



# ourPlace

Concord Road, North Strathfield

## PLACE PLAN





“ A Place Plan identifies the key stakeholders, opportunities and constraints of shopping precincts and the actions that may be implemented

## Background

Concord Road, North Strathfield Shopping Village (‘the precinct’) is a small neighbourhood centre servicing a primary trade area of approximately 4850 residents and local workers. This Place Plan relates to the retail precinct section of Concord Road which is bound by Wellbank Street and Correys Avenue.

This landholding was granted to Henry David Bray, the third Mayor of the Municipality of Concord and grandson of Sergeant John and Mary Bray, in 1859. The precinct was established in the subsequent years following the initial subdivision of the Clermont Estate in 1917. This coincided with the installation of the North Strathfield Train Station and the establishment of what was considered a new appealing suburb located only 15 minutes from the Sydney Central Business District.

The precinct and the immediate residential area has evolved into a culturally diverse medium density suburb.

This Place Plan, a living document which will be monitored and developed over time, is a result of robust community engagement and will assist our community in identifying actions which respond to current and future constraints and opportunities.

## What is a Place Plan?

A Place Plan identifies the key stakeholders, opportunities and constraints of shopping precincts and the actions that may be implemented. It identifies and prioritises short and long term opportunities. The objective is to work together in creating ‘places’ that provide economic, social and cultural nourishment for the people who will use them.

Place planning recognises the knowledge and strengths of local communities, aims to build community capacity and brings together the City of Canada Bay, business and residents in planning and delivering desired outcomes. It is a proactive process integrating social, environmental, physical and economic development to provide both short and longer term direction.

## Objectives of the Place Plan

The intent of the Place Plan is to create a place of meaning and connection for residents, business owners and visitors. The overarching objectives identified by the community are to:

- Improve the public realm and amenity
- Identify and meet the needs and aspirations of the community now and in the future
- Enhance the environmental, social and cultural sustainability of the place
- Retain and attract businesses and residents
- Improve engagement and confidence between Council, residents and businesses

# Methodology

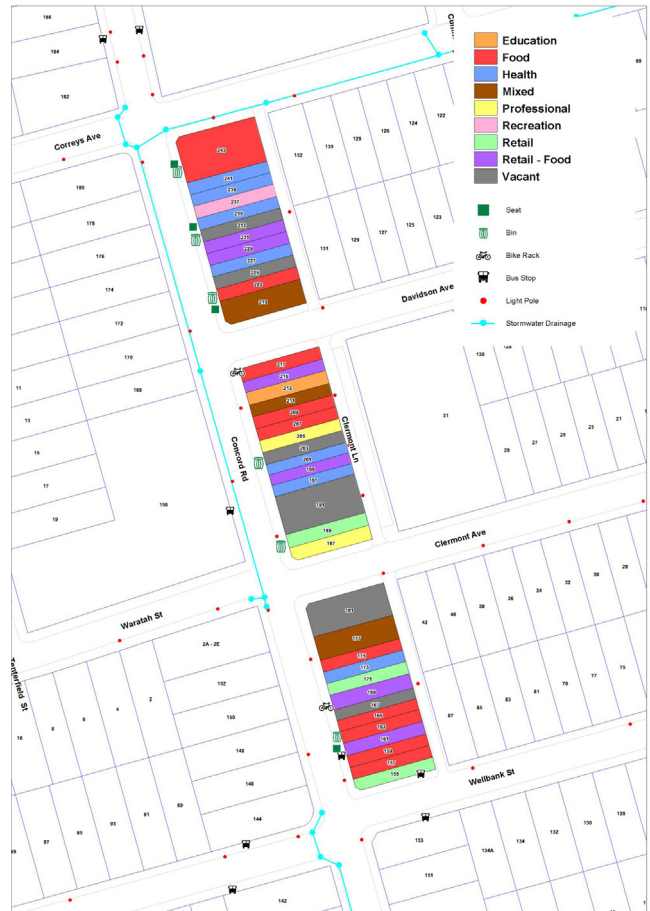
## Research and Analysis

To enhance our understanding of the precinct, significant research and analysis was undertaken, including:

- Investigating the history of the site area including the locating of photographs and maps
- Audit of the physical place comprising of:
  - Current recreation, historical, cultural and public art assets within the vicinity
  - Condition of publicly and privately owned assets including commercial businesses
  - Parking, cycle and pedestrian access throughout the site area
  - Streetscape infrastructure: footpaths, street furniture, landscaping, lighting, place identifiers and entry signage, directional signage, visitor information signage, banners, bike parking, business use of the footpath, public toilets
- Analysis of commercial property:
  - Historical Land Values
  - Retail rents and yields, average capital values and occupancy rates
  - Ownership and Tenure
- Analysis of business and economy
  - Commercial and retail business mix
  - Competing centres
  - Statistical area industry mix, employment size and turnover
  - Socio-economic analysis
- Review and consolidation of reference documentation including Council plans and strategies, and regional publications

## Community Engagement and Internal Project Group

Our approach aligns with the City of Canada Bay's Community Engagement Policy which aims to work together with our community and relevant stakeholders to build effective relationships and enhance decision-making, plans and policies and ultimately outcomes. It is a two-way process of dialogue by which the aspirations, concerns, needs and values of our local community and other relevant stakeholders are incorporated into documentation.



Council defines community in the broadest sense to include City of Canada Bay residents, visitors, ratepayers, businesses, community organisations, neighbouring councils, other tiers of government and other stakeholders with an interest in the City.

## Internal Project Group

Council established an internal project group with representation from relevant Council business units. This group enabled regular collaboration and a forum for issues and opportunities to be explored holistically.

## Business Interviewing and Surveying

In March 2012, Council Officers meet with individual businesses within the site area to discuss current constraints. In addition, businesses were invited to participate in a survey. A total of 16 (43%) of the 37 interviewed businesses undertook the survey.



**The precinct and the immediate residential area has evolved into a culturally diverse low density suburb**

### **Residents Surveying**

In May 2012, owners and occupiers of the 1297 residential properties within a 500 metre radius of the site area, were invited to participate in a confidential survey to enhance Council's understanding of the role and function of the precinct and obtain recommendations for its improvement. With 26% of these properties tenanted, 1630 surveys were distributed with a return to sender rate of approximately five percent. 191 (12%) residents, returned completed surveys via mail or online. Resident surveys were also available in Italian, Greek, Korean and simplified Chinese.

### **Visitor Surveying**

On 26 May 2012, Council Officers undertook visitor surveys in the precinct.

### **Online Community Forum**

In June 2012, the City of Canada Bay community was invited to participate in an online forum to review community responses, draft documentation and concepts and provide additional comment. Attracted 283 unique visitors.

### **Community Workshops**

On 13 and 17 June 2012, Council conducted two 2 hour community workshops. The workshops attracted 33 participants.

### **Community Newsletter**

In June 2012, a hard copy newsletter was distributed to over 1300 properties within the primary trade area and 137 community members have registered to receive online eNewsletters.

### **Development of Vision and Strategic Framework**

The vision and strategic framework were derived from key themes identified by the community through the engagement process.

### **Identification and Prioritisation of Actions**

Actions for improvement were identified by Council officers and the community through the above mentioned engagement. The prioritisation of actions resulted through collaboration between the community and Council and determined on maximise impact and current resource allocation.

### **Relation to existing Plans and Policies**

NSW Department of Planning: Metropolitan Plan for Sydney 2036 (Sydney Inner West Subregional Strategy)

RDA Sydney Regional Plan 2011

City of Canada Bay Council FuturesPlan20

Canada Bay Housing and Employment Study, 2008

City of Canada Bay Delivery Plan 2011-2014  
Delivery Plan

City of Canada Bay Local Planning Strategy  
2010 - 2031

City of Canada Bay Local Environmental Plan 2008 and  
Canada Bay Development Control Plan

Deloitte Access Economics, The NSW economy in  
2020: A fore-sighting study

# The Precinct Today

## People and Community

Residential Catchment: Concord Road, North Strathfield is bordered by the suburbs of Concord, North Strathfield and Concord West. An overview of the local residential population is set out below:

	Concord	North Strathfield	Concord West
Population 2011 Census	14150	4,441	5850
Population Forecasted 2031	14682	8336	6370
Change of Median Age of Persons 2006 to 2011	38 to 39 years	33 to 31 years	39 to 39 years
Biggest growth forecasted in persons 2011 - 2031	Over 60 years	35-49 years	18 - 34 years
Change in Median Household Income 2006 to 2011	\$1352 pw to \$1734pw	\$1392 pw to \$1590pw	\$1391 pw to \$1750pw
Median Family Income 2006	\$1605 pw	\$1517 pw	\$1632 pw
Index of Economic Resources (percentile ranking within NSW) 2006	80%	70%	83%
Mean Res. House Sale Price 12mths to February 2012	\$1,070,000	\$807,000	\$995,000
Change % March 2011 to February 2012	3%	11%	5%
Mean Res. Unit Sale Price 12mths to February 2012	\$500,000	\$515,000	\$428,000
Change % March 2011 to February 2012	6%	3%	0%

## Primary Trade Area (PTA)

For the purposes of this Plan, the PTA is defined as the residential and working population within a 500m walking distance of the precinct which is estimated at 4850 people. The PTA includes an estimated residential population of 4600 people and key residential characteristics are set out below.

Residential Characteristics	
Primary School aged children	700+
Residents born in southern European countries, predominantly Italy and Greece	15%
Emerging cultures	Asian
Households with dependent children	40%
Residents aged over 70 years (2012)	11- 12%

There is approximately 250 local workers including staff at Strathfield North Public School, Ardill House, Kids@Weldon OOSH and Concord Bowling Club.

In 2005, the Roads and Maritime Services reported daily vehicular traffic on this section of Concord Road at 29975 motor vehicles per day. This level may increase with further population growth of up to 5000 expected on the Rhodes Peninsula and other local infill development.

## Residents views from the May survey

- Residents are loyal to local businesses with 50% visiting the precinct daily and 37% weekly, primarily for everyday needs such as groceries, post office and chemist in addition to dining out. They believe that the precinct and their shopping experience would be enhanced by (in order of priority) cafes, bank branches, hardware, greengrocer and fashion retail.
- 45% of residents are typically spending between \$20-\$50 per visit to the precinct, reflecting their primary uses of the precinct. Escape expenditure destinations include Majors Bay Road (daytime cafes and eating out), enclosed shopping centres such as Rhodes Shopping Centre and Westfield Burwood in addition to Coles Concord and Woolworths North Strathfield (major grocery shop)
- Overwhelmingly residents perceive the precinct to be dull, dilapidated and uninviting, however enjoy the proximity to home, convenience shopping and restaurants. Many residents walk to the shops.
- To enhance their shopping experience, residents support, in order of responses; beautification through landscaping (74%); improvement to building facades and entrances (72%); improved parking (66%); and more variety and investment in local businesses (65%).

- Generally residents are unaware of new businesses opening and of specials and promotions being undertaken by the existing businesses. Residents encourage businesses to promote their offerings to them through the local newspaper, shopfront posters, letterbox drops and eNewsletters.

## Business and Economy

Current operating conditions are challenging for businesses throughout the world. The Regional Plan for Sydney outlines relevant current challenges for the local economy, including the: global financial crisis and its impact on the Australian economy and consumer confidence; achieving a coordinated approach between the three tiers of government; need for higher priority to building the foundations for economic development opportunities, particularly in centres in rapidly growing regions or in poorer areas with high unemployment; current and future skills shortages; An ageing population and workforce; recognition of the central role of innovation in the transition to a knowledge economy, in particular the development of smart infrastructure to support innovation and the development of economic and infrastructure planning strategies to support this in Sydney.

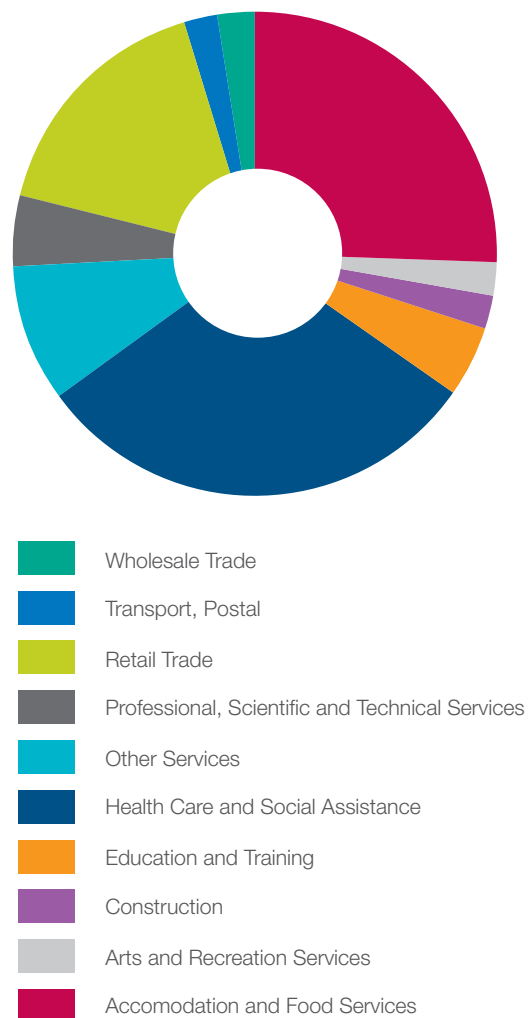
Additional factors impacting main street shopping precincts include: competition of online retail and stagnant growth for brick and mortar retail; enclosed shopping centres; increased operating costs, regulatory burden and rising commercial rents.

## Current Precinct Business Mix

The Australian Bureau of Statistics reports that in 2011, there were 1806 businesses registered within the Concord West – North Strathfield - Rhodes statistical division with an estimated 10,800 workers. The businesses within the site area represent three percent of the statistical area’s business and employ approximately 250. There are 39 rateable properties within the precinct, with capacity to house 54 businesses. Over 50% of businesses have operated at their current location for over 10 years with another 29% for between 5 and 10 years. There is a current vacancy rate of 11% within the precinct and this rate has remained current since June 2010. However there is investment within the centre with three properties with development applications either in the approval process or determined and Yume Sushi opening at 203 Concord Road.

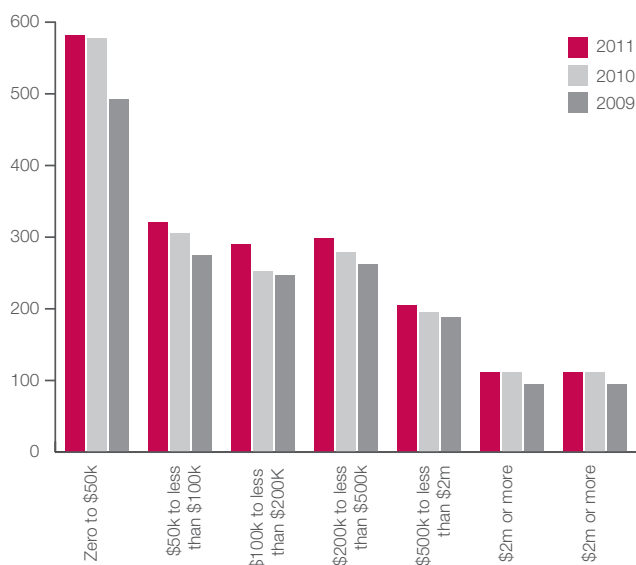
“Businesses and residents cited the need for cafes (coffee), banks, greengrocers and hardware to complement the existing mix

Current Precinct Business Mix





Concord West – North Strathfield – Rhodes average gross business turnover



## Competing Centres

Residents have identified the following retail centres as alternative destinations for their shopping and/or dining needs.

### Majors Bay Road, Concord

Recognised as a desirable shopping and dining destination, Majors Bay Road provides the greatest competition to the Concord Road, North Strathfield

Shopping Village. This established destination is situated on a much quieter road, is activated in the day and night with street cafés and restaurants, offers a diverse retail shopping experience and is visually appealing with landscaping, new street furniture and well maintained business frontages. With a significant level of shared trade area, this precinct provides the most direct competition for the Concord Road, North Strathfield Shopping Village.

### Rhodes Waterside Shopping Centre

Located only 3 kilometres from the subject precinct, Rhodes Shopping Centre is a significant regional shopping centre with gross lettable floorspace of 25,369 sqm in addition to the 26,000 sqm IKEA Store. Other strong anchor tenants include Bing Lee, Coles, Target, Harris Farm Markets and Reading Cinemas. The centre is one of Australia’s best performing with a MAT/ m2 of approximately \$7005 per annum (excluding IKEA) and customer visitation of nearly 10million per annum. Concord Road, North Strathfield Shopping Village functions primarily as a small neighbourhood centre providing everyday shopping and dining convenience and therefore has a different role to that of Rhodes.

### Westfield Burwood

Also, located only 3 kilometres from the subject precinct, Westfield Burwood is also a significant regional shopping centre with gross lettable floorspace of 63,848 sqm. Anchor Tenants include David Jones,





“ A highly desirable place to live, work and conduct business and where there is a true sense of community pride.

Target, Kmart, Coles, Woolworths and Hoyts. IT achieves a MAT/m2 of approximately \$4219per annum The area is well serviced by public transport, and the centre sits on a main shopping strip with easy access to Burwood railway station. Similar to Rhodes Shopping Centre it is not in direct competition with Concord Road, North Strathfield Shopping Village.

### Competitive Retail Rents

Approximately 70% of businesses lease premises and retail rents have remained at an average of \$433 psm/ pa since June 2005. Within the City of Canada Bay, these are the most competitive rents with other centres such as Majors Bay Road attracting rents in excess of \$700 psm/pa. For the investor, the precinct attracts solid rental yields of 7%.

Council provides affordable footpath leases at \$150psm/pa which provides an opportunity for businesses to activate the precinct and increase their trading capacity.

### Business owner and manager views from the March survey

In addition to businesses submitted surveys, Council Officers interviewed 37 business owners and managers. Businesses:

- Cite that 56% of customers who shop within the precinct are local residents and further support is provided by local workers and visitors. According to

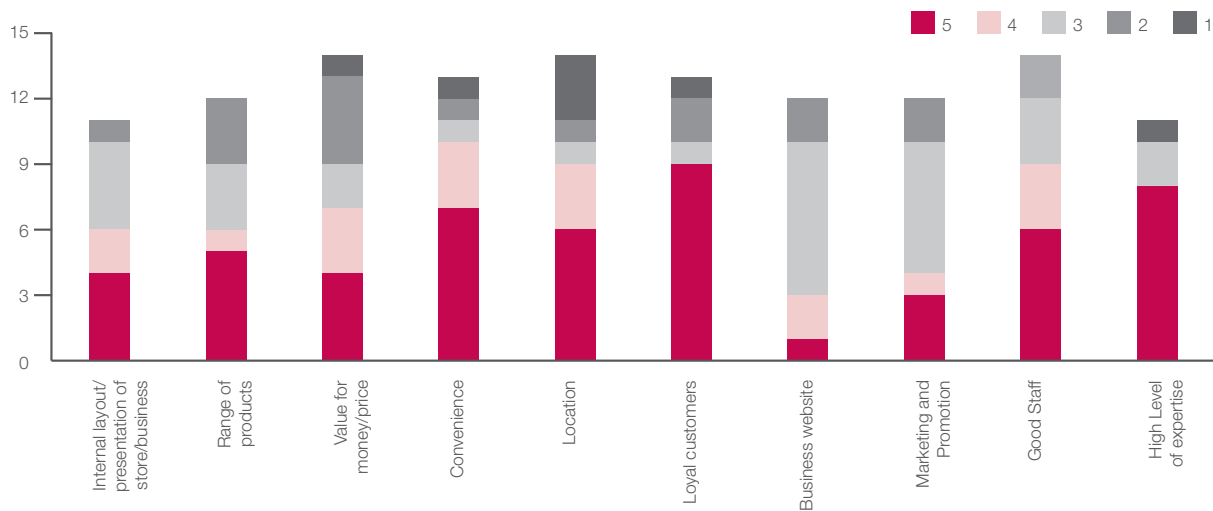
54% businesses, trading conditions are moderately worse than three years ago due to factors including economic conditions, lack of banking services and cafes, appearance of the precinct and the clearway. However 46% state that conditions are the same or moderately to significantly improved, partly as a response to increased marketing activity.

- Cite contributing factors to their business success to include locations, convenience, loyal customers and good staff.
- Believe that improvement to the public realm and improved way finding signage may contribute to enhancing their business success.
- Support working together in collaborative marketing; improved accessibility and way finding including parking and signage; improvements to the public realm; footpaths and open space; developing a precinct logo and brand; customer service and visual merchandising training and, Improvements to building facades and shop fronts generally.
- Suggested that major improvements could be made in regards to parking management, footpath condition and cleanliness, and street furniture.

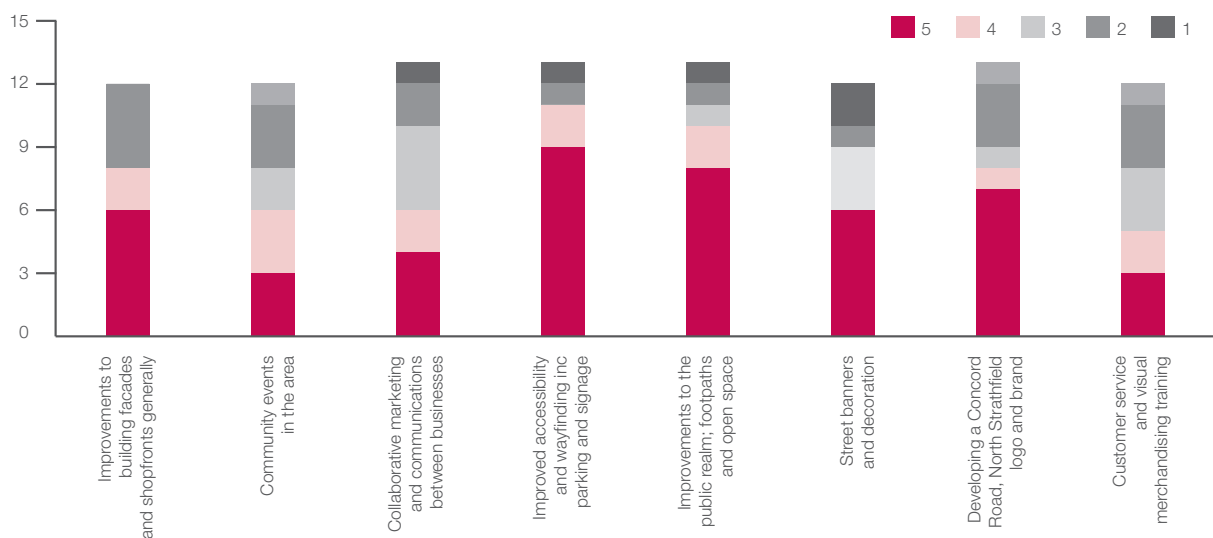
“ Businesses cite that 56% of customers who shop within the precinct are local residents



To what extent do each of the following factors contribute to your business' success? (1 not at all - 5 very important)



How would you rate the following actions in terms of enhancing your business success? (1 no impact - 5 high impact)



## Social Wellbeing, Recreation and Culture

Residents and workers have access to a broad range of recreation and culture pursuits located within close proximity to the precinct. These include:

- Library: Concord Library
- Sport and Recreation: Burwood United Netball Club, Canada Bay Bicycle User Group, Concord 'Comets' Baseball Club, Concord Cricket Club, Concord Golf Club, Concord Triathlon Club, Concord West Cricket Club, Dragon Boat Paddling, Five Dock All Saints Netball Club, Greenlees Archery Club, Homebush-Canada Bay Physical Culture Club, NSW Sports Council for the Disabled (Inner West), West Harbour Rugby Club and many private providers of fitness, yoga, martial arts etc
- Parks and Playgrounds: Central Park
- Business and Social Associations: Concord Chamber of Commerce, Concord Garden Club, Rotary Club of Concord, SHE Business Network, Success Women's Network, Yaralla Toastmasters
- Art and Culture: Canada Bay Community Choir, City of Canada Bay Museum, Concord Historical Society, Embroiderers' Guild NSW Inc, Sydney Welsh Choir, Western Suburbs Lapidary Club
- Volunteering: Computer Pals for Seniors, Concord Community Food inc., Girl Guides NSW, Inner West Neighbour Aid, Special Olympics Australia, The Yaralla Club
- Places of worship: Concord Presbyterian Church

There are opportunities for businesses within the precinct to leverage these organisations and facilities in addition to working collaboratively to activate the precinct through events, markets and promotions.

## Connectivity and Access

North Strathfield Train Station is located less than 400 metres from the precinct, and residents have suggested they purchase goods from the Concord Road, North Strathfield on their travels between home and the station. This station is serviced by the Northern Line which connects residents with the employment hubs of Rhodes, Burwood and the Sydney CBD. The commute to Town Hall station is 25 minutes.

There are two bus stops within the site area connecting residents and workers to Ryde, Macquarie University, Strathfield and Hurstville.

- 458 Ryde to Burwood via Concord Road
- 459 Macquarie University to Strathfield via Concord Road
- M1 Hurstville to Marsfield (Macquarie Uni)

On street parking on Concord Road is restricted due to the NSW State Government clearway. Within the precinct there is a mixture of 15 minute, ½ hour, 1 hour and non-restricted parking.



Disabled Parking

Existing 15 minute parking Mon–Fri 7am–9am and 3pm–6pm

Existing 30 minute parking Mon–Fri 10am–3pm

Existing 30 minute parking Mon–Fri 7am–9am and 3pm–6pm

Existing 1 hour parking Mon–Fri 8.30am–6.30pm; Sat 8.30am–12.30pm

Note: there are no parking zones within the vicinity of the shopping village, however most parking is unrestricted.

## The Community's Vision

A highly desirable place to live, work and conduct business and where there is a true sense of community pride.

## Strategic Framework

In 2008, Council developed FuturesPlan20 (FP20), a 20-year vision through an extensive series of workshops, community forums and meetings with residents, business, government agencies, service providers and other individuals who have a stake in the future of our City. FuturesPlan20 provides a picture of the future of our City that has been developed with the active involvement of the people who live, work and have an interest in our City. It is our collective response to the challenges and changes that we know are coming. It describes our vision for our city and the directions that we will take to promote a strong and healthy community, including addressing economic stability.

To align this Plan and FuturesPlan20, the key directions which relate to the vibrancy and prosperity of our retail precincts are utilised as the overarching vision statements of the proposed strategies.

### FP20 relevant key directions

	Key Precinct Strategies			
	A sense of community 1. Celebrate the past whilst embracing the evolving community 2. Undertake activities to meet the needs and aspirations of the community	Pride in where we shop, visit, work 3. Enhance the visual appeal and activation of the precinct	A safe and accessible shopping and dining experience 4. Improve way finding and parking management	Businesses are adaptive 5. Empower businesses to take advantage of sustainability measures and evolving technology and business practices
I am proud of and value my City's natural environmental assets	✓	✓		
I know what I can do to help the environment and make active day to day choices to support environmental sustainability	✓			✓
I feel safe and comfortable using community spaces			✓	
My City has attractive streets, village centres and public spaces	✓	✓	✓	✓
My City has attractive landscapes with sustainable development and where heritage is conserved	✓	✓	✓	
I can walk or cycle on designated paths to a range of commercial, recreational and community spaces around the City			✓	
I can get where I need to go safely without too much delay		✓	✓	
I have good day to day public transport options which take me to the places I need to go			✓	
I have access to an attractive village centre near where I live where I can socialise and shop for the day to day things I need	✓	✓	✓	✓
I am able to expand my skills and strengths while still working close to home				✓
There are successful local businesses in my area which focus on creativity and wellbeing				✓
I live in a creative City, inspired by diverse cultures and innovative ideas	✓			

## Action Plan

The actions and their priorities are derived from research, community consultation and analysis of the data. Actions are aligned with timeframes of short term (2012/13-2014/15), medium term (four years), and long term (10 years) which are reliant on consideration by Council and external partners. 'Plan Links' refer to actions included in Council's 2012-2013 Operating Plan (Actions which are not included in the 2012-2013 Operating Plan, are left blank).

### Strategy One: Celebrate the past whilst embracing the evolving community

Action	Description / Deliverable	Plan Links	Funding Source	Funding Department	Council's Role	External Partners	Timeframe
Implement Public Art within the precinct	Integrate the art deco architecture, history and neighbourhood stories into public art elements	7.4.4a	Sustainable City Levy Reserve	n.a	Leader and Facilitator	Businesses, Residents and Community Groups	Short Term
Work with the community to develop neighbourhood stories	Develop community identity stories focused on the history of the precinct and cultural diversity over the last 100 years.	7.4.1b	Sustainable City Levy Reserve	n.a	Leader and Facilitator	Businesses, Residents and Community Groups	Short Term
Identify promotions and events which provide an opportunity for social cohesion and celebration	Collaborate with businesses to promote their products and services to the community and identify future events and promotions for the precinct.		Business	Business collaboration and financing	Supporter	Businesses	Short Term/ Ongoing



“Businesses suggested that major improvements could be made in regards to parking management, footpath condition and cleanliness, and street furniture

## Strategy Two: Undertake activities to meet the needs and aspirations of the community

Action	Description / Deliverable	Plan Links	Funding Source	Funding Department	Council's Role	External Partners	Timeframe
Promote the precinct as a viable and competitive retail option	Promote precinct within Council's Invest in Canada Bay project; liaise with commercial property owners and leasing agents to reduce vacancy rate and attract tenants who will prosper	6.4.1b	Sustainable City Levy Reserve	n.a	Leader and Facilitator	Businesses, Commercial property owners and leasing agents	Short Term / Ongoing
Promote footpath dining	Encourage food service businesses to apply for footpath permits to activate the precinct		n.a	n.a	Advocate and Facilitator	Businesses	Short Term / Ongoing
Attract a Community Bank	Liaise with Bendigo Bank to consider establishing a branch within the precinct		n.a	n.a	Advocate and Facilitator	Businesses and Residents	Short Term/ Ongoing
Promote businesses and their offerings to the local community	Collaborate with businesses to promote their products and services to the community		n.a	n.a	Supporter	Businesses	Short Term
Implement a neighbourhood watch program	Support local businesses in implementing and promoting a precinct neighbourhood watch program to protect local children		Sustainable City Levy Reserve	n.a	Supporter	Businesses	Short Term
Participate in Burwood Police's EyeWatch Program	Encourage local businesses to participate in EyeWatch		n.a	n.a	Facilitator	Burwood Police and Businesses	Short Term
Distribute a quarterly Newsletter to residents	Report quarterly to residents on the implementation of the Place Plan		Sustainable City Levy Reserve	n.a	Leader		Short Term

## Strategy Three: Enhance the visual appeal and activation of the precinct

Action	Description / Deliverable	Plan Links	Funding Source	Funding Department	Council's Role	External Partners	Time frame
Develop Streetscape Improvement Scheme for the precinct	Produce a detailed plan for the improvement of the streetscape.	6.4.1b	Capital Reserves	n.a	Leader	Businesses, Residents and Property Owners	Short Term
Implement landscaping design	Implement the landscaping element of the streetscape scheme		unfunded	2013-2014 Capital Bid	Leader		Short Term
Encourage commercial property owners and business operators to improve the facades and entrances of their buildings	Develop a Business Improvement Program which includes incentives for commercial property owners and business operators to improve the visual appeal of their premises		Capital Reserves	n.a	Advocator, Facilitator, Supporter	Businesses and Residents	Short Term/ Ongoing
Replace public bins	Replace existing bins with modern larger capacity bins		unfunded	Future Capital Reserve Bid	Leader		Mid – Long Term
Replace street seating	Replace existing public seating with consistent new seating		unfunded	Future Capital Reserve Bid	Leader		Mid – Long Term
Repair footpath	Respond and repair trip hazards in a timely manner; Ensure service providers replace footpath appropriately	5.2.2a 5.2.2f	Operating Budget		Leader	Burwood Police and Businesses	Ongoing
Replace footpath	Undertake footpath renewal project as per streetscape scheme		Various - part funded	Capital Reserve Bid	Leader		Short – Long Term
Monitor illegal dumping	Residents and businesses to report illegal dumping to Council for Council action	6.1.1e	Operating Budget	n.a	Leader	Businesses and Residents	Ongoing
Monitor and remove graffiti	Residents and businesses to report graffiti on public property to Council for Council action. Businesses to proactively remove graffiti from their premises	3.3.4	Operating Budget	n.a	Leader	Businesses and Residents	Ongoing
Undertake a Community Safety Audit and apply for funding to support identified actions	Undertake a Safety Audit and prepare a submission to NSW Attorney General's Department	3.3.2a	Operating Budget	Grant	Leader	NSW Attorney General's Department; Burwood Police; Community	Short Term
Improve safety in Clermont Lane	Implement identified actions of the Community Safety Audit.	5.2.2m	Unfunded	Grant	Leader	NSW Attorney General's Department; Burwood Police; Community	Short Term
Install safety bollards	Install safety bollards adjacent to Ardill House to improve safety.	5.2.2i	Grant Funding	n.a	Leader	Ardill House	Short Term

## Strategy Four: Improve way finding and parking management

Action	Description / Deliverable	Plan Links	Funding Source	Funding Department	Council's Role	External Partners	Timeframe
Install directional parking signage on Concord Road to encourage drivers to utilise Clermont Lane car park	Signage to comply with RMS guidelines		Sustainability Levy Reserves	n.a	Leader	Roads and Maritime Services	Short Term
Review current parking time restrictions and implement community recommendations	Review current parking time restrictions and implement community recommendations		Operating Plan	n.a	Leader		Short Term
Advocate to Roads and Maritime Services for increased parking	Continue to advocate RMS to review clearway restrictions on Concord Road		n.a	n.a	Advocate	Roads and Maritime Services	Ongoing
Encourage business operators to improve business signage	Improved fascia signage to promote businesses to passing traffic.		Sustainability Levy Reserves	Business partnership	Leader and Facilitator	Businesses	Short Term
Replace 'No-Parking' signage in Clermont Lane with new signage	Replace existing signage with new signage and ensure there are no obstructions		Operating Plan	n.a	Leader		Short Term
Investigate opportunity for loading zone in Clermont Lane	Review the loading zone requirements of businesses	5.4.1a	n.a	n.a	Leader	Businesses	Short Term
Improve pedestrian safety when crossing Clermont Lane	Improve signage to further support motorists in stopping as they exit and enter Clermont Lane	5.2.2m	Operating Plan	n.a	Leader		Short Term
Advocate to Roads and Maritime Services to amend traffic signals on Concord Road	Advocate to RMS through Council's Traffic Committee to install right hand turning signals at both traffic lights at Concord Road/Wellbank Street and Concord Road/Correys Avenue	5.2.2m	n.a	n.a	Advocate	Roads and Maritime Services	Ongoing



## Strategy Five: Empower businesses to take advantage of sustainability measures and evolving technology and business practices

Action	Description / Deliverable	Plan Links	Funding Source	Funding Department	Council's Role	External Partners	Timeframe
Establishment of a Business Chamber	Assist businesses and the community in establishing a business association		Sustainability Levy Reserve	n.a	Facilitator, Supporter	Businesses	Short Term
Promote with ResourceWise Program	Encourage businesses to make savings in the areas of energy, water and waste	2.3.4b 2.3.4d	WaSIP	n.a	Leader	Businesses	Short Term
Identify skill requirements of businesses and their employees	Undertake a skills and gap analysis and identify opportunities for businesses and their employees		n.a	n.a	Facilitator	Businesses	Short Term
Assist business chamber with grant and funding applications	Assist the chamber in applying for funding to implement actions for growth		n.a	n.a	Supporter	Businesses	Short Term
Encourage businesses to embrace digital technology and marketing	Design a Small Business Digital Strategy and identify opportunities for businesses to implement		n.a	n.a	Facilitator	Businesses	Short Term
Encourage food businesses to participate in the Food Safety Star Rating Program	Promote Council's award winning Food Safety Star Rating Program to businesses and the community	2.4.4h	Operating Budget	n.a	Leader, Advocate	Businesses	Short Term

## Monitoring and Review

Council will monitor the strategies and delivery of the actions on a six monthly basis. Stakeholders will be invited to participate in annual reviews.





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