Attachment 6
Draft Future Transport Strategy – comments table

Ref	Key directions/outcomes	RCC Comments
2	**What is Future Transport 2056**	
p.15	**Future Transport Road Map - 5 strategies**	
	1. Personalise customer interactions: moving to customised, integrated service systems, smart digital mobility platforms and frictionless access and payments 2. Transform the mass transit network: incorporating automation to improve safety, service frequency and travel times and attract customers from private car use 3. Foster shared, demand-responsive services: enable flexible, shared use service models 4. Enable connected and automated vehicles: support vehicles and enabling infrastructure that improves mobility services, efficiency, reliability and safety 5. Create intelligent transport networks, managed with data: install technologies and build networks that actively gather data, use Artificial Intelligence and real time analytics to optimise capacity and planning.	We commend TfNSW on the research and process to develop a technology-focused future transport road map. These points are desirable outcomes and would benefit from a framework that provides a clearer path forward, and includes improved balance and coordination of the road map with current transport issues, and consideration of wider objectives, such as leveraging technology to improve sustainable transport outcomes. These would assist in developing these 5 principles into a true road map over the next 20 to 40 years.
3	**A vision for transport - 6 outcomes**	
	These outcomes form the 40 year vision for mobility 1. Customer focused 2. Successful places 3. Growing the economy 4. Safety and performance 5. Accessible services 6. Sustainability	See comments under measures and targets in Section 12
4	**What does future transport mean for regional NSW?**	
	Regional outcomes Nominates Newcastle and Canberra as Global Gateway Cities	We encourage the Draft Regional Services and Infrastructure Plan to support

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	Nominates Gosford and Wollongong as satellite cities of Greater Sydney by 2056	investigation of a stronger container freight role at Port Kembla, including opportunities to expand its capacity and transport corridors to freight intermodal terminals in south-west Sydney. We support directions for a more efficient Illawarra escarpment crossing for freight and the Maldon to Dombarton rail freight line. Council encourages more detailed consideration of opportunities to unlock freight potential at Port Kembla in the draft Freight and Ports Plan which is yet to be released. Council also seeks clarification of how directions in this forthcoming plan will be coordinated with the finalisation of the Future Transport Strategy.
5	**What does future transport mean for Greater Sydney?**	
	Fig 18: Customer outcomes for Greater Sydney 1. Efficient, reliable and easy to understand journeys for customers, enabled by a simple hierarchy of services 2. Efficient and reliable freight journeys supported by 24/7 rail access between key freight precincts and convenient access to centres 3. A safe transport system for every customer with zero deaths or serious injuries on the network by 2056 4. 30 minute access for customers to their nearest centre by public transport 7 days a week 5. Fast and convenient interchanging, with walking times of no longer than 5 minutes between services 6. Walking or cycling is the most convenient option for short trips around centres and local areas supported by a safe road environment and attractive paths.	While these outcomes are supported in principle, there is a lack of clarity about how they relate to the rest of the Strategy, and what actions will be undertaken to achieve these outcomes. The Strategy would benefit from a clear link of these customer outcomes to the 6 vision-based outcomes of the Strategy, and corresponding meaningful targets, actions and measures, as well as links to the future directions to investigate, in order to explain how they are being addressed, and provide a means by which progress towards these outcomes can be monitored over time. 2. Refer comments under "our freight customers" 3. Refer comments under "a safely operated network" 4. Recommend this outcome also includes 30 minute active transport access to centres. 5. Recommend this outcome is included as a target and measure. It is not addressed elsewhere in the Strategy. Refer comments under parts 6 and 9. 6. Recommend this is strengthened as a target and a measure. Refer comments under "Encouraging more customers to use active and public transport"

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	7. Vibrant centres supported by streets that balance the need for convenient access with enhancing the attractiveness of our places	
	8. Fully accessible transport for all customers	
	9. New technology is harnessed to provide an integrated, end-to-end journey experience for customers	9. See comments under "Future Mobility"
	10. Future forms of mobility are available to customers and integrated with other modes of transport	10. See comments under "Future Mobility"
	11. Transport services and infrastructure are delivered, operated and maintained in a way that is affordable for customers and the community	11. Supported, but not at the expense of quality of service or poorly conceived/executed arrangements with the private sector. A long term, broad approach to affordability (quadruple bottom line) should apply.
	12. A resilient transport system that contributes to the NSW Government's objective of net zero emissions by 2050	12. Recommend stronger targets, measures and integration of this outcome into other elements of the Strategy.
6	**Our customers - Future Directions to investigate**	
	Encouraging more customers to use active and public transport Customer satisfaction will be enhanced and more people will choose to travel by public transport, walking and cycling. • Provide safe, quick and convenient services that offer journey times competitive with private cars • Conduct research and utilise Opal data to improve the customer experience and address 'pain points' that discourage public transport use • Encourage changes to customer behaviour to Remode, Retime, Reroute and Reduce travel across Greater Sydney	The aim is strongly supported, although a stronger action than "encouraging" is recommended. Further detail including measurable outcomes and prioritisation of directions is required to explain how the aim will be achieved. The directions listed here are somewhat generic, and are already current actions in some form, but lack timeframes, responsibilities, or any commitment to implementation. The directions should identify current programs, such as the Travel Choices program, and propose new and expanded future opportunities. The Strategy also misses the opportunity to identify where Councils, workplaces and the community (in addition to the state government) can and do play a role in achieving sustainable transport outcomes. This is particularly

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	• Establish a complete network of safe separated pathways to encourage walking and cycling to and within centres • Support the establishment of bike share services	relevant in supporting behaviour change and travel demand measures. It is recommended that this is addressed in finalising the Strategy. Additional suggestions are noted below: • We encourage inclusion of measures beyond just journey time to encourage alternative to car use. The opportunity exists for interchange design and parking/access policies to prioritise convenient access for public transport users, bicycles and walking over private cars. • The role of interchanges is important. More emphasis could be placed on integrating mass transit with active transport. Bike sheds are being rolled out and are a good first step, but further improvements and investment would drive a change in mode share away from private car use. • Bike share services have been proposed in Council's Kensington to Kingsford Planning Strategy. There is an opportunity to consider the role of active transport in providing "last mile" solutions to interchanges, major trip generators, such as health and education precincts, event and recreation destinations as an alternative to private cars. The rise of dockless bike share can assist in encouraging cycling, but collaborative work is needed across state and local government and operators to ensure they are operated safely and appropriately. Council has led recent discussions with SSROC and bike share operators in this area. • This section of the Strategy should consider the increasing role e-bikes and the potential for cycling for commuting/transport for longer trips – and inclusion of a target and metric based around 30 minute travel time on a bicycle.
p.36	**Our road customers** Road customers will have access to a world class network that supports private journeys, high capacity public transport services and high productivity freight vehicles. • Provide better road connections between key centres, particularly in Regional NSW	This section appears to focus primarily on cars, buses and trucks, and we suggest it should also refer to the needs of shared vehicles and motorbikes, and consider that bicycles are road users too. As noted in other sections, these directions lack detail, prioritisation, a commitment to implementation or allocation of responsibility. It is recommended this is addressed in finalising the Strategy.

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	• Prioritise efficient vehicles, taking into account the type of corridor, customer mix and the importance of local spaces	Council supports prioritisation of efficient vehicles, and considers more work is required here to identify the range of efficient vehicle types, and measures that can achieve prioritisation. These should include consideration of road space allocation, road user pricing options, parking and access policies, etc, which seem not to be mentioned in the Strategy. Elsewhere the Strategy notes a direction to leave EV take up to the market, which appears to contradict the aim of this section.
	• Physically separate different road user groups with an expanded network of bus lanes and freight priority where possible	Separated bicycle lanes should be included as a key component of high volume corridor planning.
	• Deliver safer roads that support optimum speeds and are resilient to weather events and climate change	
	• Incorporate safety measures at the planning and design and construction stage for all new and repurposed road asset projects	Safety measures are important to integrate in the early design stage, and maximise the opportunity to "design out" hazards– avoid late introduction of barriers and other elements that detract from the place.
	• Apply the 'movement and place' approach to match road function with user groups and create better places and communities.	Supported in principle. Note that place character, scale and land use are important components of place assessment in addition to user groups, and that motorways and high volume road corridors also have place value. We caution that the movement and place matrix, while a positive integration with transport planning, should not be used to justify removal of high quality design in locations where the "place function" is deemed to be low.
	Our freight customers Freight will be technology enabled, offering dynamic tailored services with high volume freight pathways, new service models and more last-mile deliveries.	RCC will make additional comments on the Freight and Ports Plan when released. Further investigations into these directions should include consideration of the associated land use impacts, in discussion with relevant government agencies and councils. Technology-enabled freight, last mile deliveries and new sorting and distribution models may have new land use, structure-planning and place-design implications.
	• Create 'smart' networks that support integrated 'freight as a service' offerings with a unified access and pricing framework, that reflects the quality of service	
	• Integrate transport and land use to separate freight and	It is suggested investigations and distinctions are made between the transport functions of container freight and airfreight. Comments here seem

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	passenger traffic on major freight corridors and efficiently plan collection points in centres and at network interchanges (e.g. around Moorebank and Inland Rail) • Maximise the long term capacity and performance of the state's three ports, expand intermodal rail capacity in Western Sydney, and improve east-west connections to support the regional export task.	to focus on container freight from ports. Distribution patterns may be quite different, for example with air freight having smaller physical volumes, more likely to be distributed in smaller vehicles, and possibly from smaller distribution centres and less reliance on major intermodal facilities. They are a substantial contributor to road traffic, although transport is not often dedicated on major freight corridors. The impact of drones for delivery could also be addressed here. Council requests further investigation into the relationship of the growing importance of western Sydney - with a new Airport and south-west concentration of intermodal freight terminals – and the continued reliance on Port Botany to provide the city's major container freight capacity. Long term investigations into the enhancement of Port Kembla as a container terminal, with improved direct rail freight links to intermodal facilities is appropriate for this Strategy to address. Land is constrained at Port Botany, and its operation is associated with substantial road congestion and noise and amenity impacts in the surrounding areas. Its proximity to the eastern city means pressure for non-industrial uses in surrounding lands will only increase. With expected ongoing increases in container freight volumes, investigation of increasing freight capacity outside of Port Botany is a logical next step.
	Better transport to support access, inclusion and participation Ensure all infrastructure and vehicles are physically accessible by applying Universal Design principles and standards to all infrastructure and service investments • Improve service provision for people with little or no access to transport through the development of flexible, on-demand and personalised service models • Review concession policies to ensure support is provided where it is most needed • Improve direct, customer-based assistance, information and wayfinding products	Supported.

Ref	Key directions/outcomes	RCC Comments
	• Provide alternative booking, planning and payment methods for people without access to digital platforms, such as smartphones and the internet	
	A transport vision built on respect for the first Australians Use transport planning and social procurement to help achieve "Closing the Gap" targets by better connecting Aboriginal communities to employment, education and health services • Continue implementing the Aboriginal Road Safety Plan, which includes training for child car seat installation, driver licensing access programs, provision of more transport options and targeted road safety improvements • Improve opportunities for people in Aboriginal communities to access sporting, cultural and social events as well as meet family and community obligations	Supported
	A world class travel experience for visitors • Improve public transport connections to arrival and departure points such as airports and cruise terminals • Facilitate the development of new smartphone apps that provide a single point of information and allow tourists to purchase products that bundle travel with cultural activities and tourist attractions • Provide clear wayfinding to assist visitors and infrequent transport users to navigate the network easily and seamlessly • Promote accessible tourism opportunities, including rural rail journeys, and provide accessible roadside facilities	Supported. Inclusion of actions in relation to the wider visitor economy, including event-based tourism is recommended.
7	**Future Mobility - Future directions to investigate**	
	World class mass transit for our customers NSW will continue to embrace automation to achieve safety and efficiency benefits and service improvements for customers. • Enable new and upgraded physical and digital assets to support new technologies and adapt to future developments	The actions in this section appear to focus beyond mass transit. It is recommended specific directions relating to mass transit are included, and clarification is provided about the directions relating to motorways, and traffic management, which appear to cater to automation of private vehicles. Unrestricted private use/ownership of automated vehicles is not supported.

Ref	Key directions/outcomes	RCC Comments
	• Identify road infrastructure and furniture required to support automated vehicles • Implement intelligent traffic management methods to improve road network efficiency • Deliver "smart motorways" on all NSW motorways • Support the NSW Innovation Strategy to manage the workforce transition as automation increases	World class mass transit needs to have supportive 'last mile' solutions, end of journey and parking strategies. Integration with surroundings is key, and it is recommended directions are included regarding automation implications at interchanges, centres and major trip destinations. Directions relating to the sustainability benefits and congestion-management potential of technology are also recommended for inclusion. Prior to the directions noted here, it is critical to establish an appropriate regulatory and policy framework, as noted below.
	Blurred lines between a private vehicle and a mobility service NSW will be proactive and prepare for the emergence of CAVs, and work with the Federal Government and other jurisdictions to develop national standards and road rules. • Identify small scale infrastructure enhancements needed to support Connected and Autonomous Vehicle (CAV) operations, including CAV drop off facilities at rail stations, road signage and high contrast road markings • Work with other jurisdictions to identify and implement the digital infrastructure needed to support CAVs • Conduct CAV trials across NSW • Engage and educate the public on CAVs	An appropriate nationally consistent regulatory framework is a critical priority to address. It must encompass a policy basis of restricting proliferation of privately owned CAVs, which have a high potential to increase the number of trips and substantially adversely impact congestion. This section should recognise the impact of CAVs on sustainability goals – trip reduction and congestion benefits will only be achieved with an appropriate regulatory framework, shared usage, integration with mass transit and attention to end of journey/interchanges. Leadership from government is required here, to offset pressure from the market. Whether CAVs are shared, or allowed with unrestricted private ownership will fundamentally impact the small scale infrastructure need to support their implementation (eg; different approaches to parking provision). We note that CAV trials are currently underway. As noted elsewhere, the Strategy should clarify directions that are currently in place, prioritise future directions and provide more detail in terms of responsibility and implementation. The other directions in this section should be placed on hold pending resolution of a sound policy and regulatory framework.
	New personalised devices for short trips NSW will enable assisted mobility devices to be used safely on the network to assist with short journeys within centres.	Support attention to last mile trips, and the role of assisted and active transport and non-car solutions as the primary mode. The take up of E-bikes has potential also for longer trips, and for commuting, which the Strategy

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	• Deliver complete cycling networks, pedestrian space and interchanges that safely support a wider range of devices • Enable shared use service models in key centres (e.g. E-bike hire) • Develop and adopt safety standards for new devices entering the market and review existing regulatory frameworks	does not currently address. It is recommended new direction is added to investigate the potential for e-bikes to unlock longer commuting and transport options, as is currently underway in the UK, Netherlands and Germany (for example) in planning, promotion and delivery of cycle super-highways. Directions could be improved by supporting active and assisted mobility access and parking in centres and interchanges as a priority over private vehicles. This will help achieve the Strategy's aim to prioritise efficient vehicles. Surprising to note the Strategy includes a focus here on adopting a regulatory framework, compared to the lack of a similar action in relation to CAV usage. Suggest this imbalance should be addressed, as the impact of CAV usage has substantially higher potential to adversely impact community safety and network efficiency.
	Using drones to support future transport • Policies around the management of airspace and air safety will be reviewed and established to enable a potential future of aerial mobility. • Work with the Federal Government and other jurisdictions on a national regulatory response around air space, safety and aircraft standards • Investigate the role drones may plan in first and last mile freight delivery and emergency response transport • Investigate future land use options for aircraft take-off and landing infrastructure	Exploration of the potential of drones is supported in principle, however it is recommended this direction is expanded to include amenity considerations such as visual, noise, and privacy impacts, especially relating to residences, public spaces, sensitive locations (eg: hospitals, schools) and areas of cultural significance. It is also recommended that the regulatory framework also address ownership and licencing considerations, including provisions/restrictions on private recreational use compared to commercial and emergency response applications. The Strategy could elaborate on the need to investigate impacts on building design and planning which will alter the prevailing arrangement of servicing/loading facilities being at ground level. This particularly affects mixed use buildings and use of rooftops/podiums for common outdoor space.

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	Transport that is powered by alternative fuels NSW supports an industry-led response to the development of EVs and alternative fuels. • Investigate the opportunities and challenges of EV use in NSW • Develop a strategic approach to EVs to maximise benefits for passenger and freight mobility, productivity and liveable communities	Council considers a stronger response is required to encourage efficient vehicles and take up of alternative, more sustainable fuels. Several countries have announced phasing out of petrol and diesel fuelled vehicles, and this 40 year Strategy should be proactive in its vision and commitment to low emissions vehicles and sustainable fuel sources. This section contradicts other directions in the Strategy to prioritise efficient vehicles. It is suggested directions could include commitments such as investment in low emissions public transport fleet, and incentives such as encouraging roll-out of EV charging points, priority parking, and pricing incentives.
8	**Future directions to investigate - Future of Services**	
	Technology is catalysing new service models NSW will work with service providers and technology companies on the sharing and innovative use of data, to better match services with customer needs. • Expand open data and data exchange initiatives to improve customisation of services and journey planning across providers • Support data platforms for Mobility as a Service (Maas) models • Resolve issues relating to privacy, data protection and liability • Lead innovation nationally, with a Data Science Incubator and Open Data policies across public and private services to enable safe and effective use of technology	The Strategy acknowledges the critical role of government as a network integrator of third party providers. It is important that issues relating to privacy, data protection, liability are addressed and resolved as a priority before further directions are explored. Additionally these directions place a strong emphasis on expanding the resources and capacity of TfNSW to enable strong leadership and highly skilled analysis and decision-making on investments in services innovations.
	Customer-led services Customers will have unprecedented input into service planning enabled by digital platforms that connect customer needs to service provision. • Transform the customer experience and service interface, with integrated digital channels, contactless payment and seamless interchanges • Develop and introduce customised service models including Mobility as a Service, shared services and on-demand models, with priority roll out in regional centres and for people who find	Supported in principle. Reference to demographic factors and trends should be made here, to ensure digital platforms are fully accessible and easy to use by a diverse population, with alternatives for those without access to a smartphone or other device. Further investigation is supported into priority roll-out of end to end on-demand models for Greater Sydney customers not on direct transport routes, with limited access to private transport. This applies to visitors to the Randwick Health Campus, for example, which is currently not well serviced by public transport for its core local patient base to the south and south-west

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	it harder to access transport services.	of the facility. Many of these customers have limited mobility and would have difficulty interchanging between services.
	The role of government in enabling new services NSW will create a service ecosystem where government enables services and is no longer the default service provider. • Conduct or facilitate pilots of new service models and work in partnership with industry and communities • Review regulation governing road, rail and bus operations to provide new regulation that can pre-empt or respond quickly to market disruptions. Government service delivery and procurement will focus on achieving the market and service outcomes – not prescribing fixed service levels. • Go to open market tenders when procuring services, to introduce competition in markets with low contestability • Include arrangements that reward innovation and patronage growth into service contracts • Continue creating a workplace culture where Transport for NSW is equipped to achieve best value for money outcomes from private sector providers	The Strategy places a large emphasis on government to provide effective leadership in defining, procuring and managing new services to be provided by the private sector, to ensure they are seamlessly integrated, and meet customer needs in a cost-effective way over their entire lifetime. The directions here should therefore include a stronger leadership role for government, in addition to being an "enabler". Clarification is sought on whether this direction envisages increased private ownership of public transport assets, or only in relation to service provision. It is recommended this direction considers a wider range of procurement options and models to achieve competitive and innovative service outcomes. Caution against relying on the market to define/drive services, and risk tying the community to a contracted service model that becomes obsolete or is costly to adapt. Inclusion of flexibility and adaptability in procurement models and contract management processes, provision of incentives throughout the service period to reward ongoing integration and coordination with emerging technologies, and retaining the ability to enter into new or amended service contracts as technologies evolve are important considerations beyond only value for money and patronage growth. Strong government leadership and expertise is required to make the right investments on behalf of the community, and balance pressure from the market.
	A service hierarchy for the future Transport planning will focus on high capacity trunk corridors and major regional transport routes, supported by flexible or on-demand service offerings. • Prioritise investment in services on trunk corridors including automated systems to support 'turn up and go' services in high demand areas	A whole range of transport modes should always be considered along trunk corridors, i.e. holistic transport planning. Efficient use of corridor space accommodating different users is important.

Ref	Key directions/outcomes	RCC Comments
	• Conduct pilots of flexible services in rural and regional areas and investigate government support to run these services • Move towards dynamic scheduling for some transport services, so routes and timetables can be altered to better match demand • Improve multimodal interchanges, particularly in Regional NSW, so customers can more easily connect to flexible services and experience seamless and reliable journeys	Dynamic scheduling and on-demand services are supported I principle, but need to be balanced against the need for reliability and directness of connection.
9	**Future directions to investigate – the future network**	
	Improving the urban form through transport The NSW transport network will support healthy communities and encourage active transport like walking and cycling. • Complete walking and cycling networks to and within centres and invest in safe, direct and continuous green corridor connections • Incorporate multimodal network improvements and place based planning in the design of all major transport projects • Plan centres with a greater focus on walking and cycling as well as public transport priority options. • Encourage workforce planning to ensure employees have an option to work near home and the ability to commute using active transport	While these direction are supported in principle, they lack sufficient detail or commitment to implementation. As in other comments, it is strongly recommended these directions are clarified to include those that are currently underway or needed to address existing issues, and future directions priorities in 10 year time intervals, with nominated responsible parties, and measurable outcomes/actions. Further comments and suggestions are noted below. Best practice is to create a clear hierarchy of transport modes in centres and activity areas. Without a widely acknowledged and accepted hierarchy, outcomes will suffer. 'Encourage' is unclear language. Directions should clarify how these outcomes can be achieved, for example through investments, programs, partnerships and/or incentives. There are no directions here relating to parking. Vehicle parking has a strong impact on place quality, and the design of centres and interchanges. This Strategy could assist local government, workplaces and the community by providing a consistent policy framework for the provision and management of parking at activity centres and interchanges, including prioritisation of parking for shared vehicles, low emissions vehicles, and bicycles.
	Developing the digital network NSW will ensure the digital network is fit for purpose and has the capacity to support future technologies. • Embed flexibility and optionality into network design to support	Supported in principle. As noted elsewhere, directions should be added to leverage the opportunity for technology to deliver sustainability benefits, and also to ensure that platforms are accessible to a diverse community. Common and clear performance objectives including sustainability outcomes

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	changes in technology systems • Work with industry partners and tech companies to incubate and trial new technologies • Identify new ways for intelligent systems to bring together services and assets on the network to deliver better connections and integration between services • Support the development, prototyping and deployment of "smart networks" including a road network that connects to smart vehicles • Apply the NSW Government's Digital Strategy	should be embedded in all TfNSW and third party arrangements.
	A safely operated network By 2056, technology and safety will be in-built to all networks, delivering zero trauma on all parts of the transport system. • Deliver a 30 per cent reduction in road fatalities or serious injuries by 2021 • Incorporate safety measures at the design and construction stages of all new and repurposed transport assets and infrastructure Ensure road infrastructure supports fully automated vehicles on high volume and dedicated freight and mass transit corridors • Incorporate safety technologies on shared road space and interchanges for pedestrians and cyclists, and on waterways • Prioritise separation of road users to reduce risk, including median barrier separation on all key road corridors with high traffic volumes • Incentivise the faster take up of five star vehicles, and ensure all new passenger vehicles are fitted with highly automated or fully automated systems • Ensure all new roads are designed to 4 or 5 star standard, and that investment is prioritised to achieve majority of customer travel on 5 star roads.	Supported. It is noted that this section is the only one in the Strategy with measurable targets. It is recommended this approach is added to other sections. Council also notes that lowering speed limits is a proven method for improving safety. This can also be a very cost effective way of doing so, and we recommend this is included in the Strategy.

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	Optimising the network and better using infrastructure NSW will optimise the use of the current network in Sydney and Regional NSW, and invest in projects that improve connectivity and tackle congestion. • Dynamic, real time management of the network to improve performance and reduce the impact of incidents, events and planned maintenance • Design a 'hub and spoke' network that better serves regional communities • Plan and manage transport networks for the best use and optimum movement of people and goods along and across transport corridors and within precincts, whilst creating better places and amenity for communities • Progressively review roads and road space allocated on best use to achieve better customer outcomes and better places • Encourage customers to use the transport system differently by shifting to walking, cycling or public transport and traveling outside the peaks to reduce congestion and channel demand where there is capacity • Reserve corridors for future network development.	We recommend this section includes actions that are in place or needed to address current issues, rather than noting these as only future directions to investigate. As noted previously, a stronger commitment to these directions, including prioritisation and measurable actions are needed. Optimisation of the current network will likely not meet today's demand, let alone population increase in 40 years. The draft Strategy makes no mention of the role of pricing mechanisms, including road user pricing, congestion-charging or price incentives for high efficiency and/or low emissions vehicles. It is recommended that a 40 year Strategy must include investigation of their potential to improve the transport network's efficiency. Further consideration and explanation of "best use" is recommended. This should not only be based on maximising the quantity of people carried. The Strategy should ensure directions will actively measure, plan and design for the movement of people (not just motor vehicles), especially in town centres and busy places. "Encouraging' is again unclear. Direct investment of resources or setting up programs is preferred. Councils, communities and major trip generators can assist with behaviour change, education programs and other local initiatives. Improvements for walking and cycling in and around centres require dedicated and substantial funding. We encourage a commitment to increased roll-out of secure bicycle storage at public transport stops, accessed via Opal cards. Serious consideration of alternative treatments along local, regional and state roads is also needed. An increased level of support for local government from state government would make this more viable. It is recommended a direction is included here regarding interchanges, as key elements influencing network optimisation. Directions should include the provision cycle and walking infrastructure.
p.79-87	**Network maps – applied to RCC: 0-10 years** • *Committed-RCC:* Completion of CSELR • *Committed -citywide:* Bus priority infrastructure, new and	Further information is requested on the re-design of the south-east bus network to integrate with light rail, and we request the opportunity to discuss improvements to bus services to better meet transport needs to the

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	replacement buses, Cycling and pedestrian infrastructure, Passenger services improvements	Randwick Health and Education precinct, that can be implemented with this re-design.
	• *For investigation-RCC:* Duplication Port Botany Freight rail/foreshore Road upgrade • *For investigation-Citywide:* Centres place-making improvements, Cycling and walking infrastructure around cities and strategic centres, and Principal Bicycle Network, Fleet replacement, Bus head start program, Bus priority access program for centres, Bus infrastructure for new services	It is strongly recommended the Port Botany Rail freight line is committed, rather than noted for investigation. Council is happy to work with TfNSW on routes in Randwick City for the Principal Bicycle Network, and integration with the 5km and 10km network around the eastern city and strategic centres. As a general note, further detail is requested in relation to all city-wide initiatives noted on the maps in this section. Explanations are currently too brief to indicate what scope is intended.
	Network maps applied to RCC: 10-20 years – for investigation • Light rail extension to Maroubra Junction • Mass transit/train to south east (potentially via Maroubra Junction and Malabar – Fig 51) *Citywide:* • Cycling and walking improvements around cities and strategic centres and on the Principal bicycle Network (fig 57: 10km connected cycle network around metropolitan centres and clusters, and 5k connected network around strategic centres)	Supported Mass transit investigations are supported based on the need to meet demands for jobs and visitors in growing economic centres (such as Randwick Health and Education), but not on the basis that residential densification should automatically follow. Future land use and housing growth options are best assessed via comprehensive LGA-wide approach, such as a local housing study prepared by Council. Council is happy to work with TfNSW on routes in Randwick City for the Principal Bicycle Network, and integration with the 5km and 10km network around the eastern city and strategic centres.
	Network maps – applied to RCC: 20+ years vision • Address long term capacity constraints to Port Botany & SE • Extension of potential SE mass transit/train to Miranda	The long term capacity of Port Botany should be reviewed as part of a strategic investigation across Greater Sydney and neighbouring satellite cities such as Port Kembla/Wollongong, to consider alternative locations to share the freight ask for Sydney.

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	• Light rail extended to La Perouse, and light rail/bus rapid transit linking Bondi Junction to Randwick Health and Education, Green Square, Sydney airport (Fig 55) *Citywide:* Sustainable transport package	Improved transport connections between existing centres is supported, to create a stronger local network. Further information is requested regarding the sustainable transport package
10	**Delivering sustainably – future directions to investigate**	
	Striking the balance between user contribution and taxpayer NSW will establish funding arrangements for transport infrastructure and services that strike a balance between taxpayer contributions and the beneficiaries of these investments, to create a financially stable and equitable network. • Monitor cost recovery levels and review measureable service quality and quantity improvements • Identify balanced beneficiary models including value sharing and developer contributions aligned with improved land use planning • Identify supplementary sources of revenue across the portfolio including commercial revenues through internal advertising and airspace use, particularly at new interchanges.	Supplementary revenue models should be assessed against the objective to achieve high quality places, and the need to protect privacy. Council cautions against the potential negative impact of commercial encroachment into public spaces, centres and interchanges in terms of detriments to the quality of place, safety, visual impact and amenity. We further request that commercial arrangements in the digital sphere ensure that privacy is protected, and nuisance/spam advertising is prevented.
	A continued focus on spending efficiency NSW will need to recover more of what we spend and keep our spending efficient as we build, manage and operate the network. • Introduce commercial approaches to asset ownership that involve a greater level of scrutiny of funding arrangements and tighter budgeting, performance and efficiency targets and cost constraints • Improve capital investment and upgrading practices to reduce whole of life costs • Continued transition to partnering and service commissioning models for delivery of services	

Ref	Key directions/outcomes	RCC Comments
	• Inclusion of tangible targets and benchmarks in planning, construction, operation and maintenance contracts	
	Securing energy reliability and affordability NSW will establish a cost-effective pathway to support net-zero emissions by 2050. • Encourage a shift from private car use to public transport • Promote low emission vehicles • Transition to a cost-effective, low emission energy supply, using power purchase procurement to increase renewable energy mix • Work with industry partners on new fuel efficient vehicle technologies and transition to a low emissions passenger vehicle fleet.	This is a high priority requirement. Council recommends that stronger actions and measurable commitments are included to support net zero emissions by 2050. This is within the timeframe of this Strategy but there are no specific actions identified that will contribute to this target. As a major contributor to GHG emissions, the transport sector must take a leading role in change, and we strongly recommend that statements such as "encourage", transition" and "promote" are attached to specific committed actions, timeframes and responsibilities that demonstrate how these outcomes will be achieved.
	Managing a resilient transport system NSW will ensure the transport network is more resilient in an unpredictable climate and significant weather events. • Identify and quantify the probabilities of significant weather events and other impacts on transport, to determine a risk profile for existing and planned infrastructure assets • Identify the interdependencies amongst transport, water, energy and telecommunications infrastructure during significant weather events, to inform future asset management and emergency response • Develop a model to illustrate the effect of extreme weather events to inform planning and asset design	Supported
11	**An agile planning approach**	**N/A**
12	**Monitoring and reviewing our progress**	
	Figure 80: Targets and measures against customer outcomes	
	1. **Customer focused** Vision statement: Every customer experience will be seamless, interactive and personalised by technology and big data Target: Consistently high customer satisfaction	In principle the outcomes, and vision statements are supported. Council is concerned overall that the targets and measures are inadequate in terms of the level of specificity, measurability or commitment to implement, and we consider that they do not adequately reflect the actions needed to deliver on

Ref	Key directions/outcomes	RCC Comments
	Measure: We will report regularly on rates (%) of customer satisfaction	the Strategy. Merely reporting on progress is insufficient. This comment applies to all 6 outcomes.
	2. Successful places Vision statement: By having a local focus across NSW we support the growth of communities, places and the economy. Target: Integrated transport and land use planning applying Movement and Place Principles Measures: - We will establish a new index that reports on the % of strategic centres and transport corridors in NSW that are consistent with the principles of Movement and Place. - We will establish a measure of how well transport is supporting health and well-being outcomes in our communities, incorporating time spent using active forms of transport	While the principles of movement and place are supported, they do not of themselves deliver healthy communities or attractive places. It is suggested that measures include: - a maximum 5 minute walk between modes at interchanges - the number/length of cycle parking facilities at interchanges/delivery of separated cycle paths to strategic centres and cities - monitor mode share of travel to strategic centres and cities
	3. Growing the economy Vision statement: A transport system that powers our State's $1.3 trillion economy and enables economic activity across the state. Target: Efficient connectivity for freight and passengers Measures: - We will monitor % of population within Greater Sydney within 30 minutes or less by public transport to their nearest strategic centre - We will monitor % of towns and centres with day return PT services to nearest regional city - We will measure travel times and speeds to monitor network efficiency	It is suggested that measures include: - A stronger commitment to increasing the number of people living within 30 minutes of a strategic centre or city - Inclusion of walking and cycling within 30 minutes of a strategic centre or city - monitoring mode share of travel to strategic centres and cities
	4. Safety and Performance Vision Statement: The transport network will provide every customer with efficient, safe and secure travel across a high performing network	Supported. We note this is the only outcome with a measurable target. It is recommended this is extended to other outcomes. We query whether the measures here however, support this target, and recommend they are more

Ref	Key directions/outcomes	RCC Comments
	Target: A reliable network with zero trauma Measures: - We will report on rates of fatality and serious injury across the road and transport network - We will benchmark public transport competitiveness compared to private vehicle travel time on major metropolitan and regional corridors - We will measure journey time reliability	specific.
	5. Accessible services Vision statement: Making it possible for everyone to get the most out of life, wherever you live Target: Whole of journey accessibility Measures: - We will develop new measures of active and public transport accessibility to education, jobs and services along with regional and metro service affordability and fare parity - We will monitor infrastructure and service compliance with national disability standards - We will report on the rates of service use and the satisfaction of customers with specific needs, including by age, people with a disability, people from CALD backgrounds and Aboriginal people	Supported. As noted previously a stronger commitment to increasing active and public transport uptake is recommended
	6. Sustainability Vision statement: By building a more efficient network we deliver benefit for our environment, economy and wellbeing Target: Improved financial sustainability Measure: - We will measure the cost per service kilometre and report on levels of cost recovery for public transport and cost effectiveness of road expenditure Target: Contribute to net zero emissions Measures:	As mentioned elsewhere, Council strongly recommends this outcome is supported by a higher commitment to achieving net zero emissions, and provides more tangible and specific targets with measurable actions based on their ability to contribute to emissions reductions. Opportunities include: - Incentives towards electric vehicles, phasing out of petrol/diesel as exists in other countries - Commitments to purchase only efficient/low emissions vehicles and fuel for the public transport fleet

Ref	Key directions/outcomes	RCC Comments
	- We will measure energy efficiency of the vehicle fleet - We will measure mode shift to active and public transport from private passenger vehicles; rail from road freight and to electric vehicles - We will monitor transport-related GHG emissions and energy intensity	- Mode share targets or percentage increase benchmarks in cycling and walking - Incentives for shared vehicle use and regulations around private ownership, parking and access for CAVs