

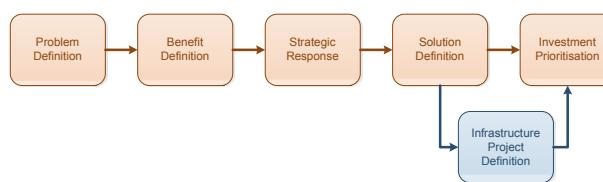
# Project Identification

An asset investment by a government (such as an infrastructure project) is just part of the solution to a problem. Robust government investment planning proceeds by:

1. Identifying the problem that government is trying to solve.  
Typically the problem relates to an unfulfilled need in an area of government service delivery.
2. Identifying the benefits that are expected if the problem is solved.
3. Identifying a strategic response that is capable of resolving the problem and delivering the expected benefits.
4. Developing the strategic response into a set of actions, which may include a set of changes required to government service delivery and assets to support those changes.
5. As part of the solution, the need for an infrastructure project may be identified.
6. Once the overall investment (including any infrastructure project) has been properly defined, it must be prioritised along with other investments competing for government funding.

## Sources:

Department of Treasury and Finance (Victoria),  
Investment Management Standard: A Guide for Victorian Government Departments and Agencies;  
Foster Infrastructure



Projects are not an end in themselves: They are needed to deliver service outcomes.

PPP Projects	Service Outcomes
Schools / Classrooms	Better Education
Hospitals	Improved Health
Roads	Transport Amenity

Table 1:  
Relationships  
between projects  
and service  
outcomes.

When a service need is readily apparent, it is often easy for government (or the public or lobby groups) to jump too quickly to a single solution for that problem. For example, in Melbourne, Australia, a desire for improved transport between the city centre and the airport has often led to suggestions that an airport rail link should be built. While this has been a common solution in other cities, past studies indicated that such a project would not be viable in Melbourne. Experience in other major Australian cities (Sydney and Brisbane) has been poor, with airport rail links in those cities encountering financial difficulties due to low patronage. To date, much of the debate over the need for an airport rail link in Melbourne has not been based on sound investment analysis. However, the viability of such a link may change over time – there may be a need for this project in the future. Links to further information on this debate are set out below.

## Does Melbourne need an Airport Rail Link?

by FosterInfrast

Is popular debate consistent with good infrastructure decision making?

The fact that Melbourne does not have a rail service to its airport is a topic of much debate in the local media.



### Melbourne Airport Rail Link: do we need it - and when?

Sydney has an airport rail line. So does Brisbane. Perth is building one. Should Melbourne? Jason Dowling peers down the track at what Victoria's major parties are really proposing. Everywhere I go it seems easier to access the city from the airport. But how common really is airport rail around the world?

 JASON DOWLING



### Is it time Melbourne got a rail line to the airport? -

The Napthine government says it'll start building an airport rail line next term if wins this month's Victorian election. Of course it'd be nice to have, but should it really be a priority at this time? Some Melburnians are embarrassed that their city lacks a rail line between the CBD and the airport.

 CRIKEY

A study to identify the best route was conducted in 2013.

### Melbourne Airport Rail Link Study - Public Transport Victoria

Melbourne Airport and Melbourne's central business district (CBD) through the Melbourne Airport Rail Link Study (MARL). A funding allocation of \$6.5 million ...

 PTV.VIC.GOV.AU

In May 2014, the State Government announced in its budget that an airport rail link would be built.

### Melbourne Airport railway line gets go-ahead - Australian Business ...

May 7, 2014 ... A railway link for Melbourne's Tullamarine Airport has received the green ... the 11 billion into a Melbourne - Sydney - Brisbane fast train route?

 WWW.AUSBT.COM.AU

Naturally those that would benefit most were happy...

### Rail industry stoked over Victoria's \$11 billion Melbourne Airport ...

May 9, 2014 ... The new rail link bring Melbourne in line with Sydney and Brisbane which have been served by dedicated airport rail lines to bypass freeway ...

 WWW.GOVERNMENTNEWS.COM.AU

However, following a change in government in late 2014, it appeared the project had been shelved for the time being.

### Is Daniel Andrews right to ignore airport rail? | The Urbanist - Crikey

Feb 23, 2015 ... A train to Melbourne Airport would be more comfortable than ... There is no other airport in the world at that level that doesn't have a rail link.

 BLOGS.CRIKEY.COM.AU

Those who most benefit were vocal again...

### Build airport rail or drown in traffic, Melbourne Airport chief warns

Feb 19, 2015 ... Melbourne Airport is on track to become the busiest airport in the world without ... they have also been economic failures in both Sydney and Brisbane. Dr Morton said a rail link to Melbourne Airport regularly topped the wishlist ...

 WWW.THEAGE.COM.AU

As was the former government:

**Melbourne Airport passenger numbers support case  
for airport rail link**

Apr 20, 2015 ... The facts: Melbourne Airport today released figures showing a 12 per cent growth in international passenger numbers in the third quarter of ...

 [VIC.LIBERAL.ORG.AU](http://VIC.LIBERAL.ORG.AU)

There is already a frequent, reasonably priced public transport service between the airport and one of Melbourne's major train stations.

**SkyBus - City. Airport. Express.**

Linking Melbourne airport to the city. Information about the service.

 [WWW.SKYBUS.COM.AU](http://WWW.SKYBUS.COM.AU)

Would an airport rail link really be a good investment of public money?

**Airport Rail Links - A Post Audit - ATRF**

discuss some of the complexities of airport rail access planning: the conflicting ... The history of the Melbourne Airport Rail Link (MARL) illustrates these issues.

 [ATRF.INFO](http://ATRF.INFO)