



AGENDA

Extraordinary Council Meeting

Date: 12 August 2024

Time: 4pm

**Location: Cowra Council Chambers
116 Kendal Street, Cowra**

**Paul Devery
General Manager**

Order Of Business

I Introduction.....3

 1.1 Recording & Publishing..... 3

 1.2 Acknowledgement of Country..... 3

 1.3 Apologies and Applications for Leave of Absence by Councillors..... 3

 1.4 Disclosures of Interest..... 3

 1.5 Presentations..... 3

 1.6 Public Forum 3

2 General Manager4

 2.1 Cowra CBD Place Vision and Activation Plan..... 4

3 Late Reports.....71

 Nil

I INTRODUCTION

I.1 Recording & Publishing

In accordance with the Local Government Act (1993), Cowra Council is recording this meeting and will upload the recording to Council's website. By speaking at this meeting, you agree to being recorded and having that recording published in the public domain. Please ensure that when you speak at Council meetings you are respectful to others and use appropriate language at all times. Cowra Council accepts no liability for any defamatory or offensive remarks or gestures made during the course of this meeting.

I.2 Acknowledgement of Country

We acknowledge the traditional custodians of the land on which we gather, the Wiradjuri people, and pay our respects to elders both past and present.

I.3 Apologies and Applications for Leave of Absence by Councillors

List of apologies for the meeting.

I.4 Disclosures of Interest

Councillors and staff please indicate in relation to any interests you need to declare:

- a. What report/item you are declaring an interest in?
- b. Whether the interest is pecuniary or non-pecuniary?
- c. What is the nature of the interest?

I.5 Presentations

I.6 Public Forum

I invite any member of the public wishing to speak on an item in the agenda to please come to the lectern, introduce yourself, state the item you wish to speak on and allow time for any councillor or member of staff if they have declared an interest in the item to manage that conflict which may include them leaving the chamber during your presentation.

2 GENERAL MANAGER

2.1 Cowra CBD Place Vision and Activation Plan

File Number: D24/I223

Author: Paul Devery, General Manager

RECOMMENDATION

1. That, having considered submissions received, council adopt the draft Cowra CBD Place Vision and Activation plan with the following amendments:
 - a. Council to review its CBD maintenance procedures
 - b. Council to work towards the installation of wayfinding signage for motorhomes and caravans
 - c. Council to develop a town walking map
 - d. Council to rename Macquarie Popup park (page 23) to Macquarie Street Activation
 - e. Council to reword key Activation #1 (page 23) to create masterplan for Macquarie Street; and #5 (page 23) open for proposals of a variety of activation events, including community gatherings, small scale festivals, live music performances, markets and cultural celebrations
 - f. Note the visual map on page 24 is an artistic interpretation only and not to scale.
2. That the newly-elected Council be requested to:
 - a. Consider keeping the CBD Committee in place to help implement the Cowra CBD Place Vision & Activation Plan
 - b. Review CBD Committee Instrument of Delegation
 - c. Contact NSW Business Chamber representative Vikki Seccombe for assistance.

INTRODUCTION

Council resolved at its 24 June 2024 council meeting to place on public exhibition the Cowra CBD Place Vision and Activation plan.

The draft plan was publicly exhibited with submissions closing on 29 July 2024.

At the time of closing there had been seven (7) submission received. Copies of all the submissions are included at Attachment 2. The submissions were provided to and considered by the CBD committee at a meeting on 30 July 2024.

BACKGROUND

As a result of reviewing the submissions the CBD committee is recommending minor changes to the plan that was publicly exhibited. These are:

- a. Council to review its CBD maintenance procedures

- b. Council to work towards the installation of wayfinding signage for motorhomes and caravans
- c. Council to develop a town walking map
- d. Council to rename Macquarie Popup park (page 23) to Macquarie Street Activation
- e. Council to reword key Activation #1 (page 23) to create masterplan for Macquarie Street; and #5 (page 23) open for proposals of a variety of activation events, including community gatherings, small scale festivals, live music performances, markets and cultural celebrations
- f. Note the visual map of page 24 is an artistic interpretation only and not to scale.

A copy of the plan that was publicly exhibited is included at Attachment 1.

A copy of the minutes from the CBD committee meeting are included at Attachment 3.

In addition to a recommendation to adopt the plan the committee is also recommending to council that the incoming council following the September 2024 election be requested to consider retaining the committee to oversee the implementation of the plan. A recommendation to that effect is included above.

Having convened a community workshop earlier in 2024, taken that feedback and developed a draft plan, publicly exhibited that plan calling for submissions and then having reviewed submissions received, the CBD committee is now recommending council adopt the Cowra CBD Place Vision and Activation Plan.

BUDGETARY IMPLICATIONS

Nil

ATTACHMENTS

- 1. Cowra CBD Place Vision & Activation Plan [↓](#)
- 2. Cowra CBD Place Vision & Activation Plan - Submissions [↓](#)
- 3. Minutes - CBD Committee Meeting - 30 July 2024 [↓](#)



Authors: Gilbert Rochecouste, Sally Ngai

Version: 1.0, 6/06/2024

All information, ideas, concepts and design resources contained within this document is confidential. No part of this work may be disclosed, reproduced, or copied in any form or by any means without the prior written consent of Village Well.

Please note that images have been sourced from the internet and provided for reference purposes only, permission to publish has not been sought.



Village Well acknowledges and celebrates the Traditional Custodians of the lands, waterways, seas and skies that together make up the places on which we live, work, learn and play. We recognise their role as great contributors to the care and maintenance of place and value their ongoing deep care and knowledge of Country that continues to be passed on through generations.

As placemakers, we understand the impact that disconnecting from Country can have, and acknowledge the impacts of colonisation on the oldest living culture in the world. We are committed to support the continued wisdom and practices of First Nations Peoples, and strive to work collaboratively to nourish Country – our plants, animals, communities, neighbourhoods, cities and the planet – for now and future generations.

III © Village Well 2023 | Place Vision and Activation Plan



Contents

Overview	2	Engagement summary	16
About this document	3	Overview	17
The opportunity	4	New positioning for Cowra CBD	18
Place understanding	5	New positioning	19
Local context	6	Five big moves	21
Cowra insights	7	A River Town full of surprise and delight	24
Place vision and principles	8	Cowra CBD action plan	25
Vision and principles	9	Project priorities	26
Cowra CBD vision	10	Priority actions	41
Visionary principles	11	Next steps	42
Key audience	13		
Audience profiles	14		



About this document

Introduction

Cowra CBD boasts a rich heritage and natural charm. However, there is untapped vibrancy and unity needed to elevate it into a successful and resilient town. Despite facing challenges like economic setbacks and a lack of distinct identity, key areas such as Kendal Street and Redfern Street, along with underutilised spaces like Squire Park, hold immense promise for revitalisation.

Unlocking Cowra CBD's potential and assets is essential to transform it into a vibrant hub that celebrates local culture, engages the community, and attracts visitors with a diverse range of experiences.

On Saturday, March 2nd, Village Well led a three-hour workshop for Cowra CBD, involving local stakeholders such as community members and business owners. The session aimed to spark inspiration and collaboration for activating Cowra CBD, exploring its unique identity, aspirations, priorities, and strategies for attracting investment and tourism. A total of 128 participants actively contributed their ideas and insights during the workshop.



Purpose

This report is a dynamic, community-driven live document designed for the revitalisation, activation, and sustainable growth of Cowra CBD. The report is not intended as a master plan or Economic Development plan but a Place Vision and Activation Plan owned by the community. There is an overall objective for this work to beautify and activate the town centre, creating a great place for all, day and night.

How to use this report

The report is to be used as an actionable and guiding document for Council and funding bodies to support the delivery of the Place Vision. It provides a roadmap for implementing revitalisation projects and activating initiatives within the CBD.

Ultimately this report should remain community owned and driven.

**"We've got to be
confident about our
future and we have a
great future"**

Workshop participant

The opportunity

A new and compelling vision for Cowra CBD presents a unique window of opportunity to reposition Cowra as a choice destination for both locals and visitors. By combining unique food offerings and services against the picturesque Lachlan River and stunning Japanese Gardens backdrop, Cowra can establish a distinct and memorable place experience.

The community has expressed a clear desire and enthusiasm for transforming the current town centre into a cherished and loved destination. The identification of CBD precincts, establishes a central heart and gathering spots linking the CBD.

What makes a great town?

A great town is characterised by key elements that contribute to its vibrancy and appeal. Cowra's current CBD possesses significant assets like beautiful heritage buildings, a stunning river front, a world-class Japanese garden, and essential amenities. However, there is room for improvement, particularly in addressing economic leakage compared to similar towns across Australia.

Qualities that define great town centres include:

- Distinct identity: Each main street should have a unique character and a point of difference that sets it apart.
- Beautiful buildings: Retail and business spaces should be housed in buildings that enhance the overall appeal.
- Welcoming sign and art: A welcoming entrance sign and artistic installations contribute to the visual attractiveness and character of the area.
- Active day and night: The main street should be lively and bustling throughout the day and evening, including weekends.
- Greenery: Trees and green spaces add to the beauty and comfort of the environment.
- Art and culture: Incorporating murals, sculptures, and other artistic elements enriches the cultural experience.
- Gathering places: A heart, where people can gather to meet, eat and celebrate.
- Varied seating: Providing eclectic seating options encourages people to linger and socialise.
- Night lighting: Well-lit streets and buildings create a safe and inviting atmosphere after dark.
- Food and beverage: A diverse range of high-quality dining options at different price points contributes to the overall appeal.
- Unique stores: Quirky and unique shops that offer something special attract visitors and create a destination experience.
- Supermarkets and fresh food: Anchoring the area with supermarkets and fresh food options ensures convenience for residents and visitors.
- Events and activities: Regular events and activities add vibrancy and entertainment to the main street.

These qualities are crucial for revitalising Cowra's CBD, and a new vision and plan created collaboratively by the community can kick-start a renewal process, bringing new life and energy to the area.



Local context

Cowra CBD, including prominent streets like Kendal and Redfern Streets and spaces like Squire Park, currently lacks the connectivity needed for optimal urban vitality. Positioned alongside the Lachlan River and interconnected by major transportation routes such as the Mid-Western Highway, Olympic Highway, and Lachlan Valley Way, Cowra serves as a central hub within the Cowra Future Employment Region (FER). The FER covers not only Cowra but also smaller communities like Darbys Falls, Gooloogong, Woodstock, and Wyangala, creating a dynamic and pivotal region within central west NSW. As of 2021, the area boasts a population of approximately 12,753 residents, highlighting its significance within the state.

*The Cowra Future Employment Region (FER) refers to an area specifically targeted for future job growth and economic opportunities.



Cowra insights

Building strong economic foundations for growth

Cowra has built a strong local and visitor economy and shows great potential for growth.


Key insights



Cowra attracts around 400,000 visitors annually, predominantly from metro Sydney, who collectively spend \$75 million each year in the town

The total local spend amounts to \$320.7 million, with \$209.4 million coming from residents and \$111.3 million from visitors





Residents contribute \$134.5 million through local escapes and \$113.6 million through online spending, with an average transaction value of \$80

Source: Geografia, Spendmapp Cowra LGA; Cowra Destination Management Plan 2023 - 2026

7 © Village Well 2024 | Place Vision and Activation Plan

Opportunities for future growth

- 

Town centre experience

Enhancing the town centre experience can significantly increase spending. A more compelling town centre will attract visitors who are likely to stay longer and spend more, turning the town into a destination rather than just a stopover.
- 

Diverse business mix

Having a variety of restaurants, gift shops, and accommodations will appeal to both locals and visitors, encouraging weekend trade and boosting overall spending.
- 

Beautification and events

Reinvesting in beautifying the town and creating a central meeting place for events can yield a positive return on investment, attracting more visitors and enhancing the town's appeal.
- 

River precinct activation

Activating the River precinct has the potential to set Cowra apart as a unique destination, appealing to both locals and tourists and further increasing spending.
- 

Precinct activation

Ensuring total activation by linking key areas such as the River precinct, Macquarie Street, Squire Park, the art precinct, and the railway station. This integrated approach will create a cohesive and vibrant environment that encourages exploration and engagement across the entire precinct.
- 

Strategic campaign

Developing a strategic campaign to attract the right mix of businesses will not only cater to the needs of locals but also enhance the experience for visitors, driving additional spending in the town.



A thriving River Town

The becoming
unbusy capital of
the Central West

Principle 01

Cowra Can-do



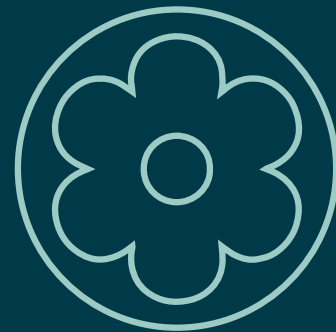
Principle 02

Beautiful and connected



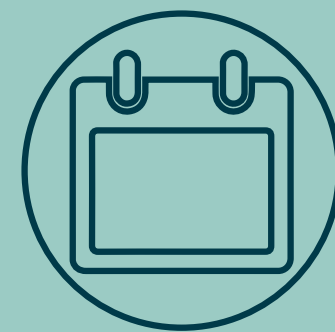
Principle 03

Fun and active Cowra



Principle 04

Something for everyone



Cowra CBD Vision

A thriving River Town

The becoming unbusy capital of the Central West

It is a beautiful, connected, welcoming and inclusive town centre experience full of surprise and delight. Our vision for Cowra CBD is one of energy and deep connection where art, history and community flourish. The unique attractions, rich heritage, and immersive experiences showcase the best of our town. Celebrating community and culture is what makes us special.

In our river town, wellness is both personal and collective, with a focus on nurturing the mind, body, and spirit of all residents. We seek to connect the CBD to the river, gardens and Wiradjuri culture, weaving Indigenous story lines and history into the fabric of our town. Water is a central theme, with the Lachlan River and Wyangala Dam serving as anchors for our town's identity.

The main street has become a welcoming third place, where people gather, connect, and enjoy the beauty of our river town. Through embracing the Lachlan River and Indigenous culture, we honour our past while embracing a dynamic future. Our river town is the lifeblood of Cowra, where every person feels valued and included.

Why 'A thriving River Town' vision?

'A Thriving River Town' vision is rooted in Cowra's unique position with the Lachlan River bordering its main street, offering a strong foundation for future revitalisation. Water is increasingly valued as a vital community resource, and Cowra's water security ensures long-term sustainability. By drawing inspiration from successful river front transformations in other regional cities like Wagga Wagga Beach, Mildura, and Echuca, Cowra aims to become a vibrant tourist destination through the celebration and activation of its river front and main streets. Embracing river theme promises an exciting future for Cowra's CBD.

Why 'becoming unbusy'?

The concept of 'becoming unbusy' has gained momentum as global and local movements are driven by people seeking deeper meaning, authenticity, and connection in their lives—the essence of the "Good Life." Cowra is well positioned to embody this story.

Cowra, a major food hub in the region, highlights local and regional food growers, producing value-added offerings like craft beers, premium meats, and locally grown vegetables. 'Becoming unbusy,' synonymous with the 'Good Life,' emphasises the celebration and cultivation of healthy and content individuals and communities. Embracing rural living and encouraging moments of pause and connection to what truly matters is the essence of becoming unbusy. By owning the capital of 'becoming unbusy' as a 'Thriving River Town,' ensures that all roads lead to Cowra when people want to rest, live, work, and play.

Note: This vision was created by the many combined stories from the 'Can-do Cowra, community workshop.

Visionary principles

The following principles will guide the implementation of the aspirational vision for a successful Cowra CBD activation. Embracing these principles wholeheartedly will ensure alignment with the overall vision and maximise the impact of initiatives.



Principle 01 | Cowra Can-do

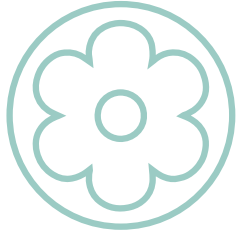
Driven by a collaborative spirit and culture of optimism, 'Cowra Can-do' represents a shared commitment to building a resilient and dynamic community. The community's collective strengths encourage partnerships among various stakeholders, including businesses and residents, to work together towards a brighter future for Cowra CBD. Enlightened governance and positive leadership form the backbone of how Cowra's people work together, enabling smooth communication and decision-making. This ensures that initiatives align with Cowra's new CBD identity, heritage, and cultural values while fostering connections that promote inclusivity, diversity, and a deep respect for community and Country.



Principle 02 | Beautiful and connected

Cowra CBD blends history, culture and nature for a unique and immersive experience. Clear signage amidst the hilly landscape ensures easy access to essentials and attractions, while colourful wayfinding encourages walking and cycling. Leveraging Cowra's natural beauty, nature-inspired wayfinding integrates with trails, gardens, and the river front. The CBD's streets are revitalised into scenic and functional spaces. The river precinct and theme flows into the main street. Traders have become Placemakers with beautiful shopfronts.

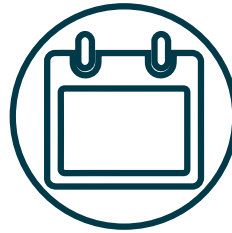
Welcoming banners and artistic sculptures act as charming markers, guiding people to key destinations whilst displaying local pride. Seating and in-store experiences spilling onto the streets enriches the pedestrian journey. The street experience extends beyond Redfern and Kendal Streets, flowing into the laneways and side streets, connecting pathways providing seamless exploration. Lush greenery contributes to a clean and green environment. Wiradjuri cultural patterns are woven into public spaces to celebrate the local Indigenous heritage, promoting exploration and awareness of First Nation storylines. Gathering spaces such as Macquarie Street and the Arts Precinct emerge as new meeting places for social get-together and community activities, reflecting spirit of connection and inclusivity.



Principle 03 | Fun and active Cowra

Cowra is a vibrant hub of activity day and night, offering diverse activations and events that energise the community. From lively markets and dining options to engaging art installations and games, there's always something exciting happening in Cowra. Live music, river festivals, and community activities bring people together, fostering a sense of belonging and connection. Cowra's rich heritage shines through storytelling, heritage trails, and cultural events that honour its past while embracing the present and future.

The arts precinct is an evolving canvas showcasing local artists' talents, with public art installations and cultural performances adding a dynamic layer to Cowra's cultural landscape. Cowra's dining scene offers a journey of flavours. As a community hub, Cowra provides amenities and spaces that enhance quality of life and a strong sense of community.



Principle 04 | Something for everyone

Cowra celebrates its inclusive community, where diversity is celebrated and everyone feels welcome. Its flourishing local food scene offers culinary experiences for every taste, reflecting the multicultural community. The presence of key operators are integral to Cowra's food culture. Community-friendly events bring people together for experiences that enrich community life, embracing the transformative 'power of free.' Support for unique and quality local businesses and entrepreneurship drives economic growth, with incentives ensuring accessibility and affordability. The emphasis on healthy Living makes wellness activities accessible to all, fostering a thriving and holistic community.





Audience Profiles: Future needs and wants | 1

This section includes avatars who capture the aspirations for different cohorts that are a part of Cowra. The profiles were informed by collaborative workshop discussions and insights.



Out-of-town explorers

Jemma and Tom, visitors from Sydney, are a couple in their late twenties.

Values

Authentic local experiences, unique and special moments, cafe culture, seasonal activities, diverse dining options, and walkable environments offering wellness activities and a connection with nature and history.

Jemma and Tom

Jemma and Tom are avid explorers from Sydney who spend a week immersing themselves in the town's offerings. They visit local vendors and farmers' markets, participate in festivals, and enjoy art walks through the town. Jemma has been coming to Cowra for Easter since she was young, and it provides them with time to relax, unwind, and enjoy its unique charm and beauty. She loves how the town offers something for every age, and her favourite thing to do is to sit at riverside with a wine and hear some live music.

Wants:

- Free activities
- Good local food
- Unique experiences

Needs:

- Activities for day, night and weekends
- Access to history and culture
- Diverse offerings



Families

Peter, late thirties to early forties, lives in town and Dad of two.

Values

Supporting local initiatives and businesses, fostering community connections, and driving regional growth and development, particularly through projects that promote local crafts, produce, and businesses.

Smith Family

The Smith Family are a farming family who sell their produce at the local cooperative and weekly Farmer's Market in Cowra. They work hard and make the most of any time off farm duties. Their favourite time of year is the Cowra Harvest Festival, where they celebrate the local produce, and the producers. Fairly new to parenting, they enjoy opportunities to meet other parents and have formed a small community that support each other in this new chapter in life.

Wants:

- Kid's activities
- Free events
- Fun weekend evening events

Needs:

- Convenience, (groceries, services, education)
- Affordable shops
- Social connection

Audience Profiles: Future needs and wants | 2



Local teen

Hannah, teenager and locally raised.

Values

Meaningful peer connections, vibrant social life, safe places to hang out with friends, spending time in nature, staying connected with local happenings through social media.

Hannah

Hannah finds joy in being outdoors and loves activities such as live music, sports, and anything where she can go with her friends. After school she will train with the local sporting team and enjoys game days, where there is often fun events after home games. She loves art and her highlight of the year was contributing to an art mural in one of the streets in town. Whenever any family visits, she takes them there to point it out. There is a local cafe nearby where she did a barista course and she is starting to do some weekend shifts there. They have a 'Jazz Saturday' every month, and she enjoys working away to the tunes.

Wants:

- Free activities
- Good food
- Unique experiences

Needs:

- Safe places to meet her friends
- Affordable food and service options
- Fun places to hang out, evening activities
- Young lifestyle fashion

Retirees

John, married, lived locally his whole life.

Values

Quirks of small-towns, local history, architecture, cultural events, supporting local businesses, social interactions, engaging with the community authentically, accessibility and environmentally friendly practices.

John

John has lived in the region his whole life, and is not going anywhere soon. He is a mad history buff and volunteers for the History Walks program, where he loves to share his knowledge. This program has helped him stay connected to people after his retirement, and he has met some good friends along the way. He spends Thursday evenings every week playing bingo at the town centre, and has a group that goes to events and activities together every fortnight.

Wants:

- Events and activities
- A place to sit and enjoy the sun
- Helping people learn about his home town

Needs:

- Accessible walking and transport
- Convenience
- Places to be with people

15 © Village Well 2024 | Place Vision and Activation Plan

Item 2.1 - Attachment I

Page 23



Overview

What we did

In March 2024, Village Well facilitated a three-hour workshop for Cowra CBD with local stakeholders including Cowra community members, business owners and Council. For additional details refer to the Business and Community Workshop Summary.

Purpose

The workshop aimed to inspire and engage participants in activating Cowra CBD. Cowra’s uniqueness was explored through project context, perspectives, aspirations, priorities, and views on enhancing its identity, attracting investment, and promoting tourism.

Top aspirations

- 1. Vibrancy and activity
- 2. Cleanliness and maintenance
- 3. Diversity and accessibility
- 4. Community engagement
- 5. Economic development



Top Opportunities

- 1. Beautify & enhance assets (16%)
- 2. Retail & hospitality expansion (15%)
- 3. Economic growth & business development (12%)
- 4. Tourism & marketing (11%)
- 5. Community revitalisation (11%)

Top Challenges

- 1. Economic constraints (19%)
- 2. Community engagement & mindset (16%)
- 3. Infrastructure & traffic issues (10%)
- 4. Property challenges (7%)
- 5. Streetscape appeal (6%)
- 6. Retail offerings (5%)

Participation



128 people

“Can-do Cowra needs to be driven by grassroots – we need to drive it”

“We need to be inclusive of the whole idea and all the ideas have to come from all aspects of what the community needs”

“Bring the colour and life of the biggest tourist attraction into the main street”

“Develop the river to be family-friendly and to draw visitors and entertainment”

“Enthusiastic, energetic residents, ‘can-do’ attitude”

“Let’s get together and make things happen”



Village
Well

18 © Village Well 2024 | Place Vision and Activation Plan

New positioning

“A thriving River Town” re-positions Cowra as a unique place to stay, rest, play, eat, shop and explore a unique region.

As we envision Cowra CBD’s new positioning as ‘A thriving River Town,’ we start at the beginning of the Lachlan River. With a beautiful and active main street and an arts precinct, we aim to create a distinct future for Cowra. This vision is about instilling local pride, attracting visitors, and shaping a unique identity for the CBD as a place where people can stay, relax, play, dine, influence, and explore the surrounding region. The goal is to position Cowra CBD as a vibrant destination that celebrates its natural beauty, cultural richness, and community spirit.

19 © Village Well 2024 | Place Vision and Activation Plan



Small-wins

Early successes in tactical initiatives and place activation are crucial to instil confidence and momentum. Key actions include:

- Establishing 'Cowra Can-do,' a proactive community initiative.
- Cultivating a positive mindset towards social media engagement and outreach.
- Introducing vibrant business planter boxes to enhance streetscapes.
- Prioritising street cleanliness and revitalising vacant shop spaces.
- Hosting engaging BIZ HQ workshops to empower local businesses.
- Facilitating networking opportunities and fostering collaborative partnerships.

Big Moves

The 'Big Moves' represents a visionary plan aimed at transforming Cowra into a vibrant and dynamic destination. This initiative encompasses five key projects:

- A new vibrant River Precinct known as 'Cowra's Beach'.
- An Entertainment and Arts Precinct that promises cultural richness and excitement.
- Squire Park, a green oasis for relaxation and community gatherings.
- Comprehensive beautification efforts to enhance Cowra's aesthetic appeal.
- The creation of Macquarie Popup Park, a versatile and engaging public space.

These 'Big Moves' signify Cowra's commitment to growth, innovation, and creating a thriving environment for both residents and visitors.



Five Big Moves

1. A new vibrant River Precinct 'Cowra's Beach'

Introducing a new public beach for the Cowra community and inspired by the success of destinations like Wagga Wagga's beach, Mildura and Echuca, Cowra's new River Precinct sets itself apart. Featuring river festivals, playgrounds, and a range of water activities, this precinct promises a unique experience for visitors and locals.

Key activations include:

1. Enhancing river access by installing viewing areas, a river pontoon, and riverside food and beverage options.
2. Improving amenities like seating, lighting, and bike tracks, while addressing waste and safety measures.
3. Indigenous cultural experiences and family-friendly events like fishing competitions and outdoor movies.
4. Maintaining a scenic grass area along the riverbank for relaxation and recreation.

2. Entertainment and arts precinct

The Entertainment and Arts Precinct is a vibrant hub featuring an expanded gallery, a lively piazza for events, and a refurbished theatre, positioning the Arts as a central attraction in Cowra.

Key activations include:

1. Implementing master plan for Civic Square.
2. Hosting popup entertainment with live performances, dancing, and a variety of food trucks.
3. Installing decorative lighting to create an inviting atmosphere.
4. Implementing a calendar of live music events, including daytime buskers and themed evenings like Friday night Jazz.



Image 1: Point Cook popup park

3. Squire Park

Squire Park becomes a green oasis in the heart of Cowra, featuring outdoor seating, art murals, sculptures, interactive elements, a nature play playground, and water features for instagrammable moments. It aims to create a vibrant space that celebrates local artists while providing a place for relaxation, socialising, dining, and community celebrations.

Key activations include:

1. Tranquil design with lush greenery and pathways.
2. Comfortable seating and shaded areas for enjoying takeout meals.
3. A designated area for children with nature-inspired play equipment, encouraging outdoor play and connection with the natural environment.
4. Large blank canvases displaying cultural or historical murals alongside integrated rock climbing elements and creative sculptures
5. Enhancing ambiance with fountains and sensory experiences.

4. Beautification

Beautification involves transforming the streets, softening the infrastructure, and greening Cowra. This involves enhancing the visual appeal of public spaces, improving the aesthetics of built structures, and introducing more greenery to create a more inviting and attractive environment.

Key activations include:

1. Beautify footpaths with planter boxes featuring colorful flowers, shrubs, or small trees.
2. Revamp benches with fresh paint and add comfortable seating options.
3. Adorn each shopfront with hanging baskets for a touch of greenery.
4. Install vertical gardens on the stone walls to add colour.
5. Commission or install public art pieces such as sculptures or murals. These can be integrated with the greenery to create a cohesive and attractive streetscape.
6. Illuminate the street with decorative lighting in trees and under shop awnings for a charming ambiance.
7. Including a prominent town clock or timepiece as a focal point.



Image 2: Darlinghurst playground

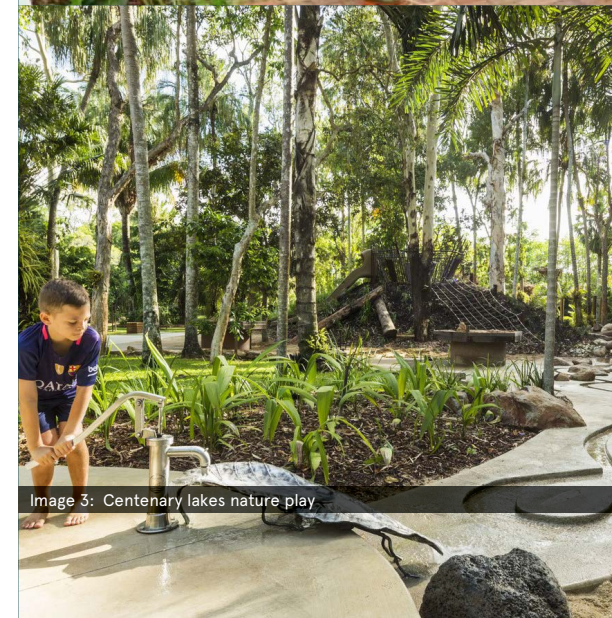


Image 3: Centenary lakes nature play

5. Macquarie Popup Park

The new popup park in Macquarie Street will create a new meeting destination for Cowra. It will become the town square for small community events, festivals, music, markets. At non-active times it will be a place to rest and meet.

Key activations include:

1. Creating a concept plan design and closing off part of Macquarie Street into a pedestrian-friendly space
2. Introducing landscaping elements such as trees, shrubs, and native plants to add greenery and natural beauty to the park.
3. Cantenary lighting suspended overhead to illuminate the park especially during evening and nighttime hours.
4. Incorporating art installations, sculptures, and elements inspired by Indigenous culture and heritage.
5. Organising a variety of activation events throughout the day and night, including community gatherings, small-scale festivals, live music performances, markets, and cultural celebration.

23 © Village Well 2024 | Place Vision and Activation Plan



Image 4: Yarraville public park

A River Town full of surprise and delight

This visual map depicts artistically small wins and significant moves that will reposition Cowra CBD into an attractive and prosperous destination.



24 © Village Well 2024 | Place Vision and Activation Plan



Project priorities

The activation plan is based on key themes identified during the community workshop. These themes were prioritised and translated into high-level projects, which are then broken down into actionable steps. This approach ensures a clear pathway from priorities to concrete actions, contributing to the town’s revitalisation and activation.

Disclaimer: Please note that the time frames, actions, and responsibilities outlined in these project plans are intended as recommendations and are subject to change as the project progresses. These plans are flexible and will be adapted based on ongoing evaluations, stakeholder feedback, and practical considerations encountered during implementation. The goal is to remain responsive to changing circumstances and ensure the best outcomes for the project.

These key themes are listed in order of the number of participant votes received. This is highlighted in the projects on the following pages.

- Key themes
- VOTE
- 

1. Dining and entertainment...(85)
- 

2. Retail(57)
- 

3. River and environment.....(57)
- 

4. Beautification.....(47)
- 

5. All roads lead to Kendal St..(40)
- 

6. Promoting Cowra.....(39)
- 

7. Arts and culture.....(39)
- 

8. Accessibility.....(36)
- 

9. Team Cowra.....(25)
- 

10.Night-time economy.....(23)

Cowra Can-do

A leadership group that showcases effective governance, cultivating a positive “culture of yes” in Cowra by removing barriers and fostering collaboration and co-operation within the community.



Activity	Action	Timeframe						Responsibility
		0-6M	YR1	YR2	YR3	YR4	YR5+	
Leadership Group	Create a leadership group, referred to as Cowra Can Do.	✓						Cowra Can Do
	Apply for grants and other opportunities as they arise.	✓	✓	✓	✓	✓	✓	Council Community Building owners
Social Media Campaign	Design and schedule regular posts showcasing positive stories, updates/ news, achievements, and events in Cowra LGA.	✓	✓	✓	✓	✓	✓	Grant funding – NSW and Australian Governments
	Encourage residents to be a Cowra Can Do ambassador.	✓	✓	✓	✓	✓	✓	Business Stakeholders – special interest groups
Community Driven Initiatives	Cultivate a “Can Do” culture fostering positivity and openness within the community.	✓	✓	✓	✓	✓	✓	Biz HQ NSW Business Chamber
	Establish community task forces to oversee specific projects or initiatives, such as beautification projects, cultural events, etc.	✓	✓	✓	✓	✓	✓	Cowra Tourism

Cowra CBD Beautification

The "Cowra CBD Beautification" aims to elevate the area's charm and functionality by introducing nature and plants, streetscape enhancement and cleanliness for visual appealing urban environment.



Activity	Action	Timeframe					Responsibility
		YR1	YR2	YR3	YR4	YR5+	
Nature	Integrate and or enhance gardens and nature throughout the CBD and project scope area.		✓	✓			Council
	Investigate the placement of flowering planter boxes in front of participating businesses.	✓					Community
	Install fairy lighting in suitable trees.	✓					Grant funding – NSW and Australian Governments
Cleanliness	Implement an enhanced cleaning and maintenance schedule to make our streets and carparks beautiful.						Business
							Building Owners
							Stakeholders – special interest groups
		✓	✓	✓	✓	✓	Biz HQ
							NSW Business Chamber
							Cowra Tourism

Retail and Community Revival | 1

Focused on revitalising the retail sector, we aim to uplift Kendal, Redfern and the side streets by exploring new retail strategies and opportunities. The aim is to create a vibrant retail environment.



Activity	Action	Timeframe						Responsibility
		0-6M	YR1	YR2	YR3	YR4	YR5+	
Buildings	Work in partnership and encourage building owners to maintain, repair, paint shopfronts and awnings.		✓	✓	✓	✓	✓	Council
	Review the final report of the proposed civic design improvements for Cowra Town Centre by J.S. Butterworth Pty Ltd and determine its appeal/currency.		✓	✓	✓	✓	✓	Community Building owners
Streetscape	Continue to hang colourful banners or flags for promotion and visual movable enhancement in Kendal Street.		✓	✓	✓	✓	✓	Grant funding – NSW and Australian Governments
	Council to consider extending decorative light poles and flag poles along Redfern Street, Kendal Street and other side streets.						✓	Business Shopping Centres
	Revisit the placement of public seating across the CBD and project scope area.			✓	✓			Stakeholders – special interest groups
	Investigate the fixing of or placement of a town clock.		✓					Biz HQ
	Investigate enhancing Brisbane Street from the new Cowra hospital to the Government offices/services.						✓	NSW Business Chamber
	Improve signage across the target area.		✓					Cowra Tourism
Empty shops	Collaborate with vacant shop owners to ensure their premises are clean and ready to be leased.		✓	✓	✓	✓	✓	Destination NSW
	Encourage temporary pop-up shops, themed displays, exhibitions, etc.		✓	✓	✓	✓	✓	Cowra Can Do

Retail and Community Revival | 2

Focused on revitalising the retail sector, we aim to uplift Kendal, Redfern and the side streets by exploring new retail strategies and opportunities. The aim is to create a vibrant retail environment.



Activity	Action	Timeframe						Responsibility
		0-6M	YR1	YR2	YR3	YR4	YR5+	
Empty shops	Seek to establish a business incubator program that provides support, resources and mentorship to new and existing business looking to open or expand in the project scope area.			✓	✓			Council Community
	Establish a positive connection with building arcade owners and work towards finding solutions to fill vacant spaces.		✓	✓	✓	✓	✓	Building owners Grant funding – NSW and Australian Governments
Activation	Collaborate with Biz HQ and NSW Business Chamber to provide educational events, encourage innovation and build business confidence.	✓	✓					Business Shopping Centres
	Encourage local businesses to have a digital presence, with online shopping opportunities and social media platform promotion.		✓	✓	✓	✓	✓	Stakeholders – special interest groups
	Host Small Business Month activities.		✓	✓	✓	✓	✓	Biz HQ NSW Business Chamber
	Collaborate with local businesses to encourage weekend and public holiday trade. Start small and learn from the experience.		✓	✓	✓	✓	✓	Cowra Tourism Destination NSW
	Collaborate with dining and coffee shops to review hours of operation, especially on weekends. Consider implementing a roster system for weekend trade.		✓	✓	✓	✓	✓	Cowra Can Do
	Create an annual activation plan of events.		✓	✓	✓	✓	✓	
	Encourage buskers/performers to draw foot traffic.		✓	✓	✓	✓	✓	

Retail and Community Revival | 3

Focused on revitalising the retail sector, we aim to uplift Kendal, Redfern and the side streets by exploring new retail strategies and opportunities. The aim is to create a vibrant retail environment.



Activity	Action	Timeframe						Responsibility
		0-6M	YR1	YR2	YR3	YR4	YR5+	
Activation	Local businesses to support community events, through shop window display and business activation (e.g., Sakura Matsuri – Cherry Blossom Festival).	✓	✓	✓	✓	✓	✓	Council
	Encourage collaboration between retailers and producers to promote local products.		✓	✓	✓	✓	✓	Community
	Support and implement shop local campaigns, including the Cowra Cash Card.		✓	✓	✓	✓	✓	Building owners
	Deliver a Christmas Shopping promotional campaign annually incorporating events, decorations, retail initiatives and targeted advertising to position Cowra as a shopping destination experience.		✓	✓	✓	✓	✓	Grant funding – NSW and Australian Governments
	Promote independent or niche retailing by investigating avenues to encourage micro or online retailers in the region to establish a shop front presence in the CBD.			✓	✓	✓		Business
	Undertake targeted investment attraction for specific business types identified in a business gap analysis.			✓	✓	✓		Shopping Centres
	Consider further research into the development of a Co-Op.			✓	✓	✓	✓	Stakeholders – special interest groups
	Link retail activities with cultural events and festivities through marketing, increased consumer awareness and connection between event organisers and retailers as well as hospitality venues.		✓	✓	✓	✓	✓	Biz HQ

Retail and Community Revival | 4

Focused on revitalising the retail sector, we aim to uplift Kendal, Redfern and the side streets by exploring new retail strategies and opportunities. The aim is to create a vibrant retail environment.



Activity	Action		Timeframe						Responsibility
		0-6M	YR1	YR2	YR3	YR4	YR5+		
Activation	Provide specialist training for local retailers to upskill in diversifying their sales channels.		✓	✓	✓	✓	✓	Council	
	Deliver retail merchandising training to upskill retailers on the importance of shop front presentation and product mix and placement.		✓	✓	✓	✓	✓	Community	
	Using Cowra’s central location, encourage Cowra to apply to host small conferences and business meetings. Work with suitable venues and encourage collaboration.		✓	✓	✓	✓	✓	Building owners	
	Revise Council policies/fees and other legalities to support a vibrant shopping precinct (e.g., business promotional A-frame).		✓					Grant funding – NSW and Australian Governments	
	Support the redevelopment of Bunnings in Redfern Street and encourage its completion.		✓	✓	✓			Business	
								Shopping Centres	
								Stakeholders – special interest groups	
								Biz HQ	
								NSW Business Chamber	
								Cowra Tourism	
								Destination NSW	
								Cowra Can Do	

Squire Park Upgrade

Transform Squire Park as a centralised hub to promote a safe haven for young people, families and all users of this space.



Activity	Action	Timeframe					Responsibility
		YR1	YR2	YR3	YR4	YR5+	
Strategic Direction	Commence developing a master plan for Squire Park Upgrade precinct, including café offering, public toilet access, play area and lighting.			✓	✓	✓	Council Community
	Link site access to Cowra Club, Cowra Police Station and the new Cowra Hospital.			✓		✓	Grant funding – NSW and Australian Governments
Site Enhancement	Continue to maintain seasonal garden beds.	✓	✓	✓	✓	✓	Business Stakeholders – special interest groups
	Clean existing seating and bins.	✓	✓	✓	✓	✓	Biz HQ
	Investigate the installation of free wi-fi access points throughout the Park.	✓					NSW Business Chamber Cowra Tourism
Pop Ups	Continue to support existing local events held in Squire Park. Encourage new events.	✓	✓	✓	✓	✓	Club Cowra Cowra Police Station
	Link Squire Park activation events to local shopping opportunities. Incorporate music performances.	✓	✓	✓	✓	✓	Cowra Hospital

Macquarie Street Precinct

Effective space utilisation for community engagement and economic growth. Focusing on Macquarie Street (Coles shopping centre side) through site enhancement and activation strategies to form a precinct linking the two CBD blocks closest to the Lachlan River.



Activity	Action	Timeframe					Responsibility
		YR1	YR2	YR3	YR4	YR5+	
Strategic Direction	Commence developing a master plan for Macquarie Street precinct	✓					Council Community Building owners Grant funding – NSW and Australian Governments Business Stakeholders – special interest groups Biz HQ NSW Business Chamber Cowra Tourism Cowra Can Do
	Investigate placement of art/murals in agreed locations (e.g., Coles building wall)		✓				
Site Enhancement	Work with building owners to refresh/paint external shop walls	✓					
	Work with building owners to improve awning safety	✓	✓				
	Audit accessibility to use taxi rank, pedestrian crossings, footpaths and public bus shelter/stop, night lighting	✓					
	Enhance the existing First Nations murals by incorporating pavement art that compliments first nation design, using stencil pavement art decals		✓	✓			
	Refresh any public art murals (if required) and with permission						
Popup	Based on the success of the Christmas Festival food area concept; consider collaborating with interested stakeholders to organise popup activation events that compliment community connections		✓	✓			
	Consider using temporary zig- zagging cantenary lighting to be installed at popup evening events			✓	✓		
Empty shops	Work in partnership with local building owners to revisit the future use and purpose of empty shops (e.g., Newcastle initiative)	✓	✓	✓	✓	✓	

Connected and Accessible CBD | 1

Developing an accessible and well-connected CBD ensures a greater shopping experience.



Activity	Action	Timeframe					Responsibility
		YR1	YR2	YR3	YR4	YR5+	
Traffic Management	Reduce highway impact on the CBD by considering implementing traffic calming and traffic congestion measures in Kendal Street, including strategies like speed limit adjustments, pedestrian zones, etc.	✓	✓	✓	✓	✓	Council Community
	Continue to advocate for the mid-level river crossing (Redfern Street).	✓	✓	✓	✓	✓	Transport NSW Grant funding – NSW and Australian Governments
	Work with the traffic committee to improve off-street parking opportunities and appropriate use of drop off pick up zones.	✓	✓	✓	✓	✓	Business
Enhance Connectivity	Investigate opportunities to improve off street parking, including supermarket carparks and the new Cowra Hospital precinct.	✓	✓	✓	✓	✓	Stakeholders – special interest groups
	Audit the locations and functionality of disabled carparking spaces and how residents access the CBD area.	✓					Biz HQ NSW Business Chamber
	Create CBD bike track/loop. Implement bike friendly infrastructure.					✓	Cowra Tourism
	Council to continue to provide the Access Incentive Scheme.	✓	✓	✓	✓	✓	Cowra Can Do

Connected and Accessible CBD | 2

Developing an accessible and well-connected CBD ensures a greater shopping experience.



Activity	Action	Timeframe					Responsibility
		YR1	YR2	YR3	YR4	YR5+	
Improve safety and aesthetics	Investigate night lighting in Kendal Street from the bridge to the Cowra Railway Station, Redfern Street, Brisbane Street (from the new Cowra Hospital to the Government offices – Medicare)	✓					Council
	Review lighting at pedestrian crossing.			✓			Community
	Investigate the placement of rubber traffic curbs to stop vehicles rolling back onto the footpath in Kendal Street.		✓				Transport NSW
	Enhance footpath surfaces across the project scope area.	✓	✓	✓	✓	✓	Grant funding – NSW and Australian Governments
Utilise spaces for community engagement	Transform public spaces such as parks, streets and carparks into vibrant areas with interactive art installations, murals, etc.	✓	✓	✓	✓	✓	Business
	Explore creative popup spaces that feature rotating exhibitions and live demonstrations.				✓	✓	Stakeholders – special interest groups
	Support the Master plan for the Civic Square.	✓	✓	✓	✓	✓	Biz HQ
							NSW Business Chamber
							Cowra Tourism
							Cowra Can Do

Environment and River Precinct: A New River Precinct | 1

Promote the revitalisation of the river area to link its placement within the CBD area. To make a comprehensive effort to enhance the environmental sustainability, recreational value and significance of major waterways to first nations people.



Activity	Action	Timeframe					Responsibility
		YR1	YR2	YR3	YR4	YR5+	
Accessibility & Beautification	Continue to implement Councils River Master plan Strategy.	✓	✓	✓	✓	✓	Council
	Enhance viewing areas for river access and enjoyment.			✓			Community
	Link Redfern Street to Kendal Street through enhancing the riverbank area to host popup events, with food and beverage, entertainment, etc.. Seek out grant funding when available.		✓	✓			Grant funding – NSW and Australian Governments
	Investigate a river pontoon and or unique attraction (such as a small river boat)				✓		Business
	Investigate all year usage of the café facilities at the Cowra Aquatic Centre.	✓					Stakeholders – special interest groups
	Investigate access to the river and beautification for customers from the Cowra Van Park.					✓	Biz HQ
Environmental sustainability and management	Address rubbish and promote cleanliness along the river foreshore, especially after major flooding.	✓	✓	✓	✓	✓	NSW Business Chamber
	Investigate safety measures, including solar lighting along walking tracks.	✓	✓	✓	✓	✓	Cowra Tourism

Environment and River Precinct: A New River Precinct | 2

Promote the revitalisation of the river area to link its placement within the CBD area. To make a comprehensive effort to enhance the environmental sustainability, recreational value and significance of major waterways to first nations people.



Activity	Action	Timeframe					Responsibility
		YR1	YR2	YR3	YR4	YR5+	
Community engagement and recreation	Promote First Nations connections with Wiradjuri led walks and talks along the river.	✓	✓	✓	✓	✓	
	Promote community to connect with natural river environment.	✓	✓	✓	✓	✓	
	Consider water-based events and activities such as canoe hire, movies under the stars, art installations and a River Festival.			✓			

Cowra Railway Station Precinct

Transform the old railway station into a vibrant hub, of events, culture, heritage, experiences and popup ventures.



Activity	Action	Timeframe					Responsibility
		YR1	YR2	YR3	YR4	YR5+	
Showcase Cowra Railway Station Precinct	Work with existing user groups to understand the current use and arrangements in place.	✓	✓				Council Community Building owners Grant funding – NSW and Australian Governments
	Collaborate to determine the future opportunities to increase precinct vibrancy.		✓				Business Stakeholders – special interest groups Biz HQ NSW Business Chamber
	Work in partnership with Cowra Tourism to promote events and activities held at the railway station.	✓	✓	✓	✓	✓	Cowra Tourism Cowra Can Do Lachlan Vintage Railway Car club Micro Gallery

Promoting Cowra | 1

“Promoting Cowra” strives to attract residents to Cowra for employment opportunities, lifestyle enhancement and business diversity.



Activity	Action	Timeframe					Responsibility
		YR1	YR2	YR3	YR4	YR5+	
Promotional Strategies and Initiatives	Council to develop a one stop shop digital platform that promotes Cowra as a thriving business environment and place to relocate to. (e.g., Think Orange) Check for currency.	✓	✓				Council
	Council to develop a regional prospectus that is used to entice new business to our region, especially in the area of retail.			✓			Community
	Keep Cowra in the spotlight by considering positive marketing campaigns. Use opportunities to appear on travel shows and morning TV programs, printed media, blogs, etc.	✓	✓	✓	✓	✓	Grant funding – NSW and Australian Governments
	Communicate information and data relevant to the sector via e-newsletters, through special events and on social media. Establish a dedicated retail distribution list.	✓	✓	✓	✓	✓	Business
Partnerships	Consider implementing a fresh start to an inclusive and collaborative retail representative group.	✓	✓	✓	✓	✓	Stakeholders – special interest groups
	Collaborate with Cowra Tourism.	✓	✓	✓	✓	✓	Biz HQ
							NSW Business Chamber
							Cowra Tourism
							Cowra Business Chamber
							Neighbouring Councils

Promoting Cowra | 2

“Promoting Cowra” strives to attract residents to Cowra for employment opportunities, lifestyle enhancement and business diversity.



Activity	Action	Timeframe					Responsibility
		YR1	YR2	YR3	YR4	YR5+	
Partnerships	Engage with our neighbouring Councils to identify areas of opportunity and regional economic growth.	✓	✓	✓	✓	✓	
	Revise and promote the Doing Business with Council – NSW Government Business Concierge Service.	✓	✓	✓	✓	✓	

Art, Culture and Entertainment Precinct | 1

Creating an art and culture precinct aimed at nurturing creativity and showcasing local talent. This initiative is designed to attract visitors, enhance cultural richness, promote collaboration among artists and cultural groups and stimulate economic growth.



Activity	Action	Timeframe					Responsibility
		YR1	YR2	YR3	YR4	YR5+	
Placement of Art	Research and present to Council the possibility of significant art installations at the entrance points to Kendal and Redfern Streets. This will signal to people they are entering the shopping district.				✓		Council Community Artists Grant funding – NSW and Australian Governments Business Stakeholders – special interest groups Biz HQ NSW Business Chamber Cowra Tourism Civic Centre Regional Art Gallery Arts Out West Library Central West Libraries
	Consider the installation of further art / sculptures / etc. within the CBD. Encourage interactive art.			✓	✓	✓	
	Audit possible locations to expand the placement of murals or chalk art in the CBD and project scope area.	✓		✓		✓	
	Nurture local artists talent with the creation of grants.	✓	✓	✓	✓	✓	
	Encourage local businesses to incorporate local art within their businesses (promotion or sale).	✓	✓	✓	✓	✓	

Art, Culture and Entertainment Precinct | 2

Creating an art and culture precinct aimed at nurturing creativity and showcasing local talent. This initiative is designed to attract visitors, enhance cultural richness, promote collaboration among artists and cultural groups and stimulate economic growth.



Activity	Action	Timeframe					Responsibility
		YR1	YR2	YR3	YR4	YR5+	
Art Precinct	Work towards the implementation of the Master plan for the Civic Square, as an art precinct.	✓	✓	✓	✓	✓	Council Community Artists Grant funding – NSW and Australian Governments Business Stakeholders – special interest groups Biz HQ
	Celebrate the recent redevelopment of the Cowra Civic Centre.	✓					
	Apply for funds to improve the Cowra Regional Art Gallery offering.	✓	✓	✓	✓	✓	
Experiences	Support the development of a Cultural Plan.	✓	✓				NSW Business Chamber Cowra Tourism Civic Centre Regional Art Gallery Arts Out West Library Central West Libraries
	Support Program of Events at the Cowra Civic Centre, Cowra Regional Art Gallery and Cowra Library.	✓	✓	✓	✓	✓	
	Work with local hospitality businesses to offer pre or post show dining / entertainment.						
	Develop walking tours – heritage/culture, etc.. that showcase local business offerings.		✓	✓			
	Create a cultural centre that would provide people to learn the history of Cowra – First Nations storylines to present day.			✓	✓	✓	

Establish a Night Economy | 1

Enhancing the “Night time economy” with activities and initiatives focused on creating evening experiences for people. This includes promoting outdoor dining, creating a vibrant atmosphere and boosting weekend trade through various night-time activities and events.



Activity	Action	Timeframe					Responsibility
		YR1	YR2	YR3	YR4	YR5+	
Remove barriers	Revise Council policies and other legalities to support a nighttime economy in Cowra (e.g., the placement of outdoor dining infrastructure).	✓					Cowra Can Do NSW Police Local hotels, services clubs and restaurants Council Community Building owners Grant funding – NSW and Australian Governments Business Stakeholders – special interest groups BizHQ NSW Business Chamber Cowra Tourism Accommodation providers
	Work with local businesses to understand the challenges of operating at night time and over weekends. Problem solve solutions and implement (e.g., after dark shopping with guest speaker).		✓	✓	✓		
Partnerships	Businesses to work together and support each other in their night economy offerings (e.g., a gallery exhibition opening, followed by meal/music in a local business, caravan park visitors offered a deal to dine out).	✓	✓	✓	✓	✓	
	Work with NSW Police to encourage general safety of patrons.	✓	✓	✓	✓	✓	
	Continue to support Cowra Christmas Festival night.	✓	✓	✓	✓	✓	
	Investigate hosting evening events in the CBD (e.g., reach out to Vivid Sydney and see how we can redirect an installation to rural NSW).	✓	✓	✓	✓	✓	
	Investigate the installation of lighting, movable pavement lights or light projections on building walls to create an atmosphere.	✓	✓	✓	✓	✓	

Establish a Night Economy | 2

Enhancing the “Night time economy” with activities and initiatives focused on creating evening experiences for people. This includes promoting outdoor dining, creating a vibrant atmosphere and boosting weekend trade through various night time activities and events.



Activity	Action	Timeframe					Responsibility
		YR1	YR2	YR3	YR4	YR5+	
Partnerships	Investigate holding evening food night markets at suitable locations – Squire Park, Macquarie Street Precinct, along the river in Redfern Street.	✓					Cowra Can Do NSW Police Local hotels, services clubs and restaurants Council Community Building owners Grant funding – NSW and Australian Governments Business Stakeholders – special interest groups Biz HQ NSW Business Chamber Cowra Tourism Accommodation providers
	Support the live music offering in Cowra	✓	✓	✓	✓	✓	
	Community to support the Program of events at the Cowra Civic Centre and Cowra Regional Gallery.	✓	✓	✓	✓	✓	
	Community to consider offering evening entertainment options suitable for our young people and encourage a strong sense of belonging to the Cowra community.	✓	✓	✓	✓	✓	

Priority actions

The following table highlights the top-voted small wins/big ideas from the workshops, along with their corresponding themes. These were the top priority for the community participants and could be used to guide resourcing and implementation sequences of the above action plan. For a comprehensive list of all brainstormed actions, please refer to the appendix.

Priority actions	Votes	Theme
1. Building Cowra’s appeal to attract residents for employment, lifestyle, childcare, and business diversity	25	Promoting Cowra
2. Development of a hub around Macquarie Street	25	Dining and entertainment
3. Integrating old railway with dining and popups	20	Dining and entertainment
4. Cultivating a positive mindset within the community	19	Retail
5. Organising a river festival	18	River and environment
6. Improving the appearance and functionality of shopfronts by repairing, cleaning, and painting them	17	Beautification
7. Installing running lights from Bridge Street to the main street	16	Beautification
8. Establishing a rail trail connecting Cowra Canowindra	14	Accessibility
9. Developing an art precinct	13	Arts and cultural
10. Implementing measures to reduce traffic congestion in Kendal Street	12	Accessibility
11. Upgrading Squire Park	11	All streets lead to Kendal
12. Installing a town clock	10	Beautification

Next steps

The success of this community-owned plan will revolve around the ownership, leadership and commitment of the 'Team Cowra' community leaders to drive the positive change and action.

This will include the following:

- Pitch and sell the vision and actions to the larger community to garner support and participation.
- Focus on delivering and actioning the small-wins to build momentum and demonstrate progress.
- Secure funding for the Big Moves planned for the next three years to enable significant transformations.
- Recruit new leaders to expand the impact and reach of the revitalisation efforts.
- Celebrate our small wins to recognise achievements and maintain motivation.

47 © Village Well 2024 | Place Vision and Activation Plan



References

Image 1: Point Cook Pop Up Park. (2020). [International Women's Day Event]. CoLocal powered by BizBuddyHub. Images by David Mullins. Retrieved June 6, 2024, <https://colocal.com.au/public/pages/point-cook-pop-up-park>

Image 2: City of Sydney News. (2019, March 19). [Darlinghurst playground]. In Launch of new inner-city park to spark kids' imaginations. <https://news.cityofsydney.nsw.gov.au/photos/launch-of-new-inner-city-park-to-spark-kids-imaginations>

Image 3: Qld Chapter - Australian Institute of Architects. (2018, May 17). [Centenary lakes nature play\]. Facebook. https://www.facebook.com/447779608664510/photos/centenary-lakes-nature-play-pawa/1517664048342722/?p_aipv=0&eav=AfZ_LhPnwgeakCaN9DGSnrU5ERDgFq5O1xL_J4qECZ7B_LTp3kuQ0w7BABTD8icd_hl&_rdr

Image 4: Maribyrnong News. (2015, February 23). Yarraville public park [Photograph]. Life in the City of Maribyrnong. <https://cityofmari.wordpress.com/2015/02/23/was-a-road-now-a-public-park-the-permanent-park-in-ballarat-street-yarraville/>

Image 5: Melbourne Street Eat. (2024). [Photograph]. Instagram. <https://www.instagram.com/p/C3b3R4Uv8QZ/>

Image 6: RSM Design. (n.d.). Principle Centred Design [Photograph]. <https://rsmdesign.com/work/beacon-park-irvine-ca>

Image 7: Olivier, B. (2023, May). Which N.J. towns are bringing back pandemic-era outdoor dining? See the list. NJ Advance Media for NJ.com. <https://www.nj.com/news/2023/05/which-nj-towns-are-bringing-back-pandemic-era-outdoor-dining-see-the-list.html>

Image 8: Lindsay, M. (n.d.).

Image 9: Barbour, L. (n.d.). Site design. Building Dignity. <https://buildingdignity.wscadv.org/site-design/parent/>

Image 10: Author unknown. (n.d.). mmcite. <https://www.mmcite.com/es>

Image 11: Lindsay, M. (n.d.).

Image 12: Mercy Care. (2022). Aboriginal mural comes to life at Bennett Springs Early Learning Centre. Mercy Care Blog. <https://www.mercycare.com.au/news-and-information/aboriginal-mural-comes-to-life-at-bennett-springs-early-learning-centre>

Image 13: Best Australian Beaches. (2019). [Wagga riverside beach]. https://www.facebook.com/BestAustralianBeaches/photos/a.1803151746610326/2467898303468997/?_rdr

Image 14: Miller, J. R. (n.d.). Milwaukee Farmers Markets. Visit Milwaukee. <https://www.visitmilwaukee.org/things-to-do/shopping/farmers-market/>

Image 15: Visit Melbourne. (n.d.). Water activities. <https://www.visitmelbourne.com/regions/the-murray/see-and-do/outdoor-and-adventure/water-activities>

Image 16: Maribyrnong News. (2015, February 23). Yarraville public park. Life in the City of Maribyrnong. <https://cityofmari.wordpress.com/2015/02/23/was-a-road-now-a-public-park-the-permanent-park-in-ballarat-street-yarraville/>

Image 17: Jacki. (n.d.). Taylor Riverfront Waterpark Precinct, Renmark [Blog post]. Kids in Adelaide. <https://kidsinadelaide.com.au/renmark-waterplay-riverfront/>

Image 18: City of Sacramento. (2021, August 30). [Two 40-foot sculptures soon will be headed to the River District]. Sacramentocityexpress. <https://sacramentocityexpress.com/2021/08/30/two-40-foot-public-art-sculptures-coming-soon-to-the-river-district/>

www.villagewell.org

Melbourne | Sydney

Village Well

Phone: +61 3 9650 0080
admin@villagewell.org

Village Well NSW/QLD

Phone: +61 403 888 444
jennifer@villagewell.org



49 © Village Well 2024 | Place Vision and Activation Plan

From: Iris MacDougal
Sent: Tuesday, 23 July 2024 7:17 AM
To: Cowra Council
Subject: Re Macquarie Street.

CAUTION: This email originated from outside of the Cowra Shire Council Domain. Do not click links or open attachments unless you recognise the sender and know the content is safe.

Good Morning,
This is about plans for Macquarie Street beautification.
It all sounds very nice but it's not going to work.
For one thing the area is not big enough & will affect the through traffic taxis etc.
Regards Iris MacDougal

From:
Sent: Thursday, 18 July 2024 1:47 PM
To: Cowra Council
Subject: Submission on the CowraCBD Place Vision & Activation Plan

CAUTION: This email originated from outside of the Cowra Shire Council Domain. Do not click links or open attachments unless you recognise the sender and know the content is safe.

General Manager
 Cowra Shire Council

Paul Galea

Cowra CBD Place Vision & Activation Plan 2024

Sir,

I wish to make comment on the CBD plan as exhibited, July 2024

First up, I wish to say I am not being negative in my comments, I support the idea of improving the CBD of Cowra and any other assets of this area. The district has lots to offer.

Second, I was very disappointed in the plan as read, it has very few practical ideas that are actually new.

A lot of money to tell us what we already know and had thought of even if we haven't successfully implemented many of those ideas.

The development of the river precinct as an attraction with the pontoon, which would end up Forbes, and the river boat, which would not float most of the time, is totally impractical. We have existing river beaches.

Even if Council has withdrawn the camping privileges at Farleigh beach. Was a very popular spot with travelling visitors.

The development of the equivalent pathway to the southern side of the river along the embankment below the caravan park with resting points is feasible.

The closing and development of a people friendly mall/Plaza/Popup park in Macquarie St. is a suggestion from long ago, just a new name. Elimination of through traffic is a must except for emergency services and the busses. Parking in centre of second half of block.

Planter boxes have been previously suggested and some installed, but due to various problems were removed. A review of previous streetscape consultancy reports will find all the recommendations repeated.

E.g. Butterworth,

New ideas as today's interested ratepayers see them because little has been achieved., nothing changes, no finances or negative feedback stops the decision makers without the strength to initiate the improvements.

Council and the towns people can do little to initiate business to open within the town, that is up to the business owners/managers, But, the little that can be done is where we are failing.

The report highlights in many places that the cleanliness of the CBD needs to be improved.

The seats /furniture cleaned, garbage receivers emptied, (photo of rubbish (leaves) on footpath,) stained foot paths, untidy shopping centre carparks, Gardens lacking maintenance (replanting), bunting sad,

The plan calls for lighting to be enhanced, the lights we have now suffer from lack of being maintained, (footway lights either flicker or out, light bollards(Maquarie st.) loose in mounting, street lighting out,)

Council must review its CBD maintenance procedures and refine areas of responsibilities with processes that have some accountabilities on the staff responsible. Towns people must develop ownership of the CBD and become involved in picking up that rubbish blowing in the wind and place it in the council garbage receptacle.

Thank you for your time

Paul Galea

For your information;

Copy of information I have transmitted to a couple of Cowra Councillors ;

Just had a read of the CBD redevelopment plan.

I've been out of the loop for many years but it looks to me that nothing is new.

It's all been suggested and recommended many times, with little results.

The Butterworth report, I was very heavily involved in the writing of that, besides a few buildings being painted/ refreshed by keen owners nothing really implemented. Left to gather dust.

The report highlights what I've been pushing for many years, keep the place clean and tidy, make it look like someone cares and owns the place.

Lights in the trees, that was done, be it in a small way, but died in the bud.

Closing Macquarie st and turning it into a people friendly plaza, I spend my own money having a design drawn up before the visitors centre was built, the design was pooharred and died in its infancy, knocked by the tyre company in Macquarie st, the taxi drivers, short sighted Macquarie st business operators, just to name a few,

Like the closing of Darling st and forming a Civic square, and eliminating a bad intersection, stopped by older residents in the street. Proposed by council on a number of occasions.

I didn't attend that talkfest held recently as I wanted to see others bring forward new ideas, not re hash mine.

It seems people have similar ideas, nothing really new.

It takes time and money that the building owners don't want to or have to spend.

Council's part in this is to upgrade the routine cleaning and maintenance of the CBD, simple things make a huge difference.

See in the report a photo of Macquarie st, dirt and leaves all along the footpath, that should not happen. Should not be left, with numerous other references to the need to clean and tidy the CBD.

I wonder how grubby the suggested Macquarie st plaza area would become., If maintained the same way as we do today.

Those recommending a river boat don't know this river, it's fast (see dangerous) and normally very shallow, normally limited to 10ft Tinnies and the occasional jet ski.

A river pontoon would end up in Forbes.

A jetty would be destroyed., first flood.

How many people use the pathway that today exists along the river bank, have you walked it, probably not.

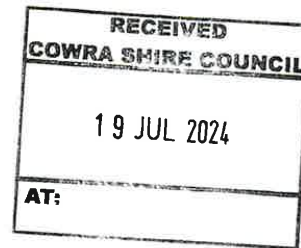
Sorry to vent my frustration on you.

Hope I'm totally wrong.

Paul Galea

2024/20891

Cowra Council
116 Kendal Street
Cowra, N.S.W. 2794



To the General Manager

In regards to the Cowra CBD place Vision and Activation plan
To be submitted before the 29th July 2024.

I wish to make the following comments:

I do not agree with Macquarie Street near Coles being turned into a
Pop up park for the following reasons.

It is not needed we already have squire park in the main street for
people to use.

It makes the other streets more congested. Including the school
streets. The other car park will be full more often.

It will encourage people to buy Cigarettes at the smoke shop on the
corner and sit in this park.

It is not a nice place to sit looking at empty shops and a wall.

It takes away parking spots.

Where is the buses, taxis and Coles truck going to go. It is hard
enough now for the Coles truck to gain access.

Opening up the shops in this street would be better.

As visitors to Cowra, parking motorhomes
is what is needed with signage from
both East & West Directions on entering
and making it easy to walk the main
Shopping area.

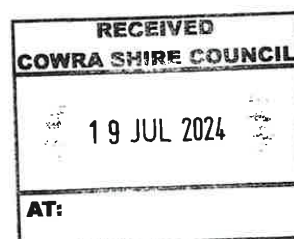
Yours Sincerely

signed:

Robert Green

2024/20890

Cowra Council
116 Kendal Street
Cowra, N.S.W. 2794



To the General Manager

In regards to the Cowra CBD place Vision and Activation plan
To be submitted before the 29th July 2024.

I wish to make the following comments:

I do not agree with Macquarie Street near Coles being turned into a
Pop up park for the following reasons.

It is not needed we already have squire park in the main street for
people to use.

It makes the other streets more congested. Including the school
streets. The other car park will be full more often.

It will encourage people to buy Cigarettes at the smoke shop on the
corner and sit in this park.

It is not a nice place to sit looking at empty shops and a wall.

It takes away parking spots.

Where is the buses, taxis and Coles truck going to go. It is hard
enough now for the Coles truck to gain access.

Opening up the shops in this street would be better.

Yours Sincerely

signed: _____

A handwritten signature in black ink, appearing to read "W. M. Murray".

From: Mark and Cheryl Cravinc
Sent: Wednesday, 3 July 2024 2:09 PM
To: Cowra Council
Subject: Cowra CBD Plan

CAUTION: This email originated from outside of the Cowra Shire Council Domain. Do not click links or open attachments unless you recognise the sender and know the content is safe.

To the General Manager

Cowra Shire Council

RE: Cowra CBD Place Vision and Activation Plan 2024.

In regards to the above I would like to make the following comments.

I think there is some great ideas in this plan. Taking advantage of the river is great and river viewing areas would be great. There are too many great ideas to mention here.

Unfortunately I think Page 23 Maquarie pop up Park is not feasible for the following reasons:

You are removing about 30 parking spots from the CBD. I sat there for a few minutes one day and counted 42 cars using that street. You are disrupting the flow of Cowra. Cars exit the main street and use Maquarie street to access the housing areas. Where are the Buses, Taxies and Coles delivery trucks supposed to go. The bus stop in this area has only just been upgraded. It would put extra cars onto the other streets including adding traffic in front of the School. This parking area is mostly used by the elderly for ease of parking and flat access into the shopping Centre. It is great for people not confident enough to use the main street with all the traffic and trucks or people worried about their car being damaged in the Coles car park. It would become a haven for people to purchase cigarettes at the corner store and sit and smoke them. What an ugly place to sit looking at decaying shops. Totally depressing. It will also be a haven for abandoned shopping trolleys. If you are using fake grass who is to clean it and water the plants.

I suggest getting people to lease the shops and making it vibrant that way.

We have a lot of other parks which would be better. Encourage people to use Squire park or Vaux st park. Allow shops to have table and chairs on the footpath this would encourage more people to stop and join them. Develop a town walking map showing where things are. The best place for picnics, where eateries are etc.

I would suggest the art precinct be used instead of Maquarie st. This could be closed off easily and less traffic effected. There are already eateries there which could be added to and more people would visit the

art gallery and Movies.

Also the map on page 24 is badly done. All the food grazing should be on the other side of the river. The river festival is in the middle of the caravan park, it should also be on the other side of the River. Is the fountain behind Club Cowra in the Church parking lot. Where is this supposed to be?

Lastly this isn't to do with the CBD Plan. I would like to make a suggestion that the Japanese garden be cheaper for residents of Cowra so that they can take their visitors there.

Thank you for taking the initiative to start a vision and activation plan.

If you wish to discuss any of this I can be contacted on

Yours faithfully

Mrs Cheryl Cravino

Submission to Cowra CBD Place Vision and Activation Plan June 2024

1. Pg 7 - Propose wording change from “Key actions include” to “Desired key actions include” or “Suggested key actions”
2. Pg9 – Propose wording change from “Key activations include” to “Key considerations include”
3. Pg 10 – Propose wording change from “Key activations include” to “Key considerations include”
4. Pg 11 – propose wording change from “Key activations include” to “Key considerations include”
5. Pg 12 – propose wording change from “Key activations include” to “Key considerations include”
6. Pg 13 – propose wording change from “Key activations include” to “Key considerations include”

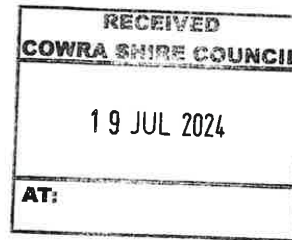
It is important that the community recognise that this is a wish-list, rather than a project plan. Many of these actions have already been committed to by council via other plans, whereas others are desired outcomes by community members.

It is also important to distinguish between what council is currently doing now, committed to do in the future, may choose to do down the track, as well as actions that are beyond Council’s purview.

Nikki Kiss

2024/20893

Cowra Council
116 Kendal Street
Cowra, N.S.W. 2794



To the General Manager

In regards to the Cowra CBD place Vision and Activation plan
To be submitted before the 29th July 2024.

I wish to make the following comments:

* I do not agree with Macquarie Street being turned into a Pop^{UP} Park and closing the street off for traffic Flow Reasons
* It should stay as it is for parking off the main Street. It also should be signed posted for Parking Signs with Caravan & Motor homes, making it easy for tourist to park in Vaux Street and walk back to the main Shopping Centre.

* Why can't council talk to owners of empty, rundown shops and offer them rate discounts or something to Repair and Paint the buildings and Rent to help attract retailers to Cowra.
This is needed more than another place to attract unsavory people to hang around the town.

Signed: _____



MINUTES

CBD Committee Meeting 30 July 2024

CBD COMMITTEE MEETING MINUTES

30 JULY 2024

Order Of Business

1 Acknowledgement of Country3

The Acknowledgement of Country was presented by Cr Cheryl Downing.3

2 Apologies3

3 Confirmation of Minutes.....3

4 General Business.....3

4.1 Submissions: Cowra CBD Place Vision & Activation Plan 3

4.2 CBD Committee Wrap-Up 4

5 Next Meeting Date4

6 Meeting Close.....4

CBD COMMITTEE MEETING MINUTES**30 JULY 2024**

**MINUTES OF COWRA COUNCIL
CBD COMMITTEE MEETING HELD AT THE NGULUWAY ROOM, DARLING
STREET, COWRA
ON 30 JULY 2024 AT 6PM**

PRESENT: Cr Sharon D'Elboux (Chair), Cr Cheryl Downing, Cr Erin Watt, Martina Lindsay, Jesse Murphy, Kurt Overzet, Amy Gormly, Stassi Austin, Zachary Jones (6.10pm) , Cr Paul Smith (Deputy Mayor) (6.13pm)

IN ATTENDANCE: Ponie De Wet

1 ACKNOWLEDGEMENT OF COUNTRY

The Acknowledgement of Country was presented by Cr Cheryl Downing.

2 APOLOGIES

Cr Bill West, Ashlea Field, Paul Devery, Phillip Beer, Marc McLeish

3 CONFIRMATION OF MINUTES

RECOMMENDATION

That the minutes of CBD Committee Meeting held on 12 June 2024 be confirmed.

Moved: J Murphy

Seconded: S Austin

4 GENERAL BUSINESS

4.1 Submissions: Cowra CBD Place Vision & Activation Plan

Committee was asked to declare any disclosures to the submissions received: nil declarations.

Seven submissions received: each submission was read to the Committee and discussed, with the following recommendation made to Council:

RECOMMENDATION

I. The Committee agree to the following amendments to be included in the Cowra CBD Place Vision and Activation Plan:

- a. Council to review its CBD maintenance procedures
- b. Council to work towards the installation of wayfinding signage for motorhomes and caravans
- c. Council to develop a town walking map
- d. Council to rename Macquarie Popup park (page 23) to Macquarie Street Activation
- e. Council to reword key Activation #1 (page 23) to create

CBD COMMITTEE MEETING MINUTES**30 JULY 2024**

masterplan for Macquarie Street; and #5 (page 23) open for proposals of a variety of activation events, including community gatherings, small scale festivals, live music performances, markets and cultural celebrations

- f. The visual map on page 24 is an artistic interpretation only and not to scale.

2. The Committee agreed that the Cowra CBD Place Vision & Activation Plan with these amendments be presented to Council at an Extraordinary Council Meeting on 12 August 2024 for adoption.

Moved: J Murphy

Seconded: M Lindsay

4.2 CBD Committee Wrap-Up

The Committee discussed this item. Consensus in the room was a multi-user group giving feedback was worthwhile, and they indicated that they have enjoyed being a Committee member.

RECOMMENDATION

1. The newly-elected Council to:
- a. Consider keeping the CBD Committee in place to help implement the Cowra CBD Place Vision & Activation Plan
 - b. Review CBD Committee Instrument of Delegation
 - c. Council to contact NSW Business Chamber representatives, Vikki Sercombe for assistance.

Moved: M Lindsay

Seconded: J Murphy

5 **NEXT MEETING DATE**

The next meeting will be nibbles/drinks thankyou on 20 August 2024.

6 **MEETING CLOSE**

The Meeting closed at 7.32pm.

.....
CHAIRPERSON

3 LATE REPORTS

Nil