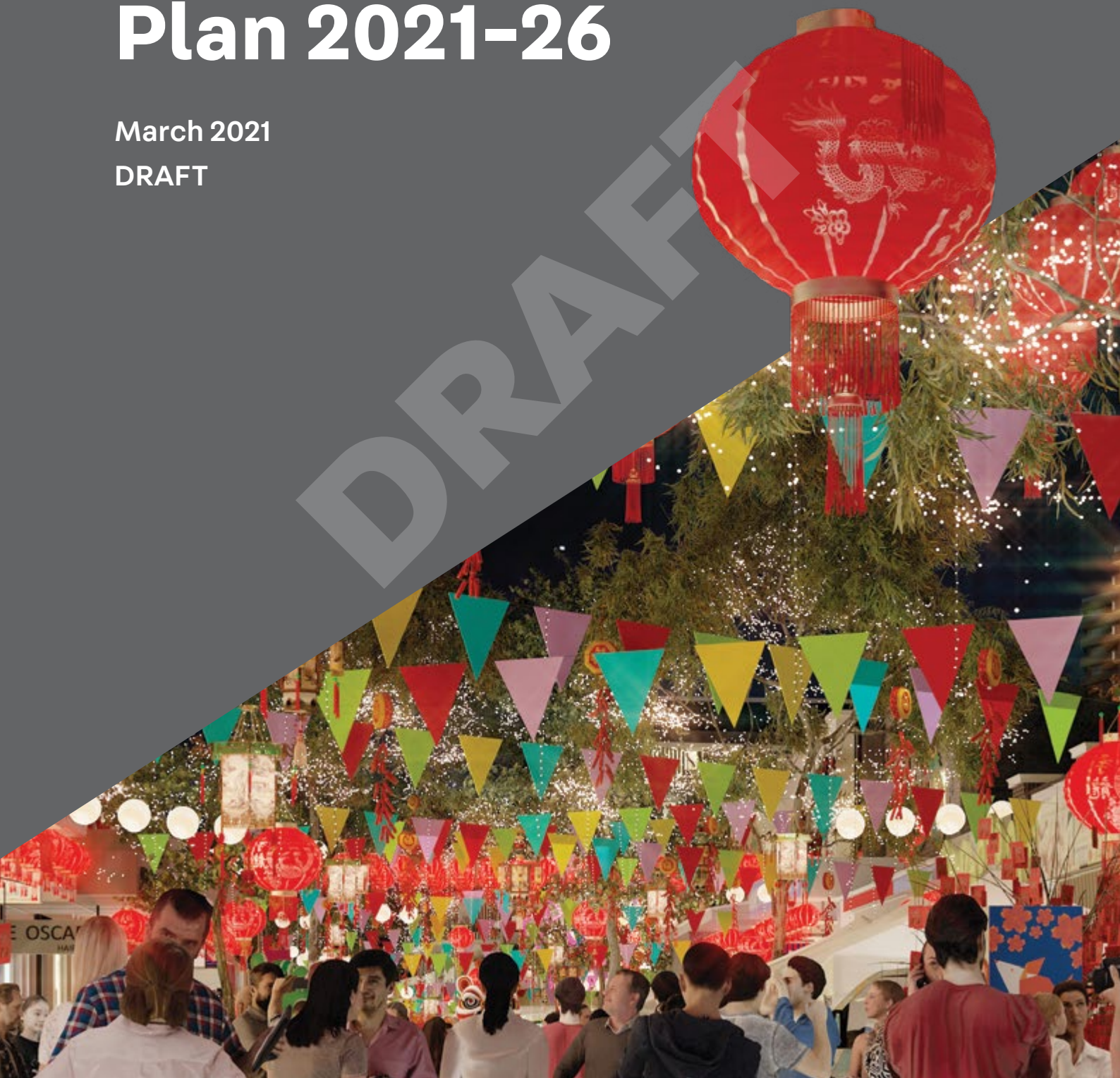


DETAILED ACTION PLAN

Night Time Economy Action Plan 2021-26

March 2021

DRAFT



7

destinations



Safe & Strong

A proud inclusive community that unites, celebrates and cares

Safe & Strong documents are guided by the Social Inclusion Lead Strategy. Supporting Plans, Action Plans and Policies cover such themes as being a child friendly City, children's services, community safety and crime prevention, inclusiveness, community services, universal access, reconciliation, ageing, community harmony and youth.



Clean & Green

A clean and sustainable city with healthy waterways and natural areas

Clean & Green documents are guided by the Environmental Sustainability Lead Strategy. Supporting Plans, Action Plans and Policies cover such themes as managing our catchments and waterways, natural resources, hazards and risks, emergency management, biodiversity and corporate sustainability.



Prosperous & Innovative

A smart and evolving city with exciting opportunities for investment and creativity

Prosperous & Innovative documents are guided by the Prosperity and Innovation Lead Strategy. Supporting Plans, Action Plans and Policies cover such themes as revitalising our centres, employment, investment, being SMART and creative, and providing opportunities for cultural and economic growth.



Moving & Integrated

An accessible city with great local destinations and many options to get there

Moving & Integrated documents are guided by the Transport Lead Strategy. Supporting Plans, Action Plans and Policies cover such themes as accessibility, pedestrian and cycling networks, pedestrian and road safety, transport hubs, and asset management.



Healthy & Active

A motivated city that nurtures healthy minds and bodies

Healthy & Active documents are guided by the Health and Recreation Lead Strategy. Supporting Plans, Action Plans and Policies cover such themes as lifelong learning, active and healthy lifestyles, and providing quality sport and recreation infrastructure.



Liveable & Distinctive

A well designed, attractive city which preserves the identity and character of local villages

Liveable & Distinctive documents are guided by the Liveable City Lead Strategy. Supporting Plans, Action Plans and Policies cover such themes as preserving the character and personality of centres, heritage, affordable housing, and well managed development.



Leading & Engaged

A well- governed city with brave and future focused leaders who listen

Leading & Engaged documents are guided by Council's Lead Resourcing Strategies. Supporting Plans, Action Plans and Policies cover such themes as open government, managing assets, improving services, long term funding, operational excellence, monitoring performance, being a good employer, civic leadership, and engaging, educating and communicating with our community.

Strategic Planning Framework Summary

The Strategic Planning Framework (SPF) maps out the role of all current and future Council strategies and plans that work to deliver the vision for the City. The framework works from the highest level of strategic direction in the Community Strategic Plan through to more detailed plans that will eventually drive works projects and programs on the ground. The framework is comprised of the following levels:

The **COMMUNITY STRATEGIC PLAN (CSP)** is our highest level plan and translates the community's desired outcomes for the city into key destinations. The CSP includes community suggested actions which can be tested in the development of all other plans.

1 **LEAD STRATEGIES** are Council's response to the CSP and provide high level strategic direction on key challenges facing the City. They are informed by a sound evidence base that considers key trends and an understanding of the implications of key issues and opportunities on the City.

2 **SUPPORTING PLANS** break down broad theme areas discussed in LEAD STRATEGIES into smaller themes providing high level actions. SUPPORTING PLANS identify broad works projects and programs required to deliver on these actions. Supporting plans include indicative costing and resourcing requirements and delivery timeframes.

3 **DETAILED ACTION PLANS** take actions from SUPPORTING PLANS and identify specific works projects and programs required to deliver on these actions. Supporting plans include detailed costing and resourcing requirements and delivery timeframes.

4 **GUIDELINES, POLICIES AND CODES** provide detailed information, rules for activities or guidance for specific works on Council or other lands.



Message from the City

Our objective is to create a City that is renowned for its vibrancy, culture, opportunity, safety and centrality. A go-to City, for work, living, and memorable experiences. A key element towards creating this, is an exciting and animated Night Time Economy (NTE). As we continue to expand our economy and our resident population, what happens at night is an integral part of celebrating our diverse commercial, social and cultural fabric.

The private sector has a leading role to play in our after-dark economy. This Draft Night Time Economy Action Plan has been written following consultation with businesses with a vested interest in a thriving after-dark offering. The actions in here are scalable across our city as we mature into the urban giant we are destined to be.

While COVID-19 has had devastating effects on many of our businesses and their respective employees during 2020, there is a significant upside in relation to shaping our night-time



experiences going forward. Notwithstanding the COVID-19 pandemic, data indicates that since 2015, our NTE businesses had strong growth in the number of establishments, in employment, and in sales turnover. This indicates our City is a place of abundant opportunity.

As a Council, we will do all we can to facilitate NTE growth and this Draft Action Plan puts forward a number of measures which we will continue to monitor to help realise our intrinsic potential.

"I want to see people visiting, coming out and not staying at home."

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Acknowledgement

The City of Canterbury Bankstown acknowledges the traditional country of the Daruk (Darag, Dharug, Daruk, Dharuk) and the Eora People.

We recognise and respect their cultural heritage, beliefs and relationship with the land.

We acknowledge they are of continuing importance to Aboriginal and Torres Strait Islander people living today.

PART 1

Rationale for the Plan

Purpose of the Plan

When we refer to 'economic activity' we are usually referring to what happens during daylight hours (6am – 6pm). But the economy doesn't stop at night and neither do cities. At night the city itself takes on a different pace, function and atmosphere.

The purpose of the Draft Night Time Economy Action Plan is to support a vibrant and viable night time economy ("NTE") across the 34 centres that make up Canterbury-Bankstown Local Government Area ("LGA"). The plan is intended to be a unifying document that supports the delivery of the Canterbury-Bankstown Community Strategic Plan ("CSP") and other related plans of Council.

The Draft NTE Action Plan is concise and practical. Whilst the vision looks towards 2036 all the actions are intended to be delivered within the next five-year planning cycle.



**Vibrant, multicultural,
safe and secure**

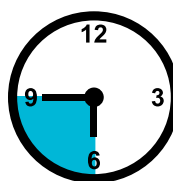


An old man once
asked his three grown
sons to show him how much
he meant to them.
The first son, a farmer
gathered hundreds of
cattle and gifted
them to his father.
The second son, a merchant
bought his father a grand house.
The third son was a
missionary, and the older
brothers scoffed at
him. He said, "I will
show you what I
can do." He seemed
to be the only one
who truly loved his
father.

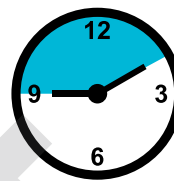


Defining the Night Time Economy

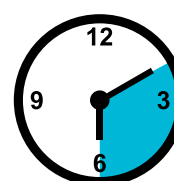
The NTE is defined as consumer oriented economic activity that occurs outside of the day time hours of 6am – 6pm. NTE activity can be further broken down by **time** and **type**. The three categories of times for the NTE are: evening, night time and late night. The exact time periods for each of these are as follows:



Evening:
6pm – 9pm



Night time:
9pm – 2am



Late night:
2am – 6am

The type of NTE can be categorised as either “Core” or “Non-Core”. Core NTE businesses (“Core NTE”) are typically the types of businesses people would associate with a vibrant ‘night life’. Core NTE businesses are important for providing residents and visitors with places to go, to socialise and enjoy the night hours. They include all food, drink and entertainment venues such as restaurants, food trucks, cafes, pubs, bars, night clubs, theatres, cinemas, live music venues and food delivery services.

Non-Core night time economy businesses (“NTE Non-Core”) can be described as all other businesses that fall outside of restaurants, bars and entertainment but still make an important contribution to a properly functioning and strong NTE. Examples include pharmacies, medical centres, gyms, supermarkets, convenience stores, green grocers, accommodation, retail, dry cleaners, transport providers and educational establishments. NTE Non-Core businesses are particularly important to people who work nights but still need businesses open, so they can carry out their normal weekly activities.

A vibrant Bankstown that offers a safe environment to enjoy activities and restaurants.

Importance of the NTE

The NTE is important socially, and economically to the life and prosperity of a city. It is typically during the evenings after work that most of us choose to enjoy our leisure time with friends and family. Those who work at night also require places to go, for example, shop for groceries, do dry cleaning and access essential services like a doctor. Growing the night time offering also allows visitors more opportunity to interact with the City.

The NTE plays an important role culturally and supports creative industries. Greater Sydney is one of the most diverse cities in the world. It has a variety of cultural events and festivals that are often celebrated at night. Major sporting events and performing arts, such as music, theatre and cinemas, are usually night time activities.

From an economic perspective the NTE provides a variety of jobs, particularly for younger people. An appealing NTE is equally an important factor in attracting a talented workforce. Analysis by Deloitte Access Economics in 2017 estimated that the value of Greater Sydney's night time economy was \$27.2 billion, supporting 234,000 jobs and an estimated \$16 billion in potential economic uplift and associated jobs creation.

"We would like more tables allowed outside."

Impact of COVID-19

COVID-19 has caused major economic and social disruption across the world. In Australia, it has caused the first recession in 26 years. To reduce the spread of the virus, Australia has implemented a range of safety measures including lockdowns, social distancing, contact tracing, mask wearing and reduced capacity at venues including NTE venues.

Unsurprisingly NTE venues have experienced considerable hardship during the COVID-19 pandemic. In Canterbury-Bankstown the 'Accommodation and Food Services' sector has lost \$86 million in output and 2,215 jobs. Similarly, the 'Arts and Recreation' sector has lost \$35 million and 733 local jobs. Indeed, there has never been a time when the NTE needs more urgent and sustained support.



Strategic Context

NSW Government: Sydney 24 Hour Economy Strategy

The NSW Government released the Sydney 24 Hour Economy Strategy in September 2020. The Strategy was prepared in consultation with local councils and highlights the important role of the NTE. The Strategy recommends the appointment of a Coordinator General for Greater Sydney's 24-hour economy.

The Strategy aims to achieve the following:

- Identify regulatory burdens that negatively impact the NTE
- Establish a common vision for Greater Sydney and strategic framework to be applied by local councils in their respective NTE plans
- Provide programs to support local councils to activate their NTE hubs

Community Strategic Plan: CBCity 2028

The CSP, named CBCity 2028, is the overall plan for Council. CBCity 2028 highlights the need for safety, growing business, liveability and the uniqueness of Canterbury-Bankstown.

The CSP includes aspirations pertaining to the NTE:

- A vibrant night time economy with more events, markets and festivals
- Interesting town centres with a greater variety of local shops
- Employment opportunities especially for young people.

Local Strategic Planning Statement: Connective City 2036

The LSPS, named Connective City 2036, considers the fundamental challenges and opportunities that come from population growth and change. It is intended to be aspirational and identify the infrastructure needs of the City. The document outlines the land use planning issues and how the City will need to evolve to accommodate a significant increase in residents and workers by 2036.

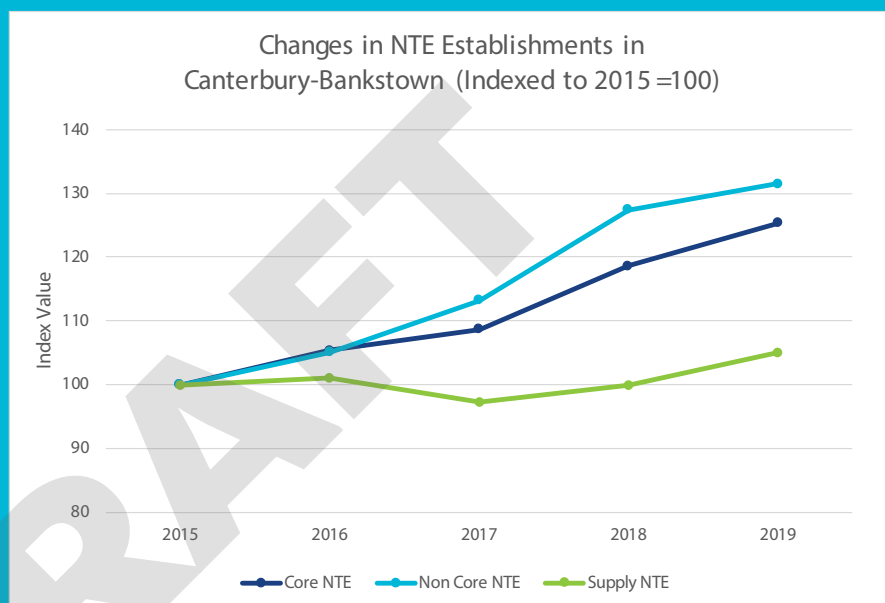
The LSPS provides a planning hierarchy for a number of centres that make up the LGA. These centres already have, or have the potential to be, vibrant and viable NTE centres of activity.

PART 2

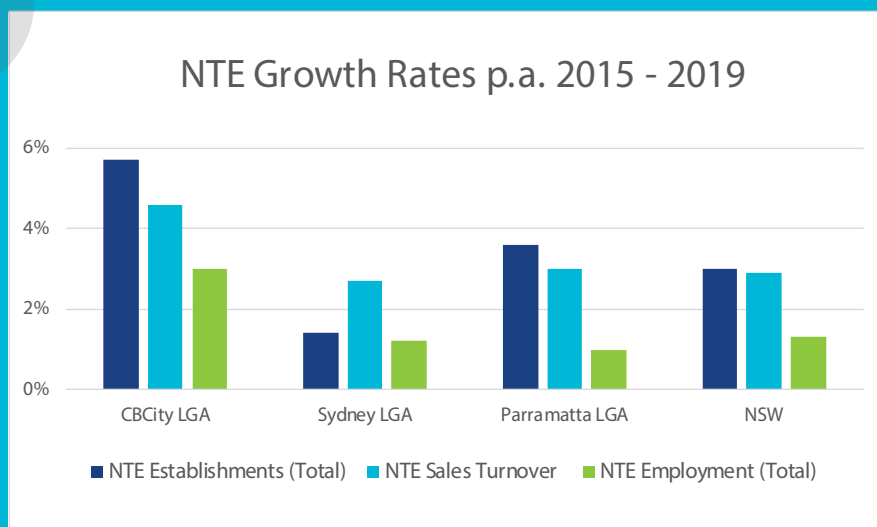
The Existing Night Time Economy

Size, Growth and Demographics

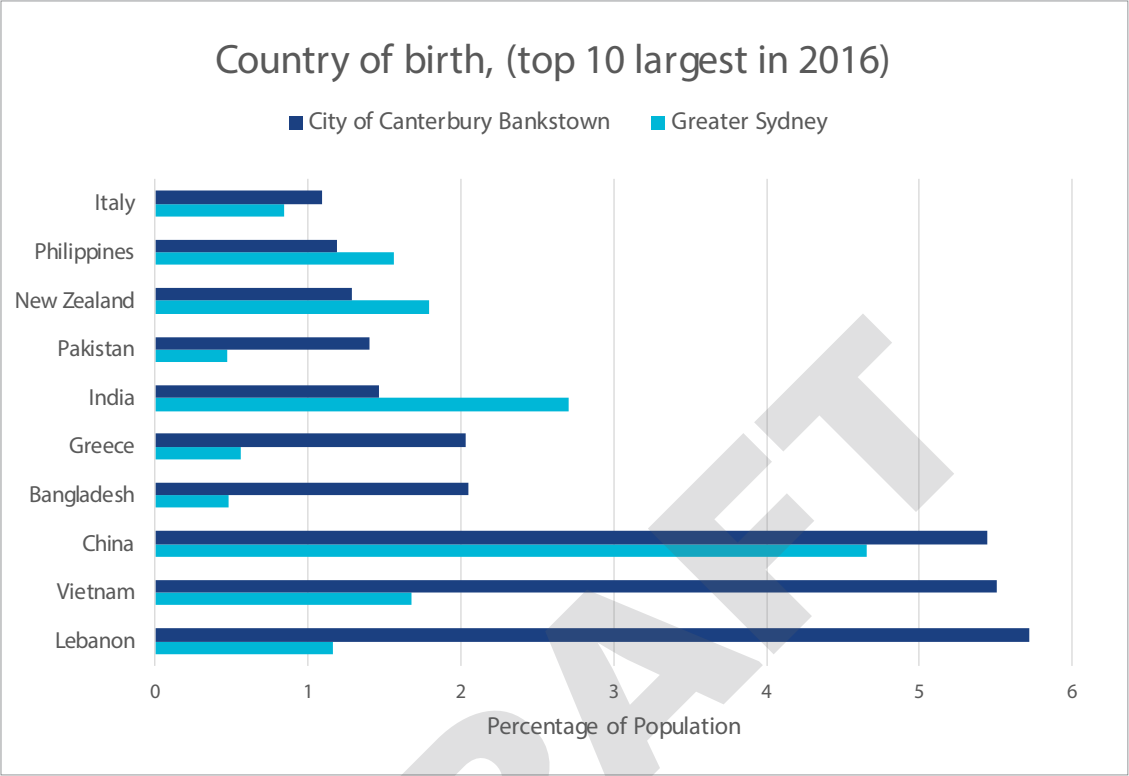
Canterbury-Bankstown makes a significant contribution to Greater Sydney's NTE. In 2019 there were 7,000 NTE businesses employing nearly 28,000 people and generating an estimated \$5.8 billion in sales turnover. The NTE currently makes up approximately 20 per cent of the total economy in Canterbury-Bankstown (Ingenium, 2020). The graph to the right demonstrates the significant growth of the Core and Non-core NTE establishments since 2015.



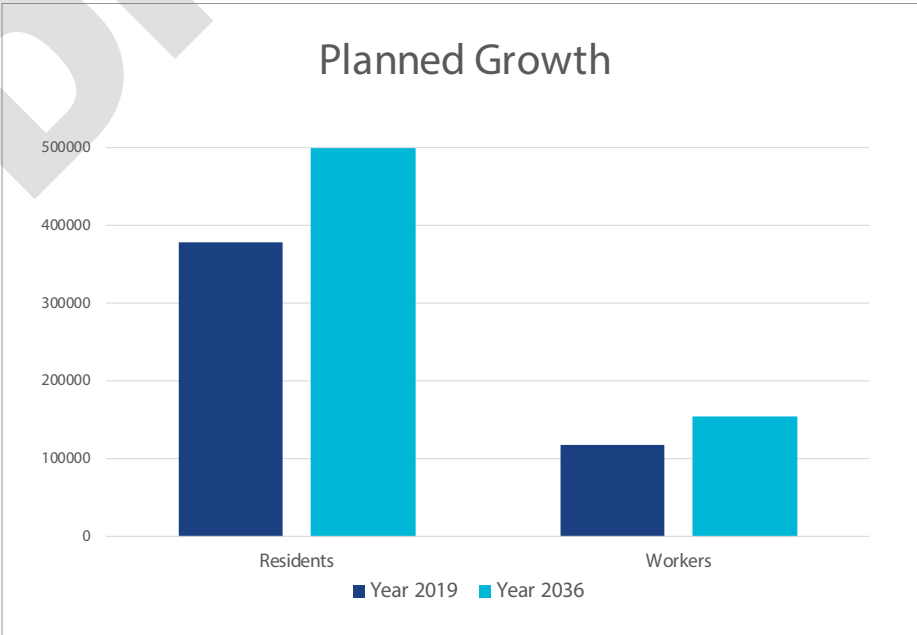
The NTE in Canterbury-Bankstown has been experiencing strong growth. Since 2015 the number of NTE establishments and sales turnover have both grown by an average of 5 per cent per year. This is double that of the City of Sydney and NSW which grew at a rate of 2 per cent and 3 per cent respectively over the same period. We also outperformed Parramatta (Ingenium, 2020).



Canterbury-Bankstown may be the most culturally diverse NTE in Australia. 120 different languages are spoken, and almost half of the local population are born overseas (44%), with the top five countries being (1) Lebanon, (2) Vietnam, (3) China, (4) Bangladesh, and (5) Greece. Each of these nationalities brings their own authentic culture, foods, festivals and lifestyle, which creates a unique and authentic NTE offering.



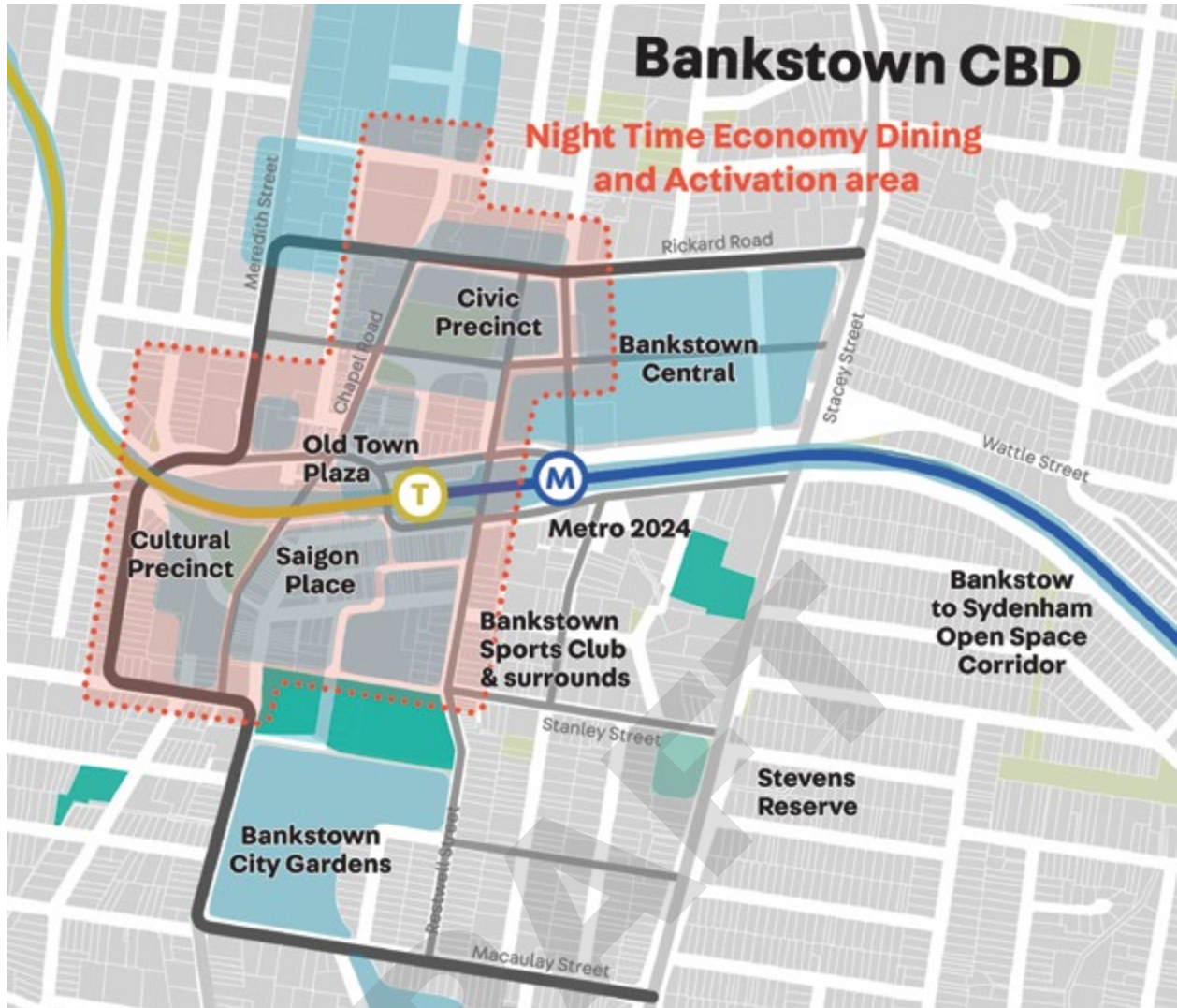
Canterbury-Bankstown currently has 378,000 residents and 118,000 local jobs. This is expected to grow to 500,000 residents and 155,000 workers by 2036. This growing customer base presents very attractive investment opportunities for new and existing NTE businesses to expand their offering.





**CBCity
becoming
known as the
place to visit
after dark
for shopping,
culture, food
and creative
experiences...**





Night Time Economy Hubs

Canterbury-Bankstown is structured around 34 centres that offer local and regional-level services, facilities, business opportunities and support the NTE. Each centre's character, size and function are different and creates a diversity of urban and suburban places.

These centres provide office space, housing, business opportunities, urban services, and cultural facilities necessary for community life. Importantly, these centres also provide the necessary density and infrastructure to support a viable NTE.

Each of these 34 centres has (or has the potential for) a unique NTE offering influenced by a combination of the built form and the different cultures that occupy the environment. This can further be reflected in the types of restaurants, events and atmosphere of each precinct as it is, or else provides a platform for future planning and visioning.

The latter is what has happened in Bankstown CBD where a Night Time Economy Cluster has been identified and investigated as part of the Bankstown Master Plan. Anchored by The Appian Way and the Restwell Street activity spine, this area was investigated for enhanced night time activation to enliven streets, increase perceptions of safety and serve Bankstown's evolution into a 24-hour centre.

“We need to connect all the night time economy hubs together.”

Priority Centres

Suburb	Street	Type
Bankstown	Bankstown CBD	City Centre
Campsie	Campsie Town Centre (TC)	Town Centre
Belmore	Belmore LC (Burwood Rd & Etela St-Leylands Rd)	Local
Canterbury	Canterbury LC (Canterbury Rd & Charles St & Jeffrey St)	Local
Chester Hill	Chester Hill LC	Local
Earlwood	Earlwood LC (Homer St & William St-Watkin Ave)	Local
Greenacre	Greenacre LC (Waterloo Rd & Banksia St)	Local
Lakemba	Lakemba LC (Haldon St & Lakemba St)	Local
Padstow	Padstow LC (Waterloo Rd & Juno Pde)	Local
Revesby	Revesby LC (Blamey St)	Local
Yagoona	Yagoona LC (Hume Highway/Cooper Rd)	Local
Hurlstone Park	Hurlstone Park Village (Crinan St & Duntroon St & Floss St)	Village
Hurlstone Park	New Canterbury Rd (Old Canterbury Rd-Garnet St)	Village
Narwee	Narwee Village Sth (Broadarrow Rd & Hurst Pl & Fisher Ln) Nth (Penshurst Rd & Hannans Rd)	Village
Panania	Panania Village Nth (Anderson Ave) Sth (Tower St & Anderson Ave)	Village
Punchbowl	Punchbowl Village Nth (Punchbowl Rd & Highclere Ave) Sth (The Boulevarde)	Village
Wiley Park	Wiley Pk Village (King Georges Rd)	Village
Bankstown	Canterbury Rd & Chapel Rd	Small Village
Belfield	Burwood Rd & Georges River Rd	Small Village
Belmore	Kingsgrove Rd & William St	Small Village
Belmore	Canterbury Rd-Burwood Rd	Small Village
Birrong	Auburn Rd & Wentworth St	Small Village
Greenacre	Waterloo Rd & David St-Shellcote Rd	Small Village
Condell Park	Simmat St	Small Village
Croydon Park	Croydon Park TC (Georges River Rd & Brighton St-Hampton St)	Small Village
Earlwood	William St & Bexley Rd	Small Village
East Hills	East Hills TC (Maclaurin Ave)	Small Village
Georges Hall	Georges Cres & Haig Ave	Small Village
Milperra	Bullecourt Ave & Ashford Ave	Small Village
Panania	Panania (Top of Hill) (Tower St & Picnic Point Rd)	Small Village
Sefton	Sefton TC Nth (Waldron Rd & Helen St)	Small Village
Sefton	Sefton TC Sth (Wellington Rd & Helen St)	Small Village
Villawood	Miller Rd & Bennett St	Small Village
Yagoona	Hume Highway & Rookwood Rd	Small Village

What Businesses Told Us

Council consulted directly with business to canvas their views and aspirations for the NTE. The consultation consisted of NTE hub site visits, interviews, surveys and a roundtable discussion with business leaders. Interviews with NTE venues revealed that:

- COVID-19 has severely impacted the NTE with reduced numbers of people dining out and many regular customers preferring to stay home.
- There was strong support for increased outdoor dining provisions, events and live music to improve the atmosphere.
- Business owners expressed a desire to create convenient, attractive places with good lighting and easy access.

"We want people to feel safe."

Create convenient, attractive places with good lighting and easy access.

Other critical issues identified included:

- The need for greater support for businesses to open at night with a focus on making it simpler for more businesses to open after dark.
- A desire for a coordinated marketing approach to appeal to residents of Sydney outside the Canterbury-Bankstown area with a focus on utilising social media and targeting groups specifically young people.
- The need to address the perception of the area being unsafe especially from outside the area.
- A strong desire for a safe, vibrant NTE that recognises and celebrates the unique identity of each individual centre.
- Larger night time establishments are dominating town centres. Patrons tend to stay in the larger establishments and are less inclined to visit other venues within the same town centre.
- There is currently a lack of an outdoor night time dining culture across Canterbury-Bankstown as a whole.
- There is a lack awareness of the unique night time offerings available in the various centres.
- Once there is a general practice of businesses in a centre closing by a certain time, it becomes more difficult for individual businesses acting in isolation to justify extending their trading hours.
- There is a perception that some centres are not safe, convenient or welcoming to visitors.
- There is a perception that there are many restrictive regulations and planning controls associated with opening a NTE business, having outdoor dining, obtaining a liquor license, or extending late night trading hours.

This feedback has been considered and integrated into the vision and actions of this plan.

**Retail, dining
and event spaces
activated across
the CBD...**



PART 3


The Future of Night Time Economy in CBCity

Vision: By 2036 CBCity will have a night time economy that is vibrant, welcoming and celebrates its cultural diversity and creativity.

By **vibrant** we mean NTE hubs are a hive of activity with lots of people from a range of demographics enjoying themselves at night.

By **welcoming** we mean people promoting the area to target audiences and ensuring people feel safe and have a positive and memorable experience.

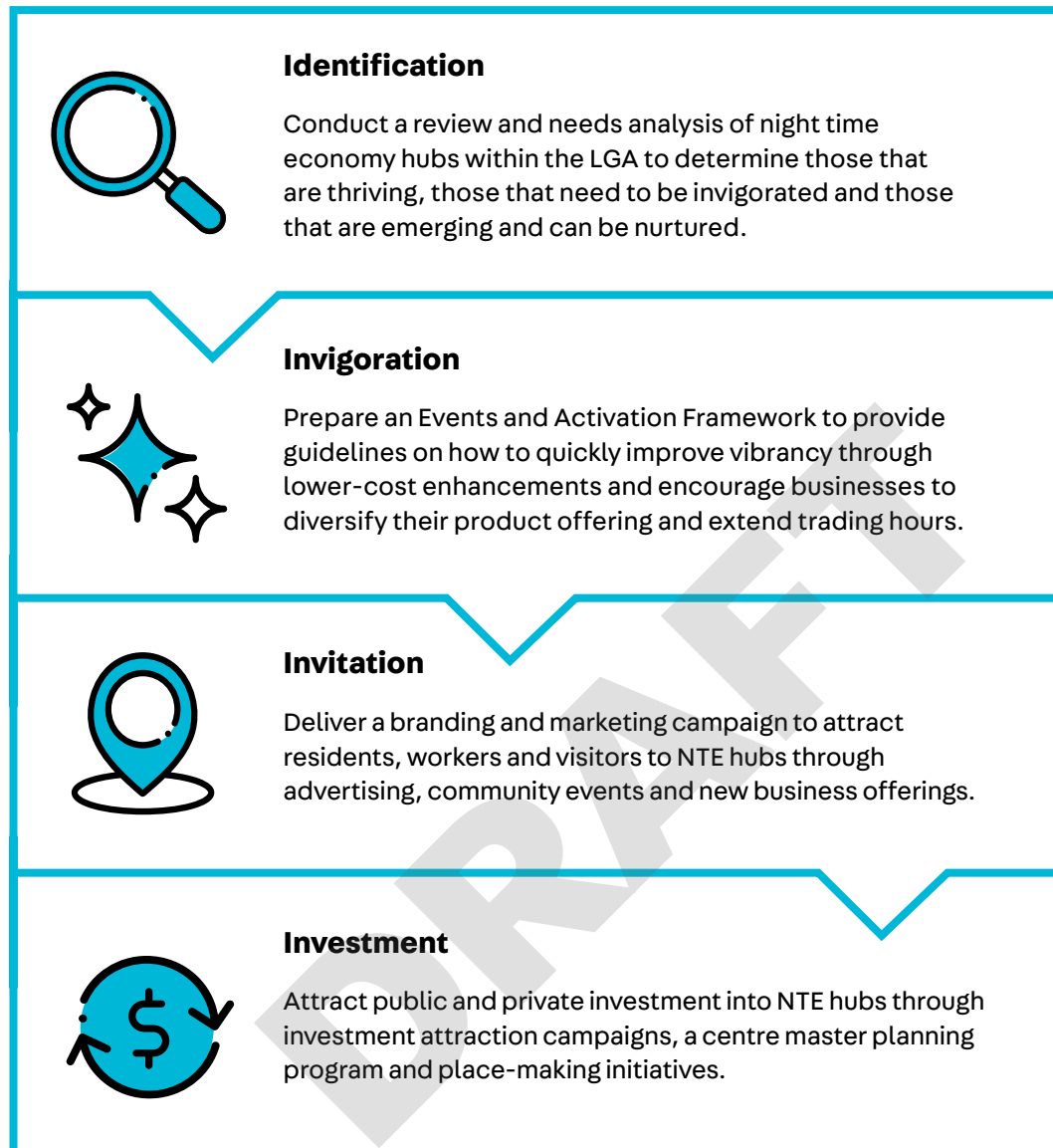
By **celebrating culture**, we mean highlighting the range of authentic foods, events, festivals and creative arts unique to Canterbury-Bankstown.

A woman with long brown hair, wearing a patterned green and yellow shirt, is playing a dark blue electric guitar on stage. She is looking down at the guitar. A microphone is positioned in front of her. The background is dark.

"We need more music around the area."

Draft Night Time Economy Plan Delivery Framework

The four themes below are intended to provide a framework for the various actions aimed at realising the vision of a vibrant, welcoming and diverse NTE.




Under each theme there are a shortlist of prioritised actions that Council will seek to implement with delivery partners over the next five years. These actions have been categorised as;


- **Short (1-2 years)** - Actions that have high impact or immediate benefit.
- **Medium (3-5 years)** - Actions that are dependent on other initiatives or require greater planning or resources.
- **Ongoing** - Initiatives that form part of Council's ongoing program of support for the local community.

Monitoring measures are also put forward to enable Council to track progress. These indicators will allow us to focus on consumer behaviour, events and activations, perceptions, and growth.

PART 4

Night Time Economy Actions


Themes	#	Actions	Priority	Delivery Partners	Measures
1. Identification 	1.1	Commission research on NTE hubs to understand their characteristics, perceptions of target audiences, spending patterns and visitation patterns of key NTE centres.	Short	CB City Marketing and Investment Team NTE Commissioner	1. Spending data in NTE hubs
	1.2	Develop productive relationships through regular contact with key NTE industry stakeholders (e.g. NTE venues, local police, government agencies, transport providers and creative industries).	Ongoing	NTE venues Local Police Office of Liquor and Gaming & Racing	2. Opal Card transport data
	1.3	Engage directly with the NSW Government NTE Commissioner to recognise the key NTE hubs within Canterbury-Bankstown and seek support for their enhancement and promotion.	Ongoing	Transport for NSW Taxi service providers	3. Alcohol-related offences
	1.4	Lobby the NSW Government to seek to have the City of Canterbury Bankstown included in the "Neon Grid" and in the NSW Calendar for national and globally significant events.	Short		
	1.5	Identify key NTE precincts in each of our major cities, town and local centres for future activations.	Ongoing		

Themes	#	Actions	Priority	Delivery Partners	Measures
2. Invigoration 	2.1	Develop an Events and Activation Program to appeal to a range of demographics to support and stimulate NTE.	Short	CB City Marketing and Investment Team	4. No. of NTE events supported by Council
	2.2	Review NTE related policies and procedures to make them more 'business-friendly' to encourage more outdoor dining and night time activations (e.g. busking, pop ups, food trucks, and small-scale cultural events).	Ongoing	CB City Events and Activations Team CB Sports and Recreation, Regulatory, Planning Teams	5. No. of grants issued to NTE venues
	2.3	Investigate a grants scheme to support businesses to extend trading into night time and diversify their services, products, and stimulate activations.	Medium	NTE venues Creative industries	
	2.4	Work with the NSW Government and private transport providers to facilitate extended late-night travel options and investigate smart parking technologies for night time hubs.	Medium	Event organisers NTE Commissioner Transport for NSW Bryan Brown Theatre	
	2.5	Council develop a new signature event that specifically encourages night time activation.	Short	Bankstown Arts Centre	
	2.6	Develop marketing campaigns to promote night time cultural events at the Bryan Brown Theatre and the Bankstown Arts Centre.	Ongoing		

“Easy parking and more family-friendly places.”

“Improve the atmosphere and the design of the town centre.”

Themes	#	Actions	Priority	Delivery Partners	Measures
3. Invitation 	3.1	Incorporate into a City Marketing Strategy the promotion of night time activities and attract new audiences from outside the LGA to visit and experience our unique night time economy.	Ongoing	CB City Marketing and Investment Team CB Communications	6. Monitor perceptions of NTE hubs by commissioning a survey
	3.2	Ensure the development of a destination website and other social media channels, utilising the city branding, includes the promotion of the unique NTE in partnership with NTE venues.	Short	NTE-related and non-related publications NTE venues	7. Track social media analytics relating to Canterbury-Bankstown NTE
	3.3	Develop and roll-out promotional campaigns to target residents and local workers to engage and spend in their local night time economy.	Ongoing	Non-NTE businesses Other local councils	
	3.4	Prepare marketing campaigns that promote a positive message about the NTE given the concerns relating to public health and safety (including COVID-19).	Ongoing		

Themes	#	Actions	Priority	Delivery Partners	Measures
4. Investment 	4.1	Review planning controls to encourage late night trading and live entertainment in appropriate locations.	Ongoing	CB City Marketing and Investment Team	8. No. of NTE businesses (Core and Non-core)
	4.2	Identify and incorporate creative lighting as part of town centre works and the Public Domain and Streetscape Design Manual to address safety.	Ongoing	CB Planning, Urban Design, Spatial Planning Teams	9. Employment in the NTE
	4.3	Consider safety and noise as part of master planning and infrastructure development to create a welcoming space and change perceptions.	Ongoing	NSW Department of Planning, Industry and Environment	10. Sales turnover of the NTE
	4.4	Investigate potential government grants to support growth of NTE hubs and creative industries.	Ongoing	Land owners NTE venues	11. Number of NTE precincts identified
	4.5	Conduct evaluations in consultation with key stakeholders to monitor both the performance and perceptions of the NTE.	Ongoing		12. Number of NTE precinct plans created



References

- Canterbury-Bankstown City Council 2020, Canterbury-Bankstown Community Strategic Plan: CBCity 2028
- Canterbury-Bankstown City Council 2018, Canterbury-Bankstown Local Strategic Planning Statement: Connective City 2036
- Greater Sydney Commission 2018, South District Plan
- Ingenium Research 2019, Measuring the Australian Night Time Economy 2018
- NSW Government 2020, Sydney 24 Hour Economy Strategy
- <https://economy.id.com.au/canterbury-bankstown/covid19-quarter-impacts>

