

# OXFORD STREET & PADDINGTON PLACE PLAN

2019 – 2023

Adopted by Woollahra Council  
27 May 2019





We share Paddington with  
City of Sydney and the  
rest of the world

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The Plan is an evolution of the Roadmap Report's approach to activation.

# Introduction

The Oxford Street & Paddington Place Plan sets out our placemaking approach for the invigoration and revitalisation of the iconic Oxford Street, Paddington high street shopping strip over the next 4 years.

The Oxford Street Working Party has informed all aspects of the development of the Plan. The Working Party includes The Mayor, Paddington and Cooper Ward Councillors and representatives of important Oxford Street stakeholders. It also includes representation from the City of Sydney which shares the municipal management of the shopping strip. The Paddington Business Partnership, which is a member based, registered organisation for Paddington businesses, is also represented on the Working Party.

The Plan marks the next step of our commitment to Oxford Street and Paddington and furthers the Oxford Street Roadmap Report. That Report was prepared by VillageWell, a Melbourne based placemaking consultancy, who ran for us the Activate Oxford Street program. Some aspects of the Report which were considered to still have relevance have found their way into the new Plan.

Since the Roadmap Report things have changed. There has been a fall of vacancy rates coinciding with an influx of furniture, life style and food and beverage offerings. The Roadmap Report contained 'QuickWins' and Priority Initiatives as the means of achieving the vision. The 'QuickWins' were a means of kick-starting a resurgence of activity. The Priority Initiatives required further development and were longer term approaches to activation.

The Plan is an evolution of the Roadmap Report's approach to activation. It supports the vision through fine grained actions and projects grouped under a series of themes which deal with different aspects of Oxford Street's revitalisation.

Many, but not all of the 'QuickWins' and Priority Initiatives, have been realised. Those which have not been realised and still remain relevant have been rolled over into the new Plan but in a form more relevant to today and to tomorrow. Some were ongoing and these have also been rolled into the new Plan. Others which are no longer relevant or practicable have been omitted.

There are many new initiatives identified by the Working Party which have been added to the actions and projects under the new Plan. These relate to the changing ways people shop, leveraging off social media, building on new relationships, new and emerging placemaking trends, technological advances, new festivals and events.

It is essential that the Plan has been prepared with both sides of Oxford Street in mind. While we have facilitated its development we have done so in partnership with the City of Sydney whose input, support and cooperation has been invaluable. The City has its own strategies and action plans which it uses, and will continue to use, to manage retail and commercial areas across the whole of its area, including Oxford Street. We look forward to a continuing and productive partnership with the City. Our approaches are complementary.

This new Plan recognises the importance of integrating and coordinating placemaking principles for shops and businesses in Paddington outside of Oxford Street. The area in Glenmore Road around 'The Intersection' and William Street have always been regarded as offshoots but they are formally recognised by this Plan. Five Ways is the other high activity retail and dining area and is now also included in the Plan.

This new Plan recognises the importance of integrating and coordinating placemaking principles for shops and businesses in Paddington outside of Oxford Street.



**Figure 1:** Existing uses map

**Legend**

Broad land use categories by significant activity per building

- |   |   |
|---|---|
| <span style="display: inline-block; width: 15px; height: 15px; background-color: black; border: 1px solid black;"></span> Residential   | <span style="display: inline-block; width: 15px; height: 15px; background-color: #f08080; border: 1px solid black;"></span> Commerce        |
| <span style="display: inline-block; width: 15px; height: 15px; background-color: white; border: 1px solid black; text-align: center; vertical-align: middle;">x</span> Vacant | <span style="display: inline-block; width: 15px; height: 15px; background-color: red; border: 1px solid black;"></span> Services            |
| <span style="display: inline-block; width: 15px; height: 15px; background-color: lightblue; border: 1px solid black;"></span> Fashion   | <span style="display: inline-block; width: 15px; height: 15px; background-color: orange; border: 1px solid black;"></span> Arts & Culture   |
| <span style="display: inline-block; width: 15px; height: 15px; background-color: darkblue; border: 1px solid black;"></span> Food & Drink                                     | <span style="display: inline-block; width: 15px; height: 15px; background-color: #ffa500; border: 1px solid black;"></span> Health & Beauty |
| <span style="display: inline-block; width: 15px; height: 15px; background-color: lightgreen; border: 1px solid black;"></span> Restaurants & Cafés                            | <span style="display: inline-block; width: 15px; height: 15px; background-color: #ff8c00; border: 1px solid black;"></span> Lifestyle       |
| <span style="display: inline-block; width: 15px; height: 15px; background-color: teal; border: 1px solid black;"></span> Pub  | <span style="display: inline-block; width: 15px; height: 15px; background-color: purple; border: 1px solid black;"></span> Civic            |
| <span style="display: inline-block; width: 15px; height: 15px; background-color: green; border: 1px solid black;"></span> Retail  |   |



# Purpose

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The Oxford Street and Paddington Place Plan sets out an ambitious series of strategies and actions/projects aimed at the vision and place story for Oxford Street. It continues the placemaking approach to the management, future planning and development of Oxford Street to ensure that the vision and place story are achieved.



# Our Vision & Place Story

## Our Vision

Oxford St is celebrated as an iconic heritage high street with rich history, a destination for global and local fashion, food and furniture offerings, as the gateway to the heritage enclave of Paddington, its cultural and artistic life, community meeting places and beautifully preserved terrace streetscapes. The Oxford St retail experience is one of stepping back in time, onto a walkable Victorian streetscape, into a village destination for locals and a destination for visitors seeking authentic heritage feel.







## The Oxford Street place story

“Village life has returned to the historic high street, reclaiming its title as one of Sydney’s most eclectic and vibrant destinations.

The diverse and balanced mix of unique retailers, support and inspire each other, capturing the spirit of the new Oxford Street & Paddington community. It is the place where small, local and international businesses are celebrated and supported along with new and critically acclaimed restaurants, bars and cafes.

Welcoming retailers invite passers-by into their stores, and the animated footpaths and gardens scattered along the unique ‘ribbon’ spine dissecting through Paddington create a pleasurable atmosphere for those who work and visit the area.

The street is calm and accessible to all, best enjoyed on foot, where locals and visitors can enjoy the sights and participate in the experiences offered.

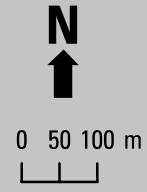
The colourful characters, distinct precincts and daily rituals along Oxford Street make it a special place for the whole community.”





**Figure 2:** Area covered by this Place Plan

COUNCIL OF THE CITY OF SYDNEY



# Placemaking

The Oxford Street & Paddington Place Plan has been prepared in a manner which is consistent with the principles of placemaking.

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



# The six Placemaking Pillars supporting the Oxford Street & Paddington vision



## 1. An authentic local village

A welcoming and walkable environment that services its community and showcases its unique and historical late 19th century linear spine through Paddington.

A busy street filled with pedestrians is central to its success as a thriving village of local businesses and one-of-a-kind shops.

Traffic calmed streets, friendly traders, slow food and public spaces provide plenty of places to pause, participate and enjoy.

## 2. A vibrant and beautiful heritage high street

A vibrant and animated heritage streetscape as a backdrop to memorable village offerings with activity flowing onto the footpath.

Regular local and destination events keep the street alive during the day and the night, inviting an array of daily rituals.

The heritage streetscape as a canvass filled with colour through art and greenery and showcasing its heritage fabric

## 3. Gateway to Paddington

The rhythm of the street and variety of land-uses encourage visitor interaction and exploration of Oxford Street and beyond.

An inviting and welcoming place offering unique experiences, complemented by intimate settings that awaken the senses.



#### 4. Investing in the future

Strengthened bonds and partnerships amongst all stakeholders glue the community together, embodying positive change and enabling the village to achieve its shared vision.

Investment and participation by passionate and 'work-ready' traders, owners, government bodies and the wider community is key.

Oxford Street & Paddington invests in a resilient community which work toward a socially, environmentally and economically sustainable future.

#### 5. Embrace creative contributors

Flexible and enlightened governance fosters creativity and a range of new enterprises by entrepreneurs, small businesses and creative groups.

#### 6. A multi-layered neighbourhood mix

A dynamic and diverse range of uses, services, programs and people sustain the shared vision.

The distinct precincts along Oxford Street offer something different for the diverse population who visit and live here.

An intensification in the number of people living and working along Oxford Street, creates a sustainable local customer base to support the village.



# Structure of the Oxford Street & Paddington Place Plan

The strategies and actions/projects of the Oxford Street & Paddington Place Plan have been arranged under five broad themes:

1. Managing Oxford Street
2. A vibrant and fun street
3. Conserve and celebrate heritage
4. Promoting Paddington as a retail, dining and heritage destination
5. Investing in business



## Theme 1

# Managing Oxford Street

Initiatives we need to take to ensure that Oxford Street is holistically managed and branded as an important regional asset. It deals with management, leadership and coordination to ensure that the activities of all stakeholders, including the two Councils and the Paddington Business Partnership, are complementary and directed to achieving our vision and place story.

## Aim

Woollahra Council and the City of Sydney manage Oxford Street in a collaborative manner:

- The community, the Paddington Business Partnership (PBP) and the two Councils work together to achieve our shared vision and place story
- Corporate structures are in place to ensure effective strategic civic leadership and management
- Our strategies are funded on a priority basis in keeping with our financial capacity
- KPIs are in place to measure our progress
- The Oxford Street Working Party is representative of the business community and residents and has an important role in advising Councils and the PBP



## Theme 2

# A vibrant and fun street

Experiences which will attract people to Oxford Street & Paddington; 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

- Oxford Street will be a fun street
- Oxford Street & Paddington will be a destination of choice for locals, visitors and tourists
- A place of heritage, arts and culture
- A place of festivals and events
- A place of high-end art, homewares, furniture, fashion and food
- Oxford Street & Paddington is an authentic local village; a place of 'local dozen' shops





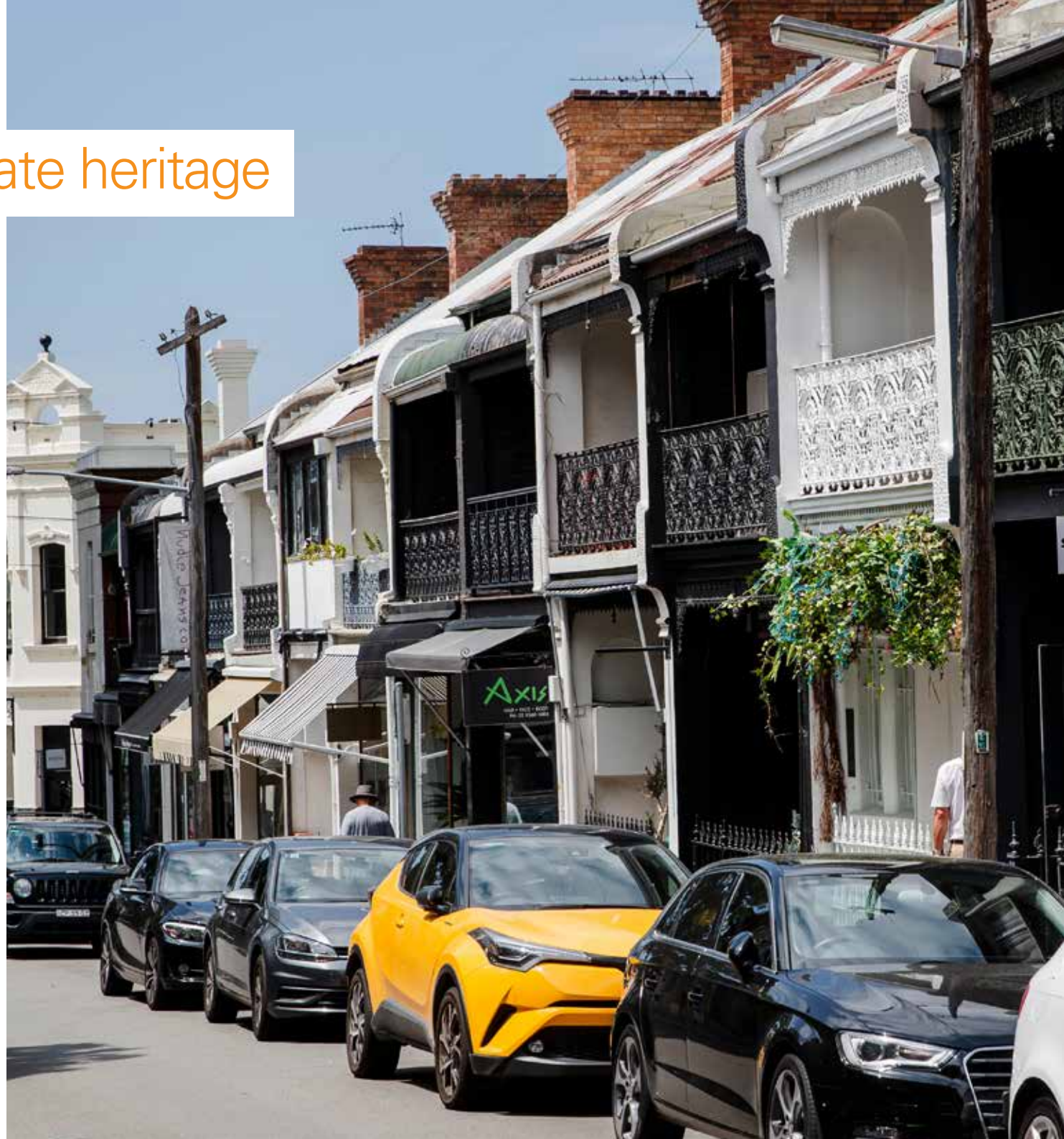
## Theme 3

# Conserve and celebrate heritage

Planning for the future, making sure our planning/heritage controls align with our vision and place story and that there are strategies in place to conserve and celebrate the built quality of the heritage significant built environment. This includes our public domain of roads, footways, laneways and parks as well as the buildings of Oxford Street which are largely in private ownership.

## Aim

- Oxford Street will be maintained as a beautiful street
- Oxford Street is inviting, safe, clean and attractive
- Oxford Street & Paddington celebrates its rich and vibrant history and its heritage streetscape
- Oxford Street & Paddington has places for moments of slowness, surprise and discovery
- Oxford Street will become more pedestrian friendly
- The number of people working and living in Oxford Street will be increased



## Theme 4

# Promoting Paddington as a retail, dining and heritage destination

How we want to be understood by locals and visitors – the language we use in communicating 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

- The Oxford Street & Paddington 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, promotion and marketing
- Our distinctive brand and identity is reflected in what we do and how we do it
- Recognising Oxford Street is collectively made up of a number of precincts
- Oxford Street & Paddington is marketed across various marketing platforms
- Oxford Street & Paddington is marketed to visitors as a heritage destination



## Theme 5

# Investing in business

Strengthening and developing the capacity of businesses in Oxford Street & Paddington, assisting businesses to support our vision and place story and to ensure that service and product standards are of the highest quality.

### Aim

- Small businesses are celebrated and supported
- Business supports our vision, brand and place story
- There is regular communication between businesses and our management bodies
- Strategies are in place to achieve an improved localised and destinational mix of businesses attracted to Oxford Street & Paddington
- Businesses activate their street frontages
- Business are adaptable and meet changing needs





# Strategies and Actions/Projects

## Strategies

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

## Actions/Projects

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

## The Manager Placemaking

This position leads and coordinates a multi-disciplinary team of senior Council staff. The Team is responsible 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. Since the Paddington Business Partnership may not have the capacity to deliver all the actions for which it has responsibility, Strategy 1.2 includes actions for supporting and funding of the Partnership to ensure the effective delivery of this plan.

## Theme 1

# Managing Oxford Street

Strategies	Operational Plan Actions/Projects	Responsible Person	Milestones	2019/20	2020/21	2021/22	2022/23
<b>1.1 Harness the combined energies of the City of Sydney, Woollahra Council, the PBP &amp; other stakeholders to continue with the revitalisation and reinvigoration of Oxford Street &amp; Paddington</b>	<b>1.1.1</b> Hold regular meetings of the Oxford Street Working Party (OSWP)	Manager Placemaking	Completed by	✓	✓	✓	✓
	<b>1.1.2</b> OSWP membership to be as representative as practicable of Oxford Street & Paddington stakeholders	Mayor	Completed by	✓	✓	✓	✓
	<b>1.1.2</b> Woollahra Council's Placemaking Team continues to include Oxford Street & Paddington as an item on its agendas	Manager Placemaking	Completed by	✓	✓	✓	✓
	<b>1.1.2</b> Both councils recognise that Oxford Street benefits from being managed as an homogenous shopping area and work cooperatively on delivering projects consistently across both sides of the street, as much as is practicable	Manager Placemaking	Completed by	✓	✓	✓	✓

## Theme 1 Managing Oxford Street

Strategies	Operational Plan Actions/Projects	Responsible Person	Milestones	2019/20	2020/21	2021/22	2022/23
<b>1.2 Resources are available to implement Placemaking projects, within the hierarchy of overall budget priorities</b>	<b>1.2.1</b> The PBP is supported to carry out projects under this Plan for which it is responsible, subject to available funds	Manager Placemaking	Completed by	✓	✓	✓	✓
	<b>1.2.2</b> The PBP is to apply for funding in accordance with the requirements of the relevant Council	PBP	Completed by	✓	✓	✓	✓
	<b>1.2.3</b> Individual businesses and not for profit organisations are encouraged to carry out projects consistent with this Plan through our Placemaking Grants Program	Manager Placemaking	Completed by	✓	✓	✓	✓
	<b>1.2.4</b> Both councils leverage off one another's initiatives, e.g. electronic and social media, promotions, marketing, Wi-Fi, and the like.	Manager Placemaking	Completed by	✓	✓	✓	✓
<b>1.3 Activity levels within Oxford Street are monitored using available mechanisms</b>	<b>1.3.1</b> Procurement of IT to incorporate opportunities for measurement/monitoring of activity levels applying Smart City principles	Chief Information Officer/ Manager Placemaking	Completed by	✓	✓	✓	✓
	<b>1.3.2</b> Wi-Fi and social media use is regularly reported to stakeholders	Manager Placemaking	Completed by	✓	✓	✓	✓
	<b>1.3.3</b> Counts of vacant and 'for lease' shops are undertaken regularly and reported to stakeholders	Manager Placemaking	Completed by	✓	✓	✓	✓
	<b>1.3.4</b> KPIs' are developed to measure economic health, environmental sustainability and liveability of the shopping strip	Manager Placemaking	Completed by			✓	✓

## Theme 2

# A vibrant and fun street

Strategies	Operational Plan Actions/Projects	Responsible Person	Milestones	2019/20	2020/21	2021/22	2022/23
<b>2.1 Create opportunities for the community to celebrate Oxford Street's offerings and attractions in public</b>	<b>2.1.1</b> Organise regular events for furniture, lifestyle, food, fashion, arts and culture in public spaces, Paddington Reservoir Gardens & Juniper Hall	PBP/ Manager Placemaking	Completed by	✓	✓	✓	✓
	<b>2.1.2</b> Identify suitable public spaces where events can be held	PBP/ Manager Placemaking	Completed by	✓	✓	✓	✓
	<b>2.1.3</b> Investigate opportunities to activate the EJ Ward Centre for small art exhibitions and other events and implement as may be appropriate	Cultural Development Coordinator	Completed by		✓	✓	✓
	<b>2.1.4</b> Encourage smaller events such as the 'little things' exhibition	Cultural Development Coordinator	Completed by	✓	✓	✓	✓
	<b>2.1.5</b> Collaborate with local institutions such as UNSW Art + Design, National Art School, University of Notre Dame & St Vincent's Hospital to provide spaces where students can showcase their skills in public	PBP/ Manager Placemaking	Completed by		✓	✓	✓

## Theme 2 A vibrant and fun street

Strategies	Operational Plan Actions/Projects	Responsible Person	Milestones	2019/20	2020/21	2021/22	2022/23
<b>2.2 A place of many and varied things for people to do</b>	<b>2.2.1</b> Promote Oxford Street & Paddington as the place for people to meet before and debrief after sporting events, visits to Centennial Parklands, theatre and others	PBP/ Manager Placemaking	Completed by	✓	✓	✓	✓
	<b>2.2.2</b> Complete the development of a wayfinding application for mobile devices with a comprehensive data base of businesses grouped by categories, services, amenities, places of interest and with capacity for self-guided walks	Manager Placemaking	Completed by		✓		
	<b>2.2.3</b> Continue to support and celebrate existing destinational events such as Mardi Gras the Head On Photo Festival and the William Street Festival while attracting other events which complement the Oxford Street vision	PBP/ Manager Placemaking	Completed by	✓	✓	✓	✓
	<b>2.2.4</b> Investigate the feasibility of 'Italian Festival' at the Intersection becoming an annual or bi-annual event. Investigate sponsorships and Council outsourcing management of such events.	Manager Placemaking	Completed by		✓		



## Theme 2 A vibrant and fun street

Strategies	Operational Plan Actions/Projects	Responsible Person	Milestones	2019/20	2020/21	2021/22	2022/23
	<b>2.2.5</b> Promote Oxford Street's non-retail attractions that create a unique experience for shoppers, e.g. Victoria Barracks, Paddington's unique heritage architecture, The Reservoir Gardens, Paddington Town Hall, Centennial Parklands, galleries, the pub scene, restaurant & café culture, sporting venues, theatres, universities, libraries and events	Manager Placemaking	Completed by	✓	✓	✓	✓
	<b>2.2.6</b> Promote casual accommodation such as local boutique hotels (e.g. Mrs Banks, the Arts Hotel etc.) & Airbnb as places for visitors (including visitors associated with St Vincent's Hospital, UNSW Art + Design, National Art School, University of Notre Dame, SCG, Alliance Stadium, etc) to stay	PBP/ Manager Placemaking	Completed by	✓	✓	✓	✓
	<b>2.2.7</b> Promote Oxford Street as a place for the many country visitors to St Vincent's Hospital to 'hang about' whilst visiting family members, friends, etc. who may be in the hospital.	PBP/ Manager Placemaking	Completed by	✓	✓	✓	✓
	<b>2.2.8</b> Work with the owners of the 'Young Street Plaza' to create a more activated space with events &, at other times, a welcoming space for quiet contemplation.	PBP/ Manager Placemaking	Completed by	✓	✓	✓	✓
	<b>2.2.9</b> Support & encourage start-up businesses, boutique retailers, artists & other creatives to temporarily use vacant retail spaces	PBP	Completed by	✓	✓	✓	✓

## Theme 2 A vibrant and fun street

Strategies	Operational Plan Actions/Projects	Responsible Person	Milestones	2019/20	2020/21	2021/22	2022/23
	<b>2.2.10</b> Promote Paddington Library as an area for visitors to read a newspaper, magazine, use the internet, etc.	PBP/ Manager Placemaking	Completed by	✓	✓	✓	✓
	<b>2.2.11</b> Work with the new owners of 1-11 Oxford Street to activate the street frontage of the property	PBP/ Manager Placemaking	Completed by	✓	✓		
	<b>2.2.12</b> Maintain free public wi-fi for use by locals, workers and visitors	Manager Placemaking	Completed by	✓	✓	✓	✓
	<b>2.2.13</b> Encourage Cultural Days to be held in Paddington where the theme is appropriate to that locality	Community Services	Completed by	✓	✓	✓	✓
<b>2.3 Support a safe and vibrant night time economy</b>	<b>2.3.1</b> Encourage night time art events such as live music, art exhibitions and plays	PBP/ Manager Placemaking	Completed by			✓	✓
	<b>2.3.2</b> Encourage stores to extend opening hours with extra events and activities, e.g. cooking classes, book readings, fashion talks, 'how to' sessions, social events	PBP	Completed by		✓	✓	✓
	<b>2.3.3</b> Incorporate inventive light performances into night time events	PBP/ Manager Placemaking	Completed by		✓	✓	✓
	<b>2.3.4</b> Encourage night time art events such as live music, art exhibitions and plays	PBP/ Manager Placemaking	Completed by				
	<b>2.3.5</b> Actively oppose the conversion of pubs to non-licenced uses and the reduction of their licensed areas	Manager Strategic Placemaking	Completed by	✓	✓	✓	✓
	<b>2.3.6</b> Engage adjoining property owners on the use of buildings to support the installation of catenary lighting over side streets in appropriate locations, e.g. adjacent to Ampersand Café, Kidman Lane, Perry Lane	Manager Placemaking	Completed by		✓	✓	✓

## Theme 2 A vibrant and fun street

Strategies	Operational Plan Actions/Projects	Responsible Person	Milestones	2019/20	2020/21	2021/22	2022/23
<b>2.4 Enhance footpath environments to make pedestrian use more appealing</b>	<b>2.4.1</b> Introduce music, both performance and ambient, to create an aurally friendly environment for pedestrians, countering traffic noise	PBP/ Manager Placemaking	Completed by		✓	✓	✓
	<b>2.4.2</b> Prepare and introduce a Local Approvals Policy (LAP) which exempts approval for the display of goods on footways. The LAP to include criteria for displays to be in keeping with the character of the area.	Manager Placemaking	Completed by		✓	✓	✓
	<b>2.4.3</b> Investigate enhancing the al fresco dining experience at Kidman Lane in conjunction with the adjoining property & business owners	Manager Placemaking	Completed by		✓	✓	✓
<b>2.5 Improve the environment of Oxford Street making it a place for people</b>	<b>2.5.1</b> Approach RMS and the City of Sydney about working with stakeholders to develop a strategy for improving the liveability of Oxford Street adopting 'movement & place' principles. The strategy to include a comprehensive and integrated landscape/urban design/beautification and heritage conservation plan and measures for traffic calming and accommodating cyclists.	Manager Placemaking	Completed by	✓	✓	✓	✓

## Theme 3

# Conserve and celebrate heritage

Strategies	Operational Plan Actions/Projects	Responsible Person	Milestones	2019/20	2020/21	2021/22	2022/23
<b>3.1 The public environment of Oxford Street is enhanced and maintained to showcase its unique heritage setting</b>	<b>3.1.1</b> High quality cleansing, maintenance and waste services are provided	Business Centres Coordinator	Completed by	✓	✓	✓	✓
	<b>3.1.2</b> Install catenary lighting in appropriate locations, subject to funding	Manager Placemaking					✓
	<b>3.1.3</b> Review existing advertising for compliance, e.g. large advertising posters on the corner of Elizabeth St/Oxford St. Implement removal of unauthorised, objectionable advertising including bill posters on poles.	Manager Compliance		✓	✓	✓	✓
	<b>3.1.4</b> Consistent paving along all of Oxford Street, e.g. the area between Shadforth St and Glenmore Rd	Manager Engineering Services	Completed by				✓
	<b>3.1.5</b> Improve the overall greening of Oxford Street and in particular the efficient and effective cleaning & maintenance, or replacement of, the existing of planter boxes.	Manager Open Space & Trees	Completed by	✓	✓		
	<b>3.1.6</b> Control real estate advertising signage to ensure it complies with relevant standards	Manager Compliance	Completed by	✓	✓	✓	✓
<b>3.2 Oxford Street as a welcoming shopping precinct</b>	<b>3.2.1</b> Create a sense of arrival through use of visual devices for pedestrians and drivers at entrance locations to the Oxford Street shopping strip	Manager Placemaking	Completed by	✓	✓	✓	✓
	<b>3.2.2</b> Manage on-street parking so that there is a turnover of spaces for use by shoppers, as is practicable	Manager Engineering Services	Completed by	✓	✓	✓	✓

## Theme 3 Conserve and celebrate heritage

Strategies	Operational Plan Actions/Projects	Responsible Person	Milestones	2019/20	2020/21	2021/22	2022/23
	<b>3.2.3</b> Collect data, e.g. traffic, pedestrian & cycling counts, bus lane demands, etc. to support RMS introducing traffic calming measures along Oxford Street	Manager Placemaking	Completed by			✓	✓
	<b>3.2.4</b> Continue to explore opportunities for traffic calming along Oxford Street to improve the pedestrian experience, create a better environment for outdoor dining and making Oxford Street more conducive for cycling (including facilities and storage).	Manager Engineering Services	Completed by	✓	✓	✓	✓
	<b>3.2.5</b> Investigate the introduction of recycle bins and implement as may be appropriate	Team Leader Environment & Sustain-ability	Completed by	✓	✓		
	<b>3.2.6</b> Investigate the introduction of water bubblers and bottle re-fill stations and implement as may be appropriate	Manager Open Space & Trees	Completed by			✓	✓
	<b>3.2.7</b> Discourage the use of single-use plastics and encourage coffee 'keep cups'	Team Leader Environment & Sustain-ability	Completed by		✓	✓	✓
	<b>3.2.8</b> Encourage walking, cycling and public transport as sustainable transport options	PBP/Manager Placemaking	Completed by	✓	✓	✓	✓
	<b>3.2.9</b> Investigate support for a community garden in Cooks Paddock and develop if feasible, including opportunities for use of local organic waste recycling	Manager Open Space & Trees/ Manager Placemaking	Completed by			✓	✓

## Theme 3 Conserve and celebrate heritage

Strategies	Operational Plan Actions/Projects	Responsible Person	Milestones	2019/20	2020/21	2021/22	2022/23
<b>3.3 Continue to develop Perry Lane as a place of discovery and public art of high quality that is both engaging and accessible to the community</b>	<b>3.3.1</b> Devise a strategy so that public spaces such as Perry Lane can be temporarily closed on a regular basis to facilitate a variety of events in cooperation with residents	Manager Placemaking	Completed by	✓	✓		
	<b>3.3.2</b> Investigate means to enhance the pedestrian experience including catenary lighting	Manager Placemaking	Completed by			✓	✓
	<b>3.3.3</b> Explore opportunities to expand the Perry Lane art concept to other locations, e.g. the Paddington RSL wall, Elizabeth/Oxford Street wall, Mitre 10 (working jointly with the City of Sydney)	Manager Placemaking/ Cultural Development Coordinator	Completed by	✓	✓		
	<b>3.3.4</b> Work with the Perry Lane Art Project (PLAP) to expand the mural program and introduce other forms of artistic expression	PLAP/PBP/ Manager Placemaking	Completed by	✓	✓	✓	✓
<b>3.4 Animation of public spaces</b>	<b>3.4.1</b> Facilitate the use of public spaces for Placemaking related activities including simplification of approval and permit processes	Manager Property & Projects/ Manager Placemaking	Completed by	✓	✓	✓	✓
	<b>3.4.2</b> Introduction of heritage photographs and commentary of iconic buildings, landmarks and the like, similar to the photographs at the Paddington reservoir, the Barracks and at The Intersection.	Manager Placemaking/ Cultural Development Coordinator	Completed by			✓	✓
	<b>3.4.3</b> Provide guidance on obtaining approvals and permits for the use of footways for dining and display of goods	Manager Placemaking	Completed by	✓	✓	✓	✓

## Theme 4

# Promoting Paddington as a retail, dining and heritage destination

Strategies	Operational Plan Actions/Projects	Responsible Person	Milestones	2019/20	2020/21	2021/22	2022/23
<b>4.1 Review the 'Visit Paddington' brand so it fits with the Oxford Street &amp; Paddington vision and place story</b>	<b>4.1.1</b> The 'Visit Paddington' brand reflects the vision for Oxford Street & Paddington is promoted by the PBP through its web site	PBP	Completed by	✓			
	<b>4.1.2</b> The 'Visit Paddington' brand is used consistently by the PBP, businesses and Council in the marketing and promotion of Oxford Street & Paddington	PBP/Manager Placemaking	Completed by	✓	✓	✓	✓
	<b>4.1.3</b> The 'Visit Paddington' brand recognises that Oxford Street is a collection of distinct but related precincts	PBP	Completed by	✓	✓	✓	✓
	<b>4.1.4</b> Use the 'Visit Paddington' brand as part of wayfinding & to welcome visitors to Oxford Street & Paddington	PBP/Manager Placemaking	Completed by	✓	✓	✓	✓
	<b>4.1.5</b> Provide information to new business operators with a 'Welcome Kit' that includes information about Oxford Street & Paddington, available support services, event programs and the like	PBP	Completed by	✓	✓	✓	✓

## Theme 4 Promoting Paddington as a retail, dining and heritage destination

Strategies	Operational Plan Actions/Projects	Responsible Person	Milestones	2019/20	2020/21	2021/22	2022/23
<b>4.2 Promote Oxford Street as a walkable iconic high street filled with one-of-a-kind global and local destinations. Paddington's authentic day and night meeting place.</b>	<b>4.2.1</b> A comprehensive marketing strategy is developed for Oxford Street utilising a variety of media with an emphasis on fashion, furnishings and food, while being receptive to any new direction and future trends	PBP/ Manager Placemaking/ Marketing Consultant	Completed by	✓			
	<b>4.2.2</b> Advertise in and contribute place stories to appropriate visitor and tourist publications, both electronic & traditional, e.g. The Official Sydney Guide, TimeOut, Concrete Playground, Broadsheet & #sydneylocal	PBP/Manager Placemaking	Completed by	✓	✓	✓	✓
	<b>4.2.3</b> Engage appropriate tourism support services to spread to word about what Oxford Street & Paddington has to offer (e.g. build on the recent discussions with Destination NSW)	PBP/Manager Placemaking	Completed by	✓	✓	✓	✓
	<b>4.2.4</b> Align activities with sporting & other events at the nearby SCG, Alliance Stadium & Fox Studios & coordinate with event organisers for social media cross promotion	PBP/Manager Placemaking	Completed by	✓	✓	✓	✓
	<b>4.2.5</b> Coordinate banners to compliment events and other activities, e.g. store promotions, social media campaigns, 'Fashion Your Home' & the like	PBP/Manager Placemaking	Completed by	✓	✓	✓	✓
	<b>4.2.6</b> Liaise with the Moran Foundation to promote Juniper Hall exhibitions through social media platforms & use of the property for community, cultural & artistic purposes	Manager Placemaking	Completed by	✓	✓	✓	✓



## Theme 5

# Investing in Business

Strategies	Operational Plan Actions/Projects	Responsible Person	Milestones	2019/20	2020/21	2021/22	2022/23
<b>5.1 Keep shopkeepers informed about programs &amp; events</b>	<b>5.1.1</b> Regular news letters are sent to shopkeepers in both electronic and traditional formats	PBP	Completed by	✓	✓	✓	✓
	<b>5.1.2</b> Conduct information sessions for shopkeepers on upcoming events and how they can get involved	PBP	Completed by	✓			
	<b>5.1.3</b> Encourage shopkeepers to participate in placemaking initiatives so they can pass on their knowledge and experience to others and contribute to creating and maintaining Oxford Street & Paddington as a vital public destination	PBP/Manager Placemaking	Completed by	✓	✓	✓	✓
	<b>5.1.4</b> Encourage peer mentoring between shopkeepers	PBP	Completed by	✓	✓	✓	✓
	<b>5.1.5</b> Provide performance data to businesses	Manager Placemaking	Completed by	✓	✓	✓	✓
<b>5.2 Support &amp; increase the capacity of small businesses</b>	<b>5.2.1</b> Actively participate in the Small Business Friendly Council program	Manager Placemaking	Completed by	✓	✓	✓	✓
	<b>5.2.2</b> Encourage small businesses to participate in relevant Council funding programs, i.e. Placemaking Grants Program	Manager Placemaking	Completed by	✓	✓	✓	✓
	<b>5.2.3</b> Promote our involvement with Easy to do Business (EtdB) and the streamlined process for cafes, restaurants and small bars to start up and other relevant industries that the program is extended to cover	PBP/Manager Placemaking	Completed by	✓	✓	✓	✓
	<b>5.2.4</b> Target international visitors through airline and cruise ship promotion	Manager Placemaking	Completed by	✓	✓	✓	✓

## Theme 5 Investing in Business

Strategies	Operational Plan Actions/Projects	Responsible Person	Milestones	2019/20	2020/21	2021/22	2022/23
<b>5.3 Develop a program which encourages creative and attractive shop fronts and window displays</b>	<b>5.3.1</b> Work with the owners of vacant shops to maintain an active appearance and presentation to the street	PBP	Completed by	✓	✓	✓	✓
	<b>5.3.2</b> Introduction of Paddington heritage photographs & other suitable artistic & cultural images for temporary hoardings – similar to City Of Sydney building site hoardings	Manager Development Control	Completed by	✓			
	<b>5.3.3</b> Provide incentives for shop keepers to maintain pleasant window displays such as formal recognition and rewards	PBP/Manager Placemaking	Completed by	✓	✓	✓	✓
	<b>5.3.4</b> Keep a photographic data base of high quality shop front displays	PBP/Manager Placemaking	Completed by	✓	✓	✓	✓
	<b>5.3.5</b> Conduct workshops for shop keepers aimed at how to provide attractive shop fronts and window displays	PBP	Completed by	✓	✓	✓	✓

## Theme 5 Investing in Business

Strategies	Operational Plan Actions/Projects	Responsible Person	Milestones	2019/20	2020/21	2021/22	2022/23
<b>5.4 Businesses and residents of Oxford Street &amp; Paddington supporting one another</b>	<b>5.4.1</b> Trial loyalty programs where businesses provide exclusive offers/discounts for other local businesses and residents	PBP	Completed by		✓	✓	
	<b>5.4.2</b> Conduct a social media campaign based on 'Who are the people in your neighbourhood?'	PBP	Completed by		✓		
	<b>5.4.3</b> Event organisers source 75% of services and goods from local businesses, where practicable	PBP	Completed by	✓	✓	✓	✓
	<b>5.4.4</b> Encourage local schools and pre-schools, as part of the Oxford Street & Paddington community, to participate in suitable programs	PBP	Completed by		✓	✓	✓
	<b>5.4.5</b> Conduct regular business networking functions focussed on business development and referrals	PBP	Completed by	✓	✓	✓	✓
<b>5.5 Paddington Markets</b>	<b>5.5.1</b> Work with the Saturday/Weekly Paddington Market operators to ensure the markets continue as an Oxford Street & Paddington attraction for visitors, tourists and as an outlet for businesses, pop-up stores, on-line traders and the like	PBP/Manager Placemaking	Completed by	✓	✓	✓	✓
	<b>5.5.2</b> Explore opportunities for different market options at the Uniting Church Market site, & at other possible suitable locations, such as a growers/farmers market & flower market	PBP/Manager Placemaking	Completed by	✓	✓		

## Theme 5 Investing in Business

Strategies	Operational Plan Actions/Projects	Responsible Person	Milestones	2019/20	2020/21	2021/22	2022/23
<b>5.6 Have a variety of promotional aids available for use by businesses and others to showcase Oxford &amp; Paddington Street attractions and offerings</b>	<b>5.6.1</b> Prepare a promotional video aimed at tourism and showcasing Oxford Street & Paddington attractions and offerings and distribute it free to all local businesses and others who may be able to include it on their web site and other social media platforms	Manager Placemaking	Completed by	✓	✓		
	<b>5.6.2</b> Encourage additional images for the 'Oxford Street Look Book' (the 'Look Book' was compiled to show Oxford Street attractions and offerings for a Destination NSW presentation)	PBP/Manager Placemaking	Completed by	✓	✓	✓	✓
<b>5.7 Create a unique Oxford Street &amp; Paddington shopping experience</b>	<b>5.7.1</b> Encourage unique and personalised in-store experiences for shoppers	PBP	Completed by	✓	✓	✓	✓
	<b>5.7.2</b> Prepare guides on how shoppers can make the most of their Oxford Street & Paddington shopping experience	PBP	Completed by	✓	✓	✓	✓
<b>5.8 Increasing opportunities to live and work on Oxford Street</b>	<b>5.8.1</b> Investigate the impact of 'micro' apartment buildings at the rear of Oxford Street properties along the lanes	Manager Strategic Planning	Completed by			✓	✓
	<b>5.8.2</b> Planning controls encourage appropriate ratios of retail, commercial and residential floor space so as to encourage Oxford Street as a vibrant shopping, food and beverage and entertainment destination	Manager Strategic Planning	Completed by	✓	✓	✓	✓



Oxford St is celebrated as an iconic heritage high street with rich history, a destination for global and local fashion... the gateway to the heritage enclave of Paddington.

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