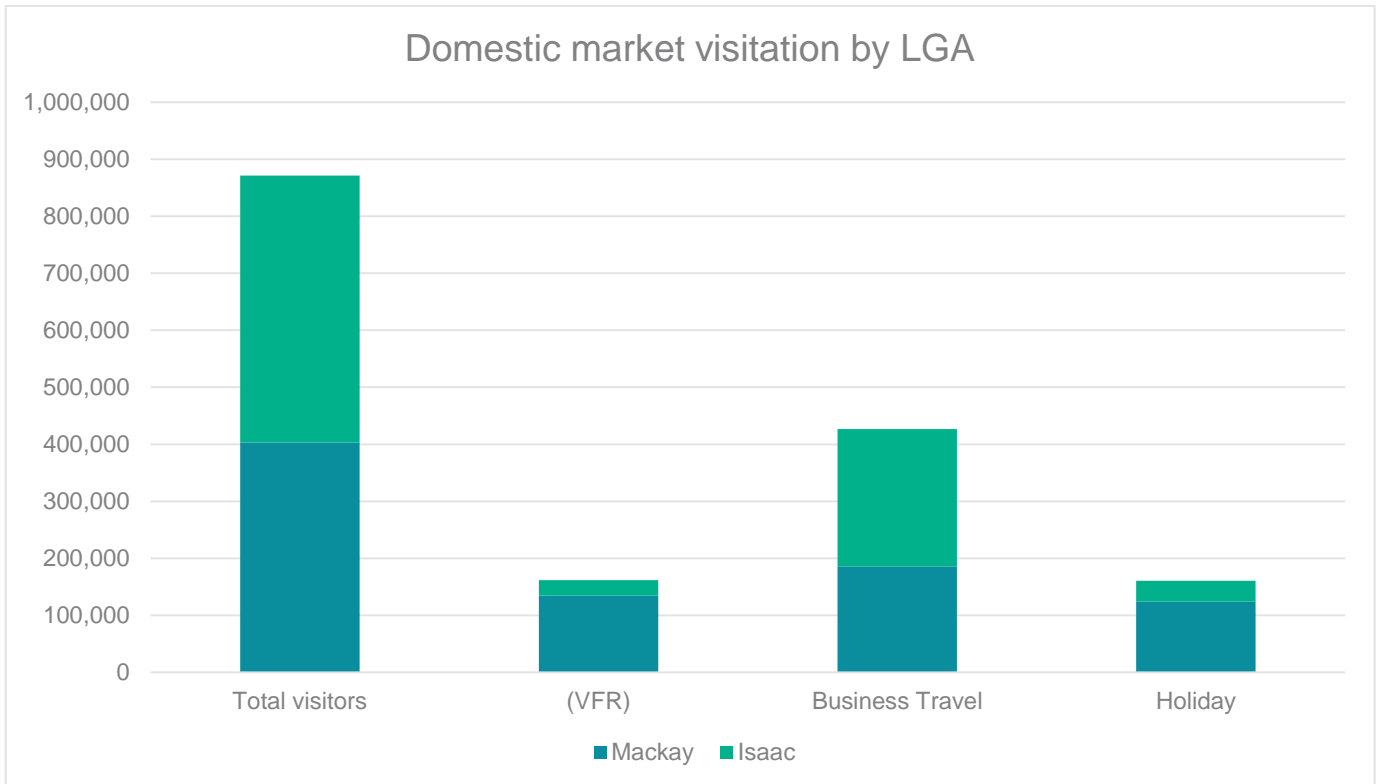
Meanwhile, the holiday and visiting friends and relatives (VFR) markets declined over the same period by 3.6% and 3.7% respectively.

The interstate market declined by 2.2% to 114,000 visitors in three years due to fewer travellers from NSW.

Visitor nights in the region reached a record high of 3.8m, up 11%. This was driven primarily by growth in business trips and a longer length of stay by business and holidaymakers. As a result, expenditure increased by 3.5% to \$382.7m.

*Recent international research shows 83% of leisure travellers and 76% of business travellers plan their trip online (The Traveller's Road to decision, Google and Ipos MediaCT, July 2012)*

Figure 5. Domestic visitation by LGA



Business travel dominates Isaac’s purpose of visit with approximately 56% of the market share. The Isaac holiday market holds 23% of the share and Visiting Friends and Relatives, 17%.

### International Visitors

The Mackay region welcomed 50,000 international visitors, representing an increase of 3.9% over the three years ending December 2017. Approximately 4,000 (or 8%) of these are attributed to the Isaac Region.

The international market contributed 6% of all overnight visitors to the region. Holiday visitors continued to dominate international travel to the Mackay region, accounting for 38,000 visitors and growing by 7.6% over the three years.

International expenditure in the Mackay region was \$13.7, in the ending December 2017.

Visitor nights declined by 11.5%, over the three years to 411,000 nights. The decline was driven by shorter stays in the region, with the average length of stay declining to 14% to 8.3 nights.

## ACCESS

### Air

A commercial domestic airport is located in Moranbah and is serviced by QantasLink with flights to Brisbane.

*In 2017, the airport recorded a total of 115,373 passengers ranking it as the 44<sup>th</sup> busiest regional airport in Australia. Isaac Regional Council has approved plans for the airport to introduce jet capability and increase the long-term capacity to cater for almost half a million passenger movements per year.*

The airport is predominantly used for business travel, opportunity exists for strategies to encourage repeat visitation, recreational add-ons, increased visitor spend and extended length of stay.

Mackay and Emerald also have commercial airports, which even though located outside of the Isaac LGA support visitation to the area. Mackay is serviced by Qantas, Jetstar and Virgin, while Emerald is serviced by Virgin and Qantas.

### Rail

The Spirit of Queensland travels between Brisbane and Cairns five times a week and stops at St Lawrence and Carmila in the Isaac region.

### Road

The Isaac region is well connected via three (3) major arterial routes including the Bruce Highway, Great Inland Way/Gregory Highway and Peak Downs Highway.

The Bruce Highway connects Brisbane and Cairns on the eastern coast of Queensland and connects travellers to Isaac's highway towns of St Lawrence, Clairview, Carmila and Ilbilbie. The Highway is recognised as the biggest traffic carrier in Queensland.

*According to Average Annual Daily Traffic Values, an average of 1,500 light vehicles pass the Bruce Highway turnoff to St Lawrence on a daily basis. If it is assumed that one in three light vehicles are travelling for tourism purposes and that vehicles travelling for tourism purposes carry an average of 1.8 visitors, then close to 330,000 potential drive visitors travel the Isaac coast per annum<sup>3</sup>.*

The Great Inland Way (GIW) is an established tourist route originating in Sydney and ending in Cairns. The route passes through the western area of the Isaac LGA, via the Gregory Highway connecting Clermont to Charters Towers in the north and Emerald to the south.

The Peak Downs Highway runs for a total of 266km and links the towns of Mackay and Clermont. The Highway connects to the Gregory Highway in the west and Bruce Highway in the East. The Peak Downs Highway is a critical link to the towns of Nebo, Moranbah and Clermont and is the primary access route for workers, fuel, machinery and other supplies to the Bowen Basin.

As a large dispersed region where many of the experiences are outside of the more popular surrounding destinations, the drive market (including fly-drive and rail-drive) presents a significant opportunity to increase visitor dispersal and increase repeat visitation to different areas of Isaac.

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<sup>3</sup> EC3 Global, 2011, *St Lawrence & the Isaac Coast Visitor Experience and Enhancement Project Issues and Opportunities Paper*, p.23.

## TARGET MARKETS

### Business travellers

Business travel is by far the most significant market for Isaac. With over half (56%) of all the domestic overnight visitors coming for business purposes, encouraging the development of leisure add-ons to this market would increase spend and average length of stay.

### Visiting Friends and Relatives (VFR)

The Visiting Friends and Relatives market for the Mackay region has increased by 1.5%. The average length of stay for the VFR segment within Queensland is approximately 4 days for domestic travellers and 6 days for interstate. There is a misconceived perception that VFR tourists provide minimal economic impact to the regions they visit, however it has been shown that VFR can contribute up to 25% of total tourism expenditure.

With 22% of all overnight visitors coming to the region for friends and relatives, extending length of stay or increase in the percentage of locals who invite relatives to stay could significantly benefit the visitor economy.

## MARKET OPPORTUNITIES

### DRIVE TOURISM MARKET

According to Tourism Research Australia's National and International Visitor Surveys, in the year ending September 2012, there were 10.3 million domestic overnight drive tourism visitors to Queensland (or 57% of all domestic visitors to Queensland)<sup>4</sup>.

The drive market represents visitors who use some form of vehicular transport to reach their destination, where their main purpose of visit is leisure. This includes day trips and overnight trips to one or multiple destinations. Drive tourism also includes those who utilise multiple forms of transport as part of their journey including fly-drive and rail-drive, utilising vehicle hire. This includes the hire of 4wds, motorhomes, campervans and regular vehicles.

The drive market can be broken down into the following categories:

**Day trippers** venture out and return to their place of residence without an overnight stay. The Queensland day trip market, the vast majority of which was by car, was worth \$4.4b to the state's economy each year<sup>5</sup>.

**Short break visitors** are away from home between one and three nights.

**Long haul visitors** are away from home four nights or more and are generally categorised into either **point-to-point visitors** or **Queensland tourers**. Point to point visitors stay overnight in one or two locations whereas touring visitors tend to stay overnight in three or more different locations.

While every segment of the drive market is important, the touring market taken on a stronger focus due to higher perceived economic benefits to the state and regional areas (because of their longer length of stay and higher number of stopovers). Between the year 2000 and 2010 domestic tourers contribute approximately \$1.2b to the Queensland economy, stayed an average of 11.8 nights in Queensland and spent an average of \$113 per night.

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<sup>4</sup> Queensland Government, 2012, Queensland Drive Tourism Strategy 2013-2015

<sup>5</sup> Queensland Government, 2012, Queensland Drive Tourism Strategy 2013-2015

Drive tourism is the lifeblood of the tourism industry in many regions. It is vital in facilitating regional dispersal and access to Queensland's many and varied visitor experiences. Given the vastness of the state and distances between regional destinations, the diversity of tourism experiences is critical to both the tourism industry and to the economic and social development of the regions.

## CAMPING MARKET

*Content summarised from the 2014 Queensland Camping Options Toolkit*

The camping market is defined as someone who is travelling with their own accommodation, whether it is a caravan, motorhome or tent. This excludes those staying with friends and relatives, in cabins or in commercial accommodation.

**Commercial camping** is defined as camping which occurs on private land and can be run by an independent operator or local government. Stay restrictions, fees and facilities available are determined by the owner.

**Non-commercial camping** is camping which occurs on the side of the road, in a national park, on crown land or on private property.

In recent years there has been a noticeable increase in the number of people using camping accommodation yet a decline in the number of commercial sites available. This has been offset by the increased patronage of non-commercial sites, a trend expected to continue<sup>6</sup>.

Tourism Research Australia's (TRA) national and international visitor surveys revealed there were almost 8.8 million camping visitors to Australia in 2011, generating a spend of \$7 billion and an 11.3% share of all overnight expenditure. Of these nights, 45.3 million were spent in caravan parks with more than 40 sites. This represents around 10% of all visitor nights to Australia.

There is no one typical non-commercial camper. The research shows they are 3 times more likely to be touring than on a short-break or travelling point to point. They are more likely to be 25-44 years old than 65+ and the vast majority are still working (77%).

They spend less time and less money on average in a destination but may be more likely to visit places the commercial camping site traveller may not have the time or inclination to visit. The number of domestic visitors who use non-commercial camping sites is growing at a slightly faster rate than the drive market as a whole (6% versus 5.4% per year). Research also showed attempting to move non-commercial visitors into commercial sites would be extremely challenging.

### Commercial campers

Those surveyed in commercial camping sites tend to:

- Spend 85% of their nights in commercial accommodation or camping grounds.
- Stay 4 nights or longer (49% of campers), with 34% staying 2-3 nights and only 17% staying 1 night.
- Spend approximately \$576 at each location (excluding accommodation) or \$73 per day.
- Still be in full-time employment (33%)

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<sup>6</sup> Queensland Government, 2014, Queensland camping options toolkit.



## Non-commercial campers

Those surveyed in non-commercial camping sites tend to:

- Spend 71% of their nights in non-commercial accommodation or camping grounds
- Stay at commercial sites 30% of the time, but an equal number (30%) try to avoid staying at commercial sites.
- Stay 3 nights or less in each location (74%); 34% of which are for one night.
- Spend approximately \$213 at each location (excluding accommodation) or \$53 per day.
- Be retired (only 12% are still employed full-time)

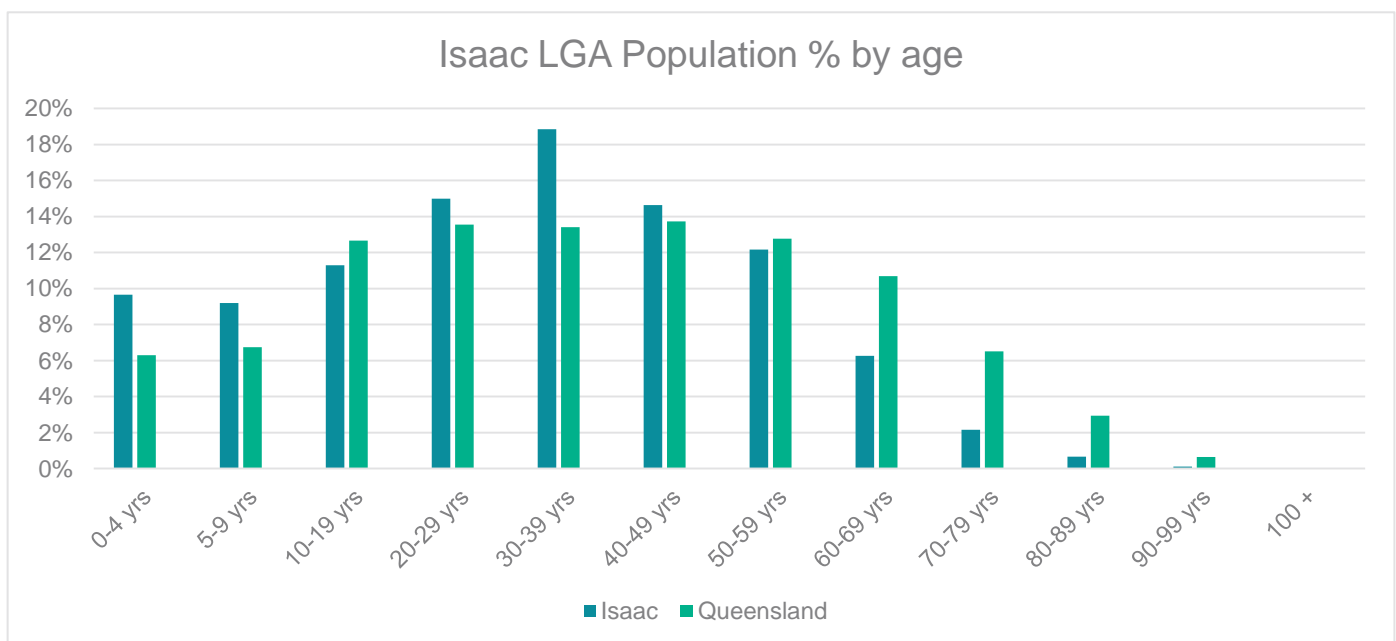
## Family campers

Research by KPMG indicates that while the 55+ segment will continue to grow, for commercial camping providers the key market will be families. The fastest growing segment of the Queensland population is aged 0–19 years and this segment is predicted to grow by 46% from 2012 to 2050<sup>7</sup>.

The Isaac Region in particular has an extremely young family population. Its median age is 31 years. Approximately 58% of the region's population is under 40 years of age with 19% of those aged between 0-9 years.

Families are looking for the most cost-effective travel and accommodation options and Isaac offers numerous camping choices to cater for this market.

Figure 6. Isaac LGA population by age



<sup>7</sup> Queensland Government, 2014, Queensland camping options toolkit.

## Grey nomads campers

As per the *Queensland drive tourism strategy 2013–2015*, grey nomads are defined as retired or semi-retired, over 55 and travelling for leisure, grey nomads are significant contributors to rural and regional economies. They spend similar amounts of money per day as do younger visitors, but spend a greater number of nights per year driving and staying within regions, often in areas not frequented by other visitors. In addition, they often travel in off-peak periods, reducing demand at peak times.

A 2010 survey found grey nomads spend an average of 163 days per year on the road. They usually spend 3 days at each stopover, and nearly 88% of participants indicated they had travelled (or intended to travel) to rural and remote parts of Australia<sup>8</sup>. The ABS predicts that by 2050 the number of Australians aged 55 years and over will more than double and there will be a proportionate increase in demand for tourism product. This presents a tremendous opportunity for the Isaac Region.

## THERESA CREEK DAM

Theresa Creek Dam is the Isaac region's premier commercial camping ground and has become an attraction in its own right. It is a significant drawcard for regional, intra-regional and interstate visitors alike. It attracts, families, grey nomads as well as boating, camping and fishing enthusiasts.

Figure 7. Annual campsite bookings



\* 2015 figures begin from May.      \*\*2018 figures only current to August.

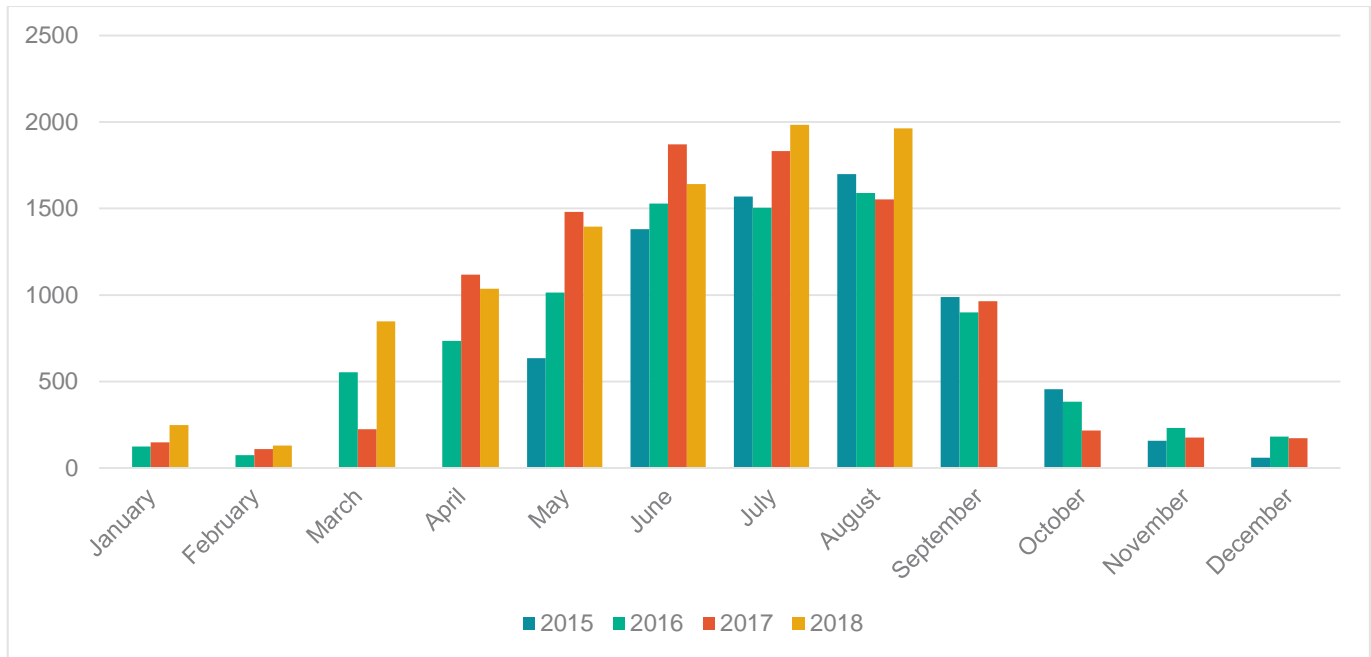
Camp site bookings have been steadily increasing at Theresa Creek Dam for the past 3 years. Between 2016 and 2017, bookings grew by 1044 sites or 11.8%.

If we apply a conservative average of two people per campsite, Theresa Creek Dam solely accommodated 19,728 overnight visitors in 2017.

<sup>8</sup> Queensland Government, 2014, Queensland camping options toolkit.

April to September continue to be the most popular period of year to stay at the Dam, which is consistent with the grey nomad travel period throughout the region.

Figure 8. Seasonal camp site bookings for Theresa Creek Dam



## COASTAL CAMPING

The Isaac Region has multiple commercial and non-commercial camp grounds along its coastline.

Non-commercial campgrounds include:

- Notch Point (IRC)

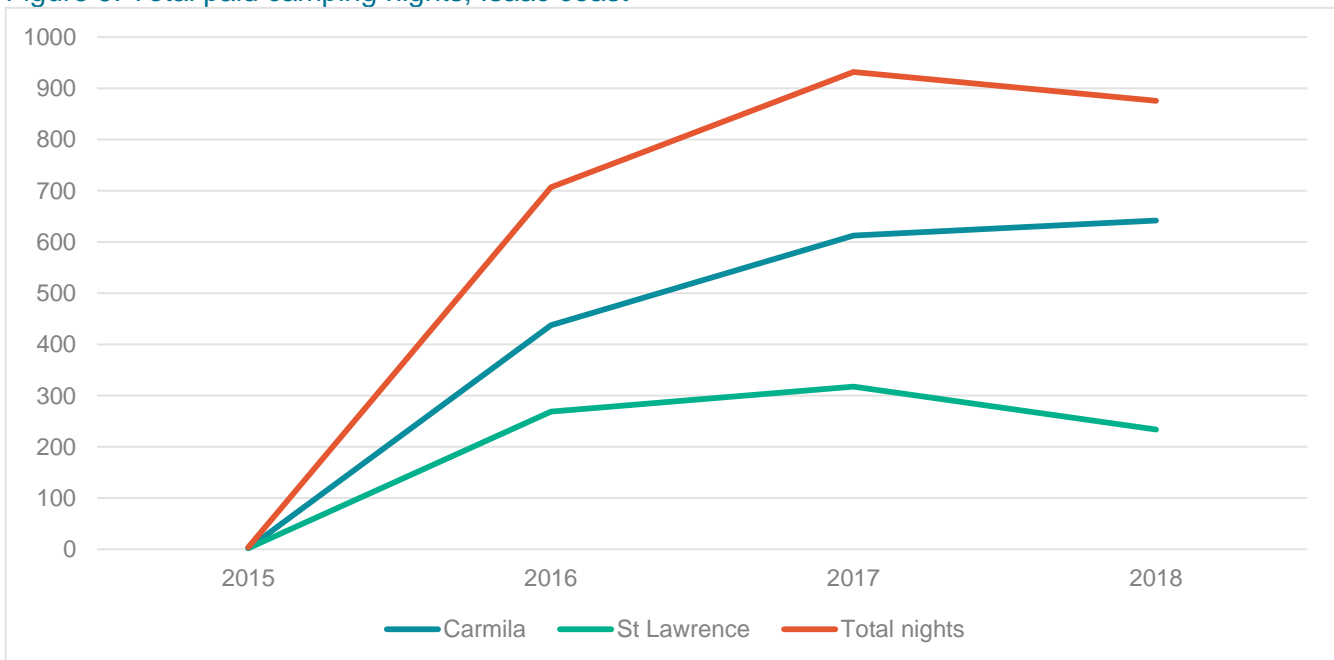
Commercial campgrounds (including private) include:

- Cape Palmerston National Park
- Cape Palmerston Holiday Park
- Carmila Beach (IRC)
- Clairview Caravan Park
- St Lawrence Recreation Grounds (IRC)

The St Lawrence Recreation Grounds has had a donations box in place for an extended period of time for use of the hot showers and amenities. In 2015, Isaac Regional Council formalised paid camping at St Lawrence and also Carmila Beach via a mobile App called ParkMobile. While the App was originally designed for paid parking in urban areas, it is proving very functional in a camp environment. Since its introduction, Isaac Regional Council has finally been able to begin quantifying camp numbers at the sites.

While it is assumed not all campers will pay 100% of the time, the uptake and overall figures are proving promising. Combined overnight stays increased from 707 in 2016 to 932 in 2017.

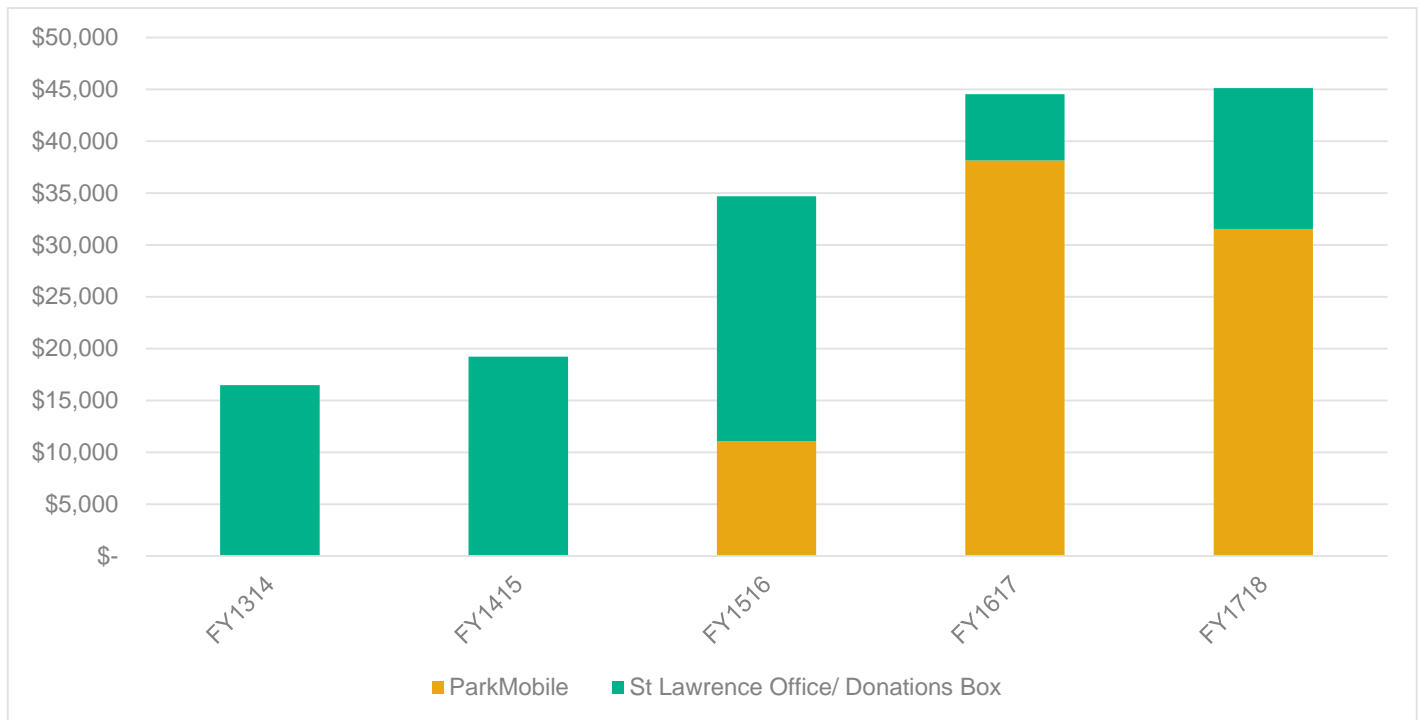
Figure 9. Total paid camping nights, Isaac coast



\* NB. 2018 data current up to August

Similarly, camping revenue now captured through coastal paid camping has seen Council bank over \$40,000 in both the 2016/2017 FY and 2017/2018 FY. **Since its introduction, the ParkMobile App alone has enabled Council to capture over \$80,000 in revenue.**

Figure 10. Coastal Camping Revenue



## PROSPECTORS

Both Clermont and Nebo/Mt Britton communities were founded on the discovery of gold in the mid-19<sup>th</sup> Century and people have been trying to strike it rich ever since.

It is important to differentiate *prospecting* from the previously used term of *fossicking*.

Prospecting is the selective extraction of a natural resource by means of low-impact, environmentally friendly, hand-operated device (metal detector and pick). Prospectors identify a target, dig a hole and then fill it in. Gemstone *fossicking* however, requires bulk processing of large quantities of material where often, excavations are left open.

Prospectors are a unique market opportunity in that they are longer-term visitors and can stay anywhere from a few days to up to 6 months in a particular location in pursuit of gold.



# INDUSTRY TRENDS

## INDUSTRY TRENDS

<b>DAY TRIPS</b>	Domestic travel is now more a short break proposition with day trip visitation growing
<b>AUTHENTIC EXPERIENCES</b>	People have a desire for unique authentic experiences. No longer do they just want to visit attractions.
<b>MEET THE MAKER</b>	Experiences which involve discovery and interaction with local producers and innovators have fast become a strong motivator for visiting a destination
<b>EVENTS</b>	Events make towns and cities more vibrant and interesting places to live, bringing people and communities together and giving them a sense of identity, belonging and civic pride. Events can raise awareness and change perceptions, and can attract visitors to a destination that would not otherwise be considered.
<b>THE DIGITAL AGE</b>	Increased use of digital technology is likely to continue. Consumers are also interacting with destinations at a deeper level by sharing their experiences via social media which is influencing others travel behaviour.
<b>DISCERNING CONSUMERS</b>	Australian consumers are becoming more discerning and demanding of higher standards. There is a dissatisfaction amongst consumers with the quality, attitude, attention to detail and overall approach to customer service in Australia. As such visitors will continue to expect improved service and skills across the tourism industry.



# OUR VISITOR EXPERIENCE



## THE ISAAC VISITOR EXPERIENCE

Today, people are seeking experiences which offer a closer community interaction and provide them with an authentic story to share; and Isaac's unpretentious, relaxed, intimate and authentic experiences can provide this to visitors.

It's these types of experiences we want to continue to grow and attract to our region.

Queensland's Experience Framework identifies five key Experience Pillars and supporting Hero Experiences that reflect the heart and soul of the Queensland story and represents where it has a competitive advantage.

## QUEENSLAND EXPERIENCE FRAMEWORK

EXPERIENCE PILLAR	HERO EXPERIENCE
Reef, Islands & Beaches	Great Barrier Reef, Islands, Beaches, Diving and snorkelling, Sailing
Natural Encounters	Natural landscapes, Wildlife experiences, Marine life experiences
Adventure & Discovery	Adventure experience, Dinosaurs and fossicking, Theme parks, journeys
Lifestyle, Culture & People	Food and beverage, Indigenous experiences, Local character, City experiences, Outback and country life
Events	Participation events, Food and beverage events, Music events, Festivals, Arts and culture events, Spectator sports

*“Queensland is everything the world loves most about Australia. Warm and welcoming, unpretentious and real. And heart-stoppingly, take-your-breath-away beautiful. Beauty is a great place to start, of course. But looks will only get you so far. Modern travellers demand much more – they don't just want to see, they want to feel. They don't just want to tick things off a list, they want life-affirming experiences they'll never forget.*

*We're here to show the world that Queensland isn't just a collection of stunning locations, natural wonders and picture opportunities. You can't get a read on us by simply flicking through a travel brochure or your friend's holiday snaps. You have to live it. And do we know how to live. Ours is a land with heart: where the people are as warm as the year-round weather. Where there's always something happening somewhere (and a friendly local to point you in the right direction). Where the characters and wildlife you encounter are as much a part of the story as the land they live on.<sup>9</sup>*

<sup>9</sup> TEQ Extraordinary Experiences Through Storytelling: Unlocking the Secrets of Successful Storytelling [teq.queensland.com/storytelling](http://teq.queensland.com/storytelling)

## ISAAC'S HERO EXPERIENCES

The following table is a collation of *existing* and *possible* Hero Experiences and was created to identify the region's strengths against Queensland Experience Framework.

The Isaac region offers Hero Experiences that deliver on each of the five primary Queensland experience themes. The region's strongest experiences relate to Natural Encounters, Adventure and Discovery and Events. People and Culture play a secondary supporting role to the strengths of the other three.

By developing a comprehensive brand, core promise and narratives, we are able to express our individuality and unique identity that sets us apart from other destinations.

Further work should be done to identify the region's three strongest Hero Experiences to truly differentiate itself from other destinations.

EXPERIENCE PILLAR	HERO EXPERIENCE
Reef, Islands & Beaches	<ul style="list-style-type: none"> <li>- Feel like Robinson Crusoe, stranded on a remote island of Isaac's colourful coast</li> <li>- Relax at one of our remote, pristine beaches</li> </ul>
Natural Encounters	<ul style="list-style-type: none"> <li>- Observe dugongs from the shore or up close by paddleboard at Clairview Beach</li> <li>- Visit the St Lawrence Wetlands and see the critically endangered Capricorn Yellow Chat in its natural habitat</li> <li>- Spot your first crocodile/turtle in the wild</li> <li>- Camp right on the beach at Carmila, Notch Point, or Cape Palmerston.</li> <li>- Bird watch by canoe or kayak at Lake Elphinstone</li> <li>- Watch the moon rise over the water at Theresa Creek Dam.</li> </ul>
Adventure & Discovery	<ul style="list-style-type: none"> <li>- Taste the fruits of your labour – one claw at a time.</li> <li>- Land that once-in-a-lifetime catch and cooking your own back at your peaceful beach-front campsite.</li> <li>- Strike it rich while prospecting or panning for gold in Clermont</li> <li>- Journey the mining trail and learn about the rich mineral deposits and unique gems which define our region.</li> <li>- See the big machines in action while participating in a mine tour in the Bowen Basin</li> <li>- Trek to the top of Wolfgang and/or Gemini Peaks in the Peak Range National Park.</li> <li>- Partake in water-skiing fun at either Theresa Creek Dam or Lake Elphinstone.</li> <li>- Lake to Lake 4WD experience from Eungella to Lake Elphinstone</li> </ul>

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Lifestyle, Culture & People

- Savour the local produce and specialty dishes at the St Lawrence Wetlands Weekend
- Source locally grown or made produce at local markets, retail outlets, restaurants and cafes.
- Experience convenient outback and country life and meet the unique characters that make our communities at one of our regional events.
- Re-imagine one of the many ghost towns of the region such as Mt Britton or Copperfield.
- Visit the latest exhibition at the Clermont and Nebo Museums.
- Stay in one of our classic country pubs such as the Nebo Hotel or Commercial Hotel in Clermont.

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Events

- Twin Hills Rodeo, Campdraft and Race Day;
  - Country Horse Race circuit
  - 4U2 Concert;
  - Clermont Show
  - Dachshund Races at the Middlemount Race Day;
  - Queensland Music Festival;
  - St Lawrence Wetlands Weekend;
  - Moranbah Arts Festival;
  - Nebo Rodeo
  - Clermont Gold and Coal Festival
-



# OUR 5 YEAR STRATEGIC DIRECTION

## FIVE YEAR STRATEGIC DIRECTION

KEY STRATEGIC DIRECTIONS	FOCUS AREAS
Defining Our story	<ul style="list-style-type: none"><li>- Defining our identity and telling our stories as a point of differentiation.</li><li>- Undertaking marketing activities that have the ability to guide our entire visitor experience offering.</li><li>- Maximising awareness with the target markets we want to attract.</li></ul>
Enhancing our visitor experience	<ul style="list-style-type: none"><li>- Using our unique assets and identity to create better and more engaging experiences for visitors</li><li>- Ability to attract more visitors, more often, staying longer and spending more.</li><li>- Creating a strong sense of place and improving amenity.</li></ul>
Building our tourism offering	<ul style="list-style-type: none"><li>- Closing gaps in tourism infrastructure needs</li><li>- Investigating and facilitating tourism opportunities</li><li>- Diversifying our tourism offering</li></ul>
Supporting our businesses	<ul style="list-style-type: none"><li>- Providing smoother pathways for tourism initiatives</li><li>- Building greater tourism business capability</li></ul>
Maximising our relationships	<ul style="list-style-type: none"><li>- Maximising our relationships with industry partners to leverage outcomes for our region.</li><li>- Advocating tourism priorities for our region</li></ul>

## STRATEGY 1: DEFINING OUR STORY

### *Celebrating who we are and differentiating ourselves from others*

Having a strong story to tell; one that reflects our community values and aspirations, and recognises the individual personality of Isaac's experiences, will provide a platform on which to express our individuality and unique identity.

The stories we create will guide our entire visitor experience offering, and maximise awareness with the target markets we want to attract. This goal focuses on defining our identity and undertaking marketing activities that have the ability to attract new visitors and also increase spend from those already visiting our region, such as people travelling for business, leisure, or to visit friends and relatives.

### STRATEGY 1 OUTCOMES:

- A consistent approach to how we talk about our destinations
- Increased awareness of the diversity of experiences on offer in our region
- Increased length of stay and visitor spend from those already visiting

ACTION	PRIORITY
<b>Marketing &amp; collateral</b>	
1.1 Create an iconic brand, style guide (in keeping with the Mackay Region tourism brand) and supporting narratives that embody and celebrate the region's authentic tourism experiences.	H
1.1.2 Partner with Mackay Tourism to develop and implement an Isaac Marketing Strategy, with a key focus on expressing Isaac's narratives to its target markets across print and digital platforms including but not limited to visitor brochures, consumer website and social media channels.	H
1.1.3 Develop and produce crafted maps, guides, and other collateral to guide visitors through the region.	H
1.1.4 Undertake an audit of Isaac's online tourism content and work with businesses to fill content gaps across influential online and social media platforms.	M
<b>Tourism Ambassadors</b>	
1.2.1 Facilitate information sessions and provide tool kits to inspire an army of local tourism ambassadors amongst the region's communities.	H
<b>Signage</b>	
1.3.1 Prioritise the replacement of visitor interpretive signage across the region to promote Isaac's story and its visitor experience narratives	M

## STRATEGY 2: ENHANCING OUR VISITOR EXPERIENCE

### *Doing better with what we have*

Our ability to encourage visitors staying longer and spending more will depend on our ability to deliver memorable experiences that exceed what we promise in our marketing. By using our unique assets, our identity and unconventional ways, we can create better and more engaging experiences for visitors and leverage better tourism outcomes.

The ability to leave a lasting impression on visitors will also be enhanced by strengthening our sense of place, character and amenity. Aesthetic improvements will be important; however we must also activate our places so they are vibrant for residents and visitors.

By creating a strong sense of place and improving amenity, we will continue to build pride and create the very best advocates for our region – our residents. This goal focuses on initiatives that help to leave a lasting impression on our visitors and enhance their overall experience.

### STRATEGY 2 OUTCOMES:

- Improved existing tourism experiences
- Visitors stay longer and spend more
- Isaacs sense of place, character and amenity exceeds visitor expectations
- Community pride is strengthened and residents become our best advocates

ACTION		PRIORITY
<b>Signage</b>		
2.1.1	Conduct a signage audit and develop a prioritised signage action plan to improve gateway entry signage, wayfinding and visitor information and interpretive signage.	H
2.1.2	Ensure Isaac's roads, destinations and experiences are signed adequately without detriment to the aesthetics of the region or road safety, and applications for new signage are processed efficiently.	H
<b>Visitor Information</b>		
2.2.1	Ensure visitors can readily access reliable and unbiased information on events, experiences, road and traffic conditions via a range of print and electronic mediums.	H
2.2.2	Prioritise wayfinding signs for tourists to visitor information outlets.	H
2.2.3	Prioritise the development of a 'Flagship' Visitor Information Centre in Clermont based on recommendations in the Visitor Information discussion paper. See appendix 2	H
2.2.4	Investigate potential accreditation for the Clermont Visitor Information Centre	M
2.2.5	Actively implement the Visitor Information Network Model. See appendix 3	H
2.2.6	Facilitate the sale of a range of souvenirs and material to improve commercial performance at visitor information outlets.	H
2.2.7	Develop a tourism ambassador program to sell the Isaac experience narratives and advocate for tourism development outcomes.	M

2.2.8	Work with tourism stakeholders and tourism ambassadors to utilise new technologies to engage with current, past and potential visitors.	M
2.2.9	Encourage greater use of the MTL mobile VIC at regional events to promote visitation and extended length of stay Isaac events.	M
2.2.10	Investigate a secondary mobile VIC to be hosted by IRC.	L
2.2.11	Distribute visitor information resources to all accommodation outlets in the Isaac Region for in-room reading.	H
<b>Facility optimisation</b>		
2.3.1	Undertake an audit of Council facilities and identify those that can be utilised better for tourism purposes and increased usage for business events and conferencing.	H
2.3.2	Develop and Isaac Corporate Events and Conferences kit highlighting Council's venues, corporate packages and customisable menus.	H
2.3.3	Review and assess the role Council's website plays in providing visitor information and investigate the development of a commercial tourism website which optimises tourism content (integration with businesses websites, ATDW) and online booking abilities (camping, community facilities etc.)	H
2.3.4	Investigate opportunities to expand paid camping across other Council-run camp grounds.	M
2.3.5	Identify and implement initiatives that better utilise Isaac's parks and gardens, natural assets and facilities for tourism purposes, e.g. events, adventure races, interpretive walks, cycling tours, trails/maps which connect Isaac's tourism experiences, narratives and strengths.	M
2.3.6	Continue to implement Council's streetscape, urban design, and place making and town activation programs.	M
<b>Events</b>		
2.4.0	Create a regional tourism events strategy which addresses actions 2.4.1 - 2.4.5	H
2.4.1	Create and promote an annual iconic events program and annual events calendar	H
2.4.2	Continue to develop the St Lawrence Wetlands Weekend to 'iconic' status	H
2.4.3	Conduct an audit to identify gaps in the event program and determine whether new iconic events are required.	M
2.4.4	Facilitate the growth and development of Isaac's event offerings through its Community Grants and Donations Program	M
2.4.5	Encourage the employment of local artists and arts workers at Council and community facilitated events.	M
<b>Agritourism</b>		
2.5.1	Foster the development of a local food culture amongst Isaac communities	M
<b>Tourism infrastructure</b>		
2.6.1	Continue to advocate for improved telecommunications infrastructure including mobile blackspots, and high-speed internet.	H
2.6.2	Ensure infrastructure needs and investment opportunities for drive tourism are understood and factored into infrastructure planning and investment decisions	H
2.6.3	Further investigate required roadside infrastructure including dump points, rest areas, toilets, bins, shelters at points of interest throughout the region.	M



2.6.4	Ensure the provision of adequate, high quality and appropriately located infrastructure which meets the needs and expectations of the drive market consumer.	M
2.6.5	Conduct master-planning for Council's premier camp grounds to inform prioritised tourism infrastructure development.	M
2.6.6	Gradually improve infrastructure and amenity at Council's premier camp grounds including but not limited to: Carmila Beach, Lake Elphinstone, Notch Point, St Lawrence Recreation Grounds, and Theresa Creek Dam.	H

#### **Lifestyle, culture and people**

2.7.1	Recognise and celebrate an understanding and appreciation of local indigenous heritage and living culture.	M
2.7.2	Support the continued development of the Clermont Historical Centre and Historic Nebo Museum	M

## STRATEGY 3: BUILDING OUR TOURISM OFFERING

### *Expanding and diversifying our tourism product*

As an emerging visitor destination with an opportunity to shape our story, it is essential our region leverages its strengths and existing assets to capitalise on emerging tourism opportunities. Our ability to attract more visitors, more often will depend on the suite of products and experiences that extend the depth and breadth of our story's offering.

By increasing and diversifying the range of tourism product, we will continue to provide repeat interest and curiosity in our region. This goal focuses on initiatives that continue to develop iconic and authentic hero products and experiences.

### STRATEGY 3 OUTCOMES

- Diversified and expanded tourism product
- New and genuine reasons for people to visit
- More visitors, more often

ACTION	PRIORITY
3.0 Investigate the viability of tourism development projects identified in the Isaac Tourism Opportunities Paper and develop an investment prospectus for key feasible projects. See appendix 1	H
3.01 Investigate opportunities for a Tourist Park in Moranbah.	M
<b>Adventure &amp; Discovery</b>	
3.1.1 Develop a gold prospecting strategy for the region (Clermont/surrounds and Nebo/Mt Britton) to drive increased visitation, participation and extended length of stay.	H
3.1.2 Work with relevant stakeholders to encourage the opening of new prospecting general permission areas	M
3.1.3 Work with Queensland Government to declare the Isaac Region the prospecting capital of Queensland.	M
3.1.4 Partner with the mining industry to identify industry-based tourism opportunities and facilitate their development. E.g.: mine tours, viewing platforms.	M
3.1.5 Redefine, re-brand and revitalise the Mining Trail to encompass the Central Highlands Gemfields	M
3.1.6 Investigate the development of an Isaac Recreational Fishing Development Strategy.	H
3.1.7 Work with QPWS to increase access to National Park areas through the development and reopening of walking trails, 4WD tracks, bird watching opportunities, campgrounds and interpretive signage.	M
3.1.8 Investigate 4WD trail opportunities linking the coast to the 'convenient outback'	M
<b>Natural Encounters</b>	

3.2.1	Conduct feasibility study into improved amenity and access to the St Lawrence Wetlands, including boardwalks, platforms, eco-accommodation (seasonal pop-up or permanent), recreational activities such as kayaking.	M
3.2.2	Investigate commercial opportunities for wildlife tourism development across the region, and in particular, the Isaac coast.	H
3.2.3	Investigate voluntourism opportunities for working with the Northern Hairy-Nosed Wombat and/or sea grass watch for the Clairview Dugong Sanctuary.	M
3.2.4	Work with QPWS to identify eco-tourism opportunities on in National Parks.	L
<b>Lifestyle, culture &amp; people</b>		
3.3.1	Facilitate the development of food and agritourism experiences in the region	M
3.3.2	Assist farmers to investigate and develop food and agritourism diversification options via a specialist business development program.	M
3.3.3	Enable on-farm and agritourism innovation by ensuring land use planning reform processes are streamlined within the region by incorporating principles of multifunctional farming in land use planning definitions.	M
3.3.4	Encourage the development of paddock-to-plate farm stays.	H
3.3.5	Identify and support the development of key cultural assets that contribute to the growth of cultural tourism.	L
3.3.6	Work with traditional owners and operators to scope authentic indigenous experiences throughout the Isaac region, raise cultural awareness and share indigenous stories.	M
<b>Events</b>		
3.4.1	Develop a series of regional food festivals to celebrate and showcase regional differentiation, seasonality and expertise. E.g.: St Lawrence Wetlands Weekend, regional beef and beer festival/cattleman's long lunch, Island soiree at sunset.	M
3.4.2	Investigate the reintroduction of a fishing competition at Theresa Creek Dam.	M
3.4.3	Encourage the employment of local artists and arts workers at Council and community facilitated events.	M

## STRATEGY 4: SUPPORTING OUR BUSINESSES

### *Making it easier for tourism businesses*

It is important council takes a proactive approach to tourism in our region by creating a supportive environment for business and tourism activity to flourish. We will work with our residents and businesses to provide smoother pathways for tourism initiatives that stimulate tourism growth.

By providing market insights to our businesses, easier planning processes through our revised Planning Scheme, and working with industry leaders to build greater tourism business capability, the activities under this goal aim to provide leadership in developing our region as a visitor destination.

### STRATEGY 4 OUTCOMES:

- Businesses find it easier to establish in Isaac
- More businesses are established in Isaac
- Existing businesses thrive in Isaac

ACTION	PRIORITY
<b>Business development</b>	
4.1.1 Implement the Isaac Business Support Strategy	H
4.1.2 Support the development of aboriginal tourism business	M
4.1.3 Provide opportunities for local businesses to undertake training, skills development and mentoring programs to build capability and digital literacy.	M
4.1.4 Partner with MTL and QTIC to deliver web-based digital and trade programs with businesses in the Isaac Region.	H
<b>Business tools</b>	
4.2.1 Promote Business Queensland's starting a tourism business guide	H
4.2.2 Develop tourism business starter packs	H
4.2.3 Create a tourism e-newsletter/bulletin to regularly inform the local tourism industry of data, trends, news and funding opportunities.	M
<b>Policy and regulation</b>	
4.3.1 Review and improve Council's venue hire policies, fees and charges to provide greater utilisation of Council assets for business tourism activities	M
4.3.2 Promote concessions in the Isaac Planning Scheme which facilitate and promote tourism business opportunities	H
<b>Place activation</b>	
4.4.1 Work with real estate agents and landlords to attract new business, and tenants to renew and improve unused, vacant and poorly maintained sites, to achieve greater activation of these spaces.	L
4.4.2 Continue running Isaac's Buy Local campaign	H

## STRATEGY 5: MAXIMISING OUR RELATIONSHIPS

*Leveraging what we need with who we know*

### STRATEGY 5 OUTCOMES

- Strong key tourism partnerships at local, state and federal government levels
- Collaboration with industry to manage the region as a visitor destination
- Advocacy for appropriate tourism development

ACTION	PRIORITY	PARTNERS
5.1.1 Continue to develop robust working relationships and partnerships with government, economic and tourism development agencies.	H	
5.1.2 Develop tourism investment prospectus and tourism advocacy plan.	H	
5.1.3 Build a good working relationship with Central Highlands Development Corporation (CHDC)	H	
5.1.4 Identify projects of mutual interest between CHDC and IRC and partner in their delivery if necessary.	M	
5.1.5 Continue to support, engage and maintain relationships with peak tourism bodies and industry representatives.	H	
5.1.6 Undertake familiarisation tours of Isaac products and experiences for key influencers including media, industry and government stakeholders.	H	
5.1.7 Continue to participate in, and identify new, tourism-related cluster development initiatives, committees and programs such as Growing Greater Whitsunday.	L	

# APPENDICES

## APPENDIX 1: TOURISM OPPORTUNITY AUDIT

The following audit is a list of identified tourism opportunities in the Isaac region. It is by no means an exhaustive list, rather a baseline of opportunities captured to date. It will continue to evolve and grow.

### NATURAL ENCOUNTERS

Guided tours or self-hired paddle-boarding/kayaking experience with dugongs in Clairview

Isaac Coast managed Voluntourism sea-grass watch program at Clairview and Cape Palmerston

Meet the Northern Hairy-nosed wombats in Epping State Forest – guided tours or managed Voluntourism program

Commercial or self-guided birdwatching at St Lawrence Wetlands

Seasonal pop-up tents or permanent self-contained cabin or eco-tourism accommodation at St Lawrence Wetlands/Rec Grounds

Improved infrastructure access at St Lawrence Wetlands – boardwalks, platforms, kayak launch points.

Expand paid camping to Lake Elphinstone and Notch Point

### ADVENTURE AND DISCOVERY

Mountain biking trail or event from Eungella to Homevale National Park

Peak Ranges cycling route

Lake to Lake 4WD experience from Eungella to Lake Elphinstone

Mine tours, mine viewing platform and public driver simulation

Self-guided 'Pit to Port' driving trail

Mt Britton working gold mine tour

Private fishing and crabbing charters

### LIFESTYLE, CULTURE AND PEOPLE

Gold, ghosts and grave tour of Clermont and district ghost towns

Homevale Homestead bed and breakfast, caravan park/campgrounds

Paddock to plate farmstays

Meet the maker tours of the Australian Prawn Farm at Ilbilbie

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Projected light-show depicting the Clermont Flood at Hood's Lagoon

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Old town heritage walks in Clermont, Nebo and St Lawrence (use of QR codes, interpretive signage and custom brochure map)

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Indigenous bush tucker and cultural heritage tours

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## **EVENTS**

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Redevelopment of the Clermont Powerhouse Museum as a premier events and arts facility.

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Cattleman's long lunch event

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Beef and Beer festival

---

Island soiree at sunset

---

Fishing competition at Theresa Creek Dam

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Isaac race day circuit

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The Great Isaac Race – vehicle rally meets The Amazing Race

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## **REEF, ISLANDS AND BEACHES**

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Chartered Island tours

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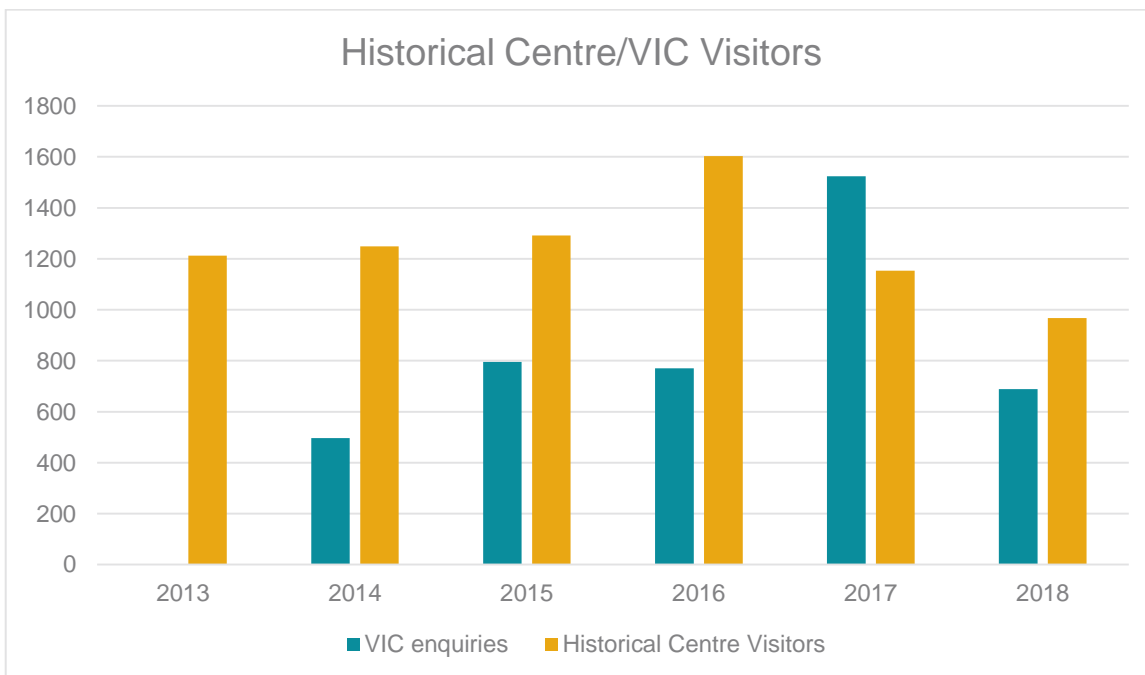
## APPENDIX 2: ISAAC VISITOR INFORMATION DISCUSSION PAPER

The Isaac region only has one formal visitor information centre across the region.

The Clermont Visitor Information Centre is based at the Clermont Historical Centre on the Gregory Development Road, 2km from the Clermont CBD. In 2014, the Visitor Information Centre was moved from the Clermont Library to the Museum to make room for the additional library services and where it was believed it could add to the overall management and functionality of the Museum.

The visitor information centre provides a range of visitor services such as promoting local tourism product, general visitor information, road conditions and driving routes, prospecting and GPA information and brochure distribution. These services are provided by a very small and valuable volunteer base the region's Tourism Development Officer and on occasion, the Historical Centre Coordinator.

With an exception in 2017, visitor numbers have been relatively static since 2014. The 2017 spike was due to a large volume of visitor enquiries made during the Clermont Historical Centre's Open Day. Comparatively speaking, visitor enquiries made through the centre are relatively low and also represent a narrow view of visitors to the region, as data captured is predominantly based on people who enter the building. The most popular months for visitors are from April to October peaking in June/July, largely due to the grey nomad market.



\* Visitor numbers in 2017 include those from the Open Day held on the 1 July 2017. However, statistics were unavailable for September and December of the same year.

Informally, visitor information is also provided by Council at each of its Council offices and Libraries. However they are not signed as information outlets, it is difficult to quantify their contribution and impact.

## Barriers to effective visitor information services in Isaac

A number of issues for visitor information have been identified including:

**Online presence** – Visitors primarily access regional visitor information online and Isaac's online presence for tourism related activities is extremely poor. This is the primary way visitor's access regional information. The region's visitor information would benefit from a commercial tourism website to provide better functionality, navigation, imagery and hierarchy around the representation of visitor information content and saleable tourism product (e.g.: campsite bookings).

**Awareness** – Improving wayfinding and signage directing people to the VIC is important. There is limited wayfinding pointing people to the Clermont Visitor Information Centre from all entry points into town. Other information outlets such as Council's offices and libraries are not signposted as visitor information outlets and as such are underutilised by the visiting population.

**Access** – The Clermont Visitor Information centre is located 2km out of town. Visitors have to venture out of the town footprint to visit the VIC and the location is not currently suitable for pedestrian access from town. Furthermore the locations of some Council facilities such as Dysart, Middlemount, and Glenden offices/Libraries are difficult to find.

**Operating Hours** – The Visitor Information Centre and Museum have limited operating hours due to human and financial resourcing as well as a small volunteer base. As the region has a poor online presence, options for visitors who arrive after hours are limited. Extended opening hours/days during the visitor season would improve information provision and visitor experience.

**Customer interface** – when entering the Clermont VIC, confusion exists between the museum function and visitor information services. Reconfiguration of the customer interface would provide a more welcoming visitor experience. There is opportunity to improve the visitor information interface in Council Offices and Libraries also, should it be deemed appropriate.

**Visitor information material/saleable products** – The Clermont VIC currently has very limited *professionally designed and printed* promotional collateral on the Isaac Region as well as souvenirs and merchandise. The collateral that has been produced is suffering from significant under-print, resulting in the use of photocopied material. Opportunity exists for the development of a range of merchandise and souvenirs which reflect Isaac's experience narratives to help recuperate some of the operational costs of the facility.

**Accreditation** – The Clermont Historical Centre/VIC is not an accredited Visitor Information Centre which means it is not able to use the italicised yellow on blue 'i' symbol. Domestic and international visitors are aware this symbol represents genuine and objective visitor information. Benefits of accreditation include advanced road signage on local and state controlled roads; collateral references on all TEQ Maps, website, National Parks and any other TEQ authorised printed material including the events publication which lists all accredited VICs; access to TEQ funded VIC related campaigns; and free brochure distribution.

## National trends in Visitor Information Services

### Challenges<sup>10</sup>:

- VICs providing paper-based information and limited opening hours have less relevance for visitors who want to access high-quality, targeted information online 24 hours a day. ③. The quality of visitor experiences and yield may decline because of inconsistency across the network in how visitors can access information and make bookings.
- Increasing funding pressure and scrutiny on the return on investment for local government and regional tourism organisations (RTOs) is challenging many VICs to demonstrate their value to their owners.
- Some VIC owners perceive a lack of value in accreditation.
- There is only limited tourism product available for distribution online in some destinations.
- Limited mobile coverage in some areas prevents VICs from offering an effective online service.
- There is some duplication of effort and inefficiencies across the network through a lack of leadership and support.
- VICs can struggle to maintain staff levels when they have to pay staff higher rates on weekends and public holidays.
- VICs have limited appeal for volunteers who have different expectations and requirements compared with the older generation of volunteers.

### Opportunities<sup>11</sup>:

- They can evolve how they provide information. They can respond especially to the rapid increase in visitors' use of technology, particularly via mobile devices, to gather information, create their own content and share experiences during their visit.
- They can leverage visitors' desire to experience what is unique and special about a destination.
- VIC accreditation can continue to drive VICs to optimise the visitor experience and maximise value for the tourism industry and local community.
- VICs can regularly take information out of their building to high visitor traffic areas, e.g. via popup stands and roving ambassadors with tablets.
- VICs can work towards delivering all visitors consistent front-of-house experiences regardless of the size and location of the VIC.
- Working together, VICs can establish a modern, integrated network that allows visitors to have their information and travel booking needs met regardless of their location.
- VICs can diversify the services they offer, such as actively servicing local residents with community information and providing support to event management and marketing.
- VICs can make the experience of working in them more attractive for volunteers that are comfortable with technology.

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<sup>10</sup> Australia's Accredited VICs: A Strategic Directions Paper

<sup>11</sup> Australia's Accredited VICs: A Strategic Directions Paper

## Common Traits of Successful VICs

Recent research by Tourism WA identifies that Visitor Centres play a valuable and important role for supporting local tourism operators and businesses in regional areas by providing credible, authoritative and unbiased information to visitors<sup>12</sup>.

In 2016, Sandwalk Partners presented a model for the provision and distribution of Visitor Information to the Victoria Tourism Industry Council's Summit. After a thorough analysis of national and international VICs, they found the most successful VICs share common traits. These include:

**Location** - Location is critical to engaging locals and visitors and providing an effective service to the largest available audience. Locations should be highly visible, high traffic areas servicing locals and visitors. Successful VICs are often a destination in their own right.

**Contemporary adaptable spaces with skilled staff**- Contemporary designs with adaptable fixtures and fittings. Well informed and motivated staff providing a highly valued interface between customers and various information sources. Focus on 'what's on today/tonight/right now'

**Commercially driven**– VICs should be a portal for local businesses to curate and promote their products and experiences. Ancillary revenue streams through retail, merchandise, booking commissions are integrated with experience.

**Clear branding and storytelling** - Clear and consistent branding across web, signage and displays. A strong web-presence as first contact point. A mixture of traditional maps and brochures integrated with digital technology such as web-kiosks, digital signage. Regional displays, stories and experiences offering a sample of what visitors can see and do.

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<sup>12</sup> Haeberline Consulting, The Future of Visitor Centres In WA (August 2014)

## The role of VICs in the digital era

The success of accredited VICs in maintaining and enhancing their relevance and having an edge over technology depends on several factors. These include their ability to ensure a visitor's experience with a VIC is unforgettable and the service unparalleled. With the plethora of information online, visitors have to sift to find information they can trust and the inspiration for what to see and do in a destination or on their journey. VICs have the opportunity to engage visitors of all ages both on and off-line and maintain a clear point of difference from other information providers<sup>13</sup>. They can do this by:

- Delivering accurate, timely and objective information in a way that is convenient and personalised to a visitor's needs, is easily digested, and can be booked or actioned<sup>14</sup>.
- Enabling visitors to speak directly with passionate, knowledgeable locals. Staff and volunteers can help visitors gather information and inspire them with insights and stories to spend time and money in the region and connect with other VICs on their journey<sup>15</sup>.

VICs' use of technology in providing information is only a part of what they offer. It is essential however, as they can no longer simply offer a 9 to 5 service. By the VICs working with their RTO to supply information online, visitors can access information at any time prior to arriving and when in the region. VICs can also have a role in meeting the needs of visitors who seek only digital content<sup>16</sup>.

## Measuring value

VICs should not be expected to be financially self-sufficient as information providers. They are an economic driver, dispersing visitor expenditure and increasing visitor yield. They can also have a critical role as an information hub during emergency response and recovery in times of crisis. There is an onus on them however to maximise the return on investment for local government and RTOs. To do so, VICs need sustainable business models with a focus on flexibility. They will have to adapt their services to the needs of their audience and many already are doing so. Measuring their effectiveness should be based on standardised indicators such as economic impact, visitor experience and satisfaction, industry growth and performance, and local community benefits<sup>17</sup>.

### Discussion areas:

Is Council's website the best place to host Isaac-specific visitor information?

Does Council want its offices and libraries to be treated as information centres to visitors?

Is the Clermont Visitor Information Centre in the right spot?

Did Council want to investigate VIC accreditation? While most criteria are easy to meet, the most controversial is the requirement to be open 7 days a week.

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<sup>13</sup> Australia's Accredited VICs: A Strategic Directions Paper

<sup>14</sup> Australia's Accredited VICs: A Strategic Directions Paper

<sup>15</sup> Australia's Accredited VICs: A Strategic Directions Paper

<sup>16</sup> Australia's Accredited VICs: A Strategic Directions Paper

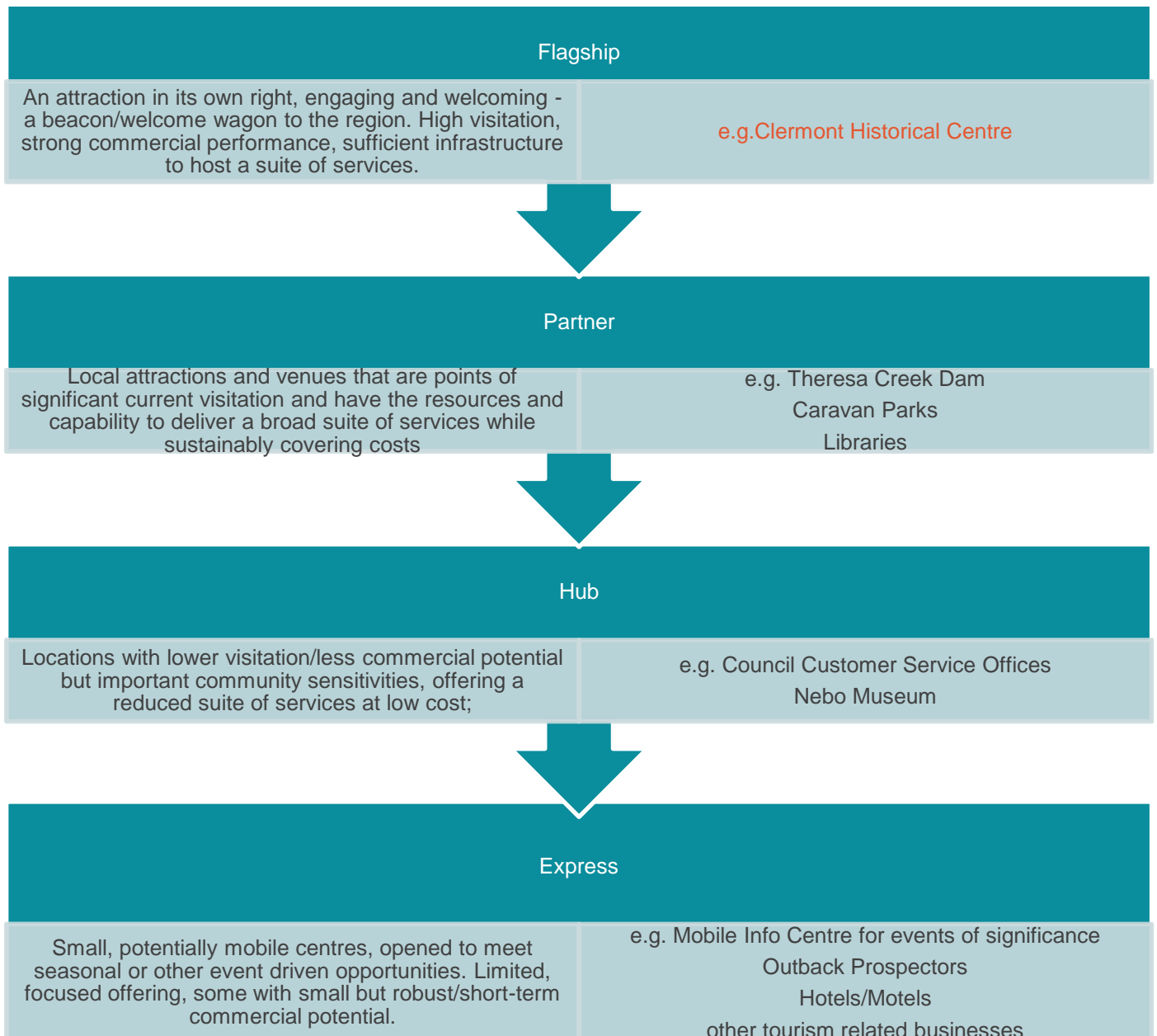
<sup>17</sup> Australia's Accredited VICs: A Strategic Directions Paper

## APPENDIX 3: VISITOR INFORMATION PROVISION MODEL

A collaborative approach in visitor servicing is crucial because of the many touch points for visitors. VICs need to be actively involved with the RTO and local tourism organisations in destination management planning and well engaged with tourism operators, local government and the community<sup>18</sup>.

VICs cannot operate in a silo if they are to provide accurate information and messages to visitors consistent with the RTO's regional marketing, as well as valuable intelligence and insights back to industry. They are also an important platform for local operators to promote and sell their products and services<sup>19</sup>.

The Visitor Information Provision model is a strategy to distribute visitor information across the region through the use of physical and digital platforms. The strategy is based on four (4) levels of Visitor Information provision<sup>20</sup> :



<sup>18</sup> Australia's Accredited VICs: A Strategic Directions Paper

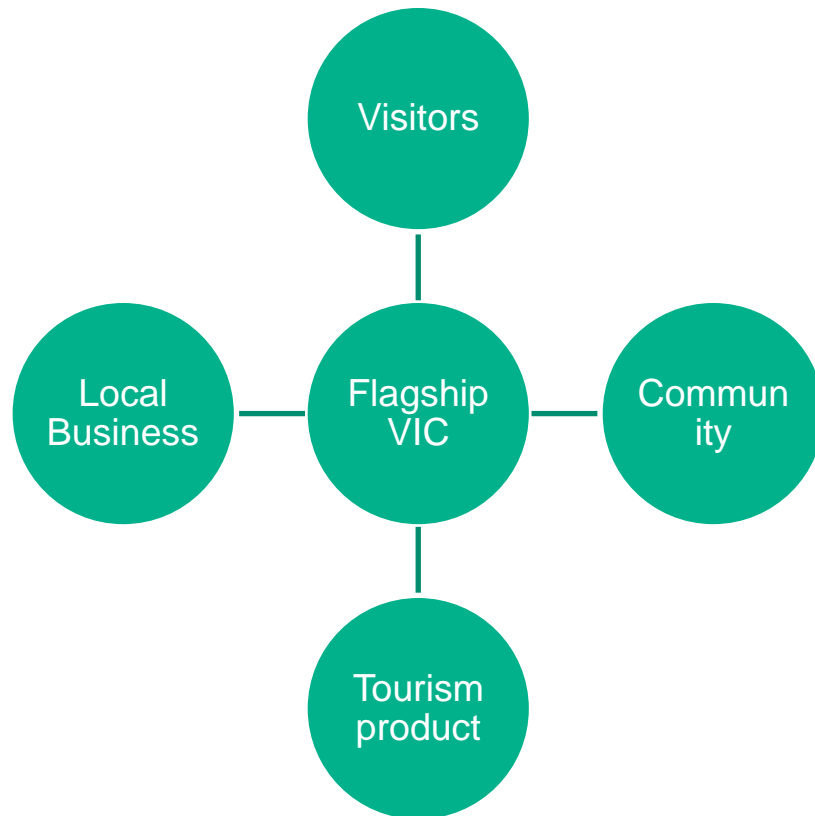
<sup>19</sup> Australia's Accredited VICs: A Strategic Directions Paper

<sup>20</sup> Sandwalk Partners, Visitor Information Trends, 2016

## Content Information & Distribution process

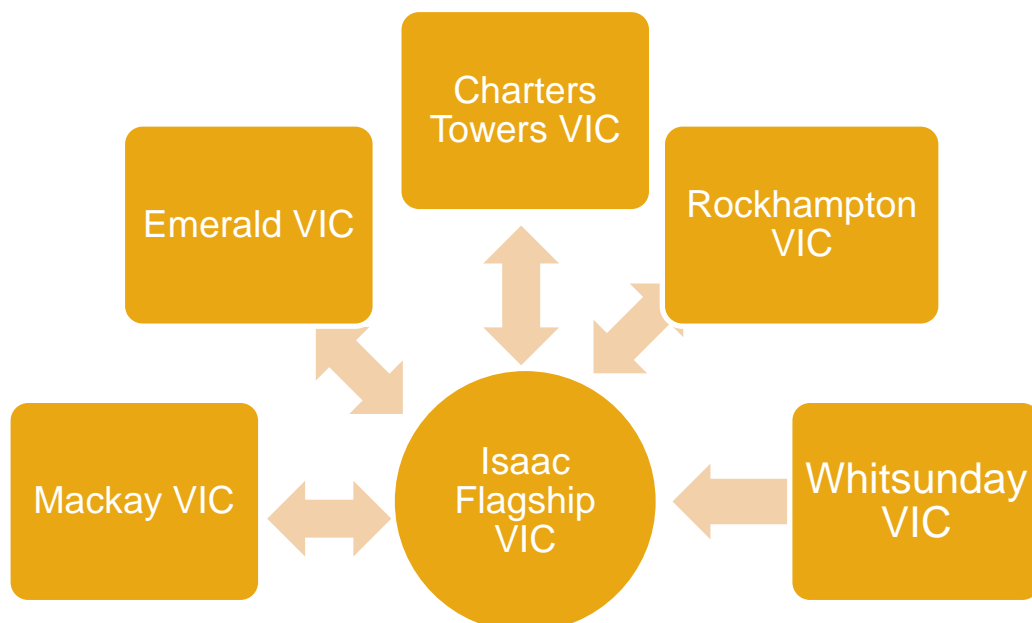
1. Content is regularly gathered from local tourism stakeholders and managed by the Flagship Visitor Information Centre. Information can be collected personally, over the phone, email, or through coordinated meetings/teleconferences.

Figure 11. Local content information network



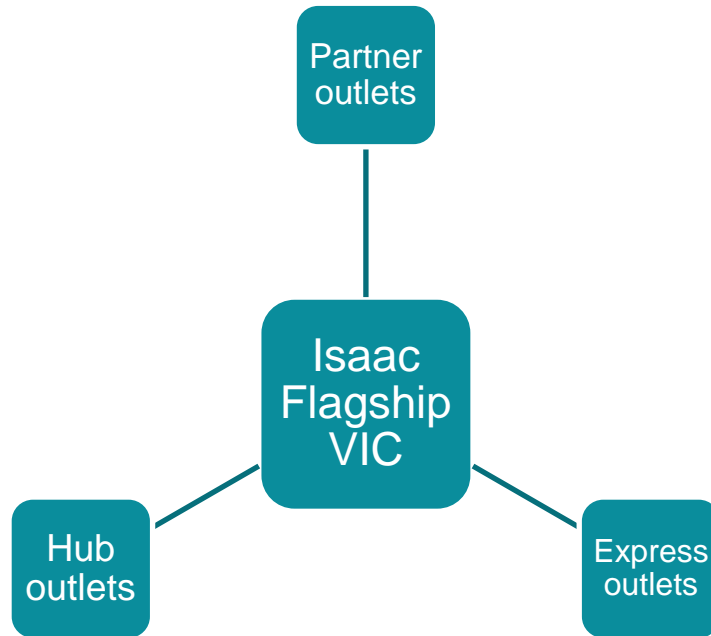
2. The local content is then shared through a regional VIC network to create mutually beneficial, up-to-date and meaningful regional content. It is recommended the Regional content information network meets approximately once a month for a brief information-share teleconference.

Figure 12. Regional content information network



3. Regional content curated through Isaac's Flagship VIC is filtered to the other outlets to optimise information, experiences and offers relevant to their respective customers. It is recommended the content be distributed monthly or more frequently if required, via an e-bulletin.

Figure 13. Content distribution network







# 4.0 RESOURCE LIST

## RESOURCE LIST

### **Australian Government**

- Austrade, Tourism Research Australia, Local Government Area Profiles, 2016

### **EC3 Global (now Earthcheck)**

- Visitor Experience Enhancement Issues and Opportunities Paper – St Lawrence and Isaac Coast, 2011
- Visitor Experience Enhancement Pre-Feasibility – St Lawrence and Isaac Coast, 2011

### **Isaac Regional Council (IRC)**

- Isaac Regional Council, Coastal Wildlife Tourism Development Project Business Case and Project Brief, 2017
- Isaac Regional Council, Isaac Tourism Development Strategy 2012-17
- Isaac Coastal Camping Management Plan, 2012
- St Lawrence Wetlands Weekend, Event Management Framework, 2018
- A tourist fossicking strategy for Clermont and Districts.

### **Mackay Tourism Limited (MTL)**

- Mackay Destination Tourism Plan, 2014
- Mackay Isaac Destination Tourism Plan, Reviewed October 2017
- Marketing & Communications Plan 2017-18
- Mackay Region Hero Experiences Fact Sheet
- Mackay Iconic Natural Encounters flyer
- Mackay Region Recreational Fishing Strategy 2017-22, 2017
- Mackay Region Style Guide
- Mackay Region Brand Book

### **Regional Development Australia (RDA)**

- Regional Roadmap Mackay-Isaac-Whitsunday 2013-2016

### **Tourism and Events Queensland (TEQ)**

- Mackay Regional Snapshot, Year Ending December 2017
- Social Indicators Report, Mackay 2017
- Mackay Region Key Facts, Regional Tourism Satellite Accounts 2016-17
- Extraordinary Experiences through Storytelling
- Best of Queensland Experiences Program
- Experience Development Guide
- TEQ Marketing Strategy 2025

## Queensland Government

- Department of Tourism, Major Events, Small Business and the Commonwealth Games, Queensland Drive Tourism Strategy 2013-2015
- Office of Small Business, Advancing Small Business Queensland Strategy 2016-2020
- Tourism, Major Events, Small Business and the Commonwealth Games Queensland Camping Options Toolkit, 2014
- Queensland Government, Queensland Tourism and Transport Strategy
- Tourism, Major Events, Small Business and the Commonwealth Games, Advancing Tourism, 2016-20
- Tourism, Major Events, Small Business and the Commonwealth Games, Advancing Tourism in North Queensland, 2016-2020
- Tourism, Major Events, Small Business and the Commonwealth Games, Best practice guide for roadside rest areas in Queensland, 2014
- Queensland Government, Queensland Ecotourism Investment Opportunities, Implementation Framework, Ecotourism Facilities on National Parks.
- Queensland Government, Queensland Ecotourism Plan 2016-2020
- Tourism, Major Events, Small Business and the Commonwealth Games, Next Generation Tourism Planning, A guideline for planners in Queensland, 2017
- Department of State Development – Mackay, Isaac, Whitsunday Regional Office, Mackay, Isaac Whitsunday Food and Agritourism Strategic Action Plan.

## Other

- Growing Greater Whitsunday Agrifood – ‘Planting the Seed’
- Australia’s Accredited VICs: A Strategic Directions Paper
- City of Armadale Tourism Destination Strategy 2015-2019
- Darebin Draft Tourism Strategy 2016-2021
- Sandwalk Partners, A model for the provision and distribution of visitor information, 2016

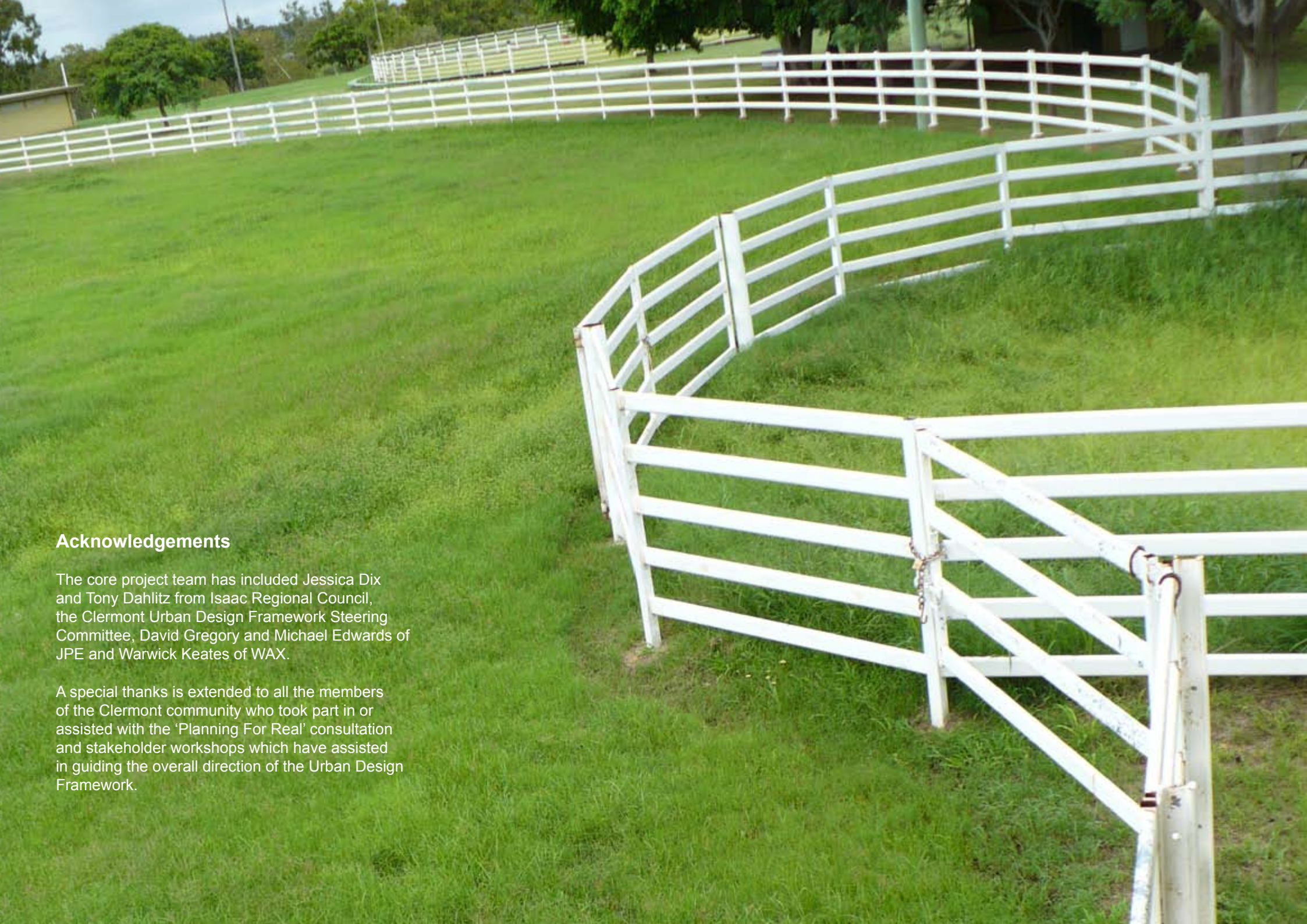


clermont urban design framework

august 2010



RioTinto



## Acknowledgements

The core project team has included Jessica Dix and Tony Dahlitz from Isaac Regional Council, the Clermont Urban Design Framework Steering Committee, David Gregory and Michael Edwards of JPE and Warwick Keates of WAX.

A special thanks is extended to all the members of the Clermont community who took part in or assisted with the 'Planning For Real' consultation and stakeholder workshops which have assisted in guiding the overall direction of the Urban Design Framework.

**1.0 Executive Summary**

**2.0 Project Appreciation**

**3.0 Analysis**

3.1 Urban Geography

3.2 Community Consultation

3.3 Analysis Outcomes

**4.0 Strategic Directions**

**5.0 Structure Plan**

**6.0 Precinct Plans**

**7.0 Creating a Town Aesthetic**

**8.0 Implementation Plan**

**9.0 Conclusion**

**Appendices**

**A. Community Consultation**

**B. Public Exhibition**

**C. References**



G

L

F





## Executive Summary

The aim of the project is to develop an Urban Design Framework (UDF) for Clermont that helps the Community focus on a strategic future for the town by increasing tourism and economic development, attracting new residents and improving the quality of life for the local community. This framework will ultimately provide a vision and urban design direction for Clermont for the next 10-20 years.

The main objectives of the project include:

- Develop a framework that reflects community aspirations, the capacity of the local environment and the principals of good urban design (to guide the development of Clermont over the next decade and beyond)
- Facilitate the development of a more attractive, enriching and vibrant public realm
- Create a sustainable environment capable of supporting enterprise and providing valuable community facilities and infrastructure for the long term

An intensive consultative approach was key to developing a strong understanding of community needs and aspirations. The *Planning For Real Process*, which involved a 5 day in-town studio, provided the Project Team with an opportunity to work with a diverse range of community groups and conduct a detailed analysis of the town. The intensive nature of this consultation allowed the Project Team to develop the core direction of the Clermont UDF during this period, so that the community were able to provide their feedback and influence the report from its earliest stages of development.

From this consultation and analysis, six Strategic Directions were developed, as overarching principles for the development of Clermont's urban realm.

These included:

- **Consolidation:** Building a strong & vibrant town through the interconnection of communities & business. The physical demonstration of cooperation & collaboration. Multifunction facilities which create spatial and built form efficiencies (buffering for the hard times / preparing for growth). Strengthening and focusing identity. The creation of a resilient urban realm that is adaptive to change.
- **Connections:** Creating & connecting the community with strong social links that are reinforced by the physical connections of the town – its streets, parks, paths and trails. The development of social infrastructure- seats, shade and designed congregation spaces.
- **Consistency:** The development of consistent quality and presentation across all aspects of the town, its urban realm, landscapes, connections, retail centre, hospitality and social infrastructure.
- **Capacity:** Ensuring Clermont has the capacity to meet the future demands and needs, provisions of industrial land, housing, aged care, youth.
- **Presences:** Increasing the towns catchment and its ability to encourage people to stop and stay—considering the impact and the importance of entry statements & signage strategies. Development of a comprehensive strategy that promotes Clermont as a local and national destination.

- **History:** Expressing Clermont's rich history – indigenous, pioneer, settler, 1916 flood, gold / copper, Chinese connection, cattle, pastoral, mining. Ensuring that the culture of the town is visible and clearly understood. The development of a living history, that informs the present and the future.

Using these principles as a basis, the development of a structure plan for Clermont provides a framework for strategic policy and urban design initiatives over the next 10-20 years. This forward thinking approach is supported by plans that illustrate future land use, transport and pedestrian connections, open space provisions, visual character and culture within Clermont. The primary aims of the structure plan include:

- Establish a spatial framework for Clermont that promotes connectivity and consolidation to achieve a township more resilient to economic, social and environmental changes.
- Achieve sustainable development in relation to the existing character of the town and future needs of the community
- Establish priorities for development and land use changes
- Establish priorities for environmental protection and enhancement
- Identify critical transport corridors and improved connections
- Identify opportunities for community infrastructure in terms of open space, public gathering spaces, pedestrian pathways, cycle networks and community facilities
- Identify opportunities for cultural infrastructure and tourism within the township

The Precinct Plans provide a further level of detail to key projects within the structure plan, illustrating the potential of Clermont's existing community spaces and places.

These concept plans show how the structure plan objectives and principles of the UDF can be delivered in a physical sense, with corresponding descriptions explaining the intent behind each design, as well as 'before and after' imagery to illustrate the opportunities for revitalisation within these precincts.

The four precincts covered in detail include:

- The Entrance Precinct
- Hoods Lagoon & Clermont Bush Gardens
- Town Centre Precinct
- Youth Recreation Precinct

Finally, the implementation plan identifies key actions that will be required over the next 10-15 years and the probable opinion of costs. This information will provide the community and Council with both a budget and a programme for the works.

Divided into eight project areas, the implementation plan has a level of flexibility, allowing actions to be prioritised for projects according to funding and community need.

These eight areas (relating to the Precinct Plans) include:

- Rose Harris Reserve
- Town Entrance (Clermont Connector Road)
- Footpath Upgrades
- Extension of Hoods Lagoon
- Skate Park Upgrade

- Capella & Lime Street Intersection
- Bush Garden
- Other works (associated with Hoods Lagoon)

While the implementation plan focuses on the realisation of the Precinct Plans, it is anticipated that other actions relating to the Urban Design Framework will be undertaken at the same time, creating a cohesive approach to the revitalisation of Clermont.

The recommendations of the Clermont Urban Design Framework will require the continued commitment of the local community, Isaac Regional Council and Rio Tinto, as key stakeholders in the development of Clermont's future.

Through further collaboration and by fostering the relationship between the Clermont Community, Council, public and private sectors, a new vision for Clermont can be achieved.



Historical images courtesy of the National Library of Australia

## Project Appreciation

Planning for communities in regional parts of Australia presents a unique range of challenges and opportunities which need to be understood in order to best achieve outcomes that meet the needs of the community.

Located on the slopes above Sandy Creek in Central Northern Queensland, approximately 274km drive inland from Mackay along the Peak Downs Highway, Clermont is a town with a rich and diverse history.

As the first inland Australian settlement north of the Tropic of Capricorn, Clermont was initially established to support cattle grazing in the region - an industry which remains prominent today, in both the 'backbone' of the town's economy, as well as an 'ingrained' element of the township's character.

In 1861 the discovery of gold near Hoods Lagoon achieved the town sudden prominence. Further expansion of the town's economy occurred in 1862 with the discovery of copper south of the town, leading to the establishment of Copperfield and growth of the population in the area to 3500 people by 1865.

In the time since then, further mining activities in the region have resulted in fluctuations in the town's economy, population and social fabric. Historic events such as the riots against Chinese working on the gold and copper fields during the 1880's (which led to their removal from the fields in 1888), as well as the Shearers Strike in 1891 have highlighted the challenges of retaining a strong community fabric during times of economic change and the respective ebb and flow of the town's population, which today stands at approximately 1850 people

It is particularly important to recognise the effects of mining (both benefits and challenges) on Clermont's social fabric in respect to the impending closure of the Blair Athol mine, which has been a large reason for the Town's prosperity since the 1980's, and the current establishment of the Clermont mine. Challenges such as income inequity, the distribution of skilled labour across mining and agricultural industry sectors and the impact of a fly-in/fly-out employment model will all play a role in determining the community and social fabric of the town moving forward.

Clermont's local geography and environment has also played a large role in its history, and remains a key character of the town and its physical form to date. In particular, the 1916 flood stands as one of the most devastating and influential events in the Town's history, after which the entire township was literally moved from its former location north of Hoods Lagoon to the higher ground of its present day location.

The rural bush land and agricultural outlook and surrounds, as well as the nearby attractions of the Peak Ranges and Theresa Creek Dam can be considered as the primary environmental assets for the town, and are a large part of Clermont's appeal for its current residents as well as tourists to the region.

This unique mix of history and physical character provide a strong context for the Urban Design Framework, which through setting a vision for the physical form and structure of the town, aims to have a positive influence on Clermont's ongoing social fabric, economic resilience and environmental



## Analysis

Extensive analysis of the town was undertaken by the project team to form a strong understanding of the issues and opportunities pertinent to Clermont. This analysis involved a diverse approach including:

- Urban Geography: A detailed physical site analysis of the town and exploration of key surrounding sites and townships including Emerald, Capella, Copperfield and Theresa Creek Dam.
- Community Consultation: Workshops, surveys and open 'drop in' sessions with key stakeholders and the Clermont Community.

The details and results of each of these analysis areas are expanded upon over the following section of this report.



## Urban Geography

An urban planning analysis of the township was also conducted by the project consultant team during the 'Planning for Real' process.

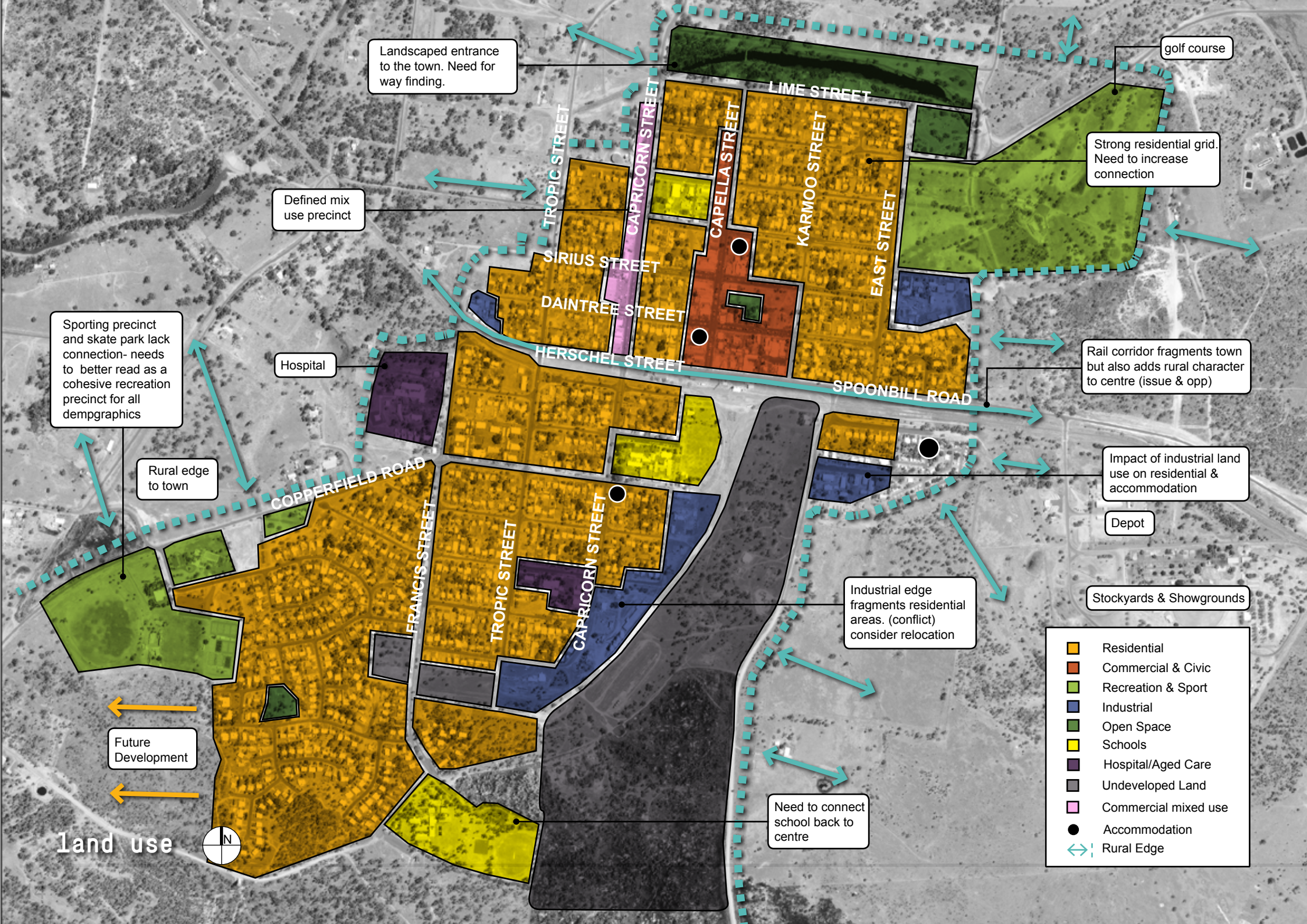
This analysis aims to articulate the current and potential urban framework of Clermont and has been expressed in mappings covering:

- Land Use
- Connections & Wayfinding
- Open Space Function & Character
- Visual Character
- Destinations & Places
- Culture

Visits to neighbouring places of interest, including Theresa Creek Dam, historical Copperfield sites (the cemetery, chimney and store) and the towns of Emerald and Capella were also undertaken by the project consultant team as part of a broader contextual analysis of Clermont's place, identity and history in the region.

### 3.1 urban geography





Landscaped entrance to the town. Need for way finding.

Defined mix use precinct

Sporting precinct and skate park lack connection- needs to better read as a cohesive recreation precinct for all demographics

Rural edge to town

Hospital

Strong residential grid. Need to increase connection

Rail corridor fragments town but also adds rural character to centre (issue & opp)

Impact of industrial land use on residential & accommodation

Depot

Stockyards & Showgrounds

Industrial edge fragments residential areas. (conflict) consider relocation

Need to connect school back to centre

Future Development

land use



- Residential
- Commercial & Civic
- Recreation & Sport
- Industrial
- Open Space
- Schools
- Hospital/Aged Care
- Undeveloped Land
- Commercial mixed use
- Accommodation
- Rural Edge

## Land Use

Clermont's physical layout reflects both the fluctuations of the town's economy over time (sporadic development without a holistic approach), and the constraints of the landform upon which the town is built (the need to keep built form away from the lower lying flood plains). This has resulted in a fragmented and elongated town form.

The commercial and civic precincts form a solid core for the town, while Hoods Lagoon, the golf course and the Sports Grounds precinct and swimming pool act to 'bookend' the township. The distance from the town centre and schools to these key recreational facilities reinforces the need for improved connections throughout the town- particularly considering the potential of future residential expansion to the south-west.

The residential areas consist of the original town on the northern side of the railway, set out in a grid on land gently sloping down to Hoods Lagoon, and the residential expansion of the town (c. 1980's) in the town's south western extent, which is situated on more undulating terrain and has adopted a cul-de-sac layout.

Sections of industrial land on the fringes of both the north and south residential areas of town conflict with these residential areas, their amenity and potential to accommodate future population growth without expanding the town further south-west.

## Issues

- Elongated town- needs greater connection
- Fragmented land use- reduces strength of town structure and resilience
- Segmentation of town by rail reserve
- Showgrounds under-utilised
- Seasonal flooding (restricted access, flood plains and drainage issues)
- Hoods Lagoon formal tree planting (dense & obscures views on entry to town)
- Large under utilised land areas within town centre contributing to disconnection of town elements
- Limited scope for residential expansion with current land use

## Opportunities

- Retain and strengthen rural edge as special town character by promoting consolidation of town rather than further expansion outwards
- Improve rail reserve function to reinforce the rural character it promotes while increasing its connectivity and cultural meaning (potential future cultural centre site?)
- Longer term review of zoning, in particular looking at the extent of the commercial zone along Capella Street and the relocation/ rezoning of industrial land to existing industrial precinct along Gregory Highway (entrance to town) and potentially the eastern end of the Alpha Road to provide additional residential land within the town.
- While respecting its unique character, explore the potential of removing several rows of Ivan Bettridge Park to allow views through to Hoods Lagoon to create a landscape entry to the town
- Review of under utilised land within town centre



The rural outlook from the edges of Clermont



Hoods lagoon acts as a strong northern 'bookend' for the town



Industrial land on the edge of residential land function

# connections & wayfinding



Increase legibility at decision making points

Possible links through rural landscape

Improve connectivity of existing residential grid

Improve connection, particularly for pedestrians & cycles

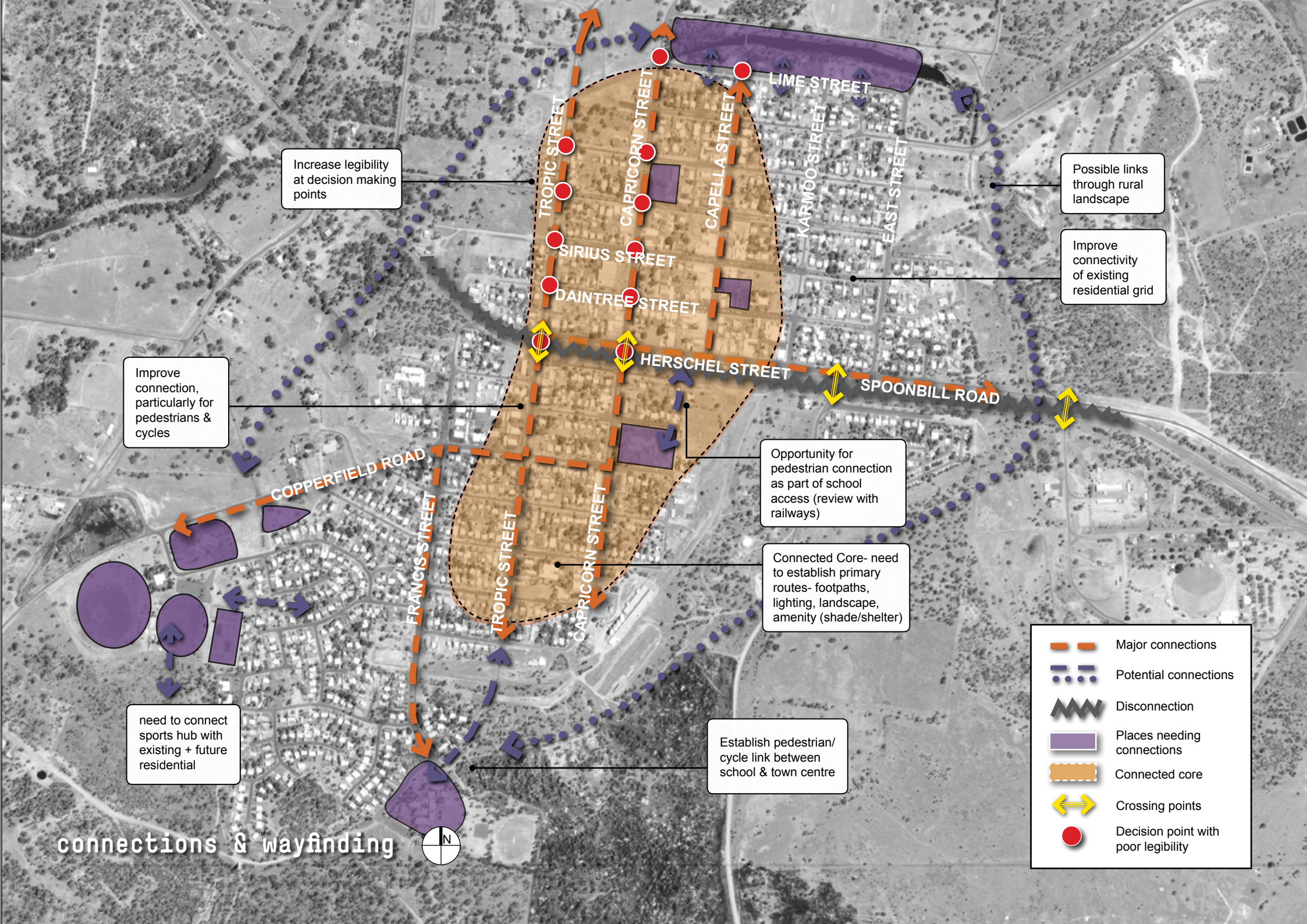
Opportunity for pedestrian connection as part of school access (review with railways)

Connected Core- need to establish primary routes- footpaths, lighting, landscape, amenity (shade/shelter)

need to connect sports hub with existing + future residential

Establish pedestrian/ cycle link between school & town centre

	Major connections
	Potential connections
	Disconnection
	Places needing connections
	Connected core
	Crossing points
	Decision point with poor legibility



## Connections & Wayfinding

Clermont is linked to the roundabout intersection of the Peak Downs and Gregory Highways by the Clermont Connection Road, providing a 2.4km long scenic route into the township.

The effective grid layout of Clermont's streets allows for efficient vehicular connections with multiple access routes across both the northern and southern extent of the township.

The topography of the town and poorly situated signage (including the directional signage at the roundabout intersection of the highways), however, impacts on the legibility of this street grid, making it possible to continue along the Connection road onto Tropic Street and miss the Town Centre all together, as the raised topography of the town centre prevents any visual access to this area from the lower lying access roads.

The railway line also acts as a strong disconnecter between the north and south of the town, with only several crossing points (Capricorn and Tropic street) being shared by both vehicular, pedestrian and cycle traffic.

The distance between key places and destinations in the township as well as poor continuity/provision of high quality pedestrian links (eg. shaded footpaths) makes Clermont less accessible for pedestrians and cyclists. There exists an opportunity to improve this infrastructure to reduce the high dependence on vehicles within Clermont.

## Issues

- Impact of rail reserve on town connections
- Narrow paths and limited crossing points over the rail corridor create issues for users and limit access
- Strong street grid, but topography and poor signage impact on legibility & way finding
- Multiple decision points along the town entry route reduces legibility for visitors to town
- Distance and lack of connections between key destinations/places
- Elongation and fragmentation of the town requires greater emphasis to be placed on the quality of streets

## Opportunities

- Need to provide sustainable links (footpath and cycle trails) through grid and particularly between schools, open spaces and the town centre
- Reinforce links across the grid and to key destinations through integrated signage and landscape treatments
- Improve crossing points over the rail corridor. Develop designated pedestrian and cycle paths as part of the road corridor
- Develop a hierarchy of entry points into the town that provide a legible sense of arrival for visitors, while allowing flexibility for local residents
- Possible links (pedestrian/cycle) through rural landscape



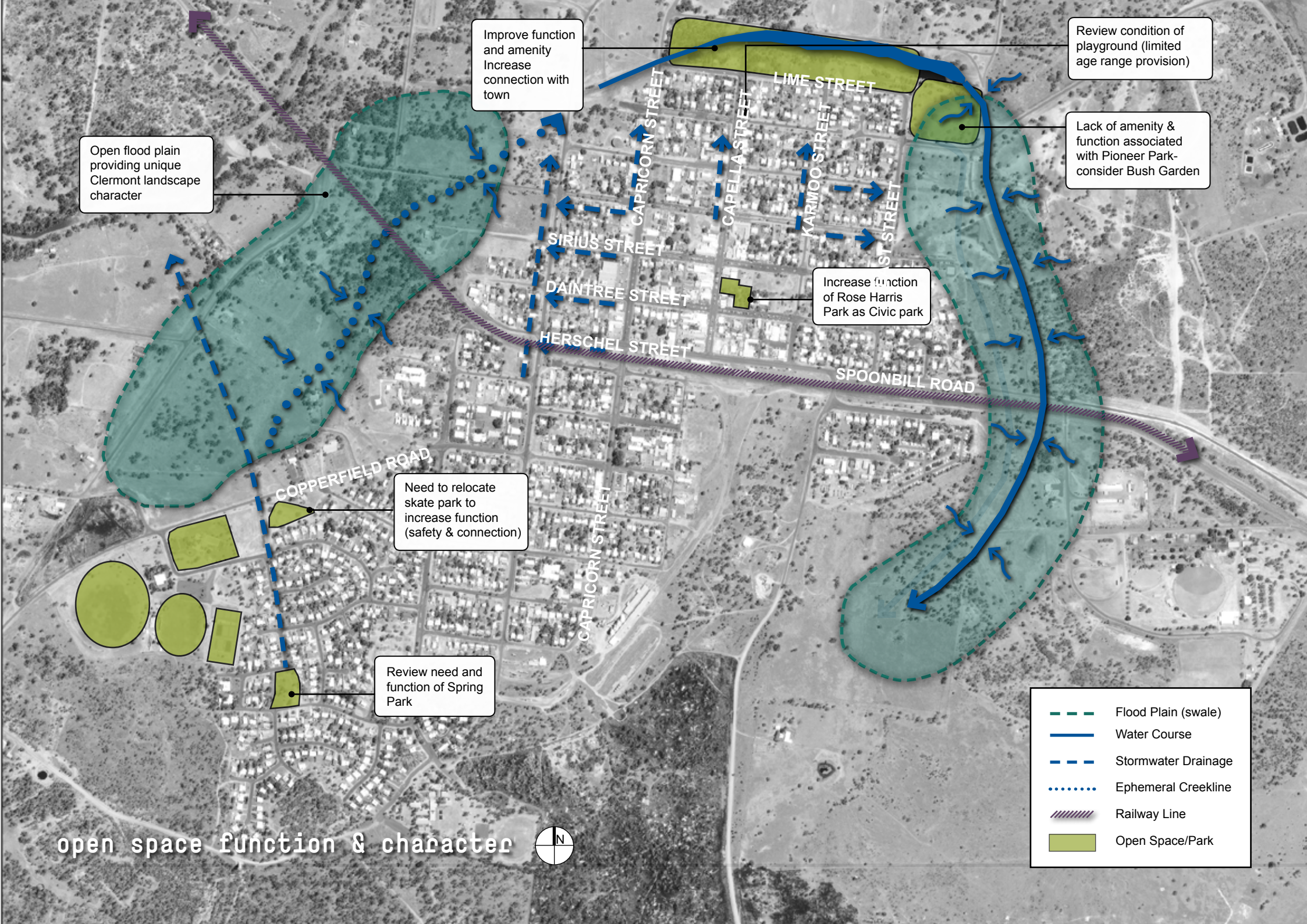
Signage along the Clermont Connection Road



Pedestrian & cycle links could be improved between key destinations



The rail reserve acts to disconnect the north and south areas of the township



Open flood plain providing unique Clermont landscape character

Improve function and amenity  
Increase connection with town

Review condition of playground (limited age range provision)

Lack of amenity & function associated with Pioneer Park-consider Bush Garden

Increase function of Rose Harris Park as Civic park

Need to relocate skate park to increase function (safety & connection)

Review need and function of Spring Park

- - - Flood Plain (swale)
- Water Course
- - - Stormwater Drainage
- ..... Ephemeral Creekline
- //// Railway Line
- Open Space/Park

open space function & character



## Open Space Function & Character

While there are several quality open space/recreational facilities at the southern and northern edges of the township (namely Hoods Lagoon and the Sporting/Pool Precinct), there is a significant lack of functional open space centrally within the township, as well as issues with 'cluttering' of open spaces with dated or non-functional infrastructure.

There exists an opportunity to improve the function and appeal of Hoods Lagoon through improved programming of space and improved facilities to allow for public use and community events. The historic connections between Hoods Lagoon and the flood event and former town site could also be represented more effectively (and innovatively), to promote Hoods Lagoon as a key tourist destination.

The open flood plain landscape surrounding Clermont provides the town with a unique natural edge and rural outlook, which should be maintained.

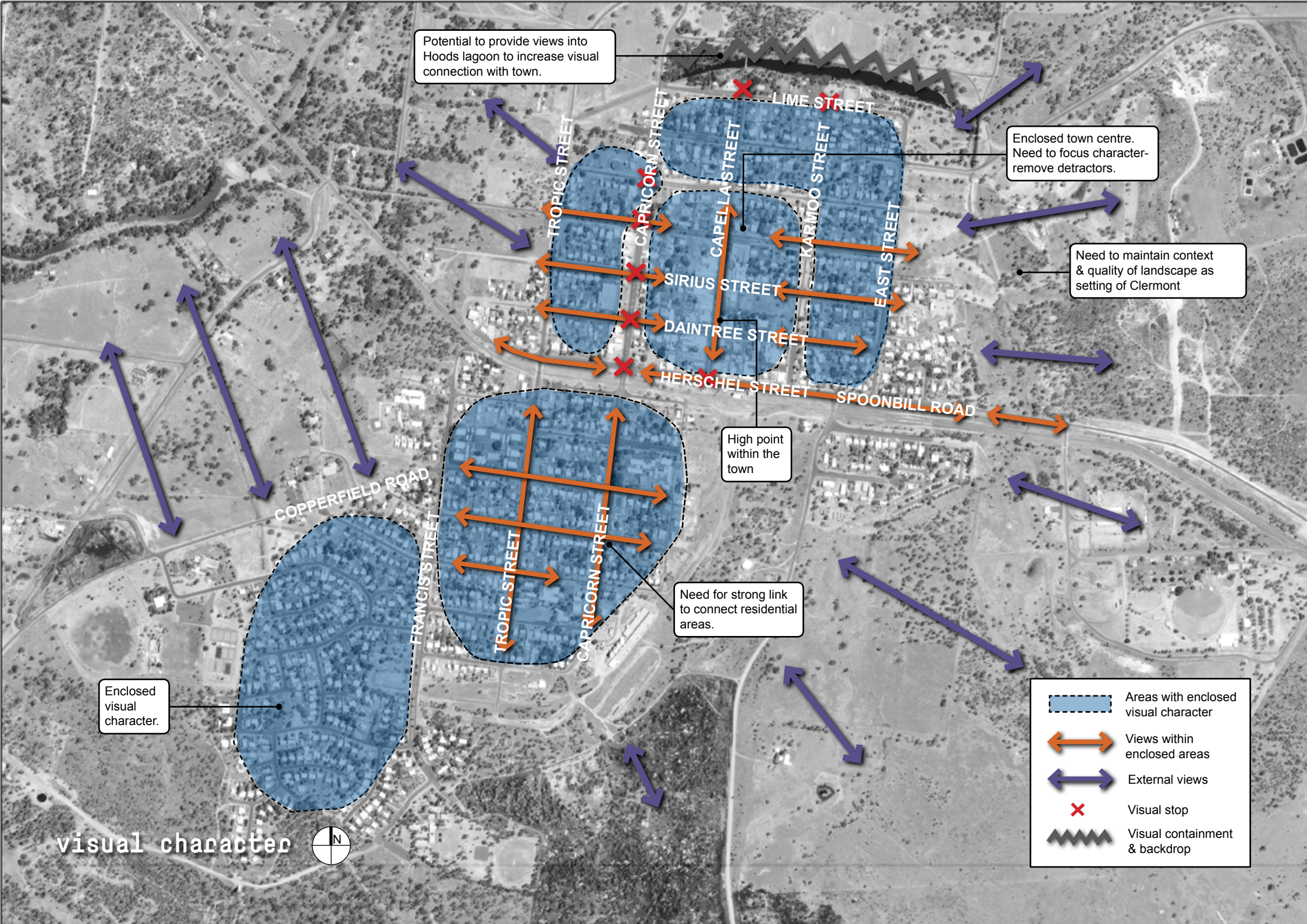
## Issues

- Lack of function and community value within existing open space (lack of play equipment, limited pathways, quality of facilities)
- Lack of connection between Town Centre, Rose Harris Park & surrounding residential areas
- Poor drainage and water quality associated with Hoods Lagoon which results in odour, weed and algal problems
- Reduced function of open space use during flood season, particularly in relation to Hoods Lagoon and Pioneer Park
- Poor connections to open space
- Pioneer Park lacks function and is difficult to maintain as quality open space for community/visitors

## Opportunities

- Upgrade and increase of play equipment in key open spaces including Hoods Lagoon and Rose Harris Park to include function, value and appeal to a broad range of users (and demographics)
- Upgrade of skate park to include scooter trail and shade
- Improve aeration and flow of Hoods Lagoon. Opportunity to expand lagoon west of the entrance roadway, both as a strong entry statement and to increase opportunity for water management
- Increase provision of boardwalks, crossing points and paths to Hoods Lagoon, above potential flooding levels to ensure year-round access
- Review future use of Pioneer Park- and potentially develop as a 'Bush Garden' with connection back to Hoods Lagoon





Potential to provide views into Hoods lagoon to increase visual connection with town.






Enclosed town centre. Need to focus character-remove detractors.

Need to maintain context & quality of landscape as setting of Clermont

High point within the town

Need for strong link to connect residential areas.

Enclosed visual character.

-  Areas with enclosed visual character
-  Views within enclosed areas
-  External views
-  Visual stop
-  Visual containment & backdrop

visual character



## Visual Character

Being elevated in its position, the edges of Clermont give way to impressive vistas to the surrounding agricultural and natural landscapes, forming a strong part of the township's visual character.

At the same time, however, there is a lack of visual legibility within the town itself, which makes way-finding challenging, particularly for visitors.

This also applies to the town entrance, whereby visual clutter of landscape buffers (landform, signs and vegetation) reduce the visibility of the town.

## Issues

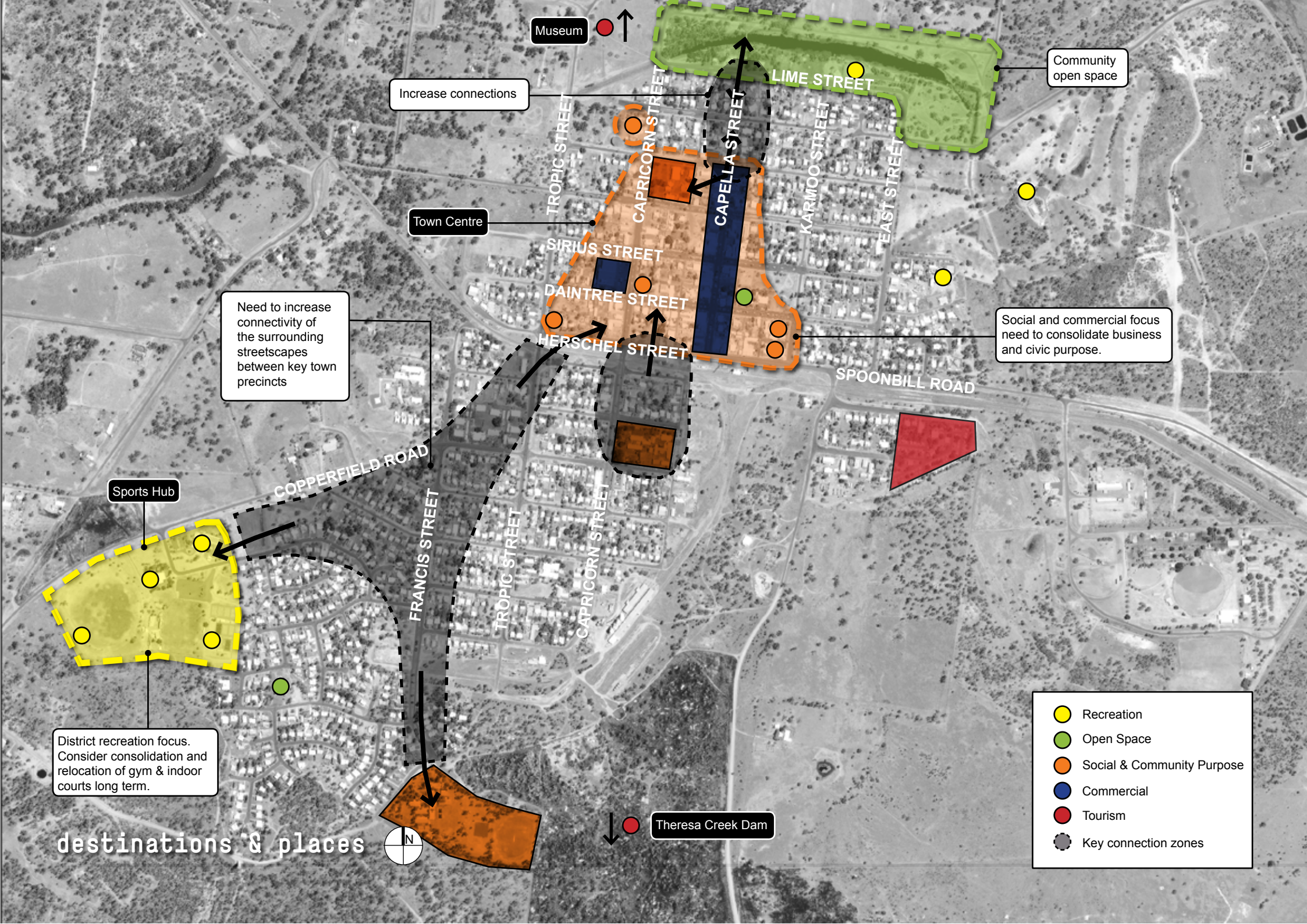
- Lack of visual connection between the Gregory Highway and Clermont reinforcing a sense of disconnection and separation
- Rubbish dump detracts from visual character along the Clermont Connector road.
- Topography of town creates enclosed and screened views reinforcing separated town centre form
- Lack of visual character and consistency along Herschel Street to Spoonbill Road
- Visual stops (landform) reducing visual access to the town
- Visual detractors impacting on the sense of arrival into the town

## Opportunities

- Improve wayfinding signage to Clermont town centre from the main highway, and remove dated or unnecessary business signage from the entrance route to town.
- Improved visual connection to Hoods Lagoon could be established to create a new sense of arrival
- Earth mounding and planting along road corridor and dump boundary to close views to the dump on the way into Clermont
- Progress visual character along Herschel St- explore opportunities for railway reserve to act as a connecting visual and landscape element between the north and south sides of town







Museum



Increase connections

Town Centre

Community open space

Need to increase connectivity of the surrounding streetscapes between key town precincts

Social and commercial focus need to consolidate business and civic purpose.

Sports Hub

District recreation focus. Consider consolidation and relocation of gym & indoor courts long term.

destinations & places



Theresa Creek Dam



- Recreation
- Open Space
- Social & Community Purpose
- Commercial
- Tourism
- Key connection zones

TROPIC STREET  
CAPRICORN STREET

LIME STREET

CAPELLA STREET

KARMOO STREET

EAST STREET

SIRIUS STREET

DAINTREE STREET

HERSCHEL STREET

SPOONBILL ROAD

COPPERFIELD ROAD

FRANCIS STREET

TROPIC STREET

CAPRICORN STREET

## Destinations & Places

For a town of its size and population, Clermont is well provided for in terms of community recreational facilities, due both to the earlier capital investment by Rio Tinto in community facilities for Clermont (associated with the Blair Athol mine in the 1980's), and the proximity of the town to key natural assets such as Hoods Lagoon and Theresa Creek Dam. It should be noted, however, that the infrastructure and facilities in the town's landscape open spaces are in need of review, to increase the function and value of these spaces for the community.

Other community facilities such as the library are well utilised by the community, while the town hall (part of the Civic Centre) has potential for greater utilisation.

Clermont's town centre, focused along the southern end of Capella Street provides a relatively central, though elongated commercial centre for the town, with a popular secondary commercial hub focused around the IGA supermarket on the corner of Daintree/Capricorn streets.

The challenge for the town lies in the disbursement of these key destinations in relation to communities within the town, including the 3 schools (two primary, one secondary), aged care, tourist accommodation facilities and residential areas. Improved connections would increase the community accessibility to these facilities.

Despite its rich history, historic/cultural tourism attractions are notably absent from the town, with the museum acting as the primary isolated link between Clermont's past and present.

## Issues

- Disconnection of destinations and precincts
- Need to increase function and value of landscape open space
- Isolation/separation of museum limits the tourism potential for the town
- Capacity of caravan park reached
- Lack of or few visible historic destinations

## Opportunities

- Improve connections between destinations, considering their use by the distinct communities of Clermont
- Increase of historical representation/ interpretation within the township
- Relocation of museum/cultural centre to town centre as high quality tourism and community link with Clermont.
- Improvements to facilities and programming associated with open space areas (age tailored playgrounds, shelters, BBQs etc)
- Increase size of Caravan Park (south of existing site)



Centenary Park (part of the Hoods Lagoon Precinct)



Clermont Museum



Clermont Caravan Park

culture



Museum

Clermont Cemetery

 Copperfield Chimney  
 Copperfield Store  
 Copperfield Cemetery

	Character Site (Living Culture)	1. Former Site of Clermont
	Historic site	2. Ivan Bettridge Park
	Historic Interpretation/Representation	3. War Memorials
	Tourist Info Centre	4. Aboriginal Memorial
	Museum	5. Pioneer Park
		6. Built heritage
		7. Railway Murals
		8. Stock yards
		9. Show grounds
		10. Sandy Creek



## Culture

From a tourism perspective, the layers and stories of Clermont's past are one of the greatest points of interest for the town. There stands a great opportunity to better represent this history throughout Clermont, for both the benefit of visitors to town as well as the local community.

While the town lacks many visible historical sites, there exists an opportunity to creatively represent the town's history through interactive and innovative means.

## Issues

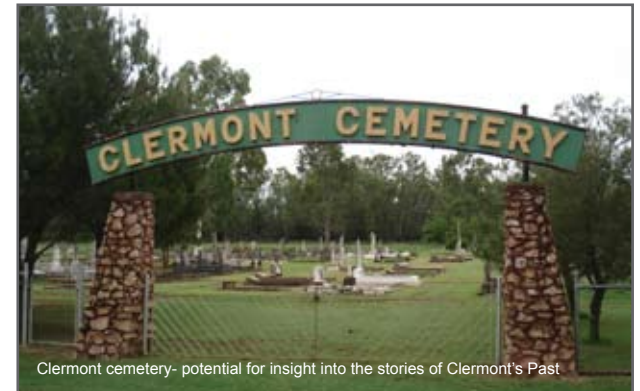
- Museum separated from main township
- Museum collection in poor housing, at risk of its integrity
- Historically representative monuments/objects are dated and lack a cohesive narrative
- Historic/character buildings within the township poorly represented
- Historic sites in or directly around the town, such as the town's old location, are poorly presented, or aren't visible at all

## Opportunities

- Relocate the museum within the town centre as a cultural centre with stronger links to the community
- Given the lack of historic items of interest in the town, explore creative ways of representing Clermont's history and its stories within key community/cultural sites (eg- night time light displays projected onto Hoods Lagoon) as 'events' to activate these areas, strengthen community awareness and attract visitors to Clermont
- Improve the interpretative signage associated with historic sites such as the Copperfield chimney, Clermont Cemetery and Copperfield Cemetery



The museum's entry attraction from the highway- the red 'bucket'



Clermont cemetery- potential for insight into the stories of Clermont's Past



Historic buildings or features could be better represented

## Consultation

To develop an understanding of the town from the perspective of the community, the project team undertook an initial five day consultation process 'Planning For Real' in Clermont (17-21 February 2010).

This process included meetings with key stakeholders, a workshop with community leaders & business owners, school workshops and drop-in sessions, where members of the community were able to speak to members of the project consultant team about what they saw as the issues and opportunities for Clermont. A community survey and online blog were also key tools for the collection of ideas and feedback from the community.

During the consultation period, the project team interviewed approximately 150 members of the Clermont community, and received written feedback (by way of the Clermont 2020 Town Plan Community Survey) from over 40 members of the community.

Additionally, the project team met with Shelley Pisani from Creative Regions regarding the strategy for Clermont Museum and Phil Currey (facilitator of the Clermont Community & Business Group) to ensure that the direction of the UDF linked in with the work currently being carried out by these groups.

A presentation of initial findings and feedback was provided by the project team at the end of the in-town consultation phase.

This community feedback, illustrated in chart form (Refer Appendix A), has assisted the consultant team in developing a direction for the Urban Design Framework

Following the development of the draft UDF report, the Project Team sought further community feedback by way of Public Exhibition. Coinciding with (and taking place in) the Clermont Annual Show, this exhibition allowed the community to see how their initial feedback had been reflected in the development of the report.

A second survey (completed by over 50 members of the community) supported the one-on-one discussions conducted by members of the Project Team during the show. Refer to Appendix B for a detailed summary of feedback from this stage of consultation.

## 3.2 consultation

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## Analysis Outcomes

The physical analysis of Clermont, supported and in most cases affirmed by feedback from the community, highlights the following key issues and challenges for Clermont, from an urban design perspective:

- Strong community desire for improved facilities and infrastructure, reflecting the physical analysis, which highlighted a lack of quality connections (pedestrian & cycle) between key destinations and places, as well as a lack of amenity, function and programming to open space.
- Disbursed and fragmented nature of town, due both to topography and 'unplanned' evolution of built form, open spaces and land use has reduced Clermont's legibility and resilience against future economic fluctuations, as well as the town's ability to accommodate the expansion of residential and industrial land use
- Lack of identity and quality representation of history, despite the strong community sentiment and value in Clermont's unique past.
- The desire to improve the town's appeal to the tourism market, using history and the surrounding environmental assets (Theresa Creek Dam, Hoods Lagoon, Peak Ranges) as key attractors, which in turn suggests an increased role and presence for the museum within the town and community.
- The need for a more resilient and diverse economy, less dependent on the mining industry, and in a physical sense, the need to improve the presentation and identity of the town centre to foster its appeal to new businesses and its use by the community.
- Community pride in the 'small town feel' and rural character of the town, but issues regarding its consistency (views to dump along the entry road and poor presentation of the town centre are two physical examples of this issue).

These issues and challenges form a strong urban design context for the Urban Design Framework, sitting within the broader context of the township of Clermont and its community.

To reinforce an underlying theme of the consultation- Within a time of uncertainty for Clermont and its economy, it is evident that the community of Clermont is awakening to the need for proactive, rather than reactive change, to ensure that the town diversifies its economy while increasing its presence and identity as a unique and quality place to live, work and visit.



## **Strategic Directions**

In order to address the analysis and consultation findings, a series of strategic directions for Clermont have been developed. These strategic directions set town wide urban frameworks which consider consolidation, connections, presences, capacity, consistency and history, and form a theoretical basis for the structure plans and precinct plans that follow later in this report.

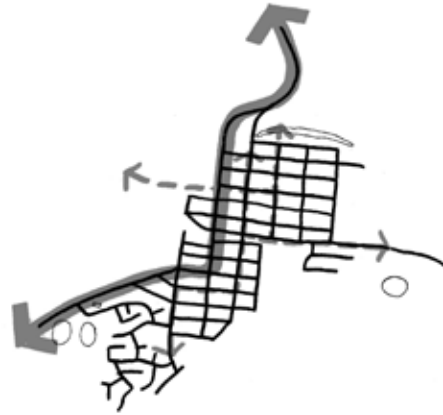
Ultimately, working together, the intent of these strategic directions is to reinforce a culture of community throughout Clermont.





### Consolidation

Building a strong & vibrant town through the interconnection of communities & business. The physical demonstration of cooperation & collaboration. Multifunction facilities which create spatial and built form efficiencies (buffering for the hard times / preparing for growth). Strengthening and focusing identity. The creation of a resilient urban realm that is adaptive to change.



### Connections

Creating & connecting the community with strong social links that are reinforced by the physical connections of the town – its streets, parks, paths and trails. The development of social infrastructure- seats, shade and designed congregation spaces.



### Presences

Increasing the towns catchment and its ability to encourage people to stop and stay– considering the impact and the importance of entry statements & signage strategies. Development of a comprehensive strategy that promotes Clermont as a local and national destination.



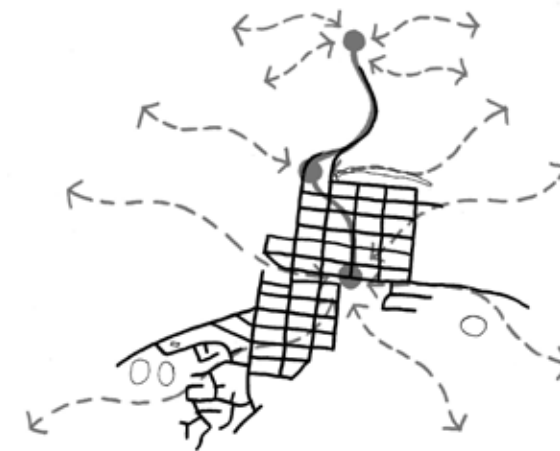
### Capacity

Ensuring Clermont has the capacity to meet the future demands and needs, provisions of industrial land, housing, aged care, youth.



### Consistency

The development of consistent quality and presentation across all aspects of the town, its urban realm, landscapes, connections, retail centre, hospitality and social infrastructure.



### History

Expressing Clermont's rich history – indigenous, pioneer, settler, 1916 flood, gold / copper, Chinese connection, cattle, pastoral, mining. Ensuring that the culture of the town is visible and clearly understood. The development of a living history, that informs the present and the future. A history on the move<sup>1</sup>.

<sup>1</sup>Reference to Clermont Museum Discussion paper, by Shelley Pisani, Creative Regions



REAL ESTATE

CLEMMONT NEWS  
NEWSAGENCY

NEWSAGENT

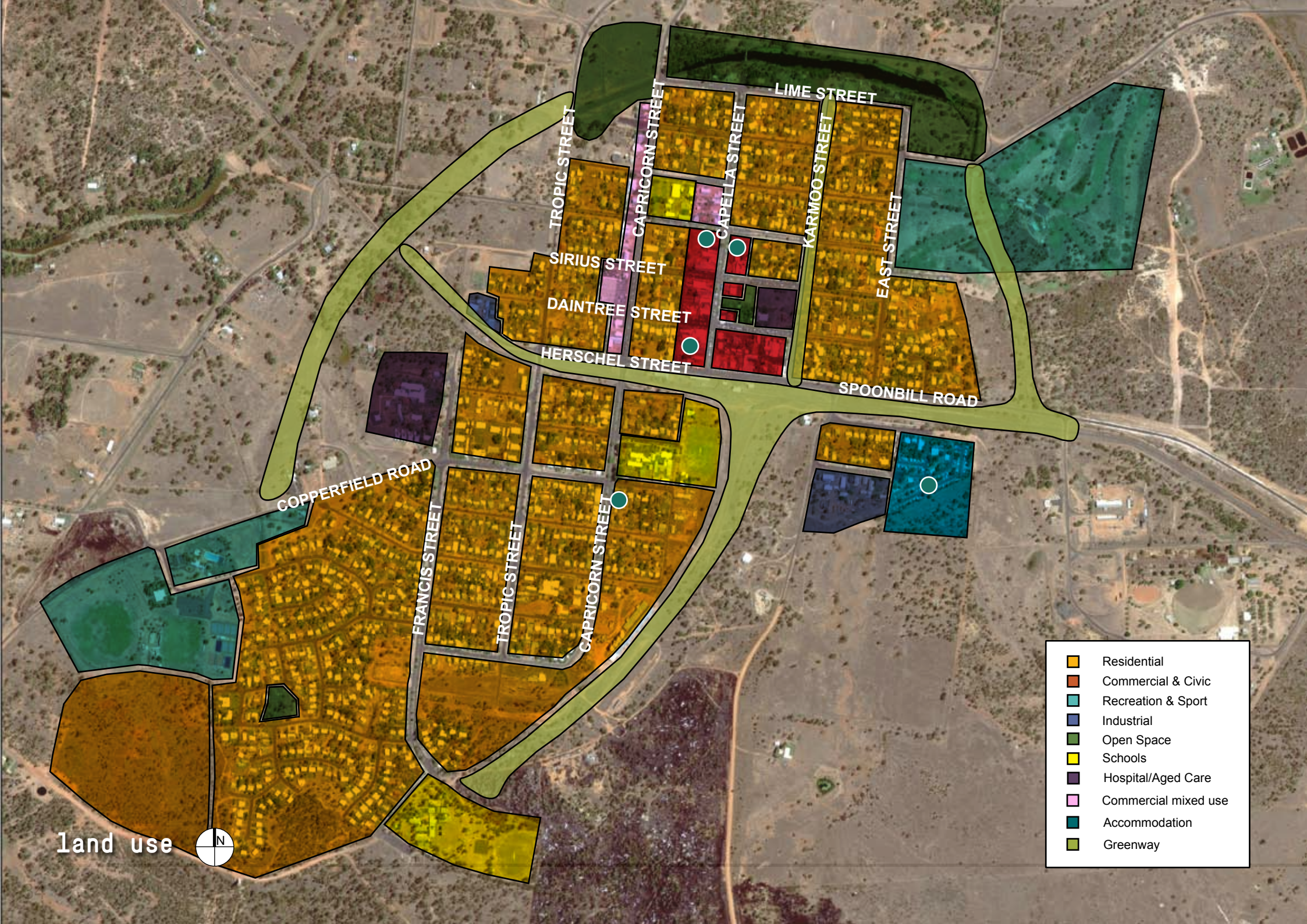
## Structure Plan

The development of a structure plan for Clermont provides a framework for strategic policy and urban design initiatives over the next 10-20 years. This forward thinking approach is supported by plans that illustrate future land use, transport, pedestrian connections, open space provisions, visual character and culture within Clermont.

These plans respond to the issues and challenges identified in the analysis section of this report and are guided by the underlying strategic directions for Clermont.

### Aims of the Structure Plan

- Establish a spatial vision for Clermont that promotes connectivity and consolidation to achieve a township more resilient to economic, social and environmental changes.
- Achieve sustainable development in relation to the existing character of the town and future needs of the community
- Establish priorities for development and land use changes
- Establish priorities for environmental protection and enhancement
- Identify critical transport corridors and improvements
- Identify opportunities for community infrastructure in terms of open space, public gathering spaces, pedestrian pathways, cycle networks and community facilities
- Identify opportunities for cultural infrastructure and tourism within the township



land use



- Residential
- Commercial & Civic
- Recreation & Sport
- Industrial
- Open Space
- Schools
- Hospital/Aged Care
- Commercial mixed use
- Accommodation
- Greenway

COPPERFIELD ROAD

FRANCIS STREET

TROPIC STREET

CAPRICORN STREET

HERSCHEL STREET

DAINTREE STREET

SIRIUS STREET

TROPIC STREET

CAPRICORN STREET

CAPELLA STREET

LIME STREET

KARMOO STREET

EAST STREET

SPOONBILL ROAD

## Land Use

The fragmentation of Clermont's land use currently reduces the town's legibility and connectivity, thereby reducing the sense of 'community' in the urban fabric. In the context of the forthcoming closure of the Blair Athol mine, commencement of the Clermont Mine and an economic uncertainty surrounding these changes to the region's local industry and employment, there is a need to improve Clermont's economic resilience and stability through the consolidation of land use in the town. Simultaneously, there is a need to consider and provide capacity for the sustainable growth of industry, housing, aged care and youth facilities.

Key to the structure plan is the development of 'greenways'. This framework of high amenity landscaped pedestrian and cycle ways aims to improve the connections between the northern and southern extents of the township as well as reactivating the railway corridor as an east-west connector. By providing these physical and visual links between the precincts and destinations across Clermont, a 'walkable' culture can be fostered. These greenways also act to reinforce the rural and landscape character of the town's surrounds.

Residential growth or diversification within the town is currently limited by a lack of available land, as either topographically unsuitable (flood plains) or currently in use by local industry.

There exists an opportunity to reclaim sections of industrial zoned land within Clermont for residential land use, thereby minimising the need to expand the town further south west.

This would provide an opportunity to consolidate and expand industrial land along the Gregory Highway at the entrance to the town. The future Alpha mine may also present an opportunity to establish a new industrial precinct on the Alpha Road.

The development of aged care/independent living accommodation within Clermont is also key to enhancing the town's accessibility and appeal as a retirement or lifestyle destination. An aged care facility has been approved by Rio Tinto and Council on the vacant land opposite the Civic precinct.

The structure plan also promotes the consolidation of the town centre precinct by focusing commercial development around the top end of Capella Street. The redevelopment of Rose Harris Park as a Civic Park would provide strong links back to the Civic Centre and Library.

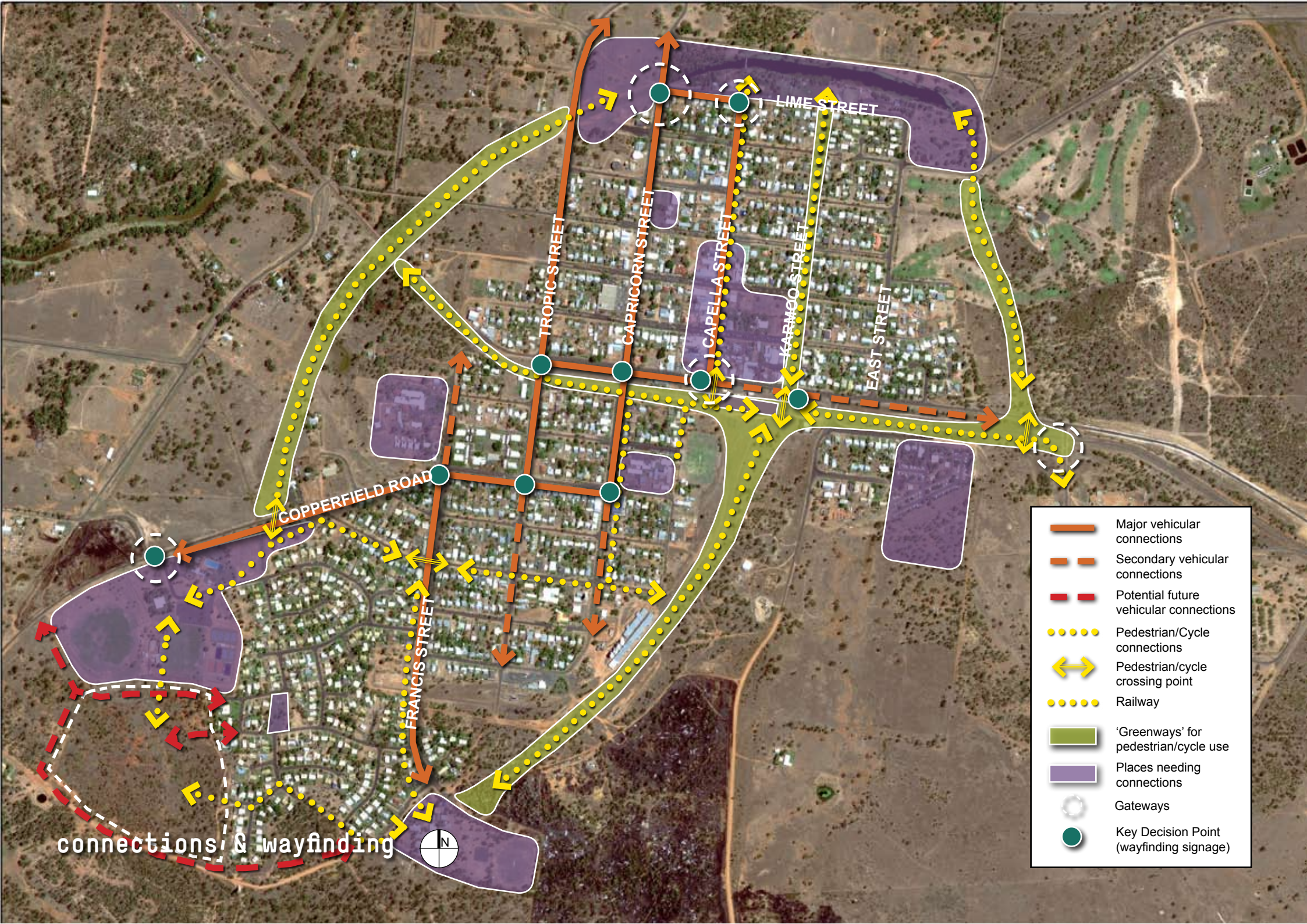
The revitalisation of the railway reserve as a 'greenway' may offer opportunities for the development of a new cultural & community centre in this space, with strong links back to the town centre, Clermont High School, Library and Clermont Museum.

In addition to the creation of the linear open space 'greenways', the expansion of Hoods Lagoon to the west of the Clermont Connector Road expands the function and potential of this environmental asset as a recreational space. Development of this area also creates a unique natural gateway to the township that speaks strongly of the town's rural/landscape character.

Finally, improvements to the skate park and the development of BMX and scooter trails between the swimming pool and skate park improves the function of this precinct as a community space for youth and families utilising the sporting precinct.











### Actions

- Establish 'Greenways' along east and west town edges, as well as along the railway reserve to reinforce the landscape character of the town
- Redevelop Karmoo Street as a Greenway directly linking the rail reserve to Hoods Lagoon recreational precinct
- Expand Hoods Lagoon to the west of the Capricorn Street as town gateway and open space function.
- Improvements to Hoods Lagoon function and facilities
- Longer term rezone and redevelop some industrial land areas within the town as residential
- Develop aged care accommodation within the town centre
- Consolidate the business district along Capella Street to create a more vibrant town centre
- Expand Caravan Park accommodation
- Develop the cultural/community precinct along the rail reserve, with links to other community and visitor places.
- Upgrade the skate park precinct, with the incorporation of BMX and scooter trails to increase community/demographic access and connection to sporting/pool precinct



connections & wayfinding



-  Major vehicular connections
-  Secondary vehicular connections
-  Potential future vehicular connections
-  Pedestrian/Cycle connections
-  Pedestrian/cycle crossing point
-  Railway
-  'Greenways' for pedestrian/cycle use
-  Places needing connections
-  Gateways
-  Key Decision Point (wayfinding signage)

## Connections & Wayfinding

As identified in the analysis of Clermont, lack of wayfinding signage and fragmented land use reduces the legibility of the town. The lack of community infrastructure such as pedestrian and cycle paths also reduces the ease of moving around the town without a vehicle.

The structure plan addresses the lack of vehicular legibility through the reinforcement of a road hierarchy and identification of key decision points for way-finding signage.

Major connections include the north-south routes of Tropic, Capricorn and Francis streets. Copperfield Road -Jellicoe Street and Herschel Street form the main east-west routes, as does a section of Lime Street. The streetscape treatment of these major routes should be designed to reflect their proposed role, including improved street tree planting, road surface and lighting.

The development of 'Greenways' as explained in the Land Use layer of the structure plan aims to improve pedestrian and cycle connections throughout the township. It is recommended that these landscaped corridors feature tree planting, shelters, seating and a pathway suitable for cycle, scooter and gophers use. Night lighting of the Karmoo street and Railway Reserve Greenways would also encourage extended use of these areas.

The improvement of community infrastructure (pathways, shelters, lighting, tree planting) along Capella Street will encourage greater activation of the town centre and Rose Harris Park. Where

appropriate, the expansion of landscaped/paved areas along the main street will also create a streetscape more conducive to pedestrian use.

Key crossing points over main roadways (as identified on the plan) should be designed to promote pedestrian/cyclist safety, adopting a more appropriate scale through the use of protrusions to reduce the overall road width.

The reinforcement of town entrances (gateways) is also an important means of improving legibility and communicating the identity of Clermont. In particular, the expansion of Hoods Lagoon to the west of the Clermont Connector Road strengthens the identity of Clermont's primary visitor entrance.

Internal character gateways outside the show grounds and at the northern and southern ends of Capella street will assist in reinforcing the town's character and legibility.

It is suggested that a signage strategy is developed for Clermont, focusing on the removal of dated or misleading signage (wayfinding and advertising). The development of a professionally designed contemporary and consistent signage approach is encouraged to be in keeping with Clermont's rural character. The key decision points indicated on the plan highlight intersections where wayfinding signage may have the greatest benefit.

## Actions

- Development of road hierarchy and upgrade of streetscape character of main routes
- Creation of 'Greenways' to reduce vehicular culture of town, improve connection, safety and accessibility for cyclists and pedestrians
- Review of way-finding signage; remove confusing or dated signage and install consistent new signage at key decision making points
- Improvement of directional signage to surrounding tourist destinations
- Creation/reinforcement of town gateways (entrance and internal) to reflect the identity and character of Clermont
- Upgrade footpaths and community infrastructure (shelters, lighting, pram ramps) throughout the Town Centre





LIME STREET

TROPIC STREET

CAPRICORN STREET

CAPELLA STREET

FRANCIS STREET

COPPERFIELD ROAD

- ..... Town Centre
- ..... Character Area
- Primary Character Streetscapes
- Greenway/ Rural Character Reinforcement
- External views
- Gateway views
- Visual containment & backdrop
- Key wayfinding signage points

visual character



## Visual Character

The 'country town' character of Clermont is highly valued by the community and is considered critical to the town's appeal.

The structure plan focuses on reinforcement and appreciation of this character as integral to the urban design of the town centre, open space design and vehicular movements.

Key to the success of this plan is the development of an Town Aesthetic for Clermont. The aesthetic is intended to develop the materiality and design of elements (including signage, street furniture, landscaping, paths, lighting) to reinforce the character of the town.

Shop front revitalisation, tree planting, consistent signage and street furniture. Improvements will assist in developing a strong design language within the Town Centre. The intent is to revitalise Capella Street as the heart of the town, as a primary link between Hoods Lagoon and the Rail Reserve.

Removal of vegetation at the entrance to Hoods Lagoon from Capella Street will open up views from the main street to the northern bank of the lagoon including the iconic Hoods Lagoon pedestrian bridge. This will allow Hoods Lagoon to have a greater connection with the town and community.

Additional tree planting to the northern edge of Hoods Lagoon and south-eastern edge of the township will assist with the visual containment of the northern and eastern town boundaries whilst reinforcing the 'natural' character of the precinct.

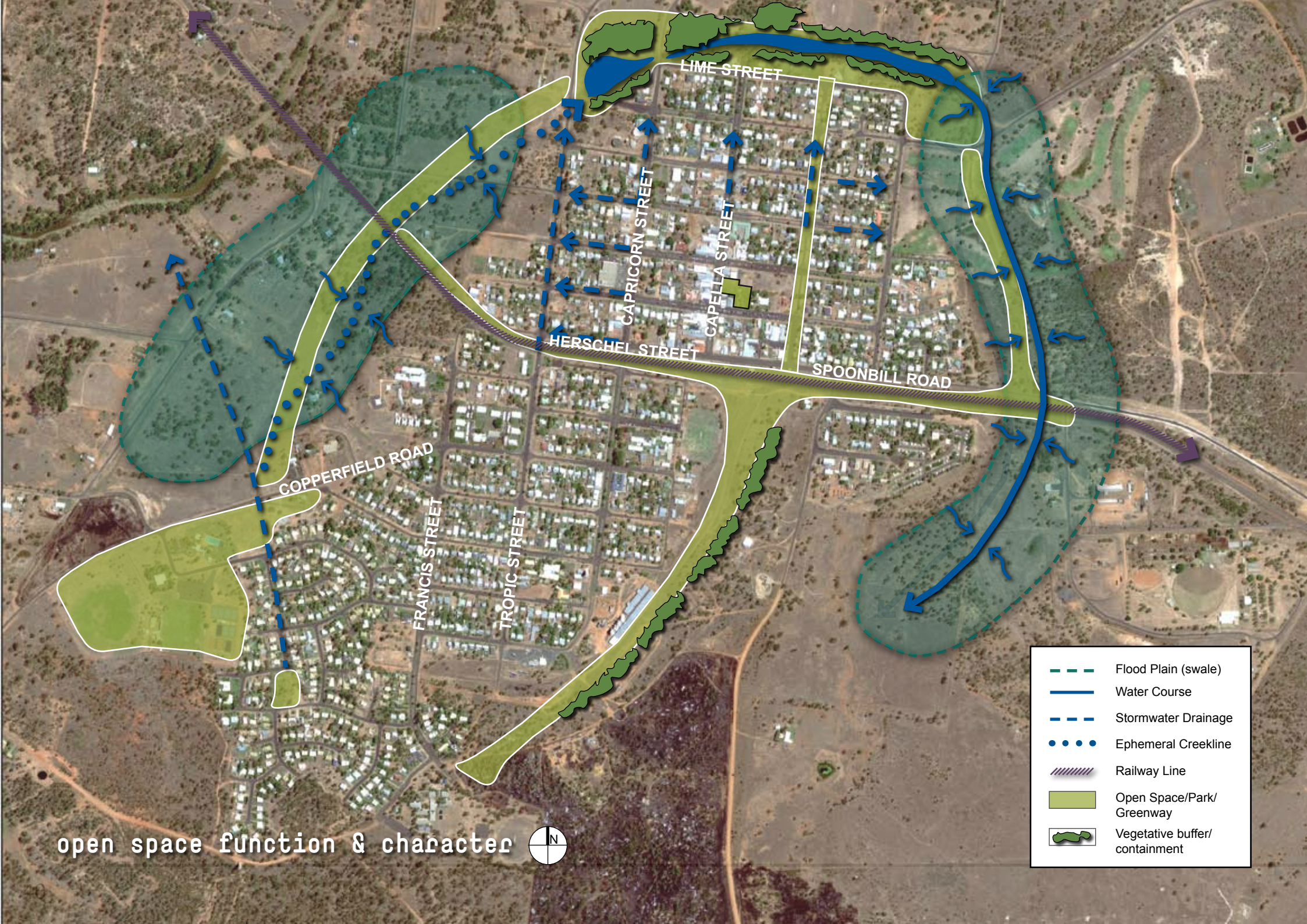
The establishment of Greenways along Clermont's western and north eastern edges will also contribute to the natural outlook from the town, while maintaining the unique views across the surrounding flood plains.

A consistent visual language will be created through improvements to the streetscapes of primary vehicular and pedestrian routes, strengthening the visual connection between Clermont's disbursed precincts.

Finally, improvements to landscaping, tree planting and character signage act to reinforce the identity of Clermont at key gateways to the town- including the Clermont Connector road, Capricorn Street, and Showgrounds along Spoonbill Road.








## Actions

- Development of an overall 'Urban Aesthetic' for Clermont, directing the materiality, form and design of urban elements
- Capella Street Streetscape upgrades including shop front improvements, signage review, and installation of consistent street furniture
- Removal of Hoods Lagoon vegetation to open up views from Capella street to this important asset
- Reinforcement/containment of views around the town edges through tree planting and the establishment of Greenways
- Improvements to streetscape treatment of major vehicular pedestrian routes to increase visual connection between places and destinations
- Creation of entry gateways to reinforce the town's identity and character.



open space function & character



-  Flood Plain (swale)
-  Water Course
-  Stormwater Drainage
-  Ephemeral Creekline
-  Railway Line
-  Open Space/Park/  
Greenway
-  Vegetative buffer/  
containment

## Open Space Function & Character

The flood plains surrounding of Clermont have been a key influence on the planning of the town, restricting development to higher ground. The structure plan explores improved open space function from this flood plain landscape through the use of Greenways. The upgrade of existing open space precincts within the town is also proposed to increase their function for the community.

While primarily functioning as pedestrian/cycle links, there is also potential for new Greenway connections to play a role in stormwater management and filtration. Collecting run off from Clermont's streets and directing it gradually to Hoods Lagoon via the greenways (focused along natural water courses), provides an opportunity to improve the water quality of the lagoon and reduce the impact of flood events.

Upgrades to Hoods Lagoon's facilities including improved trails, shelters, play equipment and play spaces will also increase the function of this important open space, so that it better responds to the needs of the community. A holistic approach to this upgrade will ensure that connections are made back to Capella and Karmoo streets, further improving access.

Likewise, upgrades to the skate park precinct and the development of a BMX and scooter trail linking the skate park to the swimming pool facility will promote this precinct as a community space for children, youth and family recreation.

As discussed in the 'Visual Character' mapping, additional tree planting to the north bank of Hoods Lagoon and south-eastern residential edge will assist with the visual containment of the town.

Finally, a redevelopment of Pioneer Park as Bush Gardens is suggested as an option to provide the community with a new educational landscape.

The potential of this is to develop a nursery and environmental education centre, linking back to the agricultural history of the town and its landscape connections .

### Actions

- Maintain the rural landscape character as a key attribute of town
- Upgrade Hoods Lagoon with facilities and trails appropriate for use by all sectors of the community
- Upgrade the skate park and develop a BMX/ scooter trail with connections to the sports precinct
- Redevelop Pioneer Park as 'Bush Gardens' and environmental learning centre
- Develop Greenways throughout town as linear open space trails including systems for stormwater collection and filtration system where appropriate
- Create vegetation buffers to reinforce the town edge



● Museum ↑

● ● ● Theresa Creek Dam ↓

- Recreation/Sport
- Open Space
- 'Greenways' Open Space Links
- Social & Community Purpose
- Commercial
- Accommodation
- Tourism

destinations & places



LIME STREET

CAPRICORN STREET

HERSCHEL STREET

SPOONBILL ROAD

COPPERFIELD ROAD

FRANCIS STREET

TROPIC STREET

## Destinations & Places

A major focus for the structure plan is to better connect places and destinations. Knowing that the disbursed arrangement will not change in the near future (due to logistics, cost and opportunities)

As discussed previously, the Greenways will have a major role in improving connections, as will the streetscape upgrades and linkages described in the 'Connections and Wayfinding' layer of the structure plan. The Greenways will also provide a safe pedestrian/cycle passage from Clermont Primary School to the Town Centre.

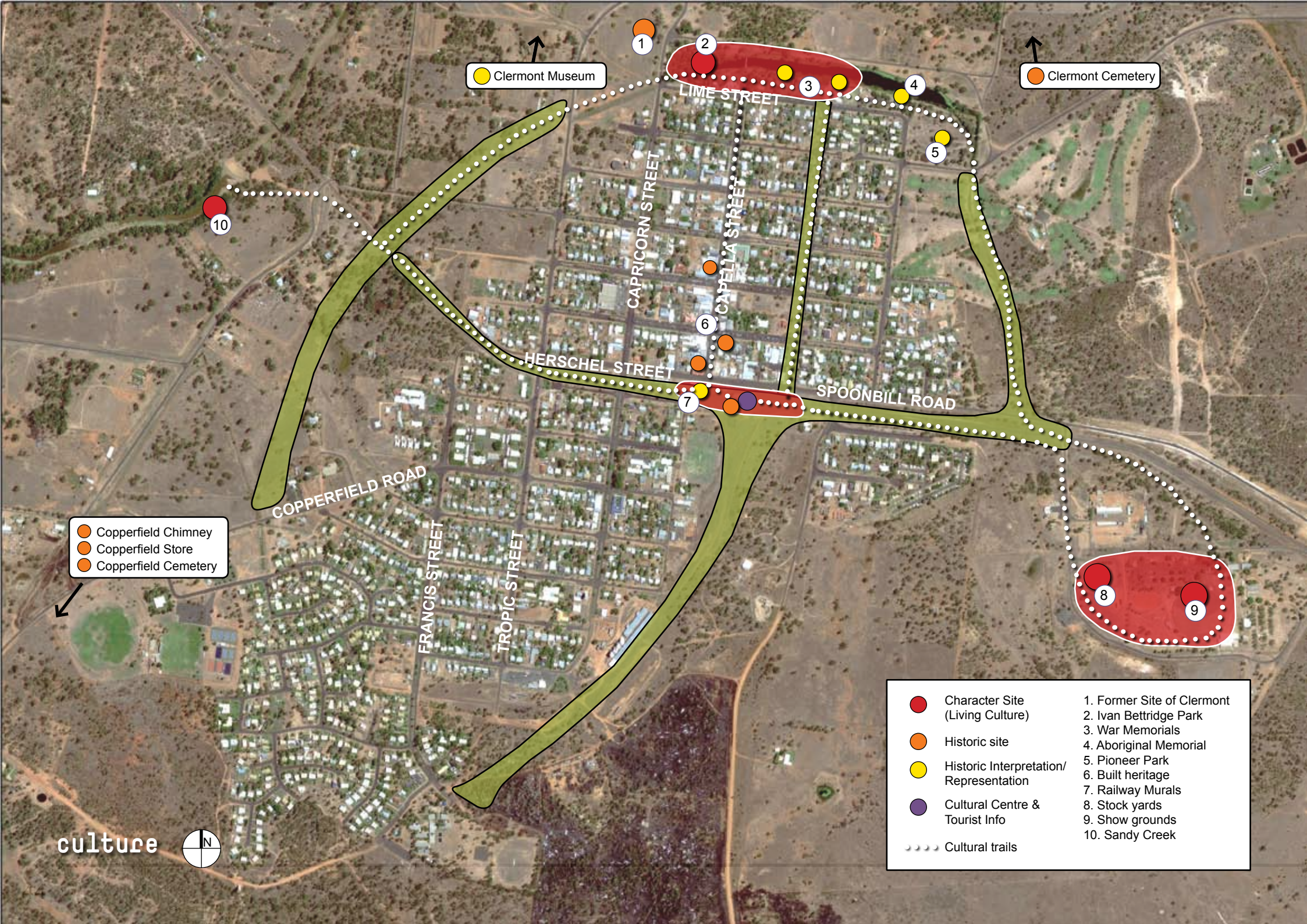
Holistic planning and upgrading of key precincts such as Hoods Lagoon/Pioneer Park, the Sporting/Swimming Pool/Skate Park and the Town Centre will also ensure that these areas are developed as accessible community places. Although the role of each of these precincts differs, improvements by way of better pathways, shelter, tree planting and signage will benefit all precincts.

Further sustainable development of Theresa Creek Dam's camping and caravan accommodation and visitor services and facilities (potentially including school nature/aquatics camp) will ensure that this important asset remains a unique destination for the local community as well as tourists to the area.

It is recommended that a masterplan be developed for this particular site to ensure that the environmental quality of the site is retained and enhanced into the future.

## Actions

- Improve connections to key places and destinations through the establishment of Greenways including improvements to pathways and shade provision throughout the residential fabric of the town
- Holistically review and provide upgrades to the Hoods Lagoon Precinct by way of trails, lighting, age appropriate play equipment and open space upgrades. Develop a bush garden and permaculture garden in Pioneer Park to provide the community with a new place for environmental learning
- Review and upgrade the Town Centre Precinct, revitalising the streetscape of Capella Street to promote a pedestrian scale and improve access.
- Redevelop Rose Harris Park as a Civic Park, allowing for use for community events, markets, and providing links back to the Civic Facilities, Library and Aged Care accommodation
- Upgrade the Sporting Precinct to provide better amenity through tree planting, landscape and the creation of a new BMX/Scooter park as a bridging device between the Skate Park and Swimming Pool.
- Holistic future planning of Theresa Creek Dam site as a key recreational and tourism asset, to ensure that this unique natural environment can better accommodate the high use it receives



● Clermont Museum

● Clermont Cemetery

● Copperfield Chimney  
● Copperfield Store  
● Copperfield Cemetery

- Character Site (Living Culture)
  - Historic site
  - Historic Interpretation/Representation
  - Cultural Centre & Tourist Info
  - Cultural trails
1. Former Site of Clermont
  2. Ivan Bettridge Park
  3. War Memorials
  4. Aboriginal Memorial
  5. Pioneer Park
  6. Built heritage
  7. Railway Murals
  8. Stock yards
  9. Show grounds
  10. Sandy Creek

culture



## Culture

Underpinning the cultural structure plan is the recognition and celebration of history and the Town's unique character.

Based on recommendations from the recent study undertaken by Creative Regions (2010), it is envisaged that the Museum will be redeveloped in its current location as a high quality tourist facility with strong highway presence.

Complimentary to the Museum, the development of a Cultural and Community Centre along the railway reserve will encourage visitors to spend time in Clermont.

A series of interpretative cultural trails around the town, (linking back to the new Cultural Centre) may also assist in telling the historical, environmental and rural narratives of the town. This approach will also provide an opportunity to highlight and recognise key places of cultural or historical value, such as historic buildings, the stock yards, and Hoods Lagoon.

There is great potential to bring the stories of Clermont's past to life through the development of a state-of-the-art light and sound installation, projected on the night surface of Hoods Lagoon and its surrounding 'forest' of trees as a canvas.

An installation may act as a drawcard for tourists as an exciting 'point of difference' from other tourism experiences in the region, and may have the potential to better involve and inform the community of culture and history.

## Actions:

- Redevelop Clermont Museum with a strong presence on the Peak Downs Highway
- Develop a Cultural/Community Centre along the railway reserve as both a community and visitor destination
- Creation of 'Cultural Trails' to highlight existing historical or character destinations and sites within the town, and better tell the stories of Clermont and its people.
- Develop cultural programming and events- such as the creation of a state-of-the-art lighting/sound installation at Hoods Lagoon, acting as a major tourist drawcard for the town
- Redevelop Pioneer Park as Bush Garden, to explore themes of indigenous landscapes, post- industrial landscape restoration practices and agricultural/rural culture
- Improve historic and cultural interpretation at surrounding tourist sites (Copperfield sites) and Clermont Cemetery





Entrance Precinct

Hoods Lagoon & Clermont Bush Gardens

Youth Recreation Precinct

Town Centre Precinct

precinct plans



## Precinct Plans

The precinct plans articulate a more detailed and illustrated vision of key community areas within Clermont.

These plans show how the structure plan objectives can be delivered in a physical sense, with corresponding descriptions explaining the intent behind each design, as well as 'before and after' imagery to illustrate the opportunities for revitalisation within these precincts.

The four precincts covered in this section, as shown on the diagram opposite, include:

- The Entrance Precinct
- Hoods Lagoon & Clermont Bush Gardens
- Town Centre Precinct
- Youth Recreation Precinct

*Note that all montage imagery is indicative, and has been included to illustrate the intended character, scale, form and materiality of the precincts, rather than the final design.*



Light Industrial Land Use

Gregory Highway

Clermont Connection Road

Light Industrial Land Use

Rubbish Dump

Light Industrial Land Use

entrance precinct



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## Entrance Precinct

The Clermont Connector Road provides a unique entrance journey into the town, expressing the natural landscape and topography of the area.

Improvements to the entrance precinct focus on enhancing visitor's first impressions of the town by building upon the existing landscape character of the entrance while providing clear directional signage to the Town Centre and other destinations of interest. Key actions for the entrance precinct include:

1. Develop directional signage reinforcing Clermont as a destination. Potential use of sculptural elements to reinforce signage and positioning of the town as a tourist location.
2. Development of screening to the Clermont Connection Road that reinforces landscape setting of the road and removes the unsightly visual impact of Clermont rubbish dump.
3. Develop 2m high mounding along boundary of rubbish dump to create a landscape screen that adds to the experience of visitors.
4. Remove existing signage to create a cohesive and elegant sense of arrival.
5. Provide direction signage to cemetery.
6. Develop a new sculptural Clermont entrance statement with directional signage into the town.
7. Establish the Hoods Lagoon entrance. Create a landscape setting and unique arrival into Clermont with clear and legible signage.



Existing signage along the Clermont Connector Road



Indicative new signage along the Clermont Connector Road



The potential for greater night-time presence of entry signage



entrance precinct



Existing entrance to Clermont along Capricorn Street

1. Expansion of Hoods Lagoon to the Western side of Capricorn Street
2. Additional tree planting to create a landscaped entry
3. Additional tree planting and landscape treatment along road median to create stronger vegetated entrance
4. New signage providing direction to key town places
5. Expansion of trails throughout Hoods Lagoon for pedestrian/cycle use

1. Extended Lagoon
2. New footpaths and shelters
3. New footpath connections
4. Entrance bridge and gateway
5. Site of Commercial Hotel and old town with interpretive public art
6. Entrance bridge
7. New boardwalk and decks
8. Location of Clermont Club with historic walk connecting to existing footbridge
9. Upgraded community garden with stronger connections to Capella Street
10. Protuberances to narrow road corridor and encourage traffic to turn onto Capella Street
11. New playground
12. Memorial walk
13. New shade and seating areas within Centenary Park
14. Informal kick-about area
15. Landscape edge to Lagoon
16. Aboriginal sculpture
17. Bowling club and Baton pitch
18. Tennis court
19. Boardwalk/decking and gazebo areas
20. Fitness centre
21. New bridge crossing





hoods lagoon precinct





hoods lagoon precinct





Existing walking trail along Hoods Lagoon

1. Walking/cycle trail with increased width
2. Shelter/shade structure associated with 'resting' points along the trail
3. Seating designed to fit local character
4. Additional tree planting and landscape treatment to create stronger vegetated edge
5. Potential for pontoon or viewing platforms for recreational use

## Hoods Lagoon

Hoods Lagoon is a unique urban space asset for Clermont. The revitalisation of the precinct builds on the existing character while providing additional opportunities for recreation, community engagement, habitat value and storm water management.

The existing lagoon is expanded to the west between Tropic Street and Capricorn Street. This land form modification is designed to remove the existing engineered drainage channel and create a new landscape gateway for the town.

This gateway responds to the 'floodscapes' that surround the town, a moat that protects and connects the community.

The existing playground and Centenary Park will be developed to increase their recreational value. The playground is improved cater for older aged children with links to the Lagoon and adjoining open spaces. The ad hoc collection of seating areas and toilet block is consolidated to form an integrated community space.

To the east of Centenary Park a small informal kick-about oval is created, surrounded with seating areas and garden beds. The existing memorials (Aboriginal, World Wars and Billy Sing) are retained and connected with a new footpath.

The extension of Capella Street is developed as a formalised parking and entrance. Existing trees are thinned and removed to provide an improved visual and physical connection to the Lagoon. The community art project, fountain and steps

are remodelled to increase access and useability. Another entrance with interpretive signage is developed to the north of the Lagoon and focuses on the history of the town, particularly the 1916 flood.

Additional recreational facilities will be developed at the bowling club increasing community interest as well as establishing an activity hub within the Hoods Lagoon precinct. Facilities will include a pétanque pitch and tennis court as well as the retention of the bowling green. All facilities will be lit to encourage evening use.

A new bridge crossing to the eastern end of the Lagoon provides opportunities for circular walks as well as connecting Hoods Lagoon to the Bush Gardens precinct.

Community facilities will be upgraded and improved throughout the precinct, with new sections of boardwalk, decking areas, footpaths and seating. While signage, both directional and interpretive, will increase the legibility of the area.

Tree planting along the northern embankment reinforces the Lagoons edge and creates a sense of enclosure helping to establish a natural landscape setting. The existing tree planting of Ivan Bettridge Reserve is retained forming a distinct landscape gateway.

The precinct will also become a focus for new public art which will be used to interpret the town's rich history. The sites of the Commercial Hotel, Clermont Club and Courthouse prior to the 1916 flood will be identified and used as sites for public art. Sculpture will be used to illustrate the

streetscape of Drummond Street showing the full impact of the disaster as it washed the town away. In addition projection art is proposed to create an interactive sound and light show that uses the existing treed backdrop as a screen to tell the stories of Clermont. This could start as an annual event or even develop into a regular performance that encourages people to extend their time in Clermont.



Indicative imagery of the activation of Hoods Lagoon at night



CAPELLA STREET

DAINTREE STREET

rose harris park



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## Rose Harris Reserve

Rose Harris Reserve will form a new town heart for Clermont. A series of community open spaces extend through the reserve connecting and linking Capella Street, Daintree Street as well as the future independent living facilities to the east.

Large open spaces are created to the adjoining street frontages. These provide places for civic congregation and activation. To the centre of the reserve, the existing landscapes and facilities are redesigned. Screening vegetation is removed to provide clear sightlines through the site.

The existing toilet is relocated and integrated into the existing women's room, either as a change of use or as a co-location. Small shade seating areas are located to the centre of the reserve with a new play space. A central walkway is framed by an arbour providing a sheltered landscape experience through the reserve.

The boundaries of the reserve are designed by extensive planting beds that reinforce the landscape setting of the Rose Harris Reserve.

The landscape treatments used within the reserve will extend upon Capella Street and Daintree Street with paved protuberances to provide crossing points and landscape central reserve to increase amenity value.

## Legend

1. Landscaped central reserves
2. Civic open space for community congregation
3. Gazebo and outdoor stage
4. Seating area
5. Toilet/women's room
6. Playspace
7. Seating area and arbour
8. Open space
9. Small playground
10. Landscape screens
11. Connections to surrounding development areas



Capella Street



Existing view into Rose Harris Park and along Capella Street

## Town Centre Precinct

Adding to the precinct plan for Rose Harris Park, upgrades to Capella Street are designed to increase the prominence of the streetscape as the town's main street, and its accessibility for the community.

Upgrades to pedestrian pathways and the establishment of a cycle lane improve the street's accessibility for the community, and provide a strong link to Hoods Lagoon at the northern extent of Capella Street, and to the Railway Reserve at the street's southern extent.

Replacement of existing tree planting along the central median of Capella Street with more appropriate street trees will increase the visual and physical amenity of the street.

Gradual upgrades to shop fronts over time and the restoration of heritage facades acts to improve the overall character of the main street's built form.

## Legend

1. Improved footpath width
2. Creation of cycle path along road edge
3. Provision of shelter, seating and community signage
4. Additional tree planting to increase streetscape amenity
5. Increased landscape treatment to median and incorporate pedestrian crossing points
6. New street trees to centre of Capella Street to strengthen visual character and promote a pedestrian oriented realm





Daintree Street- Civic Precinct



Existing streetscape along Daintree Street opposite the Civic Centre

1. Widened footpath linking back to town centre
2. New aged care accommodation with links back to the civic precinct
3. Street tree planting to increase amenity
4. Additional landscaping to road median
5. Improved street lighting



1. Widened footpath linking back to town centre
2. Increased landscaping and stormwater collection along road verge
3. Improved seating through neighbourhood areas
4. Increased street tree planting for shade provision



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COLLINS STREET

youth recreation precinct



## Youth Recreation Precinct

The skate park is currently isolated from the town and other facilities. The development of an interconnected skate and BMX park strongly linked to the swimming centre will aim to address some of these issues.

The existing and proposed features of the site are connected by a 3 metre wide shared use path that extends between the skate park and swimming centre. The walkway is lined with trees to provide a shaded environment for visitors.

A new BMX park with a beginners and intermediate ability tracks is developed to provide additional interest and extend the function of the space.

The existing drain that runs through the site is remodelled to create a new landscape feature adding to the setting of the precinct. The excavated material from the drain will be used to create new mounding. These landscape mounds provide additional interest to the BMX tracks as well as forming a new sense of arrival and landscape gateway to the west.

New footpaths improve the connectivity of the site particularly to the adjacent residential areas. Finally, a new car park off Collin Street allows convenient pick up and drop off for parents.

## Legend

1. Existing skate park
2. Upgrade toilets
3. Earth mounding and viewing structure
4. Shared use walkway
5. Remodelled drainage channel
6. Car park
7. Landscaped earth mounding with seating areas
8. Intermediate BMX track
9. Beginners BMX track
10. Landscape mounds
11. Earth mounding and Spectator shelter
12. Connection to swimming centre



LIME STREET

EAST STREET

MIMOSA STREET

MIMOSA STREET

clermont bush gardens



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## Clermont Bush Gardens

The Clermont Bush Gardens are designed as a redevelopment of the existing Pioneer Park. This underutilised space will be reinvigorated to provide a new landscape that interprets the history and landscape character of the town.

The existing features that were constructed as part of the 1990's Masterplan are retained and reused to tell new narratives. The wombat sculptures will be used to demonstrate the interrelations of flora and fauna in the Australian landscape.

New trees and shrubs will be planted to represent food sources and habitats associated with the Hairy-nosed wombat. The pioneer cattle yards will represent the impact of land clearance. While the mine site demonstrates how trees and shrubs can reclaim degraded landscapes impacted by industrial operations.

Surrounding these interpretive gardens will be a number of other planting areas associated with the rivers, plains and tablelands in which Clermont is located.

Earth modelling throughout the area will create ponds and elevated landforms improving draining and creating additional topographic variations.

Footpaths, seating areas (some with shelters) and signage provide additional community value while the Chinese Garden is redesigned as an outdoor classroom, preserving its existing form but giving the space more function.

Formalised parking along East Street increase access to the garden.

As the gardens develop there is the opportunity to redevelop the Lagoon building as both an interpretive and resource centre with exhibition space, classrooms, plant nurseries and productive gardens.

1. Lagoon resource centre
2. Nurseries and productive gardens
3. Fauna garden (hairy-nosed wombat)
4. Future bridge crossing (see Hood's Lagoon Precinct Plan)
5. Increased open water catchment zone to improve drainage of area
6. Riparian landscape
7. Pioneer cattle yards
8. Table lands and hills landscape
9. Chinese Garden and classroom
10. Car park
11. Open grasslands (plains)
12. Mine reclamation landscape



clemont bush gardens



1. Walking/cycle trail with increased width
2. Creation of 'learning zones' with seating and interpretative signage relating to the native bush garden and local environment
3. Seating designed to fit local character
4. Additional tree planting and landscape treatment





## Creating a Town Aesthetic

The need to create a cohesive town image will be critical to the realisation of the Clermont Urban Design Framework. Opportunities exist to develop future design strategies across all aspects of the town that will ensure that the ideas and vision of the Framework are made real.

By applying a considered approach to the design and selection of objects and materials in the public realm, quality outcomes can be delivered. The analysis has demonstrated the importance of developing and communicating the unique character of Clermont to the community and visitors. This character is expressed and reinforced in the forms, aesthetics and function of the constructed environment, landscapes and features, which exist within Clermont. In essence, the vision of the Urban Design Framework must be expressed and reinforced in the design of the town's fabric.

The future aesthetic of Clermont should respond to notions of quality, longevity, and community legacy. Much of the character of Clermont is contained in the town's unique history, places of interest and location in the landscape.

There is currently a lack of linkage and referencing between the town centre and important historic places in and around Clermont. The presentation and maintenance of buildings and structures in the town do not strongly reinforce the history and heritage of Clermont. There are also great opportunities to restore and improve the presentation of historic buildings in the town centre.

The following pages represent ideas and opportunities in relation to the urban design of Clermont.

The design ideation considers:

- Form and function (materials and surfaces)
- Lighting and shade (built form and natural)
- Art, design & signage (public art, street furniture, wayfinding, interpretive signage)
- Landscape and vegetation (the natural environment linking Clermont to its surroundings)



## Form and Function

By developing a pallet of materials, continuity across Clermont can be achieved. Materials can be used to create highlights to reinforce the context of areas or increase the function of a space.

Opportunities exist to reinforce the character and history of Clermont through materiality and form with the use of natural materials, metals and stone. More direct references to agriculture and mining can be considered with the use of shapes and forms in furniture, shade structures and sculptural elements.



## Lighting and Shade

Through community consultation and project team assessment of the town, the lack of shade is identified as a major issue. Adequate shade (natural and built form) must be considered with the development of parks, walking trails, bicycle tracks and like due to the significant distances between the residential, educational and retail precincts. These shades, or 'rest points', will assist in connecting spaces whilst promoting walking and healthy lifestyles. Opportunities also exist for reinforcing the character, history and educational value of these rest points with interpretive signage and other design elements.

As the Australian climate continues to become more extreme, the activation of the urban realm at night represents a significant opportunity. Parks and streets can become welcoming and safe community spaces capitalising on the absence of harsh sunlight and cooler temperatures. The delivery of well lit streets and public spaces will be an important factor in the future development of Clermont.

Opportunities exist to extend the function of the natural environments in and around Clermont by improving activation and interest during both day and night hours. By way of example, consideration of visitor and tourism nocturnal attractors at Hood Lagoon would add significant value to this town asset (refer also Art, Design & Signage).



## Art, Design & Signage

The role of art and design in Clermont is significant in developing and progressing the cultural and community identity and interest within the town. Public Art can be used as a powerful medium in the development of Clermont's fabric, not simply in the commemoration of events or histories, but as a demonstration of intent, identity or social value. Public art can provide a physical representation of the aspirations of the town – a cultural celebration or community enabler.

Similarly, street furniture and community facilities can be used in the realisation of the Urban Design Framework. Consideration should be given to the potential of a bespoke street furniture range for Clermont, designed to reinforce the unique historic message of the town.

The role of well designed signage and wayfinding is considered a priority for Clermont to communicate and reinforce the character and history of the place. Wayfinding, direction and interpretive signage is currently very limited and does not send a consistent and strong message. Consideration must be given for a clear and well defined range of signage and wayfinding elements that connects stories, directs and educates visitors to places of history and interest.

Further to this, there are unique opportunities to develop the Hoods Lagoon Precinct (as a significant attractor for the town) with artworks and sculptural elements. Nocturnal activation of this precinct may offer an additional tourism attractor utilising the lagoon and surrounding trees to reflect projected images and stories of the town's history and heritage.



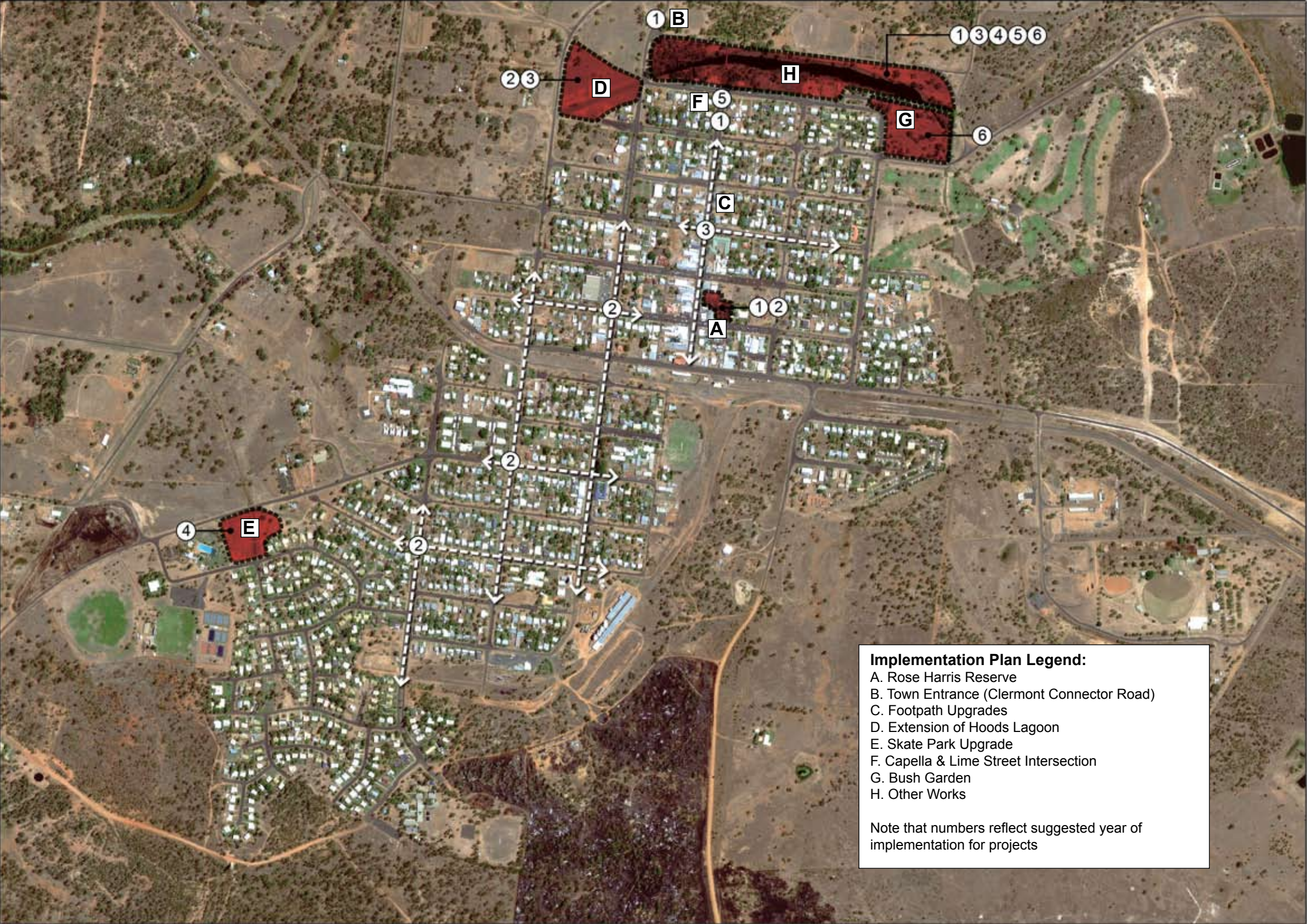
## Landscape and Vegetation

The dramatic and diverse natural surroundings of Clermont create a living backdrop to the town.

The urban fabric of the town currently ‘stands away’ from the landscape and there are opportunities for parks and gardens within the town to make direct references to the surrounding landscape in the design and selection of vegetation. It is also important that any landscaping and designed vegetation areas make visual and aesthetic connections to the local natural environment whilst meeting sustainability objectives for low water use and low maintenance.

It is suggested that exploration of the historic links between the town and its heritage in agriculture and mining may inform the design of landscaped spaces and elements. The use of landscaping to soften the building fabric of the town and provide community spaces is encouraged with an emphasis on providing well considered points of interest and much needed shade. Smaller landscaped areas and ‘stopping points’ may also encourage visitors and travellers to stop, relax and connect with Clermont.

Vegetation can also have a positive effect on the social well-being of the community. The need to maintain a strong landscape structure within the town is extremely important. Future landscapes must respond to the existing context while, at the same time, responding to climate change and the need to achieve sustainable outcomes. The selection of new street trees and vegetation for Clermont must aim to provide a landscape legacy for future generations.



**Implementation Plan Legend:**

- A. Rose Harris Reserve
- B. Town Entrance (Clermont Connector Road)
- C. Footpath Upgrades
- D. Extension of Hoods Lagoon
- E. Skate Park Upgrade
- F. Capella & Lime Street Intersection
- G. Bush Garden
- H. Other Works

Note that numbers reflect suggested year of implementation for projects

## Implementation Plan

In order to facilitate the delivery of the vision described through the Precinct Plans, an implementation plan has been developed.

The implementation plan identifies key actions that will be required over the next 10-15 years and the probable opinion of costs. This information will provide the community and Council with both a budget and a programme for the works.

While the implementation plan focuses on the realisation of the Precinct Plans, it is anticipated that other actions relating to the Urban Design Framework will be undertaken at the same time, creating a cohesive approach to the revitalisation of Clermont.

Divided into eight project areas, the implementation plan has a level of flexibility, allowing actions to be prioritised for projects according to funding and community need.

These eight areas (relating to the Precinct Plans) include:

- Rose Harris Reserve
- Town Entrance (Clermont Connector Road)
- Footpath Upgrades
- Extension of Hoods Lagoon
- Skate Park Upgrade
- Capella & Lime Street Intersection
- Bush Garden
- Other works (associated with Hoods Lagoon)



Project	Year 1		Year 2		Year 3		Year 4	
	Scope of Work (qty)	Cost	Scope of Work (qty)	Cost	Scope of Work (qty)	Cost	Scope of Work (qty)	Cost
<b>Rose Harris Reserve</b>	Undertake site works for reserve upgrade (1100 m2)	\$15,000	Shelter structure for community events	\$50,000	Install lighting to improve function and safety	\$25,000		
	Footpath construction to improve connection (400 li m)	\$36,000	Landscape planting (500 m2)	\$15,500	Signage and implementation	\$10,000		
	Install playground (cater for mixed ages and abilities)	\$70,000	Tree planting (15 no.)	\$3,500				
	Install rubber softfall (125 m2)	\$35,000						
	Provide seating within reserve (6 no.)	\$15,000						
	Design and construct new toilet block (remove existing)	\$60,000						
<b>Town Entrance (Clermont Connector Road)</b>	Undertake site works (1000 m2)	\$50,000	New signage strategy and implementation	\$60,000	Lighting to entrance artwork	\$40,000		
	Develop mounding to rubbish dump (possible re-use of lagoon excavations)(800 m3)	\$30,000						
	Landscaping of mound (1000 m2)	\$20,000						
	Remove old signage to improve entrance to town	\$1,500						
	Sculptural lettering and entrance artwork	\$80,000						
	Strategic revegetation of entrance road (400 m2)	\$6,000						
	Landscape of entrance (200 m2)	\$6,000						
	Tree planting (150 no.)	\$15,000						
<b>Footpath upgrades</b>			General upgrade of footpath (3000 li m)	\$125,000	General upgrade of footpath (2000 li m)	\$80,000	Planting of shade trees and verge treatments (100 no.)	\$10,000
			Provision of seating (10 no.)	\$25,000	Provision of seating (5 no.)	\$15,000		
			Provision of shelters along main access routes (3 no.)	\$45,000	Provision of shelters along main access routes (2 no.)	\$30,000		
			Planting of shade trees and verge treatments (100 no.)	\$10,000	Planting of shade trees and verge treatments (100 no.)	\$10,000		
			Drinking fountains (5 no.)	\$10,000	Drinking fountains (5 no.)	\$10,000		
<b>Extension of Hood Lagoon</b>			Undertake site works for lagoon extension (7000 m2)	\$45,000	Landscape of lagoon (2000 m2)	\$45,000	Tree planting (100 no.)	\$15,000
			Excavate lagoon extension	\$150,000	Tree planting (150 no.)	\$20,000		
					Entrance walls to Capricorn Street	\$15,000		
					Design and implement shelter structures (3 no.)	\$45,000		
					Design and implement boardwalks to new lagoon (150 no.)	\$60,000		
					Landscaping of lagoon extension (1000 m2)	\$40,000		
					Footpath connections (1200 li m)	\$40,000		

Year 5		Year 6 to 9		Year 10 to 15	
Scope of Work (qty)	Cost	Scope of Work (qty)	Cost	Scope of Work (qty)	Cost
		Planting of shade trees and verge treatments (100 no.)	\$10,000		



Project	Year 1		Year 2		Year 3		Year 4	
	Scope of Work (qty)	Cost	Scope of Work (qty)	Cost	Scope of Work (qty)	Cost	Scope of Work (qty)	Cost
<b>Skate Park upgrade</b>							Undertake site works for skate park (2000 m2)	\$12,000
							Implement BMX track (1250 m2)	\$35,000
							Implement scooter track (500 m2)	\$35,000
							Develop information footpath connections (700 m2)	\$35,000
							Develop mounding to skate park	\$48,000
							Provide shelters to skate park (2 no.)	\$50,000
							Provision of seating	\$15,000
							Landscape of skate park	\$50,000
							Implementation of lighting	\$20,000
<b>Capella and Lime Street Intersection</b>	Remove trees to end of Capella Street	\$7,500						
	Complete footpath connections Hood Lagoon (200 m2)	\$14,000						
<b>Bush Garden</b>								
<b>Other Works</b>	Development of lighting artwork at Hood Lagoon based on history of the town	\$130,000			Landscape improvements to Hood Lagoon	\$40,000	Footpath upgrade to Hood Lagoon	\$100,000
<b>Cost per Annum</b>	<b>\$591,000.00</b>		<b>\$539,000.00</b>		<b>\$525,000.00</b>		<b>\$425,000.00</b>	

Year 5		Year 6 to 9		Year 10 to 15	
Scope of Work (qty)	Cost	Scope of Work (qty)	Cost	Scope of Work (qty)	Cost
Undertake site works (2000 m2)	\$20,000	Signage to upgraded intersection	\$5,000		
Align kerbs to improve access and function (300 li m)	\$15,000	Feature lighting	\$15,000		
Undertake road pavement re-seal(300 m2)	\$45,000				
Install new kerb ramps (8 no.)	\$8,000				
Landscape of intersection (400 m2)	\$12,000				
Undertake site works to Bush Garden (27000 (m2)	\$160,000	Develop new footpath network (2000 m2)	\$60,000	Provide new shelters (4 no.)	\$60,000
Develop and profile mound (1200 m2)	\$20,000	Development of productive community garden m(650 m2)	\$20,000	Refurbish existing building as resource centre	\$200,000
Revegetation of existing gardens (432 m2)	\$10,000	Develop theme gardens (10000 m2)	\$80,000	Additional landscaping of bush gardens	\$50,000
Extend waterbody through gardens (1200 m2)	\$20,000			Provision of seating	\$25,000
				Signage	\$15,000
Expand lighting at Hood Lagoon (develop festival)	\$100,000	Improve and develop board walks at Hood Lagoon	\$150,000		\$00
<b>\$410,000.00</b>		<b>\$340,000.00</b>		<b>\$350,000.00</b>	

**Total \$3,180,000.00**





## Conclusion

Clermont's fascinating history, beautiful natural surrounds and unique country lifestyle reinforce the social, environmental, economic and tourism potential of the town.

Only by understanding Clermont's character, its issues and opportunities, both subtle and obvious, can appropriate actions be generated that will enhance and progress the unique qualities of the town.

The community of Clermont has played an important role in the development of this report. Their insight, ideas and vision has greatly enhanced the project team's understanding of the town, which has led to the creation of an urban design framework that responds directly to the needs and aspirations of the town.

The development of six strategic directions provides an overarching focus for the town that will inform planning policies and development proposals in the future.

The structure plan gives the town a robust urban structure with interrelated actions delivering the objectives of the report.

Finally, the precinct plans will act as catalysts for the town, that will enhance community places and promote greater connectivity across the town.

The recommendations of the Clermont Urban Design Framework will require the continued commitment of the local community, Isaac Regional Council and Rio Tinto, as key stakeholders in the development of Clermont's future.

Through further collaboration and by fostering the relationship between the Clermont Community, Council, public and private sectors, a new vision for Clermont can be achieved.



**Appendices**

Appendix A: Community Consultation

Appendix B: Public Exhibition

Appendix C: References







appendix A: community consultation

## Community Consultation

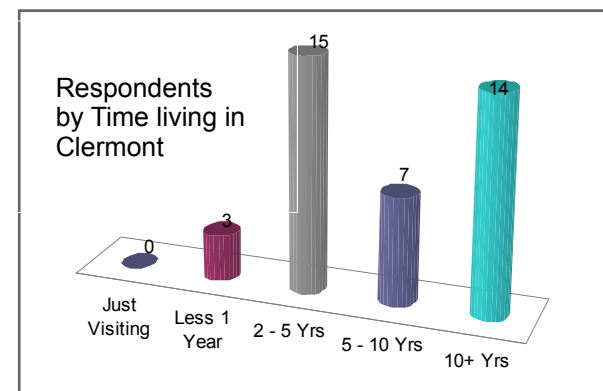
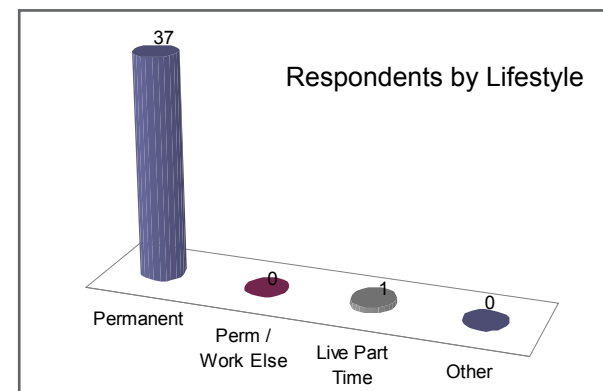
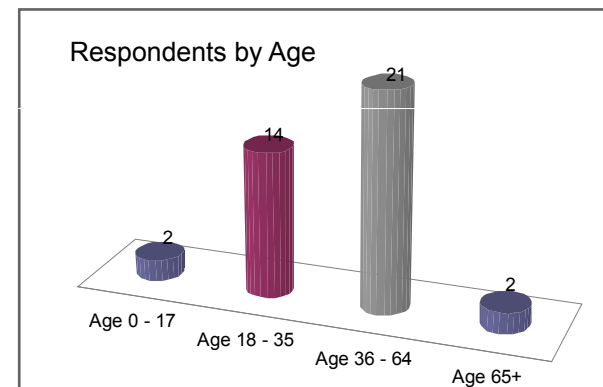
The following charts were developed using community feedback from the first round of Community Consultation, held during February 2010. This feedback provided a strong foundation for the development of the Urban Design Framework.

The main issues identified by the community at this first round of consultation included:

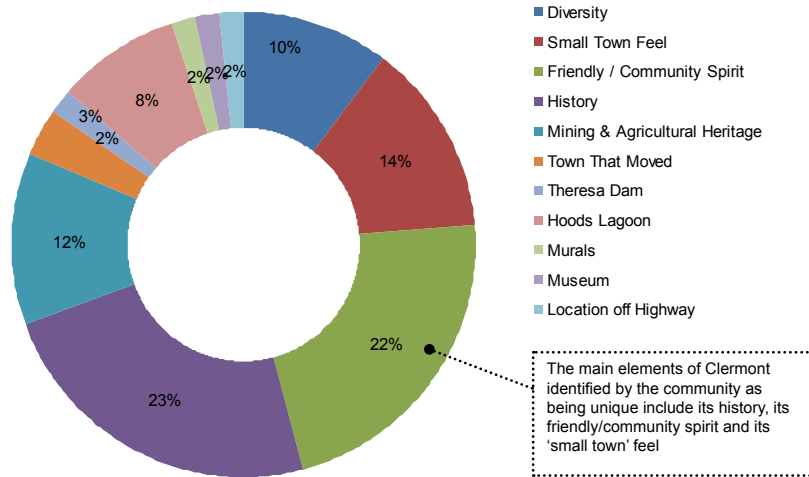
- Opportunities for youth (facilities & programs)
- Availability of industrial land
- Availability of affordable residential land, low cost & youth housing
- Diversity of retail (modern facilities, cafes, restaurants, outdoor dining)
- Lack of employment & training opportunities
- General township presentation & maintenance (Town Pride)
- Lack of adequate health care facilities (aged, pre/post natal, specialist, dentist)
- Lack of safe footpaths, bikeways & shade
- Condition and facilities at Hoods Lagoon
- Lack of recreation, park & open spaces
- Poor condition of roads, curbs, line-marking, Gregory Highway access to the town (note rubbish dump on Clermont Connection Road)
- Lack of community & recreational facilities (suggestions include movie theatre, live music venues, community centre, cultural facilities, familyfriendly places)
- Town sustainability, growth & reliance on mining industry

The main opportunities identified by the community at this first round of consultation included:

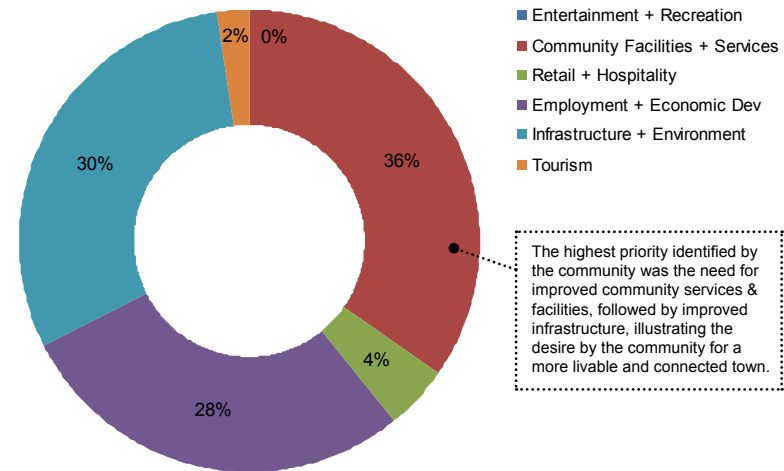
- Improve presentation, usage & functionality of existing recreational facilities (Hoods Lagoon, Skate Park, Pool, Showgrounds, Sports Fields, Gym)
- Capitalise on tourism, history & town features
- Provide opportunities for small businesses
- Seal Alpha Road (requires State Government sponsorship)
- Refocus on agriculture, rural history & industries
- Develop a cultural precinct within the Town Centre
- Review / improve operating hours of family & youth facilities
- Improve signage, tourism trails & interpretative information
- Reinforce 'country town' character & consolidate Clermont identity
- Develop public & community based events & programs (art, recreation, movie nights, clean ups, streetscape programs, traders market, BMX track)
- Develop museum & tourism information (improve connection to the town & local history features)
- Improve presentation, consistency & 'county town' feel of town centre buildings & precinct
- Encourage retail activity (cafes, restaurants, takeaway, outdoor dining)



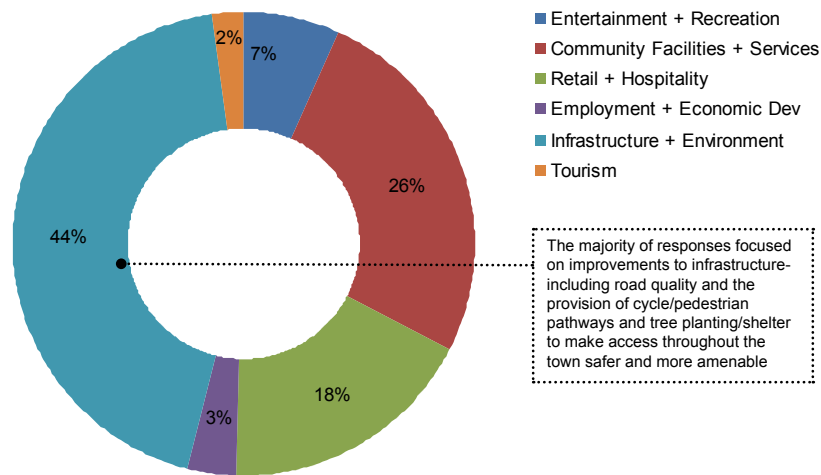
### What makes Clermont Unique?



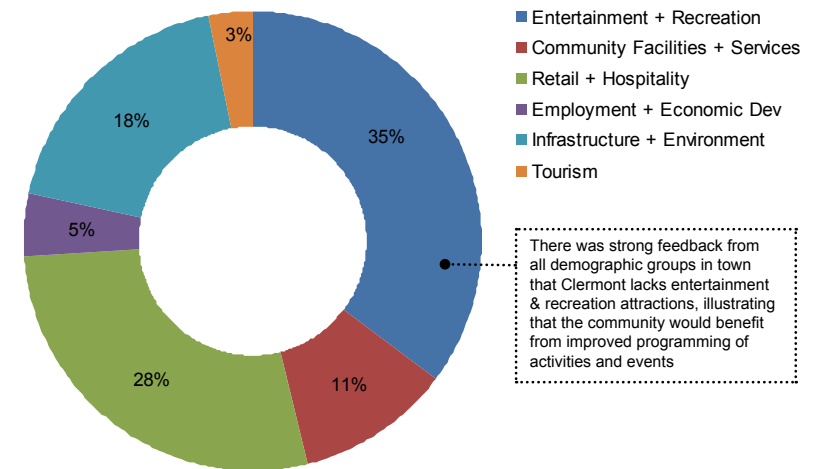
### What is the Number 1 priority for Clermont?



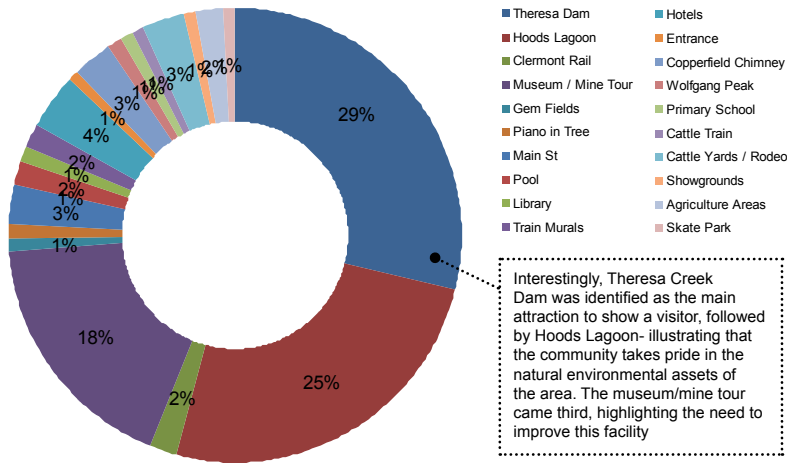
### What do you think could be improved in Clermont?



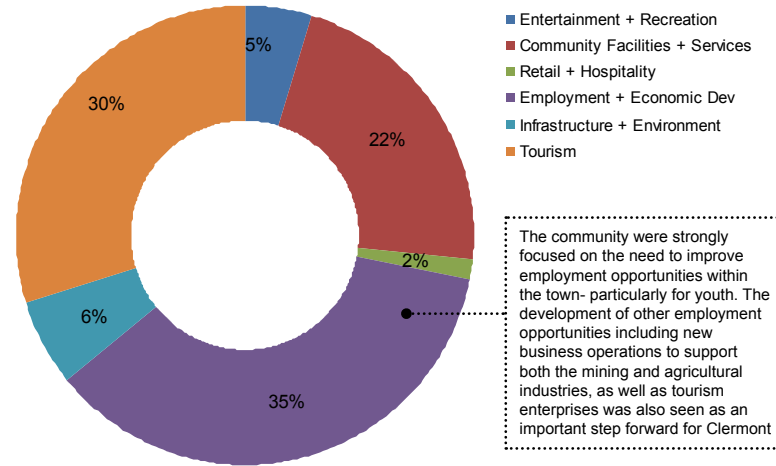
### What Facilities or Attractions are missing in Clermont?



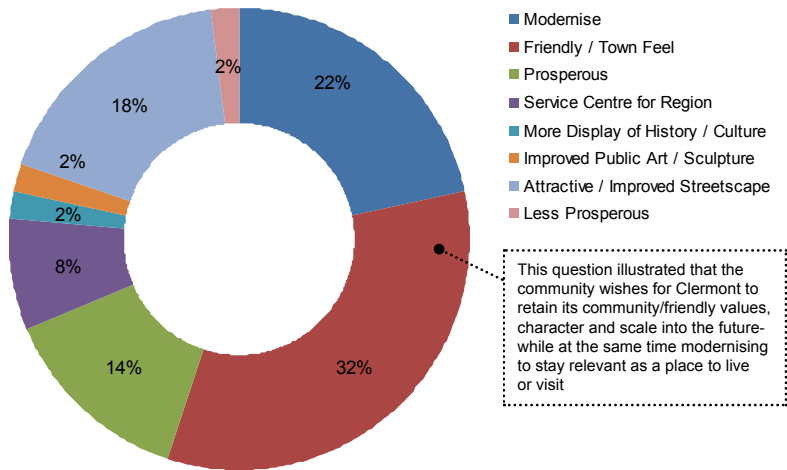
### What would you show a Visitor in Clermont?



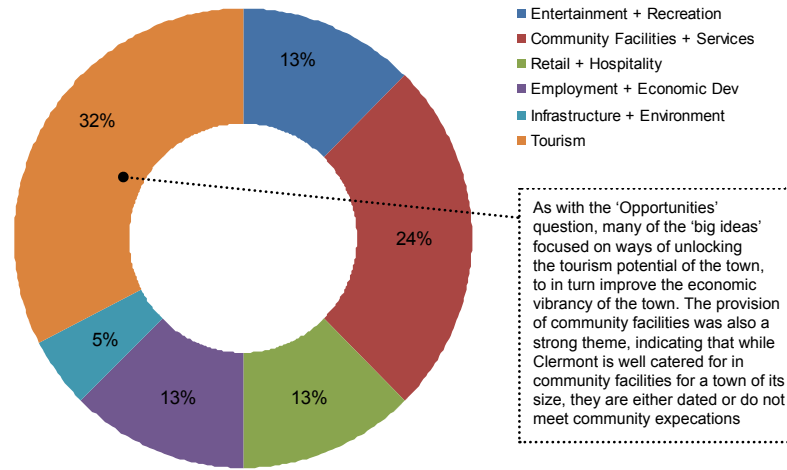
### What do you think are the main Opportunities for Clermont?



### How do you think Clermont will look in 20 Years?



### What are your 'big ideas' for Clermont?



### Mapping Exercises

The first mapping exercise (as part of the open days) asked the community where they spend their time in Clermont and the surrounding region (image 1), with the following results:

**Up to 1 hour:**

The shops/IGA, library, swimming pool, Hoods Lagoon and skate park

**1-2 hours:**

Shops, Hoods Lagoon, skate park, sports fields and library

**2 hours or more:**

Theresa Creek Dam, Hoods Lagoon, the Library and swimming pool

The second mapping exercise (image 2) asked people what they were proud of, and what 'doesn't work', with the following results:

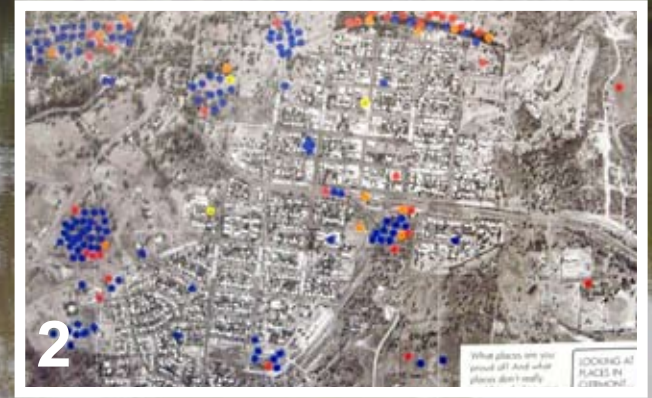
**What are you proud of?**

Theresa Creek Dam, Hoods Lagoon and Sports facilities

**What 'doesn't work'**

Entrance to town, shops, skate park and old cinema.

A comparison of these two mapping exercises illustrates that the community feels there is a lack of choice as to how they can spend their free time- particularly for youth (using the skate park as a strong example, whereby the youth use it frequently, even though it 'doesn't work'). It also highlighted the value the community place in natural assets for recreation such as Theresa Creek Dam and Hoods Lagoon.







appendix B: public exhibition



## Introduction

Following on from the first round of Community Consultation, the public exhibition of the Draft Urban Design Framework provided the Community of Clermont with a further opportunity to offer feedback on the proposed vision for Clermont’s future.

The primary consultation associated with this exhibition took place at the Clermont Annual Show, enabling the project team to reach a greater number of the community.

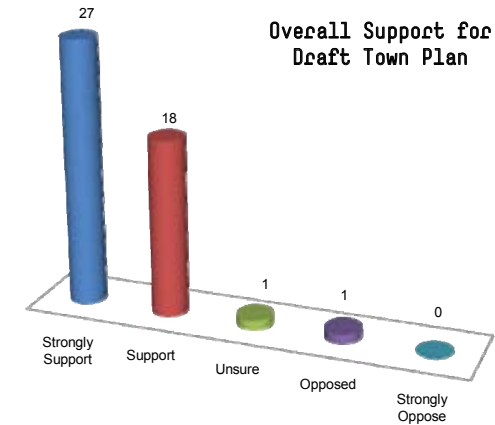
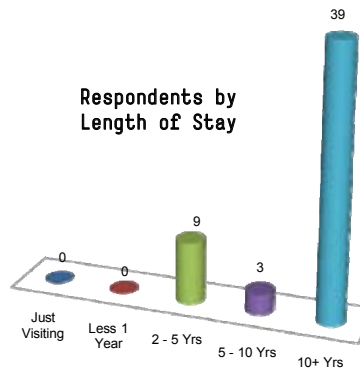
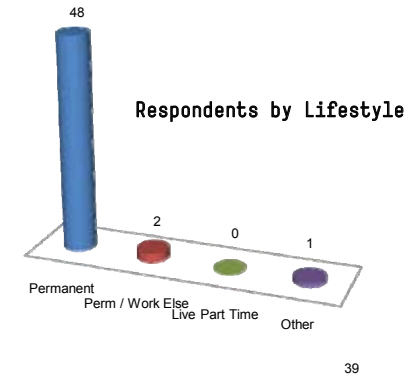
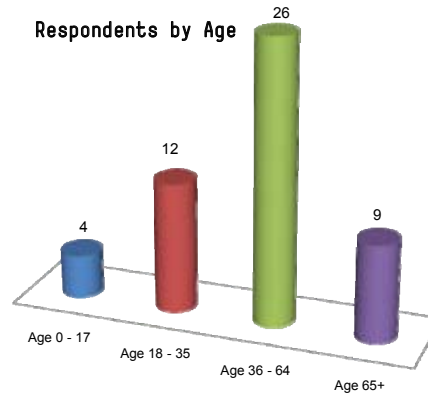
Members of the community were able to gain an understanding of the vision for Clermont and discuss their views with members of the project team via a series of graphic panels presenting imagery and plans from the report, and copies of the draft report.

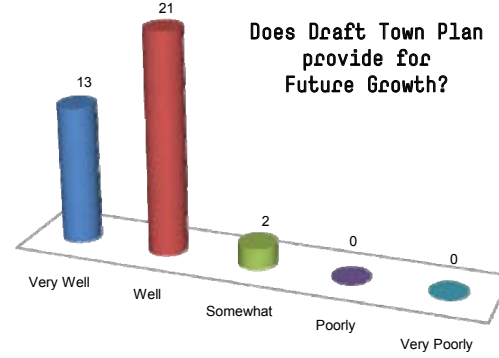
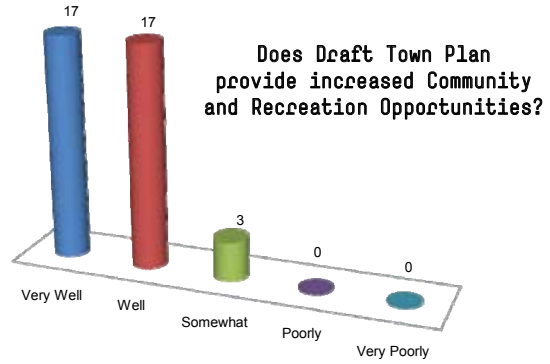
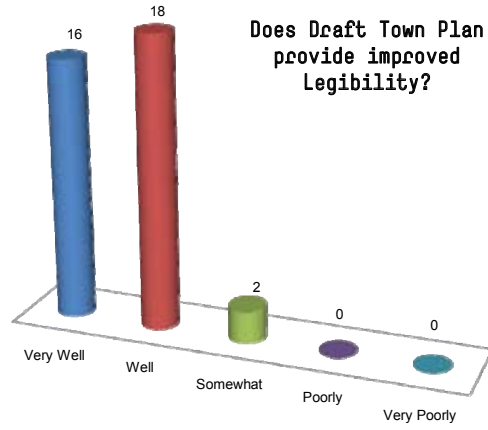
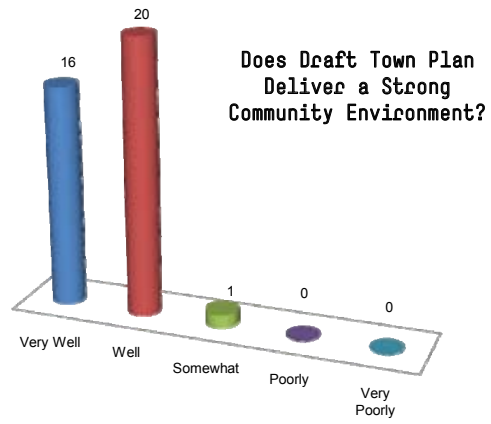
The following analysis summaries information received from the Exhibition Feedback Form – Draft Urban Design Framework.

Feedback forms were received from 51 respondents, with the following outcomes (as displayed in the charts opposite):

- 96%(1) Support the Draft Town Plan
- 97%(2) believe the Draft Town Plan delivers a strong community environment
- 94%(2) believe the Draft Town Plan improves accessibility and signage (legibility)
- 92%(2) believe the Draft Town Plan provides increased community and recreation opportunities
- 94%(2) believe the Draft Town Plan provides for future growth

(1) Based on total respondents who marked boxes titled 'Strongly Support' & 'Support'  
 (2) Based on total respondents who marked boxes titled 'Very Well' and 'Well'





### Community Preferred Priorities & Actions

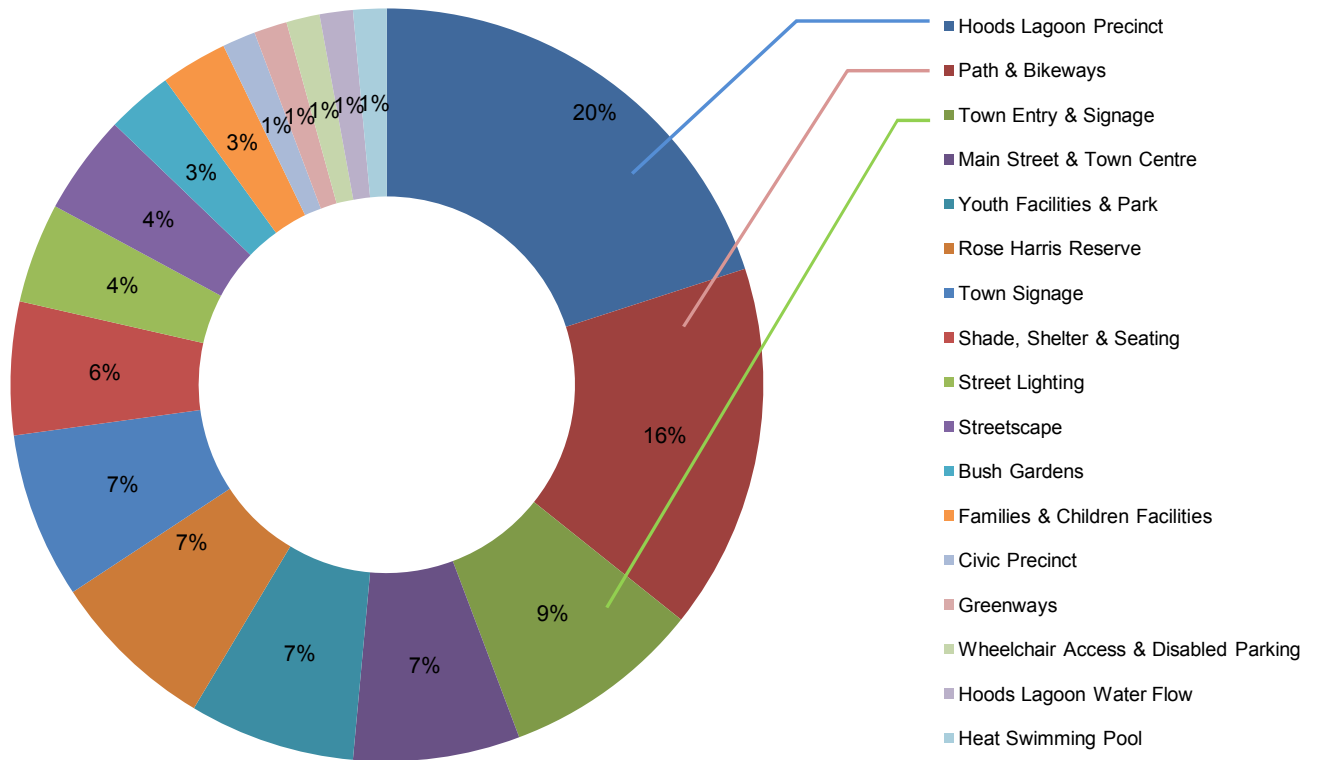
As with the first round of consultation, the priorities and actions identified by the community as being most important focused on improvements to public and recreational spaces and infrastructure, as well as town identity and appearance.

In particular, there was strong support (20%) of the vision to extend and improve Hoods Lagoon to make it more accessible to the community throughout the year, and increase the range of recreational opportunities in this area for the Clermont community.

Building upon this site, there was also strong support (16%) of improving the connectivity of the township for pedestrians and cyclists.

The community's interest in improving the entrance to town and entrance signage was also high (9%), indicating the community desire to lift the profile of Clermont.

Following these three main areas, there was also evenly distributed interest (7%) in improving the main street/town centre, Rose Harris Reserve, Youth facilities and signage throughout the town.



## Improvements to the Draft Plan

The following summarises Exhibition Feedback Form suggestions received for possible improvements to the Draft Plan.

- Coffee shop at Hoods Lagoon
- Allow space for bigger Australia Day, Goldfest etc
- Shopping centre in top sub-division
- Get rid of white cockatoos at lagoon
- Increased lighting to Pioneer Park
- Covered function area at Hoods Lagoon
- Pioneer Park - bring in more pioneering history
- Do it earlier! (than 10 years)
- Clear out and improve flow (water) to Hoods Lagoon
- Pathways through the median planting (Capella Street)
- Bypass for heavy vehicles (cattle trains)
- Copperfield Road needs 'entrance' sign
- Water saving/reuse strategies (skate park area)
- Pontoon for Anzac Events
- Disburse exercise equip around lagoon
- Redirect road (highway) so traffic passes through town
- Improve swimming pool (utilisation + function)
- Improve wheelchair access
- Provide disabled parking (not in middle of street)
- Improve road surface
- Remove unused buildings and clean up vacant land
- Upgrade the town hall (new stage lighting, modernise)
- Modernise Clermont State School to prevent student migration to other schools
- Combine more aspects for families
- Open up dead-end streets

## Other General Comments

The following summarises general comments received with Exhibition Feedback Forms.

- Clermont Cemetery history and trail from Hoods Lagoon
- Improve Capricorn Street Streetscape
- Parks are an important focus
- How much maintenance would be needed?
- Give people ownership of spaces
- Our town needs a lift and I think the new plans look terrific
- Integration of signage/art/indigenous communities would be good
- Clean up Hoods Lagoon
- Improve town connectivity
- Clermont is unique- why not make us top priority!
- I hope all these plans happen - it's been common in Clermont's history that things offered are taken away
- Trees need to be removed from sidewalk and put in middle of road
- Looks expensive
- An impossible dream
- Exciting, needs to start!
- I think they're all good ideas and would greatly improve Clermont





## References

In developing the Urban Design Framework for Clermont, the project team undertook a review of previous relevant studies and reports, in order to gain an informed view of past and current issues, opportunities and recommendations for Clermont.

The key learnings from this review and the report they were sourced from are listed below.

*Feasibility Report for the Mackay Region Mining Rail, The Stamford Group (2008)*

- Need create strong mining focus in Clermont
- Provide links to Clermont gold mining, Blair Athol and the Copperfields

*Social and Health Needs Assessment (Clermont and District, Queensland Government (2004)*

- People like the strong community spirit in Clermont
- Friendly and caring community
- Important history and heritage (Indigenous and European)
- Lack of independent living and retirement accommodation
- More community support needs (sense of isolation)
- Need for improvements to existing healthy aging facilities (Lagoona)
- Need to promote walking and other passive recreation
- Shortage of housing to meet Aboriginal needs
- Lack entertainment for youth and primary school aged children

- Limited leisure and recreation for girls
- No gathering spaces for post school periods
- Issues relating to the function of the skate park

*Clermont Community Development Strategy, Institute for Sustainable Regional Development, Central Queensland University (2008)*

- Development of specific themes for Clermont: Business, economic development and entrepreneurship
- Infrastructure, investment and transport
- Leadership and capacity
- Liveability and lifestyle
- Natural capital and cultural heritage
- Community health and well being

*Belyando Public Art Strategy, Brecknock Consulting (2004)*

- Development of coordinated public art
- Implementation of art shows and residencies
- Develop links to schools and Tafe focusing on sculpture
- Implement interpretative signage

*Arts and Cultural Policy and Strategic Plan for Advancement, Carrie Paes and Sue Tyshing (2003)*

*Planning Scheme for Belyando Shire (2008)*

*Hoods Lagoon Community Park Masterplan, Landplan Studio (1992)*

*Pioneer Park (Mining Zone Detail), Landplan Studio (1996)*

*Discussion Paper for the Strategic Business Plan for Clermont Museum (Creative Regions 2010)*

*Clermont Community Baseline Study, SGS Economics and Planning (2007)*

*Innovation in Rural Queensland 'Why some towns thrive while others languish, UQ Business School (2003)*



## PEACE POLES PLANTING

21 Sept 2018, 1pm

Pioneer Park, Clermont



The Outback Prospector is proud to represent Clermont's gold prospecting heritage, upon which this town was built, in this wonderful demonstration of Community artistic endeavour. Clermont is more than just a mining town, more than just a farming town or a tourist destination...it is a town of vitality and resilience, of bountiful natural resource and community spirit. Although we may come from diverse backgrounds and interests, we have a history of drawing together in times of adversity and when we acknowledge and celebrate those strengths that each of us brings to the table, we can truly arrive at a place of peace. "Unity in Diversity."



**"The Outback Prospector...proud to support Unity in Diversity through Community Art Projects."**