

List of Recommendations

1. **The Australian Government should establish a consistent framework of incentives to drive the delivery of national benefits within our cities at the project, place and reform level.** The new framework would include a hierarchy of three incentive types:
 - **National Partnership and Project Agreements** which make project funding contingent on meeting specified outcomes across the project lifecycle and demonstrated economic benefit
 - **City Deals** which apply a series of locally and nationally informed objectives to a city or part of a city, and make infrastructure payments for the area contingent on meeting those objectives
 - **Infrastructure Reform Incentives** which would provide additional infrastructure funding above existing allocation in return for the delivery of policy and regulatory reform focused on improving the productivity, liveability and affordability of Australian cities.
2. **Australia's largest cities should establish institutions and processes which enable the delivery of metropolitan-scale governance.** There are a number of pathways this reform can take, ranging from the establishment of new metropolitan-focused agencies, to the amalgamation of existing local councils. The approach adopted should be tailored to match each city's unique characteristics.
3. **Australian governments should improve the flexibility, transparency and sophistication of current strategic planning tools and practices to improve decision making and deliver better planning outcomes for the long-term growth of our cities.** Key actions include:
 - Using more flexible planning tools, such as scenario planning, which account for uncertainty, and rigorously test the feasibility of future options against a range of different long-term outcomes
 - Increasing the transparency of the assumptions, data and models which inform long-term planning tools to ensure communities can appropriately understand and test the proposals put forward by governments.
4. **Australian governments should adopt a place-based approach when translating metropolitan visions into the sequencing and delivery of development with infrastructure.** Opportunities exist for this approach to be applied to the planning, community engagement and governance processes currently used for delivering change at the local level.
5. **Australian governments should improve the quality and accessibility of community engagement at the strategic planning stage of a city's development.** Engaging communities at an early stage in a strategic discussion about the options for how their city could grow and change provides them with a genuine opportunity to shape and influence the solutions proposed and increase their understanding of the changes underway in their city. This not only increases the likelihood of support for change at local levels when it happens, but can also enhance the quality and impact of the outcomes delivered.

6. **Australian governments should focus on outcomes rather than outputs when developing the policy and regulatory frameworks that respond to changing technologies and services.** The focus of governments should be on ensuring outcomes important to the community, such as safety, accessibility and reliability, are achieved, while allowing markets to innovate in creating low-cost, user-friendly means of delivering these outcomes.
7. **Australian governments should take an active role in developing employment centres in our largest cities.** A well-planned network of employment centres can help to improve a city's economic performance, but directing the location of jobs in large cities can be difficult. Governments have an opportunity to make better use of tools and levers to achieve their strategic economic plans and enable labour and capital to access one another efficiently. Key levers include:
 - Providing strategic transport infrastructure to ensure employment centres are easily accessible
 - Providing fiscal incentives for employers to move to strategic urban centres, subject to appropriate assessment to ensure this use of taxpayer money benefits the city
 - Strategically re-purposing underutilised government land to support the growth of new employment centres.
8. **Australian governments should increase investment in public transport infrastructure in cities experiencing significant population growth.** Investment in mass transit is crucial to reducing congestion, increasing accessibility and reducing the rate of emissions growth. This is particularly relevant for higher density areas where space is limited. Governments should prioritise:
 - High capacity public transport trunk routes linking key centres and transport nodes
 - Regular and reliable feeder public transport routes, designed to connect to trunk routes and maximise the reach of the network
 - Prioritisation of road space for high occupancy vehicles including trams and buses
 - Walking and cycling as principal means of transport within centres and to transport nodes.
9. **Australian governments should routinely review the capacity of economic and social infrastructure within our cities and develop strategies to 'sweat' existing assets.** This will help to ensure the return on investment is maximised and, benefits are shared across the community.
10. **Consistent with the *Australian Infrastructure Plan*, Australian governments should work together to progressively introduce a national heavy and light vehicle road user charging regime within 10 years as part of a broader demand management strategy.** A reformed road user charging framework could complement road and public transport infrastructure investment by efficiently managing demand, reducing congestion and delivering a sustainable funding stream.
11. **Australian governments should focus on improving the access to jobs, education and services for the outer areas of our largest cities.** A blended approach, which balances a range of different actions, is required. This includes: improving transport connections, particularly public transport, from outer areas to employment centres, and key health and tertiary education facilities, and better sequencing the delivery of supporting infrastructure alongside new residential development in outer areas.
12. **The Australian Government should encourage state and territory governments to focus and prioritise efforts toward achieving full accessibility compliance across public transport networks in Australia's largest cities within defined timeframes.** This could form part of broader policy frameworks such as the Australian Government's City Deals.
13. **Australian governments should work collaboratively to establish a stable national framework to respond to climate change and reduce emissions in line with our international commitments.** A clear policy direction will provide certainty and stability to both public and private sectors, enabling our cities to play a central role in supporting Australia's transition to a lower emissions economy.
14. **Australian governments should prepare metropolitan resilience strategies which establish clear policy, regulation and guidelines for strengthening the resilience of the planning, coordination and construction of our cities as they grow.** This will assist in enabling cities to operate through minor disruptions and recover quickly from major disruptions.
15. **As our cities grow, Australian governments should focus on maintaining and enhancing green infrastructure and the public realm to ensure they remain liveable.** This could be achieved through a combination of taxation, planning incentives, and policy and regulatory reforms, including upgrading and expanding existing green and public spaces, creating new spaces, and making better use of existing assets.