

GETTING AHEAD OF THE GAME

Delivering a more productive and liveable Sydney through better transport

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TOURISM & TRANSPORT FORUM (TTF)
IS A NATIONAL, MEMBER-FUNDED
CEO FORUM, ADVOCATING THE
PUBLIC POLICY INTERESTS OF LEADING
CORPORATIONS AND INSTITUTIONS
IN THE AUSTRALIAN TOURISM,
TRANSPORT AND AVIATION SECTORS.

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OVERVIEW

MESSAGE FROM THE CEO

Building Sydney's transport infrastructure and improving customer service on passenger transport is vital to the productivity and liveability of our city. TTF's 2014 report *Better Public Transport. Better Productivity* identified the vital economic role that better transport networks can play in a modern economy where much of our national GDP is generated by the service industries of our metropolitan areas.

For the last two decades, Sydney's transport infrastructure has neither kept up with population and economic growth nor laid the foundation for greater prosperity in the years ahead.

TTF has been a leading advocate for many of the infrastructure projects and service reforms now squarely on the agenda for NSW. Progress is being made through projects like the North West Rail Link, the CBD and South East light rail as well as better customer service through the delivery of the Opal card.

In many ways, these projects are narrowing an already existing infrastructure deficit. If Sydney is to get ahead of the game the NSW government must deliver an ambitious transport infrastructure program. Projects like Sydney Rapid Transit, the completion of light rail in the CBD and in Parramatta and filling in the gaps in our motorway network are all vital.

TTF's transport agenda for Sydney highlights the priorities our policy research has identified to make Sydney an even better global city. They will require reforms and funding – the latter can be best delivered through asset recycling and an examination of other funding mechanisms like infrastructure 'value capture'. A more efficient public transport system can also be aided by a greater role for the private sector in the delivery of many services.

TTF's agenda also looks at ways to make our transport network easier for visitors to NSW. We desperately need a tourism and transport policy developed by transport agencies in conjunction with tourism agencies. An Opal card specifically for tourists should be an early priority.

Sydney is a world-class city but we know that our transport system is yet to reach world-best practice. Transport has been elevated to a high priority by the NSW government and this must continue if we are to alleviate the economic and social costs of congestion, boost productivity and improve connectivity for our residents and visitors.



Margy Osmond
Chief Executive Officer
Tourism & Transport Forum



TTF'S PRIORITIES FOR TRANSPORT IN SYDNEY

Proceed with the partial lease of 'poles and wires' to deliver transport infrastructure funding to Sydney and NSW

Advocate for federal funding support for both public transport and road projects critical to the growth and productivity of Sydney

Explore the use of value-capture mechanisms to increase revenue for transport infrastructure projects, with the Bays Precinct and Parramatta light rail as a pilots

Construct a second harbour rail crossing and CBD line which includes a new station at Barangaroo

Commence planning and funding for rail services for Western Sydney Airport

Extend the Eastern Suburbs rail line to Bondi Beach

Complete the CBD and Parramatta light rail projects

Develop a workable taxi strategy for Sydney

Franchise STA bus services

Complete the Sydney motorways missing links

Improve public transport to Sydney Olympic Park

Upgrade public transport services for Green Square

Identify the transport needs of the western Harbour and the Bays Precinct

Develop a strategy to ensure the transport system is better meeting the needs of tourists

Extend the Opal card to all transport providers

Introduce an Opal visitor card

Slash the cost of travelling to Sydney Airport by train

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IMPORTANCE OF TRANSPORT TO SYDNEY'S GROWTH AND PRODUCTIVITY

With 4.6 million residents, metropolitan Sydney is home to over 60% of NSW's population and accounts for around 73% of NSW's GSP.¹ Sydney's CBD alone generates 23% of the metropolitan area's economic output. Further investment in critical infrastructure and services is required to build on this success and ensure Sydney's sustainable growth.

Sydney is expected to keep growing rapidly, reaching 5.8 million by 2031.² Significant economic and employment growth will be required to maintain today's living standards. As demonstrated in TTF's report *Better Public Transport. Better Productivity* (2014), access to labour markets is paramount in today's service economy. Remaining competitive on both the domestic and international fronts will partly rely on the ability to access Sydney's employment centres.

Traffic congestion is already reducing Sydney's competitiveness, with related costs expected to grow from \$5.1 billion per annum to \$8.8 billion per annum by 2020.³ Tackling congestion requires investment in both public transport and major roads, particularly through the completion of the 'missing links' in Sydney's motorway network.

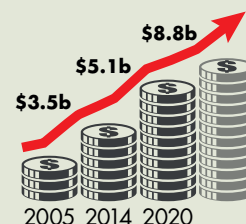
The 2011 Census data revealed that 74% of CBD workers commute by public transport.⁴ In line with existing trends, the CBD's reliance on public transport is expected to grow with the increasing number of commuters and worsening traffic congestion. Over the last decade the proportion of commuters using public transport has significantly increased across the entire metropolitan area, with up to 40% of residents in Sydney's inner suburbs using public transport.

However, Sydney's rail network is ageing and close to capacity. The average load across the rail network is already at 117%, with an average load for the northern line of 155%.⁵ Transport for NSW projections indicate that with only modest increase in capacity, the network would run out of capacity by the mid to late 2020s.⁶ Sydney's bus network is also in need of modernisation as buses are caught in congestion in the CBD and on major roads serving the city centre.

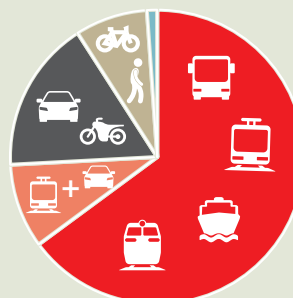
POPULATION GROWTH



COST OF CONGESTION



CBD WORKERS' TRANSPORT MODE SHARE



- 65%** Public transport only
- 9%** Combination of public and private transport
- 17%** Private vehicles
- 8%** Active transport
- 1%** Others, incl. taxis

CBD TRANSPORT TRENDS

+36%

in the number of trips to the CBD in the AM peak hour between 2001 and 2011

Total trips	+48,000
Public transport	+40,000
Active transport	+6000
Private vehicle	+2000

¹ *Mapping Australia's economy* – Grattan Institute – July 2014

² *NSW Planning & Environment* – 2014

³ *NSW Treasury* – 2014

⁴ *TTF analysis of ABS Census 2011 data* – 2011

⁵ *Service Capacity – Sydney Trains* – March 2013

⁶ *Sydney's Rail Future* – Transport for NSW – June 2012

The construction of a second harbour rail crossing and CBD line is critical as it will deliver a 60% capacity increase to the entire rail network and support further extensions of the rail network. The completion of the Sydney CBD and South East Light Rail is also expected to significantly improve the capacity and reliability of the inner-city network.

While transport infrastructure investment should aim to maintain the competitiveness of Sydney's CBD, it should also aim to strengthen other key economic centres such as Parramatta CBD, the proposed Western Sydney Airport and other existing airports, major tourism and events assets, and key precincts under development. A key focus of transport planning must be to move from a radial to a grid network which better meets the needs of commuters and connects existing and planned urban activation precincts across the metropolitan area.

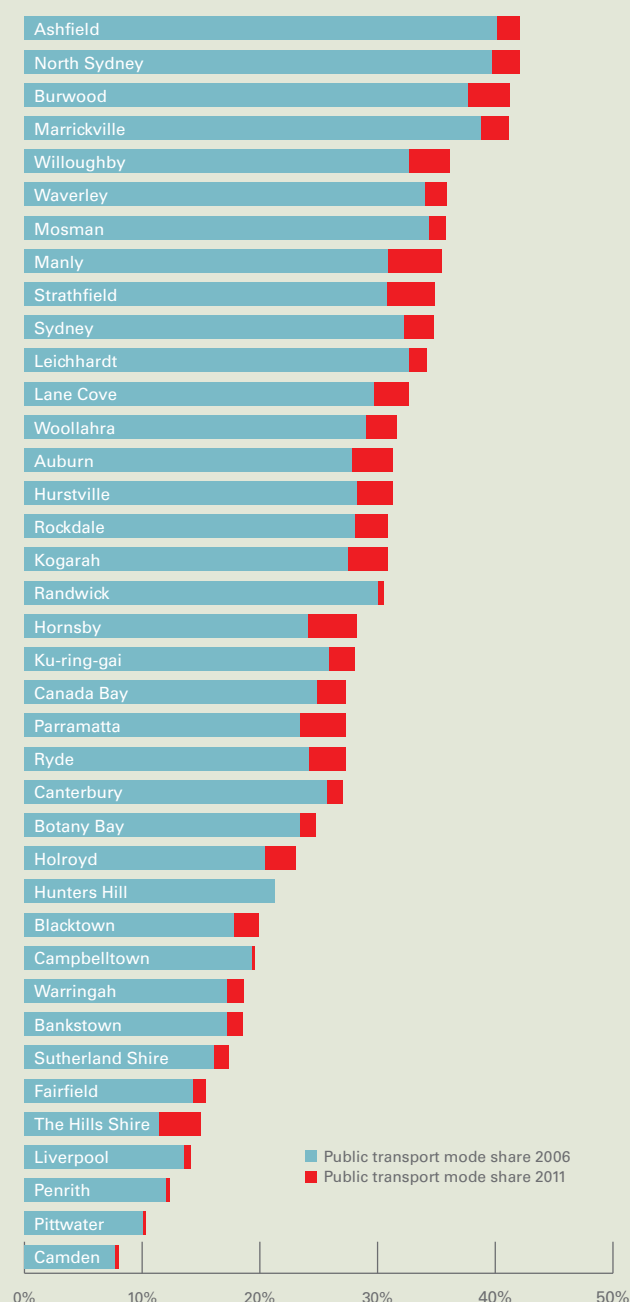
All transport modes, whether it is public transport, taxis, private vehicles or active transport, have a role to play in reducing congestion costs, improving accessibility and maintaining the liveability of our cities. The integration of these modes and the choice given to residents, workers and visitors are critical to the long-term growth of the NSW economy.

Following decades of under-investment in public transport infrastructure, the NSW government is progressively catching up with the state's infrastructure deficit. With a constrained budget and limited support from the federal government for public transport projects, the NSW government will need to consider alternative sources of funding.

TTF therefore strongly supports the partial lease of the state electricity distribution network and the recycling of capital to reduce the infrastructure deficit and ensure the NSW transport network is ready to cope with a steady population and employment growth. In the longer term, new funding mechanisms will be required to support the infrastructure needs of the state.

Transport infrastructure should be built in accordance with the NSW Transport Master Plan to ensure long-term planning stability. However, this plan must remain flexible enough to cope with new developments and opportunities like the Bay Precincts, Western Sydney Airport and other new urban activation centres.

SHARE OF LGA RESIDENTS TRAVELLING TO WORK BY PUBLIC TRANSPORT (2006-2011 CENSUS DATA)



FUNDING TOMORROW'S TRANSPORT INFRASTRUCTURE

1 RE-INVEST ASSET RECYCLING REVENUES IN TRANSPORT INFRASTRUCTURE

TTF supports the use of proceeds from the partial lease of the electricity network to fund the construction of major transport infrastructure projects, including the second harbour rail crossing and CBD line, western Sydney light rail and WestConnex. The funds made available through the partial lease of 'poles and wires' will allow the NSW government to deliver what will be an historic boost to transport infrastructure in NSW in a timeframe that would otherwise be impossible to fund from normal state revenue.

2 ATTRACT FEDERAL SUPPORT

TTF welcomes the support of the federal government for important urban motorway projects in Sydney like WestConnex.

However, TTF strongly supports a modally-neutral approach by the federal government in funding transport infrastructure projects where there have been favourably assessed by Infrastructure Australia. Federal funding should support projects based on their contribution to the functioning of the national economy and enhancing national productivity whether they be road or public transport.

The overarching principle of modal neutrality is supported by the critical role that public transport plays in our cities. Reducing congestion will only occur if we have both a better road network and expanded public transport services.

TTF urges the NSW government to lobby the federal government and make the case for a modally-neutral approach to transport infrastructure funding.

3 EXAMINE VALUE CAPTURE MECHANISMS

As demonstrated in TTF's research paper *Better Public Transport. Better Productivity* (2014), investment in public transport infrastructure and services is a catalyst for growth and productivity. Job creation and economic output per employee increase where access to the labour market is enhanced. A new analytic tool used in this report and developed by PwC to measure the economic benefits of

public transport investment provides the opportunity to assess who are the beneficiaries of newly built infrastructure more accurately than ever before.

Analytical tools like these open the door to new value-capture mechanisms to fund major public transport infrastructure. Value-capture models are based on the premise that businesses that receive a tangible financial benefit from new infrastructure can contribute a proportion of that benefit to the costs of those projects. They have been in use around the world, including in London, Paris, Washington DC and New York.

Value-capture mechanisms can be implemented through a wide range of tools including property tax, development fees or real estate transaction levies. In NSW, value capture took the form of a new floor space levy in North Sydney when North Sydney Station was upgraded.

As the NSW government is catching up with decades of under-investment in public transport infrastructure with a highly constrained budget, TTF recommends the NSW government consider value-capture mechanisms to help fund major public transport infrastructure around transit oriented developments. The urban renewal of the Bays Precinct, which will require substantial new transport links, and the construction of light rail in western Sydney could both be used to pilot a value-capture model for NSW.





INCREASING THE CAPACITY OF THE RAIL NETWORK

1 BUILD THE SECOND HARBOUR RAIL CROSSING AND PLAN FOR A METRO-STYLE NETWORK FOR SYDNEY

The *NSW Long Term Transport Master Plan* and *Sydney's Rail Future* clearly highlight the challenges facing the heavy rail network over the next 20 years. The 'do-minimum' scenario leads to a rail network running out of capacity by the mid to late 2020s. This means overcrowding on most lines, passenger displacement, and lower reliability across the whole network.

This is primarily the result of capacity limitations on the Sydney Harbour Bridge rail line and CBD stations and bottlenecks caused by the merging of multiple lines as they approach the CBD. The current signalling system on the bridge would only permit two additional services each way (a maximum capacity of 20 trains per hour each way). Upgrading the signalling system would provide some additional capacity but not enough to meet long-term demand or overcome the constraints of Wynyard and Town Hall stations.

With the potential to increase overall capacity on Sydney's rail network by 60 per cent and to provide relief at Wynyard and Town Hall stations, a second harbour rail crossing and new CBD line has been identified by TTF as the most important infrastructure project requiring construction in the next ten to 20 years.

As part of this process, Transport for NSW should commence public consultation on alignment options for the second harbour crossing's route. An early consultation process will ensure the debate is well informed and the optimal outcome is achieved.

TTF believes that, if technically feasible, the alignment should include Barangaroo before continuing southward to Martin Place, Town Hall East and Central Station. Including Barangaroo on the rail line would better link it to the financial and commercial hubs of North Sydney and Martin Place while ensuring that the 25,000 employees expected to work at the new precinct and the forecasted 33,000 daily visitors are provided with good transport options. Connecting Barangaroo to the metropolitan rail network is also essential to promote the precinct as a major business, cultural and entertainment centre.

TTF also supports the mooted spur line from the second harbour rail crossing to Neutral Bay. This could reduce the number of buses travelling to the CBD by providing an effective interchange for the transfer of commuters from northern beaches buses to rail.

The NSW government has indicated that the Sydney Rapid Transit project will be the first stage of a metro-style network and TTF believes early consultation on future routes will facilitate better long-term planning.

The alignment of the second harbour rail crossing should also permit longer-term extensions of the Sydney Rapid Transit network to lower north-shore suburbs where the transport demand is high and roads heavily congested.

TTF also recommends that the government examine the feasibility of an express, metro-style, service between Sydney CBD and Parramatta as a future project. Reducing travel times to 15 minutes between Parramatta and the CBD would significantly enhance the commercial potential of Parramatta.



Image courtesy of Optus

2 GETTING PUBLIC TRANSPORT RIGHT FOR THE WESTERN SYDNEY AIRPORT

TTF supports the federal government's decision to build a second Sydney airport at Badgerys Creek. However, the site must have fast and reliable rail and road transport access from early in its operational life to maximise its potential.

The state and federal government have committed \$3.5 billion to a road package for western Sydney to support the operations of the new airport. TTF strongly believes that rail access to the airport and the broader region is also a prerequisite to the successful operation of a western Sydney airport. The NSW government has started a consultation process on potential extensions of the South West Rail Link to Badgerys Creek and St Marys, but neither the state nor federal government has committed funds to the construction of these rail lines.

TTF recommends that the state and federal governments commence planning and fund the expansion of rail to:

- Link the South West rail line at Leppington to the Western Line via the proposed Badgerys Creek airport. Ultimately this line should include the option of heading north to join the North West Rail Link. This will require an interchange between metro-style single deck trains operating on the North West Rail Link and double-deck trains servicing the airport.
- Provide broader benefits to the South West Growth Centre by linking the South West Rail Link with Bringelly and Narellan and ultimately to Campbelltown.

In developing rail links to the airport, the government should plan for rolling stock that will meet the needs of airline passengers, including luggage storage facilities and other passenger facilities.

3 EXTENSION OF THE EASTERN SUBURBS RAIL LINE TO BONDI BEACH

Bus services between Bondi Beach and Bondi Junction are near capacity during peak hours and weekends, often unable to accommodate all passengers waiting at bus stops.

With limited opportunities to enhance bus services, TTF believes there is a strong case for extending the Eastern Suburbs rail line to Bondi Beach. Removing the forced rail to bus interchange at Bondi Junction and increasing the catchment of the line to Bondi Beach and North Bondi would unlock the potential of the existing infrastructure, reduce travel times, and ease bus and traffic congestion in the CBD and Eastern Suburbs.

This proposal would not only benefit commuters during peak hour but a wide range of travellers seven days a week. Bondi Beach is one of the most popular visitor destinations in Australia with an average of 2.2 million visitors per annum over the past three years (excluding visitors from inner Sydney). Of all international visitors to Sydney, 44 per cent visited Bondi. The extension of the Eastern Suburbs line to Bondi Beach would improve access to one of Sydney's most important tourism assets and enhance the visitor experience.



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DEVELOPING SYDNEY'S LIGHT RAIL NETWORKS

1 BUILD STAGE ONE OF PARRAMATTA LIGHT RAIL

Western Sydney is recording population and employment growth rates well above the Sydney Metropolitan Area average. Western Sydney is already home to over one in 11 Australians and is expected to grow to 3 million residents by 2036. As the second largest CBD in NSW, its proximity to labour markets and key public infrastructure mean Parramatta is a key area for economic growth.

Western Sydney's growing population and economy raise challenges, including increasing congestion on the road network. The need for better public transport infrastructure and services in western Sydney has gathered bipartisan support. Building on the initial work of Parramatta City Council, the NSW government has shortlisted four corridors for the first stage of the western Sydney light rail network. Each corridor links key infrastructure such as universities, medical centres or major event venues with Parramatta CBD, established residential areas and potential urban redevelopment areas.

TTF has been an early advocate for light rail in western Sydney and strongly encourages the next government to work with Parramatta City Council to determine which corridor would deliver the most benefits and start its construction within the next four years.

2 MAINTAIN FUNDING AND TIMEFRAME FOR THE CBD AND SOUTH EAST LIGHT RAIL PROJECT

TTF is a long-term supporter of light rail for Sydney's CBD and the south-eastern suburbs. Light rail is a visionary project that will transform George Street while providing a major new public transport link from Circular Quay to precincts like Moore Park, Royal Randwick, UNSW, and the Prince of Wales Hospital campus. TTF commends the state government for its commitment to the project.

Two of the key benefits enabled by the introduction of light rail are the pedestrianisation of George Street and the creation of a bus interchange at the southern end of the CBD, alleviating the need for large numbers of buses to enter the city centre. These will deliver major improvements to the city centre's amenity and the wider public transport network.

Public communications about the light rail project will be vital, especially during the construction phase, to ensure the community is prepared for these changes. Such campaigns were proven highly effective during special events such as the Sydney' and London's Olympic games. A similar approach should be considered for the construction phase of the light rail project.

3 DEFINE A LONG-TERM VISION FOR SYDNEY'S LIGHT RAIL NETWORKS

The light rail projects mentioned above, whether in Sydney, Parramatta or Newcastle, are the first stages of light rail networks. Each of these projects is expected to deliver significant benefits in terms of capacity, reliability, urban revitalisation and densification. They are undeniably critical pieces of infrastructure which will improve the passenger experience and our cities' productivity.

A network planning approach, as opposed to line planning, is paramount to the long-term success of Sydney's public transport. The NSW government should build on its *Sydney's Light Rail Future* strategic document and identify which corridors will be next and what will be required to integrate them to existing bus and light rail services. This exercise will require the NSW government to work closely with local councils, transport operators and other key stakeholders. The long-term vision for light rail should be integrated to the NSW Long Term Transport Master Plan and gather bipartisan support.



UNLOCKING THE POTENTIAL OF THE BUS AND FERRY NETWORKS

1 COMPLETE THE FRANCHISE OF SYDNEY BUSES

In light of a constrained budget environment and significant investment requirements in public transport and road infrastructure, it is vital that the transport budget is used as efficiently as possible. In this regard, TTF believes there are significant opportunities to deliver cost savings and better customer service through the franchising of Sate Transit Authority bus services to the private sector.

Under franchising, the government retains control over fares, routes and service standards. Experience in Australia and internationally has shown that, when carefully designed and managed, franchising public transport services can lead to significant benefits for customers, governments and employees. TTF's 2012 *Public Transport, Private Operators* report investigates the potential benefits of franchising, the requirements for successful implementation, and the opportunities for franchising in Australia.

Following the successful franchising of Sydney Ferries and parts of the bus network, which have seen significantly improved reliability and patronage, the NSW government should progress the franchising of STA buses.

Private bus operators in Sydney are able to operate at 20 to 30 per cent lower costs than the public sector. With an annual operating cost of almost \$650 million, the franchising of STA services could unlock between \$130 and \$195 million per year. Privately operated services in metropolitan Sydney have demonstrated that lower operating costs do not mean lesser customer service. Indeed, privately operated services often improve the customer experience through innovation and contractual incentives to increase focus on customer satisfaction. In 2014, customer satisfaction index ranking of bus operators showed that private bus operators achieved better customer satisfaction than STA in all but one contract region.⁷

2 DEFINE A RAPID TRANSIT CORRIDORS STRATEGY

In *Sydney's Bus Future* and the *Sydney City Centre Access Strategy*, Transport for NSW identifies a number of strategic transit corridors for potential future light rail extensions or Bus Rapid Transit (BRT). Parramatta Road, Victoria Road, Anzac Parade, the Northern Beaches and the Western Sydney Light Rail Network were nominated as key high-growth corridors to be investigated.

These corridors already carry high volumes of buses and have limited capacity for additional services. Increasing the service frequency alone would threaten reliability along these corridors and increase bus congestion within major centres where bus routes converge (e.g. Sydney's CBD). The expansion of dedicated transit lanes, priority at intersections, and higher capacity vehicles will provide the required capacity for higher service frequency. This will cater for the growing transport demand and support urban densification and renewal projects.

While the above list of corridors identified for investigation is welcome, TTF recommends adding to the list the 'Sydney CBD to Sydney Airport' corridor. Both ends of this corridor are major trip generators and produce significant shares of NSW's gross state product. Sydney Airport's plan to develop a major new transport interchange at the airport, which will permit enhanced bus services, provides an opportunity to establish new bus routes. This corridor is heavily used by commuters, visitors, business travellers and freight vehicles alike. In addition to this considerable demand, two major urban renewal projects are underway along this corridor. Green Square and Mascot Town Centre are changing from industrial lands to large dense residential and commercial lands. A corridor study including the existing rail line and potential public transport options should be led by the NSW government to ensure Sydney CBD, Sydney Airport and those major urban renewal projects are supported by adequate public transport infrastructure.

⁷ Customer Satisfaction Index, May 2014 Appendix – Transport for NSW

3

BUILD BARANGAROO'S FERRY HUB

TTF strongly supports the construction of a new ferry hub at Barangaroo. Ferry services will play a key role in servicing Barangaroo, which is expected to accommodate 25,000 workers and 2500 residents. In addition to demand generated by workers and residents, the transport network will need to cater for an estimated 33,000 daily visitors to the area.

With limited parking, public transport is expected to cater for most of the growing demand at Barangaroo. While Wynyard

Station and Wynyard Walk will be the main enablers, ferry services will be crucial to meet the needs of commuters and visitors alike. As well as serving new development on the western side of the CBD, Barangaroo's ferry hub will alleviate capacity pressures at Circular Quay, which already operates close to capacity.

Importantly, the new wharves should also cater for private ferry operators and berth space should be specifically allocated for this purpose. Private ferry operators provide additional commuter services at no cost to government and are critical to develop the tourism offer on the harbour.





INCREASING THE EFFICIENCY OF THE ROAD NETWORK

1 COMPLETING THE M4 'MISSING LINK' AND IMPROVING ACCESS TO THE AIRPORT AND PORT BOTANY

The NSW government has announced its intention to construct Westconnex. TTF supports the completion of the M4 missing link, the rejuvenation of Parramatta Road and better connectivity to the Sydney Airport and Port Botany precincts.

A key goal for the project should be to reduce traffic congestion around Sydney Airport and facilitate freight movements from these two gateway precincts. TTF urges the NSW government to work with stakeholders to ensure that its current plans will meet these goals and not induce traffic in surrounding suburbs.

2 MAINTAIN FUNDING FOR NORTHCONNEX

The nine-kilometre tunnel motorway to be built between West Pennant Hills and North Wahroonga will complete another missing link in NSW's motorway network. The tunnels will provide an alternative to surface roads for traffic and freight, cutting travel times by up to 15 minutes in one of Sydney's most congested areas. Importantly, the planned tunnel also provides the opportunity to improve public transport services thanks to lower traffic volumes on surface roads.

For commuter and freight traffic alike, NorthConnex will improve travel times and reliability for trips within the Sydney metropolitan area and beyond. TTF supports the project and recommends maintaining announced funding and construction timeframes.

3 DEVELOP A TAXI STRATEGY FOR SYDNEY CBD

Taxis fulfil a crucial role in Sydney and are heavily used for business, tourism and entertainment purposes, including off-peak and late at night. Taxis are also a key element of the transport network during special events and major un-planned disruptions to the public transport network.

However, the lack of strategic planning is a key issue for the taxi industry. The NSW government should work with the taxi industry and local councils to develop a customer-oriented strategy benchmarked against world best practice.

Providing more opportunities to legally and safely pick up and drop off customers is the most efficient approach to reducing traffic disruptions that can be caused by non-compliant kerbside stopping. Additional taxi ranks must be located within easy access of arterial roads in order to minimise unnecessary mileage. Once George Street is partially pedestrianised, it will be crucial to install a network of taxi ranks on east-west streets adjacent to the pedestrian area.

The taxi strategy should acknowledge the various level of use of taxi ranks according to time of day and location. The most heavily used taxi ranks, especially in the vicinity of tourist attractions, should be sheltered to protect customers from the weather. Such shelters have already been implemented by the City of Sydney on Jamison Street. Circular Quay and Darling Harbour are other locations where shelters would be appropriate.

Where late-night problems exist, secure taxi ranks should be established. Existing staffed secure taxi ranks (e.g. Park Street and Bayswater Road in Sydney, Queen Street in Melbourne) have demonstrated the benefits of such measures.

Other initiatives for consideration include better lighting and seating at taxi ranks, incentives to promote multi-hiring taxis, pre-paid fares, staggered changeovers, and educational campaigns targeting taxi drivers and customers on their rights and responsibilities.



PROMOTING ACTIVE TRANSPORT

1 CREATE A MORE WALKABLE CITY

Every public transport passenger becomes a pedestrian at some stage of their journey. Whether it is accessing a local bus stop, transferring from a bus to a train, or walking to the final destination, active transport is the key link between modes and the final destination. Simple measures such as better wayfinding and lighting can go a long way to improve the pedestrian experience. Approaching the CBD, buses are often full or nearing capacity and traffic congestion is worsening. Known as “the last mile”, servicing this section of a journey is a recurrent challenge for transport authorities and operators. A more walkable city would alleviate part of the pressure on the public transport network, encouraging more commuters to walk to work instead of using public transport or private vehicles for short trips.

The City of Sydney has developed a Walking Strategy and Action Plan for its jurisdiction. The strategy sets a range of targets such as increasing the proportion of City of Sydney’s residents walking to work from 29 per cent (2011) to 33 per cent by 2030. Meeting this target would free up significant capacity on the public transport and road network, enabling the transport network as a whole to move more people more efficiently. The City of Sydney’s action plan includes measures to increase the amount of pedestrianised space, improve footpath lighting and accessibility, and improve the design and activity levels of pedestrian routes.

The NSW government should work with local councils to help them reach these targets. Harmonising wayfinding and reducing waiting times for pedestrians at intersections are two key areas where the state government can make a difference.

2 UNLOCK THE POTENTIAL OF CYCLING

Cycling is getting more and more popular among commuters, especially in Sydney’s inner suburbs. Albeit a relatively low mode share, cycling has the potential to alleviate traffic congestion and reduce the pressure on the public transport network approaching the CBD. While walking to work is most achievable for distances under three kilometres, cycling is a viable option for distances up to ten kilometres.

In a congested environment, cycling offers competitive travel times and requires little storage space at the final destination. However, cycling also presents some challenges. The conflicts emerging from sharing space with cars and pedestrians becomes a source of frustration for all road users and can become a safety issue. An integrated cycleway network would remove most of these conflicts and facilitate the take-up of cycling as a means of getting to work. A safe cycleway network would also facilitate the take up of cycling tourism which is proving popular in bicycle-friendly cities such as Canberra or London.

The Sydney City Centre Access Strategy (2012) and Sydney’s Cycling Future (2013) both acknowledge the potential of cycling for transport and map a series of cycling links to develop an integrated network within the city centre and metropolitan area. The NSW government should build on these strategic documents and work with local councils to complete the proposed cycling network, among which the planned cycleway on Castlereagh Street plays a critical role.





SUPPORTING TRANSIT-ORIENTED DEVELOPMENTS

1 IMPROVE PUBLIC TRANSPORT ACCESS TO SYDNEY OLYMPIC PARK

Already experiencing strong and sustainable growth, Sydney Olympic Park represents a unique opportunity for urban densification and activation. The Sydney Olympic Park Master Plan 2030 plans for 1.4 million square metres of new construction to support more than 31,500 jobs, 14,000 additional residents, 5000 students, and around 10 million visitors per year. A wide range of services and infrastructure will be needed to cater for such growth and public transport access will be a key to the precinct's future success.

Despite a train station within the precinct, public transport connections are relatively poor. Currently, 82 per cent of employees at Olympic Park must undertake three or more connections for their journey to work, with more than half rating their journey as "quite difficult" or "very difficult". Existing public transport access to Olympic Park is damaging the attractiveness of the precinct as a workplace, but also as a residential area and major events destination.

In the absence of the necessary rail capacity to establish a direct rail link to the CBD, TTF calls on the NSW government to upgrade the bus network servicing Olympic Park. The introduction of a high-frequency express bus service between Strathfield and Sydney Olympic Park, with a high-quality interchange at Strathfield Station, would go a long way to support the redevelopment occurring in the precinct.

The NSW government has identified four corridors for the first stage of the Parramatta Light Rail network. Among these corridors, Parramatta to Strathfield/Burwood via Sydney Olympic Park has the potential to serve both the urban redevelopment area and major business and sport events. TTF supports this route for early funding consideration by the government.

2 UPGRADE GREEN SQUARE'S PUBLIC TRANSPORT SERVICES

Green Square is the largest urban renewal area in Australia. The \$8 billion project will transform 278 hectares of industrial lands into a major urban centre between Sydney CBD and Sydney Airport. The planning and construction of the precinct is already well underway with about 10,000 apartments due for completion over the next four years. By 2019, the precinct will be home to 19,000 residents and is expected to grow to a population of 53,000 by 2031.

This spectacular residential growth is putting additional pressure on an already heavily congested road and rail network. With a large part of the Green Square urban renewal area not within walking distance of the existing Green Square train station, public transport options for most of its residents are limited. Bus services are already nearing capacity in peak hour and there is limited capacity on the road network for more buses entering the city centre.

There are also concerns over the capacity of the airport rail line's ability to cope with the growing demand from residents who will live within walking distance of Green Square railway station. Under the current *Sydney's Rail Future*, services from the under-construction South West Rail Link will reach Sydney CBD via the Airport Line. This extended catchment area is expected to significantly increase the occupation rate of train services running on the Airport Line and servicing Green Square. Enhanced demand at Green Square and lower spare capacity on the Airport Line are major concerns. TTF understands that the capacity of the Airport Line is limited by the capacity of the City Circle as well as Wynyard and Town Hall stations. While *Sydney's Rail Future* indicates that the Airport Line will ultimately have a frequency of 20 trains per hour, it seems unlikely until completion of the second harbour rail crossing and CBD line.

Given concerns over the ability of the existing network to cope with the expected growth in travel demand, TTF urges the NSW government to invest in better public transport infrastructure and services for the Green Square Urban Renewal Area.

The City of Sydney is securing land for a public transport corridor from Green Square train station through the urban renewal area and towards Sydney CBD. This corridor has the potential to both increase the catchment area of Green Square Station and provide a public transport alternative to Sydney CBD for the high density residential areas of Green Square. While enhanced bus services along this corridor will be sufficient in the short term, TTF encourages the NSW government to work with the City of Sydney and investigate whether a light rail line would be desirable. The NSW government should also assist the City of Sydney in securing the public transport corridor.

3

IDENTIFY THE WESTERN HARBOUR AND BAYS PRECINCTS' TRANSPORT INFRASTRUCTURE REQUIREMENTS

The NSW government has identified the Bays Precinct as the site of a major urban renewal project. The precinct includes 5.5 kilometres of waterfront and 80 hectares of land and includes major sites like the Sydney Fish Market, the disused White Bay Power Station and the White Bay Cruise Ship terminal.

TTF believes that the Bays Precinct has the potential to become a major commercial, educational, cultural and residential precinct that will enhance the Sydney economy while providing an exciting new part of Sydney's offering for visitors.

The front door of the Bays Precinct is Sydney's western harbour which stretches from Walsh Bay around Darling Harbour to the tip of Pyrmont. With multiple new developments joining existing commercial, residential and visitor attractions, this precinct is set to become a major economic generator for Sydney.

The success of plans for these precincts will rely on providing new or improved transport links. The existing road network is unlikely to be able to provide adequate capacity so new rail, light rail and ferry services will need to be considered by the government. Since both precincts are expected to become significant visitor destinations, the provision of appropriate taxi ranks must be integrated in the planning process.

Given the location of these two precincts, active transport has the potential to be a major transport mode to and from the CBD for visitors and commuters. The NSW government should work closely with local councils to ensure adequate pedestrian and cycling facilities are planned for the precinct.

TTF recommends that the NSW government identify the transport requirements of both these precincts to facilitate their further renewal.





SUPPORTING THE VISITOR ECONOMY

1 DEVELOP A TOURISM AND TRANSPORT STRATEGY

Tourism is a critical economic driver across Australia, generating \$110 billion in expenditure and contributing \$90.7 billion to GDP in 2012-13 or 5.3% of the Australian economy, with room for growth in the foreseeable decades. In NSW, about 158,000 people are directly employed in tourism, with a further 109,000 indirect jobs related to tourism (2012-13). As a key contributor to the Australian and NSW economy, the tourism sector should be the focus of a whole-of-government approach.

The transport network plays a crucial role in the visitor economy. Mobility is an essential issue for tourists when visiting large cities and it greatly affects their experience of the city. As the international gateway to Australia, Sydney's transport network is especially important. A public transport network that is legible, affordable and easy to use will contribute significantly to the overall experience of a visitor to Australia. Conversely, a poor experience with public transport can negatively impact on a visitor's perception of Sydney.

Enhanced mobility will improve the visitor yield and facilitate local and regional dispersal of visitors. The ease of use of public transport will encourage tourists to visit regional destinations such as the Blue Mountains, the Central Coast, the Hunter Valley or other key destinations.

While transport authorities have historically focused on the needs of domestic commuters, the role of public transport in our cities and regions for visitors must also be a core part of their operations. The tourism task of public transport systems is often underestimated. Most visitors will use some sort of public transport service to get to and from hotels and visitor attractions, whether it is via the iconic Sydney ferries, the 333 bus, the Airport Rail Link or the City Circle. In the 2012-13 financial year, more than 11,300,000 visits to the City of Sydney LGA were recorded. This is the equivalent of the yearly patronage of the Eastern Suburbs rail line (2011).

In addition to representing a significant volume of passengers, the nature of tourism-related trips is of particular value to public transport operators and authorities as they often are outside of peak hours. As such, they do not compete with the main commuter market and provide an opportunity to increase farebox revenue on existing services.

TTF strongly recommends that the NSW government develop a tourism and transport strategy to enhance the visitor

experience, support the tourism industry and make the most of existing transport services. While a particular focus on public transport is required, the strategy should also cover taxis and coaches, which play a crucial role in visitor mobility.

There are a number of issues that can be addressed to improve the visitor experience of public transport, including ticketing, access to information, customer service improvements and marketing. The following recommendations are some key game changers; many other measures can be implemented to improve the way visitors experience the NSW transport network. TTF strongly recommends the NSW government work with the tourism industry to develop a comprehensive tourism and transport strategy.

2 INTRODUCE AN OPAL VISITOR PRODUCT AND ROLL-OUT OPAL TO PRIVATE FERRY OPERATORS

Smartcard ticketing simplifies public transport by allowing people to make a journey without the complication of purchasing single tickets or understanding different fare structures. Domestic destinations such as Adelaide and Brisbane and overseas destinations such as Hong Kong and London have smartcard ticketing options for visitors which also integrate information and sometimes access to visitor and cultural attractions.

Streamlining processes to make it easier for visitors to coordinate transport and activities will assist in improving the visitor experience and efficiency of their trip. Sydney should, at a minimum, have a dedicated Opal visitor card to encourage visitor use of public transport. A tourist Opal card should be sold at a price which allows unlimited travel on Sydney's public transport for set periods (e.g. one, three or five days). This would dramatically increase the ease of using public transport for those visiting Sydney. Plans for a more sophisticated system of integrated ticketing should be pursued, allowing visitors to access both attractions and transport on the one card.

Specific Opal cards for major events such as conventions and exhibitions should also be considered. Sydney is competing with other national and international cities to host major events. The availability of unlimited transport card for the duration of the event would significantly improve Sydney's offering in what is a very competitive market. Such temporary, event-specific cards are under consideration in Queensland where a G20 GoCard was distributed to

attendees and media delegates to facilitate their stay in Brisbane and promote the event. The NSW government should consider the development of similar products.

However as a first step, the Opal card should be available for both public and private ferry services in order to enhance the offering of an Opal visitor product and encourage a fair, competitive environment. Visitors do not differentiate whether public transport services are operated by the public or private sectors. As private operators innovate with new ferry routes, it is important they are given access to critical customer service improvements and are able to leverage the value of the Opal card for consumers. TTF also note that the NSW government indicated in letter dated 01/06/2012 that *"Any extension of the Opal to the broader transport sector, such as taxis, bus or ferry operators is not currently in scope, but may be considered once the core public transport ticketing project has been rolled out"*. Now that the Opal card has been rolled out to all public transport modes, the NSW government should move to include private ferry operators. TTF understands there is no significant technical challenge in the roll out of the Opal card to private operators.

In order to facilitate visitors' journeys and encourage a competitive environment, the Opal card should be available for both public and private ferry services as the first step.

3 REDUCE THE FARE OF THE AIRPORT RAIL LINK

Sydney Airport is served by an efficient, frequent and relatively fast rail link that connects the two airport stations with the Sydney CBD.

Despite high transport demand and good service levels, rail mode share among those travelling to the airport is low. Total public transport mode share is less than 20 per cent. This is particularly low compared to other comparable international airports around the world such as London Heathrow, Paris CDG, Zurich, Copenhagen or Hong Kong (all aforementioned airports have a public transport mode share between 30 and 60 per cent).

This is primarily the result of the high cost of using the Airport Rail Link. Users of the international and domestic terminal stations must pay a fee of \$12.60 per adult in addition to the standard one-way, single fare of \$3.80, totalling \$16.40 for a one-way fare to or from the CBD. The vast majority of airport users still travel by car or taxi, contributing to rising congestion on the road network around the airport.

Removing the Station Access Fee (SAF) to bring fares for the Airport Link in-line with the Sydney Trains network is an important initiative for reducing road congestion as well as improving the visitor experience for airport users.

It is important to note that the removal of the Station Access Fee would not only support the visitor economy but also the large labour market working at the Sydney Airport site. Up to 28,000 full time equivalent jobs are supported by Sydney Airport; this is the equivalent of the future Barangaroo workforce.



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