The New South Wales
Infrastructure Pipeline
The New South Wales Government is delivering the biggest infrastructure program in Australian history, with $72.7 billion earmarked for projects over the next four years alone.

We value international skills and leading-edge technology in the delivery of world-class infrastructure and welcome your participation in this once-in-a-generation investment opportunity.

Gladys Berejiklian
New South Wales Premier

New South Wales is one of the most exciting places in the world right now in terms of infrastructure investment. We are embarking on the largest capital program in our State’s history, and are reimagining the way people will move about and access services.

The years ahead are exciting. We have a chance to make NSW better than ever before and we will make it happen.

Andrew Constance
NSW Minister for Transport and Infrastructure
The NSW Infrastructure Pipeline

The NSW Infrastructure Pipeline has been prepared by Infrastructure NSW, an independent body that advises the Government on its long term infrastructure strategy and ensures that major projects are properly scoped, procured and delivered.

Opportunities exist for direct investment as well as participation in design, construction, management and operation of infrastructure projects in NSW.

This prospectus outlines infrastructure proposals under development by the NSW Government.

Many of the proposals Infrastructure NSW has included:

- Have a minimum capital value of $100 million.
- Are aligned to the State Infrastructure Strategy.
- Cover the arts, culture and recreation, education and training, health, justice and public safety, transport and water sectors.
- Are expected to come to market over the next three to five years.

Investment Opportunities

NSW has a large portfolio of infrastructure assets and a strong pipeline of future projects.

The Australian economy remains resilient, sustained by sound macroeconomic policies, strong institutions and solid trade ties with the Asia-Pacific region. Growing more than three percent on average each year since 1992, Australia is the only major developed economy to have recorded no economic recessions from 1992 to 2016 and is now in its 26th year of consecutive growth.

The State of New South Wales remains the engine room of Australia’s economy, with a Gross State Product of $539 billion and a AAA credit rating. With a population of more than 7.3 million, or close to one third of the Australian total, NSW has a large and growing domestic market.

The NSW infrastructure program continues to grow with a record $72.7 billion provided in the 2017–18 Budget over the next four years for critical infrastructure in key service delivery areas.

The program drives economic growth throughout NSW by alleviating congestion and enables increased and better services. There are a range of major projects at various stages, with some already in construction including:

- WestConnex.
- NorthConnex motorway.
- Sydney Metro North West.
- Sydney CBD and South East Light Rail.
- Pacific Highway duplication.
- Northern Beaches Hospital.
- Lismore Base Hospital.

Spending over the next four years includes around:

- $41.4 billion on transport and roads.
- $7.7 billion for health infrastructure and service related projects.
- $4.6 billion for education and training projects.
- $5 billion for water infrastructure projects.
- $4.2 billion for justice projects.
$72.7b

NSW investment in infrastructure over the next 4 years.
Infrastructure NSW

Establishment of Infrastructure NSW

Infrastructure NSW was established in 2011 to assist the NSW Government in identifying and prioritising the delivery of critical public infrastructure. Infrastructure NSW is an independent statutory agency, established under the *Infrastructure NSW Act 2011*. The Board of Infrastructure NSW comprises the Chief Executive Officer, an independent Chairman and ten other Board members. The Board provides strategic policy direction and oversight for planning, management and performance. The Board is one of the most experienced in Australia with a mix of leading business people with expertise in infrastructure, alongside NSW’s most senior public servants.

The core mandate of Infrastructure NSW is to focus on capital investment for economic growth and social well-being. In particular, Infrastructure NSW advises Government on:

- Priorities for investment in major infrastructure over $100 million.
- Improving capital utilisation to get better performance of existing assets.
- Value for money by assuring the planning and delivery of assets.

NSW State Infrastructure Strategy

In 2012, Infrastructure NSW completed the 20-year State Infrastructure Strategy. It was the first time a prioritised and costed long-term strategy had been developed for the Government’s consideration.

In mid-2014, Infrastructure NSW was asked by the NSW Premier to update the strategy to take account of funding that would be made available through the planned long term lease of the NSW electricity transmission and distribution business.

Infrastructure NSW made recommendations for infrastructure projects and programs valued at $20 billion—priorities that will reduce congestion, support population growth and increase productivity across Sydney and regional NSW. Key recommendations included:

- Reserve $1.1 billion to invest in the WestConnex northern and southern extensions, and the Western Harbour Tunnel.
- Reserve $7 billion for Sydney Metro City & Southwest.
- Recognise the importance of sporting and cultural assets by increasing the commitment of a Sports and Cultural Fund from $500 million to $1.2 billion, capitalising on our existing iconic assets and precincts, and increasing the presence of facilities in Western Sydney.
- Reserve an even greater investment in regional transport of $4.1 billion, to underpin economic growth across the whole State.
- Reserve $1 billion for regional and metropolitan schools.
- Reserve $1 billion for regional and metropolitan hospitals.
- Reserve $1 billion for water security for our regional communities.
- Reserve $300 million for regional tourism and the environment.

The Government adopted all of the recommendations proposed by Infrastructure NSW, which are now reflected in the Government’s infrastructure program. Since 2015, Government agencies have progressively developed the recommended infrastructure projects, including through the production of Business Cases. A number of projects are now in their procurement and staged delivery phase.
26 years of uninterrupted growth and AAA credit rating.

$539 bn GSP
Bigger than Hong Kong, Singapore.

7 million people
Forecast to grow to 10 million in 2037.

NSW – Infrastructure Pipeline
Leading governance structure

Restart NSW

Restart NSW is the NSW Government’s dedicated infrastructure fund. The fund was established in 2011 to improve the economic growth and productivity of the State.

Restart NSW funds are used for projects that will improve the productivity and competitiveness of the State across all sectors. They also support investment in local infrastructure in regional areas.

The Restart NSW Fund receives money from asset recycling, Waratah Bonds (fixed interest bonds issued by New South Wales Treasury Corporation), interest income and windfall tax revenue. By the end of 2016-17, around $29.8 billion had been deposited in the Restart NSW fund and reserved for programs and projects.

Thirty percent of Restart NSW funds are committed to projects in regional NSW (outside Sydney, Newcastle and Wollongong).

Funds can only be spent on projects that are recommended by Infrastructure NSW, and then approved by the Treasurer. Infrastructure NSW applies an independent, three part test when considering proposed projects:

- Strategic fit – alignment with the principal state planning instruments including the State Infrastructure Strategy.
- Economic merit.
- Completed assurance processes – including a compliant Business Case, completed independent review process and appropriately implemented risk mitigation and management strategies.

Project assurance program

The magnitude of the state’s ambitious infrastructure program makes it essential to develop and deliver major projects in a timely and cost-efficient way. To ensure there is better oversight of the state’s development and delivery program, the NSW Government draws on independent assurance advice provided by Infrastructure NSW.

Infrastructure NSW engages experts from across Australia to independently review major projects through a series of “Gateways” covering the project lifecycle including project inception, options analysis, Business Case, procurement, delivery and operations as shown in the flowchart (at right).

To ensure assurance efforts target the areas of greatest importance, a tiered, risk-based approach has been developed to ensure a range of projects are being monitored (more than 400 to date), high profile and high risk projects are subject to the greatest scrutiny.

Infrastructure NSW advises the Government of any problems or risks on a regular basis so they can be promptly addressed. Action plans are put in place to address significant risks and issues raised through the independent Reviews. Infrastructure NSW continues to monitor and report on the actions.

Partnering with the private sector

The NSW Government has a strong record of partnering with the private sector and will continue to do so to deliver its massive infrastructure program.

There will be many opportunities for private sector engagement in the design, financing, development, operations and maintenance of projects, as well advisory roles based on the characteristics or risks associated with a particular project.

The NSW Government has a particularly strong reputation in Public Private Partnerships (PPPs) in procuring infrastructure.

Traditional PPP delivery models are now evolving due to a shift in private sector preferences and Government priorities, including a move to greater output specified procurement, more private sector engagement at all stages of the procurement process, and more pragmatic risk allocation.
The NSW Government is also continually seeking to capture value, and unique and innovative ideas from industry that provide real and tangible benefits to the people of NSW. The Unsolicited Proposals process is designed to encourage non-government sector participants to approach Government with innovative infrastructure or service delivery solutions, where the Government has not requested a proposal and the proponent is uniquely placed to provide a value for money solution.1

Proposal summaries
This document includes not only fully funded projects but also infrastructure projects that are not yet funded but may come to market in the next three to five years. It is important to understand that the proposals in the Infrastructure Pipeline are in various stages of development; not all have yet been approved by Government to procure and deliver.

The Infrastructure Pipeline in this document will be reviewed and reported every six months to ensure it is up to date. Some new proposals may be added after each review; others may be replaced.

## Investment Opportunities

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OPPORTUNITY
Sydney Metro City and Southwest

Sector
Transport – Rail

Responsible organisation
Transport for NSW/Sydney Metro Delivery Office

Estimated cost of delivery
$11.5 billion – $12.5 billion

Private investment opportunities
Rolling stock, track, systems and signalling, over station development, urban renewal

Project contact
Tom Gellibrand – Acting Program Director, Sydney Metro
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Website
www.sydneymetro.info

Stage of development
Planning → Business Case development → Final Business Case → Investment approved → Procurement

Opportunity overview
Transport for NSW is developing plans for the Sydney Metro City & Southwest rail project.

This second stage of Sydney Metro will extend metro rail from Chatswood to North Sydney, beneath Sydney Harbour, through four new underground central business district stations and beyond to Bankstown.

Scope
The proposal includes major civil works, rolling stock, track, systems and signalling and 18 new or upgraded metro stations.

The 15.5km section from Chatswood to Sydenham (where it joins the Bankstown line) will be newly built tunnels. The existing Bankstown Line will be upgraded and converted to metro standards, increasing services from eight an hour in the peak to 15 new metro trains every hour with real time information at metro stations and on board trains. In addition, opportunities exist across six high value precinct development sites, including over station developments together with urban renewal and commercial and residential development at:

- Crows Nest.
- Victoria Cross.
- Sydney CBD (Martin Place, North and South).
- Pitt Street (North & South).
- Waterloo precinct.

Next steps
Major CBD construction activity has started and procurement of major contracts is ongoing.

Chatswood to Bankstown

Sydney Metro Northwest track laying. © 2016 State of NSW Transport for NSW.

Martin Place station. © 2016 State of NSW Transport for NSW.
OPPORTUNITY
Sydney Metro West

Sector
Transport – Rail

Responsible organisation
Transport for NSW

Estimated cost of delivery
To be determined

Private investment opportunities
Advisory roles, design and construction, operation

Project contact
Tom Gellibrand – Acting Program Director, Sydney Metro
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Website
www.sydneymetro.info

Stage of development

Opportunity overview
The Sydney Metro West proposal aims to provide a direct connection between the CBDs of Parramatta and Sydney, linking communities not previously serviced by rail as well as supporting growth between the two major CBDs.

An extra 420,000 people are expected to move into the corridor between Greater Parramatta and central Sydney over the next 20 years.

Scope
The new railway is expected to be built largely underground. The final number of potential stations will be identified following community and industry consultation. Four key precincts to be considered for the project include:

• Parramatta, where the number of jobs is expected to double over the next 20 years to 100,000.
• Sydney Olympic Park, where 34,000 jobs and more than 23,000 residents will be located by 2030.
• The Bays Precinct, proposed as Sydney’s new innovation hub where 95 hectares of land is being regenerated.
• The Sydney CBD, allowing easy access to the existing public transport network and Stages 1 and 2 of Sydney Metro, which is currently under construction.

Opportunities to extend this project to the west (including to Western Sydney Airport) are also being considered as part of the Joint Commonwealth/State Western Sydney Rail Needs Study.

Sydney Metro West is expected to be operational in the second half of the 2020s.

Next steps
Community consultation.
Inside Australia’s longest railway tunnels on Sydney Metro Northwest.
OPPORTUNITY
Central Station Redevelopment

Sector
Transport – Precincts and interchanges

Responsible organisation
Transport for NSW

Estimated cost of delivery
Over $1 billion

Private investment opportunities
Advisory roles, design and construction, development partner

Project contact
Peter Regan, Deputy Secretary, Finance and investment Division
peter.regan@transport.nsw.gov.au

Website

Stage of development
Various

Sydney CBD

Opportunity overview
Sydney’s Central Station is the busiest transport interchange in NSW. Transport for NSW is now planning for an increase in future demand for Central Station’s role as a major interchange linking rail, light rail, bus, coach, taxis, cycles and pedestrians. A Precinct Renewal strategy will link the station to surrounding areas, contributing to a revitalisation of Sydney’s southern CBD, through connectivity and economic activism.

The Strategy will look at development ideas and investigate opportunities and constraints. Creating quality urban design, providing new retail and other commercial services and respecting heritage protection will be key considerations, alongside improved transport facilities.

Next steps
The tender process to deliver the new Sydney Metro at Central Station, as well as Central Walk, has started with tenders (expressions of interest) called for the Central Station Main Works contract as part of the Sydney Metro City & Southwest project.

A dedicated construction contract will be awarded for the Sydney Metro Central works – separate to the rest of the Sydney Metro City & Southwest project to ensure a strong focus on the complex work required at Sydney’s busiest railway station.

Construction for the Metro work at Central is expected to start in 2018.

The vision and planning for the Central Precinct Renewal is also underway and will guide future redevelopment & renewal (upgrades and associated development) within the Central Precinct.

Scope
The redevelopment will provide vital upgrades to rail and station infrastructure to support passenger movement and interchange and include a new east/west subterranean concourse.

Part of the proposal includes Central Walk – a new underground concourse at Central Station which will better connect passengers to trains, buses, light rail and the new Sydney Metro.

Central Walk will be a wide, accessible and modern pedestrian link from the eastern side of Central Station, linking the new light rail stop to the new Sydney Metro platforms with direct access to existing suburban platforms.
OPPORTUNITY
Princes Highway Upgrades

Sector
Transport–Roads

Responsible Organisation
Roads and Maritime Services

Estimated cost of delivery
Over $1.2 billion

Private investment opportunities
Advisory roles, design and construction

Project contact
Ken Kanofski, Chief Executive,
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ken.kanofski@rms.nsw.gov.au

Website
www.rms.nsw.gov.au

Stage of development
Various

Opportunity overview

The Princes Highway upgrade program includes the following projects to improve safety and efficiency on one of NSW’s main routes.

Albion Park Rail bypass
Roads and Maritime Services is planning for a 9.8 kilometre extension of the M1 Princes Motorway between Yallah and Oak Flats to bypass Albion Park Rail. Once constructed the motorway would complete the ‘missing link’ to provide for a high standard road between Sydney and Bomaderry.

The project would have two lanes in each direction with a central median. To accommodate future population growth in the region, the project has capacity for extra lanes as they become required. Work would also involve the reconfiguration of the Croom Regional Sporting Complex, and a number of other associated works.

The NSW Government has announced $550 million towards this project.

Construction to commence 2019.

Batemans Bay Bridge
Roads and Maritime Services is planning for a replacement crossing of the Clyde River on the Princes Highway at Batemans Bay.

Benefits of the project would include improved traffic flow, reduced risk of bridge closure caused by malfunctions, improved freight access to the far south coast by allowing vehicles above 26 metres across the Clyde River and management of nearby intersections to reduce traffic delays.

A design consultant was announced in April 2017 to commence the concept design and environmental assessment of the project.

Construction to commence in 2019.

Berry to Bomaderry
Roads and Maritime Services plans to upgrade the Princes Highway between Berry and Bomaderry. The upgrade will provide about 10.5 kilometres of four-lane highway with median separation between Mullers Lane, Berry and Cambewarra Road, Bomaderry. Once the highway upgrade between Berry and Bomaderry is built it will complete four lanes of divided highway between Waterfall and Jervis Bay Road, Falls Creek.

Planning approval for the project is now in place. Detailed design, property purchases and relocation of utilities are being finalised. The NSW Government has committed full funding for Berry to Bomaderry with construction to commence in 2018.
Planning is underway for a new bridge that will improve conditions on the Princes Highway over the Shoalhaven River at Nowra. As well as a new bridge, the project will look at improving congestion at the intersections at Illaroo Road, Bolong Road and Bridge Road / Pleasant Way. $1.6 million has already been invested by the NSW State Government with the Federal Government committing $10 million to complete planning.

Environmental studies and design investigations are being finalised. These investigations will help finalise a concept design and assist in the environmental assessment process.
OPPORTUNITY
Parramatta Light Rail

Sector
Transport – Rail

Responsible Organisation
Transport for NSW

Estimated cost of delivery
To be determined. Over $1 billion.

Private investment opportunities
Advisory roles, design and construction, operation

Project contact
Stephen Troughton, Deputy Secretary, Infrastructure and Services
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Website
parramattalightrail.nsw.gov.au

Stage of development
Various

Opportunity overview
The Transport for NSW proposal is being developed in stages to ensure infrastructure is in place to support the thousands of new houses and jobs being created in Western Sydney.

Stage 1 will connect Parramatta and Westmead to Carlingford via Camellia with 12 kilometres of dual track in a dedicated corridor. It will connect Parramatta’s CBD to the key areas being transformed by the NSW Government and private investment, including the Westmead Health Precinct, Parramatta North Urban Transformation Program, the new Western Sydney Stadium, the Camellia Precinct, the Telopea Urban Renewal, and Western Sydney University campuses at Westmead, Rydalmere and Parramatta CBD.

Scope
Key features of Stage 1 of the Parramatta Light Rail include 16 highly accessible stops, regular services from early morning to late at night, including services every 7.5 minutes throughout the day, integrated Opal ticketing, and modern and comfortable air-conditioned vehicles with a capacity of at least 250, and a system capacity to carry 10,000 people per hour during peak times and special events.

Planning work for Stage 2 of the project – will run north of the Parramatta River through the rapidly developing suburbs of Ermington, Melrose Park and Wentworth Point to Sydney Olympic Park – is underway and is expected to be in 2018. This planning is being done with other government agencies and transport projects including the Sydney Metro West with stops at Olympic Park and Parramatta.

Next steps
It is expected that construction for Stage 1 will begin in 2018 and be completed by 2023 for operations to commence.

Procurement of four contracts for the delivery and operations of Stage 1 are underway and expected to be completed in 2018.

Stage 2, a nine kilometre corridor connecting Stage 1 to Sydney Olympic Park, was announced in October 2017. Planning work and community consultation will be undertaken with other Government agencies and the Sydney Metro West Project and will inform a Final Business Case.

© 2016 State of NSW Transport for NSW.
Artist’s impression of Telopea Light Rail stop. © 2016 State of NSW Transport for NSW.
OPPORTUNITY
Circular Quay Renewal

Sector
Transport – Precincts and interchanges

Responsible organisation
Transport for NSW

Estimated cost of delivery
To be determined

Private investment opportunities
Advisory roles, debt, equity, design and construction

Project contact
Peter Regan, Deputy Secretary,
Finance and Investment Division
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Website
www.transport.nsw.gov.au

Stage of development

Oppportunity overview
Upgrading the Circular Quay ferry wharves is critical to the long-term functionality of the Circular Quay precinct.

The iconic nature of Circular Quay and the significant private sector redevelopments, currently underway or planned, in the adjoining areas, provide an opportunity to leverage the Government’s contribution and private sector capital to deliver a whole of precinct renewal solution.

Scope
The wharves and adjoining southern promenade were built in the 1940s and are nearing the end of their design life. The wharves are also not compliant with the Disability Standards for Accessible Public Transport 2002 under the Commonwealth Disability Discrimination Act 1992, primarily due to the steepness of the ramp between the fixed part of each wharf and the floating pontoon during low tides.

A variety of upgrade, renewal and redevelop concepts are being considered in relation to Circular Quay Ferry Wharf and Precinct Renewal options.

Next steps
Structured Market Engagement to commence in 2018, with the Strategic Business Case to be undertaken concurrently.
**Opportunity overview**

Western Sydney is currently Australia’s third largest economy and in twenty years is expected to grow from three to four million people. The Western Sydney Infrastructure Plan aims to support an integrated transport solution for the region and maximise the economy, establishing Western Sydney as an increasingly desirable place to live and do business. This plan also aims to reduce congestion, cut travel times and create additional jobs in Western Sydney.

**Scope**

There are several stages and aspects of the Western Sydney Infrastructure Plan, which include:

- An upgrade of the 35km The Northern Road between The Old Northern Road, Narellan and Jamison Road, South Penrith from a generally two and four lane undivided road to a six and eight lane divided road.
- A new M12 Motorway providing direct access to the Western Sydney Airport at Badgerys Creek and connecting to Sydney’s motorway network.
- A 10km upgrade of Bringelly Road between The Northern Road and Camden Valley Way from a two lane road to a four and six lane divided road.
- The construction of Werrington Arterial Road by upgrading Kent Road and Gipps Street to four lanes between the Great Western Highway and the M4 Motorway.
- An upgrade of the intersection at Ross Street and the Great Western Highway, Glenbrook.
- A $200 million upgrade of local roads.

**Next steps**

The program is being progressively put to the market.

**Fast facts**

Western Sydney is currently Australia’s third largest economy and in twenty years is expected to grow from three to four million people.
OPPORTUNITY
Smart Transport: Traffic Management Systems

Sector
Transport – Roads

Responsible organisation
Roads and Maritime Services

Estimated cost of delivery
$670 million

Private investment opportunities
Traditional procurement, innovative products

Project contact
Ken Kanofski, Chief Executive, Roads and Maritime Services
ken.kanofski@rms.nsw.gov.au

Website

Stage of development

Opportunity overview
The NSW Government has decided to invest in new technologies to address the increasing congestion on the Sydney metropolitan road network. The objective for these investments is to enhance the efficiency and effectiveness of existing roads and traffic systems with improved incident management and proactive network management to reduce delays and ensure greater journey time reliability.

© 2016 State of NSW Transport for NSW.

The program will introduce intelligent technologies to the traffic management system and introduce Smart Motorway systems to Sydney. The range of projects include a combination of leading technology enhancements supported by comprehensive people and process change, road upgrades, clearways, bus network improvements, real-time information, communication and traffic management tools to provide motorists with a safer, smoother and more reliable journey.
Scope

There are two main components to the upgrades to the Traffic Management System:

1. Smart Motorways ($470 million).
2. Intelligent Congestion Management Program (ICMP) (previously known as the Sydney Coordinated Adaptive Traffic System SCATS Congestion Improvement Program) $200 million.

The scope of the smart motorway project on the M4 includes:

- Traffic sensors located at about 500 metre intervals on the motorway, and on entry and exit ramps, to detect changes in traffic flow in real time.
- Coordinated, quick-changing entry ramp signals to keep traffic flowing on the motorway and make merging easier and safer.
- New lane use management gantries to open and close lanes in response to incidents.
- More variable message and speed limit signs – particularly before exit points.
- New electronic signs on approach roads to warn of traffic conditions and motorway travel times.

The scope of ICMP will increase the capabilities of the Transport Management Centre with:

- Core systems integration enabling process automation.
- System integration with most mode operators.
- Single mode predictive/simulation capability + human based coordination.
- Display real time data and trends for key modes.
- Advanced decision support capability.
- Two-way customer information exchange.

Next steps

Program is progressively being put to market.
OPPORTUNITY
F6 Stage 1

Sector
Transport – Roads

Responsible organisation
Roads and Maritime Services

Estimated cost of delivery
To be determined

Private investment opportunities
Advisory roles, debt, equity, design and construction

Project contact
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Website
www.rms.nsw.gov.au

Stage of development

Opportunity overview
The M1 Princes Motorway is a key part of Australia’s national highway system, and provides a vital arterial road link through southern Sydney. At present there is no efficient connection to Sydney’s motorway network from the south.

The F6 Extension would provide a 19 km motorway connection between the New M5 at Arncliffe and Loftus. This link to the south was identified as a priority in the NSW Long Term Transport Master Plan 2012 and the State Infrastructure Strategy 2014 as one of the future strategic priorities for Sydney’s road network.

Scope
Stage 1 of the F6 Extension is proposed as a four kilometre continuous twin tunnel. The north and south twin tunnels would connect with the New M5, 75 metres underground, passing under Rockdale to an interchange at President Avenue, Kogarah. The F6 Extension Stage 1 would be designed with a provision for a future extension south.

Next steps
Site investigations, community consultation, EIS preparation and Business Case development.
You can have your say at any time

To find out more about the project, or to have your say:


1800 789 297

F6Extension@rms.nsw.gov.au

Customer feedback

Roads and Maritime Services

Locked Bag 928, North Sydney NSW 2059

STAGE 1

SYDNEY AIRPORT

WestConnex

Liverpool
Campbelltown

ST PETERS INTERCHANGE

City West Parramatta Blacktown

STAGE 1

SYDNEY AIRPORT

Legend

| Stage 1 – St Peters Interchange to President Avenue | Connections | Parks |
| For investigation: Kogarah to Loftus | Motorways | Water |
| WestConnex | Main roads |

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By bypassing the CBD on the western side and addressing major missing links, the Western Harbour Tunnel, together with Beaches Link, will simultaneously transform our road infrastructure.
OPPORTUNITY

Beaches Link and Gore Hill Freeway connection

-sector
Transport – Roads

-Responsible organisation
Roads and Maritime Services

-Estimated cost of delivery
To be determined

-Private investment opportunities
Advisory roles, debt, equity, design and construction

-Project contact
Ken Kanofski, Chief Executive, Roads and Maritime Services
ken.kanofski@rms.nsw.gov.au

-Stage of development
Planning
Business Case development
Final Business Case
Investment approved
Procurement

-Opportunity overview
The Northern Beaches corridor is one of the slowest on Northern Sydney’s network. The Beaches Link will significantly alleviate congestion at peak hours on both Spit Bridge and Roseville Bridge and provide a Mosman bypass for express bus services to the CBD and other centres. The Beaches Link will also provide for increased growth in the strategic centres of Dee Why, Brookvale and the Northern Beaches Hospital Precinct and improve connectivity for road and public transport to the wider metropolitan area.

The project is marked for progression within the State Infrastructure Strategy 2014 and NSW Long Term Masterplan 2012. This is part of the suite of works to build the ‘missing links’ in Sydney’s motorway network.

-Scope
Beaches Link will provide a motorway tunnel connection from the Northern Beaches to both the Warringah Freeway and Gore Hill Freeway. This north-south and east-west connectivity will provide improved access from the Northern Beaches to the major employment centres of Sydney’s Global Economic Corridor, including the Sydney CBD and south west, and strategic centres such as Chatswood, St Leonards and Macquarie Park. Beaches Link will provide an alternative to the congested Military Road and Warringah Road corridors and will create an opportunity for a step change in public transport to and from the Northern Beaches.

-Next steps
This next stage of work is expected to be completed in mid-2018 and will include a reference design; confirmed final project costings; funding strategy including tolling options and private sector involvement; and construction timeline including start and completion dates.
OPPORTUNITY
WestConnex: M4-M5 Link

Sector
Transport - Roads

Responsible organisation
Sydney Motorway Corporation
Roads and Maritime Services

Estimated cost of delivery
$7.2 billion

Private investment opportunities
Advisory roles, debt, equity, design and construction

Project contact
Dennis Cliche, Chief Executive Officer,
Sydney Motorway Corporation
dennis.cliche@westconnex.com.au

Ken Kanofski, Chief Executive,
Roads and Maritime Services
ken.kanofski@rms.nsw.gov.au

Website
www.westconnex.com.au/projects/m4-m5-link

Stage of development
Various

Opportunity overview
This third proposed stage of WestConnex will link the new M4 and new M5 and be designed to reduce congestion and improve local connectivity.

Scope
WestConnex Stage 3 comprises tunnels connecting the new M4 East at Haberfield and new M5 at St Peters.

The M4-M5 Link project includes an interchange at Rozelle with provision for a future connection to the proposed Western Harbour Tunnel and Beaches Link. It also includes an underground tunnel from the Rozelle Interchange to Victoria Road near Iron Cove Bridge, known as the 'Iron Cove Link'.

The interchange in Rozelle will be mostly underground and located at the site of the old Rozelle Rail Yards. By building the interchange mostly underground, the project will deliver new active transport options in Rozelle and up to 10 hectares of new green space. The M4-M5 Link will also provide an additional 2.5 hectares of green space in St Peters.

Next steps
Program is progressively being put to market.
Opportunity overview

The Sydney Airport and Port Botany precinct is a key contributor to the NSW and Australian economy and home to Australia’s busiest airport and second busiest container port. The precinct is heavily constrained with substantial road congestion and rail inefficiencies that potentially impact the NSW and Australian economy.

Sydney Gateway is required to link St Peters Interchange to the precinct. This connection is required to meet predicted growth and manage traffic, support the competitiveness and viability of the airport and port.

Scope

Sydney Gateway will provide high quality arterial road access to the airport and port precinct. It will provide high capacity connections to these key activity centres, enabling the benefits of WestConnex to be fully realised as well as ensuring capacity for growth.

Next steps

Business Case development.
OPPORTUNITY
Newell Highway

Sector
Transport – Roads

Responsible organisation
Roads and Maritime Services

Estimated cost of delivery
To be determined – $500 million committed

Private investment opportunities
Advisory roles, design and construction

Project contact
Ken Kanofski, Chief Executive, Roads and Maritime Services
ken.kanofski@rms.nsw.gov.au

Website

Stage of development
Various – planning to delivery

Opportunity overview
The Newell Highway provides the major road freight route between Queensland and Victoria, and connects dozens of regional centres and communities along its 1060km length.

To meet the challenge and improve the productivity of our regional economies, the NSW Government committed $500 million for the Newell Highway from the $2 billion Regional Road Freight Corridors Program in the Rebuilding NSW State Infrastructure Strategy 2014 Update.

Scope
Short term investment priorities include:
• Upgrading sections of the Newell Highway.
• Building new alignments and bypasses for some parts of the Newell Highway.
• Additional passing lanes.
• Replacing bridges.
• Heavy vehicle enforcement facilities.

Next steps
Progress planning and delivery.
OPPORTUNITY
Pacific Highway

Sector
Transport – Roads

Responsible organisation
Roads and Maritime Services

Estimated cost of delivery
To be determined

Private investment opportunities
Advisory roles, design and construction

Project contact
Ken Kanofski, Chief Executive,
Roads and Maritime Services
ken.kanofski@rms.nsw.gov.au

Website

Stage of development
Various

Opportunity overview
By 2031, the amount of freight travelling in NSW will nearly double.

To deliver upgrades on key freight routes, the Government has reserved $2 billion for a Regional Road Freight Corridor Program including a NSW Government commitment of $400 million towards the M1 extension to Raymond Terrace (bypassing the north Newcastle areas) and the bypass of Coffs Harbour. The Pacific Highway is a critical component of the National Land Transport Network and one of the busiest transport corridors in Australia.

To meet the challenge and improve the productivity of our regional economies, the NSW Government committed to the Regional Road Freight Corridors Program in the Rebuilding NSW State Infrastructure Strategy 2014 Update.

Scope
The scope of work includes priority safety upgrades, highway bypasses of towns and access to provide improved traffic flow and travel times for freight as well as amenity for local traffic.

The work includes:
• Dual carriageway motorways bypassing Hexham and Heatherbrae in the south and Coffs Harbour in the north.
• Interchanges and tunnels.
• Bridges and flood immunity.

Next steps
Environmental assessments will be completed and progressively displayed.

Ongoing construction of Woolgoolga to Ballina until 2020. Coffs Harbour Bypass and M1 extension to Raymond Terrace are reliant on federal funding.
OPPORTUNITY
New England Highway

Sector
Transport – Roads

Responsible organisation
Roads and Maritime Services

Estimated cost of delivery
$500 million committed

Private investment opportunities
Advisory roles, design and construction

Project contact
Ken Kanofski, Chief Executive,
Roads and Maritime Services
ken.kanofski@rms.nsw.gov.au

Website

Stage of development
Planning
Business Case
development
Final Business Case
Investment approved
Procurement

Opportunity overview
To meet the challenge of increasing freight movements and to improve the productivity of NSW regional economies, the NSW Government is preparing a New England Highway Corridor Strategy, which stretches between the Hunter Expressway at Branxton and the Queensland border, to identify short, medium and long term priority actions to help guide future investment. A number of short-term investment priorities have been identified and will be delivered.

Scope
Short-term investment priorities identified include:
• Upgrading sections of the New England Highway.
• Building new alignments and bypasses for some parts of the New England Highway.
• Replacing bridges.
• Heavy vehicle enforcement facilities.
• Developing and implementing an intelligent transport system strategy for the corridor.

Next steps
Finalise New England Highway Corridor Strategy.
New England Highway southbound.
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OPPORTUNITY
Education Investment

Sector
Education

Responsible organisation
Department of Education

Estimated cost of delivery
$6 billion–$8 billion

Private investment opportunities
Advisory roles, debt, equity, design and construction, PPP

Project contact
Anthony Manning, Chief Executive, School Infrastructure NSW
anthony.manning11@det.nsw.edu.au

Website
schoolinfrastructure.nsw.gov.au

Stage of development
Various

Opportunity overview

School Infrastructure NSW

A record school building program will provide over 3,000 new or refurbished teaching and learning spaces across NSW. The focus will be on meeting a surge in enrolment demand with innovative, future-focused educational infrastructure, giving teachers and students every chance to succeed. This $4.2 billion investment, over four years, has been announced by the NSW Government as a cornerstone of the 2017-18 Budget.

There is an opportunity for a private partnership to deliver educational infrastructure for these state run and funded schools, as part of this program with the objective to:

• Accelerate school delivery to keep pace with projected public student growth.
• Minimise the costs and improve value for money for the State in delivering, providing and maintaining educational facilities and related services.
• Leverage existing market interest in partnerships with the State.

The highrise Arthur Phillip High School and Parramatta Primary School are being redeveloped to meet growth in secondary student populations in and around Parramatta. The project will construct two new schools centrally located in the heart of the Parramatta CBD and showcase for the delivery of multi-storey education facilities in response to metropolitan Sydney’s increasing residential density.

There will also be a new Inner Sydney School on the Cleveland Street school site to be redeveloped to create a new future focused high-rise school in a mix of new and refurbished buildings.

Next steps

Tenders will progressively be put to market.
Artist's impression of view of new inner Sydney high school from Chalmers Street.

Views of internal and external student hubs.
The NSW Government is investing in unprecedented funding into the State’s health infrastructure. The 2017-18 State Budget has allocated an additional $2.8 billion over the next four years taking the total investment to just over $10 billion.

More than 70 projects are taking place across NSW cementing NSW Government’s commitment to provide access to quality health facilities in every Local Health District across the State.

The capital program includes metropolitan and regional hospital redevelopments and greenfield projects, integrated care facilities through the Multi-Purpose Service program.

Building hospital and health care facilities require careful consideration taking into account clinical advancements in technology and the changing models of care for staff and patients.

Health Infrastructure has developed a How to Build a Hospital handbook, which outlines the planning, design and delivery phases of building a hospital.

To find out more http://www.hinfra.health.nsw.gov.au/how_to_build_a_hospital
OPPORTUNITY
Campbelltown Hospital Redevelopment (Stage 2)

Sector
Health

Responsible organisation
Health Infrastructure

Estimated cost of delivery
$632 million

Private investment opportunities
Design and construct

Project contact
Sam Sangster, Chief Executive,
Health Infrastructure
hi-comms@health.nsw.gov.au

Website

Stage of development
Planning
Business Case development
Final Business Case
Investment approved
Procurement

Opportunity overview
Campbelltown Hospital will be further upgraded to provide a range of expanded services to meet the needs of the growing communities of south-west Sydney. The $134 million stage one redevelopment was completed in January 2016.

Scope
The upgrade will provide a major enhancement to the emergency department, additional operating theatres, an expansion of the intensive care unit, additional renal dialysis facilities and enhanced cancer care.

Next steps
Progress planning.
OPPORTUNITY
Hornsby Ku-ring-gai Hospital Redevelopment (Stage 2)

Sector
Health

Responsible organisation
Health Infrastructure

Estimated cost of delivery
$200 million

Private investment opportunities
Design and construct

Project contact
Sam Sangster, Chief Executive,
Health Infrastructure
hi-comms@health.nsw.gov.au

Website

Stage of development

Artwork by Christian Alarens

Opportunity overview
Further upgrades to Hornsby Ku-ring-gai Hospital are planned to provide improved services and extra capacity. The $121 million stage one redevelopment was completed in June 2015.

Scope
Stage two will include a major upgrade to the emergency department, extra inpatient beds and paediatric, imaging and ambulatory care services.

Next steps
Progress planning.
Nepean Hospital Redevelopment Project incorporating:

- Additional capacity in the Nepean Hospital Emergency Department, shortstay units, acute inpatient services such as Aged Care and Rehabilitation, Women’s and Children’s services, Procedural spaces, Ambulatory services, Allied Health services, Cancer services including chemotherapy and inpatient care, Renal services including Penrith Community Dialysis Centre, Cardiology and Neurosciences.

Next steps

Early works to commence on site, with further work to progress planning underway.
OPPORTUNITY
Rouse Hill Hospital

Sector
Health

Responsible organisation
Health Infrastructure

Estimated cost of delivery
$300 million

Private investment opportunities
Design, construct, operate advisory roles, traditional procurement

Project contact
Sam Sangster, Chief Executive, Health Infrastructure
hi-comms@health.nsw.gov.au

Website

Stage of development

Opportunity overview
The NSW Government is planning for a new hospital in the Rouse Hill area to meet the needs of a growing community in Sydney’s north-west.

Scope
While the exact scope of the new facility will be subject to detailed planning, it is expected to include an emergency department, operating theatres, inpatient wards and other services. The location for the new hospital has not yet been confirmed.

Next steps
Progress planning.
OPPORTUNITY
Wagga Wagga Rural Referral Hospital Redevelopment (Stage 3)

Sector
Health

Responsible organisation
Health Infrastructure

Estimated cost of delivery
$170 million

Private investment opportunities
Design and construct

Project contact
Sam Sangster, Chief Executive, Health Infrastructure
hi-comms@health.nsw.gov.au

Website

Stage of development
Various

Opportunity overview
Further improvements to Wagga Wagga Rural Referral Hospital will complete the redevelopment and deliver a contemporary and integrated health service.
This follows on from the $282 million Wagga Wagga Rural Referral Hospital Redevelopment (Stage 1&2).

Scope
Stage three will include rebuilding a new main entry to the hospital where the old hospital tower stood, landscaping outdoor spaces and colonnade and providing patient drop off areas and additional parking.

Next steps
Early works to commence on site, with further work to progress planning underway.
OPPORTUNITY
Wyong Hospital Redevelopment

Sector
Health

Responsible organisation
Health Infrastructure

Estimated cost of delivery
$200 million

Private investment opportunities
Design and construct

Project contact
Sam Sangster, Chief Executive,
Health Infrastructure
hi-comms@health.nsw.gov.au

Website
www.gwhr.health.nsw.gov.au/projects/wyong-
hospital-redevelopment

Stage of development
Various

Opportunity overview
Planning is underway for the redevelopment of Wyong Hospital. The NSW Government has committed more than $200 million towards the redevelopment with the project to deliver upgraded and expanded facilities at the hospital.

The project will deliver upgraded facilities at the Hospital to provide high quality health care for communities in Wyong and surrounding areas on the Central Coast.

Scope
The Wyong Hospital Redevelopment will include a range of improved and expanded infrastructure and services including emergency, surgical, acute care, maternity, paediatric, inpatient medical and surgical beds, rehabilitation, mental health and ambulatory care.

Next steps
Early works to commence on site, with further work to progress planning underway.
OPPORTUNITY
Tweed Hospital Build

Sector
Health

Responsibel organisation
Health Infrastructure

Estimated cost of delivery
$534 million

Private investment opportunities
Design and construct

Project contact
Sam Sangster, Chief Executive,
Health Infrastructure
hi-comms@health.nsw.gov.au

Stage of development
Planning
Business Case development
Final Business Case
Investment approved
Procurement

Opportunity overview
A new hospital is proposed in the Tweed Valley region to improve health services for the area, which is forecast to grow by more than 40 percent to 128,000 people by 2031.

Scope
Additional inpatient capacity, an expanded emergency department and enhanced surgical and ambulatory services on a greenfield site.

Next steps
Progress planning.
OPPORTUNITY
Randwick Hospital Campus Redevelopment

Sector
Health

Responsible organisation
Health Infrastructure

Estimated cost of delivery
$720 million

Private investment Opportunities
Construct

Project contact
Sam Sangster, Chief Executive,
Health Infrastructure
hi-comms@health.nsw.gov.au

Website

Stage of development
Various

Opportunity overview
A new Acute Services Building for Prince of Wales Hospital will be built to the west of the existing Randwick Hospital’s Campus.

Scope
New emergency department and operating theatres, additional beds, expanded rehabilitation and ambulatory care facilities.

Next steps
Early works to commence on site, with further work to progress planning underway.
OPPORTUNITY
Concord Hospital Redevelopment

Sector
Health

Responsible organisation
Health Infrastructure

Estimated cost of delivery
$341 million

Private investment opportunities
Design and construct

Project contact
Sam Sangster, Chief Executive,
Health Infrastructure
hi-comms@health.nsw.gov.au

Website

Stage of development
Planning
Business Case development
Final Business Case
Investment approved
Procurement

Opportunity overview
Concord Hospital is earmarked to be Australia’s first comprehensive care centre for Defence Force personnel and their families, additional inpatient capacity, enhanced ambulatory services and a new cancer centre.

Scope
The redevelopment is proposed to deliver:
• a new comprehensive cancer centre.
• additional inpatient capacity.
• enhanced ambulatory care services.
• enhancement and co-location of the ANZAC clinical research centre.
• a new Defence Force Centre of Excellence providing services including mental health and well-being; drug and alcohol support; specialist pain management services, and rehabilitation services.
• new ward accommodation for aged care, psychogeriatric and rehabilitation services.

Next steps
Progress planning and staged construction.

Fast facts
Concord Hospital is earmarked to be Australia’s first comprehensive care centre for Defence Force personnel and their families.

NSW–Infrastructure Pipeline
OPPORTUNITY
Coffs Harbour Hospital Expansion

Sector
Health

Responsible organisation
Health Infrastructure

Estimated cost of delivery
$156 million

Private investment opportunities
Design and construct

Project contact
Sam Sangster, Chief Executive,
Health Infrastructure
hi-comms@health.nsw.gov.au

Stage of development

Planning  Business Case development  Final Business Case  Investment approved  Procurement

Opportunity overview
The hospital provides care to the community as well as thousands of tourists who visit the mid north coast every year and this upgrade will ensure it meets the growing demand.

Scope
Proposed scope includes enhancements to the existing surgical and operating theatres in addition to new theatres, a new short stay surgical unit, orthopaedic and vascular unit, ambulatory care area and the expansion of community health.

Next steps
Progress planning.
OPPORTUNITY
New Museum in Western Sydney

Sector
Cultural Infrastructure

Responsible Organisation
Department of Planning and Environment

Estimated cost of delivery
To be determined

Private investment opportunities
Design and construction

Project contact
Craig A Limkin, Executive Director, Cultural Infrastructure Program Management Office craig.limkin@arts.nsw.gov.au

Website
www.arts.nsw.gov.au

Stage of development
Planning, Business Case development, Final Business Case, Investment approved, Procurement

Opportunity overview
The Government is committed to building a truly iconic museum on the Parramatta Riverbank site, designed to meet community needs and be a real attraction for Western Sydney, as well as national and international visitors. The museum will be the flagship campus for the Museum of Applied Arts and Sciences, on the cutting edge of science and innovation and bring the very best to a booming Western Sydney. The new museum represents a significant investment in cultural opportunity, jobs and economic growth for Western Sydney.

Scope
This project would include the construction of a New Museum of Applied Arts and Sciences on the banks of the Parramatta River and relocating the operations and collections of the Powerhouse Museum from Ultimo to Parramatta. The architect for the new museum will be chosen through an international design competition.

Next steps
Progress Planning.

Fast facts
The architect for the new museum will be chosen through an international design competition.
OPPORTUNITY
Art Gallery of NSW: New Gallery Space and Repurposing of Existing Building

Sector
Cultural Infrastructure

Responsible organisation
Department of Planning and Environment

Estimated cost of delivery
$350 million

Private investment opportunities
Construction on, repurposing of building

Specialist service
Design by world leading architect

Project contact
Craig A Limkin, Executive Director, Cultural Institute Infrastructure Program
 craig.limkin@arts.nsw.gov.au

Website
www.arts.nsw.gov.au

Stage of development
Planning

Opportunity overview
This project is being undertaken to increase the capacity of the Art Gallery of NSW. This redevelopment will allow more exhibitions to be shown and will bring the gallery into the 21st century, allowing it to appeal more to a global audience.

Scope
As part of this project, the floor space of the gallery will be increased from 11000sqm to 24000sqm, expanding north. Also, more technology will be utilised by the gallery to make it appeal to the modern generations and people of non-English speaking backgrounds. The gallery will be better connected with new pedestrian access, trains and ferries.

Next steps
Progress Planning.
OPPORTUNITY
Warragamba Dam Wall Raising

A final design for raising the Warragamba Dam wall by around 14 metres is required to significantly reduce and mitigate flood risk by 2020. Raising the Warragamba Dam wall by around 14 metres was found to be a cost effective measure for reducing flood damages and risk to life. It will result in a 75% reduction on average annually in the damage expected from floods and significantly reduce the risk to life from flood events. Proceeding to construction is subject to environmental and planning approvals.

Opportunity overview
A final design for raising the Warragamba Dam wall by around 14 metres is required to significantly reduce and mitigate flood risk by 2020. Raising the Warragamba Dam wall by around 14 metres was found to be a cost effective measure for reducing flood damages and risk to life. It will result in a 75% reduction on average annually in the damage expected from floods and significantly reduce the risk to life from flood events. Proceeding to construction is subject to environmental and planning approvals.

Scope
Complete final investigations and detailed concept design for the raising of Warragamba Dam by around 14 metres for flood mitigation and prepare an Environmental Impact Statement – this will include community consultation and detailed assessment of the potential environmental impacts from construction and operation of the proposed raising of the dam wall. The Final Business Case for raising Warragamba Dam wall for mitigation is a key deliverable identified in the Government’s Hawkesbury-Nepean Valley Flood Risk Management Strategy. The Strategy is an integrated program to reduce flood risk to life, property and social amenity from regional floods in the Hawkesbury-Nepean Valley now and in the future.

Next steps
Various.
OPPORTUNITY
Prison Bed Capacity Program

Sector
Justice

Responsible organisation
Justice NSW

Estimated cost of delivery
$3.8 billion over 4 years

Private investment opportunities
Advisory roles, design, construction

Project contact
Greg Lake, Executive Director, Prison Bed Capacity Program, Corrective Services NSW
greg.lake@justice.nsw.gov.au

Stage of development
Various

Opportunity overview
The NSW prison population of more than 13,000 is expected to continue to rise in coming years. The NSW Government is committed to catering for the rising prisoner population by delivering long-term capacity for the state’s correctional facilities.

Scope
Expand NSW prison capacity to accommodate a growing prison population.

Next steps
Progress planning, procurement and delivery of various projects.
OPPORTUNITY
Outer Metropolitan Correctional Precinct

Sector
Justice

Responsible organisation
Justice NSW

Estimated cost of delivery
To be determined

Private investment opportunities
Advisory roles, design, construction, operations

Project contact
Greg Lake, Executive Director, Prison Bed Capacity Program, Corrective Services NSW
greg.lake@justice.nsw.gov.au

Stage of development
Planning

Opportunity overview
The NSW Government is committed to delivering new prison capacity within the outer metropolitan area. Building on from achievements made under the current $3.8 billion Prison Expansion Programme. The announcement of new fit for purpose prison capacity in the outer metropolitan area responds to continuing growth in the adult inmate population and the possible closure of the obsolete Long Bay correctional complex. There are more than 13,000 prisoners in NSW this year.

Scope
The creation of required metropolitan capacity will accommodate more than 5,500 inmates.

Next steps
Progress Business Case development.
The New South Wales Infrastructure Pipeline

- Sydney Metro City and Southwest
- Sydney Metro West
- Central Station Redevelopment
- Princes Highway Upgrades
- Parramatta Light Rail
- Circular Quay Renewal
- Western Sydney Infrastructure Plan
- Smart Transport
- F6 Stage 1
- Western Harbour Tunnel and Warringah Freeway Upgrade
- Beaches Link and Gore Hill Freeway connection
- WestConnex M4-M5 Link
- Sydney Gateway
- Newell Highway
- Pacific Highway
- New England Highway

- Education Investment
  - Campbelltown Hospital Redevelopment (Stage 2)
  - Hornsby Ku-ring-gai Hospital Redevelopment (Stage 2)
  - Nepean Hospital Redevelopment
  - Rouse Hill Hospital
  - Wagga Wagga Rural Referral Hospital Redevelopment (Stage 3)
  - Wyong Hospital Redevelopment
  - Tweed Hospital Build
  - Randwick Hospital Campus Redevelopment
  - Concord Hospital Redevelopment
  - Coffs Harbour Hospital Expansion
  - New Museum in Western Sydney
  - Art Gallery of NSW
  - Warragamba Dam Wall Raising
  - Prison Bed Capacity Program
  - Outer Metropolitan Correctional Precinct