



Tourism & Transport Forum (TTF)

Open Sydney Discussion Document

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Tourism & Transport Forum (TTF) is a national, Member-funded CEO forum, advocating the public policy interests of the 200 most prestigious corporations and institutions in the Australian tourism, transport, aviation & investment sectors.

FOR FURTHER INFORMATION PLEASE
CONTACT:
CARLITA WARREN
NATIONAL MANAGER, TOURISM
TOURISM & TRANSPORT FORUM (TTF)
P | 02 9240 2027
M | 0415 877 409
E | cwarren@tff.org.au
www.tff.org.au

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A vision for Sydney's visitor economy at night - just imagine...

A visitor to Sydney aboard a luxury cruise ship decides to explore Sydney during an overnight stay....

After leaving the ship at the Overseas Terminal, the visitor notices a buzz of activity at the Museum of Contemporary Art (MCA); the museum has extended trading hours throughout the month for a recently-opened exhibition....

From the MCA, the visitor moves seamlessly through the museum to be connected with The Rocks and begins to peruse retail stores for gifts to take home...

A regular night-time market is running in The Rocks, with bystanders listening to live music on the street corner....

While stopping for a quick drink at one of the small bars in The Rocks, the visitor hears of a late-night theatre show in Walsh Bay...

Following the well-lit path around the harbour taking in views of the Opera House and Harbour Bridge, the visitor arrives at Walsh Bay to be greeted by people dining, shopping and discussing a recently-seen show....

When the show ends, the visitor boards the light rail adjacent to the theatre and travels through Barangaroo, noticing the installation of a new public art display lighting the precinct....

Stopping at Haymarket, the visitor chooses from a number of restaurants and enjoys a late dinner in Chinatown...

Still interested in exploring the city further, the visitor boards the light rail again using an integrated ticket to travel to Star City. The visitor will use the same ticket tomorrow to visit other must-see attractions their friends told them about before arriving in Sydney....

Leaving the casino the visitor takes a taxi from its coordinated rank for the trip back to Circular Quay.

TTF's recommendations:

Activating our precincts

- Continue to work collaboratively with adjoining land managers and Destination NSW to deliver improved experiences and promotion of the city's Night-Time Economy (NTE).
- Review zoning across the city to allow for greater mix-used development including accommodation and tourist facilities to support the NTE.
- Include accommodation providers in a stakeholder meeting to discuss a trial plan for the management of the NTE in Kings Cross.
- Review regulations for licensed harbour cruises to minimise the impacts on supporting businesses at arrival wharfs.

Enhancing retail and entertainment

- Work with retailers to extend trading hours to provide shopping experiences late at night. Efforts should be concentrated on high-traffic areas including Town Hall, Circular Quay, The Rocks and George Street.
- Facilitate retail marketing, promoting Sydney CBD as a vibrant and exciting destination for late-night shopping. Include one-off retail events, highlighting specific localities as late-night retail hubs.
- Coordinate a six-month trial of late night openings of museums and art galleries within the City of Sydney Local Government Area.
- The City of Sydney should work with the NSW government and industry stakeholders to develop a cultural policy for Sydney.
- The City of Sydney should continue efforts to activate public spaces through the use of art, design, lighting and events. The city should also incorporate wayfinding technology into its NTE strategies to support visitors exploring the city.

Fostering growth in hospitality services

- Review and improve licensing and regulations governing the operation and development of small bars in the City of Sydney Local Government Area.
- Continue to streamline the Development Application process, reducing the regulatory burden on business.
- In partnership with industry, the City of Sydney should establish a hospitality strategy designed to provide policy direction for the development of the sector, providing a harmonised approach to planning, licensing and regulation.

TTF's recommendations (continued)

Improving transport access

- Encourage greater after hours and late night activity in the Sydney CBD as a means of spreading transport demand outside the afternoon peak period.
- Support CityRail in providing additional late night and early morning services from the City of Sydney Local Government Area to residential localities.
- Make the proposed CBD light rail network the lifeblood of the NTE, operating 24 hours per day.
- Work with NSW Transport to provide enhanced security at bus stops in key NTE precincts.
- Encourage the amendment of the Passenger Transport Act 1990 to enable a greater range of late night transport operations.
- Improve the delivery of customer information for Night Ride bus services.
- Support initiatives that encourage taxi drivers to work late night shifts.

INTRODUCTION

The Tourism & Transport Forum (TTF) welcomes the opportunity to provide comment on the City of Sydney's *Open Sydney Discussion Document*. TTF congratulates the City of Sydney for its thought-leadership on ways to enhance Sydney's nightlife, ensuring the city continues to provide world-class experiences for both visitors and locals. Sydney needs a coordinated policy framework to ensure the Night-Time Economy (NTE) remains a vibrant and inviting part of this global city.

Sydney enjoys an unparalleled reputation as one of the world's best destinations, voted the best city in 2011 by luxury travel magazine *Condé Nast Traveler*¹. To maintain Sydney's standing alongside global cities such as London, New York and Hong Kong, Sydney must embrace all elements of its visitor economy, including night-time activities. In 2010-11, 2.6 million international visitors and 7.7 million domestic overnight visitors spent a total of \$10.4 billion while in Sydney². The state government's *NSW 2021: Making NSW number one* sets ambitious targets for growth in the state, including doubling visitor expenditure by 2020. The ability of the state, and Sydney as its major gateway, to meet this target will largely be determined by the city's ability to encourage people to spend more and stay longer at the destination. To make this happen, there is a need to enhance the range and appeal of visitor activities after dark including restaurants, cafes, bars, retail outlets, and entertainment and cultural venues.

TTF supports strategies identified by the City of Sydney to grow its NTE. In particular, there is a need to activate the city's precincts, enhance the retail and entertainment offering, as well as improve transportation access. There is an opportunity to further activate precincts through integrating appropriate mixed-use development in prime NTE destinations, as well as extending trading hours of our retail, hospitality and cultural facilities. Events and the innovative uses of public spaces will activate those precincts, making the city an inviting place to visit after dark. Furthermore, businesses operating in the NTE need a regulatory environment that addresses the challenges of operating a business at night, including streamlined development application processes. Businesses, locals and visitors will need access to frequent, reliable and safe transport options to prolong their visit to the city.

TTF's submission outlines a list of considerations for the City of Sydney in the progression of its Open Sydney discussions. TTF would welcome the opportunity to be involved in future forums regarding the activation of the city at night.

¹ *Condé Nast Traveler* Readers Choice Awards 2011

² Tourism Research Australia, *International and National Visitors Survey*, Year ending June 2011

ACTIVATING OUR PRECINCTS

Collaboration between land managers

Sydney is a patchwork of interrelated precincts and special places, often falling within the remit of multiple land managers. The City of Sydney, Sydney Harbour Foreshore Authority, CityRail, NSW Parks and Wildlife Service, and NSW Maritime all have jurisdiction over some of the city's greatest places to visit and most frequented after-dark destinations.

While this adds to the character of the city, it also makes the coordination and delivery of the visitor experience difficult. To create a cohesive and integrated plan for the NTE, City of Sydney's vision needs to be integrated with the work currently undertaken by adjoining land managers and industry stakeholders. In addition, the efforts of the City of Sydney must be reflected in the promotional efforts of Destination NSW and vice versa to ensure the best of Sydney's visitor economy is communicated to visitors.

Recommendation

Continue to work collaboratively with adjoining land managers and Destination NSW to deliver improved experiences and promotion of the city's NTE.

Activating precincts through mixed use

Integrated precinct planning will be critical for the sustainable growth of Sydney's night-time visitor economy. TTF supports the creation of mixed-use precincts that integrate retail, hospitality, commercial and residential activity to create vibrant and lively places to live and visit. It is the mix of local and visiting patrons interacting in an area for business and leisure that creates a diverse and interesting destination, particularly for international travellers.

Cockle Bay and King Street Wharf are perfect examples, providing a mix of residential and commercial activities that utilise hospitality facilities during the day, which then support the NTE by providing leisure and entertainment venues later in the evening.

To activate and integrate precincts, planning instruments need to allow for a greater mix of activities including accommodation in certain zones within the city. Consideration of accommodation development in alternative precinct zones including Zone R1 (General Residential), Zone R2 (Low Density Residential) and Zone B7 (Business Park) will be necessary to support the night-time visitor economy and encourage increased overnight stays.

There is also the need to improve the connectivity between precincts including The Rocks, Walsh Bay, Barangaroo, Darling Harbour and Chinatown through better transportation links. Enhancing transport access to these areas has the potential to encourage people to stay in the CBD for longer.

Walsh Bay – a cultural precinct in the making

Walsh Bay and neighbouring Barangaroo and Circular Quay have the potential to become world-leading cultural precincts. There is an opportunity to create an environment where cultural institutions can be housed, artists would congregate, work and live, providing visitors and locals access to performances and engagement with the arts. This model has worked effectively in other international cities including the 798 Space in Beijing, where a converted factory houses artist and cultural facilities, supported by studios, galleries, art and design centres, restaurants, bars and loft-style accommodation. Closer to home, Federation Square in Melbourne is a dynamic public space that provides an integrated mix of attractions and event space and is a focal point for the city. Transport, in the form of light rail, and the effective mixed-use development of Wharf 2/3 will be the key to activating this precinct.

Recommendation

Review zoning across the city to allow for greater mix-used development including accommodation and tourist activities to support the NTE.

Kings Cross

Kings Cross is a notable night-time precinct for international and domestic visitors. TTF supports stakeholder consultation regarding trial management plans for Kings Cross. Similar to the beginnings of Woolloomooloo, concerted efforts are required to diversify the NTE in Kings Cross, making the precinct more attractive to a broader range of visitors and users. The inclusion of accommodation stakeholders in discussions will be vital, given their role in providing services to visitors/patrons.

Recommendation

Include accommodation providers in a stakeholder meeting to discuss a trial plan for the management of the NTE in Kings Cross.

The importance of harbour access

Harbour cruises integrate visitor experiences around the city foreshore, providing an alternative way to view and access leisure and entertainment venues in the city. TTF supports the City of Sydney's intention to review regulations for licensed harbour cruise operators to ensure patrons arrive safely, and that the correct provisions are in place to minimise the potentially disruptive impact of these harbour cruises on supporting businesses located at arrival wharfs.

Recommendation

Review regulations for licensed harbour cruises to minimise the impacts on supporting businesses at arrival wharfs.

ENHANCING RETAIL AND ENTERTAINMENT

A destination's retail offering forms a significant component of the visitor experience, resulting in additional expenditure on ancillary services such as food, accommodation or patronage at complementary attractions such as museums or galleries. In 2010-11, international and domestic overnight visitors spent a total of \$7.1 billion on retail purchases while in Australia³, accounting for more than one tenth of all overnight visitor expenditure.

Including elements of our social infrastructure, such as retail experiences, into major tourist areas should be integral to precinct planning, along with the extension of opening hours, a diverse mix of specialty stores, food experiences, and hotel accommodation. The facilitation of major events is also important in drawing people to these destinations and encouraging them to stay longer, and activating these precincts after hours.

Diverse trading hours

Australia is known as a global destination. Yet a core characteristic of global destinations is their ability to provide experiences to visitors throughout the day, including at night. Dubai, Singapore and Hong Kong are notable global 24-hour destinations. Sydney needs to offer more retail, commercial and dining options outside traditional office hours, to better meet the needs and expectations of international visitors. In a survey conducted by the Sustainable Tourism Cooperative Research Council (STCRC), visitors to Sydney rated convenient opening hours as an area of high importance, yet an area of underperformance by the destination⁴. Supporting night-time retail and entertainment activities has the potential to create vibrant night-time precincts, encouraging a diverse mix of visitors to the city and extended stays in the CBD. Associated marketing promotion in conjunction with retail and industry partners will be necessary to begin the culture shift of trading later.

Recommendation

Work with retailers to extend trading hours to provide shopping experiences late at night. Efforts should be concentrated on high-traffic areas including Town Hall, Circular Quay, The Rocks and George Street.

³ Tourism Research Australia, *International and National Visitors Survey*, Year Ending June 2011

⁴ Dickson, Edwards, Griffin, Hayllar and Schweinsberg, *Understanding Tourist 'Experiences' and 'Behaviour' in Cities*, CRC Sustainable Tourism, 2009

Circular Quay & The Rocks – supporting the tourist experience

Circular Quay and The Rocks are fundamental components of the visitor experience in Sydney. The rapidly growing cruise market and increased use of the Overseas Passenger Terminal have further reinforced the significance of the area as a visitor hub. The true potential of visitors arriving in Sydney via the harbour has not been fully realised. Ensuring cruise ship visitors have access to retail, entertainment and hospitality services after dark is critical to encouraging greater expenditure in the local economy. Working with local operators and authorities, the City of Sydney should investigate the feasibility of coordinating late-night trading when ships are docked in Sydney Harbour, providing a broader range of services that encourage visitor engagement in the city.

TTF recognises retail trading-hour reform will not automatically result in retailers extending their trading hours specifically to serve visitors. A coordinated approach is needed to assure retailers there will be adequate demand to justify extended trading. Such initiatives could include a broad calendar of events and extended trading hours of cultural and entertainment facilities to drive increased traffic in these precincts.

In addition, creating specific retail events would be an additional opportunity to drive demand. Working with groups of retailers in particular precincts to market their retail and entertainment product in a combined event is one option. The *Great Singapore Sale* is an example of a successful retail event that brings together a variety of retailers, as well as hotels and restaurants, under a Singapore-wide promotion to encourage people to visit the city. Similarly, creating specific night-time retail hubs creates a concentration of providers in one area which then become synonymous with the NTE, servicing the needs of multiple visitors and users.

Recommendation

Facilitate retail marketing, promoting Sydney CBD as a vibrant and exciting destination for late-night shopping. Include one-off retail events, highlighting specific localities as late-night retail hubs.

Late-night openings of our cultural facilities

Cultural facilities play a significant role in adding value and depth to the visitor experience at a destination. Not only are many cultural facilities iconic venues in their own right, but the events, exhibits and shows they house incentivise travel by both international and domestic visitors. In 2010-11, there were 13.0 million international and domestic overnight cultural visitors in Australia, who stayed longer and spent more than the average traveller⁵.

More than half of all international visitors participated in cultural or heritage activities, on average staying 45 nights and spending \$4,200 against an average baseline of 35 nights and \$3,300 for all international visitors.

There is the potential to enhance the NTE experience by providing visitors with access to exhibitions and events at Sydney's cultural institutions after dark. Some museums and galleries are already embracing the NTE; the Australian Museum recently completed a successful season of *Jurassic Lounge*, a late-night event encouraging 18-35 year olds to visit the museum after hours for drink and food. Furthermore, the Art Gallery of New South Wales developed *Art After Hours*, and the Museum of Contemporary Art has trialled late-night openings once a week.

A concerted and coordinated approach is now required to ensure these late-night openings become a regular NTE activity. TTF suggests the City of Sydney could coordinate a six month trial of late-night openings across various cultural institutions within the City of Sydney Local Government Area (LGA), providing promotional support to encourage participation by city-based workers and visitors to the localities. There is the further opportunity to then leverage this campaign through the efforts of Destination NSW, providing supporting content to the state's events calendar.

Recommendation

Coordinate a six month trial of late-night openings of museums and art galleries within the City of Sydney LGA.

Developing a cultural policy for Sydney

A coordinated policy is needed to ensure Sydney maximises the potential of its cultural tourism offering. In a recent review of Sydney's cultural facilities, a number of major capacity constraints were identified, including the need for an additional main-stage theatre, more rehearsal and studio space, better use of outdoor open spaces and the need to redevelop the Sydney Entertainment Centre⁶. There is a multiplicity of sites around Sydney earmarked for potential development of cultural, theatre and entertainment facilities including the Sydney International Convention, Exhibition and Entertainment precinct, Barangaroo and Wharf 2/3 Walsh Bay. The development of a cultural policy for Sydney would help focus efforts on key infrastructure required to ensure the right mix of facilities and cultural activities in the city.

⁵ Tourism Research Australia, *International and National Visitors Survey*, Year Ending June 2011

⁶ Sweet Reason Pty Ltd, *Planning Sydney's Cultural Facilities*, March 2011

A cultural policy would also connect stakeholders, such as the City of Sydney, NSW government and industry partners, by providing a coordinated cultural tourism experience for the visitor.

Recommendation

The City of Sydney should work with the NSW government and industry stakeholders to develop a cultural policy for Sydney.

Attractive public spaces

Sydney needs its public spaces to be vibrant and attractive to remain a world-class city. The use of public art can improve the city's attractiveness and encourage visitor engagement with its streetscape, leisure activities and retail operators.

There are areas of the city which have traditionally been underutilised as public places. For example, First Fleet Park adjacent to the Museum of Contemporary Art has the potential to be an event and meeting hub, yet is poorly designed and uninviting. If activated, these sorts of "dead spaces" can become functional spaces for the NTE. Events such as Destination NSW's Vivid Sydney 2011 then activate these spaces by providing public art and light displays around the harbour and CBD, promoting visitor activity during winter, a traditionally slower period of the year for hospitality operators. The program has also been extended to include support from CBD retailers through branded window displays promoting the event to wider audiences.

TTF supports the City of Sydney's CITY ART Public Art Strategy and encourages the ongoing implementation of this strategy. In particular, TTF believes the promotion of pop-up events such as temporary art, evening markets, buskers and food trucks, all add vibrancy to traditionally dull parts of the city.

However, improved wayfinding is needed to increase participation in the NTE; visitors need to feel comfortable and safe when making their way through precincts at night. A recent study completed by the University of Technology, Sydney showed visitors stick to main arterial roads when navigating the city. The study found that visitors would like to explore alleys and shopping centres off the main streets, but didn't know where to find them⁷. Mobile applications and other emerging technologies including geo-location social media and near-field communication enabling devices present opportunities to enrich the visitor experience

Recommendation

The City of Sydney should continue efforts to activate public spaces through the use of art, design, lighting and events. The city should also incorporate wayfinding technology into its NTE strategies to support visitors exploring the city.

⁷ University of Technology Sydney, *Visitor Wayfinding in Sydney*, August 2011

Fostering growth in hospitality services

The hospitality industry is intrinsically linked to the NTE, as restaurants, cafes, bars, and entertainment venues all provide leisure activities for visitors and locals, particularly after dark. In 2010-11, more than a quarter (\$15.4 billion) of international and domestic overnight expenditure in Australia was on food and beverage. To continue to foster the value of our hospitality providers to the economy, restaurant, cafe and bar operators require a regulatory environment that is supportive of their business needs, particularly with a majority dependent on night-time trading for their success.

Small Bar Policy

TTF acknowledges and supports the efforts of the City of Sydney in increasing the number of small bars in the LGA. Small bars provide an attractive alternative to traditional bars, pubs and clubs, providing greater choice for a wider range of audiences at night. TTF supports the City of Sydney's intention to review the licensing permit system to reflect the unique nature of these venues, providing greater certainty for operators.

Recommendation

Review and improve licensing and regulations governing the operation and development of small bars in the City of Sydney LGA.

Compared to other sectors, the hospitality industry is heavily regulated. Although much of this regulation is necessary, including licensing, health standards and trading rules, a harmonised approach to local planning approvals is required.

Development applications (DA) are the main regulatory process for operators either starting or redeveloping a hospitality business. Businesses must constantly invest in their operations including refurbishing existing or tired product, and expanding or altering their business. Recognising the efforts the City of Sydney has already undertaken, the DA process needs to become more efficient, streamlined and effective, including for amendments to applications. Planning controls around open-air dining and public space licensing also need to be reviewed as the current process is onerous and costly.

Recommendation

Continue to streamline the Development Application process, reducing the regulatory burden on business.

Hospitality Strategy

TTF notes the considerable growth in the hospitality sector documented in the Open Sydney discussion paper. Sydney has made considerable inroads in building a reputation as a world-class dining destination, evident through participation in New York's 'Destination Dining' event, as well as Destination NSW's Crave Sydney International Food Festival. However, more could be done to raise Sydney's profile as a destination dining precinct, both locally and internationally.

The growth of the hospitality sector must be coordinated through the development of a hospitality strategy to ensure these facilities complement the overall branding and aesthetic of each precinct within the City of Sydney LGA. This work should complement activities currently being undertaken by the Wine, Food and Hospitality Visitor Economy Taskforce Advisory Group to inform the state's Industry Action Plan (Tourism and Events).

By way of example, the City of Melbourne has had a hospitality strategy in place since 2008⁸, which reflects the integral role the hospitality sector plays in the city and the contribution it makes to other industries such as tourism and events, retail, culture and recreation. It sets out specific actions for implementation in partnership with the hospitality sector, and is reported on annually. The city has also created a Hospitality Toolkit that provides prospective operators with the necessary regulatory and compliance information before starting their hospitality business.

Recommendation

In partnership with industry, the City of Sydney should establish a hospitality strategy designed to provide policy direction for the development of the sector, and a harmonised approach to planning, licensing and regulation.

⁸ City of Melbourne, *Hospitality Strategy 2008-2010*

IMPROVING TRANSPORT ACCESS

The role of transport in facilitating the NTE cannot be understated. Providing frequent, reliable and safe access to and from retail, entertainment and cultural precincts throughout Sydney will be vital to the continued viability of the NTE. Transport planning for the NTE must look at extended services between the CBD and residential centres outside the CBD, as well as improving mobility within the LGA between major NTE precincts.

Demand management

A vibrant NTE has the potential to improve the efficiency of the city's transport network. Extended trading hours, supported by amenable public spaces and a variety of cultural events and hospitality in and around the CBD, can provide incentives for some city workers to delay their trip home. TTF believes the success of the NTE strategy can, to some extent, be measured by the proportion of weekday afternoon peak journeys that can be spread out beyond 6.30pm.

Conversely, providing incentives for people to travel from greater Sydney to the CBD on public transport in the afternoon and early evening can improve the cost efficiency of low-yielding contra-peak services.

As discussed previously, the City of Sydney has a role to play in creating the kinds of public spaces that are conducive to increased evening and night-time activity. TTF notes the extensive work the City of Sydney has already done in this regard.

Recommendation

Encourage greater after hours and late-night activity in the Sydney CBD as a means of spreading transport demand outside the afternoon peak period.

Rail

Increased late-night train services will be critical to a viable NTE strategy. TTF welcomes the decision of the NSW government to increase some late-night services. However, TTF believes a further increase in the frequencies of services up until midnight (and a limited number of services operating between midnight and 5am) should also be considered. TransPerth has recently introduced 2am and 4am services operating on each metropolitan rail line, which should provide a useful case study for the NTE strategy and state government to consider.

With operating costs being the primary factor restricting service hours, it would be useful to conduct a cost-benefit analysis of extra night-time trains, considering the broader benefits for the local economy measured against Railcorp operating costs. A further consideration would be to run two-and three-car trains to reduce costs and improve safety for late-night customers.

Recommendation

Support CityRail in providing additional late-night and early morning services from the City of Sydney LGA to residential localities.

Light Rail

The proposed CBD light rail network will be critical in connecting key entertainment, retail and cultural precincts around the city. While corridor alignment is still to be determined, TTF believes it will be essential for the network to link the CBD with Barangaroo, Walsh Bay, George Street, Oxford Street and Broadway. To facilitate a vibrant NTE, TTF believes the CBD light rail network should operate 24 hours per day.

Recommendation

Make the proposed CBD light rail network the lifeblood of the NTE, operating 24 hours per day.

Bus

Bus stops in key night-time precincts should be equipped with enhanced security surveillance, lighting and police presence to give patrons a greater sense of confidence in using public transport late at night. The recently implemented Adelaide CBD Premium City Central Stops are an initiative that could be easily replicated in Sydney.

Recommendations

Work with NSW Transport to provide enhanced security at bus stops in key NTE precincts.

The provisions for public transport service contracts under the Passenger Transport Act 1990 currently restrict the range of services that can be deployed to meet passenger demand generated by NTE precincts. Specifically, any private sector transport operation that does not strictly fit into the definition of charter, tourist, regular public transit or taxi services is deemed illegal by provisions designed to protect existing contracted services – which typically do not operate late at night.

TTF research indicates transport operators are willing to provide services to meet late-night demand, however are restricted by law from doing so. In particular, there is significant potential to deploy demand-responsive transport services – with a set origin, set fare and flexible destinations – to meet the gap in demand between regular public transport and taxi services.

Recommendations

Encourage the amendment of the Passenger Transport Act 1990 to enable a greater range of late-night transport operations.

Customer information

Expanded late-night transport options will invariably require improvements to customer information, including both public signage and on mobile devices. Information on existing Night Ride bus services is currently inadequate. For example, the only Night Ride service information currently available at Town Hall Station is situated inside the station, which is closed when the services operate.

Recommendation

Improve the delivery of customer information for Night Ride bus services.

Taxis

Noting the initiatives already underway in providing secure taxi ranks, as well as a trial of pre-paid fares for Central Coast taxis, TTF believes incentives are needed to encourage more taxi drivers to work late at night. In Melbourne, mandatory pre-paid fares between 10pm and 5am were introduced to reduce fare evasion as well as a 20 per cent surcharge on all fares between midnight and 5am – paid entirely to the driver – to encourage more drivers to work late shifts. Both initiatives should be considered as part of the NTE strategy for Sydney.

Recommendation

Support initiatives that encourage taxi drivers to work late-night shifts.



TTF 
AUSTRALIA
Tourism & Transport Forum

TOURISM & TRANSPORT FORUM (TTF)
8th FLOOR
8-10 LOFTUS STREET
SYDNEY NSW 2000
T | +61 2 9240 2000
F | +61 2 9240 2020
www.ttf.org.au