ORANGE CITY COUNCIL
ORDINARY COUNCIL MEETING

ATTACHMENTS

ENCLOSED ITEMS

2 JUNE 2020

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ITEM   **SUBJECT**   **PAGE NO**

SJB Architects

OC FutureCity
Planning & Design Framework

Prepared for

ORANGE
CITY COUNCIL

Issued
22 May 2020

We create amazing places

At SJB we believe that the future of the city is in generating a rich urban experience through the delivery of density and activity, facilitated by land uses, at various scales, designed for everyone.

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The projects, programmes and suggestions within Future City represent the position of the participants and Council. Many ideas will need close collaboration with various State government agencies, departments and other community stakeholders. Accordingly it should be anticipated that some elements of projects may be subject to change during their respective development

Issued

V01 First draft for review	31.01.2020
V02 Second draft	18.02.2020
V03 Final draft for council meeting	06.03.2020
V04 Fourth draft	22.05.2020

Contents

Executive Summary

The OC FutureCity Project identifies how the city centre will respond to the evolving needs of the region, local residents, workers and visitors to Orange, whilst embracing a fundamental change in how the city is organised. This will be achieved by supporting economic opportunities, improving connections, investing in public spaces and rethinking people and traffic movement, whilst respecting the characteristics that make Orange so unique.

The *OC FutureCity Project* was identified as part the *Activate Orange Economic Strategy* developed by Orange City Council (OCC) in 2018. The consultant team, led by SJB, was appointed to undertake the project in late 2018, and over the course of 2019 have undertaken a thorough exploration of the future potential of the city centre in close collaboration with Council, the state government and selected members of the community.

The broad objectives of the project include:
· *Develop a vision for the city centre that is grounded in OCC's strategic plan and which supports economic development, galvanises the collective actions for stakeholders, and delivers meaningful change.*
· *Develop a spatial framework that builds on the unique and historic qualities and characteristics that make up Orange and provides clear direction for future development.*
· *Develop a catalogue of strategic projects that could be implemented by a range of stakeholders to fulfil the objectives of the vision of OC FutureCity.*
· *Provide OCC with public domain guideline, and identify future public domain upgrades that improve the appearance, performance and sustainability of the city centre, whilst enhancing the visitor experience, encourage walking and support greater economic activity.*
· *Assist OCC in developing, prioritising and seeking funding for projects, as they relate to strategic planning objectives, and the themes that underpin OC FutureCity.*

The *OC FutureCity project* was led by SJB (Urban Design and Planning), in collaboration with Aspect Studios (Movement, Sustainability & Public Domain). Technical support was provided by AEC (Economics), Premise (Engineering) and OzArk (Heritage). The team's work has been captured in a suite of reports, culminating in the Stage 4 (final) report, which represents the synthesis of our design thinking, independent research, and extensive stakeholder engagement.

Over 12 months the team worked closely with Council, various state government agencies, land-owners and members of the community through a Project Steering Committee (PSC), comprising of key officials within OCC and a Community Reference Group (CRG) with nominated representatives from community and business groups. The engagement builds on the firm foundation established by OCC through the *Community Strategic Plan, Activate Orange* and a collection of other plans and strategies.

Early on in the project, three imperatives for the FutureCity were identified as being fundamental to the transformation of the city centre. The imperatives include;

Imperative 1: Attract
Attract more people to city centre to spend more time there by supporting a broader range of activities.

Imperative 2: Compact
Increase the number of people living and working in the city centre to provide more opportunities for people to live and work in a variety of ways within the city centre.

Imperative 3: Walk
Make the city centre more walkable addressing the dominance of private vehicles in the city centre, reducing reliance on the use of private vehicles as the primary mode of transport and making the city centre more attractive, comfortable and safe to walk around as an improved experience for residents and visitors to Orange.
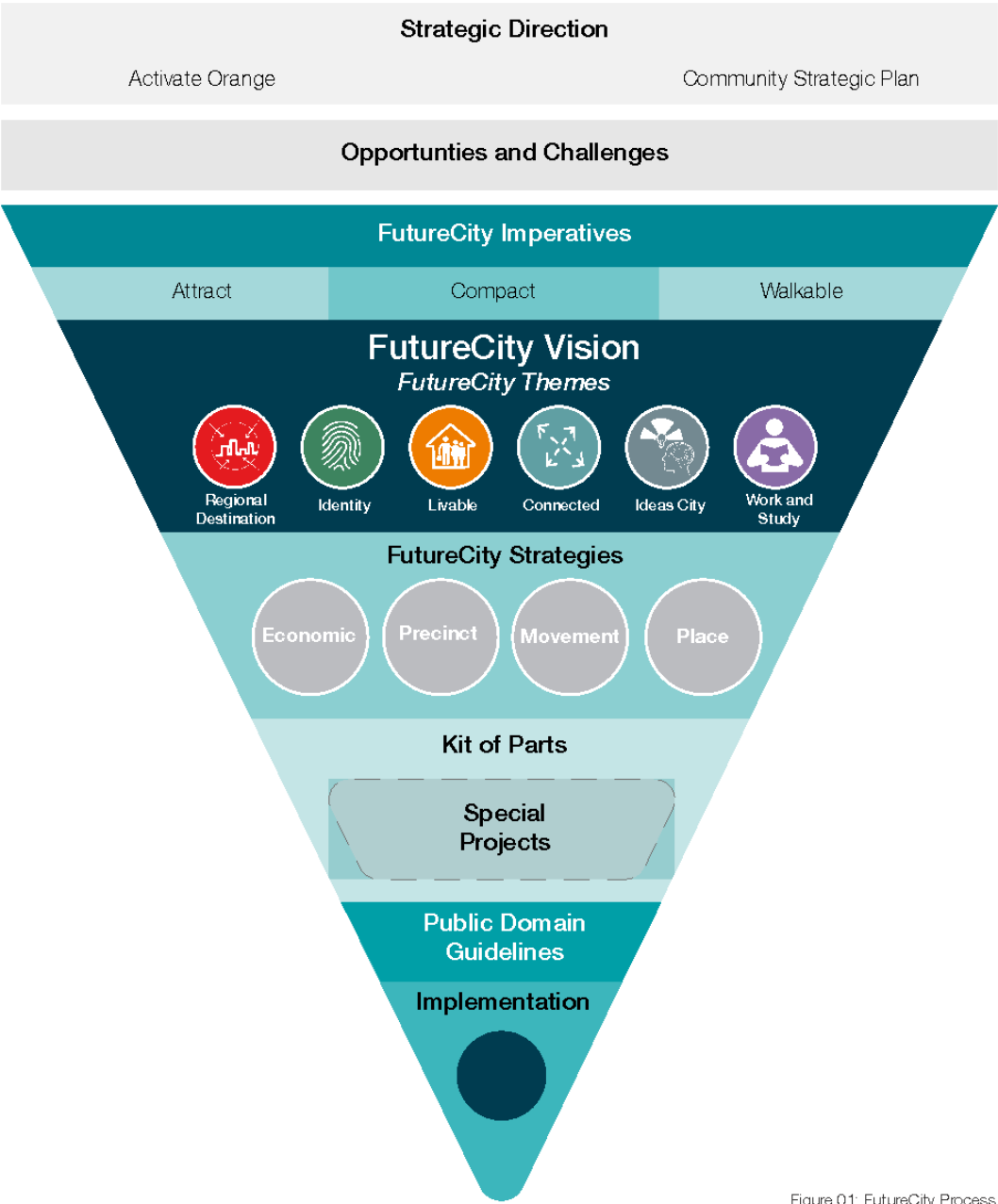

Figure 01: FutureCity Process Diagram

These imperatives were refined throughout the process with inputs from the PSC and CRG and helped to frame the FutureCity Vision around six themes. The six themes include: Regional Destination, Identity, Liveable, Connected, Ideas City and Place to Work and Study. The themes were then developed into strategies for the FutureCity Economy, FutureCity Precincts, FutureCity Movement and Future City Places. A comprehensive catalogue of Projects and Programmes were then developed and special projects were identified for future exploration.

The outcome of this project has been a strong overarching vision, a robust set of strategies for future planning and economic development and a catalogue of potential projects and programmes that Council and other stakeholders can progress and prioritise. It also includes a public domain guideline that will inform future public domain upgrades and investments in public space.

While the development of the Planning Framework was iterative and linear in nature, the implementation of the individual actions are expected to be expansive with the imperatives and FutureCity Vision themes remaining at the centre of development decisions.

Finally, the projects, programmes and suggestions within FutureCity represent the position of the participants and Council. Many ideas will need close collaboration with various State government agencies, departments and other community stakeholders. Accordingly it should be anticipated that some elements of projects may be subject to change during their respective development.
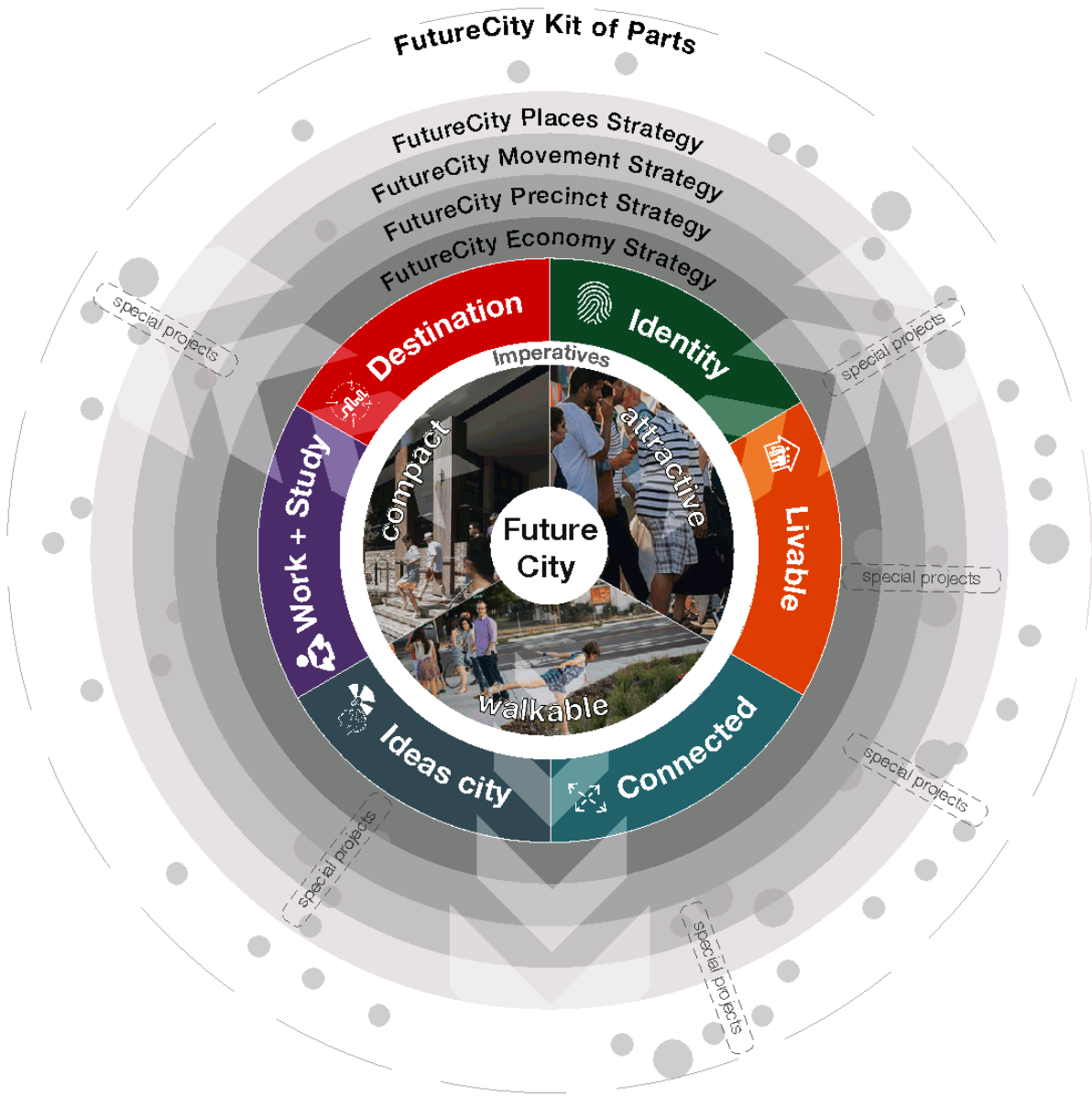
Figure 02: The adjacent diagram shows that the imperatives sit at the centre of the vision for the FutureCity, the Vision themes then become the lenses through which interventions are filtered and focussed.

The themes also drive the economic, precinct, movement and places strategies with special projects intersecting the boundaries and anchoring change. The myriad of projects and programmes outlined in the Kit of Parts can be implemented by any of the stakeholders and act across the themes and strategy areas.

Introduction

1

Introduction

1.1 Background and Purpose of this Report

The *OC FutureCity Project* was identified as part of the *Activate Orange Economic Strategy,* prepared by Orange City Council (OCC) in 2018. The intent of the *OC FutureCity* was to identify and address how the city centre will respond to the evolving needs of the region, local residents, workers and visitors to Orange, whilst embracing a fundamental change in how the city is organised. This must be achieved by supporting economic prosperity, improving the quality and function of public spaces, and rethinking people and traffic movement, all whilst maintaining the unique characteristics of Orange.

Project objectives

The broad objectives of the project include;
· Develop a vision for the city centre that is grounded in OCC's strategic plan and that supports economic development and galvanises the collective actions for stakeholders to deliver meaningful change.
· Develop a spatial framework that builds on the unique and historic qualities and characteristics that make up Orange and provide clear direction for future development.
· Develop a catalogue of strategic projects that could be implemented by a range of stakeholders to further the objectives of the vision.
· Provide OCC with technical guidelines, through a public domain guideline document, and for future public domain upgrades that will enhance visitors experience of the city centre, encouraging walking and other economic activity.
· Assist OCC in developing and prioritising proposals and in applying for funding.

In 2018, SJB (Urban Design and Planning) in collaboration with Aspect Studios (Movement, Public Domain & Sustainability), together with AEC (Economics), Premise (Engineering) and OzArk (Heritage) were appointed by OCC to prepare a *Planning and Design Framework* for the Orange city centre (city centre), which is identified as a *Economic Activation Precinct* as part of Activate Orange.

This final (Stage 4) report is the culmination of a four stage process that involved extensive stakeholder engagement through a Project Steering Committee (PSC), comprising of key officials within OCC and a Community Reference Group (CRG) with nominated representatives from community and business groups. It builds on the firm foundation established by Council through the *Community Strategic Plan, Activate Orange* and a collection of other plans and strategies.

Introduction

1.2   FutureCity Study Boundary

The Study Area for the *OC FutureCity* Project was defined early on in the project under the guidance of the PSC and CRG. The area incorporates the city centre, centred around Summer Street and extending from Hill Street in the west to Colvin Park to the east of the railway line, north to include the new DPIE site and TAFE campus on Prince Street, and south to Wade Park.

Key

- Train station
- Proposed study area boundary
- Key uses
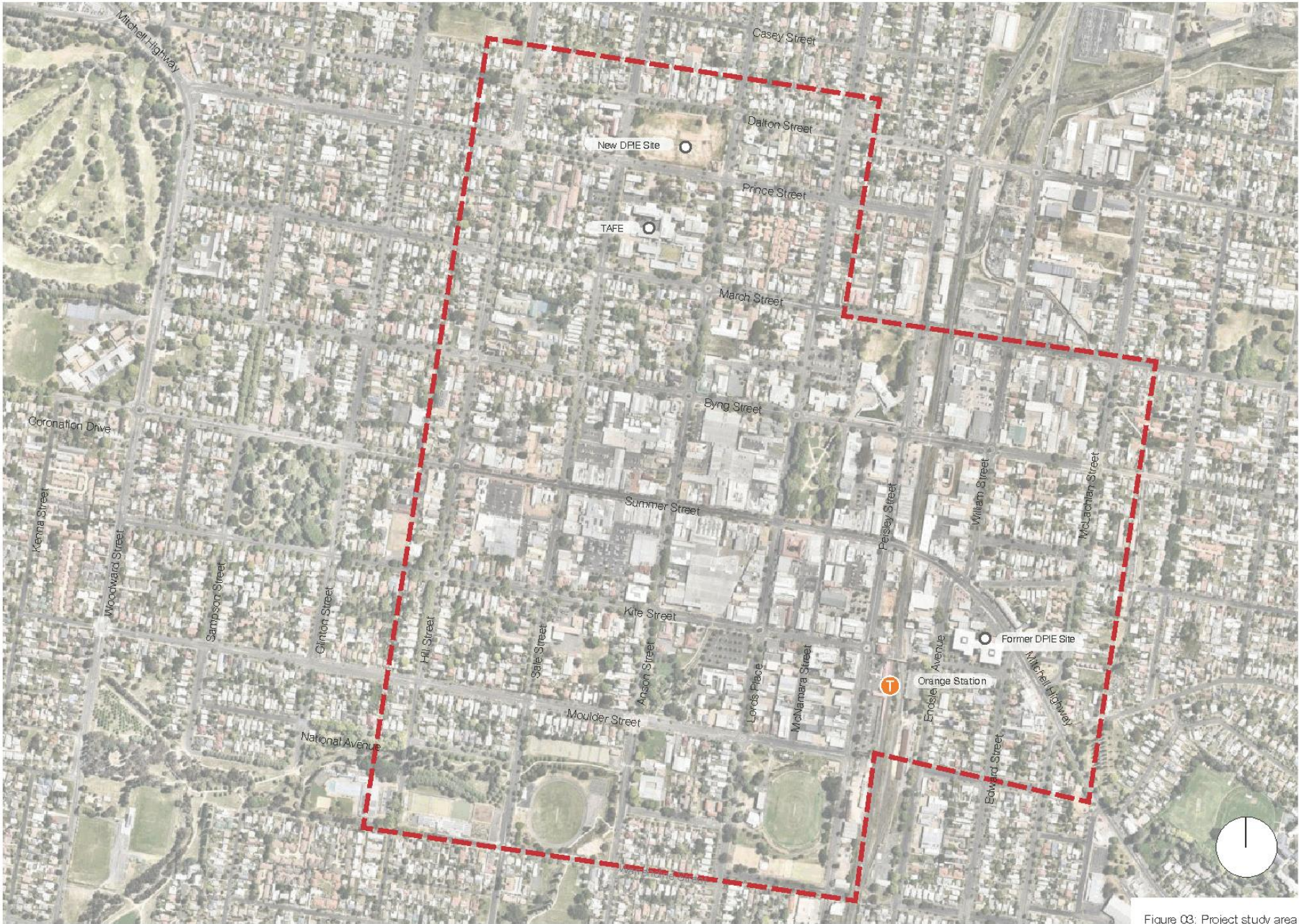
Figure 03: Project study area

Introduction

1.3   The Design Process

The design process adopted by the project team aligns with Council's brief for the project, and reflects the recommendations set-out by the NSW Government Architect in their document, *Better Placed*. The diagram below illustrates the alignment of stages, tasks, deliverables, engagement, testing and refinement undertaken through this project.

During Stage One an analysis of the city centre was undertaken, and with the assistance of the Community Reference Group and Project Steering Committee, a vision for OC FutureCity was developed based on a number of themes.

In Stage Two, three separate technical studies were undertaken, including an *Economic and Retail Capacity Study, Built Form and Character Assessment* and a *Movement and Place Study*. This work helped inform the 'Return Brief', which outlined the scope of project and formed the basis of a *Planning and Spatial Framework* - which will provide a direction for future planning decisions and actions.

In Stage Three, the net was cast wide again to identify a range of projects and programmes that could be implemented by different stakeholders in order to support OC FutureCity achieve its vision. These projects and programmes are presented in a catalogue and evaluated against a number of considerations, such as implementability, time frames, alignment with policy and potential impact/benefits.

These projects were the subject of a survey that was completed by the Community Reference Group and Steering Committee, with the view of getting local knowledge on which projects, ideas and programmes should be progressed in the next stage of the project. Following a workshop with the Community Reference Group and Project Steering Committee a number of amendments were made.

The Stage Four report is comprehensive and extensive. It presents a short synopsis of the key findings of the various technical studies that informed OC FutureCity, presents the vision and objectives of the framework, and reflects all comments and inputs form the CRG and PSC to ultimately arrive at a series of recommendations for future projects and initiatives.
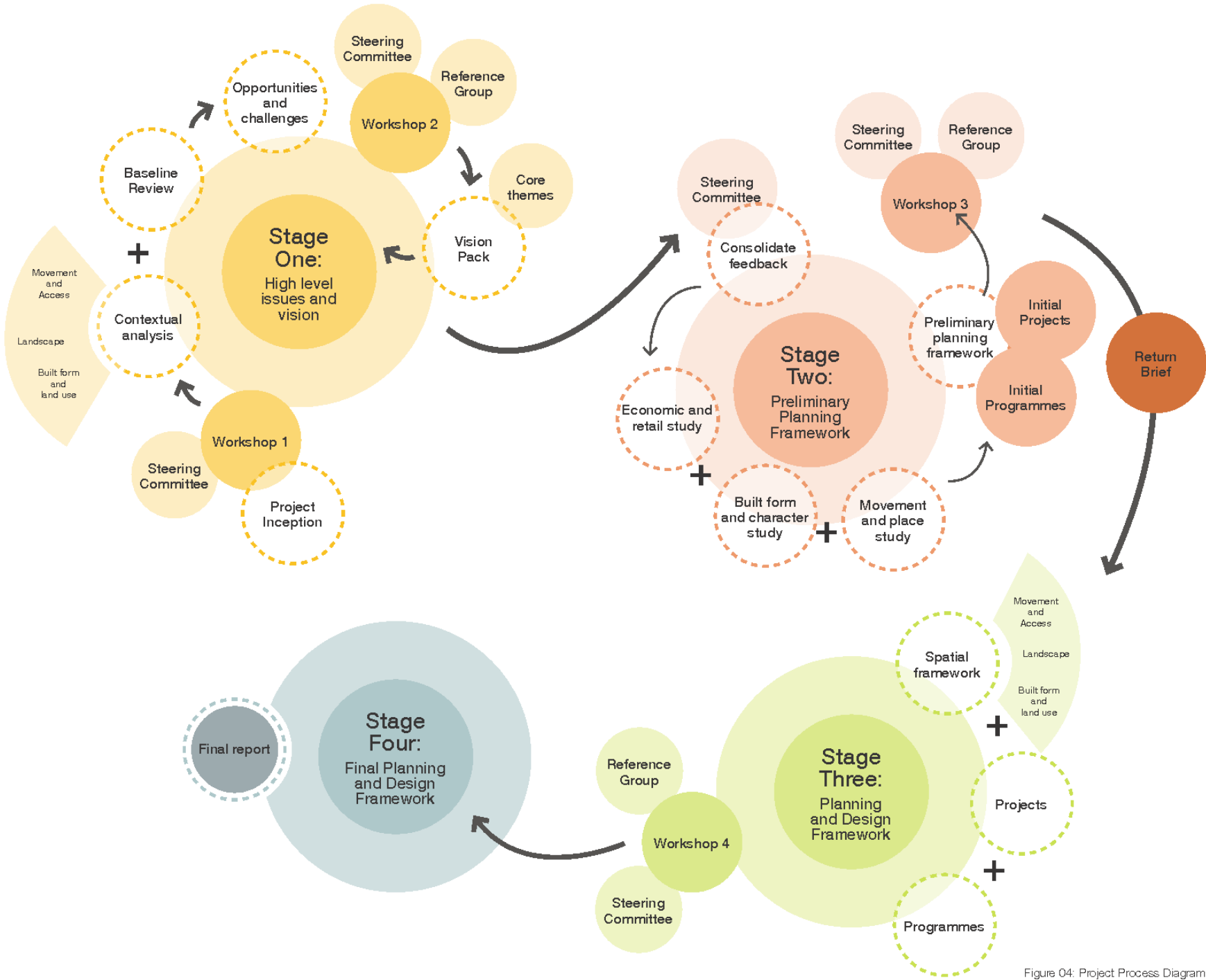
Figure 04: Project Process Diagram

Introduction

1.4   The Document Structure

This report is based on an extensive amount of research and investigation that took place in Stages 1 to 3 of the project. As far as possible this report seeks not to duplicate work that was completed during theses phases and only salient information has been brought through into this report. Readers are encouraged to access these reports directly when more detailed information is sought. The report is structured into ten chapters and is supported by two extensive annexures.

Chapter 1
Introduction to the project.

Chapter 2
Summary of the key factors that have influenced the project.

Chapter 3
FutureCity Vision and Themes.

Chapter 4
FutureCity Planning Framework.

Chapter 5
FutureCity Economy, identifying opportunities for sectoral growth and development.

Chapter 6
Six FutureCity Precincts, outlining how each precinct could evolve over the medium/long term.

Chapter 7
Comprehensive Movement Strategy for the FutureCity.

Chapter 8
Place strategy of the FutureCity, including how to make the city more attractive, comfortable and convenient.

Chapter 9
Introduction to the FutureCity *Kit of Parts*, which is presented in-full in Annexure 1.

Chapter 10
Ten 'special projects', that reflect potential development and renewal outcomes to be pursued by OCC and other key stakeholders.

Chapter 11
Conclusion and recommendations from the design team for the process moving forward.

The report contains two important annexures:

Annexure 1

Extensive catalogue of projects and programmes that could be implemented by a range of stakeholders. These will help OC FutureCity move progressively towards the vision outlined in Chapter 3. A short description for each project is provided together with indicative costs and related policy documents to support grant applications.

Annexure 2

Public Domain Guidelines for OC Future City, including high-level guidance to OCC and future designers appointed for public domain upgrades. The final guidelines are still in the process of being finalised and reflect broader strategic intent, distilled into a selection of specific public domain elements, the selection of materials, their installation and performance requirements.

Setting the Scene

2

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Setting the Scene

2.1   Activate Orange

The *Activate Orange Strategic Vision* is the economic strategy for the broader Local Government Area and provides strategic direction for the future development of local economy. It aligns with the NSW Government's Economic Vision and builds upon the strategies identified within the *Regional Economic Development Strategy*.

Activate Orange is consequently the genesis of the OC FutureCity project and it is important to have a broader appreciation of the other initiatives that OCC will be pursuing in parallel with this central project. The four major projects that emerged out of the Activate Orange vision include:

1. OC FutureCity

The vision for OC FutureCity is to create a vibrant smart city that will become an attractive location for the next generation and for emerging businesses. The FutureCity is envisaged as being a lively hub with a large array of services, open spaces, retail offer, cultural and recreational facilities, whilst celebrating the heritage character of Orange. It was recognised that more detailed work was needed to define and advance the notion of the FutureCity, which, after funding had been secured led to this project.

2. Life Sciences Precinct

Earmarked to be a Special Activation Zone, this precinct is focused around health services, education and research. This precinct will encompass the existing hospital site, the proposed private hospital and the medical school. This will be supported by multinational and high growth SMEs and associated businesses related to health, education and research.

3. Southern Orange Industrial and Freight Activation Zone

This precinct will expand the existing industrial and manufacturing land in order to increase the supply of employment land accessible to major highways and rail line.

4. Southern Feeder Road

The Southern Feeder Road is an infrastructure strategy to create an orbital road network around the city. The completion of this road is essential to the development and success of the three Employment Activation Precincts.

ACTIVATE ORANGE

STRATEGIC VISION
Enable Orange to be the Powerhouse of Inland NSW

STAGE ONE

PREPARED BY
Orange City Council
September 2018

ORANGE CITY COUNCIL

Key
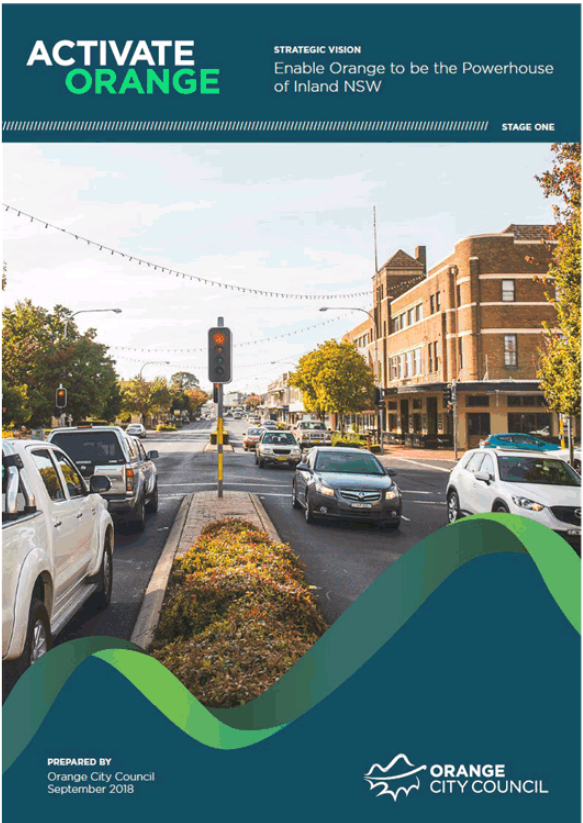
— CBD Boundary
- - - Orange City Boundary
🚉 Train Station
||||| Train Line
🟨 OC FutureCity
🟧 Life Sciences Precinct
🟦 Southern Orange Industrial and Freight Activation Zone
🟪 Shiralee Residential Subdivision
↔ Southern Feeder Road
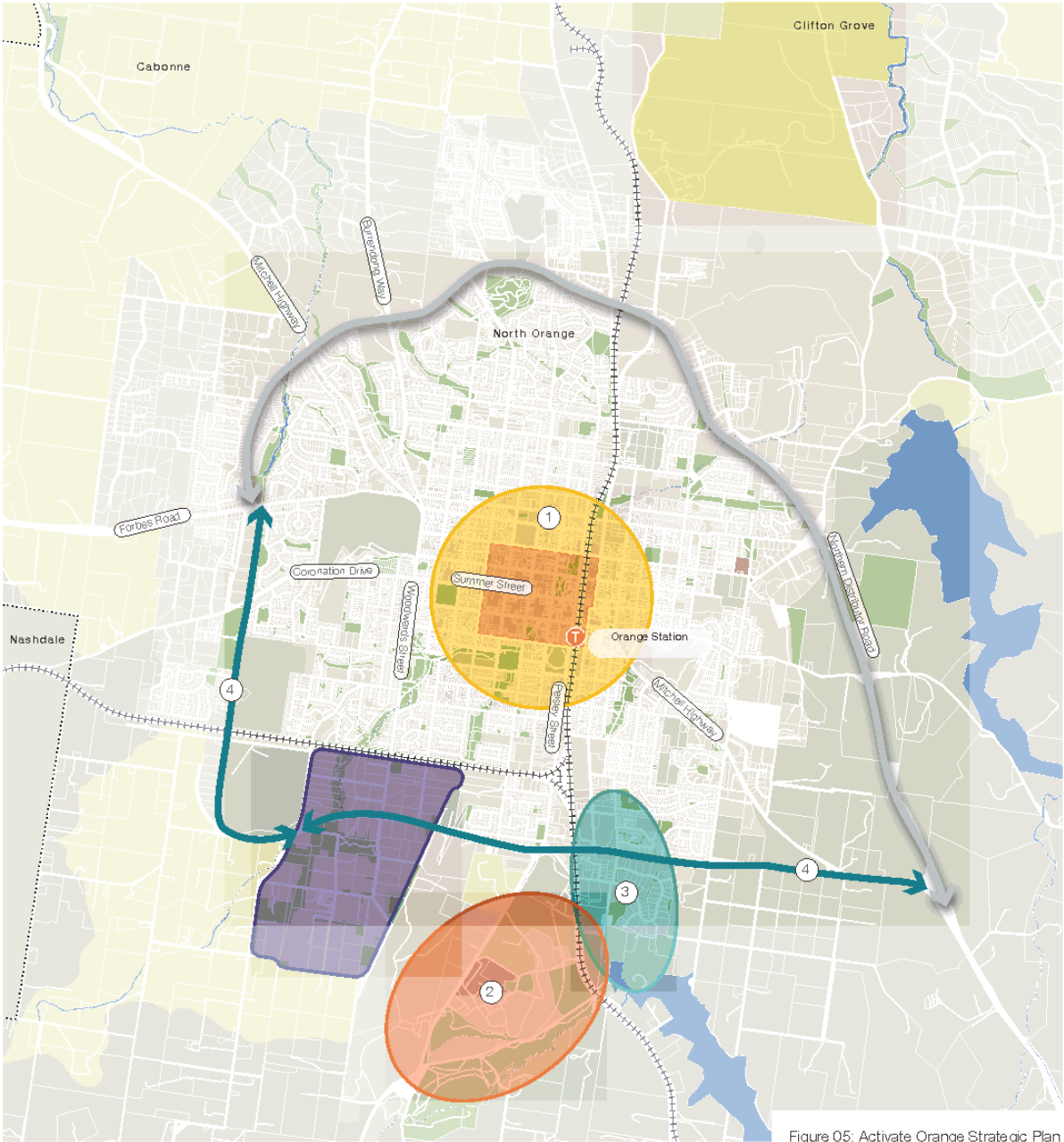
Figure 05: Activate Orange Strategic Plan

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Setting the Scene

2.2   Orange Community Strategic Plan 2018

The *Community Strategic Plan* was developed through extensive consultation with the community of Orange and will provide a blueprint for long term growth, community development and infrastructure renewal for Orange. It seeks to support additional retail, address car parking, improve communications, manage waste more sustainably and improve the public domain and footpaths.

The key ideas that emerged from the community included:

Develop Sport and Recreation

· Attraction of regional and state carnivals and suitable facilities to host these events.
· Swimming pool is a valuable asset, some concessions can be made to entry fee to be more accessible to the community.
· Additional water based recreational activities and supporting infrastructure around the lake, dam and creeks.

Grow Community

· Better access and inclusion for people with a disability, aged care and youth.
· More support by Council for community organisations to help with management of projects.
· A welcoming committee developed for new residents.

Protect Environment

· Encourage greater social responsibility in respect of the environment and educating the community to be more environmentally aware.

Enhance Parks and Open Space

· Value of green space should be recognised and the street trees are a feature and should be preserved.

Improve Roads and Transport

· Transport within Orange – Increase frequency of public transport services and improvement to the quality of the roads.
· Connection of Orange to surrounding region – Community expressed concern at the condition of the northern bypass but these have since been addressed.
· Prioritise the completion of the southern feeder road.
· Improvements to the Bells Line and better rail access to Sydney.

Develop Employment, Education and Training

· Wider range of courses at Charles Sturt University, and a new school to support growing North Orange area.
· Provide transition programmes for school leavers and migrants settling.
· Council to advocate lower/subsidised rents to incentivise businesses moving to Orange.

The ideas were distilled into four overarching themes; Live, Preserve, Prosper and Collaborate. Under each theme is a series of objectives and actions developed to guide decision making over the next 10 years. The vision for the city centre speak directly to these themes.

Live
A healthy, safe, inclusive and vibrant community

1.   A liveable city that is connected through open spaces.
2.   A healthy and active community that is supported by sport and recreational infrastructure.
3.   A friendly environment where people feel safe and included.
4.   A creative community participating in arts and cultural activities.
5.   Responsive programmes and services that support our community's lifestyle and social needs.
6.   A community that values and protects domestic animals, and the role they play in residents' wellbeing, both physical, social and psychological.

Preserve
Balancing the natural and built environment

7.   Sustainable growth and respectful planning that values the natural environment.
8.   Managing our resources wisely.
9.   Infrastructure for our growing community.
10. Celebrate our cultural, social, natural and built heritage assets.

Prosper
A smart, innovative and resilient economy

11. Sustainable tourism, events and visitor experiences.
12. A smart, innovative and resilient industry sector.
13. Transport services, connectivity and infrastructure that support community, tourism, business and industry.

Collaborate
Leadership and partnership

14. An informed community.
15. Leaders in our community.
16. Strong relationships.
17. Responsible governance.

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Orange City Council
Community Strategic Plan

Setting the Scene

2.3   Stakeholder Engagement

Four workshops with the Project Steering Committee (PSC), Community Reference Group (CRG) and Government Agencies (TfNSW) were held over the course of the project. A variety of engagement techniques including community mapping, co-design workshop, surveys and presentations were used. A record of the meetings included:

31 January 2019

· With the PSC, CRG and Councillors to start the project and listen to the community to understand the challenges and opportunities that they saw for the FutureCity.

22 February 2019

· With the PSC and CRG and Government Agencies to present the findings of analysis and Stage One and workshop the FutureCity Vision.

12 June 2019

· With the PSC and CRG presenting the findings of the Stage Two technical studies.

12 September 2019

· With the PSC, CRG and Government Agencies to share the Draft Planning and Design Framework and project and programmes catalogue.

18th February 2020

· Presentation of the Final (Stage 4) Report to the PSC, CRG and Councillors. Drawing the project to its conclusion.

The key findings from the early stakeholder engagement workshops, baseline review and analysis have been distilled and refined on the next page. The table summarises the main findings, Challenges and Actions under the headings of:

· Economics and Vitality
· Land Use and Planning
· Movement
· Public Domain
· Community
· Heritage, and
· Built Form

Further findings have been spatialised and presented as the key challenges and opportunities on the following pages.

Figure 06: Photos of various stakeholder engagement sessions

Setting the Scene

TABLE 01: SUMMARY OF CHALLENGES OPPORTUNITIES AND ACTIONS

	Economics and Vitality	Land Use and Planning	Movement	Public Space	Community	Heritage	Built Form
Findings	· Strong regional position serving a significant catchment with the potential to harness and complement the offer of nearby towns · A thriving economic base with scope for growth in the professional services (health and education), retail, smart industries services and visitor/ tourist sectors · Potential to become a leading university town · There is a need to grow the economy and attract talent and young families into the city · Predominance of a car-centric culture, and a competing and fragmented economic landscape that is not people, pedestrian and/or place focussed	· New destinations outside of the city centre divert pedestrian footfall and economic activity from the city centre · Detachment of the University and Life Sciences Precinct from the city centre · Opportunities to redevelop and intensify land uses around the train station · Need to develop a flexible planning framework to encourage and retain commercial land uses within the city centre · Need to activate underutilised spaces across the city centre, including upper levels of shops and recreation spaces · Encourage the right type, form and quality of development in the right locations	· Dependence on private vehicles and a focus on prioritising traffic movement and car parking is driving poor outcomes for pedestrians, particularly in terms of experience, convenience and safety · Large and impermeable blocks make it difficult, inconvenient and at time uninteresting to move across city centre · Improving the pedestrian and cycle experience will support behaviour change and support economic activity · Opportunities for new technologies and modalities to improve the convenience, quality and frequency of movement around the city (i.e. autonomous buses)	· A strong backbone of existing open spaces including Summer Street and Robertson Park · An abundance of street trees, but a lack of a strategy for greening the city centre · Opportunity to enhance existing spaces, create more variety within the streets and for streets to perform more functions to support economic and social activity · Celebrate the existing riparian corridors that permeate the city centre	· The city centre is an important social meeting and event space · There is a shortage of spaces, activities and programmes that would bring the community together meaningfully · There is a need to develop an understanding of the future educational, social and cultural composition of the future/ community · Planning must anticipate growth in domestic and international students · Need to support the aspirations and economic prosperity of the local Indigenous communities	· Strong European history and wealth of heritage assets · Lack of visible Indigenous heritage with numerous opportunities to celebrate and enhance the cultural landscape · Finding a better balance between heritage conservation and growth to increase social acceptance and change	· A valuable collection of heritage buildings that add to the character and identity of Orange · Low to medium rise human scaled development with good solar access · Some buildings in poor condition and underdeveloped sites detract from the quality of the place · Scope for greater variation in built form with sensitive, well designed medium rise infill development to improve choice

Headline Challenges	1. Competition from other centres (Retail leakage)
	2. Changing retail environment - impact of online retailing
	3. Lack of development activity
	4. Lack of economic intensity
	5. High rents
		1. Unconstrained growth towards the periphery of the city
		2. Decentralisation of traditional city centre uses
		3. Lack of residential density in the city centre
			1. Heavy car dependence
			2. Long travel distances
			3. Absence of a walking/ cycle culture
			4. Poor pedestrian/ cycle experience
			5. Infrequent public transport services
			6. Extremes of climate (cold/hot)
			7. Discontinuous/incomplete cycle network
			8. Lack of permeability
			9. Safety - fast moving traffic and difficult crossings
				1. Climate change and impact on trees and soft landscaping
				2. Cars/traffic impact on experience
				3. Very traditional/formal open spaces
				4. No play spaces for kids of different ages
				5. Weak green network/ connectivity
					1. Lack of things for young people to do
					2. Some antisocial behaviour
					3. Affordability/socio-economic fragmentation
					4. Lack of participation of indigenous communities
						1. Absence of indigenous history
						2. Balance heritage and growth
							1. Lack of variety in terms of:
							   · height
							   · density
							   · housing options
							2. Little appetite and lack of demand for more aspirational/ higher density development

Key Actions	1. Consolidate and intensify economic activity in the city centre 2. Leverage the tourism sector 3. Enhance visitor experience and prolong the day trip 4. Support small and emerging businesses 5. Capitalise on the build and hold sector (student housing / short stay/age care)	1. Contain outward growth intensify land uses (specifically residential) in the city centre	1. Create a clear hierarchy of streets and transform the streets through agile interventions and experiments 2. Make the city centre more walkable 3. Improve the relationship between city centre activities and car parking	1. Improve the diversity and functionality of open spaces within the city centre 2. Clarify the street hierarchy and celebrate the character and identity of each street 3. Improve amenity and the multi-functionality of spaces	1. Encourage activities for young people and explore opportunities for indoor and outdoor play 2. Provide a foundation for more diverse cultural activities 3. Encouraging lingering and ensure there are free things to do	1. Discover and celebrate local indigenous culture	1. Improve the relationship between big box retail, car parks and the traditional urban street condition 2. Encourage aspirational development in strategic locations 3. Protect, preserve, reinstate contributory architectural elements (such as awnings) and add new elements in innovative and contemporary ways

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Setting the Scene

Projects & Programmes - Community Survey

During Stage Three, ideas and views were obtained via an online survey on the various projects and programmes, completed by 36 community members of the PSC or CRG, each of whom spent an average of 72 minutes completing the survey. The key comments are included below and many of the projects that scored highly (highlighted in blue) in the survey were translated into special projects by the team and are presented in Chapter 9 of this report. Project scopes were modified and now form part of the FutureCity *Kit of Parts*.

Key takeaways and comments

- General support for all projects and programmes - most projects scoring between 3 and 4 (out of 5)
- Concerns around Council interference in the property market if it invests in property and subsidises particular industries that are not viable
- A frustration expressed around car parking - particularly around the fact that Council is receiving contributions for car parking but nothing appears to be happening
- Mixed views on the closure of some streets (Byng Street) but respondents seem open to test things out
- Strong support for upgrades to Summer Street and reducing the number of lanes to 1 lane in each direction
- Low levels of support for cycle related programmes
- Comments on the applicability of sustainable urban drainage given local soil conditions
- Support for more trees - more broadly across the centre - mixed responses to tree species
- Feeling the community green projects would place a burden on the community
- Mixed feeling on the changes to the roundabouts but general support for reducing speed
- Strong feelings for a need for tactile indicator systems throughout city centre and within the Public Domain Kit of Parts to make access more equitable and universal
- More support for smart energy initiatives
- Strong support for improved and faster internet access
- Orange 360 is doing a great job
- Concerns around drug abuse
- Free coffees should be extended beyond just coffee and include other beverage and ice cream
- Questions around why Anson Street can't be pedestrianised
- An opinion that the Sale Street Cultural Centre is a problem building
- Questions around further investment in Wade Park
- Concerns around an overemphasis on residential intensification in East Orange as opposed to other economic land uses.

Projects that scored above 4

- Q9. 3.   **Orange city centre public domain kit of parts**
- Q10. 4.   Water Sensitive Orange
- Q11. 5.   Urban Tree Canopy Strategy
- Q13. 7.   Orange city centre Pedestrian Safety Project
- Q18. 11.   **Orange Street Transformation Programme**
- Q20. 13.   Orange Active Mobility Strategy
- Q33. 25.   High-speed optical fibre
- Q42. 33.   Teen/young adult activity programme
- Q49. 39.   Orange Indigenous community support and development programme
- Q53. 42.   10 Free Family Activities
- Q55. 44.   Pop-up arts events and programmes
- Q58. 47.   Outdoor cinema events and picnic concerts
- Q66. 54.   Respect Orange
- Q72. 58.   Orange Knowledge Economy Strategy
- Q78. 62.1   Tree pits in the street carriageway (Summer Street)
- Q82. 62.5   **Summer Street lane painting project**
- Q83. 62.6.   **Reduce the width of the carriageway (Summer Street) to one lane in each direction**
- Q86. 62.9   Smart pole lighting installation and free wifi
- Q87. 62.10   Decorative lighting and displays
- Q97. 71.   **Anson / Sale Street Car Park urban design master plan**
- Q110. 81.2   Masterplan vision for the west side adjacent to new DPIE site
- Q111. 82.   Anson public domain and wayfinding programme
- Q115. 85.   **Robertson Park Masterplan and Plan of Management Review**
- Q123. 85.8.   New children's playground (Robertson Park)
- Q125. 86.   **Civic Precinct Masterplan/design study**
- Q141. 91.   McNamara Street North Masterplan
- Q146. 92.1   Lords Place public domain upgrade.

Project that scored below 3

- Q23. 16.   E-Scooter and bike hire scheme
- Q26. 19.   Smart pedestrian and cycle metres
- Q27. 20.   Learn to ride programmes
- Q28. 21.   Bike maintenance programmes
- Q44. 35.   Golf course partnerships
- Q45. 36.   Hospitality industry design and service award programme
- Q70. 57.   Subsidised coffee in the city centre
- Q107. 80.   E-scooter or bike hire station
- Q117. 85.2   Relocating the war memorial to southern precinct
- Q122. 85.7   Relocating the Sister City Garden into Robertson Park
- Q143. 91.2   Change McNamara Street to southbound.
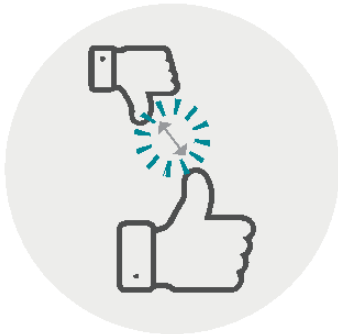
Projects with greatest divergence of opinion

- Q14 8.   Orange Public Art Programme
- Q23 16.   E-Scooter and bike hire scheme
- Q26 19.   Smart pedestrian and cycle metres
- Q28 21.   Bike maintenance programmes
- Q44 35.   Golf course partnerships
- Q98 72.   Sale Street Cultural Centre renewal
- Q79 62.2   Summer Street parklets
- Q95 69.   Internet shopping collection hubs
- Q107 80.   E-scooter or bike hire station
- Q108 81.   Benchmark infill housing projects
- Q116 85.1   Revelation of indigenous landscapes in Robertson Park
- Q117 85.2   Relocate war memorial to southern precinct
- Q119 85.4   CWA building Investigate opportunities to activate/renovate/demolish the CWA building into the park
- Q120 85.5   Recognition of waterways and buried creeks
- Q130 86.5   Directional change to McNamara Road
- Q135 87.4   Closure of Byng Street /one-way working
- Q143 91.2   Change McNamara Street to southbound
- Q153 97.   Ideas hub - shared workspace
- Q162 100.   Wade Park Masterplan update
- Q164 100.2   Wade Park short-term car parking.

Setting the Scene

2.4   Mapping the Challenges

The adjacent map seeks to spatiality represent the challenges across the city centre. These include:

1. Summer Street functions as both a highway and a high street which creates pedestrian conflict and an unpleasant pedestrian environment.

2. Double lane roundabouts are unsafe and difficult for pedestrians of all ages and mobility to cross.

3. Pedestrian connections to Orange Train Station are poor and unsafe.

4. Major anchors such as the new DPIE office, TAFE and the Cultural Precinct are located away from the city centre and will need improvements to streetscape and safety in order to create a pleasant pedestrian environment.

5. Major retailers within the city centre are dispersed along the length of Summer Street and not clustered.

6. Entrances to off-street car parking create breaks in the street wall and the numerous vehicle access points compromises pedestrian safety.

7. Medical suites associated with the old Base Hospital may relocate in the future to the Life Sciences Precinct, reducing activity in such areas.

8. The railway line separates the eastern and western sides of the city centre.

9. The majority of the city centre is within a Heritage Conservation Area and any redevelopment is required to adhere to development controls.

10. Anti-social behaviour in certain parts of the city centre deter the community from using the space.

Key

- 🅣 Orange Station
- ⬛ Proposed city centre boundary
- ⬛ Major destination
- ⬛ On Street Car park lots
- ⬛ Medical related uses around the former hospital
- ⬛ Major retail destinations
- ⬛ Heritage Conservation Area
- ⟜ Car parking Entry
- → Draw Pedestrian Activity
- ⊙ Pedestrian Conflict
- ⊛ Double Lane Roundabouts unsafe for pedestrians
- ✹ Anti-Social Behaviour

Figure 07: Constraints Plan

Setting the Scene

2.5   Mapping the Opportunities

The adjacent map seeks to spatially represent the opportunities across the city centre. These include:

1. Robertson Park is the civic and cultural heart of the city and its significance as a location of Indigenous heritage should be emphasised.

2. Enhance the experience of people visiting the city centre for commercial and shopping, particularly around Summer Street.

3. Formalise pedestrian links through car parks to ensure pedestrian safety and utilise landscaping as a wayfinding tool. Introduce pedestrian crossings to allow for pedestrian priority.

4. Relocation of DPIE offices will create more activation surrounding the TAFE and support further activation of the streetscape.

5. The former DPIE site is an opportunity site to provide additional housing or commercial floorspace in the city centre.

6. Streetscape upgrades to Sale Street and Anson Street to provide an attractive and safe pedestrian environment to the city centre and link to TAFE/DPIE.

7. Create a green pedestrian and cycle link, celebrating the significance of the Blackmans Swamp Creek.

8. Explore the optimum use of Council owned sites.

9. Improve pedestrian amenity and safety along Summer, Kite and Byng Streets.

10. Improve pedestrian amenity through the introduction of a signal or a crossing in order to provide safe access to Orange Train Station and pedestrian overpass.

11. Develop Lords Place as a green connector between Wade Park, Roberson Park and the cultural precinct.

12. Develop McNamara Street as a mixed market for artisan start-ups and small to medium enterprises (SME).

13. Create a new connection across the railway at March Street to keep traffic to the periphery of the city centre allowing for the expansion of the Centre northwards and the creation of a more pedestrian oriented public domain within.

Key

- Orange Station
- Proposed FutureCity Boundary
- Council / Gov. owned property
- Public Domain Improvements
- Intensification opportunities
- DPIE Relocation
- New Connection (Level crossing)
- Vacant Lots
- Celebrate Indigenous Heritage
- Improved Pedestrian Links
- Improved Streetscape
- Celebration of Blackmans Swamp Creek
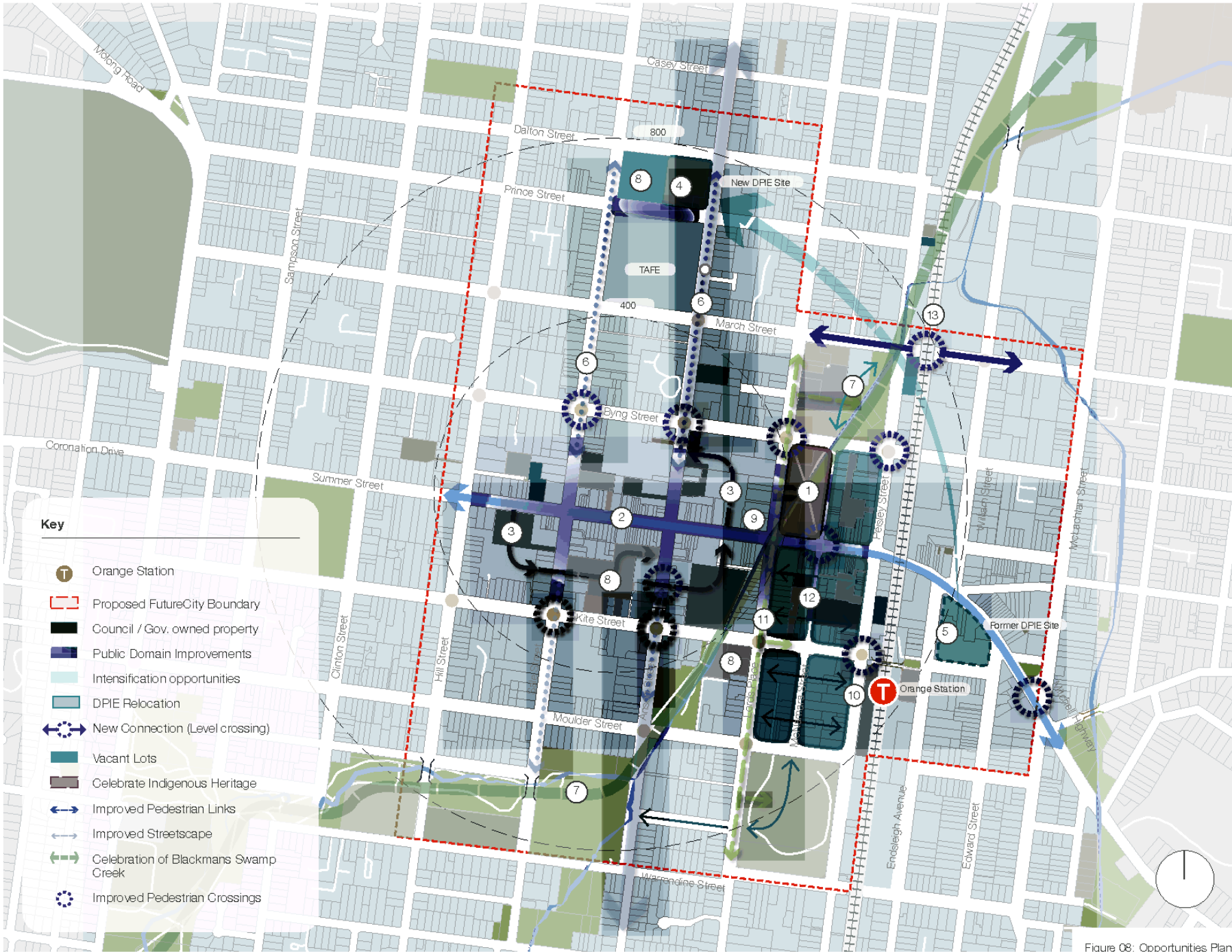- Improved Pedestrian Crossings

Figure 08: Opportunities Plan

2.6   Soft Spots and Opportunity Sites

During Stage Two further analysis was undertaken with the view of identifying a select number of implementable projects that could be delivered by stakeholders that have an interest or responsibility in the future of the city centre. The adjacent plan presents an overlay of mapping to identify areas of potential change. The categorisation of these sites is based on a combination of the following factors:

· Sites that are not encumbered by heritage constraints
· Council/public ownership
· Undeveloped or underdeveloped sites in private ownership
· Urban blocks that contain large lots that offer potential for redevelopment
· Lots that contain lower value buildings or buildings that have been categorised as detracting in the built form and character study
· Sites where car parking is provided, but which hold great potential for redevelopment.

What is clear from this map is that most of the opportunities for redevelopment and intensification are located between Lords Place and McNamara Street. It is also important to note that while some sites have been identified as opportunity sites, there may be a number of reasons why these sites can not be developed. A selection of these sites have been explored as special projects later on in this report.

Key

- - -   Study Area

▨   Listed heritage assets

▨   Known development proposal

▨   Identified opportunity sites (soft spots)

▢   Council owned sites
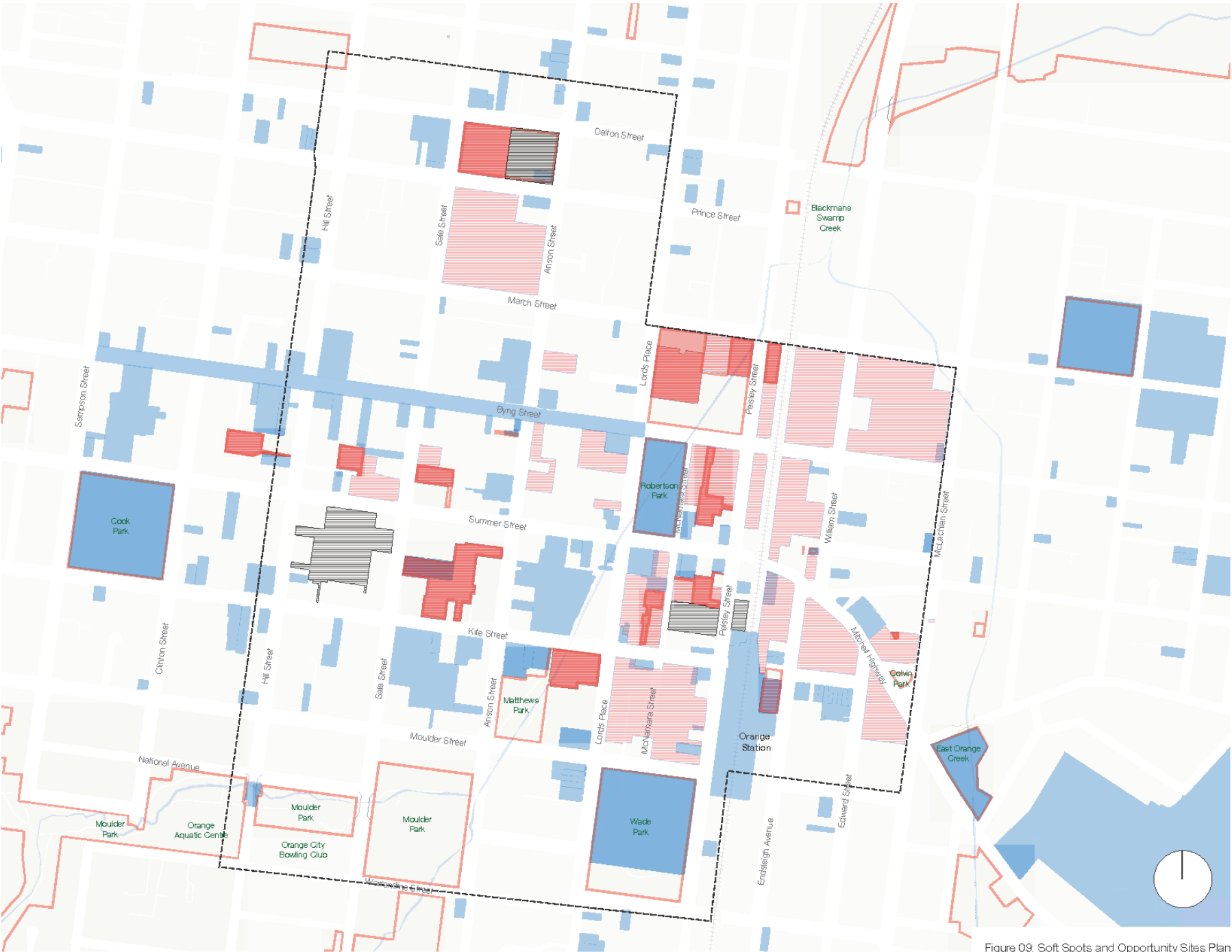
▨   Council enabled opportunity sites

Figure 09: Soft Spots and Opportunity Sites Plan

FutureCity Vision, Themes and Objectives   3

FutureCity Vision, Themes and Objectives

3.1 OC FutureCity Imperatives

The analysis undertaken during Stages One and Two suggested that the Orange city centre is performing well (functionally, economically, socially), but that change and transformation is necessary for the city centre to meet the growing needs, aspirations and challenges of future generations.

The strategic themes and ideas put forward by the community in the *Community Strategic Plan*; Live, Preserve, Prosper and Collaborate, provide a firm foundation for establishing a vision for the city centre.

At the scale of the city centre, this study has identified three imperatives that will need to be addressed going forward. These are illustrated in the adjacent images and have been core to the generation of the vision, ideas, programmes and projects that follow.

Imperative 1
Attract more people

Attract people to city centre to spend more time there by supporting a broader range of activities.

Identified from AEC's *Economic/Competitive and Comparative Analysis*.

Imperative 2
Compact

Increase the number of people living and working in the city centre to provide more opportunities for people to live and work in a variety of ways within the city centre.

Identified in SJB's *Built Form and Character Study*.

Imperative 3
Make the city centre more walkable

Addressing the dominance of private vehicles in the city centre, reducing reliance on the use of private vehicles as the primary mode of transport and making the city centre more attractive, comfortable and safe to walk around as an improved experience for residents and visitors to Orange.

Identified in Aspect's *Movement and Place Study*.

FutureCity Vision, Themes and Objectives

3.2 OC FutureCity Vision & Themes

Rather than proposing a single vision statement for the city centre that risks skimming over a complex and interrelated series of factors, this study puts forward a vision diagram in the form of an iconographic around around six key themes. The six themes include:

· Regional Destination
· Identity
· Liveability and Lifestyle
· Connected
· Ideas City
· A Centre for Work and Study

In the pages that follow each theme is unpacked as a series of objectives, and potential indicators are identified that Orange City Council could use to measure the effectiveness and impact of particular projects and programmes over the longer term.

For OC FutureCity to be able to measure the success or effectiveness of their investments it is recommended that Council commit to collecting specific data over the short to medium term to track improvements and trends within the social and economic environment to tailor responses accordingly. The combination of the indicators, projects and programmes should help decision-making and assist in the progressive improvement of the city centre.
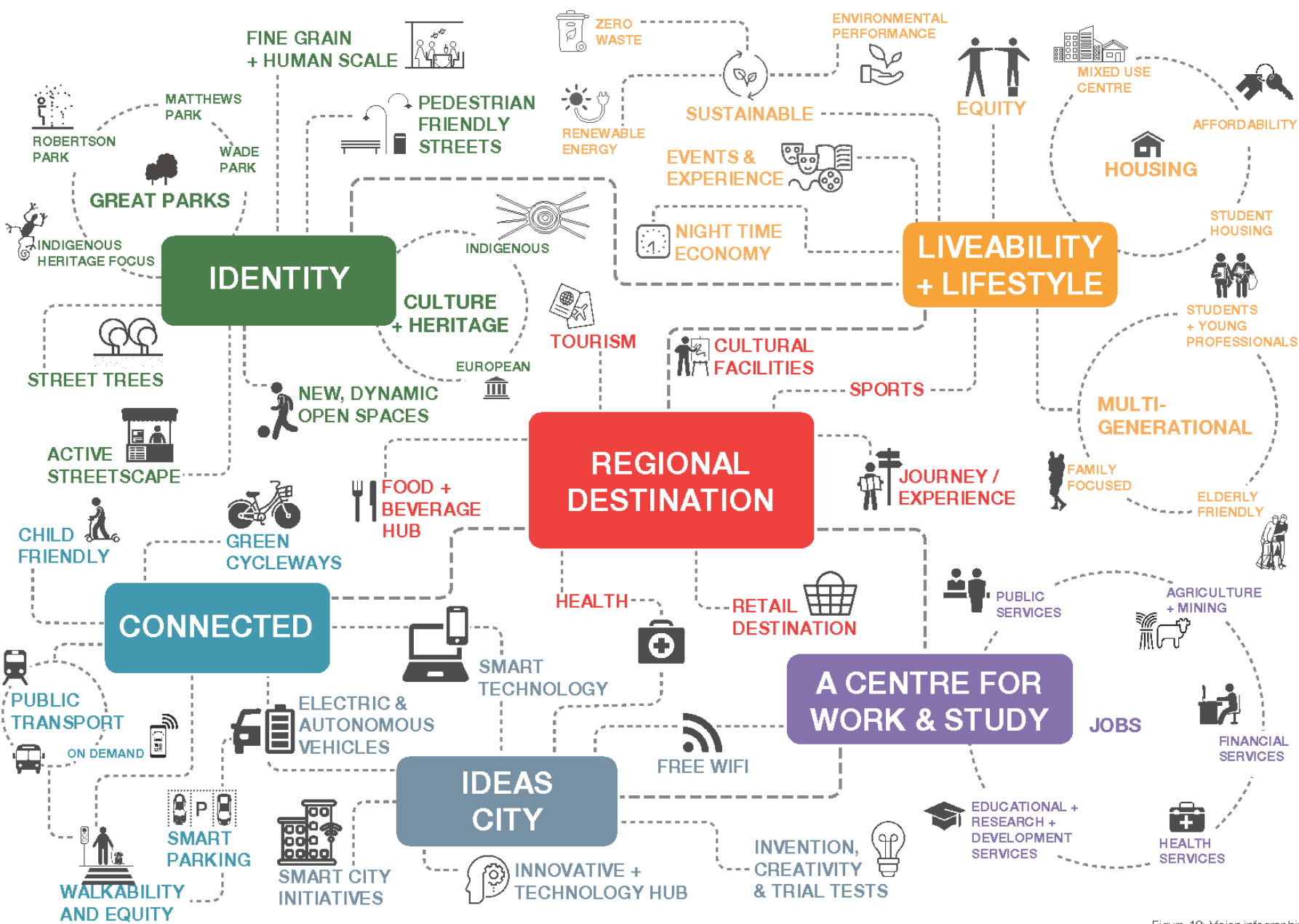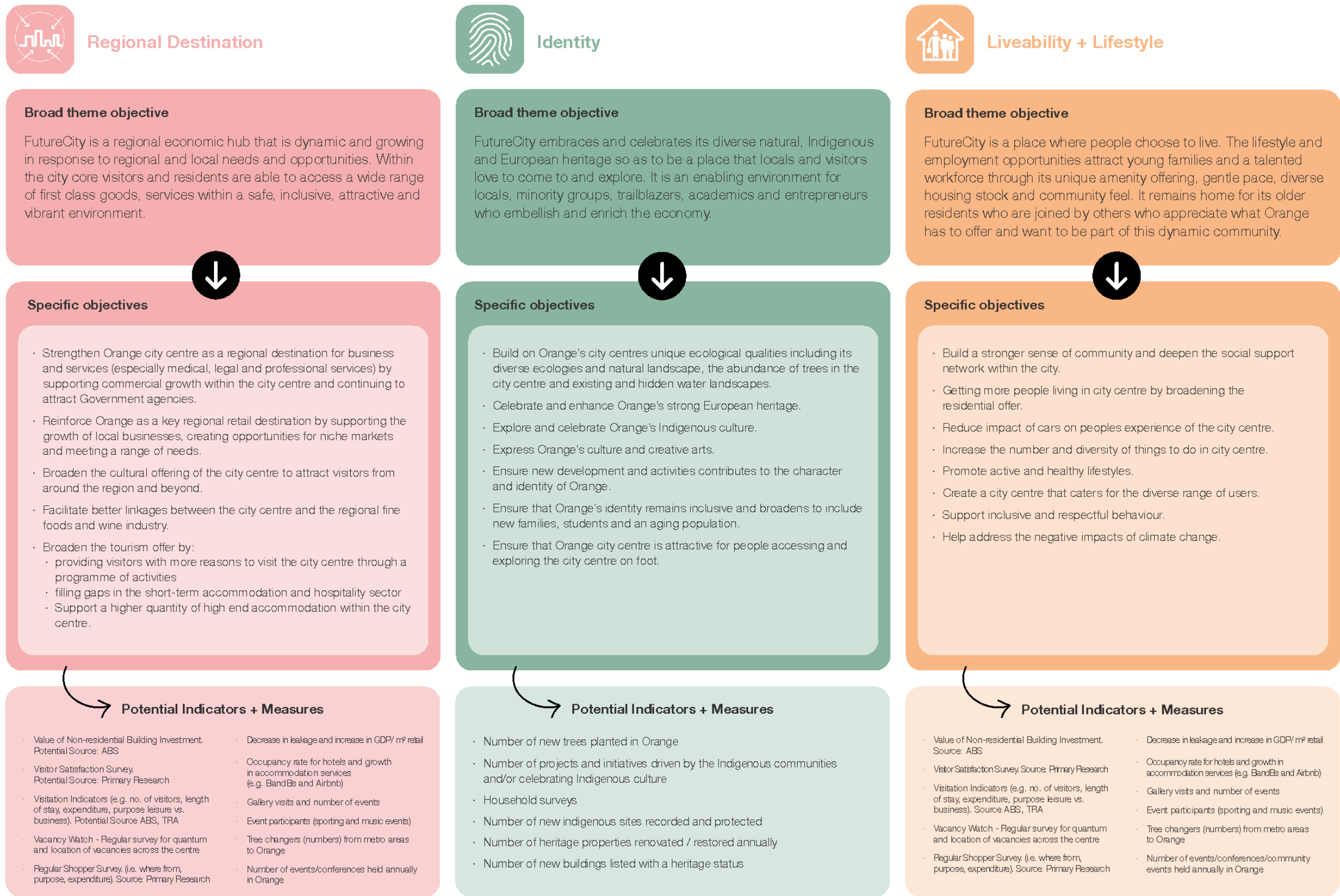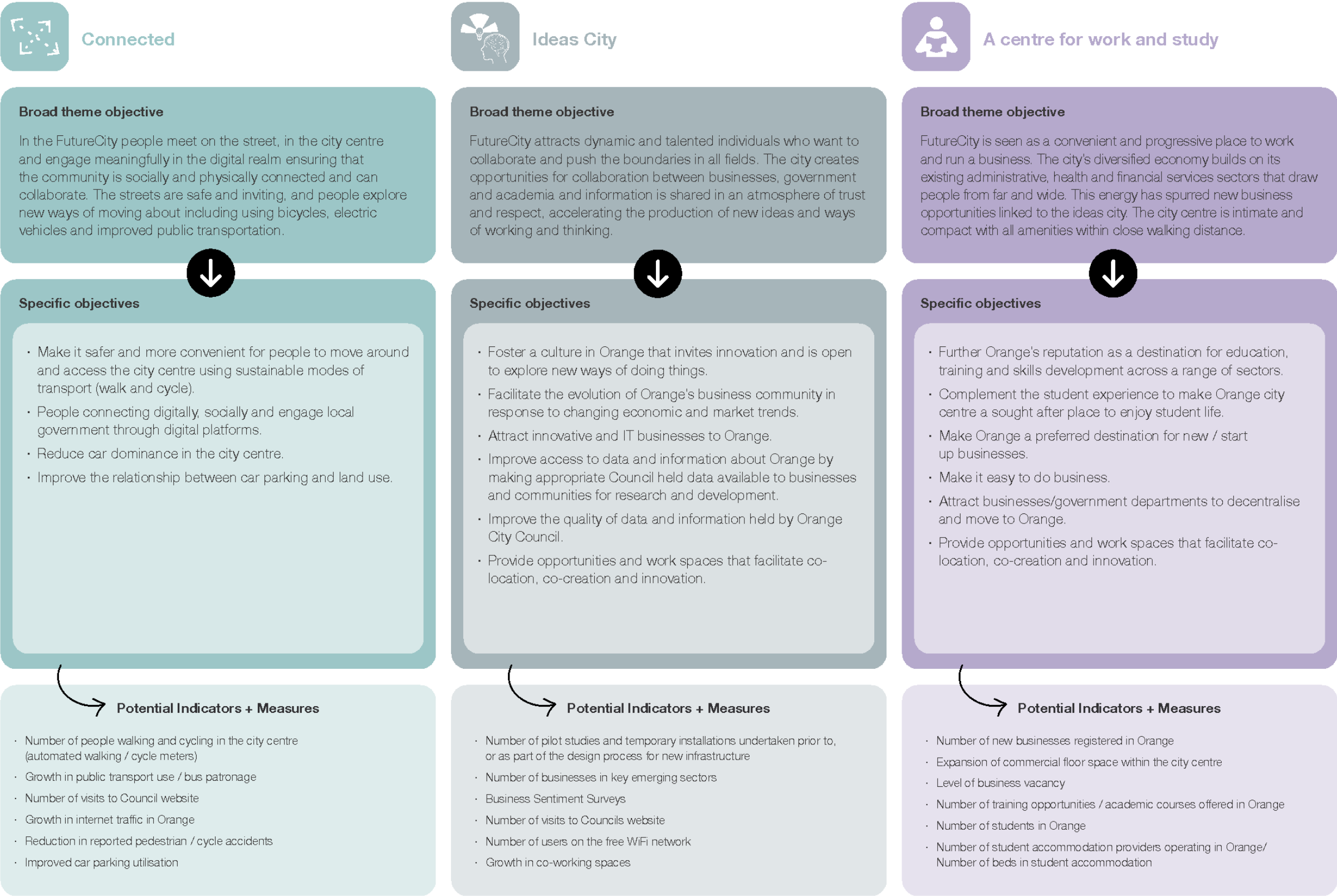

Figure 10: Vision infographic

Regional Destination

Broad theme objective

FutureCity is a regional economic hub that is dynamic and growing in response to regional and local needs and opportunities. Within the city core visitors and residents are able to access a wide range of first class goods, services within a safe, inclusive, attractive and vibrant environment.

Specific objectives

- Strengthen Orange city centre as a regional destination for business and services (especially medical, legal and professional services) by supporting commercial growth within the city centre and continuing to attract Government agencies.
- Reinforce Orange as a key regional retail destination by supporting the growth of local businesses, creating opportunities for niche markets and meeting a range of needs.
- Broaden the cultural offering of the city centre to attract visitors from around the region and beyond.
- Facilitate better linkages between the city centre and the regional fine foods and wine industry.
- Broaden the tourism offer by:
  - providing visitors with more reasons to visit the city centre through a programme of activities
  - filling gaps in the short-term accommodation and hospitality sector
  - Support a higher quantity of high end accommodation within the city centre.

Potential Indicators + Measures

- Value of Non-residential Building Investment. Potential Source: ABS
- Visitor Satisfaction Survey. Potential Source: Primary Research
- Visitation Indicators (e.g. no. of visitors, length of stay, expenditure, purpose leisure vs. business). Potential Source ABS, TRA
- Vacancy Watch - Regular survey for quantum and location of vacancies across the centre
- Regular Shopper Survey. (i.e. where from, purpose, expenditure). Source: Primary Research

- Decrease in leakage and increase in GDP/ m² retail
- Occupancy rate for hotels and growth in accommodation services (e.g. BandBs and Airbnb)
- Gallery visits and number of events
- Event participants (sporting and music events)
- Tree changers (numbers) from metro areas to Orange
- Number of events/conferences held annually in Orange

Identity

Broad theme objective

FutureCity embraces and celebrates its diverse natural, Indigenous and European heritage so as to be a place that locals and visitors love to come to and explore. It is an enabling environment for locals, minority groups, trailblazers, academics and entrepreneurs who embellish and enrich the economy.

Specific objectives

- Build on Orange's city centres unique ecological qualities including its diverse ecologies and natural landscape, the abundance of trees in the city centre and existing and hidden water landscapes.
- Celebrate and enhance Orange's strong European heritage.
- Explore and celebrate Orange's Indigenous culture.
- Express Orange's culture and creative arts.
- Ensure new development and activities contributes to the character and identity of Orange.
- Ensure that Orange's identity remains inclusive and broadens to include new families, students and an aging population.
- Ensure that Orange city centre is attractive for people accessing and exploring the city centre on foot.

Potential Indicators + Measures

- Number of new trees planted in Orange
- Number of projects and initiatives driven by the Indigenous communities and/or celebrating Indigenous culture
- Household surveys
- Number of new indigenous sites recorded and protected
- Number of heritage properties renovated / restored annually
- Number of new buildings listed with a heritage status

Liveability + Lifestyle

Broad theme objective

FutureCity is a place where people choose to live. The lifestyle and employment opportunities attract young families and a talented workforce through its unique amenity offering, gentle pace, diverse housing stock and community feel. It remains home for its older residents who are joined by others who appreciate what Orange has to offer and want to be part of this dynamic community.

Specific objectives

- Build a stronger sense of community and deepen the social support network within the city.
- Getting more people living in city centre by broadening the residential offer.
- Reduce impact of cars on peoples experience of the city centre.
- Increase the number and diversity of things to do in city centre.
- Promote active and healthy lifestyles.
- Create a city centre that caters for the diverse range of users.
- Support inclusive and respectful behaviour.
- Help address the negative impacts of climate change.

Potential Indicators + Measures

- Value of Non-residential Building Investment. Source: ABS
- Visitor Satisfaction Survey. Source: Primary Research
- Visitation Indicators (e.g. no. of visitors, length of stay, expenditure, purpose leisure vs. business). Source ABS, TRA
- Vacancy Watch - Regular survey for quantum and location of vacancies across the centre
- Regular Shopper Survey. (i.e. where from, purpose, expenditure). Source: Primary Research

- Decrease in leakage and increase in GDP/ m² retail
- Occupancy rate for hotels and growth in accommodation services (e.g. BandBs and Airbnb)
- Gallery visits and number of events
- Event participants (sporting and music events)
- Tree changers (numbers) from metro areas to Orange
- Number of events/conferences/community events held annually in Orange

Connected

Broad theme objective

In the FutureCity people meet on the street, in the city centre and engage meaningfully in the digital realm ensuring that the community is socially and physically connected and can collaborate. The streets are safe and inviting, and people explore new ways of moving about including using bicycles, electric vehicles and improved public transportation.

Specific objectives

- Make it safer and more convenient for people to move around and access the city centre using sustainable modes of transport (walk and cycle).
- People connecting digitally, socially and engage local government through digital platforms.
- Reduce car dominance in the city centre.
- Improve the relationship between car parking and land use.

Potential Indicators + Measures

- Number of people walking and cycling in the city centre (automated walking / cycle meters)
- Growth in public transport use / bus patronage
- Number of visits to Council website
- Growth in internet traffic in Orange
- Reduction in reported pedestrian / cycle accidents
- Improved car parking utilisation

Ideas City

Broad theme objective

FutureCity attracts dynamic and talented individuals who want to collaborate and push the boundaries in all fields. The city creates opportunities for collaboration between businesses, government and academia and information is shared in an atmosphere of trust and respect, accelerating the production of new ideas and ways of working and thinking.

Specific objectives

- Foster a culture in Orange that invites innovation and is open to explore new ways of doing things.
- Facilitate the evolution of Orange's business community in response to changing economic and market trends.
- Attract innovative and IT businesses to Orange.
- Improve access to data and information about Orange by making appropriate Council held data available to businesses and communities for research and development.
- Improve the quality of data and information held by Orange City Council.
- Provide opportunities and work spaces that facilitate co-location, co-creation and innovation.

Potential Indicators + Measures

- Number of pilot studies and temporary installations undertaken prior to, or as part of the design process for new infrastructure
- Number of businesses in key emerging sectors
- Business Sentiment Surveys
- Number of visits to Councils website
- Number of users on the free WiFi network
- Growth in co-working spaces

A centre for work and study

Broad theme objective

FutureCity is seen as a convenient and progressive place to work and run a business. The city's diversified economy builds on its existing administrative, health and financial services sectors that draw people from far and wide. This energy has spurred new business opportunities linked to the ideas city. The city centre is intimate and compact with all amenities within close walking distance.

Specific objectives

- Further Orange's reputation as a destination for education, training and skills development across a range of sectors.
- Complement the student experience to make Orange city centre a sought after place to enjoy student life.
- Make Orange a preferred destination for new / start up businesses.
- Make it easy to do business.
- Attract businesses/government departments to decentralise and move to Orange.
- Provide opportunities and work spaces that facilitate co-location, co-creation and innovation.

Potential Indicators + Measures

- Number of new businesses registered in Orange
- Expansion of commercial floor space within the city centre
- Level of business vacancy
- Number of training opportunities / academic courses offered in Orange
- Number of students in Orange
- Number of student accommodation providers operating in Orange/ Number of beds in student accommodation

FutureCity Planning Framework

4

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FutureCity Planning Framework

4.1   Planning & Design Framework

The Planning Framework was developed and refined with the input of the PSC, CRG and Government Agencies over the course of the project. It identifies the proposed key structuring elements of the FutureCity and the areas where land use change and development would be desirable. The Framework makes explicit reference to the FutureCity Precincts as structuring pieces that are outlined in more detail in Chapter 6.

The intent of the Framework Plan is to guide future development and public investment towards the vision. The key aspects of the plan include:

1.   **Enhance Summer Street as the primary activity spine of the city centre**. This should entail public domain improvements, filling the gaps in Summer Street with new development, introducing shared working opportunities in vacant shops, and protecting, repairing and reinstating awnings along the high street. Stakeholders should look to support:
     · The clustering of similar types of retail.
     · Finer grain pedestrian links through the Centre to key destinations with improved wayfinding.
     · Creating new destinations through the transformation of the existing Council owned car parks to the west of the Woolworths building.

2.   **Encourage intensification in the East City Precinct and Enterprise Corridor** between Lords Place and William Street through small scale amalgamation (including Council owned assets and car parks) and redevelopment. Construct a multi-storey car park on the Ophir car park site to service the precinct and reinforce Lords Place as a transformative street and refining the role of McNamara Street as a pedestrian oriented street. Higher density residential opportunities including new tourist accommodation (hotels, back packers) and affordable housing should be explored.

3.   **Provide a new east-west connection across the railway line** with a potential new level crossing at March Street. This would help create a pedestrian-friendly city centre, allow for the partial/full closure of Byng Street and the expansion of the city centre core one block to the north.

4.   **Improve north-south connectivity** through public domain upgrades to Lords Place, Anson Street and Sale Street.

5.   **Reinforce the Civic Precinct and Robertson Park** as a cultural destination through the delivery of a regional cultural attractor (Conservatory and Observatory). Adapt existing Council buildings to be more outward looking (specifically towards Robertson Park and Lords Place) and repair gaps in the street frontage created by car parking.

6.   **Contain non-residential land uses** within the Shoulder Precinct to the area bounded by Byng, Kite, Hill and Peisley Streets.

7.   **Create a focus for the Institutional Precinct on Prince Street**, discourage the expansion of non-residential land uses along the side streets, encourage further investment into the TAFE site through selective demolition and new facilities, and explore opportunities for higher density residential accommodation around the DPIE site.

Key

- - -   Study Area

○   Gateways

↔   Proposed new level crossing on March Street

···   Civic Precinct

✳   Cultural destination

●   Streetscape improvements

↔   Transformative Street

▲   Contain commercial uses in the Institutional and Shoulder Precincts

▲   Intensify development in the East City Precinct and Enterprise

▬   Civic-led design investigation

▬   Mixed-use led design investigation

▬   Residential led design investigation

▬   Public domain design investigation

Figure 11: Proposed Planning and Design Framework

FutureCity Economy

5

FutureCity Economy

The economic and employment structure of the FutureCity should reflect its role as a regional commercial, civic and retail hub. Informed by the Stage 2 Orange city centre Competitive and Comparative Analysis Study, this section provides strategic direction on how the sectors of the economy should perform over the short to long term. A number of the ideas and strategies have directly informed the special projects and programs outlined in this report.

Commercial and retail uses

Research indicates the both the retail and commercial office market sectors are at low points in their respective property cycles. Additionally, persistently high retail rents in certain sections of the city centre present difficulties for new businesses to enter the market. Despite these challenges, the outlook for both sectors remains positive.

Ensuring the FutureCity is an appealing commercial and retail hub is important to attract capital investment to Orange, and concentrate this activity in the city centre. If Council has clear aspirations to attract the creative and smart technology industries into the city centre it will need to consider unconventionally intervening in the property market to offer below market rentals and special services to targeted businesses. This has been done to great affect by the City of Sydney in supporting the creative industries in certain parts of their Local Government Area. The upshot of business investment in the city centre is employment, attracting and growing the pool of workers, residents and shoppers.

The continued and future viability of the FutureCity as a retail centre will depend on its ability to expand the boundaries of its catchment, providing a diversity of retail destinations and improving the retail experience. This can be delivered through a combination of increasing the local population, local workforce and visitation from domestic and international tourists as well as from those living in rural areas.

Tourism

The tourism economy in Orange is no less important for the sustainability of the FutureCity. Leveraging an already growing sector to facilitate visitation that will benefit the FutureCity will assist with diversification of the visitor base beyond local residents and workers.

Residential

There is similar value to attracting new residents to Orange and growing the critical mass of residents. At present, population growth is focused outside the city centre in urban release areas to the north and south. Opportunities for city centre or fringe living will increase the pool of residents and expenditure to sustain the FutureCity. The residential gap analysis and high construction costs related with medium to high density accommodation suggests that the FutureCity could see a growth in institutional investment into age care, student accommodation and short stay accommodation. This could be supported with a range of interventions, such as precinct level car parking solutions provided by Council that could help lower the hurdles for development.

Healthcare

The city centre, with the hospital previously located within close proximity to the retail core, had a much stronger health focus. The relocation of many health services to the Life Sciences Precinct is expected to change the role of the city centre, however a number of medical services are likely to remain in the city centre. This could be further strengthened by improving integration between social assistance services, inner city age care facilities and retirement offerings and by improving linkages (physical as well as business linkages) to the Life Sciences Precinct.

Knowledge Industries

A high proportion of knowledge-intensive employment, particularly public administration and safety demonstrates the importance of the FutureCity as a regional headquarters for a range of government agencies and private corporates.

The following recommendations and strategies to support the growth and sustainability of the FutureCity have been separated into short, medium and long-term categories. These recommendations cover both the retail, commercial and tourism sectors which in unison are needed to ensure the economic resilience of the City.

TABLE 02: POTENTIAL ECONOMIC STRATEGIES AND ACTIONS

Strategy	Action(s)
Short-Term (1-3 Years)	
Communication platform between Council and retailers	· Establish half-yearly workshops between Council and the retailing community to discuss the opportunities and risks underway in the retail sector. · Organised by Council or by Orange business chambers; · Council to provide meeting summary and distribute via email or via Council website. · Establish publication of a yearly assessment of Orange City retail market and economy. · Ensure all retail stakeholders have access to the latest economic statistics for the region; · Retail and economic assessment to be distributed via email or via Council website.
City centre and Tourism Assets	· Identify potential initiatives to link the City with the broader tourism economy. · Engage with food and wine producers to bring the food and wine experience to the City. · Continue to implement the strategies and actions of the draft Tourism Strategy 2016.
Leverage Council landholdings in city centre	· Identify and prioritise economic and/or social/ cultural programs which could be delivered on Council sites. · Undertake a strategic review of Council-owned land in the City to identify opportunities to deliver the previously identified initiatives. · Identify sites best placed (benefitting from centrality of location) to focus pop-up activities and rolling programme of events for young and old. · Seek interest from the market to redevelop any Council-owned sites identified as having capacity for redevelopment.
Medium-Term (3-5 Years)	
Encourage landlord reinvestment	· Begin an education program for retail and commercial landlords to provide information and strategies on how to improve trading position and performance and the quality of retail/ commercial floorspace. · Introduce a retailer and office awards competition and combine with existing business awards to provide an incentive for retailers and landlords to improve the quality of retail and commercial office space.
Long-Term (5+ years)	
Consolidate development in the city centre	· Maintain existing commercial land use zonings. · Prohibit any significant future retail/commercial office provision outside of the City. · Ensure that all future commercial development provides high grade office space. · Council and state government offices to remain in the City.
Future role of higher-density residential	· Review the demand for medium and high-density housing. · Consider increasing density in the B4 Mixed Use zone surrounding the City to encourage residential development, noting take-up is unlikely to be an immediate proposition.

FutureCity Precincts

6

FutureCity Precincts

6.1   Proposed Future City Precincts

The FutureCity can be understood and experienced as a patchwork of dynamic and overlapping precincts, each with their own distinct character, function and identity. Six precincts have been identified based on the existing qualities of place and the potential roles that they will play in contributing towards to the OC FutureCity Vision. The precincts will change over time and to assist OCC and the community in managing this change the nature of change in each precinct has been categorised using the Department of Planning, Industry and Environment's (DPIE) Local Character Guidelines - Maintain, Enhance and Change.

In this short chapter and in the table that follows:
· Each precinct is identified and defined on the adjacent precinct plan. It is important to note that the precincts overlap or have fluid boundaries to accommodate the richness and complexity that exists in the FutureCity.
· Each precinct is then described with the view of identifying the existing qualities and characteristics that distinguish one precinct from the other.
· Those aspects that detract from the experience of the precinct or undermine its functionality are also identified.
· A future desired character for each precinct is articulated which further assists in understanding the role that the precinct will play in the future and the vision themes that are most closely associated to the precinct.
· Finally the table unidentified opportunities / interventions that could help each precinct achieve the FutureCity vision. These are further unpacked and explored in the Projects and Program Catalogue / Kit of Parts and through the special projects.

It should be noted that the development controls for Orange are very progressive, generous and accommodating and that no major changes to these controls are required for each precinct to fulfil its anticipated role. Where changes are required these are identified in the Special Projects section.

Figure 12: Proposed FutureCity Precincts

FutureCity Precincts

Precinct	Nature of Change			Theme Focus Areas
6.2 Retail Core	Maintain	**Enhance**	Change	

Existing Character

Qualities

Summer Street is the focus of this lively precinct where buildings with retail and commercial ground floor uses open directly onto the street. Larger internalised shopping centres feed off the high street providing accommodation for larger footprint retail anchors and small and medium size shops providing accommodation to a range of local and national chain stores. The mix of street front retail and enclosed shopping malls provide a diversity of retail experiences, and for the most part, pedestrians are protected from the weather through awnings and overhangs.

Detractors

· While the public domain in Summer Street is of a high standard and well maintained, some of the side streets and lanes are not maintained to a comparable standard or are dominated by angled street parking.
· Awnings are not continuous along the high street.
· Blank façades of shopping centres do not engage with the street, and access to structured parking and on site car parking creates breaks in the street wall.
· Heavy traffic along Summer Street and lengthy waits at signalised intersections compromise the retail experience.

Desired future character

· The retail core continues to be the economic driver of the Future City and is enhanced through environmental improvements to ensure that it remains a regional retail destination, an interesting place to explore and access local products and services.
· The retail core is consolidated between Lords Place and Hill Street and retail seepage to the periphery of the Orange and into the enterprise corridor is discouraged.
· The side streets are activated by businesses and foot traffic from people who park in city centre car parks and on Byng and Kite Streets and walk into town.
· Heritage buildings are retained, older buildings are refurbished with smaller commercial offices at first floor level providing affordable business spaces for start-ups and emerging businesses.
· Underdeveloped sites with opportunity are developed to a similar scale to what exists (3-4 storeys) with residential uses/ tourist or visitor accommodation/affordable office space above ground floor.

Opportunities

· Public domain improvements along Summer Street would significantly improve visitor experience and could lead to extended and more frequent visits.
· New forms of retail is supported by collection points and logistic hubs for on-line retail.
· Blank façades could be beautified with public art/murals.
· Gaps in the street wall could be completed visually in the short term through landscaping and street frontage.
· Awnings along the high street should be protected, extended and added.
· Smart poles and free wi-fi could be rolled out across the centre together with a public furniture strategy that would encourage people to linger in public space.
· The relocation of Woolworths within the city centre and the redevelopment of the Council car park offers opportunities for a greater intensification of land uses, improved through-site linkages and vastly better visitor experiences.
· Vacant shops could be activated by shared office space (WeWork) or other creative short term uses.
· Larger underutilised sites within the retail core could be redeveloped as hotels / tourist accommodation to bring life into the city centre after hours. It will be important to ensure that these buildings activate the street, provide quality short term accommodation and allow visitors to experience and participate in the life of the city.
· Parking within the city centre is reviewed to ensure that it does not diminish the visitor experience, is conveniently located and draws people through the town.

Existing character

Ideas and precedents

Summer Street streetscape

Crown Street, Surry Hills (NSW)

Orange Central Square car park

WeWork flexible office space for start-ups on upper levels/ in vacant shops

Council car park behind Woolworths

Potential small scale artisan focus around the Woolworths car park - Chelsea Village Somerset West

FutureCity Precincts

Precinct	Nature of Change			Theme Focus Areas
6.3 Civic Precinct	Maintain	**Enhance**	Change	

Existing character

Orange Civic Theatre back of house and car park

Orange Civic Centre forecourt

Opportunity site corner of Peisley & March Streets

Ideas and precedents

'Public living room' - Mudgee

Activated public plaza - Wollongong

Celebration of Indigenous heritage - Birrarung Wilam Walk, Melbourne

Existing Character

Qualities

The city's civic buildings are concentrated around the northern end of Robertson Park which has historically been a meeting place for the community. Robertson Park is a multifunctional open space with a strong civic identity.

Detractors

· Robertson Park is underutilised and does not adequately reflect the diversity of people and cultures that exist in the Orange City community.
· The civic buildings are inward looking and relationship between the civic buildings and the streets could be improved
· Planned expansions to the north (The conservatorium and observatory) risk dissipating energy from Robertson Park and the retail core.
· Fast moving traffic along Byng Street as well as lower quality buildings at the northern end of Robertson Park prevent the civic buildings adjacent the park from engaging fully with the open space.

Desired future character

· The Civic Precinct is celebrated as the epicentre of cultural and civic life with new regional destinations drawing visitors in the civic heart.
· Local and indigenous culture finds expression in this precinct, both in Robertson Park as well as in the cluster of civic and cultural buildings located around the art gallery.
· Residents and visitors move freely between older, more historic institutional buildings and new contemporary institutional buildings and spaces for a variety of purposes.
· Robertson Park becomes the "spatial bridge" and connector between the civic quarter and the high street. Traffic has been calmed and more public space is reclaimed from car dominated streets and spaces for people to engage for cultural reasons.
· Adjoining streets are utilised as extension to Robertson Park for social activities, entertainment, and events.

Opportunities

· A new landscape plan for Robertson Park that reveals the hidden indigenous histories in Orange. The plan includes elements of water bringing to the surface symbolically the natural drainage system of Blackman's Swamp Creek that is currently buried under the park.
· Changes to the local traffic movement and public domain improvements (with selective demolition of buildings to the northern end of Robertson Park) could improve the interface between the park and the civic precinct.
· Alterations to the existing council offices could improve the interface onto Robertson Park and Lords Place
· The existing civic buildings (the library, theatre and gallery) are adapted and extended to more positively address the adjacent streets and public open spaces.
· Blank walls could be activated or beautified with murals or be converted into an outdoor climbing wall or outdoor cinema
· The surface car park to the north of Councils offices could be redeveloped to provide a positive interface onto Lords Place.
· Public domain improvements to Lords Place and McNamara Street to reduce traffic flow, improve relationships between adjoining built form and the park and increase pedestrian activity.

FutureCity Precincts

Precinct	Nature of Change			Theme Focus Areas
6.4 East City	Maintain	Enhance	**Change**	

Existing Character

Qualities

This is the most diverse of the city centre precincts and overlaps with some of the other precincts previously identified. The area enjoys high levels of exposure to the strategic mobility routes of Moulder Street, Peisley Street and Summer Street and is directly adjacent to the train station. The urban grain is finer than in other parts of the city with a smattering of heritage buildings and varied land ownership. The quality of buildings is mixed with some older heritage buildings and lower value large floor plate industrial sheds.

Detractors

· Many of the buildings in this precinct do not contribute positively to the character and identity of the city centre.
· The northern most block, to the east of Robertson Park is under developed for such a strategically located site.
· While all the prerequisite for regeneration from a planning perspective are in place, market conditions and the quality of the building stock has not precipitated significant private sector investment.

Desired future character

· The East City Precinct is seen as becoming a dynamic and aspirational precinct that supports innovation and experimentation. It attracts people and businesses looking for a more urban environment and to collocate with others who share this desire.
· The precinct evolves as an eclectic collection of old and new buildings with fine grain pedestrian lanes and courtyards creating a more intimate and distinct identity within the city centre.
· McNamara Street is the heart of the precinct and is transformed into a pedestrian priority shared surface street
· The precinct is book-ended by two open spaces, Wade Park to the south and Robertson Park to the north.
· The streets and public domain between these two spaces is urban and robust and offers a mix of uses including tourist accommodation close to the station and higher density accommodation for students, young professionals and families.

Opportunities

· The planning controls in the East City Precinct are generous and accommodating and consequently the area has the greatest potential for small scale change and transformation through the selective demolition of existing low quality buildings and the development of medium rise (3-6 storey) mixed use development.
· Smaller sites are amalgamated (without losing the fine grain character) and lower value buildings and underutilised car parks could be redeveloped with a mix of uses and spaces that cater for your start up businesses and business targeting the student market. A range of different housing types from contemporary terraces to low-medium rise residential flat buildings / shop-top housing should be explored The Wade Park Masterplan is revisited to ensure that the is more accessible and better able serve this precinct. The perimeter fence could be removed, short term car parking provided and play spaces installed to ensure that it is a more multi functional space.
· Lords Place could be reinforced as a Transformative Street, connecting Wade Park to Robertson Park with improved sidewalks, improved car parking, cyclist facilities, new street trees and improved wayfinding.
· McNamara Lane could transformed into a more urban street with quirky, low-key destinations supported by public art and temporary installations.
· Matthews Park could be transformed to attract a broader cross section of the community and become a regional play destination, building on the existing transportation theme present in the form of the model train railway.
· The underutilised sites in northern most block adjacent to Robertson Park are consolidated and redeveloped for civic / community uses. This site could also accommodate tourist accommodation (hotel) or higher density affordable housing that would bring life and passive surveillance onto the northern end of Robertson Park.

Existing character

Historic buildings without awnings

McNamara Street - organic/wholefoods eatery

McNamara Street - underutilised streets

Ideas and precedents

Student Housing - University of Sydney

Eat Streets - Spice Alley, Chippendale

Creative hub - 'Renew Newcastle'

SJB

FutureCity Precincts

Precinct	Nature of Change			Theme Focus Areas
6.5 The Shoulders	Maintain	Enhance	Change	

Existing Character

Qualities

This precinct plays a supportive role to the Retail Core and is a regional destination people seeking specialised services. There are a number of community and institutional buildings (schools and churches) within the precinct increasing the diversity of uses and stimulating activity throughout the day. Many of the heritage listed free standing houses have been transformed to accommodate service related industries (medical, professional and financial services). The buildings share a similar style (late 19th and early twentieth century late Victorian/Federation houses) and consequently the character of the precinct as a whole is one of low scale residential with churches and schools being local landmarks. The built form qualities are unlikely to change as the precinct falls within the heritage conservation area and property values are relatively high.

Detractors

· The transformation of dwellings into businesses over time has added economic vitality to the city centre, but at the same time creates a quiet zone around the city centre after business hours where there is limited activity.
· The seepage of commercial uses into the surrounding residential fabric has started to erode the centrality of the Retail Core. This has negative consequences for the viability of compact commercial development in the city centre as these uses could have been accommodated at first and second floor level within the Retail Core intensifying land use and activity in these. Non-residential uses are now spread cross a larger area, diluting economic activity and driving down rents and property prices in the Retail Core, which would make commercial development more viable.

Desired future character

· The Shoulder Precinct retains its existing character and role within the FutureCity continues to play a supportive role to the Retail Core with a mix of institutional, community, residential and commercial services.
· The streets are made more walk-able and safer for children to walk and cycle to school and the retail core. Professional services and small scale commercial activities are contained within the area bounded by Kite, Byng, Hill and Peisley Streets
· As smaller medical practices relocate to the Life Sciences Precinct these houses revert back to their residential purpose. Older heritage properties are renovated and some transformed to offer tourist accommodation close to the city centre.

Opportunities

· The proposed new March Street level crossing and the potential closure of the section of Byng Street at the northern end of Robertson Park to general traffic would reduce traffic volumes along Byng Street and help create a quieter, safer and pedestrian friendly city centre.
· The reorganisation of car parking on Byng and Kite Streets would help transform these streets into more people friendly streets. This could include organising the existing parking to be more efficient, introducing more mid-block crossings, making existing intersections easier for pedestrian to cross through the narrowing of the double lane roundabouts to one lane or signalised crossings, and modest public domain upgrades.
· Additional on street car parking provided as a consequence of the narrowing of the street attracts more people into Byng and Kite Street who then walk down into Summer Street assisting activation of the side streets with commercial/retail uses.

Existing character

St Joseph's Catholic Church

Typical heritage street character

Wide residential streets

Ideas and precedents

Cycle path - Bourke Street, Sydney

Business uses within residential areas - Orange

Narrowing the streets - 21st Street, the City of Paso Robles, California

FutureCity Precincts

Precinct	Nature of Change			Theme Focus Areas
6.6 Enterprise Corridor	Maintain	Enhance	Change	

Existing Character

Qualities

This is the gateway precinct to the city centre for those arriving by plane, train and car. This precinct provides accommodation for those space intensive uses that are not conventionally found in a city centre, but which service it and generally benefit from being in close proximity to it.

Detractors

· This precinct does not present visitors with a positive first impression of the city centre.
· The precinct contains a number of important city centre destinations (such as the gym and cinema), but the remote location of these uses from other land uses (restaurants, cafés etc.) means that their economic potential is not optimised.
· There is a wide variety of buildings within this precinct including a number of notable heritage items. Most buildings however are utilitarian in nature and not aesthetically appealing.
· Car parking and servicing generally takes place on the public street edge compromising the experience of the public environment.
· The architecture for the newer buildings is of a varied quality, aesthetic considerations are limited, and in some cases dominated by signage.
· In some cases older residential buildings have been transformed to accommodate commercial businesses with signage and advertisement overpowering the original domestic architectural elements.

Desired future character

· The Enterprise Corridor is anticipated to change significantly into the future and will make a greater contribution to the functioning and vitality of the FutureCity. Over time it is seen as transforming into more residential and mixed-use precinct as low value and land hungry uses relocate to the Southern Orange Industrial and Freight Activation Zone.
· The Precinct will continue to support the economic functioning city centre by providing accommodation for those higher value, big floor plate uses that thrive from the areas close proximity to the city centre and transport infrastructure.
· The Precinct could contain a wide range of residential accommodation including age care, affordable housing, short term accommodation/tourist/visitor accommodation and student housing.

Opportunities

· Non-compatible uses such as motor industry workshops and car showrooms are encouraged to relocate to the northern bypass and appropriate industrial zones to open up opportunities for more well located residential development
· Larger sites are redeveloped for a mix of uses including medium density residential development (terraced housing and low-medium rise residential flat buildings).
· A landscape strategy is implemented to create greater visual consistency within the public domain and improve connectivity to existing parks and open spaces.
· A signage policy is developed to ensure a balance between well considered and visible signage and loud, over-scaled and overbearing commercial advertisement.
· Opportunities for public domain improvements and connectivity to the railway station
· Long vacant sites along the railway could be temporarily used as parking for camper vans with easy access to the city centre or alternatively be developed for student or short stay accommodation.
· Large industrial sheds could be re-purposed to provide children's indoor play or indoor recreational facilities like climbing walls/skate parks for students and young adults.

Existing character

State heritage item adjacent to underutilised corner site

Underutilised car park sites with poor street frontage

Unactivated streets & blank walls along the railway line

Ideas and precedents

Retirement living

Medium rise apartments/affordable housing

Children's indoor play

SJB

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FutureCity Precincts

Precinct	Nature of Change			Theme Focus Areas
6.7 Institutional Precinct	Maintain	Enhance	Change	

Existing Character

Qualities

This precinct is in a state of transformation and will shortly contain a number of important regional institutional destinations. It is already home to TAFE Orange, a regional educational destination and the new DPIE buildings which is due to open in 2020 will accommodate a large population of office workers and young people. The streets are wide with generous street planting and street parking is abundant.

Detractors

· There is no obvious gateway or heart to the Precinct - particularly the TAFE.
· The precinct is 600m from the Retail Core, which pushes it to the upper limit of what most people are willing to walk to access convenience services. This distance and low pedestrian numbers makes it challenging to achieve a meaningful urban connection that could be activated with non-residential uses for the entirety of the walk.
· There is no overarching or consistent architectural language or building typology within the Precinct.
· The existing buildings are in various state of repair.

Desired future character

· The Institutional Precinct is seen as the institutional and educational heart of the FutureCity and a dynamic place to work and study.
· Prince Street is transformed into the focus of the Precinct with both the DPIE and TAFE opening onto and activating the street.
· Investments are made within the TAFE campus, through the selective demolition and redevelopment to upgrade the existing campus into a cutting edge educational facility and trendy space for young people to hang out. The campus will be outward looking, permeable and accessible to the community. The additional facilities are open after hours and the public are invited into events and spaces where students and young people present their ideas and show off their newly acquired skills.
· The section of Sale Street between Prince and Dalton Street is closed to traffic and transformed into a local neighbourhood park.
· Public realm improvements along Anson Street with a dedicated cycle facility encourage walking and cycling in to the Retail Core throughout the day.
· Vacant sites adjacent to the DPIE site are developed with a denser form of residential accommodation (compact terraces and low rise residential flat buildings) to bring life and vitality into the precinct. These buildings take advantage of the new public open space on Sale Street which becomes a focus for the residential community.
· New developments are generously landscaped to nestle into the surrounding residential neighbourhoods sensitively.
· Non-residential uses are contained to ensure that the precinct is seen as a satellite destination and generator of activity whilst not disrupting the residential character of the surrounding neighbourhood.

Opportunities

· Sale Street Park (Between Dalton and Prince Street - see Special Project 1) could be implemented early on to become a focus for the community and add value to adjacent sites supporting their redevelopment for medium density accommodation.
· Vacant sites and former nurses home is redeveloped or refurbished to provide denser forms of residential accommodation including opportunities for aged care, affordable housing and student accommodation.

Existing character

The TAFE is an assemblage of buildings with different styles and characters

Unactivated streets & blank walls along the railway line

Old nurses home - potential for conversion for age care

Ideas and precedents

Rejuvenated TAFE Campus with spaces open to the public

Medium density housing options

Medium density age care facilities (Lend Lease)

FutureCity Movement

7

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FutureCity Movement

7.1   FutureCity Movement Strategy

The FutureCity vision seeks a change in the way the city centre functions, influence travel behaviour and prioritises movement, leading to improvements in the pedestrian experience, utilisation of parking, and role of the 'street'. The Movement and Place Study undertaken in Stage 2 presents an extensive analysis of movement in Orange, which has been synthesised into a set of objective. These include:

· To improve the experience and convenience of accessing the city centre
· To make the city centre more walkable
· To improve the relationship between car parking and land use
· To promote more sustainable modes of transport.

User needs

The FutureCity Movement Strategy recognises the needs and requirements of the broader community, and the practical demands of a regional city. As part of the strategy users can be broadly grouped into the following categories:
· _Residents who live within the city centre. This includes;_
  · _Mobile households who have access to a range of movement options, predominantly private vehicles_
  · _Children and the elderly who may have limited access to mobility options_
  · _Vulnerable users (those with mobility or physical impairments, as well as baby strollers)_
  · _Residents who do not own a car_
· _People who work in Orange and who live outside of the City boundary_
· _Residents of the rural areas and villages who use Orange as their primary service centre_
· _Tourists and visitors to Orange._

Transport and mobility solutions will need to carefully consider the diversity of people accessing the FutureCity; those travelling large distances, relatively low densities of existing suburbs, and an existing pattern of heavy car use. In this chapter the following strategies are outlined for the transformation of the existing movement network:
· Transforming the street hierarchy
· A connected walkable centre
· Flexible and adaptable public transport
· Reducing speeds
· Rethinking car parking
· Agile strategies.

SJB

FutureCity Movement

7.2   Proposed Street Hierarchy

Theme Focus Areas

As the most pervasive element of the public domain and as the primary conduit of movement, the streets of Orange offer an opportunity to frame and celebrate the vision and drive behaviour change. The design and arrangement of streets influences the use and behaviours of pedestrians, cyclists and drivers. The identity and use patterns of a street are defined by the size of the street and the functions along it.

The Stage 2 Movement and Place Study concluded that for many years vehicle users have been the highest priority. New visual cues and design elements that change the dynamics and qualities of the street towards a slower and more urbanised space can transform Orange to become a more accessible and liveable place. Due to the rigid and orthogonal grid network established, many of the streets in Orange are currently performing a similar function and have similar identities.

The Movement and Place Framework developed by TfNSW is intended to provide a new cohesive approach to:
· integration of the efficient movement of people and goods, and
· improved amenity and quality of place; to contribute to the attractiveness, sustainability and success of our cities and towns.

The categories or streets and places for the Movement and Place Framework include:

Movement Corridors
Movement corridors provide safe, reliable and efficient movement of people and goods between regions and strategic centres.

Vibrant Streets
Vibrant streets have a high demand for movement as well as place with a need to balance different demands within available road space.

Local Streets
Part of the fabric of the suburban neighbourhoods where we live our lives and facilitate local community access.

Places For People
Streets with high demand for activities and lower levels of vehicle movement. They create places people enjoy, attract visitors, and are places communities value.

While these typologies have been considered, currently they do not recognise multi-functions of streets within regional urban retail centres. Orange has a main street that performs multiple roles (Summer Street) as a highway movement corridor, a vibrant street and a local street.

The adjacent plan is based on TfNSW movement and Place Strategy and illustrates the existing categorisation of streets that the FutureCity Project aims to transform. Reviewing the role and function of each street is an important component of the FutureCity deign framework. By providing nuance and opportunity for different types of streets to evolve will allow for new things to happen, and provide a variety of functions beyond vehicle movements and traffic flows.

Key

— Movement Corridor

— Vibrant streets

— Local streets

— Places for people
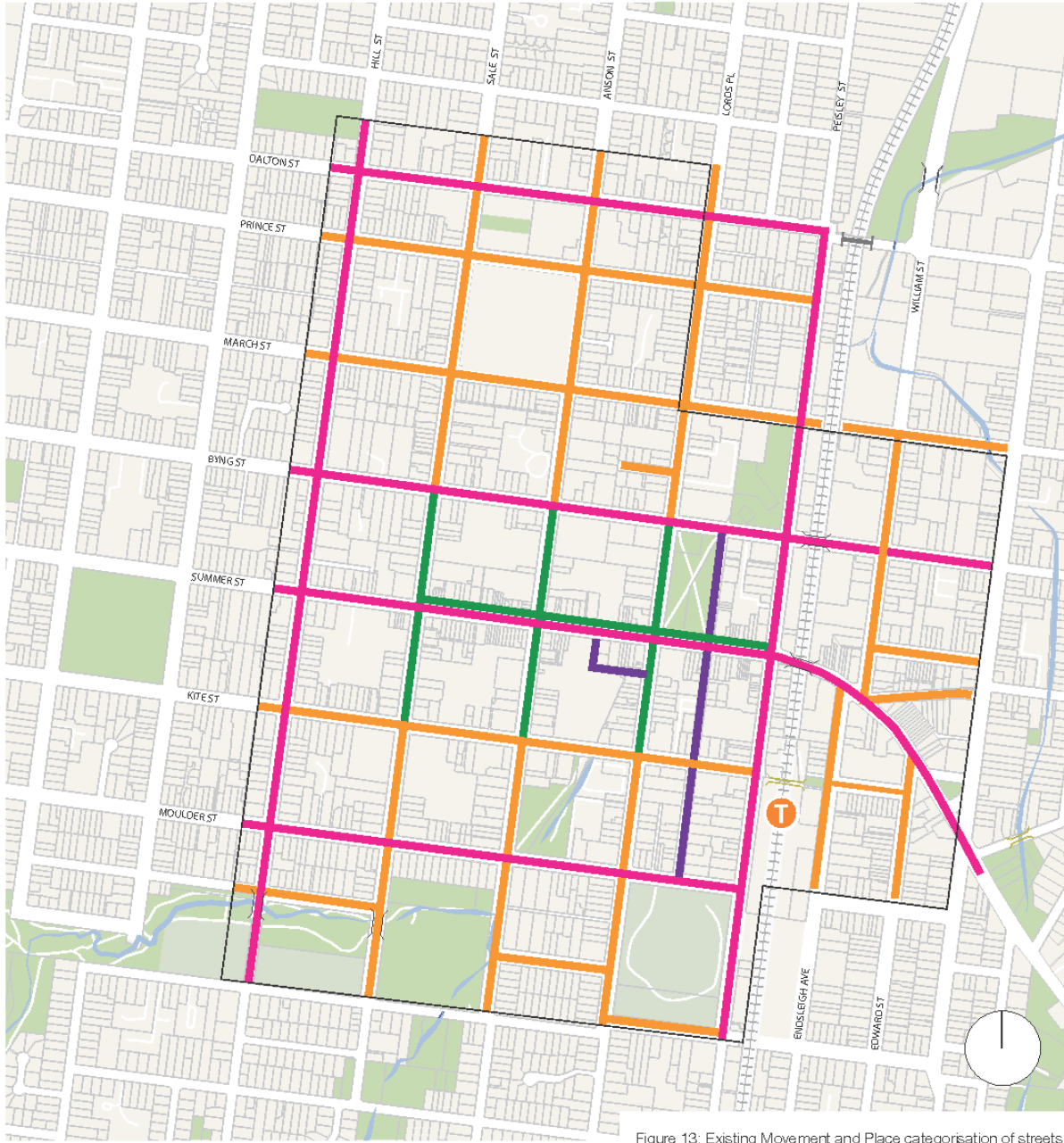
Figure 13: Existing Movement and Place categorisation of streets

FutureCity Movement

Five key new street types have been defined and are illustrated on the adjacent plan:
1. Main Street & Gateways (Summer Street)
2. Connecting Streets
3. Local Street
4. Transformative Streets
5. Shared Zones

Key changes in the street network include:
· The downgrading of the mobility function of Summer Street to create a more pedestrian oriented retail High Street
· New level crossing across the railway line at March Street. The benefits of this crossing include:
  · Divert traffic that is not destined for the city centre to the periphery of the city centre allowing streets between March, Moulder, Peisley and Hill Street to be more pedestrian focused
  · An additional crossing would take pressure off Byng Street and could allow the part closure of Byng Street to general traffic, improving the relationship between the Civic Precinct and Robertson Park
  · By shifting general traffic further north Byng Street would perform less of a mobility function, allowing it to become more pedestrian oriented and able to accommodate a range of other uses, effectively allowing the city centre to expand one block northwards
· Anson Street, being a key north-south integrating route that could accommodate cycle and pedestrian connections from North Orange, through the city centre to the Life Sciences Precinct to the south
· Lords Place and Sale Street as Transformative Streets, where bold and innovative interventions could be tested through new public domain and street upgrading projects.

The key factors that define street identity include: the scale/width of the street, traffic speed and volume, the number of traffic lanes, street trees and canopy, adjacent land uses and built form (enclosure), vehicle and cycle parking, footpaths, kerbs and gutters, crossings, planting and gardens.

Defining and implementing streetscape improvements is a long term process that requires more technical studies and needs engagement with both the community and a government agencies (TfNSW). Following the adoption of the FutureCity Strategy, it is recommended that OCC undertake a more detailed review of the street hierarchy based on the street hierarchy proposed and informed by the public domain guidelines in Annexure 2.

Key

- ▬ Main street 40 kmh
- ▰ ▰ ▰ Main street gateway 50 kmh
- ▬ Connecting street 50 kmh
- ▬ Local street 40 kmh
- ▬ Transformative street 40 kmh
- ▰ ▰ ▰ Transformative street intensive 40 kmh
- ▬ Shared Zone 10 kmh
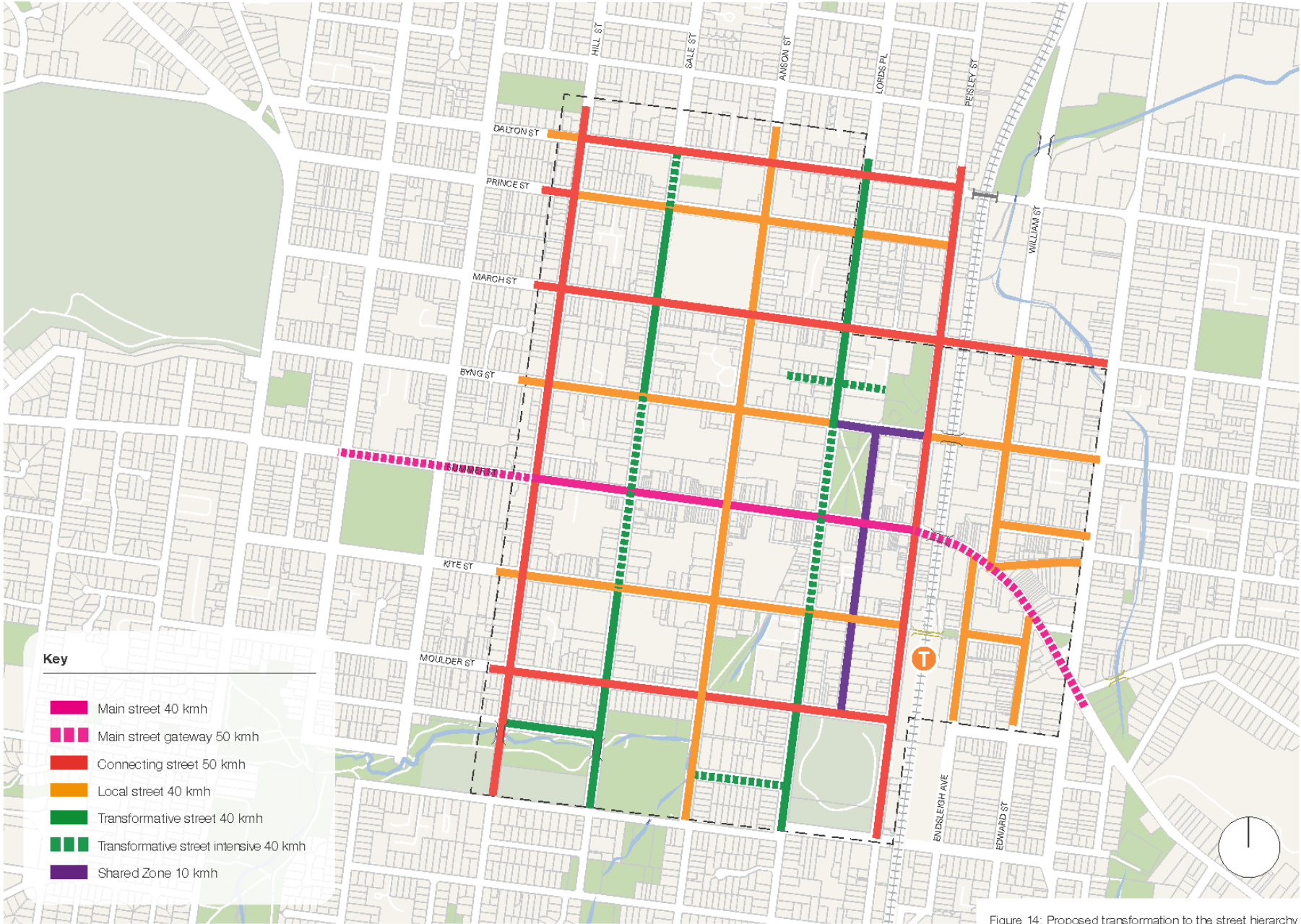
Figure 14: Proposed transformation to the street hierarchy

FutureCity Movement

Movement Corridors

Baylis Street - Wagga Wagga

Wilson Street - Redfern

Vibrant Streets

Crown Street Surry Hills

Places for People

Kensington Street - Chippendale

Main Street
The east–west Summer Street is the primary retail and business street in Orange. The 30m wide street was upgraded in early 2000s with brick paved footpaths, street trees, planted verges and a planted central median. The street has an almost contiguous awning line between Anson Street and Peisley Street. Parking is located parallel to the kerb.

The construction by Orange City Council of the Northern Distributor Road has reduced the numbers of trucks and other heavy vehicles using Summer Street and light vehicles trips that do need to travel via the city centre. There is future potential, subject to NSW Government approval, to downgrade Summer Street's status from State Highway to Main Street, which would provide the ability to make future changes such as additional trees, new lighting and smartpoles and changes to travel lanes and parking arrangements. In general the street character and function is successful with a strong identity established by contiguous shop fronts, awnings, heritage buildings, garden beds and well defined corners.

Main Street Gateways
East and west of the central retail core of Summer Street the approaches have an identity that begins to articulate the visual cues of Orange city centre and the main street. These gateway areas may use lighting, street trees, public art and banners to better articulated.

Connecting Streets
Connecting streets recognise that there will remain a need for arterial functions on some streets — moving vehicles between places particularly those to the north and south of the city centre.

The north-south streets of Hill Street and Peisley Street are recommended to provide the main distribution functions for vehicles not visiting the city centre.

Moulder Street could also be an east-west connecting street although there are primary schools located on or near it.

The proposed level crossing at March Street would also function as a Connecting Street, taking pressure off Byng Street so that it could be transformed into a more pedestrian and activity oriented street with traffic maintained along the edges of the city centre.

Local Streets
Streets that generally maintain existing conditions with minor changes, slower speeds, additional crossings, an improved tree canopy and kerbside gardens.

Local streets will generally maintain a similar arrangement and function as they do now, providing connectivity and access to shops, businesses and services. Vibrant streets still have requirements for movement, but these need to be balanced with pedestrian and cycling needs and environmental performance, particularly heat, shade and stormwater.

Transformative Streets
This new typology will create new innovative streets and places that will reduce urban heat effects, capture storm water and provide additional space for planting, bike lanes, high quality footpaths, awnings and outdoor dining opportunities.

Intensive Transformative Streets may trial new technologies, quick and responsive innovations and provide opportunities for different ways to socialise and connect with community, rethink parking and help enhance Orange's 'City of Ideas' strategy. These streets may become new focuses for clustered food, wine and cafe businesses. Theses streets should be showcases for Orange as a 'City of Ideas', providing an image of a city prepared to take new approaches to the business as usual model.

Shared Zones
A narrower more intimate street with very slow speeds, reduced on street parking, extra outdoor dining, bicycle facilities, pedestrian scaled lighting, public art installations and a varied pavement treatment that indicates a change in use and occupation.

These streets should encourage clustering of particular activities, including evening traders, start ups and cafés. Festivals and other innovative operators may be keen to be located along this type of street.

FutureCity Movement

7.3   A Connected Walkable Centre

Theme Focus Areas

The 2015 Active Transport Strategy and the Orange City Bicycle Plan were both established to position the city as a cycle friendly place. A core objective of the FutureCity project is to encourage all residents who live within 5-8km of the city centre to use active mobility options to access the city centre. This is important work that still needs the support and commitment of Council and TfNSW to deliver a city and city centre that supports and encourages active transport.

Barriers that affect uptake of alternative transport modes, including cycling, walking, wheelchair and mobility scooters, were identified as:
· Roundabouts and crossings
· Traffic speeds and driver behaviour
· Perception of safety
· Climate, either too hot or too cold, or too wet
· Shopping loads and regularity of shopping trips
· Accessibility and ease.

In order to make the city centre more walkable the following strategies are proposed:
· Reduce traffic speeds
· Replace a number of existing roundabout intersections in the city centre with traffic lights, that can incorporate improved pedestrian crossings
· Introduce advanced stop lines (bike boxes) and cycle lights
· Introduce new mid-block crossings along key pedestrian desire lines.

Figure 13 illustrates the hierarchy of pedestrian routes through the FutureCity with more detail . The key aspects include:
· Summer Street as a pedestrian focused high street
· A fine network of pedestrian lanes, arcades and internalised retail connections
· Transformative Streets connecting key civic destinations
· Anson Street as a primary north-south connecting route
· Kite and Byng Streets as local east-west connectors
· McNamara Street - a dynamic shared space with pedestrian prioritisation.

Public domain investments along these streets should be informed by the Public Domain Guidelines included in Annexure 2 of this report.

Key

🟪 Summer Street - retail high street

▬ Fine grain pedestrian connections

🟨 Transformative streets

⭕ Local destinations

🟩 Key active mobility routes (walking and cycling)

🟪 Pedestrian priority streets
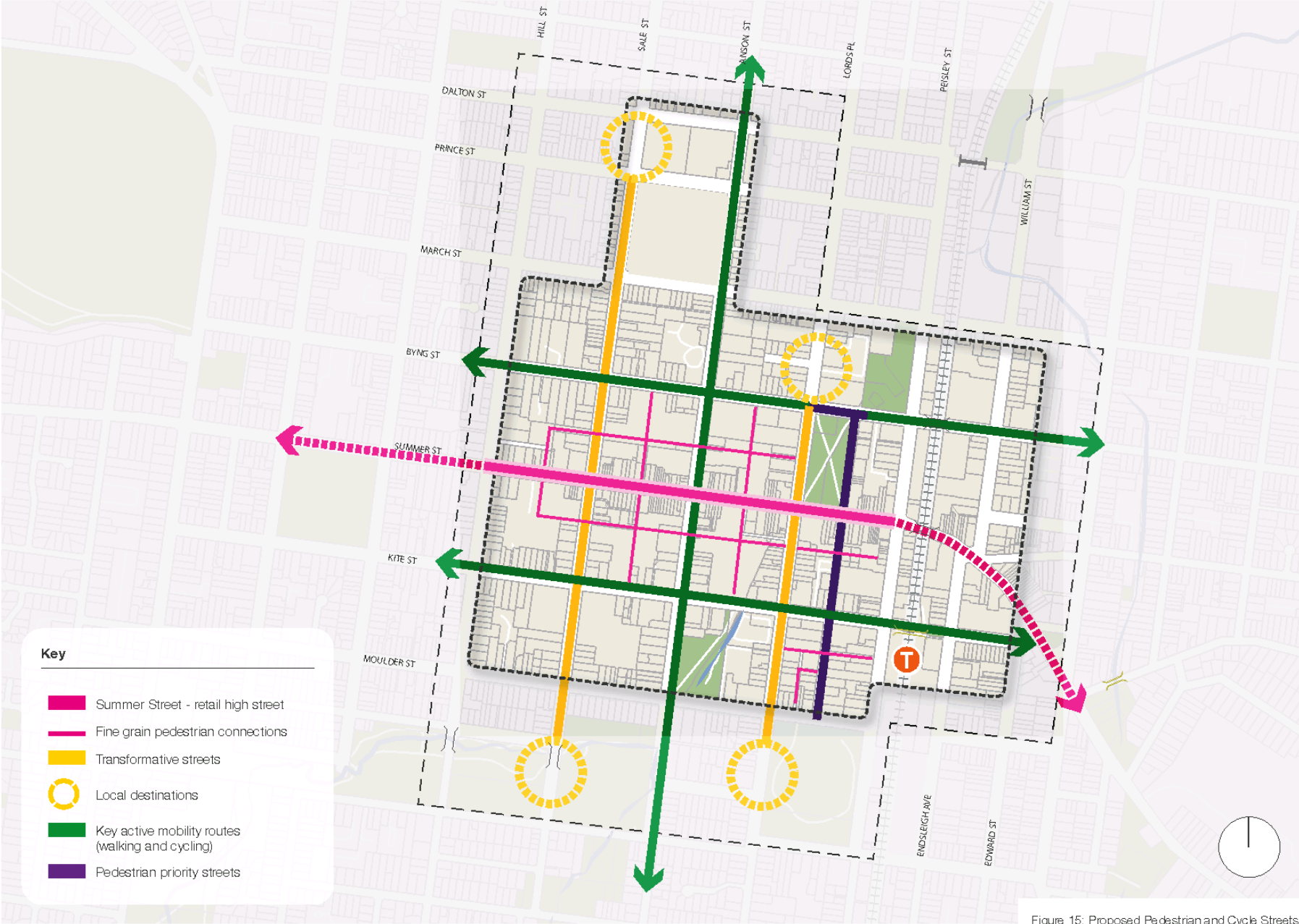
Figure 15: Proposed Pedestrian and Cycle Streets

FutureCity Movement

Theme Focus Areas

7.4   Reducing Vehicle Speeds

There is growing evidence that the reduction of speed limits within urban areas, and in particular retail and entertainment precincts, has a highly positive benefit on pedestrian safety, amenity and retail activities.

The current speed limits in Orange are consistent with the NSW standard for urban areas at 50km/h, with 40km/h school zones applied from 8am - 9.30am and 2.30pm - 4pm on school days, on streets adjacent schools (parts of Moulder, Kite, Hill and Anson Streets).

It is suggested that speed limits initially be lowered within the core to 40km/h as a 'High Pedestrian Activity' area, with potentially a long term ambition of lowering this maximum speed limit to 30km/h. Streets will require design changes and travel lanes narrowed to encourage behaviour change and create self-explaining street environments.

McNamara Street is to be investigated as an even slower, pedestrian shared zone of 10km/h. While retaining vehicle access in McNamara Street to maintain activity and visitation, such a speed limit could significantly change the character and perception of the street as a vibrant place to work and visit.

Key

- Train Station
- 50 kmh Connector (proposed)
- 40 kmh High Pedestrian Activity (proposed)
- 40 kmh Existing School Zones
- 10 kmh Shared Zone (proposed)
- Study Area
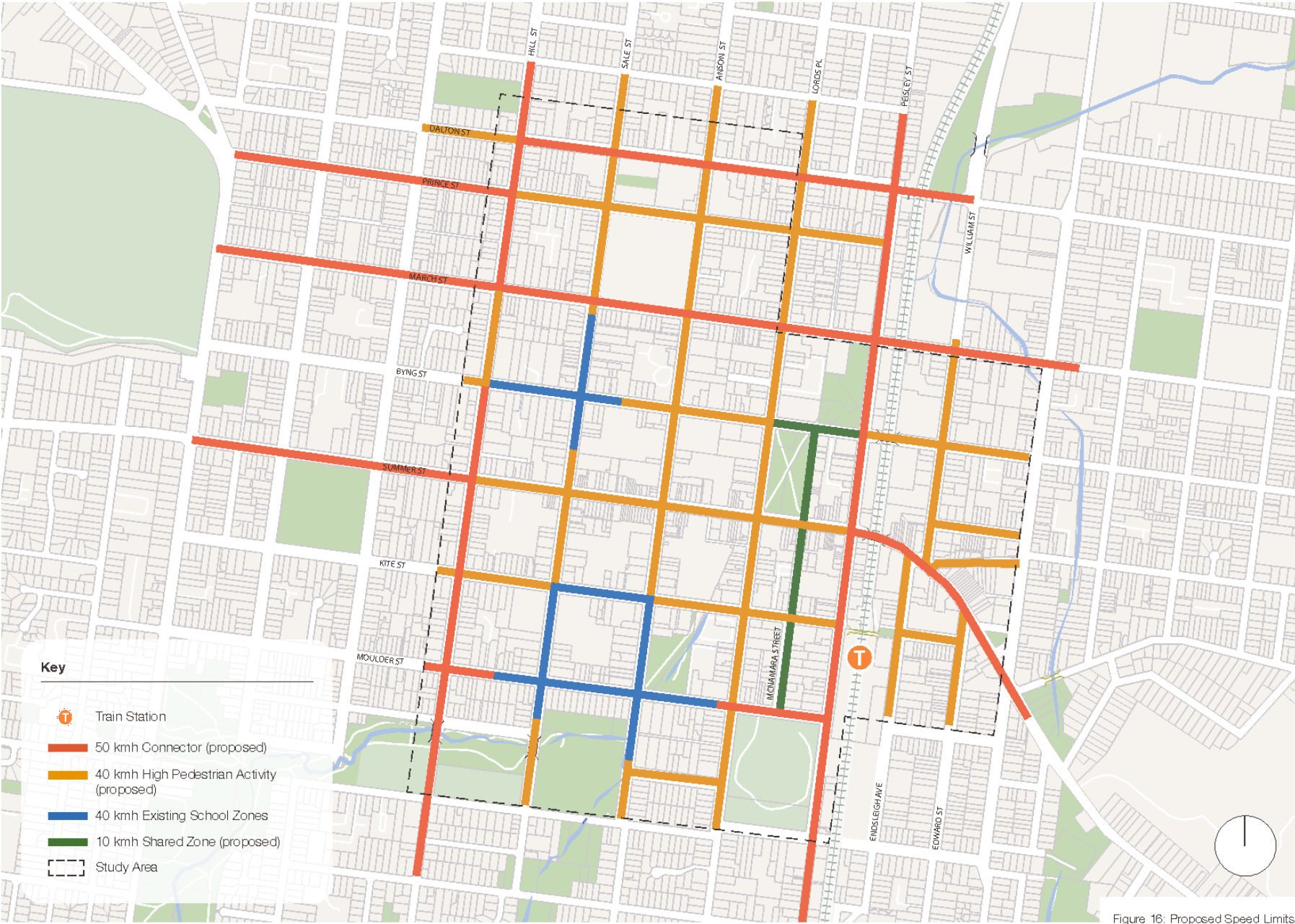
Figure 16: Proposed Speed Limits

FutureCity Movement

7.5 Improved Pedestrian Crossings	Theme Focus Areas

Priority should be given to key black spots where interaction between pedestrians and vehicles is highest and most critical — near parks, schools, shopping precincts and the Civic Precinct. Additional mid block crossings should also be planned to increase permeability and access between the existing crossings at the main intersections. The precise location and type of pedestrian crossing (signalised/zebra/median) must be informed by further analysis decided at the next stage of planning.

Key

- ■ Existing traffic lights
- ■ Proposed traffic lights
- ☐ Roundabout conversion
- ● Existing roundabout
- ☐ Existing junction with safe crossing points
- ▬ Existing zebra crossing
- ▬ Existing ped crossing with lights
- ▭ Proposed ped crossing

Figure 17: Proposed transformation to create more walkable streets

FutureCity Movement

7.6 Accessible streets	Theme Focus Areas

Universal accessibility through public space is a fundamental human right, and one that is particularly relevant to Orange's aging population.

Existing streets of Orange's city centre are generally difficult to navigate for vision and mobility impaired members of the community. Council should therefore explore measures to improve the accessibility of existing streets as a priority.

It should be noted that the provision of accessible infrastructure brings with it a number of complimentary benefits for the entire community. For example, the provision of footpaths on both sides of the street removes the need for inconvenient and unnecessary crossings for \vulnerable street users, and provides measurable public health benefits.

Long term objectives for improving accessibility could include:
· **Footpaths** on both sides of every street
· **Kerb ramps** for crossings in all directions at intersections
· **Reduced intersection geometry** including reduced crossing distances, pedestrian crossings and kerb extensions.

BEFORE

AFTER

BEFORE

AFTER

The recently upgraded intersection of Moulder and Sale Streets (2015-2017) provides a good example of potential accessibility improvements.

FutureCity Movement

	Theme Focus Areas
7.7 A Responsive and Flexible Public Transport System	

The low density of the outer suburbs of Orange, coupled with the dispersed nature of destinations and relatively short distances into the centre, suggest that active transport (walking and cycling) should be promoted. However there is a need to provide public transport to members of the community who do not have access to a car or who are not able to drive and who want to access the city centre. There is also a gap around tourist and visitor travel which is set to grow with more potential around eco-sensitive tourism.

More collaboration between TfNSW and OCC is required to test alternative transport solutions. These could include digital platforms, improved wayfinding and real-time information, on-demand services and autonomous services.

Any future proposals for the city centre should ensure that flexibility in the routing of bus services is maintained, that services are financially viable and that the experience of public transport users using and waiting for services is improved. Other opportunities to integrate and pilot bike-share, bike / scooter / e-bike hire with public transport should be explored.

Opportunities also exist to better utilise buses in the off peak period to serve tourist destinations which is set to see growth in the as tourist look for eco-tourism and low-carbon travel options.

Electric Buses - on demand
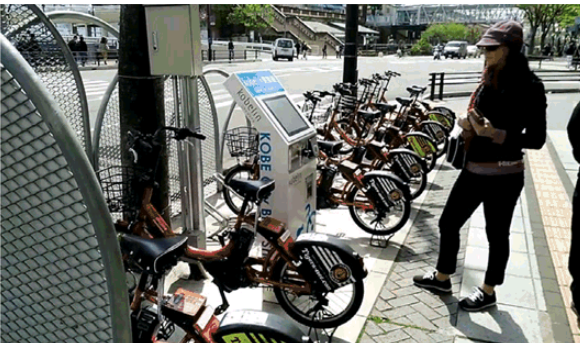
Electric Bike Hire - fixed or roaming

Wayfinding on light poles

FutureCity Movement

Theme Focus Areas

7.8   Rethinking Car Parking

With a large amount of the city centre dedicated to on-street and off-street parking, efforts should be applied to improve the design, function, environmental outcomes and utility of existing and proposed vehicle parking areas and also support development.

Improving the relationship between car parking and land use

Orange will remain a regional service centre and the long distances and local weather conditions mean that private car use will continue to be the primary way in which people access the FutureCity. That said the relationship between car parking and land use must be improved to improve the experience of the city centre. Car parking facilities can be rethought and improved through simple measures such as:
· Strategically increasing parking in select locations and rationalising car parking in other areas to ensure convenience and to draw people through the streets and past local businesses
· Ensuring adequate provision for disabled parking
· Intentionally reducing the amount of free or publicly accessible parking (for local residents) to encourage more sustainable transport modes
· Increasing accessibility (equitable access), safety and walkabilty through redesign and environmental improvements
· Re-planning, re-organising and re-painting car parks.

Smart parking

Using new technology such as automated vacancy counters and directional information to reduce congestion and frustration.

A precinct approach to car parking

Structured on-site car parking provision is land hungry and expensive and a deterrent for medium density property development. On site car parking also impacts negatively on the ground plain and the experience of the public domain. It is recommended that Council consider a precinct approach to car parking where the parking requirements of a development are satisfied offsite or remotely in convenient and easily accessible locations. The transformation of the Ophir Car park into a multi-storey parking facility could support development in the East City Precinct and greatly improve the experience of the place.

Environmental improvements

The large areas of open surface car parking are contributing to additional urban heat within the city centre. Combined with existing black asphalt street pavements, the effects of greater absorbed heat is being amplified.

Measures to improve environmental performance of car parks should include:
· Increased trees and/or shade structures
· Increased areas of planting
· Stormwater retention and use on site
· Permeable paving
· Lighter coloured pavements

Car parks as adaptable spaces

The adaptable use of car parks for other events should also be encouraged for short term projects. Car parking spaces can become temporary town squares, festival and market spaces as well as places for events.

Rethinking on-street car parking

On-street car parking is a valuable resource for the community as well as for Council. The wide streets in Orange accommodate a large number of on street car parks, predominantly in the form of rear-to-kerb parking. Streetscape improvement projects offer the opportunity to consider other types of car parking and to allocate more space to other transport modes through widened footpaths and bicycle paths. Different form of car parking can be used to:
· Slow traffic speeds
· Improve safety and sight distances
· Reduce the visual impact of cars in the street
· Increase / decrease the number of cars in the street

Some of these options have been explored in this report as special projects for Summer Street, Lords Place and McNamara Street.

Environmental improvements and the greening of car parks

Redesign of existing car parks to improve amenity and efficiency

Multi-use of car parks for community events

Innovative multi-storey parking garages

Greening of car parks and improving canopy cover

Public space can be provided above car parking structures

FutureCity Movement

Theme Focus Areas

7.9 Agile Strategies

The FutureCity vision promotes experimentation and innovation. With this in mind, changes to the movement should be tested on a less permanent basis using cheap and light-tough interventions. This could be achieved through:
· road paint
· street art
· events (such as open streets days)
· temporary installations
· bud lighting
· planters and pots
· additional street trees
· street furniture

An agile approach to revitalisation allows the benefits of change to be delivered and realised more quickly, change can be seen by residents and businesses and can be easily undone if required.
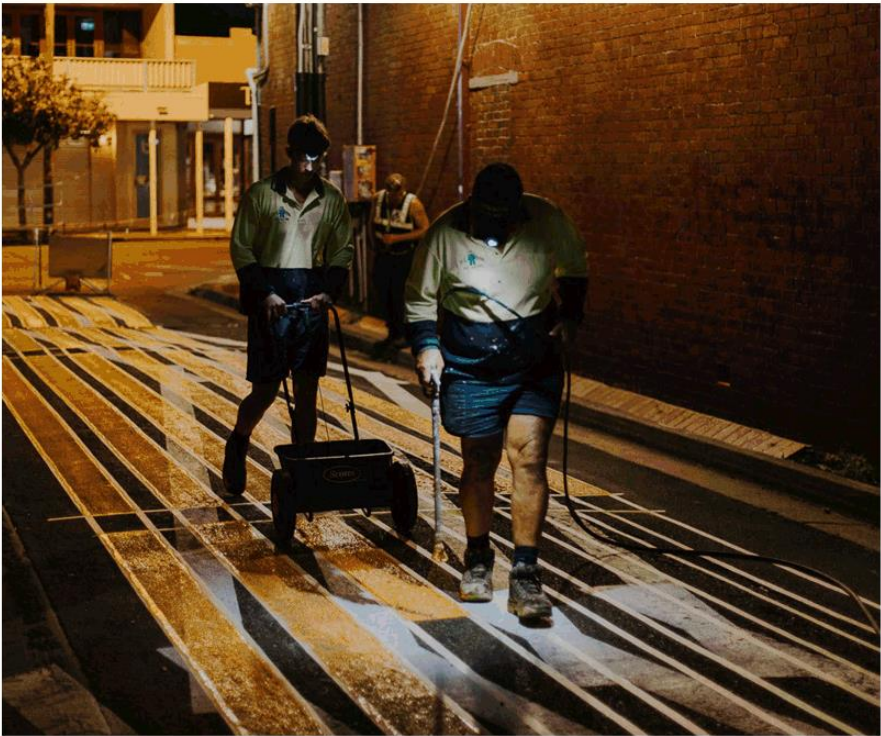
Examples of tactical urbanism from Byron Bay, Vancouver and Santa Nocto

FutureCity Places

8

FutureCity Places

8.1   FutureCity Place Themes

The themes for FutureCity open space and public domain interventions are laid out in this chapter and summarised under the headings below.

Equity and access in public spaces

Focussing on:
· Improving access to existing public space assets
· Ensuring that existing spaces in the city centre are transformed to better serve a wider cross section of the community, specifically children and the elderly
· Reclaiming the public domain from car parking.

Recognition, peace & justice

Focussing on:
· Recognising and celebrating the indigenous cultural landscape and understandings of country
· Democratising and decolonising public space
· Creating opportunities for the expression of the communities cultures.

Finding space

Focussing on:
· Being more efficient with the underutilised and left over spaces in the city centre
· Reclaiming the public domain from cars
· Finding ways to improve access to privately owned space
· Improving the interface between buildings and the public domain to improve functionality.

New play spaces

Focussing on:
· Making the city centre more family focussed
· Creatively interpreting and building on the themes and characteristics of existing parks
· Creating exciting play destinations that are attractive to young people across age categories.

Greening the city

Focussing on:
· Increasing tree canopy
· Considering and integrating urban water cycles into street design
· Introducing planting and soft landscaping
· Greening buildings.

Key

- ▨ Street improvements
- ▮ Public space project
- ▮ Public space improvement
- ▬ Summer Street
- ┅ Future pedestrian links
- ▬ Existing pedestrian links
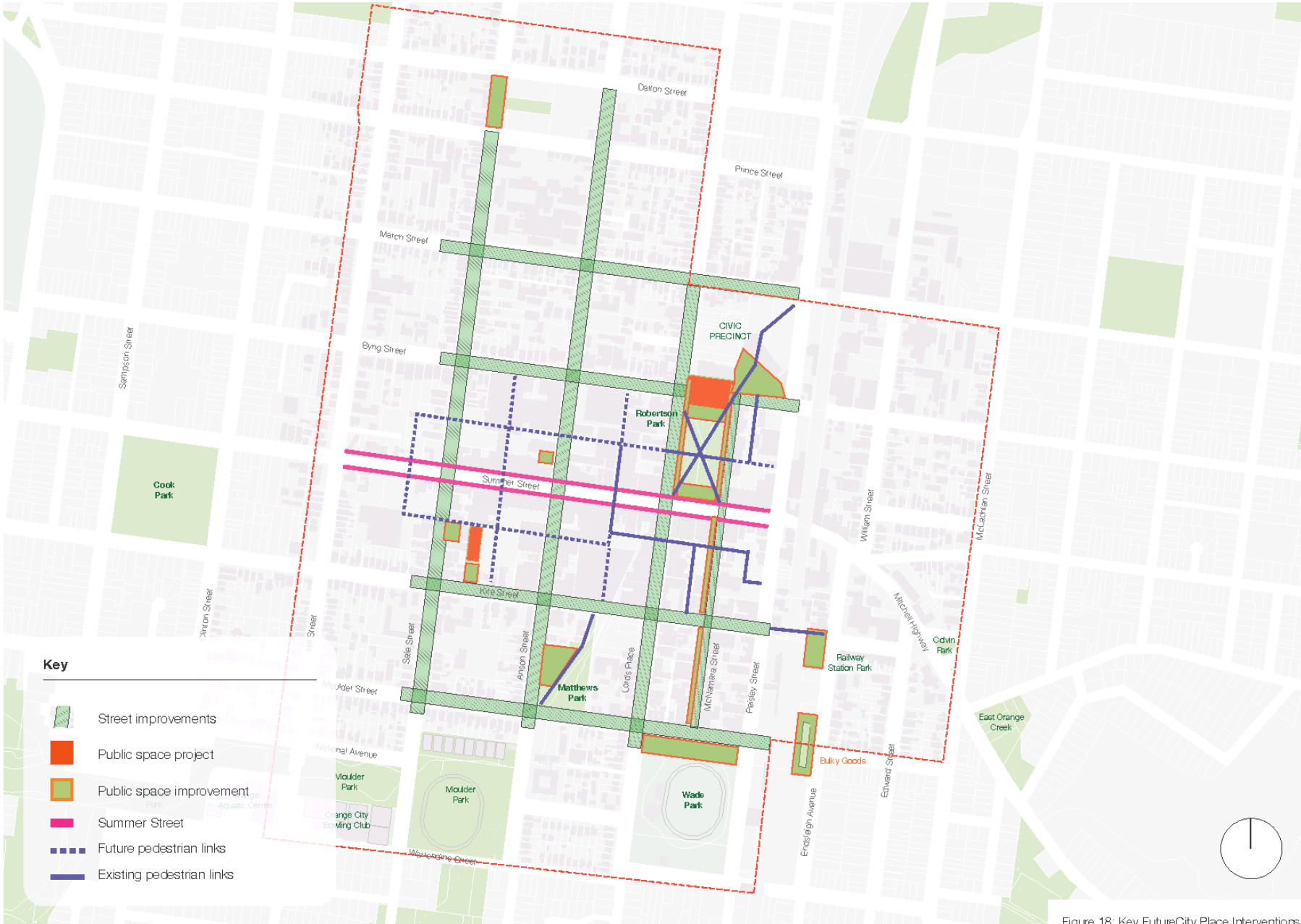
Figure 18: Key FutureCity Place Interventions

FutureCity Places

Place Theme		Theme Focus Areas
8.2 Equity and Access in Public Space		

The FutureCity Vision looks to improve liveability for local residents and for those who visit and work in the city centre. This requires a variety of spaces that cater to all sorts of needs and desires, for people of all ages and all abilities - not just organised and casual sports, fitness and recreation.

There is an expectation for public spaces to provide a greater degree of flexibility, opportunity and informality. Public spaces are required for barbecues, picnics, coffee breaks, chess games, ping pong, birthday parties, water play and connecting with nature amongst many informal activities that should be encouraged in shared community assets. Orange is well served with open space, as noted in the area tables on this page. With spaces dedicated for a wide range of mainstream sporting activities and other pursuits, including skateboarding, model train park and smaller playgrounds.

Every effort needs to be made to improve and enhance the open spaces that currently exist. New and additional activities that should be considered with designs for with allocated spaces catering specifically to younger people (teenagers), who are under-represented in the provision of open space outside organised sport. These could include:
· Water play
· Adventure play
· Wild play
· Working outdoors
· Meeting tables
· Table tennis
· Half court basketball and netball
· Picnics and barbecues
· Kids bike tracks
· Outdoor cinema
· Pop up events and games
· Accessible play

Matthews Park presents a great opportunity to explore these ideas and transform the park into a regional destination for kids and enthusiasts based on the existing transport theme. This is explored in the next pages.

Inner City Open Space	
City Parks	7.5 ha
Inner Parklands	13.7 ha
Recreation	18.2 ha
Total	39.4 ha

City Parks	
Robertson Park	2 ha
Matthews Park	1.5 ha
Cook Park	4 ha

Adult	
City Parks	6 ha
Inner Parklands	12 ha
Recreation	18 ha
Racecourses	76 ha
Golf Courses	181 ha
Total	293 ha

Young/Teenage	
Aquatic Centre	1.7 ha
Skate Park	0.2 ha
Elephant Park	1.2 ha
Netball Moulder Park	1.2 ha
Matthews Park & Train	1.5 ha
Cook Park Swings	0.2 ha
Total	6.0 ha

A mix of passive recreational routes add interest for all ages

Temporary play spaces can target younger generations

Simple and robust play equipment requires minimal maintenance

Water features could be used to celebrate buried water courses and create opportunistic for informal play

Age appropriate facilities will attract a broader range of users to the FutureCity

Play features can add interest and vantage points for experiencing the city differently

SJB

FutureCity Places

Place Theme	Theme Focus Areas
Matthews Park- Leveraging the theme of Transport fun	

Matthews Park is a unique public park for the city and the region. One day a month the park is used for the running of model steam trains by a local volunteer club. Trains run on the substantial track system and two bridges that cross the creek using both the west and east sides of the park. The eastern side of the park also houses platforms and storage sheds.

The park and its use as model train attraction is special and should be enhanced. The park should also be designed for more intensive uses for the days when the trains are not running. A new playground could built around the rail and transport theme, providing a multidimensional experience and destination for local families and visitors. Examples are shown on the following page.

FutureCity Places

Ideas under the transport theme

FutureCity Places

Place Theme	Theme Focus Areas
8.3 Recognition, Peace & Justice	

Robertson Park will remain the primary civic and community open space within the FutureCity and is a key destination for local and international visitors. It currently performs a number of roles as a green open space, a formal garden setting, a place for reflection, ceremony and recognition. The park includes the War Memorial Cenotaph, VC Memorial, Boer War Memorial, a band stand, fountain and CWA building. The park is a place for passive activity, with park benches and picnic tables located within it.

Despite the very important role that the park plays in memorialising the history of the city, important chapters of history are absent. Indigenous culture and representations of country as missing and should be recognised in the park. The heritage listing of the park, whilst an important contributor to the character and identity of Orange limits the ways in which future generations can engage with and make the park represent their lives.

Opportunities exist to refresh memorials and establish a new northern precinct connecting the park to the Civic Precinct that can include both indigenous and contemporary elements and link to the Sister Cities Gardens established with other world cities. This idea is further explored in Special Project 2.

FutureCity Places

The connection between Robertson Park and the Civic Precinct, which includes Council Offices, Civic Theatre, Library, Gallery and Regional Museum, should be improved and strengthened.

This could be achieved by introducing a shared zone where Byng Street adjoins the northern edge of Robertson Park, between Lords Place and McNamara Street. This would increase the pedestrian priority and permeability of the street in this key location, and improve connections between the park and civic institutions.

The additional railway crossing at March Street would further improve the interface between the Civic Precinct and Robertson Park, as the through-traffic along Byng Street could be shared between the two east-west corridors. However, before March Street crossing is pursued, there is an opportunity to test the closure and calming of Byng Street in this short section to facilitate a range of cultural and community events. Plans of a typical and event treatment of Byng Street is shown over page.

Existing Byng Street street environment - wide and car dominated

TYPICAL PLAN

EVENT PLAN

planted verges / rain gardens

parallel parking

resin bound tree surround

bulb out to reduce crossing distance

mid-block crossing

light pole

angled parking (rear-to-kerb or nose to kerb)

cycle parking

light poles

seating

ROBERTSON PARK

CIVIC CENTRE AND THEATRE

potential stall location in travel lanes

stalls located in parking zone

CIVIC CENTRE AND THEATRE

cantina lighing on events days

TYPICAL SECTION

EVENT SECTION

Figure 19: Design explorations for Byng Street as a flexible street that can be transformed into an event space

SJB

FutureCity Places

Place Theme	Theme Focus Areas
8.4 New Community Spaces	

EXISTING

POTENTIAL FUTURE

Existing Council assets should be restored, upgraded and valued as important community places for gathering, working and creating. Simple but assured changes and additions to an existing public area can create a new generous public domain that provides a new model of public space in Orange.

The Cultural Centre on Sale Street is currently surrounded by car parking and driveways. There is great potential to reconsider and redesign the street facing entrances and activities to provide a small scaled public plaza area that can be used for visitors, residents and users of the cultural centre. The existing large trees can be used as the focus for the space, with new trees, rain gardens and paving on the footpath. A small amount of parking is to be removed, with the space gains to be reallocated to public space, pedestrian and cyclists. Bollards and planting will be used to articulate and calm vehicle movements in and out of the car park behind.

Figure 20: Before and After of the Sale Street community building and streetscape

FutureCity Places

Place Theme	Theme Focus Areas
8.5 New Play Spaces	

EXISTING

POTENTIAL FUTURE
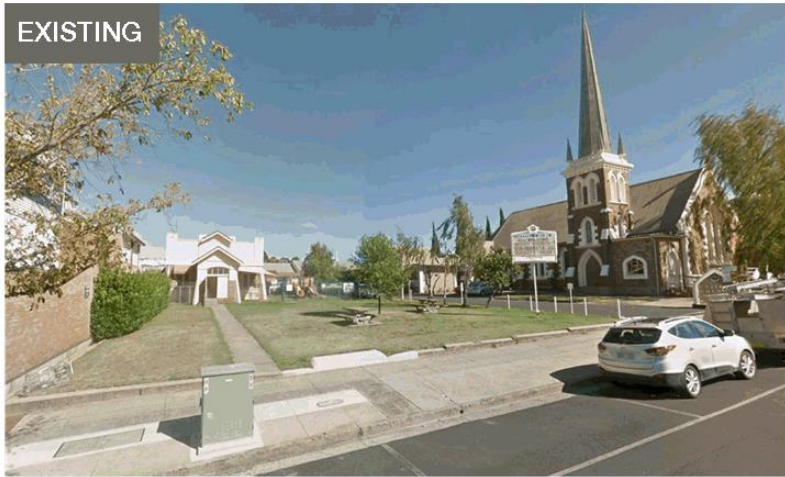
It is important to build an inclusive and equitable city with spaces for all ages and all abilities. There are opportunities to upgrade existing public spaces not currently contributing as fully as they could to public life.

There are a number of spaces in the city centre that are privately-owned which contribute to the character and identity of Orange. Council is encouraged to support and partner with local stakeholders and landowners to deliver open space amenities that enhance the offer and aesthetics of the city centre. For example, the small grassed area on Anson Street in front of the existing child care centre and immediately south of the Uniting Church has the potential to provide a renewed public park and playground, with planting of additional trees, garden beds, seating and play equipment.

Figure 21: Before and After, Wesley Uniting Church, Anson Street

FutureCity Places

Place Theme	Theme Focus Areas
8.6 Urban Play & Hang Out Spaces	

Providing interesting spaces for young adults and children to hang out is a key goal to provide equity and new activity in the city for different demographic groups.

There is a lack of space in the city centre that is inviting for people that are not shopping or working there. For a relatively low investment, new well-designed spaces could provide energy and a focus for younger residents who have limited opportunities for gathering and activity. These spaces could be supported by council staff, possibly closing by a certain time, and have multiple uses on the same site, such as parking until 5pm, then sports in the evening, and available all weekend when parking demand is lower.
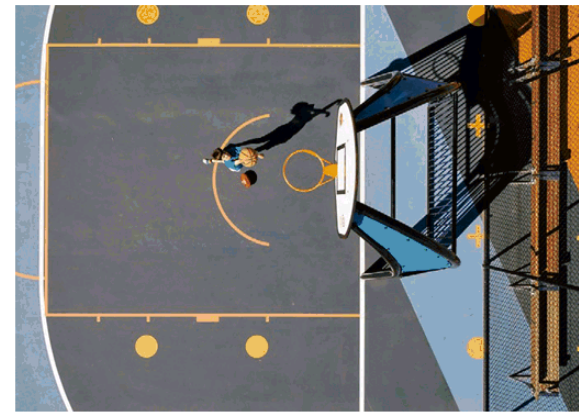
Public basketball court; Pigalle, Paris

FutureCity Places

Place Theme	Theme Focus Areas
8.7 Greening the City	

Orange has a very strong spatial identity formed by its parks, street trees and private gardens. These qualities should be harnessed and extended wherever possible.

Council should take the lead in encouraging a stronger botanic and garden theme in all public spaces, streets, lanes, car parks and squares.

Increased levels of planting, greenery and plant variety will increase biodiversity and visual amenity, creating a renewed sense of delight and wonder. Plants can help address the impacts of climate change by reducing urban heat effects and create a more pleasant environment for the whole community to enjoy.

Potential projects and installations:
· Improved nature strips
· Planted gardens
· Arbours
· Trellis and lightweight structures
· Vines on balconies
· Vines on verandahs
· Vines on walls
· Floral displays
· Temporary planters
· Climbers on fences.
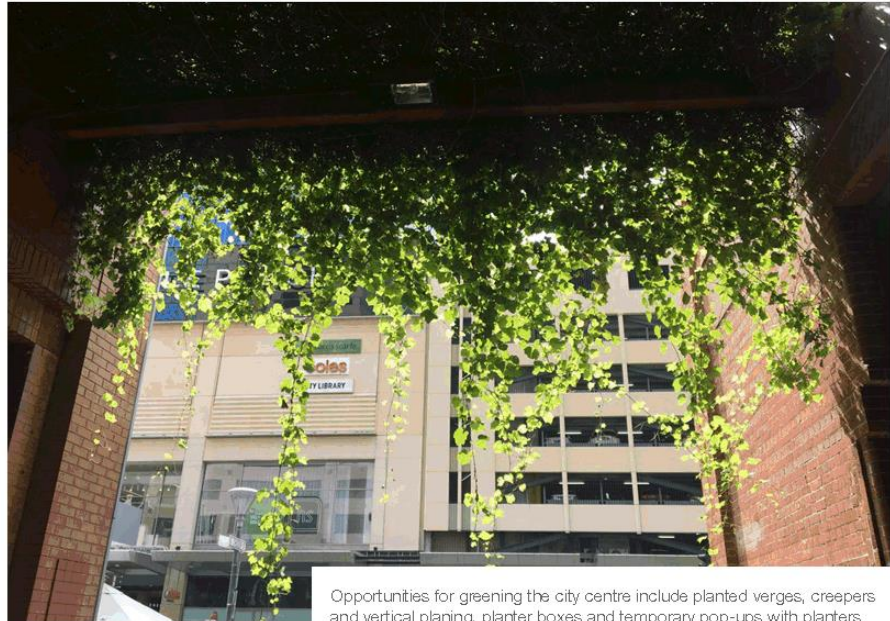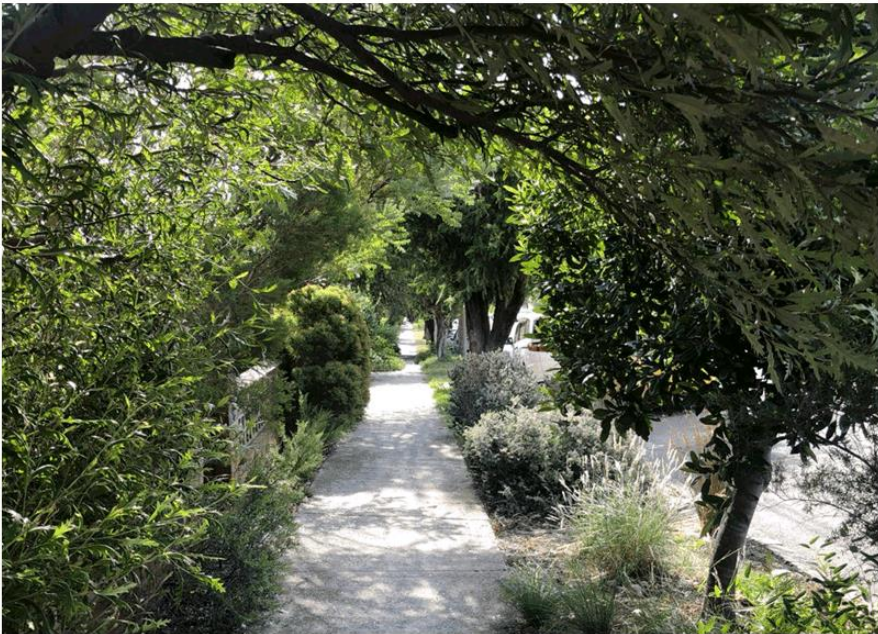
Opportunities for greening the city centre include planted verges, creepers and vertical planing, planter boxes and temporary pop-ups with planters

FutureCity Places

The verandah and awning network in Orange should be supplemented with trellises, arbours and other special structures that enhance the botanic values of the city.

Vines should be encouraged to grow over existing verandahs where possible, establishing a green network of streets and public places.

Plant displays that respond to the seasons and the climate of Orange should be considered. An increased interest in seasonal plant related events such as *Floriade* in Canberra and the *Jacaranda Festival* in Grafton should be used in establishing similar seasonal events around particular species or varieties of plant.

While an increased investment in maintenance will be required, the benefits could be measured in both economic measures but also community wellness and happiness.

Orange has a a strong tradition of trellises and vertical planting in Cooks Park. These elements could be repeated and reinterpreted within the city centre

FutureCity Places

Place Theme	Theme Focus Areas
8.8 Integrated Water Quality and Stormwater Management	

Orange has an average annual rainfall of 900mm with around 6-8 rain days per month, and around 60-80mm of regular rainfall every month. The consistency of rainfall and cooler temperature allows for a relatively green and picturesque city centre. With warmer summers predicted and water conservation measures frequently required, the more efficient and intelligent local reuse of water will be key to future resilience and urban amenity.

There is an opportunity to incorporate Water Sensitive Urban Design (WSUD) in critical parts of the Orange water catchment to improve storm water management outcomes, improve streetscapes and retain existing trees, and integrate with other movement and transport initiatives. The following strategies are proposed:

· Pedestrian crossings with raised thresholds should have water flow into the kerb blister sections
· Street trees, existing and proposed, should be able to accept overland flows directly
· Transformative streets to feature passive irrigation and water storage in the landscaped area
· Car parks regraded to direct water to vegetated permeable zones for water collection and treatment before discharge.

EXISTING

FUTURE

FutureCity Kit of Parts

9

FutureCity Kit of Parts

Preparing the Kit of Parts

The transformation of the city centre and the realisation of the FutureCity vision will be a long term project involving an enormous number of stakeholders, who will also change and evolve over time. A project that's relevant today, won't be in the future, and vice versa.

As part of this project a 'Kit of Parts' was developed as catalogue of projects and programmes to help guide and direct actions of stakeholders. The projects are diverse, as they reflect the needs and changing requirements of a city and its community. The projects are tied back to the vision and themes or the FutureCity, to ensure the justification for the project can be easily understood.

The project and programmes have been divided into two broad categories:

1. City wide projects and programmes

2. Precinct specific projects and programmes

The following pages provide a brief explanation of the Kit of Parts or catalogue with more extensive information included in Annexure 1. A number of projects have been grouped together and are presented as special projects in the next chapter.
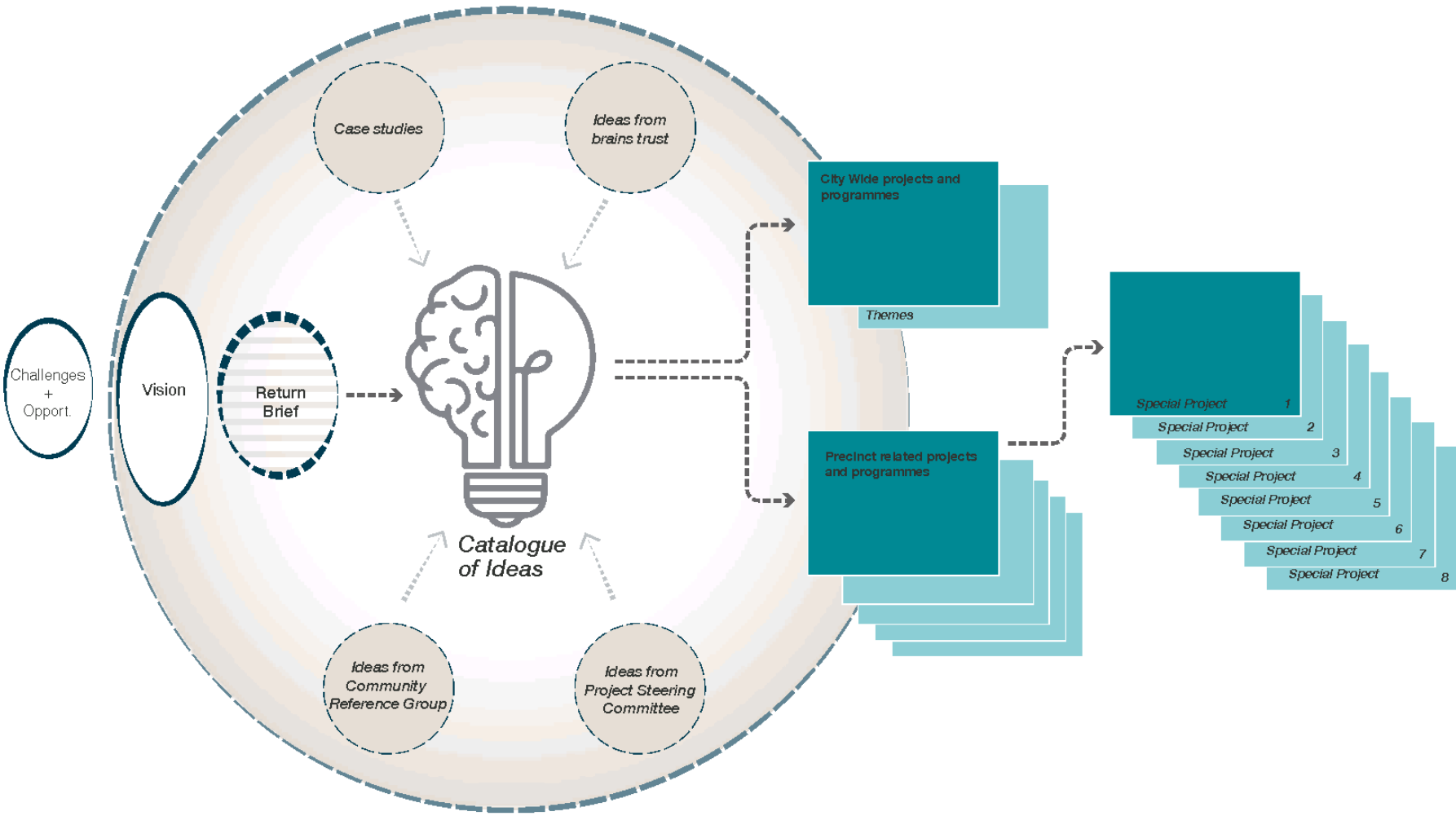
Figure 22: Developing the Kit of Parts and project catalogue

FutureCity Kit of Parts

The catalogue explained

In the catalogue that follows each project is allocated a unique project reference number and a description is provided outlining the project intent and the aspects or components that the project should consider. The catalogue goes on to identify which stakeholder group (Council, other Government agencies, community groups or the private sector) is best placed to drive the project and who should be playing a supporting role.

Then, as far has been possible within the scope of the project a cost estimate is provided for each project to give stakeholders an indication of the scale of the project. This should assist decision makers in weighing up the costs and benefits of the projects in relation to their potential impact. It is worth noting that some projects are plans and strategies and are relatively low cost, but implementing the projects that are planned could be very significant, long term investments.

Each project is then categorised into a particular time frame (short, medium or long term). It is worth noting that many of the projects and programmes could be implemented in different time-frames depending on a projects cost or priority. Many could also be tested or trialled on a temporary basis before being implemented as more permanent and expensive projects. Others are smaller scale alternatives to other bolder and more expensive options and other projects could also be undertaken by various stakeholders. This overlapping builds resilience into the framework and course of action.

The catalogue goes on to indicate which of the vision themes and Community Strategic Plan themes the project is aligned with. This should assist stakeholders in motivating their project when applying for grant funding.

Finally, the catalogue provides an indication of the potential impact that any potential project may have on the way the city centre functions and how it brings the current reality closer to the FutureCity vision. Impact is determined across a number of consideration including visual impact and exposure, its ability to change perceptions and its potential to affect behaviours change over the medium to long term. Many of the projects have low to medium impact because Orange city centre already performs relatively well and the projects and programmes contribute to, and complement what is already a well functioning and attractive town. The cumulative impact of many small and interrelated projects undertaken by a range of potential stakeholders has the potential to make a significant impact on how the city centre performs economically and how it is experienced by residents.

It should also be noted that many of the plans and strategies have a low impact rating. This is because while they are important and useful in their own right, they only have an impact if they are implemented and result in action and development.

Theme	Project Name/Staging	Project outline	Driver				Time frame			Permanence			Cost				Themes						CSP 2018-2028				Impact		
			Council	Government	Community	Private	Short	Medium	Long	Test	Temporary	Permanent	>$100,000	$1 million	$10 million	$50 million +	Regional Destination	Identity	Liveability & Lifestyle	Connected	Ideas City	A Centre for Work & Study	Live	Preserve	Prosper	Collaborate	Low	Medium	High
Identity and branding	1. Project name	The project	●		○		○	●		○		●	■■■□□				R	I	L	C	IC	W	✓			✓			●

The theme with which the project most strongly aligns	A reference number and project name	A short description of the project	Who should be leading or supporting the project	An indication as to the potential staging of the project	An indication as to whether the project can be trialled, could be temporary or needs to be more permanent	A rough indication of the potential cost of the project	Indicates which themes of the OC FutureCity Vision the project aligns with	Indicates which themes of the Community Strategic Plan the project aligns with

● project lead
○ facilitator/ support

● likely
○ potential

potential for testing

Provides an indication of the potential impact of the project from a visibility and/or fundamental change to the overall experience of Orange

Special Projects

10

Special Projects

As previously outlined, an extensive number and breadth of projects have been identified in the catalogue. However, these projects don't existing in isolation. There are many shared attributes that can lead to projects being grouped together and explored in greater detail - these are referred to as 'Special Projects'.

All of the special projects were identified as Priority Development Areas in the Stage Two Return Brief and have been further refined through workshops with the Project Steering Committee and Community Reference Group. The projects were selected on the basis of their potential to impact positively on the functioning of the city centre, include Government ownership/have the ability for Government to invest in a particular project, or the require private sector investment through development of existing properties.

For each Special Project a vision and set of objectives is articulated and a more detailed outline of what the project would entail is provided. This is complemented with precedent images that illustrate what these initiatives could look like, based on projects that have been built within similar development, environmental or social contexts.

If pursued, each special project should be the subject of further design and development feasibility, engagement and interrogation by Council and stakeholders.

1. The Institutional Precinct
2. Robertson Park Precinct
3. Lords Place Upgrade
4. Summer Street Upgrade
5. Anson Street / Woolworths Car Park
6. Anson Street Upgrade
7. McNamara South Precinct 1
8. McNamara South Precinct 2
9. McNamara Road
10. Orange East - Car dealership sites
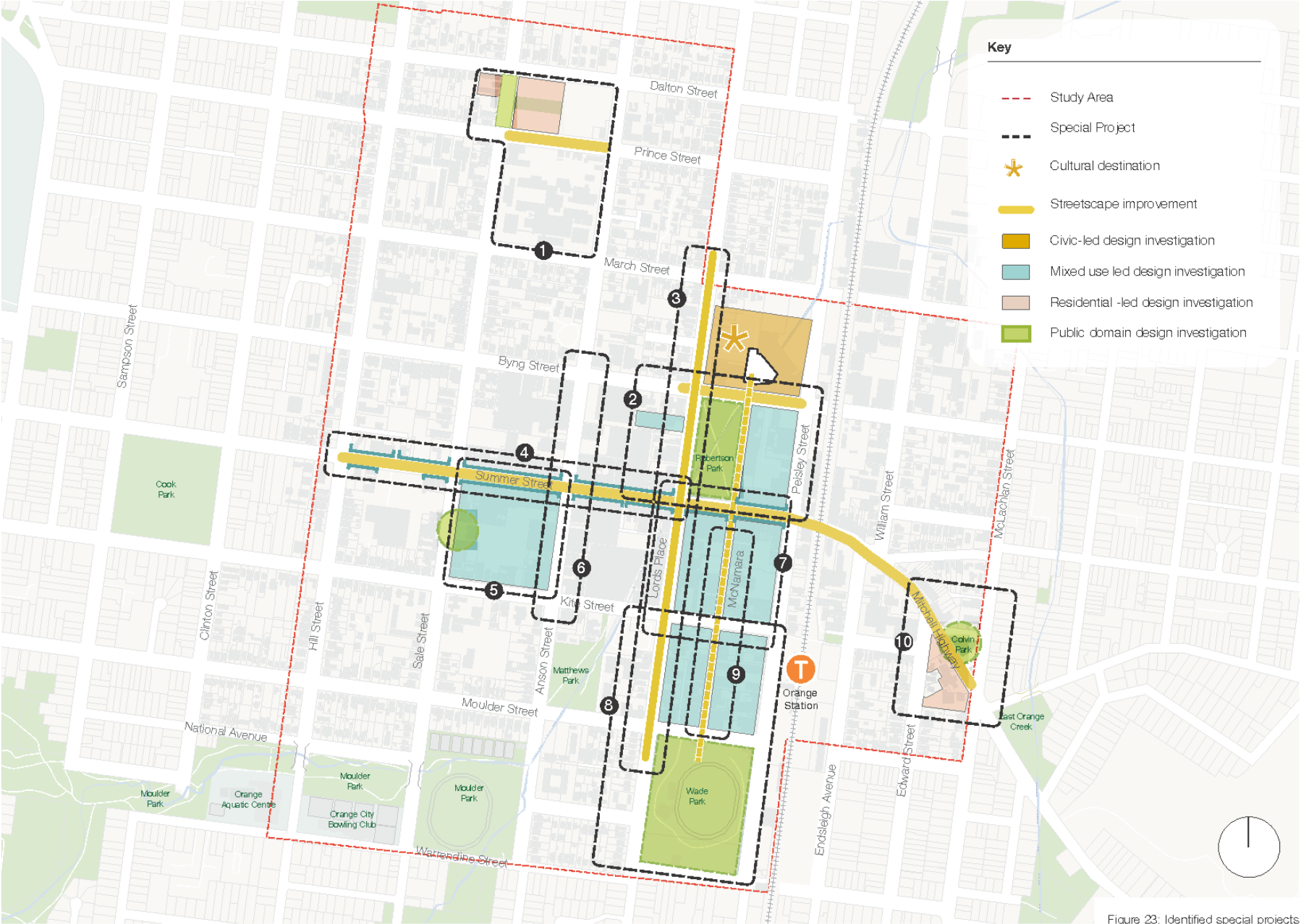
Figure 23: Identified special projects

Special Projects

Special Project	Theme Focus Areas
10.1 The Institutional Precinct	

Vision

Prince Street becomes the heart of the Institutional Precinct and the interface between the new DPIE site and future investments into the TAFE campus. The section of Sale Street between Dalton and Prince Street is transformed into a new public open space that adds value to the adjacent opportunity sites that are developed as high-medium density residential accommodation that supports the emergence of a vibrant multi-generational residential community.

Project Objectives

· Create a focus for the Institutional Precinct with public domain improvements
· Cement TAFE's position in the city centre through new investment
· Open up the campus to the community
· Create value and amenity to support medium density residential development within the city centre
· Increase the residential offer in the city centre

Project brief and parameters

· Public domain investments into Prince Street with hard and soft landscaping, seating lighting, public art and a potential E-scooter / E-bike hire hub or bus stop to help beautify and activate the street.
· Investments into new buildings and courses within the TAFE Campus bring more students into the precinct. The new buildings are contemporary and attractive with visually transparent ground floors allowing passers-by to see the activities taking place on campus. The public are invited into the interior courtyards to experience what is on offer.
· The section of Sale Street between Prince and Dalton Street is closed to traffic and turned into a new public open space and becomes a local meeting point for the community.
· The redevelopment of the council owned land to the west of the DPIE site for medium density housing (attached housing / apartments) - this could provide affordable housing for families or down-sizers looking to move closer to the city centre.
· The heritage listed buildings on 129 Sale Street are retained and adapted and new buildings added to provide additional residential accommodation around north facing

Existing context

Project brief and parameters cont.

communal courts. The final use could be age-care / retirement living.
· Limited parking is provided on site.
· Public domain improvements to Anson Street encouraging walking and access into the Retail Core / Summer Street.

Implications for Planning

· Consideration of heritage item - "Cadwell House"
· Community Health Centre
· Review application of R3 & RE1 zoning across DPIE site
· Closure of Sale Street between Dalton and Prince Streets

Conceptual diagram

Key

→ Active frontages
↔ New links
←---▶ Pedestrian links
↔ Potential public transport routes
▢ Streetscape improvements
• • Improve tree planting
↔ Improved links to Retail Core
▢ Public open space
▢ Residential uses
▢ Educational uses

Special Projects

Public domain upgrades to Anson Street

E-scooter / bike hire pods

Potential new bus stops and routes

Prince Street upgraded as the focus of the precinct

Open up the campus to the community

New TAFE buildings

Illustrative Sketch

Key

↔ Pedestrian links

━ Public transport link

▢ Streetscape improvements

▢ Public open space

▢ Residential buildings

▢ Existing building retained

▢ Institutional buildings

TAFE

New DPI building

Anson Street

Sale Street

Dalton Street

Prince Street

Precedent Images

Potential new academic buildings and public courts as part of TAFE investments

Medium density residential infill opportunities with a street address

Medium density residential infill opportunities with integrated car parking

Overall Summary

Residential GFA 19,480m²
Approximately 100-145 units
or 125 beds for aged care

Medium density residential development

*Residential GFA 15,680m²
Approximately 70-100 units*

Section of Sale Street transformed into a local park

Renovation of the Old Health Services Building into aged care / retirement living

*Residential GFA 3,800m²
Approximately 30-45 units / 125 beds*

Special Projects

Special Project		Theme Focus Areas
10.2 Robertson Park Precinct		

Vision

Robertson Park is celebrated as the social meeting place for the community. Investments are made to ensure the park is active, multifunctional and represents the diverse cultures and people of Orange.

Project Objectives

· Celebrate and enhance the existing heritage qualities of Robertson Park
· Introduce new elements into the park to attract more people to use it and make it more inclusive and representative of the diverse community of Orange
· Encourage development and investment around the park
· Improve the relationship between Robertson Park and the Civic Precinct
· Provide an intimate street edge to McNamara Street, integrated with ground floor commercial uses

Project brief and parameters

· A new Plan of Management for Robertson Park that considers:
  · A indigenous revelation and democratisation project
  · The potential demolition of the existing CWA building
  · A new children's play space
  · A new pavilion cafe and amenity block
  · The relocation of selected existing heritage items within the park
  · Symbolically celebrating water in the park and the buried Blackmans Swamp Creek
· The conversion of Byng Street in front of the Civic Precinct into a shared street through hard and soft landscaping and the rationalisation of car parking.
· The redevelopment of the northern portion of the block bounded by Byng, Peisley and McNamara Street including the amalgamation and rationalisation of the existing council lanes and car parks in the centre of the site. This is envisaged as a mixed-use development with commercial/retail at ground level and a hotel or shop-top housing above.
· The redevelopment of the Mid City Motor Lodge as a multi storey hotel/tourist accommodation with a positive relationship to Robertson Park.
· The relocation of the taxi rank.

Existing context

Assumptions

· Privately owned properties to the north of the block bounded by Peisley, Byng and McNamara Street (64-76 McNamara Lane, 160 Byng Street and 223-225 Peisley Street) are acquired by the private sector, amalgamated and redeveloped.
· Council make the existing laneway that runs to the centre of the block available to developers to create larger and more viable sites for redevelopment.

Implications for Planning

· Consideration of existing heritage items and conservation area.
· 12m maximum height of building along Lords Place may need to be reconsidered through a design excellence process.

Key Strategic Moves

Key

→ Active frontages
‹•••› Pedestrian connections
◯ Gathering spaces
⟷ Transformative street
▭ Pedestrian focused street

▭ Streetscape improvements
▭ Public open space
▭ Residential/tourist accom.
▭ Existing building retained
▭ Heritage buildings

Special Projects

Upgrade
Byng Street

Improve interface
with the civic centre

Consolidated mixed use
development / hotel
Utilising existing council land
Residential GFA 7,000m²
Commercial GFA 6,000m²

McNamara Street
Upgrade

Illustrative Sketch

Key

- ◀┅▶   Pedestrian links
- ◀▶   Upgraded transformation street
- ▢   Streetscape improvements
- ▢   Public open space
- ▢   Infill residential / mixed use building
- ▢   Existing building retained

Overall Summary

Residential GFA 6,000m²
Approximately 80 apartments
Commercial/Hotel GFA 13,200m²

New Hotel
7,200sqm

Lords Place
Transformative Street
Upgrade

Robertson Park
Upgrade

Precedent Images

Active public gathering spaces and water play could be incorporated into the
northern end of the park (Darling Quarter)

Residential interface with open space (Bondi)

Greening laneways for intimate public spaces (Melbourne)

Special Projects

Illustrative Sketch

The buried Blackmans Swamp Creek could be celebrated with water features and well designed play spaces.

The connection between Robertson Park and the Civic Precinct —which includes Council Offices, Civic Theatre, Library, Gallery and Regional Museum—should be improved and strengthened through the transformation/ part pedestrianisation of Byng Street for events purposes. The northern end of the park and Byng Street could be used to present a contemporary face to the park, potentially opening up Council and the Civic Theatre to Byng Street.

New public domain treatment to McNamara Street to improve the relationship between the park and adjoining development. The ground floor of new buildings could accommodate active uses (retail / cafés).

Improving the permeability of adjoining streets can make better use of the park's strong axial path arrangement, and maximise connectivity to adjoining existing and future precincts.

There is an opportunity to co-locate the European memorials in the southern portion of the park within a refreshed heritage character fronting Summer Street. This opens up the northern send of the park for a more contemporary interpretations of modern society and Aboriginal culture.

Special Projects

Special Project		Theme Focus Areas
10.3 Summer Street Upgrade		

Vision

Summer Street is rejuvenated and remains the retail heart of the FutureCity. Traffic is calmed and Summer Street becomes a more pedestrian friendly environment.

Project Objectives

- Improve the amenity, comfort and retail experience of the street for pedestrians.
- Promote lingering and dwelling in the street.
- Increase opportunities for outdoor dining/activation.
- Green and cool the street and improve its environmental performance.
- Make it easier and safer for people to cross the street at intersections and mid-block locations.
- Provide a consistent palette of materials that is easy and cost-effective to install and maintain.

Project Brief and Parameters

- Summer Street is a State highway and the extent of change will largely be determined by its required future movement function.
- If only minor changes are undertaken, the role and nature of the street will essentially remain the same. As part of the prior street upgrade, footpaths were widened but the street lighting was left close to the awning line and original kerb line. New street lighting changes can occur using the same pole locations along the street, however these should be relocated nearer to the kerb (e.g. 600mm nominal set back from face of kerb). This shift would move the lighting poles away from the awning line. Lighting performance and technical specification is to be reviewed by a lighting engineer.
- With the completion of the Northern and Southern Distributor, a major reconfiguration of Summer Street should be considered. Pending NSW Government approval and a downgrading of the street from State Highway, a redesign could greatly improve the retail high street as the heart of the city centre. The primary change would be a reduction in travel lanes from four to two and removal of the existing median.

Existing context

Key Strategic Moves

Minor improvements could include:
- New smart poles to replace existing street lights
- New pedestrian lighting
- Additional street trees between parking bays and potentially within median
- Seasonal flower displays
- Improved bus shelters, seating and service information
- Relocation of taxi ranks to more appropriate locations
- Reinstatement of awnings where missing
- Reinstatement of verandahs and posts
- Review of street furniture locations
- Buffer planting between travel lanes and footpaths

Major changes would consider:
- Work with TfNSW to investigate the potential of reducing the carriageway from four travel lanes to two 3.5m lanes
- New footpath paving materials
- New street furniture suite
- Additional pedestrian and dining spaces (e.g. 50%)
- Substantial increases in public seating
- Relocation of bus stops to north—south side streets
- Additional trees to increase canopy cover (e.g. 40%)
- Planting of vines on trellises
- Improvements to shopfronts and signage
- Decorative building lighting
- Investigation of additional pedestrian crossings
- Permeable gardens and paving (min. 20%)
- Rain gardens and water retention

Concept Sections - Minor Upgrade

EXISTING

FUTURE - MINOR

Special Projects

Indicative Concept Plan of a mid-block crossing - Major Upgrade

planted verges / rain gardens

outdoor dining areas

parallel parking

parallel parking

fixed seating

planting zones

light pole

bulb out to reduce crossing distance

raised mid-block crossing

light poles

outdoor dining areas under awnings

NOM 3.70m PATH — MAX 2.50m FLEX ZONE — MAX 3.50m TRAVEL LANE — MAX 3.50m TRAVEL LANE — MAX 2.50m FLEX ZONE — NOM 3.70m PATH

30m

Precedent Images

Argyle Street Camden provides examples for how Summer Street could be made more attractive with ascent paving and new tree planting within the parking zone

Planted buffers can frame outdoor dining areas can hep make Summer Street more green, cool and pleasant

SJB

Special Projects

Precedent Images

Special Projects

Special Project		Theme Focus Areas
10.4 Lords Place Transformative Street		

Vision

Transform Lords Place to support Orange's ambition to become a regional 'ideas city' and connect the Civic Precinct to Wade Park.

Project Objectives

· Connect the Civic Precinct to Summer Street and Wade Park.
· Change peoples perceptions about streets and their contribution to the character and identity of Orange.
· Better manage water and urban heat by reducing areas of asphalt and greening the street.
· Support and encourage active transport in the city centre (walking and cycling).

Project brief and parameters

It is proposed to redefine the function and design of Lords Place through transformative design and intervention, supporting Orange's ambition to become a regional 'ideas city'.

The new design of Lords Place should allow new things to happen, provide different experiences and encourage visitation, occupation and habitation.

The existing 30m wide street should reallocate asphalt road space (currently 14.5m wide) to a variety of alternate street uses and functions, improving the social and environmental performance of the street.

The transformation of Lords Place could include:
· new separated bicycle lanes on the eastern side
· new street trees and shade
· water sensitive urban design measures
· rain gardens and stormwater reuse
· outdoor dining areas
· innovative planting design
· additional street furniture and lighting
· innovative materials selection
· solar power
· relocated taxi rank
· rationalised car parking

Existing context

Key Strategic Moves

EXISTING

3.80m PATH   22.20m TRAVEL LANE + PARKING   4.00m PATH

30m

Retail   Lords Place   Robertson Park

FUTURE

MIN 3.0m PATH · MIN 2.5m FURNITURE ZONE · MAX 6.0m FLEX ZONE · MAX 3.5m TRAVEL LANE · MAX 3.5m TRAVEL LANE · MIN 2.5m FLEX ZONE · MIN 1.2m PATH · MIN 2.5m PLANT. · MIN 5.5m PATH

30m

Retail   Lords Place   Robertson Park

Special Projects

Indicative Concept Plan - Park Edge
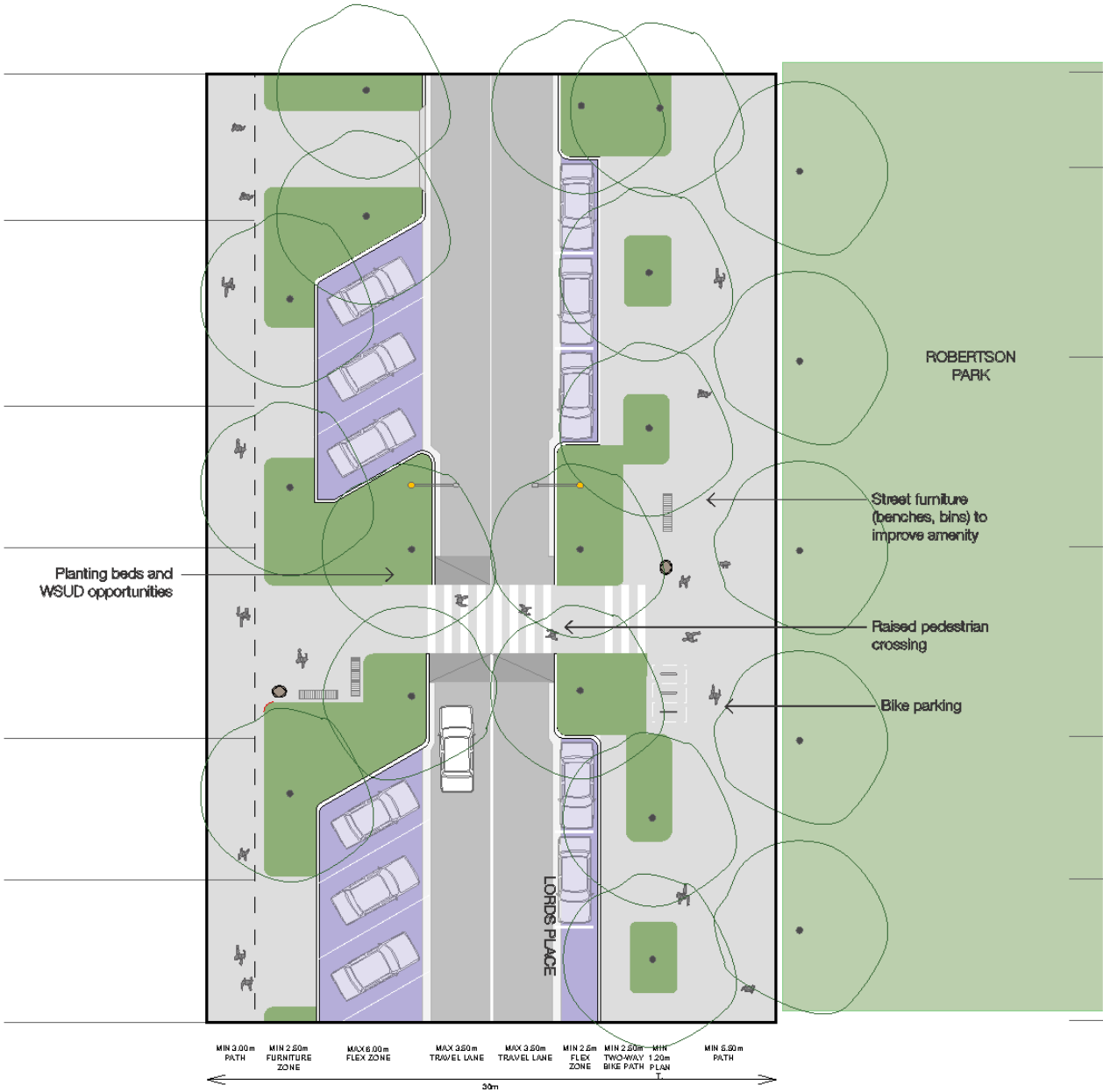
Indicative Concept Plan - Retail Edge (South of Summer Street)

ROBERTSON PARK

LORDS PLACE

Street furniture (benches, bins) to improve amenity

Planting beds and WSUD opportunities

Raised pedestrian crossing

Bike parking

Intermittent outdoor dining opportunities along building edge

Outdoor dining opportunities

Street tree in tree pit

Planting beds and WSUD opportunities

Bike parking

LORDS PLACE

MIN 3.00m PATH | MIN 2.50m FURNITURE ZONE | MAX 6.00m FLEX ZONE | MAX 3.50m TRAVEL LANE | MAX 3.50m TRAVEL LANE | MIN 2.5m FLEX ZONE | MIN 2.50m TWO-WAY BIKE PATH | MIN 1.20m PLAN T | MIN 5.00m PATH

30m

MIN 3.00m PATH | MIN 2.50m FURNITURE ZONE | MAX 6.00m FLEX ZONE | MAX 3.50m TRAVEL LANE | MAX 3.50m TRAVEL LANE | MIN 2.5m FLEX ZONE | MIN 2.50m TWO-WAY BIKE PATH | MIN 1.20m PLAN T | MIN 5.00m PATH

30m

_____
Special Projects

Special Project		Theme Focus Areas
10.5 Anson Streets / Woolworths Car Park		

Vision

Create a retail and cultural destination within the heart of the retail core resulting in an improved pedestrian environment, the redevelopment of the Council car park, the expansion of a major food anchor, more retail floorspace and additional car parking.

Project Objectives

· Improve the retail experience at ground level through the introduction of new lanes and pedestrian connections through the block.
· Harness the development potential of the car park and provide opportunities for the growth, expansion and investment in the retail sector.
· Remove car parking from the ground plane and improve access to parking and provide additional parking spaces in a central location to bring people into the city centre.
· Celebrate and activate the Sale Street Arts Centre.

Project brief and parameters

· Invest in and enhance the Sale Street Arts Centre as a heritage asset and important cultural / community facility. This involves the renovation of the building, opening it up to the street and create a new public space on Sale Street.
· Provide new pedestrian oriented through-block links to activate and structure the interior of the block.
· Unlock the innate development potential of the car park and Council owned assets by creating an opportunity for a major anchor (Woolworths) to relocate whilst remaining operations, grow and expand within the block.
· The relocation of Woolworths creates an opportunity for a new retail / mixed use development on the Woolworths site with improved through site connections to Orange City Centre mall.
· Opportunities to incorporate residential accommodation above the proposed new retail should be explored.
· Servicing is rationalised and internalised to minimise the impact on the public domain.
· Vehicular access is rationalised and additional car parking is provided on the roof, freeing up the ground plain for retail uses.
· Alternative access locations to structured car parking off Kite and Anson Streets should be explored.

Existing context

Assumptions

· Council is willing to enter into a negotiations with Woolworths and change existing ownership patterns
· Adjacent properties will also be acquired to make the redevelopment of the block possible

Implications for Planning

· Zoned B3 Commercial Core
· 2:1 on car park site / 0.75:1 on Kite Street properties
· 9m max. HOB / 12m along Anson Street frontage
· Existing heritage item - "Orange Infants School"

Precedent Images

Public domain upgrades on Sales Street by Aspect Studios

Multi-storey sleeved car park with activated ground level (Crows Nest)

Woolworths retail facade (Double Bay)

Interesting boutique stores (West Village, New York)

Special Projects

Key Strategic Moves

Enhancements of Sale Street Arts Centre

· Renovate the Sale Street Arts Centre opening it onto the street and public spaces.
· Improvement of public realm and expansion of open space to the front and rear of the centre.
· Limit public vehicular access to existing surface car park from Sale Street and resolve servicing arrangements
· Private sector to acquire sites for the wider redevelopment outlined in red.

Relocation of Woolworths Supermarket

· Unlock the innate development potential of the car park and Council owned assets by creating an opportunity for Woolworths to relocate, grow and expand within the block whilst remaining operational.
· Active frontage provided on the northern and eastern edges of the supermarket.
· New pedestrian-oriented through-block links from Kite to Summer Streets and from Anson to Sale Street to activate and structure the interior of the block.
· Kite Street facade sleeved with additional commercial / retail units at ground floor.
· Supermarket servicing achieved with a dedicated access laneway from Kite Street to Anson Street.
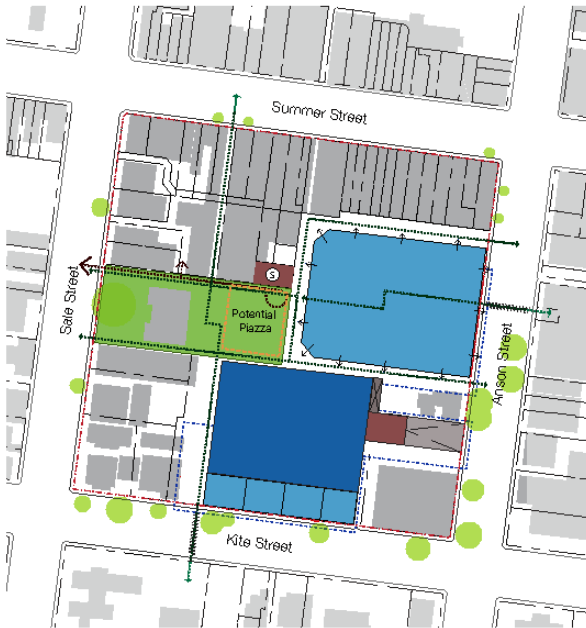
Creation of Additional Retail / Commercial Space

· The relocation of Woolworths opens up opportunities for wider retail redevelopment within the site with frontage onto Anson Street and a potential to link through to the Orange city centre Shopping Centre.
· Servicing is internal or servicing vehicles are permitted to utilise the laneways during limited serving hours.
· Harris Farm is serviced via a dedicated access route / shared surface and also provides emergency vehicle access.
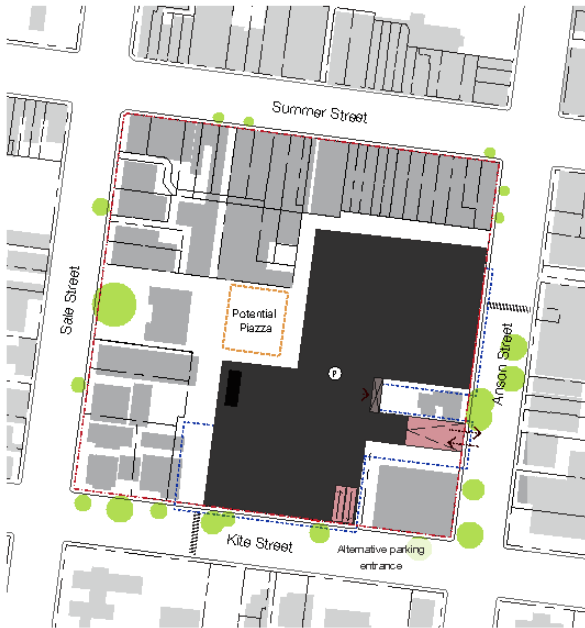
Relocation and Increase Car Parking

· Vehicular access is rationalised with the primary access to structured parking off Anson Street or Kite Street subject to further studies.
· Additional car parking (430 bays) is provided on the roof,
· A central core provides vertical circulation (lift and stair access) to street level.

Key

←→	Active frontage		Retail redevelopment
←··›	Pedestrian connections		Public open space
←··›	Active frontage and links		Rooftop car park
	Heritage item		Existing building retained
	Potential amalgamated sites		Buildings proposed to be demolished
	New Woolworths	●	Existing trees

Special Projects

New Public Plaza

Additional retail floorspace
Retail GFA 4,740 m²

Illustrative Sketch

Ground level

Summer Street

Woolworths
3,700m²

School

Church

Public Domain Upgrades

Renovation of the Sale Street Arts Centre

Additional retail / commercia floorspace on Kite Street
Retail / commercial GFA 1,080m²

Overall Summary

Commercial GFA 8,440m²
Total net gain of retail GFA = 7,000m²
Residential GFA 8,535m²
Approx. 95 apartments
Car park: 325-430 spaces

New Structured Car Park
430 spaces
(currently 344 at grade)

Mixed use development
Residential GFA 8,535m²
Approx. 95 units

Option 1:
Above ground car parking

Option 2:
Residential & above ground parking

Summer Street

Summer Street

Alternative parking entrance

Alternative parking entrance

Two options have been prepared for the levels above ground. Option 1 is a low cost options which replaces the existing parking on the site with structured rooftop parking. Option 2 provides two levels of structured car parking above the new Woolworths store which releases the upper level of above the new retail development for residential accommodation. Option 2 is more expensive but has superior urban outcomes.

New Structured Car Park
325 spaces
(currently 344 at grade)

Special Projects

Special Project		Theme Focus Areas
10.6 Anson Street Upgrade		

Vision

Enhance Anson Street as the primary north-south active mobility route through the city centre.

Project Objectives

· Enhance the experience of city centre, particularly for those on foot
· Provide an active mobility gateway to the Retail Core from the north and south
· To improve the safety of pedestrians crossing between the city centre Shopping Centre and the Woolworths car park.

Project brief and parameters

Anson Street is a primary north-south street through the city centre, bordered by a number of different urban conditions. These range from active shop fronts and large format retail to institutions such as the Town Hall, Memorial Hall, and the Holy Trinity Anglican Church.

Anson Street is a very wide 30 metre street with a single travel lane in each direction, and continuous kerbside parking that is predominantly rear-to-kerb angled parking.

Transformative projects within the street corridor can include:
· outdoor dining
· new trees and shade
· innovative planting design
· water sensitive urban design measures
· rain gardens and storm water reuse
· street furniture and lighting
· innovative materials selection
· new technology such as smart meters
· solar power
· carbon reduction.

Existing context

Byng Street

Anson North

Anson Street

Summer Street

Anson South

Kite Street

EXISTING

EXISTING

EXISTING

Precedent images

Special Projects

Concept Plan - Anson Street North

TYPICAL SECTION

Parallel parking

Benches and seating

Servicing and access
as required

Planting beds and
WSUD opportunities

Outdoor dining

Rear-to-kerb parking

Planted barrier

Street tree in tree pit

Intermittent outdoor
dining opportunities
along building edge

TYPICAL PLAN

Special Projects

Concept Plan - Anson Street South

TYPICAL SECTION

Parallel parking

Outdoor dining

Angled parking (rear-to-kerb or nose -to kerb)

Planted barrier

Servicing and access as required

Mid-block crossing

Planting beds and WSUD opportunities

Intermittent outdoor dining opportunities along building edge

TYPICAL PLAN

Special Projects

Special Project		Theme Focus Areas
10.7 McNamara Street North		

Vision

To stimulate investment and redevelopment within the East City Precinct and support its emergence as a trendy and dynamic urban quarter accommodating a range of uses, with a clear focus on McNamara Street.

Project Objectives

· Transform McNamara Street into a pedestrian priority environment.
· Promote fine grain, mixed use infill development
· Activate the ground level with commercial / retail uses accommodating the emerging creative, artisan and IT industries.
· Create pedestrian friendly east-west mid-block connections.
· To bring life to the precinct 24/7 by introducing urban residential typologies above ground floor (student housing, short stay accommodation and affordable housing).

Project brief and parameters

· McNamara Street is upgraded and transformed into a pedestrian priority street connecting Robertson Park to Wade Park.
· Explore opportunities for pop-up businesses in the public domain or in vacant buildings.
· Lords Place is upgraded as a Transformative street linking the Civic Precinct to Wade Park.
· Small to medium scale amalgamations (up to 1,200m²) are supported to encourage the redevelopment of existing properties into more fine grain, medium rise (3-4 storey) mixed-use development infill with commercial/retail uses at ground floor and residential uses above.
· Fine grain pedestrian links (lanes and arcades) are secured between Lords Place, McNamara Street and Peisley Street through amalgamations.
· A precinct approach to car parking is adopted that sees limited on-site car parking and the conversion of the Ophir car park into a multi storey facility to fulfil residential / commercial car parking requirements of the precinct.

Existing context

Implications for Planning

· Consideration of heritage items and conservation area.
· Small lot pattern and amalgamation requirements.
· All zoned B3 Commercial Core, review for permissible zoning to allow for 3 levels of residential above commercial.
· Procedural matters around the off-site provision of parking and contribution plans for the construction of the Ophir Street car park to be resolved.

Key

⟷	Pedestrian links		Streetscape improvements
⟷	Main vehicular routes		Courtyards / lanes
• •	Street improvements		Potential amalgamated properties
▪ ▪	Primary active frontage		Existing building retained
✳	Max heights and corner sites		Sleeved car parking

Conceptual diagram

Special Projects

Robertson Park
upgrade

Public domain
upgrades

Tree planting in existing
car parks

Illustrative Sketch

Key

Pedestrian links

Streetscape improvements

Public open space

Mixed-use / residential infill

Robertson Park

Summer Street

Hotel
Canobolos

Aldi

Peisley Street

Lords Place

McNamara Street

Kite Street

Overall Summary

Residential GFA 15,700m²
Approximately 185 apartments
Commercial/Retail GFA 5,300m²

New activated
plaza/laneway

Mixed use infill
development

Residential GFA 15,700m²
Approximately 185 units
Commercial GFA 5,300m²

Precedent Images

Mixed use precinct at Assembly Row (Somerville, Massachusetts)

Activated fine grain at Chophouse Row (Seattle, Washington)

As a temporary measure public art could change the look and feel of
McNamara Street

_____

Special Projects

Special Project		Theme Focus Areas
10.8 McNamara Street South Precinct 2		

Vision

A vibrant and dynamic sub-precinct that is a gateway to the FutureCity from the railway station and links East City Precinct better to Wade Park. This sub-precinct retains an eclectic collection of heritage buildings, old converted warehouse buildings and provides accommodation for creative/artisan-type industries and new residents.

Project Objectives

· Improve the arrival experience from the station and create pedestrian friendly east-west mid block connections into the city centre.
· Integrate the East City Precinct meaningfully with Wade Park.
· Integrate existing warehouses and heritage assets into new development proposals to retain an authentic character and identity within the Precinct and active uses at ground floor.
· Introduce urban residential typologies above ground floor (student housing, short stay accommodation and affordable housing.

Project brief and parameters

· The Station forecourt is upgraded with new pedestrian crossings into the Precinct.
· Wade Park is upgraded, opening it up to the north with a new pedestrian entrance, children's play area to serve the Precinct and short stay parking that is shared and open to the public.
· McNamara Street is upgraded and converted into one way working (south bound) and transformed into a pedestrian priority street.
· Small to medium scale amalgamations (up to 1,200m²) are supported to encourage the redevelopment of existing properties and the retention and integration of heritage buildings into more fine grain, medium rise (3-4 storey) mixed use infill development with commercial/retail uses at ground floor and residential uses above.
· Fine grain pedestrian links (lanes and arcades) are secured between Lords Place, McNamara Street, Peisley Street and the station through amalgamations.
· A precinct approach to car parking is adopted that sees limited on-site car parking and the conversion of the Ophir car park into a multi-storey facility to residential / commercial car parking requirements.

Existing context

Implications for Planning

· Consideration of heritage items.
· Small lot pattern and amalgamation requirements
· All zoned B3 Commercial Core.
· 16-20m height and 2:1-2.25:1 FSR.
· Procedural matters around the off-site provision of parking and contribution plans for the construction of the Ophir Street car park to be resolved.

Key

⟷	Pedestrian Links		Potential landmark opportunities
⟷	Main vehicular links		Potential amalgamated properties
••	Street improvements		Existing building retained
---	Secondary active frontage		Heritage items
✳	Local landmark opportunities		Sleeved car parking
	Streetscape improvements		

(Primary active frontage)

Conceptual diagram

Special Projects

New bus stop / bus on demand

E-scooter / bike hire pods

Wade Park Upgrade

Shared Car Park
60 Spaces

Upgrade Lords Place

Illustrative Sketch

Wade Park

Orange Train Station

Moulder Street

McNamara St

Lords Place

Quest

Matthews Park

Peisley Street

Kite Street

Overall Summary

Residential GFA 18,600m²
Approximately 220 apartments
Commercial/Retail GFA 9,640m²
Car park: 570 spaces

Public domain upgrade and improved pedestrian crossing around Orange Station

Mixed use infill development
Total GFA 27,100m²

Public domain upgrades to McNamara Street

Ophir Car Park
Commercial / Retail GFA 1,140m²
510 Car Park spaces over 4 levels

Precedent Images

Warehouse conversion with housing above (England, UK)

Foodie Market (The Rocks)

Multi-storey sleeved car park with activated ground level (University of Leeds, UK)

Special Projects

Special Project		Theme Focus Areas
10.9 McNamara Street Upgrade		

Vision

A people friendly, pedestrian-oriented street that introduces an intimate scale of public domain into the city centre, providing a counterpoint to the high street retail activities on Summer Street and an important spatial link between the Civic Centre and Wade Park, as a north–south spine to the future East End Precinct.

Project Objectives

· Create a laneway 'small street' atmosphere that encourages new types of retail and public domain experiences within the city centre
· Maximise attractive public domain to encourage activation of, and dwelling within, the street
· Increase greening and tree canopy and reduce urban heat
· Upgrade car parking that fronts street
· Slow vehicle movement
· Provide safe cycling infrastructure

Project brief and parameters

· The public domain and built form of McNamara Street between Byng and Moulder Streets should be upgraded as the centrepiece for a new future of the 'East End Precinct', connecting the Civic Precinct to the Sports Precinct at Wade Park. McNamara Street should provide an alternative street environment for different types of retailers, operators, events and activities — for a range of diverse visitors, local residents and age groups.
· The cluster of pubs around McNamara Street—including the Hotel Orange, Parkview Hotel, Canobolas Hotel and the Royal Hotel—could form a hub for the night economy of Orange in the eastern end of Summer Street.
· The existing architecture, car parks, blank walls and footpaths can all be refreshed and upgraded to better support a lively city centre.
· Possible improvements could include:
  · New street trees
  · Undergrounding of power lines
  · Bud lights over the street and/or pedestrian lighting
  · Repave footpaths
  · Change road surface with graphics
  · Planted gardens, pots, verges and new outdoor dining
  · Public art
  · Trellises, awnings and minor facade works
  · New awnings and verandahs
  · New crossings at Summer and Kite Street

Existing context

Key Strategic Moves

EXISTING

FUTURE (INDICATIVE)
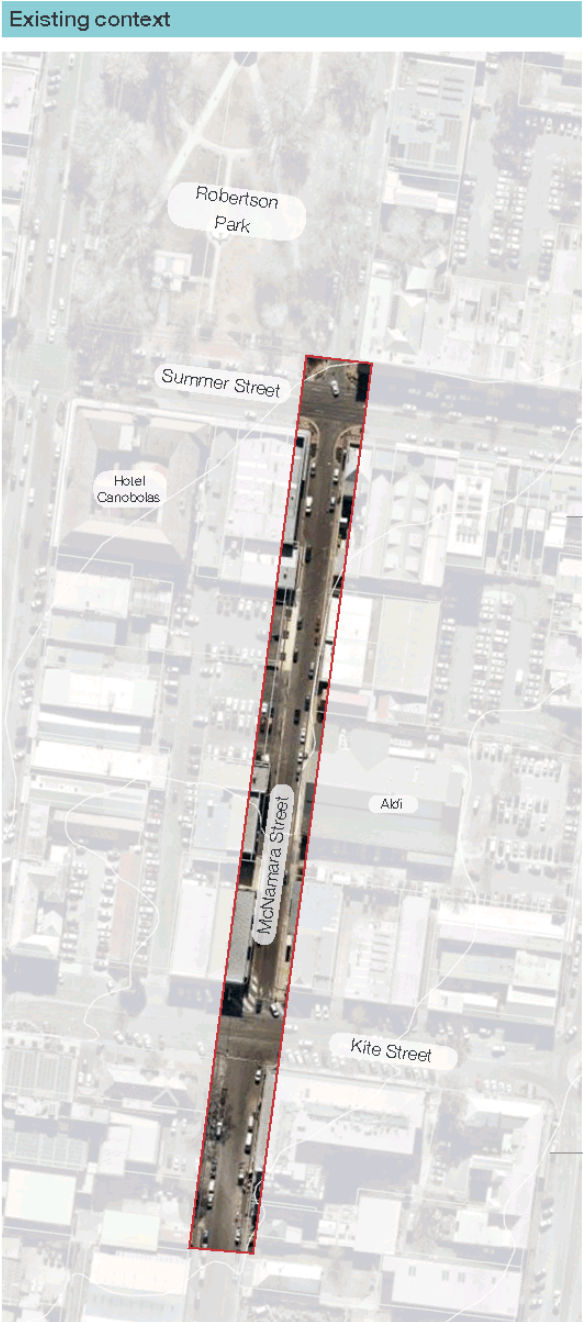
Special Projects

Illustrative Sketch

Indicative concept plan of McNamara Street, reduced to a
single one way southbound direction with parallel parking,
outdoor dining, new trees, gardens and a bike lane.

Parallel parking

Street tree in planted
verge

Intermittent outdoor
dining opportunities
along building edge

Planted beds against
blank façades

Benches and seating

Cantina lighting

SJB

90

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Special Projects
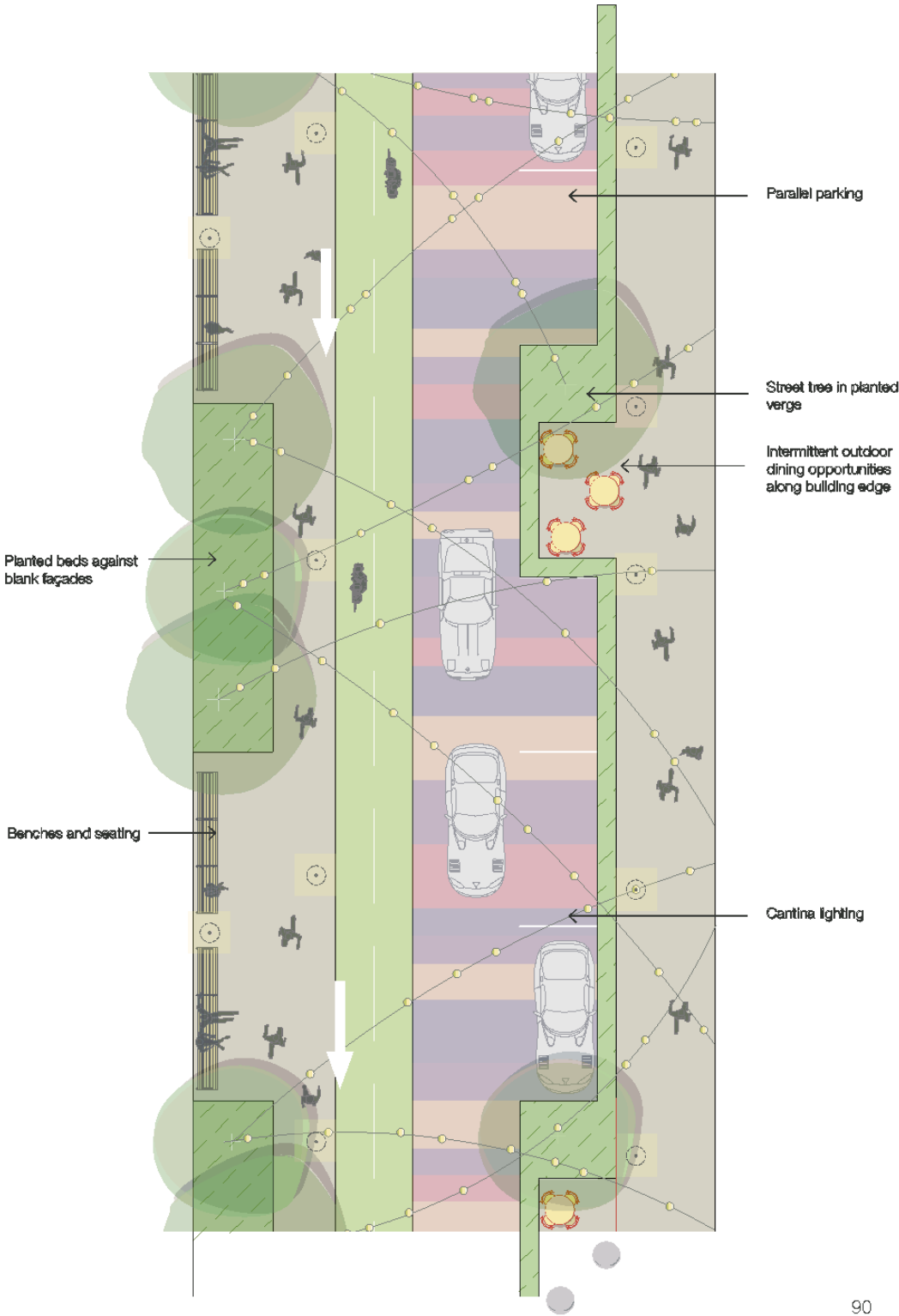
Special Project		Theme Focus Areas
10.10 Orange East - Car dealership sites		

Vision

Celebrate the eastern gateway into the FutureCity with new aspirational development and public domain upgrades.

Project Objectives

· Improve the arrival experience to Orange from the east
· Provide great examples of medium density, city centre residential / mixed use typologies.
· Signal the transition from fast moving rural streets to pedestrian oriented activity focussed streets and spaces.

Project brief and parameters

· The upgrading of Colvin Park and adjacent streets with new pedestrian crossings improving access to public open space.
· The amalgamation of 24 and 30 Bathurst Road with 174 Edward Street to form one consolidated development site. The amalgamated site could be developed for affordable housing for key workers, students or retirement living. Commercial / retail uses should be explored at ground floor level if appropriate.
· The amalgamation of 36-38 Bathurst Road and 89 McLachlan Street (John Davis Motors) and its redevelopment as a residential led proposal as outlined above.

Implications for Planning

· All land-uses permitted and compliant.
· An increase in maximum Height of Building from 12m to 14-15m should be considered to allow for commercial Land uses at ground floor and 3 levels of residential above.

Existing context

Key Strategic Moves

Potential Amalgamation Plan

Key

▢	Amalgamated property
▮	Property to be acquired
▮	Sites under consideration
▮	Existing building to be demolished

Design Principles

· Positive frontage onto Bathurst Road
· Green connections cross Bathurst Road to open space
· Vehicular access from Edward Street
· Internalised car parking and communal open space

Key

⟷	Pedestrian links	▮	Public domain focus
←	Vehicular access	▮	Opportunities for soft landscaping
←	Positive frontage	▮	Potential amalgamated properties
••	Street improvements	▮	Potential building footprint
▬▬	Primary active frontage	▮	Existing building retained
✴	Local landmark opportunities		

Special Projects

Colvin Park upgrade
and expansion

Illustrative Sketch

Key

■ Public / communal open space
■ Residential levels
■ Commercial / commercial uses

Colvin Park

Mitchell Highway

McLachlan Street

communal open space

communal open space

communal open space

Parking court

Parking court

Existing houses remain

Vehicular access

Vehicular access

Edward Street

Precedent Images

'Grow Community' intergenerational housing (Bainbridge Island, WA)

Aged care accommodation

Mixed use density with shop top housing

Overall Summary

Residential GFA 6,724m²
Approximately 78 apartments

Medium density
residential development

Residential GFA 2,400m²
Approximately 28 units

Medium density residential
development

Residential GFA 4,324m²
Approximately 50 units

Conclusion and Recommendations   11

Conclusion and Recommendations

The **FutureCity Planning and Design Framework** builds upon the foundation established by Council through their various policies and strategies, specifically the Community Strategic Plan, which highlights the communities aspirations for Orange at a high-level. The Activate Orange Economic Strategy provides further detail around the a roadmap for future economic development, and is supported by a range of other policies such as the *Orange Active Travel Plan*, *Smart City* and *Heritage Plan*. The FutureCity Planning & Design Framework seeks to bring together these documents by spatialising, prioritising and outlining how they can be realised.

The FutureCity project is aspirational and focused, establishing a clear direction for the city centre through its vision and themes that are represented by a range of projects. This is supporting by the Precinct, Movement and Place Strategies.

The "Kit of Parts" has been prepared to reflect the many and diverse opportunities and challenges that need to be addressed across the city centre, with input from the Council, government stakeholders, land-owners and the community. The long list of projects and programs were refined and catalogued to ensure their purposes aligns with the overarching vision and themes of FutureCity. A number of these projects were advanced as special projects to test initial ideas, stimulate the imagination and scope out future projects for future testing. Further detail has also been provided in relation to the public domain, which is captured in a Guideline that outlines a coordinated approach to the streets and spaces throughout the city centre.

The FutureCity project has evolved over 12-months into the Planning & Design Framework and its associated documents. Its a comprehensive document that reflects the complexities of the city, respects the work that precedes it, and will continue to change and evolve through future engagement, and most importantly, implementation.

Conclusion and Recommendations

11.1 Prioritisation considerations

In the context of limited resources and competing priorities, both Council and community members, will need prioritise its investments and actions. For publicly led projects, a long term implementation strategy needs to be developed by OCC with input from the community, other agencies and partners. In prioritising projects further consideration should be given to the following:

Build on Orange's Core Strengths

Leverage Orange's reputation as a place with natural beauty, rich heritage, bespoke industries, and a fine food and beverage offer.

Make a Visual difference

Ensure the projects are in the public eye and leveraging marketing potential. Consider the profile, visibility and audience of each project.

Depth and Reach

As large investments often absorb significant resources with long term gains, ensure that there is a balance between deep, long term transformation whilst ensuring a spread of investment to deliver the greatest cumulative impact.

Invest in Community

Meet local community needs, creating opportunities for interaction and improving everyday life for the community.
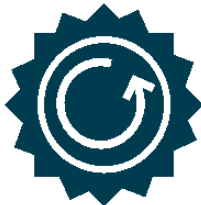
Generate Momentum

If there is a desire to achieve an specific objective Council must consider bold interventions into the property market to achieve a specific outcome, create a point of difference, generate interest, stimulate demand and shift trends.

Partner and Spatially Target

Partner with multiple stakeholders to invest in the same geographical area to achieve a greater impact, competition and innovation.

Lighter, Cheaper, Quicker

Being open to experiment, pilot and explore ideas in advance of more permanent investment through smaller, low cost, short term interventions and installations.
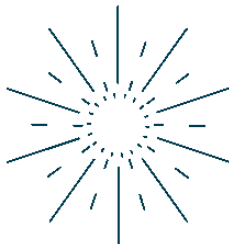
Bite-Size Chunks

Breaking down larger projects into smaller implementable units to minimise disruption and free up resources for other projects.

_____
Conclusion and Recommendations

11.2 Recommended priority projects

Based on these priorities and the catalogue of projects developed in Stage Three it is recommended that OCC consider the prioritisation of following projects:

Strategic property acquisition or divestment

· The acquisition of properties in the East City Precinct, adjacent to existing Council controlled assets in order to amalgamate and redevelop, targeting specific forms of development, sectors and enterprises that align with the FutureCity visions.
· Divest underutilised assets on the proviso that any future redevelopment is in a form, use and function that aligns with the FutureCity Vision and contributes positively to the city centre.

Larger Scale, High Impact, Medium-Long Term Projects

Robertson Park Masterplan
· Review of the design and layout of the park, its role and function.

Civic Precinct Masterplan Review
· A rapid review of existing proposals with the objective of opening the Precinct onto the surrounding streets, addressing Robertson Park and consolidating car parking.

Prince Street Upgrade and Sale Street Park
· Public domain improvements in advance of the release of land for housing development and the upgrading of TAFE.

Lords Place Transformative Street
· The incremental upgrading of Lords Place from the Civic Precinct to Wade Park.

Ophir Street Multi Storey Car Park
· The development of a multi-storey car park on the flood affected site to stimulate development within the East City Precinct.

March Street Crossing
· Work with the rail authorities, TfNSW and RMS to consider the opportunity for a new crossing on March Street, in addition to or as an alternative to Byng Street.

Anson Street Car Park/Woolworths
· Working with partners to transform the existing car park into a retail hub within the city centre.

Urban Maintenance and Upgrading Projects

Summer Street upgrades
· Modest upgrades to Summer Street including the relocation of street lights, mid-block crossings and awning replacement and reinstatement projects.

Sale Street Community Arts Centre and square
· The upgrading of the Community Arts Centre and delivery of a new public open space on Sale Street.

Colvin Park upgrades
· Upgrades undertaken at the eastern gateway to the city centre associated with the former DPIE site and car dealership redevelopments.

Quick, Light, Cheap Projects

McNamara Street tactical urbanism
· Temporary installations in McNamara Lane and Street to change the image of the street and character of the East City Precinct.

Byng Street temporary closures
· Initiate a series of events that trial the temporary closure of Byng Street and its incorporation into the Robertson Park Masterplan.

Roundabout choking
· Narrowing the existing roundabouts through road markings and light touch installations of planters.

Open Streets Summer Street
· Regularly close Summer Street to general traffic for 4 hours on a Sunday to offer the community an opportunity to come together and interact.

Conclusion and Recommendations

11.3 Next steps

In order to realise the goals and aspirations of the FutureCity vision, the various projects need to move from being good ideas on paper to being real projects. An action plan needs to be developed holistically, and for each project, informed by more detailed studies before projects are implemented. The adjacent diagram illustrates an approach to the next steps.

11.4 Monitoring and Evaluation

In order to ensure the progressive realisation of the vision its suggested that a select number of performance measures are selected and that these are used to track improvement over the medium to long term. A number of potential performance measures were identified in Chapter Three.

This study suggests that Council allocate resources to collecting and comparing data over the next 5 years:
1. City centre spend analysis sourcing banking data to get a handle on increase/decrease spending in the city centre and the geographical location/residential address of visitors
2. A FutureCity Community Survey undertaken on an annual basis targeting qualitative information form users of the city centre
3. Pedestrian and cycle counts at key locations on Summer Street using automatic counters
4. Student enrolment numbers at TAFE and Charles Sturt University

Secure Council and community endorsement of the FutureCity framework

Develop Implementation Framework

Refine project brief and undertake viability

Apply for and secure funding

Detail design and construct

SJB
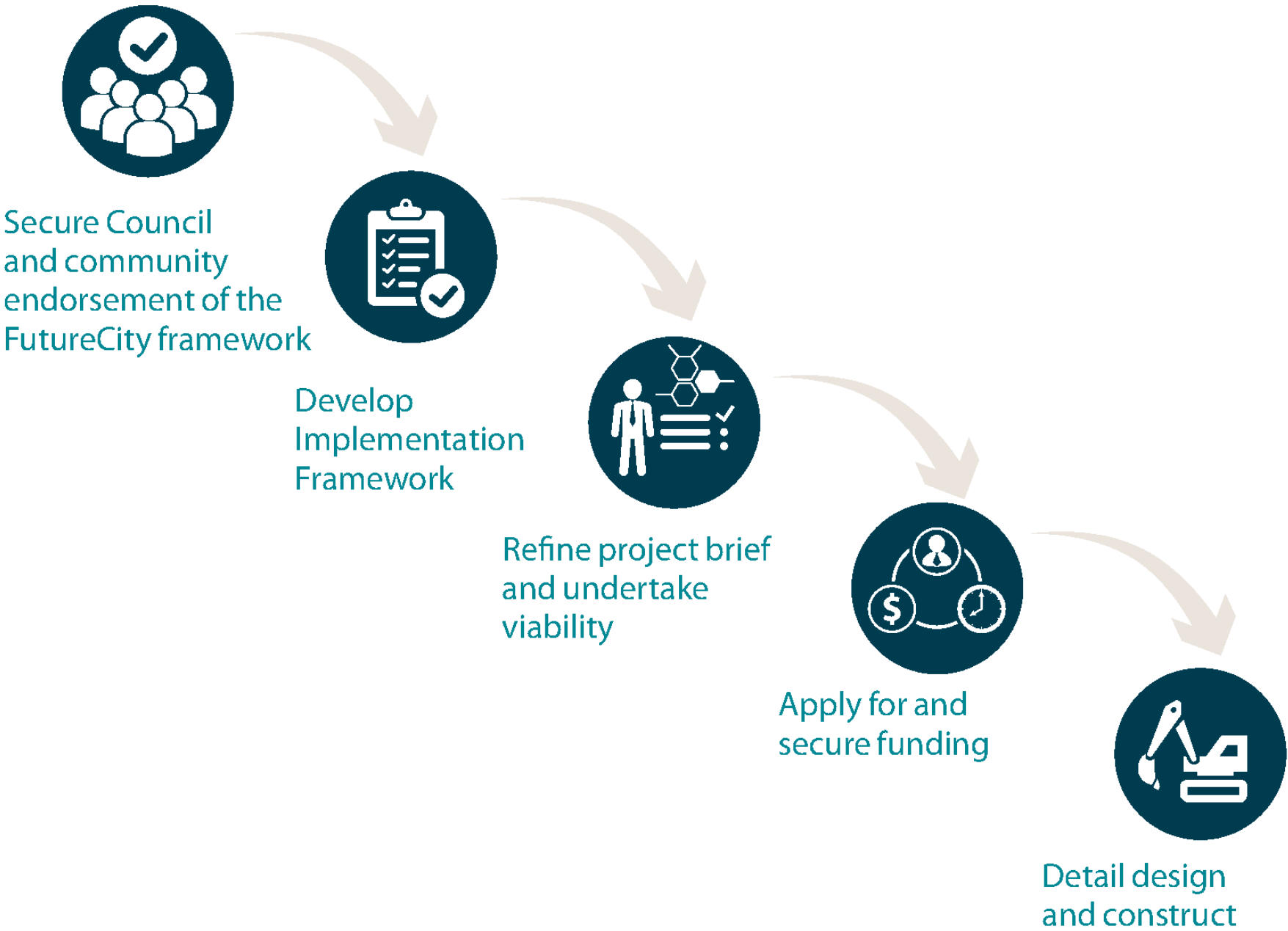
Annexure 1: FutureCity Kit of Parts - Projects and Programmes Catalogue

12

The catalogue of projects and programmes presented in this Annexure are a Kit of Parts emerged through ideas provided to the team by the Steering Committee and Community Reference Group, as well as through internal design workshops, case studies and 'Brains Trust' sessions held with industry leaders. They are fundamentally rooted in the vision developed in Stage One and informed by the Return Brief and specialist studies undertaken as part of Stage Two.

The project and programmes have been divided into two broad categories:

1. City-wide projects and programmes

2. Precinct-specific projects and programmes

The precinct specific projects relate to the precincts and character areas identified in the Built Form and Character Study that formed part of Stage Two.
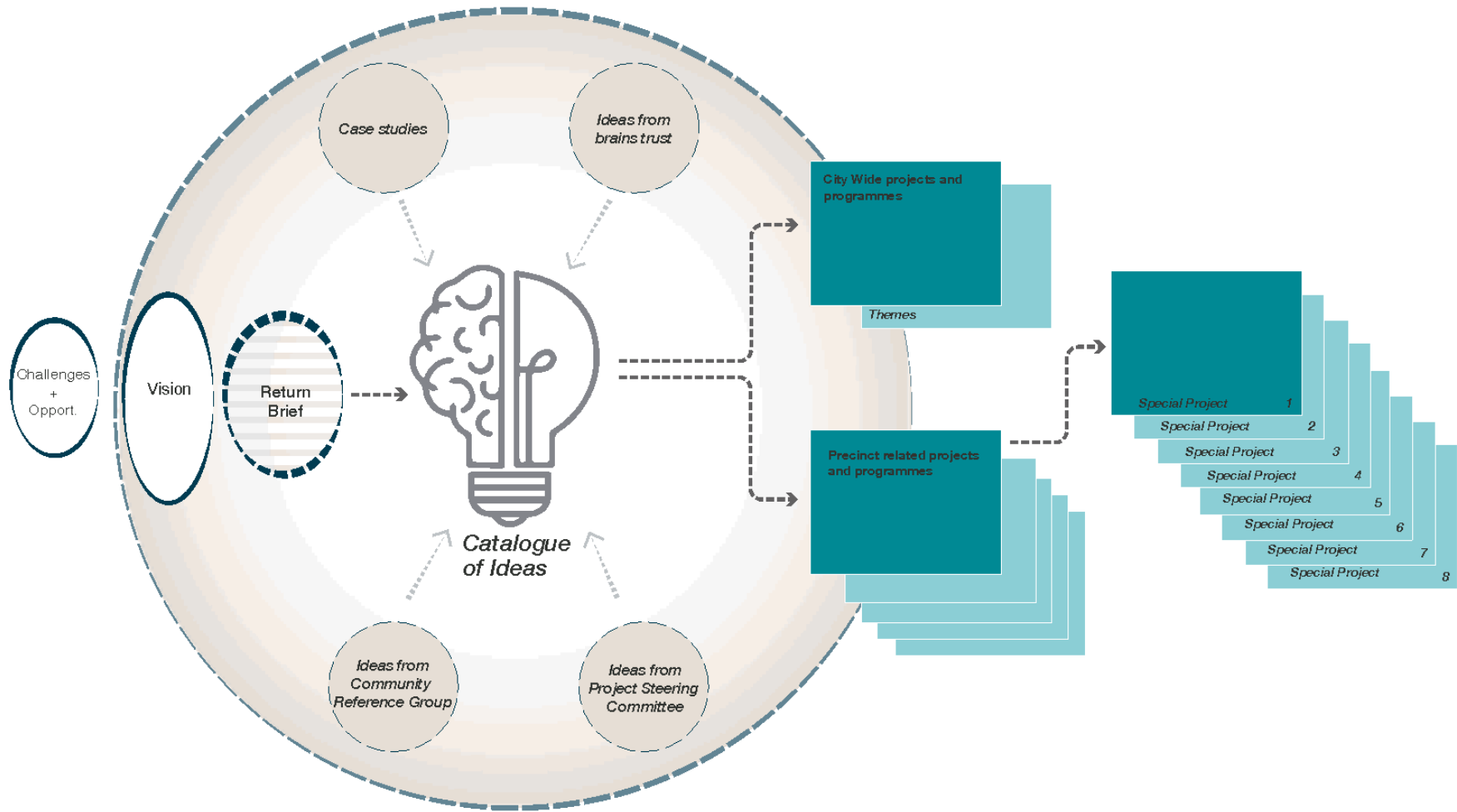
Annexure 1: FutureCity Kit of Parts - Projects and Programmes Catalogue

The catalogue explained

In the catalogue that follows each project is allocated a unique project reference number and a description is provided outlining the project intent and the aspects or components that the project should consider. The catalogue goes on to identify which stakeholder group (Council, other Government agencies, community groups or the private sector) is best placed to drive the project and who should be playing a supporting role.

Then, as far has been possible within the scope of the project a cost estimate is provided for each project to give stakeholders an indication of the scale of the project. This should assist decision makers in weighing up the costs and benefits of the projects in relation to their potential impact. It is worth noting that some projects are plans and strategies and are relatively low cost, but implementing the projects that are planned could be very significant, long term investments.

Each project is then categorised into a particular time frame (short, medium or long term). It is worth noting that many of the projects and programmes could be implemented in different time-frames depending on a projects cost or priority. Many could also be tested or trialled on a temporary basis before being implemented as more permanent and expensive projects. Others are smaller scale alternatives to other bolder and more expensive options and other projects could also be undertaken by various stakeholders. This overlapping builds resilience into the framework and course of action.

The catalogue goes on to indicate which of the vision themes and Community Strategic Plan themes the project is aligned with. This should assist stakeholders in motivating their project when applying for grant funding.

Finally, the catalogue provides an indication of the potential impact that any potential project may have on the way the city centre functions and how it brings the current reality closer to the FutureCity vision. Impact is determined across a number of consideration including visual impact and exposure, its ability to change perceptions and its potential to affect behaviours change over the medium to long term. Many of the projects have low to medium impact because Orange city centre already performs relatively well and the projects and programmes contribute to, and complement what is already a well functioning and attractive town. The cumulative impact of many small and interrelated projects undertaken by a range of potential stakeholders has the potential to make a significant impact on how the city centre performs economically and how it is experienced by residents.

It should also be noted that many of the plans and strategies have a low impact rating. This is because while they are important and useful in their own right, they only have an impact if they are implemented and result in action and development.

City Wide Projects and Programmes

12.1 City Wide Projects and Programmes

Theme	Project Name/Staging	Project outline	Driver (Council, Government, Community, Private)				Timeframe (Short, Medium, Long)			Permanence (Test, Temporary, Permanent)			Cost (>$100,000, $1 million, $10 million, $50 million +)	Themes (Regional Destination, Identity, Liveability & Lifestyle, Connected, Ideas City, A Centre for Work & Study)	CSP 2018-2028 (Live, Preserve, Prosper, Collaborate)				Impact (Low, Medium, High)
Identity and branding	1. FutureCity Branding and Marketing Strategy	Building on the OC FutureCity Vision, prepare a strategy for the promotion/marketing of Orange outlining the benefits of living in Orange across media platforms, both locally and internationally.	● ○				● ●					●	bar	R I L C IC W			✓ ✓ (Prosper, Collaborate)		●
	2. Orange city centre Business Incentive Policy	Council to develop a business incentive policy to attract targeted sectors into the city centre (E.g. Coffs Harbour City Council Business Incentive Policy). This could include a waiver of DA fees, discounted rates or access to Council owned property.	● ○				● ●					●	bar	R I L C IC W			✓ (Prosper)		●
Public domain	3. Orange city centre Public Domain Manual	Building on the principles set out as part of this project OCC could consider the preparation of a public domain manual. It outlines in detail Council's objective and strategies for public domain investments and provides technical specifications and performance requirements for: · Paving · Trees and understorey planting · Furniture and fixtures (seats, bins, bollards, bike racks, drinking fountains, etc.) · Water sensitive urban design systems and elements (WSUD) · Street lighting and/or multifunction poles · Public transport stops · Wayfinding · Public art · Temporary installations and treatments	●				● ● ●			○ ○ ●			bar	R I L C IC W	✓ ✓ (Live, Preserve)				●
	3.1 Water Sensitive Orange Strategy	This city wide project is a response to climate change, the urban heat island effect and water scarcity within Orange. Its aim is to raise awareness around the urban water cycle, making it more visible and improve water management with the added benefits of greening the city and reducing the urban heat island. The project should consider a strategic programme for the installation of Water Sensitive Urban Design (WSUD) elements across the city. It should consider the impact of WSUD on existing water harvesting strategies, as well as educational programmes to keep residents aware of water conscious behaviours and the water cycle. (Note the cost for the implementation of this strategy will be much more extensive).	●				○ ●			○		●	bar	R I L C	✓ ✓ (Live, Preserve)				●
	4. Accelerate the preparation and delivery of a Street Tree Masterplan for the city centre	As outlined in the Street Tree Masterplan, develop a city centre tree replacement plan, fast track tree replacement in the city centre and ensure that future plans for street and public domain upgrades are consistent with the masterplan.	●				●					●	bar	R I L	✓ ✓ (Live, Preserve)				●

Annexure 1: FutureCity Kit of Parts - Projects and Programmes Catalogue

Theme	Project Name/Staging	Project outline	Driver				Timeframe			Permanence			Cost				Themes						CSP 2018-2028				Impact		
			Council	Government	Community	Private	Short	Medium	Long	Test	Temporary	Permanent	>$100,000	$1 million	$10 million	$50 million +	Regional Destination	Identity	Liveability & Lifestyle	Connected	Ideas City	A Centre for Work & Study	Live	Preserve	Prosper	Collaborate	Low	Medium	High
	5. Community greening projects	Community facilitated projects that aim to green the City through community gardens, pavement gardens, vertical gardens, parklets, vines, trellises, etc.	O		●		●			O	●		◼─────				R	I	L	C	C	W	✓	✓		✓	●		
	6. Orange Public Art Programme	Council, together with key stakeholders, develop a public art strategy for the commissioning of public art in the form of murals / graffiti art on blank façades of public and private buildings, sculptures and installations in the public domain. A key consideration should be building the profile of local and indigenous artists.	●	O			●	O	O	●	●	●	◼─────				R	I	L	C	C	W	✓			✓	●		
	7. Orange city centre External Building Lighting Programme	Council together with key property owners develop a strategy and programme for the lighting of specific buildings and external building façades after hours, throughout they year as well as for special events/ seasons.	●		●	●	●	●	●	●	●	●	◼─────				R	I	L	C	C	W	✓	✓		✓	●		
	8. Orange city centre Awning and Verandahs Project	Council to provide technical guidance and financial assistance to property owners to reinstate and introduce awnings and verandahs along key public streets.	●			●	●	●	●			●	◼◼─────				R	I	L	C	C	W	✓	✓		✓	●	●	
Movement	9. Orange Street Transformation Programme	Working with key stakeholders such as TfNSW, develop a long term strategy, plan and implementation framework for the physical transformation of the streets in Orange. This study should take the lead from The Orange FutureCity Movement and Place Study and consider: · A review of the road network plan · Directional signage to divert undesirable through-traffic away from the city centre · New crossings over the railway line (March Street) · Improved wayfinding, including to public transport services · Improved public transport facilities (shelters, stop amenity, etc.) · A review of speed limits · New intersection designs to improve safety for pedestrians, including the removal of roundabouts and the installation of traffic signals · Mid-block pedestrian crossings · Pedestrian and cycle bridges of the railway line · Cycle and walking infrastructure · WSUD within the road reserve	●	O	O		O	●	●	●	●	●	◼◼─────				R	I	L	C	C	W	✓	✓	✓	✓			●

Annexure 1: FutureCity Kit of Parts - Projects and Programmes Catalogue

Theme	Project Name/Staging	Project outline	Driver				Timeframe			Permanence			Cost				Themes							CSP 2018-2028				Impact		
			Council	Government	Community	Private	Short	Medium	Long	Test	Temporary	Permanent	>$ 100,000	$1 million	$10 million	$50 million +	Regional Destination	Identity	Liveability & Lifestyle	Connected	Ideas City	A Centre for Work & Study		Live	Preserve	Prosper	Collaborate	Low	Medium	High
	10. Orange city centre Pedestrian Safety Project	This project is aimed at making the city centre safer for pedestrian through improvements to the street design including: · improving the navigability of the city for those with a disability or mobility impairments · new mid-block crossings · conversion of selected roundabouts to single lane roundabouts / signalised crossings · reducing speed limits generally on specific streets · using directional signage to direct undesirable regional through-traffic away from the centre	●	●			●		●	●	●	●					●	●	●	●	●		✓	✓				●	●
	11. Public Transport Investments	Work with Transport for New South Wales (TfNSW) and operators to explore a range of measures that look to improve public transport services making them more attractive and responsive to community needs. A bus service within the city centre that connects to the Life Science precinct and other key employment destinations should be promoted. Automated and on-demand services could be piloted. Other services that cater specifically to the needs and destinations of tourists should also be considered.	●	●			●			●			●				●	●	●	●	●	●	✓		✓			●	
	12. Orange Smart Parking Project	This strategy must consider the long term future of car parking within the city centre. It should form with the view of improving the relationship between car parking and land uses, ensuring convenience, improving pedestrian amenity, and improving the experience of arriving and visiting the city centre. This project should consider: · The hierarchy and role of different car parking facilities · The impacts of car parking on pedestrian flow and amenity · The rationalisation of car parks that are not core to the City's future vision · Disabled parking · Different forms of on-street car parking (parallel, rear-to-kerb and nose-to-kerb parking) · The beautification and greening of car parks · The installation of smart parking sensors · A city centre car parking app, communicating vacant spaces, and providing cardless and cashless payment · Precinct car parking approaches where remote/off-site structured car parking fulfils the car parking requirements within a precinct through a system of contributions and legal instruments · Impacts on traffic flow	●	●			●	●		●	●	●					●	●	●	●	●	●	✓		✓			●	

Annexure 1: FutureCity Kit of Parts - Projects and Programmes Catalogue

Theme	Project Name/Staging	Project outline	Driver (Council / Government / Community / Private)				Timeframe (Short / Medium / Long)			Permanence (Test / Temporary / Permanent)			Cost (>$100,000 / $1 million / $10 million / $50 million +)	Themes (Regional Destination / Identity / Liveability & Lifestyle / Connected / Ideas City / A Centre for Work & Study)	CSP 2018-2028 (Live / Preserve / Prosper / Collaborate)				Impact (Low / Medium / High)
	13. Orange Active Travel Plan Implementation Plan	The Orange Active Travel Plan is useful in setting out the principles and objectives for creating an enabling environment that supports more sustainable travel behaviour and makes it easy to access the city centre without using a car. However, it is weak on implementation and makes little reference to those who experience challenges in accessing the city (those with mobility or physical impairments). As the key destination within Orange, and where conflict between parking, pedestrian movement and vehicular movement is highest, an implementation plan should be developed for the city centre that is informed by the Movement and Place Study that forms part of this project and/or the Streets Transformation Plan proposed above. The action plan should include a list of hard infrastructure projects and softer programmes to support behaviour change. A key consideration should be a cycle link from the city centre to the Life Sciences Precinct and Institutional Precinct, walking circuits within the city centre and improvements to north-south connections.	Council ● / Government ● / Community ● / Private ●				Short ●			Test ● / Temporary ● / Permanent ●			>$100,000	I L C IC W	Live ✓		Prosper ✓	Collaborate ✓	High ●
	14. Orange Pilot Cycle Lanes	Some elements of the Active Mobility Strategy (such as painted bike lanes) could be tested on a temporary basis using low cost interventions before more costly/permanent solutions are implemented.	Council ● / Government ●				Short ●			Test ● / Temporary ●			>$100,000	I L C	Live ✓		Prosper ✓	Collaborate ✓	High ●
	15. Scooters and bike hire schemes	Work with service providers to implement scooter and bicycle hire programme (electric or self powered) in the city centre with collection stations at key points in the city centre and other locations (DPIE and Life Sciences Centre).	Council ● / Private ●				Short ● / Medium ●			Test ● / Temporary ● / Permanent ●			>$100,000	L C IC	Live ✓	Preserve ✓		Collaborate ✓	Low ●
	16. Orange city centre cycling, jogging and exercise circuits	Design and implement fitness circuits through and around the city centre with clear signage to encourage visitors and residents to explore and discover the city as part of their regular / holiday fitness regimen.	Council ● / Community ●				Long ●			Test ● / Permanent ●			>$100,000	R I L C	Live ✓				High ●
	17. Smart pedestrian and cycle metres	Linked to the Active Mobility Strategy the installation of real time cycle and walking metres at strategic locations to collect data on walking and cycling to support strategies and communicate changes in behaviour to residents.	Council ● / Government ● / Private ●				Short ●						>$100,000	L C IC	Live ✓		Prosper ✓		High ●
	18. Learn to ride programmes	Develop a programme to teach people to cycle or use electric bikes/scooters/segways and introduce it into schools, retirement villages and age care facilities where it can improve health outcomes and mobility options (electric cycles).	Council ●				Short ●			Permanent ●			>$100,000	L C	Live ✓			Collaborate ✓	High ●

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Theme	Project Name/Staging	Project outline	Driver (Council, Government, Community, Private)	Timeframe (Short, Medium, Long)	Permanence (Test, Temporary, Permanent)	Cost (>$100,000, $1 million, $10 million, $50 million+)	Themes (Regional Destination, Identity, Liveability & Lifestyle, Connected, Ideas City, A Centre for Work & Study)	CSP 2018-2028 (Live, Preserve, Prosper, Collaborate)	Impact (Low, Medium, High)
	19. Bike maintenance programmes	Work with local stakeholders to teach residents how to maintain their own bicycles particularly as electric mobility devices become more popular. This could be done through local partners (i.e. TAFE and local bike shops).	Council	Short	Permanent	low	L, C	Live ✓, Prosper ✓, Collaborate ✓	Low
	20. School walking and cycling bus	Work with schools to encourage families who live within walking or cycling distance of schools to use sustainable modes of transport to get around. A walking or cycling school bus is a group of primary school children who walk or ride bicycles (or another wheeled device) to and/or from school along a set route, accompanied by supervising adults. Walking, school buses also help build social cohesion and community spirit.	Council, Community	Short, Medium, Long	Permanent	low	L, C, W	Live ✓, Collaborate ✓	Low
Smart City	21. Free Wi-Fi in the city centre	Provide free WiFi within the city centre through smart poles located in key spaces to activate public space.	Council	Short	Test, Permanent		L, C, IC, W	Prosper ✓, Collaborate ✓	Low
	22. Smart civic services	Council to continue to build on the foundation of its newly created website and investigate ways to engage digitally with residents and businesses more regularly. More operational aspects such as the booking of facilities, reporting problems and participatory budgeting could be explored.	Council, Government	Medium, Long	Test, Permanent		L, C, IC, W	Live ✓, Prosper ✓, Collaborate ✓	Medium
	23. Innovation recognition and reward programme	Council / Government to endorse and reward innovation within Orange through an awards programme.	Council	Short	Test		R, I, IC, W	Live ✓, Prosper ✓, Collaborate ✓	Low
	24. Technical support for small and emerging businesses	Council to consider subsidised technical support for existing and emerging small enterprises (social and commercial).	Council, Government, Private	Short	Permanent		L, C, IC, W	Live ✓, Prosper ✓, Collaborate ✓	Low
	25. Orange Sustainable Energy Strategy	Orange City Council to develop a strategy to help shift energy use within the City, promote sustainable/renewable energy generation and clean energy use. Importantly Orange City Council could lead the way and set a benchmark for other stakeholders to follow.	Council, Government, Private (○)	Short	Permanent		L, C, IC	Live ✓, Prosper ✓, Collaborate ✓	Low
Tourism	26. Orange Destination Management Plan (DMP)	Complete and adopt the Orange Destination Management Plan (DMP) to provide the framework for the visitor economy over the coming decade. The DMP should take cues from the OC FutureCity Study and highlight the city centre as a cultural, retail and heritage destination.	Council, Private	Short	Permanent		R, I, IC, W	Preserve ✓, Prosper ✓, Collaborate ✓	Medium

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	27. Expand the Tourism Offer Development Programme	This project builds on the DMP above and entails: · Working with food and wine producers to develop a rolling programme for showcasing the produce of the region · Working with tourism agencies to note the programme of events in the calendar for visitors · Growing the tourism economy and uses in the city centre that leverage from the existing heritage character	●	●		●	●					●	▮				R	I			IC	W	✓		✓	✓		●	
	28. city centre Cellar Doors	Build on the food/wine tourism already in place through more events, better accessibility to winemakers and cellar doors within the city centre that host local winemakers. Subsided rents could be provided in Council owned buildings.	●	●		●	●					●	▮				R	I				W	✓	✓	✓	✓		●	
	29. Regular local shopper programme	Council to work with the local business forum to promote frequent visits into the city centre to local shops, rather than weekly / monthly shopping at national supermarket chains.			●		●	●	●	●		●	▮				R	I	L			W	✓		✓	✓	●		
	30. Golf course partnerships	Seek out and strengthen formal relationships between local, regional and international golf courses to promote golf tourism with linkages into the city centre.	●		●	●	●			●	●	●	▮				R	I					✓		✓	✓	●		
	31. Hospitality industry design and service award programme	Initiate an award system for tourist accommodation that rewards good design and user experience within Orange.	●				●			●			▮				R	I				W			✓		●		
	32. Strengthen links into the backpackers trail	Broaden the tourist offer in Orange by promoting the City as part of a journey through the central west of NSW. Other links to seasonal work should be explored.	●			●	●					●	▮				R	I					✓		✓	✓	●		
	33. Orange 360	Continue to support Orange 360 in promoting and enhancing a range of different local events.	●		●	●	●					●	▮				R	I	L	C	IC	W	✓	✓	✓	✓			●
Culture	34. Orange Reconciliation Action Plan	Build upon Orange Council's Statement of Commitment (2005) and the Orange Aboriginal Development Strategy and develop a Reconciliation Action Plan that outlines key actions towards improving relationships between non-Indigenous Australians and our Aboriginal and Torres Strait Islander communities and growing the representation of Aboriginal community in social, political and economic life. (e.g. City of Sydney - Eora Journey).	●		●		●	●				●	▮				R	I	L				✓	✓	✓	✓		●	

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	35. Progress actions from the Aboriginal Community Social Development Plan	Building on the foundations of Orange's Aboriginal Community Social Development Plan develop projects that celebrate the living culture of the Aboriginal and Torres Strait Islander communities in Orange. Similar to the "Eora Journey" this may include the following: · consultation and communication · provision for children and youth · local Aboriginal history · care for the aged and disabled · aboriginal employment	●	●			●	●		●		●	■					I	L				✓	✓	✓	✓		●	
Activation	36. Orange City Place Manager	Council to engage the services of a place manager who would be responsible for the organisation, curation and coordination of events and activities in the city centre.	●				●					●	■				R	I	L	C	IC	W	✓	✓	✓	✓			●
	37. Night Time Economy Policy	Council to develop a broad strategy to support and promote the night time economy with the city centre. This should include working with stakeholders, promotion and marketing, overcoming administrative barriers, potential events and strategies for responding to any negative impacts.	●				●					●	■				R	I	L	C	IC	W	✓	✓	✓	✓			●
	38. Ten Free Family Activities in Orange	Develop and maintain a short list of free activities for families in the city centre. This should include a 'four seasons' programme for all ages.	●		●	●	●			●		●	■				R	I	L	C	IC	W	✓	✓	✓	✓	●		
	39. Pop-up arts events and programmes	A programme of arts events, exhibitions and demonstrations that may include kids arts days, school murals competitions, graffiti wall trails, seasonal programmes (e.g. Sculptures by the Sea, artists in the park etc.)	●		●	●	●			●	●	●	■				R	I	L		IC		✓		✓	✓	●		
	40. Orange "artist-in-residence" programme	An initiative that provides annual / quarterly funding to an artist to explore, exhibit and develop their talents in Orange.	●		●	●			●	●	●	●	■				R	I				W	✓			✓	●		
	41. Outdoor cinema events and picnic concerts	A programme of screened cinema in public spaces during the warmer seasons of the year. A permanent screen could be erected in one of the parks/in the Civic Precinct for this purpose.	●		●	●	●			●	●	●	■					I	L	C	IC		✓			✓	●		
	42. Orange programme for retired and elderly people	Government supported programmes that assist organisations, community groups and small businesses that support a continuous programme of events and activities specifically directed at the interest of the older / retired population.	●		●	●	●			●		●	■						L				✓				●		
	43. Big Dance / day / night time disco	A free event to encourage residents to come out and have fun. This could be done in one of the main streets (Summer Street) which would be temporarily closed to traffic for the event.	●	○	●	●	●			●	●	●	■				R	I	L	C			✓			✓	●		

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			Council	Government	Community	Private	Short	Medium	Long	Test	Temporary	Permanent	>$100,000	$1 million	$10 million	$50 million+	Regional Destination	Identity	Livability & Lifestyle	Connected	Ideas City	A Centre for Work & Study	Live	Preserve	Prosper	Collaborate	Low	Medium	High
	44. Temporary youth events	Such as temporary courts, skate parks, obstacle / ninja warrior courses, and street sports (BMX, street cricket/ football/parkour) competitions in public spaces.	●		●	●	●		●	●	●	●	▬				R	I	L	C	C	W	✓			✓	●		
	45. Teen / young adult programme	Develop a programme of fun, social and non-alcoholic activities for young people to draw visitation into the city centre from local schools, TAFE, the university and the Life Sciences Precinct.	●		●	●	●			●	●	●	●	▬				R	I	L	C	IC	W	✓			✓	●		
	46. Orange "Healthy and Fit"	Support local sport sporting clubs in holding regular training events and competition that start and end in the city centre. This will help build social networks and promote healthy lifestyle.	●			●	●			●			●	▬				R	I	L	C	C	W	✓				●		
	47. Start and End in Orange	Encourage regional sporting events (such as cycle and running races) to start and end their events in the city centre (Wade Park/ Robertson Park/ Summer Street).	●	○	●		●	●	●			●		▬				R	I	L	C	C	W	✓						●
	48. Subsidized local beverage / coffee / ice cream in the city centre	Entice visitors and locals to spend more time in the city centre at different times of the day by providing fees/ subsided beverages. This could be done in partnership with local sports and recreational clubs that could offer a subsidized or free local beverage/coffee/ ice cream after or before their exercise when the event starts and finishes in the city centre. It could also be linked to bike parking/ bike use (parking outside the shop or take the form of a pop-up shops at specific locations within the centre linked to specific events/programmes.	●			●	●			●			●	▬				R	I	L	C	C	W	✓				●		
Heritage	49. Review and renew heritage trails and information signage	Enhancing visitor experiences and increase visitation to the city centre by renewing heritage and updating heritage trails and information material. This should be complemented with virtual/digital guides that could be streamed/downloaded.	●		●		●					●		▬				R	I	C	C	C	W		✓		✓	●		
	50. Heritage tours	Support heritage tours (either guided or self-guided) within the city centre and beyond to surrounding villages e.g. Lucknow and Ophir following the gold mining and agriculture theme. Tours should seek to be inclusive and offer visitors insights into indigenous history and culture.	●		●	●	●		●	●	●		●	▬				R	I	C	C	C	W		✓		✓	●		
	51. Heritage buildings maintenance and support programme	Continue and extend Council's involvement in the existing programme to provide technical and financial support property to restore, maintain and enhance heritage assets.	●		●	●		●	●				●	▬▬				R	I	C	C	C	W		✓			●		

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Theme	Project Name/Staging	Project outline	Driver				Timeframe			Permanence			Cost				Themes						CSP 2018-2028				Impact		
			Council	Government	Community	Private	Short	Medium	Long	Test	Temporary	Permanent	>$ 100,000	$1 million	$10 million	$50 million +	Regional Destination	Identity	Liveability & Lifestyle	Connected	Ideas City	A Centre for Work & Study	Live	Preserve	Prosper	Collaborate	Low	Medium	High
Social	52. Respect Orange	Support of programmes and projects that seek to address the underlying causes of anti-social behaviour and respond immediately and appropriately to anti-social activity. This should involve a broad range of stakeholders, including local police, NGOs, hotels and alcohol retailers.	●	●			●					●	▮—				R	I	**L**	C	IC	W	✓				●		
	53. Substance abuse programmes	Council to facilitate access to substance abuse support programmes, particularly around drug abuse. Council should work with the Police and local volunteer and non profit organisations at addressing the underlying causes of this abuse.	●	●	○		●	●	●			●	▮—				R	I	**L**	C	IC	W	✓				●		
Knowledge economy	54. Orange Knowledge Economy Strategy	Council to work with universities and knowledge/skills industry providers to develop a comprehensive strategy to boost the profile of Orange as a learning destination. This process should begin with engaging with education providers to understand student/faculty expectations and what can and can't be met on-campus. This will enable an understanding of how the city centre can complement the overall student experience, not only to activate the city centre, but to make Orange a preferred student destination. It will also help develop relationships with business partners and attract funding.	●				●	●				●	▮—				**R**	I	L	C	IC	W			✓	✓			●
	55. Incubator business support	Provide discounted rent in Council owned facilities or waiving rates for a predetermined period to businesses that have decentralised/relocated to Orange from other locations.	●	●		●	●	●		●		●	▮—				R	I	L	C	IC	W	✓		✓	✓	●		
	56. Knowledge and learning hubs	A Council led project that works with learning providers to review the network of libraries and study facilities within Orange and develop a strategy to respond to growing learning needs, monitor trends, fill gaps and optimise the use of available spaces, resources and facilities.	●	●		●	●	●		●	●	●	▮—				R	I	**L**	C	IC	W			✓	✓	●		
	57. Tuition support	Targeted programmes to assist students and scholars in their studies and in integrating, participating and enjoying future life within the city centre.			●	●	●			●	●	●	▮—				R	I	**L**	C	IC	W	✓		✓	✓	●		

Precinct Specific Projects and Programmes
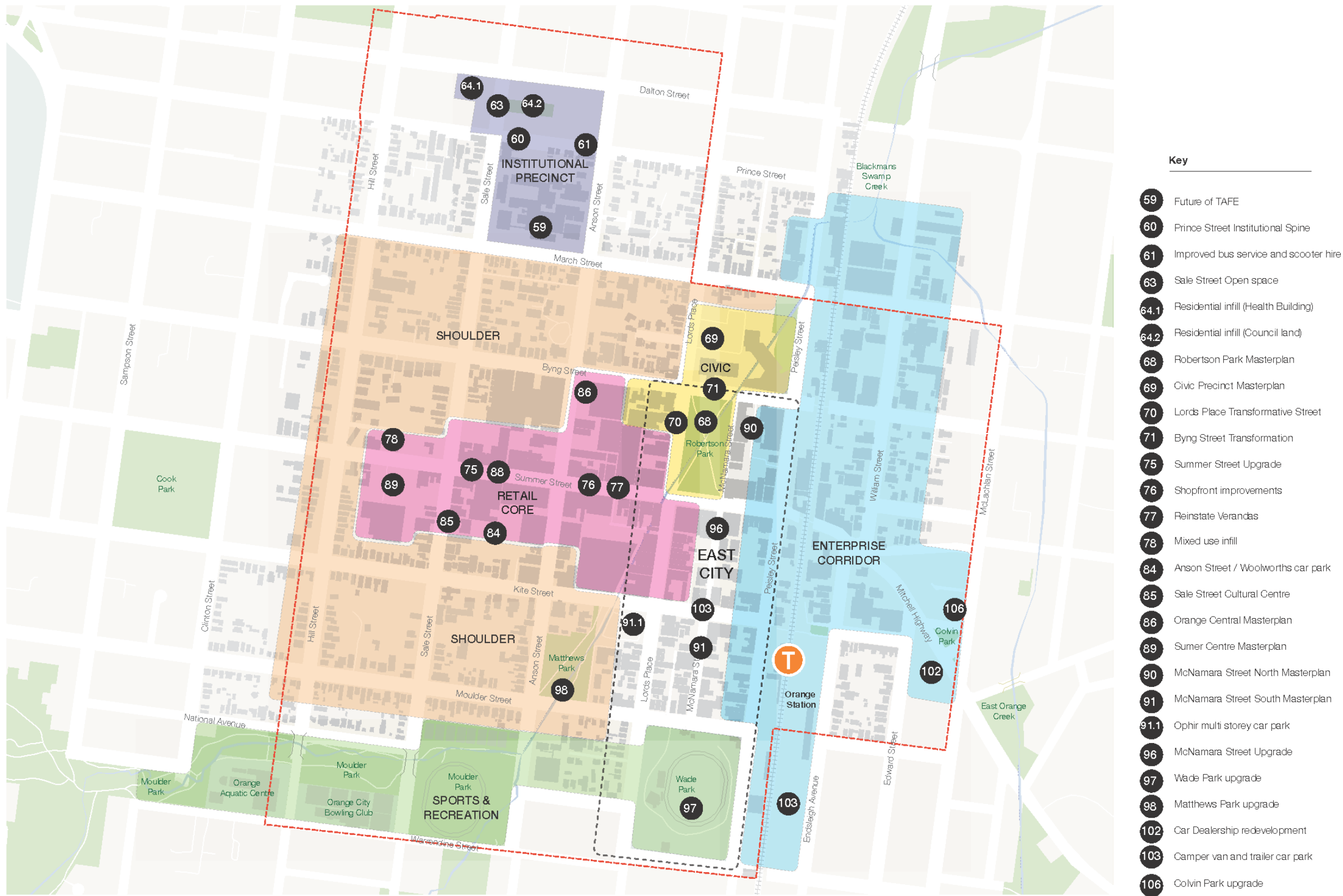
Figure 24: Orange city centre Project Location Plan

Key

59	Future of TAFE
60	Prince Street Institutional Spine
61	Improved bus service and scooter hire
63	Sale Street Open space
64.1	Residential infill (Health Building)
64.2	Residential infill (Council land)
68	Robertson Park Masterplan
69	Civic Precinct Masterplan
70	Lords Place Transformative Street
71	Byng Street Transformation
75	Summer Street Upgrade
76	Shopfront improvements
77	Reinstate Verandas
78	Mixed use infill
84	Anson Street / Woolworths car park
85	Sale Street Cultural Centre
86	Orange Central Masterplan
89	Sumer Centre Masterplan
90	McNamara Street North Masterplan
91	McNamara Street South Masterplan
91.1	Ophir multi storey car park
96	McNamara Street Upgrade
97	Wade Park upgrade
98	Matthews Park upgrade
102	Car Dealership redevelopment
103	Camper van and trailer car park
106	Colvin Park upgrade

SJB

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12.2 Institutional Precinct

Precinct	Project Name/Staging	Project outline	Driver (Council / Government / Community / Private)				Timeframe (Short / Medium / Long)			Permanence (Test / Temporary / Permanent)			Cost (>$100,000 / $1 million / $10 million / $50 million +)	Themes (R / I / L / C / IC / W)	CSP 2018-2028 (Live / Preserve / Prosper / Collaborate)				Impact (Low / Medium / High)
Institutional Precinct *See Special Project 10.1*	58. Future of TAFE	Following the City Wide "Orange Knowledge Economy Strategy", entrench TAFEs long term role as a destination and institution of higher learning within the city centre. Collaborate with TAFE to create a more aspirational learning environment and to open the campus up as a place where the community are invited in and can see and experience new technologies, skills and ways of learning. Student exhibitions and demonstrations: a regular programme of displays, events and demonstrations open to the community and school children demonstrating the activities and learnings taking place on campus.	Council ●; Government ●				Short ●			Permanent ●			bar	R I L C (IC) W	Live ✓; Prosper ✓; Collaborate ✓				High ●
See Special Project 10.1	59. Prince Street Institutional Spine Public Domain Plan	As the interface between two significant institutions, develop a plan for the upgrading of Prince Street, between Anson Street and Sale Street, as a civic spine and social meeting place. This could be activated by seating, public art, E-bike / E-Scooter hire station or autonomous bus stops.	Council ●; Government ○				Medium ●			Permanent ●			bar	R I L C (IC) W	Live ✓; Preserve ✓				High ●
	60. Bus services	Working with TfNSW, service providers, the Department of Planning, Industry and Environment (DPIE) and TAFE investigate the introduction of a bus service from the DPIE site to the city centre and other destinations such as the Life Science Precinct. Options of autonomous vehicles should be considered.	Council ○; Government ●; Private ●				Short ●			Test ●			bar	R I L C IC W	Live ✓; Prosper ✓; Collaborate ✓				High ●
	61. Scooter or bike hire station	Investigate the viability of a scooter / bike hire programme linked to the DPIE and TAFE that makes accessing the amenities and facilities in the city centre faster and easier in all weather conditions. Electric bikes and scooters could be explored to as part of this initiative.	Council ○; Government ○; Private ●				Short ●			Test ●; Temporary ●; Permanent ●			bar	R I L C IC W	Live ✓; Prosper ✓; Collaborate ✓				Low ●
See Special Project 10.1	62. Sale Street Public Space	Investigate the closure of Sale Street between Prince and Dalton Street and the conversion of this road to an open space. This open space will add value to both benchmark infill housing sites outlined below, create a community meeting point and help to further green the city.	Council ●; Community ○				Short ●			Permanent ●			bar	R I L C (IC) (W)	Live ✓; Preserve ✓				High ●
See Special Project 10.1	63. Benchmark infill housing projects	Publicly land to the west of the DPIE site offers an opportunity for Council to support higher density housing options in the city centre. These projects are outlined below:	Council ○; Community ●; Private ●				Medium ●			Permanent ●			bar	R I L C (IC) (W)	Live ✓				High ●

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Precinct	Project Name/Staging	Project outline	Driver				Timeframe			Permanence			Cost				Themes						CSP 2018-2028				Impact		
			Council	Government	Community	Private	Short	Medium	Long	Test	Temporary	Permanent	>$100,000	$1 million	$10 million	$50 million +	Regional Destination	Identity	Liveability & Lifestyle	Connected	Ideas City	A Centre for Work & Study	Live	Preserve	Prosper	Collaborate	Low	Medium	High
See Special Project 10.1	63.1 Masterplan vision for the former Health Service Facility (129 Sale Street)	Proposals for 129 Sale Street should be informed by a heritage assessment, a building conditions report and high level feasibility study and could involve: · the adaptive reuse of the existing buildings as a residential strata / age care facility · the retention and adaptive reuse of existing buildings on Sale Street and the demolition and redevelopment of the remainder of the property · the demolition of all structures on the site and its redevelopment	●			○	●					●	●				R	I	L	C	C	W	✓	✓			●		
	63.2 Masterplan vision for the Council owned to the west of the new DPIE building	The intention of this project is to illustrate what a higher density residential development could look like and could include attached housing typologies, low rise (3-4 storey) flat buildings and age care / retirement living.	●			○	●					●	●				R	I	L	C	C	W	✓	✓			●		
	64. Anson public domain and wayfinding programme	A targeted public domain upgrade aimed at encouraging people working in the DPIE building to walk into the city centre along Anson Street. This should include sidewalk repairs, signage, lighting and potentially public art.	●					●				●	●				R	I	L	C	C	W	✓	✓			●		
	65. Median street tree planting and WSUD	Investigate additional street tree planting and WSUD within the wide road reserves within Sale and Prince Streets or as part of the proposed new public open space.	●					●				●	●				R	I	L	C	C	W	✓	✓					●
	66. Improved public lighting	Improve street lighting in and around the TAFE campus to improve perceptions of safety after dark.	●					●				●	●				R	I	L	C	C	W	✓				●		

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12.3 Civic Precinct

Precinct	Project Name/Staging	Project outline	Driver (Council / Government / Community / Private)				Timeframe (Short / Medium / Long)			Permanence (Test / Temporary / Permanent)			Cost (>$100,000 / $1 million / $10 million / $50 million +)	Themes (Regional Destination / Identity / Liveability & Lifestyle / Connected / Ideas City / A Centre for Work & Study)						CSP 2018-2028 (Live / Preserve / Prosper / Collaborate)				Impact (Low / Medium / High)
Robertson Park *See Special Project 10.2*	67. Robertson Park Masterplan and Plan of Management Review	Review the plan of management for Robertson Park to ensure that Robertson Park remains the cultural and social meeting place of the community. This involves retaining the European story, character and identity of the park and the hidden indigenous histories around the Park. The plan could include bringing water to the surface symbolically revealing Blackman's Swamp Creek that is currently buried underground. Changes to the local traffic movement and public domain improvements (with selective demolition of buildings to the northern end of Robertson Park) could improve the interface between the park and the Civic Precinct. Masterplanning a vision that incorporates multi-generational uses and activities being complimented with the sensitive design and recognition of history, Indigenous culture and heritage and the importance of water to the community.	●	○			● ○			○ ○ ●			(cost bar)	R	I	L	C	IC	(W)	✓	✓		✓	Low ●
	67.1 Revelation of indigenous landscapes in Robertson Park	With the indigenous community explore, unearth and celebrate unrecognised cultural landscapes such as the "Springs" in Robertson Park.	●	○			● ○			●			(cost bar)	R	I	L			(W)	✓	✓			High ●
	67.2 Relocate war memorial to southern precinct	Co-locate memorials from similar eras within the park to create opportunities and spaces for other histories, experiences and uses.	●				●			●			(cost bar)	R	I	L	C	IC	W	✓			✓	High ●
	67.3 Activate and improve the landscaping around the existing Country Women's Association (CWA) building	As a short / medium term measure, improve the landscaping around the CWA building and look for ways to activate the building façades to ensure that it better integrates with the park.	●	●			○ ●			● ●			(cost bar)	R	I	L			(W)	✓	✓		✓	High ●
	67.4 Consider the demolition the CWA building and the inclusion of this space into the park	As an alternative to the integration of the CWA building into the park, consider the opportunity for the relocation of CWA functions to another location within the city centre (Anson Street Arts Centre) and the demolition of the existing building to allow for a more extensive re-imagining of the northern end of Robertson Park.	●	●					●	●			(cost bar)	R	I	L			(W)	✓			✓	High ●
	67.5 Recognition of waterways and buried creeks	Make visible buried waterways through the introduction of water features within the park and the installation of water-play features for children.	●					● ○		○ ●			(cost bar)	R	I	L			(W)	✓	✓			High ●
	67.6 Public art masterplan within Robertson Park	Develop a clear policy around the introduction of new public art within the park.	●				●			●			(cost bar)	R	I	L			(W)	✓	✓	✓	✓	Low ●
	67.7 Relocate Sister City Garden into Robertson Park	Consider relocating the Sister City garden into Robertson Park to open up opportunities for additions to the theatre / civic centre to better address the park.	●					● ●		●			(cost bar)	R	I	L			(W)	✓			✓	Low ●

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Precinct	Project Name/Staging	Project outline	Driver (Council, Government, Community, Private)				Timeframe (Short, Medium, Long)			Permanence (Test, Temporary, Permanent)			Cost (>$100,000, $1m, $10m, $50m +)	Themes (Regional Destination, Identity, Liveability & Lifestyle, Connected, Ideas City, A Centre for Work & Study)	CSP 2018-2028 (Live, Preserve, Prosper, Collaborate)	Impact (Low, Medium, High)
	67.8　New children's playground	Introduce a new play spaces within the park to increase the offer to a greater cross section of the community.	Council ●; Government ○				Short ●			Permanent ●			bar	R I L	Live ✓; Collaborate ✓	High ●
	67.9　Tree planting and replacement	Replace existing sick and aging trees within the park with appropriate species.	Council ●				Short ●; Medium ●			Permanent ●			bar	R I L	Live ✓; Preserve ✓	High ●
Civic Precinct	68. Civic Precinct Masterplan / design study	A long term vision, strategy and masterplan for the Civic Precinct that considers: · An extension to the existing Civic Centre towards Byng Street to create a new public address and frontage onto Roberson Park · Investigations into alternative designs and locations of the a new regional cultural attraction (such as the proposed Conservatorium/Planetarium) within the precinct. This could include: 　· on the currently proposed Conservatorium site (North Court Area), or 　· on the existing car park site to the north of the Civic Centre · The potential replacement of the existing surface car park as part of the basement car park / multi-storey car park to the north of the regional cultural buildings north western corner of the precinct. · An addition or modification of the existing theatre so that it better engages with the new library forecourt. A climbing wall, outdoor cinema screen, mural or activation on the eastern elevation of the theatre. The masterplan could be implemented as a single project or as a series of independent projects directed towards a long term vision. These projects are listed below:	Council ●				Short ●			Permanent ●			bar	R I L C IC	Live ✓; Preserve ✓; Prosper ✓; Collaborate ✓	Low ●
	68.1　Improvements to existing public plaza: Upgrade forecourt to Council and Concert Hall	Improve the public domain and linkages between the different civic buildings.	Council ●				Medium ●; Long ●			Test ○; Temporary ○; Permanent ●			bar	R I C	Live ✓; Preserve ✓	Medium ●
	68.2　Adapt existing buildings to be more outward looking (specifically towards Robertson Park)	Undertake renovations to the existing Theatre and Civic building to create additional space for administrative purposes/community uses.	Council ●				Medium ○; Long ●			Permanent ●			bar	R I L C	Preserve ✓	High ●
	68.3　Activation of the blank façades	Activation of the blank façades of the Civic Theatre (e.g. rock-climbing wall, artwork murals, light installation and outdoor cinema).	Council ●				Short ●; Medium ○			Test ○; Permanent ●			bar	R I L	Live ✓; Preserve ✓	Medium ●

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Precinct	Project Name/Staging	Project outline	Driver (Council, Government, Community, Private)	Timeframe (Short, Medium, Long)	Permanence (Test, Temporary, Permanent)	Cost (>$100,000, $1 million, $10 million, $50 million +)	Themes (Regional Destination, Identity, Livability & Lifestyle, Connected, Ideas City, A Centre for Work & Study)	CSP 2018-2028 (Live, Preserve, Prosper, Collaborate)	Impact (Low, Medium, High)
	68.4 A public art masterplan of Civic Precinct	New public art within the precinct and on existing blank façades.	Council ●	Medium ○ / Long ●	Temporary ● / Permanent ●	>$100,000	R I L C	Live ✓, Preserve ✓, Prosper ✓, Collaborate ✓	Low ●
Lords Place Transformative Street \n\nSee Special Project 10.3	69. Lords Place upgrade	Transform Lords Place from the Civic Precinct to Wade Park to support Orange's ambition to become a regional 'ideas city'. The objectives of the project are to:\n· Connect Civic Precinct to Summer Street and Wade Park\n· Change peoples perceptions about streets and their contribution to the character and identity of Orange City\n· Better manage water and urban heat by reducing areas of asphalt and greening the street\n· Support and encourage active transport in the city centre (walking and cycling)	Council ●	Medium ● / Long ●	Test ● / Temporary ● / Permanent ●	$10 million	R I L C	Live ✓, Preserve ✓, Prosper ✓	Medium ●, High ●
McNamara Street upgrade	70. McNamara Street north upgrade	Consider changes to McNamara Road, including directional change to accommodate traffic movements should Byng Street be closed to traffic (see below), changes to car parking and new hard and soft landscaping to make the street feel more part of Robertson Park.	Council ●	Medium ● / Long ●	Test ● / Temporary ● / Permanent ●	$1 million	R I L C	Live ✓, Preserve ✓, Prosper ✓	Medium ●
Byng Street	71. Byng Street public domain upgrade	A deliberate strategy for better connecting the Civic Precinct to Robertson Park. This should explore a number of permanent and temporary projects including:\n· Tactical urbanism projects that temporarily test different street configurations using inexpensive means (planters, paint and temporary barriers)\n· Public domain improvements to Lords Place, McNamara Street and existing roundabouts to reduce traffic flow\n· Temporary closures for special events to test the appetite of the community before structural/permanent changes are made to close this section of the street.	Council ●	Short ● / Medium ○	Test ○ / Temporary ○ / Permanent ●	>$100,000	R I L C	Live ✓, Preserve ✓	Medium ●, High ●
	71.1 Pop- up events and the temporary closure of Byng Street	Test options for the long term closure of Byng Street to vehicular traffic through short term events.	Council ●, Community ○, Private ○	Short ●	Temporary ● / Permanent ●	>$100,000	R I L C	Live ✓, Preserve ✓, Collaborate ✓	Low ●
	71.2 Byng Street removable bollards	Install permanent removable bollards for special events along Byng Street between Lords Place and Peisley Street to restrict vehicular access at specific turns.	Council ●	Long ● / (Medium ○)	Test ● / Temporary ● / Permanent ●	>$100,000	R I L C	Live ✓	High ●
	71.3 Byng Street paving project	Change the material treatment of Byng Street between Lords Place and Peisley Street to change the experience of using the street and shift perceptions of this street being part of Robertson Park, creating a more pedestrian oriented environment and lower vehicle speeds.	Council ●, Government ○	Medium ● / Long ●	Test ● / Permanent ●	$1 million	R I L C	Live ✓, Preserve ✓	High ●

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Precinct	Project Name/Staging	Project outline	Driver (Council, Government, Community, Private)				Timeframe (Short, Medium, Long)			Permanence (Test, Temporary, Permanent)			Cost (>$100,000, $1 million, $10 million, $50 million+)	Themes (Regional Destination, Identity, Livability & Lifestyle, Connected, Ideas City, A Centre for Work & Study)	CSP 2018-2028 (Live, Preserve, Prosper, Collaborate)				Impact (Low, Medium, High)
	71.4 Closure of Byng Street / one way working	Based on tests, studies and engagements with stakeholders, consider the permanent closure of Byng Street between Lords Place and Peisley Street to traffic and its conversion to a public plaza/square. A less extreme option may be its conversion to one-way working.	●				○ ●			● ● ●			▮——	I L C	✓ ✓				High ●
	71.5 Improvements to landscaping and lighting	As part of the Robertson Park Plan of Management, consider changes to lighting and hard and soft landscaping.	●				● ●			● ● ●			▮▮——	I L C	✓ ✓				●
	72. Orange City Council Green Travel Plan	Council to develop a package of incentives and rewards that encourage staff to use more sustainable modes of transport to get to work.	●				●			●			▮——	L C W	✓ ✓				●
	73. Marketing the Civic Precinct	Targeted marketing should promote visitation to the precinct rather than the individual destinations within the precinct.	●				● ●			●			▮——	R I L W			✓ ✓		Low ●
	74. Green / attractive street wall to Lords Place	As a short term measure, repair gaps in the street frontage along Lords Place created by the car park with public art, new tree planting / trellises and vertical gardens.	●				● ○			● ●			▮——	I L		✓			●

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12.4 Retail Precinct

Precinct	Project Name/Staging	Project outline	Driver (Council, Government, Community, Private)	Timeframe (Short, Medium, Long)	Permanence (Test, Temporary, Permanent)	Cost (>$100,000 / $1m / $10m / $50m+)	Themes (Regional Destination, Identity, Liveability & Lifestyle, Connected, Ideas City, A Centre for Work & Study)	CSP 2018-2028 (Live, Preserve, Prosper, Collaborate)	Impact (Low, Medium, High)
Summer Street *See Special Project 10.4*	75. Summer Street Public domain plan	Council to develop a plan for the entire length of Summer Street with TfNSW that sets out a long term vision for the street and clear programme for the renewal and transformation of the street over the short to medium term. This should include a variety of permanent and temporary measures to reinforce the character and identity of Orange and may include any or all of the elements listed below:	Council ●, Government ●	Short ●, Medium ●, Long ●	Permanent ●	bar	R I L C	Live ✓, Collaborate ✓	High ●
	75.1 city centre public transport services review, bus stop and taxi station upgrades	With TfNSW and other stakeholders, review city centre services the location and design of bus stops and taxi pick up points to promote more sustainable transport choice.	Council ●, Government ●	Medium ●, Long ●	Permanent ●	bar	I L C	Live ✓, Preserve ✓, Collaborate ✓	Medium ●
	75.2 Tree pits in the street carriageway	Remove every 5th car park space along Summer Street to allow for generous tree planting and for pop-up/temporary pocket parks/parklets and activities.	Council ●, Government ●	Medium ●, Long ●	Permanent ●	bar	I L C	Live ✓, Preserve ✓, Collaborate ✓	High ●
	75.3 Summer Street parklets	As a temporary measure, and as a way to activate Summer Street, Council could work with tenants and property owners to consider the transformation of car parking spaces along Summer Street into activated public spaces through activation and place making activities.	Council ●, Community ●, Private ●	Short ●, Medium ●	Temporary ●, Permanent ●	bar	I L	Live ✓, Collaborate ✓	Medium ●
	75.4 Mid-block pedestrian crossings	Increase safe pedestrian mid-block crossings along the retail core of Summer Street.	Council ●, Government ●	Long ●	Test ●, Temporary ●, Permanent ●	bar	I L C	Live ✓	Medium ●
	75.5 Summer Street median island widening and tree planting	Investigate the widening of the central median, the introduction of median street trees and WSUD within Summer Street, integrated with pedestrian crossings.	Council ●, Government ●	Long ●	Permanent ●	bar	I L	Live ✓, Preserve ✓	Medium ●
	75.6 Summer Street lane painting project	Use lane painting to test bike lanes and sidewalk widening along Summer Street between Peisley and Hill Street to narrow the perceived width of the carriageway to slow traffic, create a more pedestrianised and permeable retail core and a street for people.	Council ●, Government ●	Short ●	Test ●	bar	I L C	Live ✓	Medium ●
	75.7 Reduce the width of Summer Street to one traveling lane in each direction	Council to work with TfNSW to consider the reduction of the width of the carriageway to one lane in each direction to improve pedestrian amenity and achieve more positive place outcomes.	Council ●, Government ●	Medium ●, Long ●	Test ●, Temporary ●, Permanent ●	bar	I L C	Live ✓, Collaborate ✓	Medium ●
	75.8 Bicycle parking	Introduce additional bicycle parking at key locations along Summer Street.	Council ●, Government ●	Short ●	Test ●, Permanent ●	bar	I L C	Live ✓, Prosper ✓, Collaborate ✓	Low ●
	75.9 New paving / materials	Select and implement a new palette of materials that are easy to source and maintain across the length of Summer Street.	Council ●, Government ●	Long ●	Permanent ●	bar	I L C	Live ✓, Prosper ✓, Collaborate ✓	High ●

Annexure 1: FutureCity Kit of Parts - Projects and Programmes Catalogue

Precinct	Project Name/Staging	Project outline	Driver	Timeframe	Permanence	Cost	Themes	CSP 2018-2028	Impact
	75.10 Street light relocation	Relocate street lights into the parallel parking zone and away from awnings to increase pedestrian footpaths, create opportunities for outdoor dining and allow for the reintroduction of awning posts and pedestrian lights.	Council	Medium, Long	Permanent		L, C	Live	High
	75.11 Smart pole lighting installation and free WiFi	An integrated approach to street lighting that focuses on technology and connectivity through smart poles which are cost-effective and environmentally sustainable. Smart poles have the ability to include environmental sensors, smart parking systems, electrical-vehicle charging stations, speakers, WiFi and CCTV.	Council, Government	Long	Permanent		I, L, C, IC	Live, Prosper, Collaborate	Low
	75.12 Decorative lighting and displays	Increase the density of decorative cantina lighting above the carriageway and look at ways to supplement this with special lighting events for particular seasons / festivities (Christmas).	Council	Medium, Long	Temporary, Permanent		R, I, L	Live	High
	76. Shopfront improvements programme	Various measures to require tenants or buildings owners to renew their shop frontages at the end of lease periods or to commit renewing their shop fronts when Development Applications are submitted or as part of a programme funded by Council.	Council, Private	Long	Permanent		R, I, L, C, W	Live, Preserve, Prosper, Collaborate	Medium
	77. Reinstate verandah posts	Support building owners in reinstating, introducing and maintaining verandahs and awnings with technical advice and financial support.	Council, Private	Medium, Long	Permanent		R, I, L	Live, Preserve, Prosper, Collaborate	Medium
	78. Promote mixed use development along Summer Street	Encourage the redevelopment of larger sites within and along Summer Street for mixed use development. Opportunities exist in the relocation of existing car related uses such as service stations, car washes and repair centres from Summer Street to others locations in Orange and the redevelopment of these sites with commercial uses at ground floor residential accommodation above.	Council, Private, Short	Permanent		R, I, L, W	Live, Prosper, Collaborate	Medium
	79. Summer Street mural arts project	As an early action of the Public Arts Strategy commission artists to produce mural art/graffiti on blanks façades along Summer Street (E.g. 76 Summer Street).	Council, Community, Private, Short	Test, Temporary, Permanent		R, I	Live, Collaborate	Medium
	80. Green street walls	Gaps in the street wall could be completed visually in the short term through the planting of green walls (vines, trellises and vertical gardens) part funded by Council.	Council, Community, Private	Short, Medium	Permanent		I	Preserve	Medium

Annexure 1: FutureCity Kit of Parts - Projects and Programmes Catalogue

Precinct	Project Name/Staging	Project outline	Driver (Council, Government, Community, Private)				Timeframe (Short, Medium, Long)			Permanence (Test, Temporary, Permanent)			Cost (>$100,000, $1 million, $10 million, $50 million +)	Themes (Regional Destination, Identity, Liveability & Lifestyle, Connected, Ideas City, A Centre for Work & Study)	CSP 2018-2028 (Live, Preserve, Prosper, Collaborate)				Impact (Low, Medium, High)
	81. Activate vacant tenancies	Embrace the changing nature of retail and adapt the type of retail offerings (e.g. smaller store floorplates and pop up/experience stores). Vacant shops could be activated by shared office space (e.g. WeWork) or other creative short term uses. Larger underutilised sites within the retail core could be redeveloped as hotels/tourist accommodation to bring life into the city centre after hours. It will be important to ensure that these buildings activate the street, provide quality short-term accommodation and allow visitors to experience and participate in the life of the city centre.	Council ●, Community ●, Private ●				Short ●, Medium ●, Long ●			Temporary ●, Permanent ●			▬	R, L, W	Live ✓, Prosper ✓, Collaborate ✓				Low ●
	82. Internet shopping collection hubs	Council to develop a strategy to support new forms of retail and ensure that these are integrated into the fabric of the city centre to draw people into town. This could include collection points and logistic hubs for on-line retail.	Council ●, Private ●				Short ●, Medium ●, Long ●			Permanent ●			▬	R, IC, W	Live ✓, Prosper ✓, Collaborate ✓				Low ●
	83. Open Streets - Summer Street	Temporarily close Summer Street on a Sunday to create a space for the community to come together, experience the City and interact without cars and traffic. Options for maintaining public transport services active in a shared space environment should be explored to highlight the use of public transport.	Council ●, Community ○, Private ○				Short ●			Temporary ●			▬	R, I, L, C, IC, W	Live ✓, Collaborate ✓				High ●
Anson/Sale Street Car Park (Woolworths Car park) *See Special Project 10.5*	84. Anson / Sale Street Car Park urban design master plan required	As the major land owner in this block Council to develop a vision for this key site and to work with landowners and tenants for better outcome. The project is focussed on the redevelopment of Council's car park and should explore: · The rationalisation of the existing car park and servicing arrangements · Investment into the Sale Street Arts Centre (see below) · The introduction of tree planting, WSUD and pedestrian medians/refuges · A new public space on Sale Street · The selective demolition and redevelopment of Council owned properties on Kite Street and the introduction of through site pedestrian linkages · An option that investigates the relocation of Woolworths and the holistic redevelopment of the precinct including mixed use development and structured car parking.	Council ●, Community ○, Private ○				Short ●, Medium ●			Test ●, Permanent ●			▬	I, L	Live ✓, Prosper ✓, Collaborate ✓				High ●
	85. Sale Street Cultural Centre renewal	Invest in and renovate the existing Sale Street Cultural Centre and help develop programmes to broaden the arts and craft offering. The building should look to open out onto the street, make the activities that take place in the centre more visible and provide opportunities for co-working and collaborating. Also consider the conversion of the existing car park into a new public space onto which activities can spill.	Council ●, Community ○				Medium ●			Permanent ●			▬	R, I, L, C	Live ✓, Prosper ✓, Collaborate ✓				Low ●

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Precinct	Project Name/Staging	Project outline	Driver (Council / Government / Community / Private)				Timeframe (Short / Medium / Long)			Permanence (Test / Temporary / Permanent)			Cost (>$100,000 / $1 million / $10 million / $50 million+)	Themes (R / I / L / C / C / W)						CSP 2018-2028 (Live / Preserve / Prosper / Collaborate)				Impact (Low / Medium / High)		
Orange Central Square and Kmart	86. Site specific urban design master plan	Council to work with landowners to develop a long-term vision and masterplan for this site within the city centre.	○		●			●	●			●	▬ (cost bar)	R	I	L			W	✓		✓			●	
	87. Blank facade beautification	Commission public art (mural/graffiti art) or build/vertical gardens on blank façades of Kmart onto Byng Street.	○		●	●					●	●	▬ (cost bar)		I					✓			✓		●	
	88. Anson Street car park entrance and service yard	Improve the street interface and complete the street wall along Anson Street with soft landscaping and trellises. Special attention needs to be given to carriageway crossings and existing access points where there is conflict between pedestrians, servicing vehicles and car parking entrances.	○		●	●						●	▬ (cost bar)		I					✓				●		
Summer Centre	89. Site specific urban design master plan required	Planning Proposal lodged by landowner. Council to work with landowner for better outcomes, especially around car parking provision, street activation and improved through-site connectivity.			●	●						●	▬ (cost bar)	R	I	L			W	✓		✓				●

Annexure 1: FutureCity Kit of Parts - Projects and Programmes Catalogue

12.5 East City Precinct

Precinct	Project Name/Staging	Project outline	Driver (Council / Government / Community / Private)				Timeframe (Short / Medium / Long)			Permanence (Test / Temporary / Permanent)			Cost (>$100,000 / $1 million / $10 million / $50 million+)	Themes (Regional Destination / Identity / Liveability & Lifestyle / Connected / Ideas City / A Centre for Work & Study)	CSP 2018-2028 (Live / Preserve / Prosper / Collaborate)	Impact (Low / Medium / High)
McNamara Street North *See Special Project 10.8*	90. McNamara Street North Masterplan	A Council facilitated process that looks to bring landowners and key stakeholders together to imagine a new future for this prominent and strategically located sub-precinct. The study area should consider the entire block bounded by Peisley Street, Byng Street and McNamara Street that is directly adjacent to Robertson Park. The masterplan should consider the following projects:	● · ○ ○			● · ·			· · ●			(cost bar)	I L · · · W	⊘ ⊘ ⊘ ⊘	● · ·
	90.1 Lords Place public domain upgrade	Lords Place is reinforced as a key public connection from Wade Park to Robertson Park with improved sidewalks, WSUD, cycle lanes, footpaths, defined parking and new street trees.	● · · ○			○ ●		○ ○ ●				(cost bar)	I L C · ·	⊘ ⊘ · ⊘	· · ●
	90.2 McNamara Street upgrade	Undertake streetscape improvements to improve the interface with Robertson Park. Also consider changing of movement from north to south bound together with the rationalisation of on street car parking to create a more pedestrian prioritised space.	● · · ·			○ ●		○ ○ ●				(cost bar)	I L C · ·	⊘ · · ·	● · ·
	90.3 Conference centre viability study	Leverage on the proximity to the Civic Precinct and Robertson Park investigate the development of conferencing facilities on the northern most block bounded by Byng, Peisley and McNamara Street. where Council could strategically acquire properties to amalgamate with existing land holding (car parks)	● · ● ·			● · ·					(cost bar)	R I · · · W	· · ⊘ ·	● · ·
	90.4 McNamara Land North amalgamation and redevelopment opportunities	The underutilised / under developed properties in northern most block adjacent to Robertson Park are acquired, consolidated and redeveloped. This site could also accommodate tourist accommodation (hotel) or higher density, affordable housing that would bring life and passive surveillance onto the northern end of Robertson Park.	● · · ○			● · ·			●		(cost bar)	I L · · · W	⊘ ⊘ ⊘ ⊘	● · ·

Annexure 1: FutureCity Kit of Parts - Projects and Programmes Catalogue

Precinct	Project Name/Staging	Project outline	Driver				Timeframe			Permanence			Cost				Themes						CSP 2018-2028				Impact		
			Council	Government	Community	Private	Short	Medium	Long	Test	Temporary	Permanent	>$100,000	$1 million	$10 million	$50 million +	Regional Destination	Identity	Liveability & Lifestyle	Connected	Ideas City	A Centre for Work & Study	Live	Preserve	Prosper	Collaborate	Low	Medium	High
McNamara Street South	91. McNamara Street South Masterplan	A Council facilitated process that looks to bring landowners and key stakeholders together to imagine a new future for this compact and dynamic precinct. The masterplan should consider the projects below:	●			○	●					●						I	L				W	⊘	⊘	⊘	⊘	●		
	91.1 Ophir Street Car Park upgrade	Redevelopment in the McNamara Street South precinct is highly constrained by the fragmented land ownership and the relatively small subdivision. Providing on-site car parking could undermine the viability of the development or impact negatively on the public domain. The conversion of the existing surface car park into a multi-storey car park (sleeved with active uses at ground floor level) could serve the broader precinct and support smaller scale redevelopment by providing conveniently located car parking. The inclusion of a car share facility within the car park would support car-free residential living in the precinct.	●			○	●			○	○	●						I	L	C			W	⊘	⊘		⊘	●		
	91.2 Lords Place public domain upgrade	As above, Lords Place is reinforced as a key public connection from Wade Park to Robertson Park with improved sidewalks, WSUD, cycle lanes, footpaths, defined parking and new street trees.	●			○		○	●	○	○	●						I	L	C				⊘	⊘		⊘			●
	91.3 McNamara Street South tactical urbanism	McNamara Street transformed into a more urban laneway environment with quirky, low-key destinations supported by public art, temporary installations, pop-up businesses and activations.	●		○	○	●			●	●							I	L	C			W	⊘		⊘	⊘	●		
	91.4 McNamara Street south amalgamation and redevelopment opportunities study	Smaller properties could be amalgamated (without losing the fine grain character) and lower value buildings and underutilised car parks redeveloped with a mix of uses and spaces to cater to young start up businesses and businesses targeting the student market. A range of different housing types from contemporary terraces to low-medium rise residential flat buildings and shop-top housing should be explored.	●			○	●	●				●						I	L			IC	W	⊘	⊘	⊘	⊘	●		
	92. Strategic acquisition of properties	Based on the outcome of the above two studies, Council should consider the acquisition of strategic properties within the precinct to advance specific objectives and projects. This could include the acquisition of properties for potential artisan/smart technology industries, conferencing facilities, student accommodation and affordable housing.	●			○	●	●														IC	W	⊘	⊘	⊘	⊘	●		
	93. Tech-industries incentive package	Provide incentives for tech industries to relocate to the East City Precinct through fast-track development approvals processes, subsidised rentals or access to land.	●	●			●	●										R	I			IC	W	⊘		⊘	⊘	●		

Annexure 1: FutureCity Kit of Parts - Projects and Programmes Catalogue

Precinct	Project Name/Staging	Project outline	Driver				Timeframe			Permanence			Cost				Themes						CSP 2018-2028				Impact		
			Council	Government	Community	Private	Short	Medium	Long	Test	Temporary	Permanent	>$100,000	$1 million	$10 million	$50 million +	Regional Destination	Identity	Livability & Lifestyle	Connected	Ideas City	A Centre for Work & Study	Live	Preserve	Prosper	Collaborate	Low	Medium	High
	94. Incentives for specific businesses artesian/local produce industries	Provide incentives for creative and artisan related industries (e.g. gin distillery, brewery, cellar door uses) to relocate to the East City Precinct through fast-track development approvals processes, subsidised rentals or access to land.	●			○	●										R	I				W			✓	✓	●		
	95. Ideas hub - shared workspace.	Work with service providers to provide attractive/safe co-working workspaces such as WeWork facilities. This local destination should be trendy and build on the dynamic and innovative vision for the precinct. It could be accommodated in existing warehouse / manufacturing buildings renovated for this purpose.	●	●		●		●	●		●	●					R	I			IC	W	✓		✓	✓	●		
	96. McNamara Street public realm upgrade	Develop a long-term strategy for the upgrade of McNamara Street that may include temporary and more permanent investments. Some of the elements outlined below could be implemented as part of an overall strategy or independently.	●		○	○	●					●					R	I	L	C			✓	✓	✓	✓	●		
	96.1　New street trees and rain gardens	Introduce soft landscaping into the street.	●					●	●			●					R	I	L			W	✓	✓	✓	✓		●	
	96.2　New overhead decorative street lighting	Investigate overhead cantina style street lighting between existing buildings.	●			●	●	○		●	●	●					R	I	L			W	✓		✓	✓	●		
	96.3　Temporary events and installations	A curated series of events and programmes to activate the street that may include road closures.	●		○	○	●				●	●					R	I	L			W	✓		✓	✓		●	
	96.4　Street arts project	Council to engage with local/international artists to develop an artwork that could be painted onto the street to signal the transformation of the precinct into a dynamic, artisan, cultural and tech destination.	●		○		●	●			●	●					R	I	L				✓	✓	✓	✓		●	
	96.5　McNamara Street conversion to one way	Consider reducing traffic movement along McNamara Street by continuing its one way southbound function street from Summer Street to Moulder Street. This could be trialled on a temporary basis.	●				●			●		●					R	I	L	C			✓				●		
	96.6　Greening buildings and reinstating verandah posts	Incentivise landowners to green buildings and reinstate verandah posts through grants and co-funding.	○		○	●	●	○	●	○	●	●					R	I	L				✓	✓		✓		●	

Annexure 1: FutureCity Kit of Parts - Projects and Programmes Catalogue

Precinct	Project Name/Staging	Project outline	Driver (Council, Government, Community, Private)	Timeframe (Short, Medium, Long)	Permanence (Test, Temporary, Permanent)	Cost (>$100,000, $1 million, $10 million, $50 million +)	Themes (Regional Destination, Identity, Livability & Lifestyle, Connected, Ideas City, A Centre for Work & Study)	CSP 2018-2028 (Live, Preserve, Prosper, Collaborate)	Impact (Low, Medium, High)
Wade Park	97. Wade Park Masterplan update	The role of this facility within the Future City needs to be clarified with OCC and local stakeholder, particularly given the prominence of the Showground as the premier sports destination within Orange. Wade Park could be upgraded to broadcast big sporting events (e.g. BBL, NRL etc.) as well as support activities such as cinema, theatre, live music, markets, cellar doors and cycling within the Park to transform Wade Park into a multifunctional events precinct. Once this is clarified, the plan of management should be reviewed to improve the integration of this facility with the East City Precinct. This could involve the removal of existing fence and opening up the park to the community through new facilities and amenities.	Council ●, Government ○	Short ●, Medium ○	Permanent ●	>$100,000	R I L C (Ideas City) (Work & Study)	Live ✓, Preserve ✓, Collaborate ✓	Low ●
	97.1 Remove perimeter fence	The removal of the existing fence around the park would open up the park to the community for use during the week.	Council ●	Short ●	Permanent ●	>$100,000	(R) I L C	Live ✓	High ●
	97.2 Wade Park short term car parking	Once opened up, parking facilities within Wade park could support commercial and leisure uses in the East City Precinct during regular business hours.	Council ●, Private ●	Medium ○, Long ●	Permanent ●	>$100,000	(R) (I) L C (Ideas City) W	Live ✓, Prosper ✓	Low ●, Medium ○
	97.3 Install play spaces to ensure that Wade Park is a more multifunctional/gathering space	Installing play equipment within the park would help it attract a wider range of users and support residential development within the East City Precinct.	Council ●, Community ○	Medium ●	Permanent ●	>$100,000	(R) (I) L (C) (Ideas City) (W)	Live ✓	Low ●
Matthews Park	98. Matthews Park Masterplan	Working with existing stakeholders such as the Orange Model Engineers Society and Orange Scout Troop develop a masterplan for Matthews Park that builds on the existing transport theme and introduces other uses and activities for a broader range of age groups. This part has the potential to become a regional play destination.	Council ●, Government ○	Short ●	Permanent ●	>$100,000	R I L C (Ideas City) (W)	Live ✓, Preserve ✓, Collaborate ✓	Low ●

Annexure 1: FutureCity Kit of Parts - Projects and Programmes Catalogue

12.6 Enterprise Corridor Precinct

Precinct	Project Name/Staging	Project outline	Council	Government	Community	Private	Short	Medium	Long	Test	Temporary	Permanent	Cost	Regional Destination	Identity	Livability & Lifestyle	Connected	Ideas City	A Centre for Work & Study	Live	Preserve	Prosper	Collaborate	Low	Medium	High
	99. Land use transition strategy	Council to lead a study to facilitate the gradual transformation of the precinct into a compact, mixed-use, medium density residential neighbourhood in line with the Built Form Character study that formed part of this study. This should supporting the relocation of businesses that would prefer to be located in the city centre core to suitable premises there, through negotiations with landlords or making space available in Council owned properties. Non-compatible uses, such as motor industry workshops, should be encouraged to relocate to the South Orange Economic Development Corridor.	●		○	○	●					●	bar	R	I	L			W	✓		✓	✓	●		
	100. Improved railway crossings	Public domain and infrastructure improvements at existing crossing points across the railway line to improve connectivity from the Enterprise Corridor to the Retail Core.	●				●					●	bar			L	C		W	✓						●
	101. Regional indoor recreational destination	Work with stakeholders and potential operators to deliver an indoor regional attractor such as an indoor adventure playground, indoor climbing gyms, parkour, trampolining facilities etc.	●		○	○	●					●	bar	R	I	L				✓		✓	✓			●
Car Dealership sites *See Special Project 3.11*	102. Car showrooms redevelopment study (corner of Bathurst Rd and Edward St)	A site specific study testing the potential redevelopment of the existing dealership site into medium density residential development.	○			●	●					●	bar			L		IC	W	✓		✓	✓			●
	103. Camper van and large vehicle parking along the railway line	As a short term measure, provide safe short term parking for camper vans and caravans on vacant sites along the railway line to afford easy access to the city centre for those visitors choosing more affordable forms of tourism.	○			●	●					●	bar	R	I	L						✓		●		
Infill	104. Residential infill study	Investigate infill opportunities within the precinct that may be possible through the amalgamation of underutilised sites for the development of medium density accommodation or mixed use development. Development should seek to tap into the affordable housing/ student housing/ short stay and retirement living market segment.	●			●	●	●				●	bar			L				✓			✓			●
	105. Station and railway crossing upgrades	Public domain upgrades to improve connectivity to the station and across the railway line at Peisley Street, Summer Street and Kite Street.	●	●			●			●	●	●	bar			L	C			✓						●
Colvin Park	106. Colvin Park Masterplan	This masterplan should seek to upgrade the park in response to its gateway location into the city centre and provide amenity for the envisaged incoming residential community.	●		○		●	○					bar		I	L	C			✓	✓					●

Annexure 2: Public Domain Guidelines

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The Public Domain Guidlines are in the process of being finalised through engagement with Orange City Council officials and representatives of TfNSW.

They include more technical detail and will be subject to targeted engagements with key stakeholders, including local business, community groups, suppliers and the construction industry.

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