



NSW Transport Blueprint
Submission of the
Urban Development Institute of Australia
to the NSW Government

October 2009

Table of Contents

1.	Introduction	3
2.	Recommendations	4
3.	Guiding Reform Principles and Objectives	5
4.	The Current Context	7
5.	Governance and Delivery	10
6.	Land Use and Transport	12
7.	Financing Transport Investment	13
8.	Conclusion and Recommendations	15

Introduction

The Urban Development Institute of Australia NSW (UDIA NSW) welcomes the opportunity to provide input into the NSW Government's Transport Blueprint development. As the peak industry body representing the interests of the urban development industry in NSW, UDIA NSW believes it can provide credible and balanced input into the Blueprint process. UDIA NSW aims to secure the viability and sustainability of the urban development industry and ultimately the broader community. .

UDIA NSW's advocacy is focussed on three key themes for the development industry:

- affordability;
- investment certainty; and
- sustainability.

UDIA NSW represents the leading participants in the urban development industry with over 500 member companies. A quarter of these members are based in regional NSW.

UDIA NSW members are represented by an elected Council of 13 leading industry practitioners who are responsible for the strategic direction of the Institute. UDIA NSW also has an extensive Committee and Regional Chapter Structure that involves more than 150 of the development industry's key stakeholders in policy formulation.

The provision and maintenance of a public transport network is fundamental to the creation of sustainable and affordable communities. Transport is one of the principal enablers in providing access to housing, employment, and social stability. In the same way, a lack of accessible, affordable, and timely transport infrastructure serves to entrench disadvantage by limiting access to opportunity.

The context for public transport investment in Sydney has proved fluid and uncertain, characterised by a lack of commitment to key initiatives by both major political parties in NSW, and a lack of initiative in developing alternative financing and delivery frameworks. These factors have contributed to an overwhelming lack of certainty from an investment perspective, serving to undermine broader objectives of economic growth and the competitiveness of Sydney against other key centres. Sydney is increasingly failing to attract financial capital and this is undermining both the productivity and liveability of Australia's global city.

The under-provision of public transport infrastructure and indefinitely deferred commitments have undermined the strategic planning structure that has been designed to underpin and support population growth and the provision of housing and employment opportunities. This has at best, undermined the community's faith in infrastructure plans and the metropolitan strategy and therefore led to an unwillingness to support development. At worst, it has perpetuated underlying social inequities with regard to access to transport and created new problems where the provision of new communities have not been supported by promised investment in public transport infrastructure.

The Blueprint process is welcomed by the urban development industry on the basis that the Government is open to frank and transparent debate, unprejudiced by previously announced commitments. It is absolutely critical that as a key objective the Government strive to foster and re-build investor and community confidence in its transport decision making processes and the delivery of publicly declared commitments .

In consultation with its members, UDIA NSW has provided a submission that is intended to contribute to the debate in a balanced and constructive manner. In this regard, the submission has been provided within the following structure:

1. guiding principles and objectives that should underpin the strategic planning, financing, governance, and delivery of public transport infrastructure;
2. the current context for public transport infrastructure and the impacts on existing, new and proposed urban communities;
3. governance and delivery structures for the identification, investment, delivery and maintenance processes for public transport;
4. the importance of a bi partisan coordinated, strategic approach to land use and transport investment;
5. the use of innovative alternative financing options for public transport investment; and
6. a conclusion to this submission and the recommendations that UDIA NSW believes should be adopted.

UDIA NSW offers the following recommendations it believes warrant consideration in guiding the development of the NSW Transport Blueprint:

1. **UDIA NSW recommends that any decision making processes for investment in major transport infrastructure be informed by a city-wide land use planning and transport strategy that has been developed by the whole of Government following extensive consultation with key public and private stakeholders.**
2. **UDIA NSW recommends that a Department of Planning and Infrastructure be created and elevated to the lead agency for strategic planning and forward transport infrastructure investment decisions to ensure better alignment with land use.**
3. **UDIA NSW recommends that an Infrastructure Coordinator General role to be created to provide greater consistency in managing transport infrastructure processes and develop alternative infrastructure financing frameworks.**
4. **UDIA NSW recommends that the NSW Government establish a transparent budget process for financing and delivery of transport infrastructure to assist in clearly identifying funding sources and provide certainty for private sector investment. The budget to be informed by the long term strategic plans for the metropolitan and regional areas.**
5. **UDIA NSW recommends that any significant investments in public transport infrastructure must be determined by a holistic, strategic approach to urban growth provided through the Metropolitan and Regional Strategies.**
6. **UDIA NSW recommends that the NSW Government establish a NSW Infrastructure Taskforce to be chaired by the Infrastructure Coordinator General and consist of key public and private sector stakeholders with the objective of exploring and implementing innovative funding structures for investment in infrastructure.**
7. **UDIA NSW recommends that in marketing private sector investment in transport infrastructure, the NSW Government demonstrate a willingness to share an appropriate level of risk for developing and delivering the projects.**

Guiding Reform Principles and Objectives

UDIA NSW strongly believes that a more strategic, principled and evidence-based approach to public transport investment is needed to deliver genuine reform to the current decision making and delivery frameworks. The lack of sustained commitment in regard to key infrastructure investment decisions has highlighted the need for reform to the way in which decisions are made within Government.

New transport infrastructure creates new economic beneficiaries. Therefore transport is an area that attracts a vast range of interest groups with varying intensities of interest. To ensure that invest decisions maximise returns to the state economy, it is vital that any discussion on transport is underpinned by rational reform principles. UDIA NSW has recommended the following objectives and guiding reform principles:

Objectives

Intergenerational Equity

- Governments should ensure that transport accessibility is maintained and improved for future generations.
- Investment in public transport must occur in tandem with urban growth and consolidation.
- Costs of public transport investment should be spread over time to the broad base of beneficiaries rather than upfront, through development levies.

Geographic Equity

- Accessibility to public transport options must not be a contributor to a lack of housing and employment opportunity. Transport must serve to increase opportunity, not entrench disadvantage.
- Greater transparency in regard to transport funding decisions must be provided for the community. This includes providing genuine analysis of service level outcomes across the Sydney public transport network.

Sustainability

- Transport investments should be determined on their capacity to deliver comprehensive sustainability outcomes – including social and economic objectives.
- New transport investments should be determined on the financial sustainability of the expansion across the whole network over time – not on an upfront, stand-alone basis.

Guiding Reform Principles

1. Genuine integration of transport planning and land use planning

- Transport decisions must be guided by an overarching strategic planning structure which identifies land use and intensity.
- The budget process must be informed by long term strategic planning decision to provide better certainty for agencies in capital expenditure planning and greater certainty for private investment.
- A failure to support land use with transport investment leads to the compromising of other policy objectives, including; employment access, housing density and urban design outcomes and, increased productivity through minimised congestion.

2. Focus on strategic objectives not short term outcomes

- A sustained, transparent commitment to delivering on longer term strategic objectives of transport investment provides the fundamental basis for investment certainty. The Government must strive to rebuild corporate and private investor confidence and reduce the investment risk profile that Sydney attracts due to a lack of sustained commitment to delivering on transport policy objectives. There must be bipartisan support for the fundamental elements of the transport strategy that impact on the long term growth and sustainability of the NSW economy.
- Transport investment decision should not be determined on early take-up rates or short term returns on capital. Early upfront investment is considerably more cost effective and assists in entrenching transport patterns, providing a sustained positive cost benefit impact over time.
- Investments in network expansion should be determined on their ability to be conducive to forming sustainable travel patterns from the outset of new development – a lack of upfront investment and early under-provision can ‘lock-in’ private travel patterns which make subsequent investment proposals seem unviable.

3. Focus on service level outcomes

- A greater focus on genuine service outcomes would provide a more transparent basis for debate about transport equity issues across Sydney. A review of current service provision would highlight the dramatic inequity of funding a Metro rail to areas of Inner Western Sydney that are already serviced by bus, ferry, and light rail, while areas in the North West and South West of Sydney suffer acute service disadvantage despite rapid current and future population growth.

4. Ensure financially robust and transparent investment decision making processes

- The stability of the funding framework for public transport investment is critical to attracting and providing certainty for associated private sector investment.
- Investment decisions should be linked to a genuine assessment of current and future transport demands.
- New investments need to be measured across the whole transport network, not on a case by case basis. The current cost-benefit analysis approach discriminates against incremental expansion of network to service new communities.
- Introduce safety, quality and convenience as essential elements of the investment cost benefit analysis.

5. Explore innovative infrastructure funding models to bring forward investment

- Capital outlays by the NSW Government will be insufficient to meet the infrastructure demands that have accumulated as a result of under-investment.
- The NSW Government must investigate and implement alternative infrastructure financing structures that leverage public assets, such as government owned land, with private sector investment.
- The private sector will be willing participants in infrastructure investment if the Government can demonstrate that it is a stable and credible investment partner that is willing to share an appropriate degree of investment risk.

The Current Context

The current context for transport planning, investment and delivery has been characterised below:

- **Sustained population growth and strong housing demand pressures**

NSW has been experiencing sustained population growth, with Sydney receiving the greatest market share of new overseas migration. Currently the NSW population is growing at its fastest pace since the mid 1960s.

This population growth has been creating strong demand pressures for housing, both in established areas and in new fringe areas. The housing supply response has been weak, with infrastructure levies in Sydney contributing to unviable cost structures for new development, and uncertainty in regard to transport provision undermining the market appeal of new housing on the fringe.

Housing supply in Sydney generally in the last two years has been overwhelming concentrated in the existing urban footprint. The dwelling supply split between greenfield release areas and infill development has been at a ratio of around 90/10 in favour of infill. This is significantly higher than the Government's target of 60/40 in the Metro Strategy, and will prove incapable of meeting the underlying demand for housing as major brownfield sites are developed, and opportunities for redevelopment become increasingly scarce.

Demand for housing supply on the urban fringe is now starting to gain significant momentum. A number of large scale new release areas scheduled to be bringing new lots to market within the current financial year. This housing supply is essential to meet that building demand and will serve to further exacerbate the current transport access issues that plague both the fringe in general, and the North West and South West growth centres in particular.

However, there is little forward investment in new releases at this time by developers. This is in response to factors including the lack of finance, approvals delays and inhibitive cost structures around development. These factors may serve to slow the increasing demand for transport services on the urban fringe for a short time. But ultimately, once these impediments to supply are removed the need to provide transport services will be critical and urgent, and will come at significant cost.

- **Volatile and inconsistent funding framework for public transport infrastructure**

The funding framework for transport investment has been inconsistent and volatile, undermining community faith in infrastructure plans and directly contributing to an unwillingness of existing communities to accept and support new development. This has particularly been the case for public transport investments.

The lack of sustained commitment to key policy initiatives has served to compromise private sector investment certainty in areas that are currently under-served by public transport. This has had significant impacts on the willingness and ability of corporate investors to acquire potential development sites where infrastructure has been promised. Many UDIA NSW members who operate in other state jurisdictions have advised that their boards are reluctant to allocate capital to NSW projects due to the underlying complexity of the regulatory system and the uncertainty in regard to policy decisions and processes.

- **Lack of innovation in approach to public transport infrastructure financing**

The debate with regard to funding public transport infrastructure provision has evolved very little over the last 20 years. One initiative that has gained traction in a policy sense has been the introduction and dramatic expansion of development levies. This policy, however, has had significant impacts on the supply of new housing, serving to dramatically deteriorate housing affordability. This also has the perverse impact of constraining revenue collection to fund the infrastructure, as the model relies on housing investment to pay the levy and to generate stamp duty revenue for the NSW Government.

The lack of innovation in infrastructure financing has meant that public transport investment decisions have been reliant on capital expenditure sourced from consolidated revenue, or as has been the case recently, contingent on the sale of government owned assets. The uncertainty that this situation creates for the private sector is a significant deterrent for investment.

The Government has had some success in utilising the public, private partnership (PPP) model for toll roads in Sydney. Further efforts to work with the infrastructure provision industry need to be made to encourage delivery of public transport infrastructure. Recent PPP projects have delivered key infrastructure items, yet have not served to strengthen the NSW Government's reputation as a stable and lucrative partner in the investment process.

- **Acute inequities in transport access across Sydney**

The NSW Government's ideologically driven policy settings of the mid 1990s sought to heavily constrain the supply of greenfield land and establish price signals to deter fringe development. The policy has had an unprecedented impact. Today nine dwellings are being constructed within Sydney's existing urban footprint for every new dwelling on the fringe. The policy was also used as a rationale to avoid and defer investment in road and public transport infrastructure in outer-ring and urban fringe suburbs. The impact has been that many of these areas now suffer acute transport access disadvantage and as a corollary, are disadvantaged economically as their access to employment opportunities are constrained.

There are distinct contrasts in the provision of transport access across Sydney, some of which have been perpetuated by a recent policy decision to defer investment in rail links to the North West and South West Sydney in favour of a metro style rail to areas that have existing multi-modal access. There is no demand justification for these decisions and they highlight the lack of strategic planning behind commitments of billions of dollars of investment. They also defer for many years the provision of new public transport investments to areas which are already experiencing new development in accordance with the metropolitan strategy.

It should also be noted that the new communities that have been and are being developed on the fringe are meeting other urban policy goals and have been designed on the basis of public transport infrastructure provision. Yet these areas have not been rewarded by public transport investment. Developers are being required to provide housing densities and street layouts that are based on transport networks and service levels being provided – the policy framework requires people to live in higher than traditional densities without the Government keeping up its end of the bargain by providing public transport access.

- **Lack of leadership on sustainable metropolitan growth**

NSW and Sydney in particular have suffered from a lack of political leadership on delivering sustainable metropolitan growth. The deferral and cancellation of public transport commitments have undermined the strategic policy framework for urban growth, and the multiple agency and multiple Minister decision making frameworks for planning and transport have not contributed to the coordinated delivery of new infrastructure and services.

Of late, the absence of a credible, strategic basis to underpin policy decisions in regard to infrastructure priorities has served to completely undermine the NSW Government's application for Commonwealth funding available through the Infrastructure Australia process.

UDIA NSW has fundamental concerns about the NSW Government's Blueprint process and its relationship to the Metropolitan Strategy. The Metro Strategy was developed over a period of time following extensive public consultation, direct and intensive input from key public and private stakeholders. The result was a strategic approach to growth, linking housing with employment centres and land use with key public transport infrastructure commitments. Since its inception, the Government has either cancelled or indefinitely deferred the majority of the key public transport initiatives and has since financially committed to public infrastructure investment that bears little relationship to future urban growth demands. This fundamentally undermines the faith of Sydney residents in the planning framework for the future of their city.

The process of developing a Transport Blueprint after committing to investing in a \$5 billion metro and in the absence of undertaking a broader, comprehensive strategic planning strategy is a major indictment on the decision making process that is being employed by the NSW Government. UDIA NSW strongly recommends that any decision making processes for investment in major transport infrastructure be informed by a city-wide land use planning and transport strategy that has been developed by the whole of Government following extensive consultation with key public and private stakeholders.

RECOMMENDATION 1

UDIA NSW recommends that any decision making processes for investment in major transport infrastructure be informed by a city-wide land use planning and transport strategy that has been developed by the whole of Government following extensive consultation with key public and private stakeholders.

Governance and Delivery

The multi-agency approach to the planning and delivery of public transport infrastructure has contributed to a fluid and fragmented political and government leadership dynamic that has impacted negatively on the delivery of transport outcomes in Sydney. The development of the strategic planning framework, through the Metro Strategy, has been led by the Department of Planning, yet that particular agency has limited power and the lack of a perceived mandate to negotiate and deliver outcomes with the infrastructure agencies.

The impact has been that infrastructure priorities have not been placed on forward programs for capital expenditure in coordination with the land release and dwelling supply agenda. In this regard, the Government has succeeded in rezoning land, yet the development process is constrained by a lack of forward investment in transport infrastructure. For example, through the release of the first two precincts in the Sydney Growth Centres, the population of Camden will increase by 60%, yet the commitment to deliver a new rail link to the area has been indefinitely deferred.

UDIA NSW contends that a more strategic, structured approach is required to guide government decision making on transport investment. This process must be transparently linked to the budget process and managed by a lead agency responsible for land use and infrastructure planning. UDIA NSW contends that significant structural and processes changes are critically needed to reform the current frameworks that have demonstrably failed to deliver good outcomes for the community.

UDIA NSW has given the following recommendations that it believes, if implemented will provide a more strategic approach to growth and transport investment, a more consistent approach to investment decision making, and greater leverage of private investment to bring forward capital expenditure priorities.

1. **UDIA NSW recommends that a Department of Planning and Infrastructure be created and elevated to the lead agency for strategic planning and forward transport infrastructure investment decisions to ensure better alignment with land use.**
 - Department of Planning is currently responsible for determining land use but has limited power within Government to drive infrastructure investment outcomes.
 - Department of Planning and Infrastructure must be responsible for developing the broad strategic planning framework via the Metro Strategy and be given the power within Government to drive forward investment in infrastructure outcomes.
2. Infrastructure Coordinator General role to be created to provide greater consistency in managing public transport infrastructure processes and develop alternative infrastructure financing frameworks.
 - Infrastructure Coordinator General to guide the identification of infrastructure priorities and negotiate with the Minister for Planning to deliver funding;
 - liaise directly with Infrastructure Australia to ensure consistency in negotiations and application processes; and
 - investigate and develop alternative public transport infrastructure financing frameworks with a newly created Infrastructure Taskforce to leverage public assets with private investment to bring forward capital expenditure priorities.

3. Establish a transparent budget process for financing and delivery of transport infrastructure to assist in clearly identifying funding sources and provide certainty for private sector investment.
 - Include public infrastructure commitments as key State Plan Objectives which are reported against in Cabinet and Budget Estimates.
 - Conduct an annual public transport infrastructure audit to assist in identifying demands and whether commitments are being delivered. The audit will also serve as a key input into the Infrastructure Australia funding application process.

UDIA NSW offers the following recommendations for the reform of the governance and delivery structures and processes for public transport investment:

RECOMMENDATION 2

UDIA NSW recommends that a Department of Planning and Infrastructure be created and elevated to the lead agency for strategic planning and forward transport infrastructure investment decisions to ensure better alignment with land use.

RECOMMENDATION 3

UDIA NSW recommends that Infrastructure Coordinator General role to be created to provide greater consistency in managing public transport infrastructure processes and develop alternative infrastructure financing frameworks.

RECOMMENDATION 4

UDIA NSW recommends that the NSW Government establish a transparent budget process for financing and delivery of transport infrastructure to assist in clearly identifying funding sources and provide certainty for private sector investment. The budget to be informed by the long term strategic plans for the metropolitan and regional areas.

Land Use and Transport

UDIA NSW contends that there must be one process for identifying and determining future land use and public transport outcomes. The key failing of the current approach is that public transport investment decisions have become divorced of the broader strategic rationale of supporting planned housing and employment outcomes.

UDIA NSW strongly supports the use of the Metro and Regional Strategies to identify future land use and transport commitments but contends that a greater, whole of government acceptance of the primacy of these documents in determining policy objectives and outcomes is required. These strategies are intended to provide certainty to attract investment, a failure to deliver on their obligations within the strategies undermines their integrity and value to the broader community, and indeed to government.

The market is the key driver in delivering the outcomes of these strategies, particularly in regard to housing supply. In this regard, it is critical that the land use planning framework needs to be realistic, with robust analysis of development feasibilities and housing market trends, and appropriate policy settings to drive land use outcomes towards financial feasibility. In this regard, it is important to recognise that the provision of public transport access is a certainly a key driver of housing supply, but the supporting land use decisions need to be informed by market demands and expectations to ensure that the desired utility of the transport investment is realised.

UDIA NSW recently examined the viability of delivering housing outcomes in smaller centres that are well serviced by heavy rail infrastructure and found that the market placed downward price pressures on the increasing of development densities around the railway station, such that larger scale apartment typologies were unviable. In short the key lesson for policy makers is that the provision of transport access doesn't necessarily mean that development densities will automatically increase dramatically.

It is therefore critical to ensure that any significant investments in public transport infrastructure must be determined by a holistic, strategic approach to identifying where the demands for transport are, and how capable key transport corridors are to support growth.

RECOMMENDATION 5

UDIA NSW recommends that any significant investments in public transport infrastructure must be determined by a holistic, strategic approach to urban growth provided through the Metropolitan and Regional Strategies.

Financing Transport Investment

The infrastructure funding debate in NSW has barely evolved in the last 20 years, with the only recent innovation being infrastructure levies on development, which have had demonstrably negative impacts on housing supply and affordability, and intergenerational and geographical equity. UDIA NSW contends that debate on the utilisation of alternative funding sources must be had to break the impasse with regard to prioritising and financing new projects that the over-reliance on consolidated revenue as the principal source of funding has contributed to.

UDIA NSW acknowledges that Governments can no longer be expected to finance infrastructure through capital outlays. In the present economic circumstances it would be unreasonable to expect that transport can be solely financed through the capital markets.

UDIA NSW contends that ways of financing new transport infrastructure must be explored that involve both public and private sectors. In this regard, UDIA NSW contends that it would be prudent for the Government to engage directly with the private sector to explore the available alternatives. UDIA NSW therefore recommends that the NSW Government establish an NSW Infrastructure Taskforce to be chaired by the Infrastructure Coordinator and consist of key public and private sector stakeholders with the objective of exploring and implementing innovative funding structures for investment in infrastructure.

In terms of alternatives to the current funding models applied, UDIA NSW has summarised a range of potential options that should be considered by Government in investigating alternative funding sources and mechanisms.

Tax Increment Financing

Tax increment financing is a funding model that allows governments to raise equity or debt against incremental future tax gains generated by the development of a new structure (infrastructure). This model has been used for redevelopment and infrastructure provision and augmentation projects successfully worldwide for more than 50 years.

Tax increment financing is based on the premise that the provision of infrastructure or a public good, has a positive inflationary impact on nearby land values, generating increased tax revenues. The increased tax revenues are the tax increment.

The tax increment financing model dedicates the tax increment to finance debt that was used to fund the infrastructure provisions. Effectively, the tax increment financing model creates a funding source to pay for infrastructure projects that Governments were not willing or able to fund through general capital expenditure.

In Australia, this form of financing would not necessarily work at the local government level for financing large transport infrastructure projects as the infrastructure would cut across jurisdictions. A tax increment financing model would be best administered at the State Government level using a similar collection method as land tax.

It should be highlighted, however, that the underlying basis of the transaction is a Public-Private Partnership. It will require significant investment from the private sector with the Government also providing certainty through guarantee a revenue base that is collected from the tax that is spread across the broad base of beneficiaries from the investment.

Shadow Pricing

Shadow pricing involves private investment in infrastructure delivery to bring forward capital projects, but instead of placing a toll on the user of the infrastructure, the usage is measured and government pays a 'shadow' toll to the private infrastructure provider. This model provides a variation on the toll-road approach that has been used in Sydney for the last 20 years, but is distinct from that model in that it spreads the cost of toll across the whole government tax base, as opposed to just the actual users of the infrastructure.

The shadow toll paid by the Government to the infrastructure provider would be paid on a customer usage basis and has the distinct advantage of keeping the capital expenditure impact of providing the infrastructure off the budget. This would allow the Government to bring forward infrastructure priorities without significant budget impact on its capital expenditure program.

With the existing electronic tolling infrastructure currently in place around metropolitan Sydney, there would be no reason why shadow tolling couldn't be explored for arterial road delivery in new release areas. The shadow toll approach ensures that the cost of providing new infrastructure aren't fully loaded on to new residents of the area in which the infrastructure is built.

RECOMMENDATION 6

UDIA NSW recommends that the NSW Government establish a NSW Infrastructure Taskforce to be chaired by the Infrastructure Coordinator and consist of key public and private sector stakeholders with the objective of exploring and implementing innovative funding structures for investment in infrastructure.

Appropriate Sharing of Risk

Channelling private sector investment into the financing of public transport should be a key function of any transport plan for the Government. The private sector can source significant volumes of capital quickly and this potential resource has yet to be extensively utilised by the NSW Government.

In entering investment partnerships with the private sector, public stakeholders must be willing to share an appropriate level of risk for the development of the infrastructure. This is particularly the case for infrastructure where capacity is built into the design, and early take up may not prove profitable for the provider.

UDIA NSW contends that if the Government expects the private sector to assume the operational risk for transport infrastructure, there must be a willingness for the public sector to share the development risk. Recent transport investments that have exposed the private sector investors to high levels of risk and losses on capital investment do not reflect in a positive light on the reputation of the NSW Government as credible and fair investment partners.

RECOMMENDATION 7

UDIA NSW recommends that in marketing private sector investment in transport infrastructure, the NSW Government demonstrate a willingness to share an appropriate level of risk for developing and delivering the projects.

Conclusion and Recommendations

UDIA NSW appreciates the opportunity to provide input into the NSW Government's Transport Blueprint. As the peak industry body representing the interests of the urban development industry in NSW, UDIA NSW believes it can provide credible and balanced input into the development of a Transport Blueprint for Sydney.

The Blueprint development process is strongly welcomed by the urban development industry on the basis that the Government is open to frank and transparent debate, unprejudiced by previously announced commitments. It is absolutely critical that as a key objective the Government strive to foster and re-build investor and community confidence in its transport decision making processes and the delivery of publicly declared commitments .

UDIA NSW provides the following recommendations for the consideration of the NSW Government:

1. UDIA NSW recommends that any decision making processes for investment in major transport infrastructure be informed by a city-wide land use planning and transport strategy that has been developed by the whole of Government following extensive consultation with key public and private stakeholders.
2. UDIA NSW recommends that a Department of Planning and Infrastructure be created and elevated to the lead agency for strategic planning and forward transport infrastructure investment decisions to ensure better alignment with land use.
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5. UDIA NSW recommends that any significant investments in public transport infrastructure must be determined by a holistic, strategic approach to urban growth provided through the Metropolitan and Regional Strategies.
6. UDIA NSW recommends that the NSW Government establish a NSW Infrastructure Taskforce to be chaired by the Infrastructure Coordinator General and consist of key public and private sector stakeholders with the objective of exploring and implementing innovative funding structures for investment in infrastructure.
7. UDIA NSW recommends that in marketing private sector investment in transport infrastructure, the NSW Government demonstrate a willingness to share an appropriate level of risk for developing and delivering the projects.