

Double Bay Place Plan 2019 to 2023



Adopted by Council on 25 March 2019



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1. Introduction

Double Bay is Woollahra's unique local business centre which enjoys a privileged position near the southern edge of Sydney Harbour in Sydney's Eastern Suburbs. It sits at the base of a valley, cradled between two ridges of Darling Point/Edgecliff and Bellevue Hill.

The principal street entry to Double Bay is from New South Head Road which traverses the centre. Other secondary street entries provide good road access from surrounding suburbs. The wharf at the northern end of Bay Street provides convenient water access to Sydney Harbour and the CBD. The centre is serviced by a number of bus routes, Edgecliff railway station and by ferry services.

It is a place with a vibrant history which dates back to 1834 when the original five streets between Ocean Avenue and Bay Street forming blocks containing generously sized allotments were created. The catalyst for the establishment of Double Bay and its subsequent development as a local centre of commerce was the opening of New South Head Road and the later development of the tramline extension past Edgecliff in 1898.

Double Bay today has a variety of buildings, mostly 2 to 6 storeys with varying quality and architectural styles. The built form reflects a mix of building types and scale with no particular period predominating. The buildings between New South Head Road, Bay Street and Short Street have retained the fine grain of the early subdivision pattern. The allotments and buildings between Knox Street and Cross Street are generally wider and shallower, but are a coherent group in terms of

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grain, scale and massing. The centre is connected by a network of local streets, laneways, arcades and walkways which contribute to its character and provide good pedestrian connections.

In the Sydney Metropolitan context, Double Bay is classified as a Town Centre. However, Double Bay is the largest business centre in the Municipality of Woollahra. It services people of Double Bay and surrounding suburbs with food, groceries and a range of professional and personal services. It also provides high end boutique fashion and personal services which draw people from far and wide. Fashion retailing is concentrated on Knox Street, Cross Street and Bay Street which host a fine collection of clothing and footwear shops. Double Bay contains about 24,000m² of retail floor space and about 37,000m² of non-retail floor space. The major industries of employment are retail, accommodation and food services. It also contains significant health care services such as general practice, dental and specialist medical services.

The opening of Kiaora Place and the InterContinental Hotel in Cross Street provided an impetus for the revitalisation of the commercial centre. Many ambitions under the inaugural Double Bay Place Plan 2014 have been realised with new community networks being forged, new events and activities to bolster business, investment in capital works, landscaping, park upgrades, lighting, wayfinding and strategies to enhance the experience of local and visitors. The centre is now entering a new era of redevelopment with high interest being shown by the development community. It's time for the Place Plan to be reviewed to ensure that it is relevant to the new challenges confronting the commercial centre now and into the future. Under the guidance of the Double Bay Working Party a comprehensive review has been carried out. The Double Bay Place Plan 2019 to 2023 is the result.

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BUSINESS ACTIVITIES IN DOUBLE BAY





2. The purpose of the Double Bay Place Plan

The Double Bay Place Plan sets out an ambitious series of strategies, priorities and actions aimed at achieving the vision and place story for Double Bay. It continues a placemaking approach to the management, future planning and development of Double Bay to ensure that the vision and place story are achieved.

This Plan provides a framework for decision making for both the Council and other organisations/people. It does not bind the Council or other organisations/people to any particular level of expenditure in relation to the implementation of this Plan.

The term 'Responsible Person' is indicative only and the Council may decide to allocate responsibility to other persons as it sees fit.



3. Our Vision, Essence and Place Story

Our Vision

Double Bay is Sydney's stylish bayside village.

Our Essence

Stylish, Intimate, Refreshing

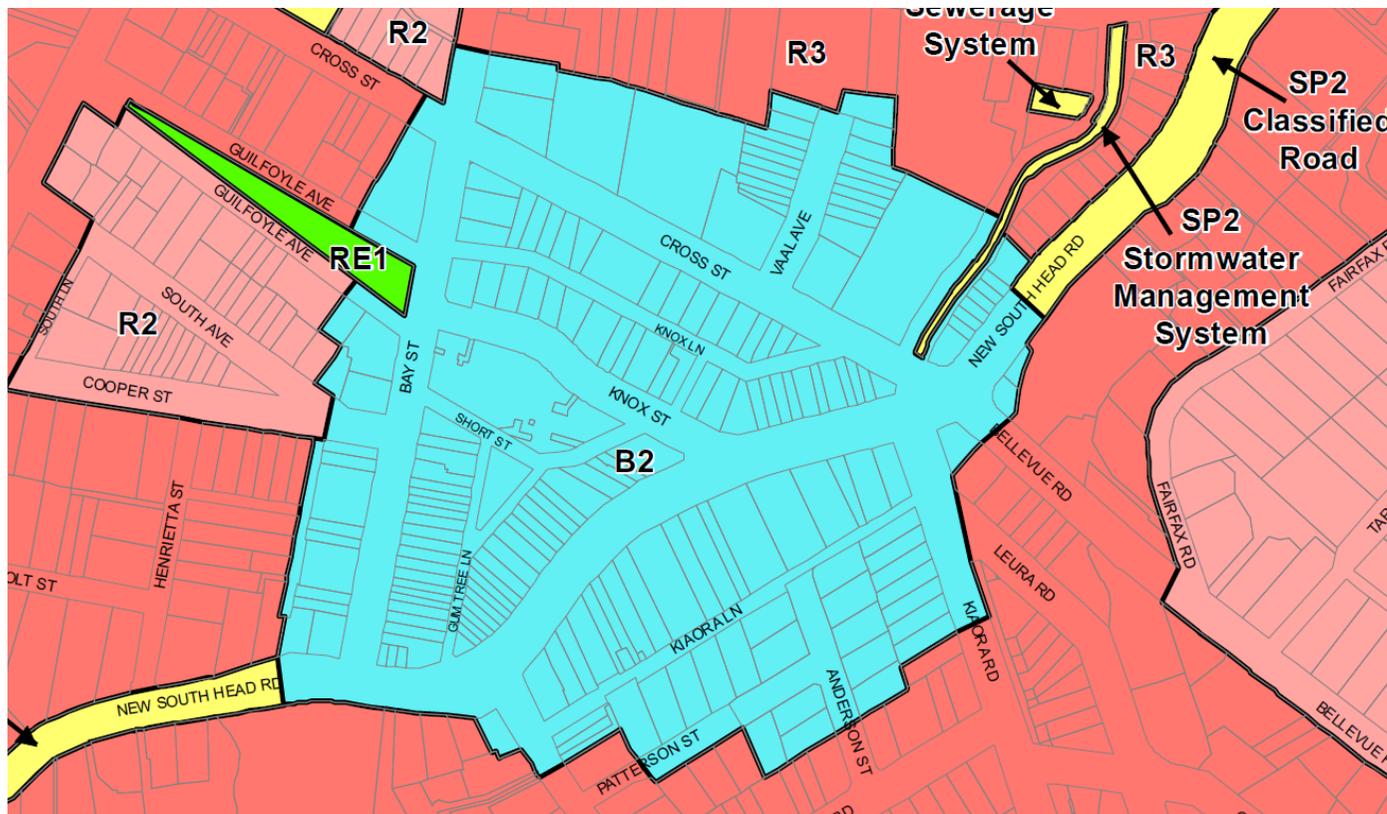
The Double Bay Place story

Generations of Sydney's people identify with Double Bay. It is an inviting and sophisticated community that draws on its European heritage to create business and service vitality blended with high-end shopping and signature culinary and cultural experiences in a naturally beautiful environment.

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4. Land to which the Double Bay Place Plan applies

The Double Bay Place Plan applies to the land shown in blue and marked “Zone B2 Local Centre” under Woollahra Local Environmental Plan 2014.



5. Placemaking

The Double Bay Place Plan has been prepared in a manner which is consistent with the principles of placemaking.

“It is not the act of building or fixing up a place; it is a process that fosters the creation of vital public destinations – the kind of places where people feel a strong stake in their communities and commitment to making things better.”

Metropolitan Planning Council of Chicago.

The Double Bay Place Plan recognises that an attractive physical environment is just the canvas for a bigger picture. What will make Double Bay truly successful is the interaction of activities, events, festivals, arts and cultural programs which attract people. Therefore, the plan includes all the physical, social, cultural, economic and environmental things we need to do across the disciplines of land use planning, urban design, social, cultural, environmental and business development.

The Plan was originally developed by Council through the Double Bay Working Party in 2014 and reviewed and updated through the working party in 2018.



6. Structure of the Double Bay Place Plan

The strategies, priorities and actions of the Double Bay Place Plan have been arranged under five broad themes:

1. Place Governance
2. People
3. Planning and Place
4. Identity and Image
5. Business Operations

THEME 1: Place Governance

This theme sets out the things we need to do to ensure that Double Bay is holistically managed as an important regional asset. It deals with management, leadership and coordination to ensure that the activities of all stakeholders, including Council and the Chamber of Commerce are complementary and directed to achieving our vision and place story.

Aim

- Double Bay is holistically managed as an important place
- Corporate structures are in place to ensure effective strategic leadership and management
- Strategies are in place to support our vision and place story
- Our strategies are funded on a priority basis in keeping with our financial capacity
- Our community is engaged and empowered in the process
- KPIs are in place to measure our progress.



THEME 2: People

This theme relates to the experiences which will attract people to Double Bay; a place where there are many things to do, a place of arts and culture, a place with regular promotions, events and festivals, a place with vibrant street life

Aim

- Double Bay is a place for people to experience many things
- A place to meet and greet
- A place of culinary delight
- A place of arts and culture
- A place of festivals and events
- A place of high-end shopping
- A place where people attract people.

THEME 3: Planning and Place

This theme is about planning for the future. It is about making sure that our planning controls align with our vision and place story, and that there are strategies in place to improve and enhance the amenity and quality of the built environment. This includes our public domain of roads, footways, laneways and parks as well as the buildings of Double Bay which are largely in private ownership.

Aim

- Double Bay is Sydney's stylish bayside village
- Double Bay is a place for people to live, work and play
- Double Bay is inviting, safe, clean and attractive
- Double Bay has high quality, buildings, streets, lanes and parks
- Double Bay has strategies to improve the quality of its built environment
- Double Bay has places designed for people to meet and greet



THEME 4: Identity and Image

This theme is about how we want to be understood by locals and visitors. It is about the language we use in our communications, and the service and experience we provide our customers and visitors. Our distinctive brand will be reflected in everything we do and how we do it.

Aim

- We share our vision and place story
- The Double Bay 'brand' supports our vision and place story
- Our brand is embraced by council and the business community
- Our brand forms the foundation for our advertising and marketing
- Our brand provides a platform for consistently high service standards
- Our brand will guide our formal and informal communications
- Our distinctive brand and identity is reflected in what we do and how we do it.

THEME 5: Business Operations

This theme is about strengthening and developing the capacity of businesses in Double Bay. It is about assisting businesses to support our vision and place story and to ensure that service and product standards are of the highest quality.

Aim

- Business operates to support our vision, brand and place story
- Our corporate structures and management bodies operate to strengthen business capacity
- There is regular communication between businesses and our management bodies
- New businesses are attracted to Double Bay
- Strategies are in place to minimise shop vacancies
- Businesses activate their street frontages



7. Strategies, Priorities and Actions

Strategies

High level aspirational statements which apply over the life of the plan.

Priorities

More specific actions which will which also apply over the life of the plan.

Actions

These are the specific actions which are programmed to be undertaken during the periods identified in the plan.

The Manager Placemaking

This is the position which will lead and coordinate a multi-disciplinary team of senior Council staff. The Team will have responsibility for delivering the actions in the plan which are assigned to the Manager Placemaking.

Responsible Person

The plan identifies the person or body which is responsible for undertaking each action. It is acknowledged that the capacity of the Sydney East Business Chamber to deliver all the actions for which it has responsibility under this plan is dependent on Council funding which is reviewed on an annual basis.

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THEME 1: Place Governance

Strategies	Priorities 2019 to 2023		Responsible Person	Milestones	2019/20	2020/21	2021/22	2022/23
		Operational Plan Actions						
1.1 Ensure that Double Bay as a place is holistically managed.	1.1.1	Central to the implementation of the Double Bay place vision is the role of the Manager Placemaking who acts as a cross-divisional agent to lead and coordinate the activities of Council to ensure that the Double Bay vision is fulfilled.						
		An appropriately qualified and experienced person has the responsibility for leading Council's cross Divisional Placemaking Team.	Director Planning & Dev.	Completed by	✓	✓	✓	✓
	A cross-divisional placemaking team operates with clear responsibilities for the delivery of identified strategies, priorities and actions in this plan.	Director Planning & Dev.	Completed by	✓	✓	✓	✓	
	1.1.2	Ensure that this plan clearly delineates who is responsible for implementing all strategies, priorities and actions.						
		Council has in place clear guidelines and procedures for funding the Sydney East Business Chamber	Manager Placemaking	Completed by	✓	✓	✓	✓

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		Determine how the activities of other business representative groups in Double Bay can contribute to the delivery of strategies and actions in this plan.	Manager Placemaking	Completed by	✓	✓	✓	✓
	1.1.3	Review Council’s placemaking arrangements and report to Council on their success and opportunities for improvement.	Manager Placemaking	Completed by	✓	✓	✓	✓
1.2	1.2.1	Ensure that projects are funded in an agreed manner on a priority basis Identify the priorities and actions for which Council is responsible on an annual basis and include these in the <i>Delivery Program and Operational Plan</i> .	Manager Placemaking	Completed by	✓	✓	✓	✓
	1.2.2	Ensure that the priorities and actions contained in the business plans of the Sydney East Business Chamber are consistent with and support this plan. The Chamber’s annual business plan is reviewed in consultation with the Chamber as part of the annual funding process.	Chamber & Manager Placemaking	Completed by	✓	✓	✓	✓
1.3	1.3.1	Establish clear KPIs to measure the success of this plan. Report to Council quarterly on the progress of projects in this plan which have been included in Council’s Delivery Program and Operational Plan.						

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	Develop specific KPIs such as foot traffic measures, trends in business turnover, levels of customer satisfaction, economic impact of events, business sentiments, cleanliness/tidiness, and residential amenity.	Chamber & Manager Placemaking	Completed by		✓			
	The Sydney East Business Chamber's business plans are to include KPIs for consideration as part of its funding requests.	Chamber	Completed by	✓	✓	✓	✓	
	Gauge residential satisfaction rating with the implementation of this Plan. This may include a survey prepared by a consultant with the appropriate expertise.	Manager Placemaking			✓	✓	✓	
1.3.2	Report annually to Council on the implementation of projects and activities for which the Sydney East Business Chamber is responsible.	Manager Placemaking	Completed by	✓	✓	✓	✓	

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THEME 2: People

Strategies	Priorities 2019 to 2023		Responsible Person	Milestones	2019/20	2020/21	2021/22	2022/23
		Operational Plan Actions						
2.1 Organise regular destinational events/festivals.	2.1.1	Include in each Chamber annual business plan a coordinated program of street activation projects and community events/festivals to attract and entertain visitors. Consider a variety of new events, e.g. gastronomy festival, fashion week	Chamber	Completed by	✓	✓	✓	✓
	2.1.2	Conduct an annual street festival as a major event	Chamber	Completed by	✓	✓	✓	✓
2.2 Celebrate arts and culture in Double Bay.	2.2.1	Conduct an annual program of arts and cultural activities from Council's library in Double Bay in a manner which will engage with both library users and the broader community.	Manager Libraries & Chamber	Completed by	✓	✓	✓	✓
	2.2.2	Conduct a program of activities/events which showcase art and culture such as networking events, digital displays, live performance and the like.	Chamber	Completed by	✓	✓	✓	✓

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2.3 Make Double Bay a place with vibrant street life.	2.3.1 Activate streets with footway dining and attractive, vibrant displays.							
	Review and simplify Council’s footway licence process.	Senior Property Officer	Completed by		✓			
	Encourage shops to activate their street frontages with quality window displays and display of goods.	Chamber	Completed by	✓	✓	✓	✓	
	Review and simplify the approval processes for the display of goods on the footway.	Senior Property Officer	Completed by		✓			
	Investigate the means of encouraging musicians to play and to contribute to the social and cultural life of Double Bay such as placing a piano in a suitable location.	Chamber & Manager Placemaking	Completed by		✓			

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<p>2.4 Make Double Bay a place with many things to do.</p>	<p>2.4.1 Activities will include:</p> <ol style="list-style-type: none"> 1. Art to appreciate including street art 2. Music to listen to 3. Fine food to eat 4. Books to read 5. Promenading 6. Shopping 7. Meeting and greeting 8. Staying overnight 9. Being entertained 10. Browsing the internet 11. Playing in the park 12. Walking along the beach 13. Enjoying and travelling on Sydney Harbour. 14. Food & beverage markets 	<p>Chamber & Council</p>	<p>Completed by</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>
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THEME 3: Planning and Place

Strategies	Priorities 2019 to 2023		Responsible Person	Milestones	2019/20	2020/21	2021/22	2022/23
		Operational Plan Actions						
3.1 Make Double Bay a place for people to live, work and play.	3.1.1	<p>Ensure that planning controls encourage retail, commercial and residential mixed use development.</p> <p>Subject to gateway determination, exhibit Planning Proposal which aims to retain employment space in Double Bay.</p> <p>Future action subject to Council decision.</p>	Manager Strat. Plan.	Completed by	✓	✓		
	3.2 Provide increased housing opportunities for people to live in Double Bay.	3.2.1 Create a more diverse housing mix in Double Bay to make housing more affordable for young people and to increase the resident population of the village.						
		<p>Present proposals for revised planning controls, including revised building envelopes to Council together with a draft Community Impact Statement, transport report and supporting economic analysis.</p> <p>Future action is dependent on Council decision.</p>	Manager Strat. Plan.	Completed by	✓	✓		

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<p>3.3 Ensure that there is a strong and up to date policy framework for the levying of developer contributions within the commercial centre.</p>	<p>3.3.1 Ensure that there are appropriate Contributions Plans and/or policies in place for levying developer contributions.</p> <p>Review Council’s Section 94 and Section 94A Plans. Ensure that contributions for car parking are consistent with any decisions made in relation to the Cross Street car park site.</p> <p>Present other financing options to Council in relation to funding implementation of the Double Bay Public Domain Strategy and the Double Bay Lighting Strategy.</p>	<p>Manager Strat. Plan.</p> <p>Manager Strat. Plan.</p>	<p>Completed by</p> <p>Completed by</p>	<p>✓</p> <p>✓</p>	<p>✓</p>		<p>✓</p>
<p>3.4 Maintain and enhance Double Bay as a safe, clean and attractive place.</p>	<p>3.4.1 High quality cleansing, maintenance and waste services are provided.</p> <p>3.4.2 Work with the owners and licensees of licensed premises to ensure compliance with conditions of consent.</p>	<p>Business Centres Coordinator</p>	<p>Completed by</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>

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<p>3.5 Enhance the naturally beautiful environment of Double Bay including its streets, buildings and parks. Make it Sydney's stylish bayside village.</p>	<p>3.5.1 Improve the attractiveness and physical appeal of Double Bay.</p>	<p>Ensure that complaints about the operation of licensed premises are responded to within adopted service standards.</p>	<p>Manager Compliance</p>	<p>Completed by</p>	✓	✓	✓	✓
		<p>Work closely with the NSW Police to address complaints and issues arising from licensed premises and to ensure safety and security.</p>	<p>Manager Compliance</p>	<p>Completed by</p>	✓	✓	✓	✓
		<p>Consider funding further projects identified in the <i>Double Bay Public Domain Strategy</i> and the <i>Double Bay Lighting Strategy</i> within Council's annual capital works program.</p>	<p>Director Tech. Services</p>	<p>Completed by</p>	✓	✓	✓	✓
		<p>Implement a commercial waste management program to improve the look and feel of the lanes including attractive design options for the placement and enclosure of commercial waste bins.</p>	<p>Manager Placemaking</p>	<p>Completed by</p>	✓	✓		

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<p>3.5.2 Improve building quality and presentation.</p>	<p>Update and complete the building quality audit conducted by Council staff, including guidelines for building facades to enhance the Double Bay character and visual message.</p>	<p>Manager Strat. Plan.</p>	<p>Completed by</p>	<p>✓</p>	<p>✓</p>
	<p>Subject to completion of the building quality audit, initiate owner consultation to encourage implementation of audit recommendations.</p>	<p>Manager Placemaking</p>	<p>Completed by</p>	<p>✓</p>	<p>✓</p>
	<p>Investigate potential funding mechanisms to gain community and business support for a building improvement program.</p>	<p>Manager Placemaking</p>	<p>Completed by</p>	<p>✓</p>	<p>✓ ✓ ✓ ✓</p>
<p>3.5.3 Make New South Head Road a more appealing and attractive place.</p>	<p>Initiate discussions with RMS with the view to producing a new urban design plan for New South Head Road which reduces traffic speed, makes it safer to cross and increases opportunities for footway activation.</p>	<p>Manager Placemaking /Manager Engineering Services</p>	<p>Complete by</p>	<p>✓</p>	<p>✓</p>
<p>3.5.4 Create a distinctive and elegant after dark ambience in the public domain of Double Bay.</p>					

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		Consider funding further projects identified in the <i>Double Bay Public Domain Strategy</i> within Council's annual capital works program.	Director Tech. Services	Completed by	✓	✓	✓	✓
		Implement the Lighting Strategy as funds permit.	Manager Capital Projects/ Manager Placemaking	Completed by	✓	✓	✓	✓
	3.5.5	Decorate Double Bay with vibrant and colourful decorations during the festive season.	Manager Placemaking	Completed by	✓	✓	✓	✓
3.6	Create a distinctive sense of arrival and departure to and from Double Bay.	3.6.1 Develop distinctive gateways from land and water						
		Conduct a design competition for creative and artistic gateways from land and water.	Manager Placemaking	Completed by		✓	✓	
		Consider the staged funding of the public domain strategy for the gateway between Ocean Street and Bay Street as part of Council's annual capital works program (Public Domain Strategy B3.02)	Director Tech. Services	Completed by	✓	✓	✓	✓
	3.6.2	Implement distinctive way finding.						

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3.7 Maintain and improve Double Bay's pedestrian network of roads, footways and laneways.	3.7.1 Planning controls, activities and public domain improvements will maintain, enhance and activate the laneways of Double Bay	Launch the Ganda Double Bay way finding app.	Manager Placemaking & Chamber	Completed by	✓			
		Consider funding the laneway improvement project/s identified in the <i>Double Bay Public Domain Strategy</i> and the <i>Double Bay Lighting Strategy</i> within Council's annual capital works program (Public Domain Strategy B.2).	Director Tech. Services	Completed by	✓	✓	✓	✓
		Activation of the laneways through events and activities.	Chamber	Completed by	✓	✓	✓	✓
		Improve waste management in laneways	Manager Placemaking	Completed by	✓	✓		
		Amend the Double Bay DCP to facilitate the new urban design plan for Kiaora Lane.	Manager Strat. Plan.	Completed by			✓	
		Engage with owners to implement the Kiaora Lane plan.	Manager Placemaking	Completed by	✓	✓	✓	✓
Link with Action 3.5.2.								

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<p>3.8 Make Double Bay Sydney's sustainable village.</p>	<p>3.8.1 Increase the focus on achieving more sustainable development in Double Bay.</p> <p>Planning controls will encourage development which produces lower greenhouse gas emissions, uses less water and which is less dependent on the private motor vehicle.</p> <p>Manager Strat. Plan.</p> <p>Completed by</p>	✓	✓	✓	✓
<p>3.9 Develop an active and vibrant night time economy in Double Bay.</p>	<p>3.9.1 Continue to work with the preferred parties to deliver a high quality cinema, new car park and mixed use development on Council's Cross Street car park site.</p> <p>Initiate a program to improve sustainability of existing businesses and ensure Council's Single Use Plastics Policy is implemented.</p> <p>Manager Placemaking /Chamber /Team Leader Enviro. & Sustainability</p> <p>Completed by</p> <p>Negotiate suitable commercial terms as a Council led public/private partnership.</p> <p>Director Tech. Services</p> <p>Completed by</p> <p>If satisfactory commercial terms are achieved proceed with design development.</p> <p>Director Tech. Services</p> <p>Completed by</p>	✓	✓		
		✓	✓		
		✓	✓	✓	✓

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	If satisfactory commercial terms and design are achieved prepare the necessary Planning Proposal and DCP amendments.	Manager Strat. Plan.	Completed by		✓	✓	✓
3.9.2	Prepare a night time economy strategy that strikes an appropriate balance between creating a vibrant night time economy and local residential amenity.	Manager Placemaking with Chamber	Completed by	✓	✓	✓	✓



THEME 4: Identity and Image

Strategies	Priorities 2019 to 2023		Responsible Person	Milestones	2019/20	2020/21	2021/22	2022/23
		Operational Plan Actions						
4.1 Ensure that the Double Bay brand, identity and reputation are reflected in what we do and how we do it.	4.1.1	Use unique Double Bay visual language, graphics, typography, colour and pattern in all marketing and advertising.						
		Provide assistance to businesses on how to live and market the Double Bay vision and place story.	Chamber	Completed by	✓	✓	✓	✓
	4.1.2	Develop an annual advertising and marketing program consistent with the Double Bay brand and place story.						
		Develop and deliver a comprehensive marketing plan for the Ganda Double Bay app.	Chamber & Manager Placemaking	Completed by	✓	✓	✓	✓
	4.1.3	Ensure that public display banners and advertising are consistent with the Double Bay brand and place story.	Council and Chamber	Completed by	✓	✓	✓	✓
	4.1.4	Use social media as a means of promoting the identity and brand of Double Bay.						
		Develop a social media strategy to continually promote Double Bay	Chamber	Completed by	✓	✓	✓	✓

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		Maintain and enhance the Sydney East Business Chamber website to ensure it remains relevant and useful for both businesses and visitors.	Chamber	Completed by	✓	✓	✓	✓
		https://www.sydneystbc.com/						
		Maintain a high presence on social media channels such as facebook, Instagram and Timeout and use #sydneylocal.	Chamber	Completed by	✓	✓	✓	✓
	4.1.5	Ensure that market stalls and products are consistent with the Double Bay vision and place story.						
		Develop a guide for market operators relating to stall presentation, product quality, merchandising and customer service.	Chamber	Completed by	✓	✓	✓	✓
4.2	4.2.1	Keep businesses and the community informed of Double Bay activities and promotions.						
		Communicate regularly to businesses in Double Bay about activities and promotions.						
		Publish newsletters monthly and distribute to residents, businesses and community groups.	Chamber	Completed by	✓	✓	✓	✓

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		Actively seek articles in media including the Wentworth Courier and Local East Magazine	Chamber	Completed by	✓	✓	✓	✓	
		Develop and implement a social media strategy to keep businesses engaged.	Chamber	Completed by	✓	✓	✓	✓	
		Maintain an up to date data base of all Double Bay businesses with contact details.	Chamber	Completed by	✓	✓	✓	✓	
		Conduct regular business networking functions and business education events.	Chamber	Completed by	✓	✓	✓	✓	
	4.2.2	Communicate with the broader community about improvement initiatives, activities and events.							
		Complete the production of new placemaking pages to Council's website and use Council's communication channels, such as the Mayor's column, to keep the community informed about this plan and its implementation.	Manager Placemaking	Completed by	✓	✓	✓	✓	
4.3	Facilitate business to business communications.	4.3.1	Conduct regular business networking functions focussed on business development and referrals.	Double Bay Networking Group & Chamber	Completed by	✓	✓	✓	✓



THEME 5: Business Operations

Strategies	Priorities 2019 to 2023		Responsible Person	Milestones	2019/20	2020/21	2021/22	2022/23
		Operational Plan Actions						
5.1 Build business capacity	5.1.1	<p>Develop an ongoing ‘open for business’ program to build and improve businesses in Double Bay consistent with the Double Bay vision and place story.</p> <p>Conduct quarterly business education forums to assist businesses to improve merchandising, marketing and customer service and respond to new and emerging business issues.</p> <p>Investigate development of an innovation hub to drive and broaden the employment base in consultation with interested land owners.</p>	Chamber & Manager Placemaking	Completed by	✓	✓	✓	✓
			Chamber	Completed by	✓	✓	✓	✓
	5.1.2	<p>Improve visual merchandising, building presentation and activate shop fronts</p> <p>Conduct visual merchandising appraisals by industry experts and target businesses which need to improve merchandising quality. Explore funding options to sustain this effort.</p> <p>Encourage and work with businesses to activate shop frontages with high quality displays.</p>	Chamber	Completed by	✓	✓	✓	✓
			Chamber	Completed by	✓	✓	✓	✓

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		Conduct a business makeover competition/program using a high profile merchandising/stylist expert.	Chamber	Completed by					✓
5.2 Increase tourist visitations to Double Bay.	5.2.1 Encourage tourists to visit Double Bay.								
		Conduct Visit Double Bay promotion, work with the Intercontinental Hotel and establish links with Destination NSW to promote Double Bay as a tourist destination.	Chamber	Completed by	✓	✓	✓	✓	✓
		Commission an expert consultant to develop a tourism strategy for Double Bay in consultation with Tourism NSW. This plan is to include new opportunities and strategies to attract cruise ship visitors.	Chamber & Manager	Completed by Placemaking	✓	✓			
		Implement the tourism strategy as funds and resources permit.	Chamber	Completed by	✓	✓	✓	✓	✓
5.3 Reward businesses which exemplify the Double Bay brand and place story	5.3.1 Develop a business excellence awards program.								
		Work with businesses to submit nomination for the annual NSW Business Awards.	Chamber	Completed by	✓	✓	✓	✓	✓

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5.4 Attract new high quality businesses to Double Bay	5.4.1 Attract new high quality businesses, consistent with the Double Bay brand and place story, to Double Bay.	Update business prospectus and include a storybook style directory of businesses.	Chamber	Completed by	✓	✓	✓	✓
		Target high quality business which fit the Double Bay brand and place story.	Chamber	Completed by	✓	✓	✓	✓
		Work with estate agents to deliver targeted tenancy program.	Chamber	Completed by	✓	✓	✓	✓
5.5 Develop new business welcome kits	5.5.1 Develop new business welcome kits which provide information about our vision and place story and what businesses need to do to support the vision and place story.		Chamber	Completed by	✓	✓	✓	✓
5.6 Keep businesses informed about economic, demographic, retail and other factors which impact on trading conditions.	5.6.1 Gather and disseminate relevant information about businesses and trading conditions in Double Bay.							
		Provide regular updates to business on demographic, retail and business trends.	Chamber	Completed by	✓	✓	✓	✓

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Conduct pedestrian counts at strategic locations to determine trends in foot traffic.	Chamber	Completed by	✓	✓	✓	✓
Conduct event specific counts and surveys to determine success.	Chamber	Completed by	✓	✓	✓	✓
Conduct business and shopper surveys to determine changes in business health and shopper attitudes.	Chamber	Completed by	✓	✓	✓	✓
Publish survey results and report on progress.	Chamber	Completed by	✓	✓	✓	✓