

# Cowra CBD Place Vision & Activation Plan

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**Authors:** Gilbert Rochecouste, Sally Ngai

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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.



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# Place Vision and Activation Plan

# Overview



# About this document

## Introduction

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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

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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

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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?

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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.

# Place Vision and Activation Plan

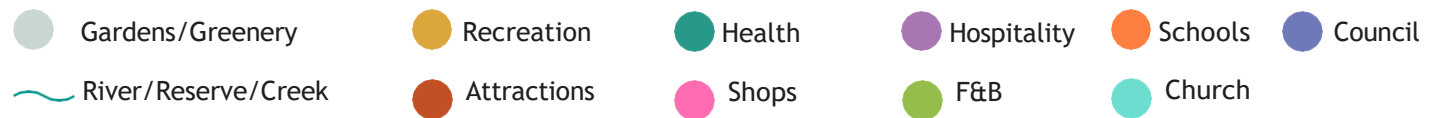
# Place Understanding



# 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

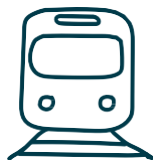
Cowra has built a strong local and visitor economy and shows great potential for growth.

### 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

## 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.

# Place Vision and Activation Plan

# Place Vision & Principles



# A thriving River Town

Becoming the  
unbusy capital of  
the Central West

Principle 01

## Cowra Can-do



Principle 02

## Beautiful and connected



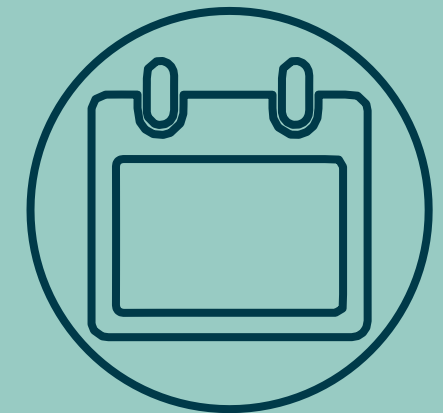
Principle 03

## Fun and active Cowra



Principle 04

## Something for everyone



# Cowra CBD Vision

## A thriving River Town

### *Becoming the 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?**

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'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 the unbusy'?**

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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

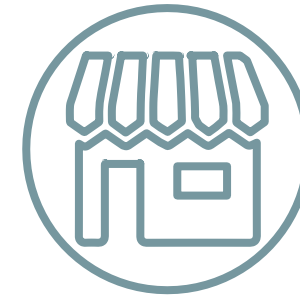
The following principles will guide the implementation of the aspirational vision for a successful Cowra CBD activation. Embracing these principles wholeheartedly will ensure alignment with the overall vision and maximise the impact of initiatives.



## Principle 01 | Cowra Can-do

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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

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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.



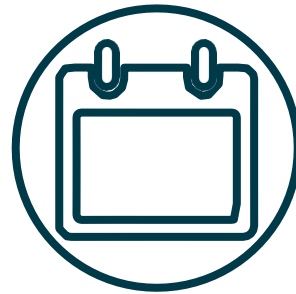


### Principle 03 | Fun and active Cowra

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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

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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.



# Place Vision and Activation Plan

Cafe Open  
7 DAYS

## Key Audience

ROVERDOR

Whisway

WHISTLES  
BAR

Whistle-stop Bar Open  
THURS, FRIDAY & SATURDAY  
\* SUNDAY LUNCH 11:30am  
\* COME TRY OUR DELICIOUS  
& ROAST (served with  
Yorkshire-Pudding)



# 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

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

### Values

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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

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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

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

### Values

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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

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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

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Hannah, teenager and locally raised.

## Values

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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

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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

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John, married, lived locally his whole life.

## Values

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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

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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

# Place Vision and Activation Plan

# Engagement Summary



# 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”

Place Vision and Activation Plan

# New Positioning for Cowra CBD



Village  
Well

# 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.



## 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 Street Activation, 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 Street Activation

The activation of Macquarie Street will create a new meeting location for Cowra. It will become a site for small community events, festivals, music, markets.

Key activations include:

1. Develop a masterplan for Macquarie Street that retains traffic flow and parking, and can be closed on occasions to be utilised for events.
2. In developing the masterplan, review landscaping elements such as trees, shrubs, and native plants to add greenery and natural beauty to the precinct.
3. Catenary lighting suspended overhead to illuminate the street especially during evening and nighttime hours.
4. Incorporating art installations and elements inspired by Indigenous culture and heritage.
5. Utilise the street for proposals of a variety of activation events, including community gatherings, small scale festivals, live music performances, markets and cultural celebrations.



# A River Town full of surprise and delight

This visual map artistically depicts small wins and significant moves aimed at repositioning Cowra's CBD as an attractive and prosperous destination. Please note, this map is an artistic interpretation and not to scale.



Place Vision and Activation Plan

# Cowra CBD Action 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** 
-  **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<br>Council<br>Community  |
|                              | Apply for grants and other opportunities as they arise   | ✓         | ✓   | ✓   | ✓   | ✓   | ✓    |   |
| Social Media Campaign        | Design and schedule regular posts showcasing positive stories, updates/ news, achievements, and events in Cowra LGA                | ✓         | ✓   | ✓   | ✓   | ✓   | ✓    | Building owners<br>Grant funding - NSW and Australian Governments<br>Business<br>Stakeholders - special interest groups |
|                              | Encourage residents to be a Cowra Can Do ambassador  | ✓         | ✓   | ✓   | ✓   | ✓   | ✓    |   |
| Community Driven Initiatives | Cultivate a “Can Do” culture fostering positivity and openness within the community  | ✓         | ✓   | ✓   | ✓   | ✓   | ✓    | Biz HQ<br>NSW Business Chamber<br>Cowra Tourism   |
|                              | Establish community task forces to oversee specific projects or initiatives, such as beautification projects, cultural events, etc | ✓         | ✓   | ✓   | ✓   | ✓   | ✓    |   |

# 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<br>Community<br>Grant funding - NSW and Australian Governments<br>Business<br>Building Owners<br>Stakeholders - special interest groups<br>Biz HQ<br>NSW Business Chamber<br>Cowra Tourism |
|             | Investigate the placement of flowering planter boxes in front of participating businesses  | ✓         |     |     |     |      |  |
|             | Install fairy lighting in suitable trees   | ✓         |     |     |     |      |  |
| Cleanliness | Council to review its CBD maintenance procedures to implement an enhanced cleaning and maintenance schedule to make our streets and carparks beautiful | ✓         | ✓   | ✓   | ✓   | ✓    |  |

# 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<br>Community<br>Building owners        |
|             | 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 |           | ✓   | ✓   | ✓   | ✓   | ✓    |  |
| 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<br>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 wayfinding signage across the target area, particularly for motorhomes and caravans   |           | ✓   |     |     |     |      | Cowra Tourism<br>Destination NSW               |
| Empty shops | Collaborate with vacant shop owners to ensure their premises are clean and ready to be leased   |           | ✓   | ✓   | ✓   | ✓   | ✓    | Cowra Can Do                                   |
|             | Encourage temporary pop-up shops, themed displays, exhibitions, etc.  |           | ✓   | ✓   | ✓   | ✓   | ✓    |  |

# 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<br>Community  |
|             | Establish a positive connection with building arcade owners and work towards finding solutions to fill vacant spaces  |           | ✓   | ✓   | ✓   | ✓   | ✓    | Building owners<br>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<br>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<br>NSW Business Chamber                                    |
|             | Collaborate with local businesses to encourage weekend and public holiday trade. Start small and learn from the experience  |           | ✓   | ✓   | ✓   | ✓   | ✓    | Cowra Tourism<br>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<br>Community  |
|            | Encourage collaboration between retailers and producers to promote local products  |           | ✓   | ✓   | ✓   | ✓   | ✓    | Building owners<br>Grant funding - NSW and Australian Governments |
|            | Support and implement shop local campaigns, including the Cowra Cash Card  |           | ✓   | ✓   | ✓   | ✓   | ✓    | Business<br>Shopping Centres                                      |
|            | Deliver a Christmas Shopping promotional campaign annually incorporating events, decorations, retail initiatives and targeted advertising to position Cowra as a shopping destination experience |           | ✓   | ✓   | ✓   | ✓   | ✓    | Stakeholders - special interest groups<br>Biz HQ                  |
|            | 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                               |           |     | ✓   | ✓   | ✓   |      | NSW Business Chamber  |
|            | Undertake targeted investment attraction for specific business types identified in a business gap analysis   |           |     | ✓   | ✓   | ✓   |      | Cowra Tourism<br>Destination NSW                                  |
|            | Consider further research into the development of a Co-Op  |           |     | ✓   | ✓   | ✓   | ✓    | Cowra Can Do  |
|            | 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  |           | ✓   | ✓   | ✓   | ✓   | ✓    |   |

# 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<br>Community   |
|            | Deliver retail merchandising training to upskill retailers on the importance of shop front presentation and product mix and placement                           |           | ✓   | ✓   | ✓   | ✓   | ✓    | Building owners<br>Grant funding - NSW and Australian Governments                  |
|            | Using Cowra’s central location, encourage Cowra to apply to host small conferences and business meetings. Work with suitable venues and encourage collaboration |           | ✓   | ✓   | ✓   | ✓   | ✓    | Business   |
|            | Revise Council policies/fees and other legalities to support a vibrant shopping precinct (e.g., business promotional A-frame)                                   |           | ✓   |     |     |     |      | Shopping Centres<br>Stakeholders - special interest groups                         |
|            | Support the redevelopment of Bunnings in Redfern Street and encourage its completion  |           | ✓   | ✓   | ✓   |     |      | Biz HQ<br>NSW Business Chamber<br>Cowra Tourism<br>Destination NSW<br>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<br>Community<br>Grant funding - NSW and Australian Governments<br>Business<br>Stakeholders - special interest groups<br>Biz HQ<br>NSW Business Chamber<br>Cowra Tourism<br>Club Cowra<br>Cowra Police Station<br>Cowra Hospital |
|                     | Link site access to Cowra Club, Cowra Police Station and the new Cowra Hospital   |           |     | ✓   |     | ✓    |   |
| Site Enhancement    | Continue to maintain seasonal garden beds   | ✓         | ✓   | ✓   | ✓   | ✓    |   |
|                     | Clean existing seating and bins   | ✓         | ✓   | ✓   | ✓   | ✓    |   |
|                     | Investigate the installation of free wi-fi access points throughout the Park  | ✓         |     |     |     |      |   |
| Pop Ups             | Continue to support existing local events held in Squire Park. Encourage new events   | ✓         | ✓   | ✓   | ✓   | ✓    |   |
|                     | Link Squire Park activation events to local shopping opportunities. Incorporate music performances  | ✓         | ✓   | ✓   | ✓   | ✓    |   |

# 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<br>Community<br>Building owners<br>Grant funding - NSW and Australian Governments<br>Business<br>Stakeholders - special interest groups<br>Biz HQ<br>NSW Business Chamber<br>Cowra Tourism<br>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  |           | ✓   | ✓   |     |      |  |
| Street Activation   | Refresh any public art murals (if required) and with permission  |           |     |     |     |      |  |
|                     | Based on the success of the Christmas Festival food area concept; consider collaborating with interested stakeholders to organise popup activation events that compliment community connection |           | ✓   | ✓   |     |      |  |
| Empty shops         | Consider using temporary zig- zagging Catenary lighting to be installed at popup evening events  |           |     | ✓   | ✓   |      |  |
|                     | 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<br>Community  |
|                      | Continue to advocate for the mid-level river crossing (Redfern Street)   | ✓         | ✓   | ✓   | ✓   | ✓    | Transport NSW<br>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<br>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<br>Community  |
|   | Review lighting at pedestrian crossing   |           |     | ✓   |     |      | Transport NSW<br>Grant funding - NSW and Australian Governments |
|   | Investigate the placement of rubber traffic curbs to stop vehicles rolling back onto the footpath in Kendal Street   |           | ✓   |     |     |      | Business  |
|   | Enhance footpath surfaces across the project scope area  | ✓         | ✓   | ✓   | ✓   | ✓    | Stakeholders - special interest groups                          |
| Utilise spaces for community engagement | Transform public spaces such as parks, streets and carparks into vibrant areas with interactive art installations, murals, etc.  | ✓         | ✓   | ✓   | ✓   | ✓    | Biz HQ<br>NSW Business Chamber                                  |
|   | Explore creative popup spaces that feature rotating exhibitions and live demonstrations  |           |     |     | ✓   | ✓    | Cowra Tourism   |
|   | Support the Master plan for the Civic Square   | ✓         | ✓   | ✓   | ✓   | ✓    | 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<br>Community<br>Building owners<br>Grant funding - NSW and Australian Governments |
|   | Collaborate to determine the future opportunities to increase precinct vibrancy                     |           | ✓   |     |     |      | Business<br>Stakeholders - special interest groups<br>Biz HQ<br>NSW Business Chamber      |
|   | Work in partnership with Cowra Tourism to promote events and activities held at the railway station | ✓         | ✓   | ✓   | ✓   | ✓    | Cowra Tourism<br>Cowra Can Do<br>Lachlan Vintage Railway<br>Car club<br>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 destination and attractive place to relocate, similar to initiatives such as Think Orange (to be checked for currency) | ✓         | ✓   |     |     |      | Council<br>Community                                       |
|  | Council to develop a regional prospectus that is used to entice new business to our region, especially in the area of retail  |           |     | ✓   |     |      | Grant funding - NSW and Australian Governments<br>Business |
|  | 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.  | ✓         | ✓   | ✓   | ✓   | ✓    | Stakeholders - special interest groups                     |
|  | Communicate information and data relevant to the sector via e-newsletters, through special events and on social media. Establish a dedicated retail distribution list   | ✓         | ✓   | ✓   | ✓   | ✓    | Biz HQ<br>NSW Business Chamber                             |
| Partnerships                           | Consider implementing a fresh start to an inclusive and collaborative retail representative group   | ✓         | ✓   | ✓   | ✓   | ✓    | Cowra Tourism<br>Cowra Business Chamber                    |
|  | Collaborate with Cowra Tourism  | ✓         | ✓   | ✓   | ✓   | ✓    | 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<br>Community Artists<br>Grant funding - NSW and Australian Governments<br>Business Stakeholders - special interest groups<br>Biz HQ<br>NSW Business Chamber<br>Cowra Tourism<br>Civic Centre<br>Regional Art Gallery<br>Arts Out<br>West Library<br>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<br>Community Artists<br>Grant funding - NSW and Australian Governments<br>Business Stakeholders - special interest groups<br>Biz HQ<br>NSW Business Chamber<br>Cowra Tourism<br>Civic Centre<br>Regional Art Gallery<br>Arts Out<br>West Library<br>Central West Libraries |
|              | 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   | ✓         | ✓   |     |     |      |  |
|              | 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 and a town walking map that showcases local heritage, culture and 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<br>Local hotels, services clubs and restaurants<br>Council<br>Community Building owners<br>Grant funding - NSW and Australian Governments<br>Business Stakeholders - special interest groups<br>BizHQ<br>NSW Business Chamber<br>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<br>Local hotels, services clubs and restaurants<br>Council<br>Community Building owners<br>Grant funding - NSW and Australian Governments<br>Business Stakeholders - special interest groups<br>Biz HQ NSW Business Chamber<br>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             |



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[www.villagewell.org](http://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

