The New South Wales Government is delivering the biggest infrastructure program in Australian history, with $87.2 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 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 2017 and is now in its 27th year of consecutive growth.

The State of New South Wales remains the engine room of Australia’s economy, with a Gross State Product of $576 billion and a AAA credit rating. With a population of more than 7.8 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 $87.2 billion provided in the 2018–19 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:
• Sydney Metro North West.
• Sydney Metro City and South West.
• Sydney Metro West.
• Parramatta Light Rail.
• WestConnex motorway.
• NorthConnex motorway.
• Pacific Highway duplication.
• Northern Beaches Hospital.
• Lismore Base Hospital.

Spending over the next four years includes around:
• $51.2 billion on roads and transport.
• $8 billion for health infrastructure and service related projects.
• $6.8 billion for education and training projects.
• $3.7 billion for justice and emergency services infrastructure projects.
$87.2b

NSW investment in infrastructure over the next four 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. In 2018, Infrastructure NSW completed the *State Infrastructure Strategy 2018* with a number of the projects in this pipeline reflected in the 2018 Strategy.

In early 2018 Transport for NSW finalised *Future Transport 2056*, a long-term strategy and suite of accompanying documents that outline the vision for the NSW transport system for the next 40 years. The recommendations in the *State Infrastructure Strategy 2018* for the transport sector were aligned with *Future Transport 2056* and the *Greater Sydney Region Plan*. Both documents were key inputs to the *State Infrastructure Strategy 2018*. **NSW – Infrastructure Pipeline**
7.8 million people
Forecast to grow to 10 million in 2037.

$576\text{bn} 
GSP
Bigger than Hong Kong, Singapore.

27 years of uninterrupted growth and AAA credit rating.
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 2017-18 around $32.9 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.

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.

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 as 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.
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 NSW 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.

¹. nsw.gov.au/your-government/unsolicited-proposals
# Investment opportunities

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OPPORTUNITY
Sydney Metro West

Sector
Transport–Rail

Responsible organisation
Sydney Metro

Estimated cost of delivery
To be determined

Private investment opportunities
Advisory roles, design and construction, operation

Project contact
Tom Gellibrand, Acting Chief Executive, Sydney Metro
tom.gellibrand@transport.nsw.gov.au

Website
sydneymetro.info

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

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, with a journey time target of 20 minutes or less. The NSW Government has committed an initial $3 billion to complete project planning and accelerate the commencement of construction of Sydney Metro West over the next four years so that tunnel boring machines are in the ground in the early 2020s, subject to the completion of the final Business Case.

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

Scope
Following extensive community and industry consultation in 2016 and 2017, the Sydney Metro West scope of works has been expanded and refined. It now includes:

• A new underground metro station at Westmead, to support the growing residential area as well as the health, research and education precinct.
• A new metro station under an existing suburban station on the T1 Northern Line east of Sydney Olympic Park – allowing faster connections for customers from the Central Coast and Sydney’s north to Parramatta and Sydney through a quick and easy interchange between suburban and metro services.
• Further consultation on new intermediate metro stations between Parramatta and Sydney Olympic Park and between Olympic Park and the Sydney CBD.
• At least one Sydney Metro West station under the Sydney CBD, delivering an easy interchange between suburban rail, new light rail and the new metro stations currently under construction.

It is also proposed that Sydney Metro West will have an underground interchange with an existing suburban station on the T1 Western Line either at Parramatta or Westmead, allowing a fast and easy interchange to metro rail services for customers heading to and from the outer west and Blue Mountains.

Next steps
Continue community consultation and complete Final Business Case.

© 2016 State of NSW Transport for NSW.
Inside Australia’s longest railway tunnels on Sydney Metro Northwest.
OPPORTUNITY
Central Station Precinct Renewal

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

Opportunity overview
Construction work for a new Sydney Metro at Central Station and the landmark Central Walk, a new underground concourse, commenced in 2018. This is the next step in the renewal of Central Station, creating a new pedestrian gateway to the east and better links to the suburban rail network and light rail.

Opportunities for further renewal of Central Station and surrounding Government owned land are also being investigated.

Central can be more than a transport interchange, due to its location at the heart of the southern Central Business District, servicing a growing education, innovation, tourism, and business precinct.

The vision at Central is to create a transport precinct with a real sense of place which draws on its heritage, attraction and unique characteristics.

The Central Station Precinct presents an opportunity to work with industry to deliver a great urban environment.

Next steps
A dedicated construction contract has been 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.

For the broader renewal work, consideration is being given to partnership opportunities with the private sector to optimise outcomes for the Central Station Precinct, with a view to seek proposals in late 2018.

Scope
Investigations are underway to define the potential for further renewal across the broader Central Station Precinct. A wide range of options will be explored, including feedback from the community, industry and other stakeholders.
OPPORTUNITY
Circular Quay Precinct 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
peter.regan@transport.nsw.gov.au

Website
transport.nsw.gov.au

Stage of development
Various

Opportunity overview
In 2015, the NSW Government announced that $200 million would be reserved through the Restart NSW fund for the upgrading of the Circular Quay ferry wharves. The need for the wharf upgrade is a catalyst for the NSW Government to explore opportunities for a renewal of Circular Quay beyond the wharves, in partnership with the private sector.

Scope
Circular Quay’s transport infrastructure and public domain does not currently fulfil the potential of its globally recognised location.

The Circular Quay ferry wharves need to be upgraded to make them accessible for all customers and ensure they are compliant with the Disability Standards for Accessible Public Transport under the Disability Discrimination Act 1992 (Cth). Catering for future growth and improving the customer and visitor experience are also high priorities.

The public space around the interchange needs to be improved to manage the movements of people with different destinations, such as customers and visitors, and open up connections and views to surrounding areas and icons such as the Sydney Opera House, Sydney Harbour Bridge and Sydney Harbour.

Transport for NSW is undertaking a Strategic Business Case which is investigating a number of options including DDA compliance, upgrade of the wharves and promenade and a full Precinct renewal.

Next steps
Structured market engagement commenced in March 2018, with the Strategic Business Case development being undertaken concurrently.

The result of the Strategic Business Case, combined with the outcomes of the first phase of the Structured Market Engagement, will inform the NSW Government decision about the scope of the project.
OPPORTUNITY
Parramatta Light Rail (Stage 2)

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
Stephen Troughton, Deputy Secretary, Infrastructure and Services
stephen.troughton@transport.nsw.gov.au

Website
parramattalightrail.nsw.gov.au

Stage of development

Opportunity overview
Parramatta Light Rail is one of the NSW Government’s major public transport projects. It will be built in stages to support the thousands of new houses and jobs being created in Western Sydney.

The preferred route for Stage 2 of Parramatta Light Rail, a nine kilometre corridor connecting Parramatta to Sydney Olympic Park, was announced in October 2017. Planning and community consultation are currently underway in association with other NSW Government agencies and transport projects including Sydney Metro West.

Stage 1 of Parramatta Light Rail received planning approval in May 2018, and will connect Westmead to Carlingford via Parramatta and Camellia with a two-way track spanning 12 kilometres. Construction is expected to be completed in 2023.

Scope
The preferred route for Stage 2 of Parramatta Light Rail will connect Stage 1 via Parramatta CBD to Ermington, Melrose Park, Wentworth Point and Sydney Olympic Park. It will have 10-12 stops over a nine kilometre two-way track, with travel times of around 25 minutes from Sydney Olympic Park to Camellia, and a further eight minutes to Parramatta CBD.

Stage 2 will connect to Sydney Metro West, heavy rail in Parramatta and Sydney Olympic Park, and ferry services at Rydalmere and Sydney Olympic Park.

Planning work for Stage 2 is currently being further developed and informed by consultation with the community and stakeholders.

Next steps
A Final Business Case is expected to be completed in late 2018, with an investment decision and details on the timing of construction to follow.
Princes Highway Upgrades

OPPORTUNITY

Sector
Transport – Roads

Responsible Organisation
Roads and Maritime Services

Estimated cost of delivery
Over $1.7 billion

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
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 also involves the reconfiguration of the Croom Regional Sporting Complex.

The NSW Government has announced $630 million towards this project.

Construction to commence early 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.

The NSW Government has announced up to $300 million for the completion of this project.

Construction to commence early 2019.

Batemans Bay Bridge. © 2016 State of NSW Transport for NSW.

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.

The NSW Government has committed full funding for the Berry to Bomaderry upgrade of $450 million. Construction to commence mid-2018.

Batemans Bay Bridge. © 2016 State of NSW Transport for NSW.
Nowra Bridge
Planning is underway for a new four lane bridge that will improve conditions on the Princes Highway over the Shoalhaven River at Nowra. As well as a new four lane bridge, the project will look at improving congestion at the intersections at Illaroo Road, Bolong Road and Bridge Road / Pleasant Way.

The proposed project will improve access to Nowra and the surrounding areas as well as improve access for larger trucks, and reduce traffic delays. The Federal and NSW governments have each committed $155 million for the $310 million project.

The preferred option for the bridge was placed on public display in early 2018. Concept design and Review of Environmental Factors will go on display in late 2018.

Mount Ousley Interchange
Roads and Maritime Services is planning for an interchange on the M1 Princes Motorway at the base of Mount Ousley. The NSW Government has allocated $3 million in 2018/19 to continue planning for the interchange project which would replace the existing intersection. The project would improve road safety, travel times and cater for the efficient movement of future traffic and freight growth.

The project has received planning approval. Subject to funding, the next stage will be to prepare the detailed design for the project. Timing and funding for construction of the interchange upgrade is still to be confirmed.

Picton Road & Bulli Tops
Roads and Maritime Services is planning upgrades to the M1 Princes Motorway between Picton Road and Bulli Tops. The upgrades would improve road safety, travel time and efficiency, and provide for safer maintenance tasks and access to utility services.

The Federal and NSW governments are jointly funding these improvements, with the Federal Government committing $42 million and the NSW Government committing $42.1 million.
OPPORTUNITY
Western Sydney Infrastructure Plan

Sector
Transport – Roads

Responsible organisation
Roads and Maritime Services

Estimated cost of delivery
$3.6 billion

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
Western Sydney is currently Australia’s third largest economy and in 20 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:

• A 35 kilometre upgrade of 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 10 kilometre 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.

• 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.
Map of road projects © 2018 State of NSW Transport for NSW.
OPPORTUNITY Smart Motorways

Sector
Transport – Roads

Responsible organisation
Roads and Maritime Services

Estimated cost of delivery
$470 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 M4 Smart Motorway Project includes a 35 kilometre upgrade along the M4 Motorway from Lapstone to Mays Hill, and will provide a tailored technology solution to create a better travelling experience for motorists, and a more consistent journey.

Smart motorways, also known as managed motorways, use complementary technologies to monitor traffic conditions, manage congestion and respond to incidents in real time. The M4 Smart Motorway will introduce a smarter way of travelling the M4 by using real time information, communication and traffic management tools to provide motorists with a safer, smoother and more reliable journey.

The M4 Smart Motorway will be the first smart motorway for NSW and will bring together intelligent traffic technologies in one place to maximise the performance of the motorway.

Scope
The M4 Smart Motorway will be operational at the end of 2020, which will help limit disruption along the motorway, and ensure we keep people moving. The first three stages have been awarded to contractors.

- Stage 1 – Mamre Road, St Marys to Reservoir Road, Prospect
- Stage 2 – Reservoir Road, Prospect to Pitt Street, Mays Hill
- Stage 3 – Mulgoa Road, Penrith to Mamre Road, St Marys

Russell Street, Lapstone to Mulgoa Road, Penrith will be completed in Stages 4 and 5, and is yet to be awarded to a contractor.

Next steps
Stage 4 and 5 of the project will be put to market.
OPPORTUNITY
F6 Extension Stage 1

Sector
Transport – Roads

Responsible organisation
Roads and Maritime Services

Estimated cost of delivery
Between $2.2 and $2.6 billion

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

Website
rms.nsw.gov.au/f6

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

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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 kilometre motorway connection between the New M5 Motorway at Arncliffe and Loftus.

The project is identified as a committed initiative in the Future Transport 2056 Strategy subject to final Business Case and funding. 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
Following investigations in 2016 and 2017, on 17 October 2017, the NSW Government announced its decision to progress the F6 Extension Stage 1, New M5 Motorway at Arncliffe to President Avenue at Kogarah, to deliver the first stage of a motorway connection from Sydney’s south to the wider motorway network, making journeys easier, faster and safer. On 12 June 2018 the NSW Government released further project and design information for consultation and community feedback.

This four kilometre underground twin tunnel connects with the New M5 Motorway at Arncliffe, 75 metres underground, passing under Rockdale to an intersection at President Avenue at Kogarah. It will also be designed with provision for a future extension south to Section B – Kogarah to Taren Point.

Sections B between Kogarah and Taren Point and Section C between Taren Point and Loftus are currently being further investigated. Roads and Maritime will keep the community informed at key stages.

Next steps
Community consultation, Environmental Impact Statement preparation and exhibition, and market sounding.
OPPORTUNITY
Coffs Harbour Bypass

Sector
Transport – Roads

Responsible organisation
Roads and Maritime Services

Estimated cost of delivery
$1.2 billion

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

Opportunity overview
The NSW Government is funding the planning of the Coffs Harbour bypass. The project includes around a 14 kilometre bypass of Coffs Harbour from Englands Road in the south and connects with the Pacific Highway at Shapphire Beach in the north. The bypass seeks to improve connectivity, road transport efficiency and safety for local and interstate motorists.

The $1.2 billion project is being funded with $242 million from the NSW Government and $971 million from the Federal Government.

Scope
A preferred route for the Coffs Harbour bypass was identified in 2004 and provides a four lane divided motorway high standard road from Englands Road in the south to Sapphire Beach in the north. The route passes through the North Boambee Valley, through the Roberts Hill ridgeline then traverses the foothills of the Coffs Harbour basin west and north to Korora Hill, and then follows the existing highway to Sapphire Beach.

Next steps
Roads and Maritime Services will be seeking planning approval through carrying out the Environmental Impact Statement on the preferred route.

Subject to gaining relevant approvals, it is expected that construction will start in mid-2020, with completion targeted for 2024.
OPPORTUNITY
Western Harbour Tunnel and Beaches Link

**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, operations and maintenance

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

**Website**
rms.nsw.gov.au/whtbl

**Stage of development**

*Opportunity overview*

The Warringah Freeway, which feeds onto the Sydney Harbour Bridge and the Sydney Harbour Tunnel, is Australia’s busiest road, carrying more than 234,000 vehicles each week day. Both the Sydney Harbour Bridge and the Sydney Harbour Tunnel are currently operating near capacity and are vulnerable to extended delays from incidents and accidents.

Our reliance on these two crossings means even small incidents can create significant traffic disruptions across the city.

By 2031, travel demand on the existing harbour crossings, the Western Distributor and Anzac Bridge will significantly exceed capacity around peak periods.

Western Harbour Tunnel will provide a new high capacity road crossing under Sydney Harbour, taking pressure off the Sydney Harbour Bridge and Tunnel.

It will provide a new western bypass of the Sydney CBD, allowing motorists to avoid the Anzac Bridge, Western Distributor and Sydney Harbour Bridge, improving journey times and reliability for cross harbour trips and the broader network.

Western Harbour Tunnel will also provide direct access from the north of the harbour to the southern and western networks including the WestConnex motorway via the Rozelle Interchange.

The Military Road corridor is one of the slowest on Sydney’s network, impacting the journeys of private vehicles and buses.

Beaches Link will provide a new high capacity road crossing under Middle Harbour that will improve car and bus journey times and provide new connections between the Northern Beaches and both St Leonards and Macquarie Park.

It will take pressure off The Spit Bridge, Military Road and Roseville Bridge, improving amenity in Mosman, Cremorne, Seaforth and Neutral Bay, and relieve traffic flows through Roseville and Willoughby.

Beaches Link will integrate with Sydney’s public transport network (bus, metro, and rail) to deliver significant improvements to bus services and provide opportunities for additional express bus routes.

The program was marked for progression within the *State Infrastructure Strategy 2014* and *NSW Long Term Masterplan 2012*. The program has also been recognised in the NSW Government’s *Future Transport 2056 Strategy*. Western Harbour Tunnel and Beaches Link are part of the suite of works to build the ‘missing links’ in Sydney’s motorway and transport network.

**Western Harbour Tunnel**
Western Harbour Tunnel is a new 6.5 kilometre motorway tunnel, connecting WestConnex at Rozelle, under Sydney Harbour, with the Warringah Freeway.

Warringah Freeway Upgrade is a four kilometre upgrade to provide connections for the new tunnels and improve this busy and complex road corridor.

**Beaches Link**
Beaches Link is a new 7.2 kilometre motorway tunnel, from the Northern Beaches, under Middle Harbour, to join with both the Warringah and Gore Hill Freeways.

**Next steps**
The next stage is the release of the reference design around mid-2018 followed by ongoing community and stakeholder engagement.
Proposed Western Harbour Tunnel and its motorway connections.
© 2016 State of NSW Transport for NSW.

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OPPORTUNITY
Sydney Gateway

**Sector**
Transport – Roads and Freight

**Responsible organisation**
Transport for NSW and Roads and Maritime Services

**Estimated cost of delivery**
To be determined

**Private investment opportunities**
Advisory roles, design and construction

**Project contact**
Rail component: Peter Regan, Deputy Secretary, Finance and Investment Division
peter.regan@transport.nsw.gov.au

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

**Website**

**Stage of development**
Planning

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**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 container port. The precinct is heavily constrained with substantial road congestion and rail inefficiencies that potentially impact the NSW and Australian economy.

Sydney Gateway will link the WestConnex St Peters Interchange to Sydney Airport, improving road connectivity to Port Botany and supporting the competitiveness of these strategic centres. Sydney Gateway will also involve the duplication of three kilometres of the Port Botany rail freight line. This integrated freight rail and road program will expand capacity and improve connections to the ports, to assist with management of growth in air passengers, freight and employee traffic movements across the region. The Port Botany rail duplication component of the program will support the freight growth projections and the shift in freight from road to rail.

**Scope**
Road: Provide a new route to the domestic and international airport terminals from the WestConnex Motorway at St Peters Interchange. The program includes improvements to the arterial road network to improve access to the domestic terminals. New and reconfigured roads will work together to streamline traffic between the ports and wider Sydney. Construction planned to commence 2020 and be complete in 2023.

Rail: Duplicate a three kilometre section of the Port Botany freight rail line to increase capacity and improve service reliability. This will help increase the proportion of freight transported by rail, reduce trucks on local roads and provide efficient links between the sea port and the freight intermodal terminals. Construction planned to commence 2020 and be complete in 2023.

**Next steps**
Final Business Case development.
OPPORTUNITY
Newell Highway

Sector
Transport - Roads

Responsible organisation
Roads and Maritime Services

Estimated cost of delivery
$500 million committed package of works

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
rms.nsw.gov.au/projects/
western-nsw/newell-highway

Stage of development
Various

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 1,060 kilometre 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 State Infrastructure Strategy 2014 update.

Scope
Short term investment priorities include:
• Upgrading sections of the Newell Highway.
• Up to 30 overtaking lanes along the Highway.
• Building new alignments and bypasses for some parts of the Newell Highway.
• Replacing bridges.
• Heavy vehicle enforcement facilities.

Next steps
Progress planning and delivery.
OPPORTUNITY
New England Highway

Sector
Transport – Roads

Responsible organisation
Roads and Maritime Services

Estimated cost of delivery
$550 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.
OPPORTUNITY
North – South Rail Link Western Sydney Airport

Opportunity overview
The Federal and NSW governments will deliver the first stage of the North – South Rail Link from St Marys to Western Sydney Airport and the Badgerys Creek Aerotropolis.

North – South Rail Link will provide a major transport link between the North West, Western Sydney Airport, South West and Greater Macarthur Growth Areas, connecting Western Sydney Airport and the Greater Western Sydney Growth area to the rest of Sydney via the train network and support population, jobs and economic growth in the west.

North – South Rail Link will also support future developments of town centres, to be designed and planned around future transport infrastructure.

Scope
As a first step, the NSW Government will protect suitable corridors for future rail connections in Western Sydney. Both governments will contribute up to $50 million each to a Business Case process, in consultation with local government. This will include investigation of integrated transport and delivery options for a full rail link from Schofields to Macarthur and a South West Rail Link to connect Leppington to the Western Sydney Airport via an interchange at the Badgerys Creek Aerotropolis.

The Federal and NSW governments will be equal partners in funding the first stage of North – South Rail Link Western Sydney Airport and have a shared objective to connect rail to Western Sydney Airport in time for opening, informed by the Business Case.

Next steps
A market sounding process will test private sector interest in station developments and explore innovative financing solutions.
OPPORTUNITY
More Trains, More Services Stage 2

Opportunity overview
Stage 2 of More Trains, More Services will play a vital role in the delivery of Future Transport 2056. The program will use world-class technology to transform the network and provide customers with more services, faster travel times and improved reliability. The next stage of the program will focus on increasing the number of trains that can run during the morning and afternoon peak hours on the T4 Eastern Suburbs & Illawarra Line and the T8 Airport & South Line. This includes an increase of up to five more trains per hour during the morning peak hour services on the T4 Eastern Suburbs & Illawarra Line. As well as a potential 80 percent increase in morning peak hour services on the T8 Airport & South Line at the International, Domestic, Mascot and Green Square stations, meaning trains at least on average every four minutes instead every six, along with extra services from Revesby.

Scope
Over the next 10 years this essential program will transform Sydney’s busiest train lines with more services through digital systems, infrastructure upgrades, and more new trains.

The next stage of More Trains, More Services will investigate upgrades to parts of the network with state-of-the-art technology to create high capacity, turn up and go services for many customers.

Key elements of the program are:

- Upgrading rail infrastructure to simplify the network and improve its resilience.
- Deploying digital train control technology to create greater capacity and more reliable operations.
- Utilising the City Circle capacity that will be freed up by Sydney Metro City & Southwest to provide more services on other lines.

Next steps
Progress planning and delivery of the program.
OPPORTUNITY
Education Investment

Sector
Education

Responsible organisation
Department of Education

Estimated cost of delivery
$6.8 billion

Private investment opportunities
Advisory roles including financial, legal and commercial, design and construction procurement

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
The NSW Government is investing unprecedented funding into school infrastructure. The 2018-19 State Budget committed $6.8 billion over the next four years to deliver more than 170 new schools and training centers to support communities throughout NSW. The record school building program currently underway will provide over 2,000 new permanent classrooms 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 is the largest state-funded investment in school infrastructure in Australia’s history.

There are opportunities to partner with the NSW Government on the delivery of education infrastructure across various stages of project development.

The NSW Government is in the early stages of planning for a new education precinct in the Ryde area. The project will include a new primary school and high school co-located at the TAFE NSW Meadowbank campus. The new education facilities will provide state-of-the-art facilities to cater for expansion to meet future growth in and around Ryde. The project is currently in design and is anticipated to proceed to construction tender in late 2018.

There is also a significant project underway to relocate Hurlstone Agricultural High School, currently in Glenfield, to a new location within the Western Sydney University Hawkesbury campus. The project includes an academically selective and boarding agricultural high school for 1,500 students, with a focus on science, technology, engineering and mathematics (STEM). The learning spaces will be technology-rich to serve the STEM focus of the school and will also provide access to Western Sydney University agricultural and sporting facilities, as well as boarding accommodation for 300 students. The project is currently in design and is anticipated to proceed to construction tender in late 2018.

The $6.8 billion program also includes:
• New or major upgrades of high schools at Kingscliff, Sydney Olympic Park, Tweed Heads, Yass, Killara, Kingswood, Queanbeyan and Fairfield.
• New or major rebuilds of primary schools at Chatswood, Goulburn, Schofield, Ashbury, Brookvale, Darlington, Jordan Springs, Liverpool, Penshurst West, Tamworth and Prestons.

Next steps
Tenders will progressively be put to market.

*Concept design for new Hurlstone Agricultural College.
Artist’s impression of the new Hurlstone Agricultural High School.

Views of internal and external student hubs.
Health Infrastructure Investment

The NSW Government is investing unprecedented funding into the State’s health infrastructure. The 2018-19 State Budget has allocated $8 billion to health projects over the next four years.

Over 40 projects are taking place across NSW cementing the 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 Multipurpose Service and HealthOne programs and purpose-built ambulance infrastructure across the State.

Building hospital and health care facilities require careful consideration of the needs of the community now and in the future. Health Infrastructure has developed a How to Build a Hospital toolkit of resources, which outlines the planning, design and delivery phases of building a hospital.

To find out more visit 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

Opportunity overview
Campbelltown Hospital will be 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.

The project also includes significant enhancement to paediatrics and mental health capacity.

Next steps
Progress planning.
 OPPORTUNITY
Nepean Hospital Redevelopment (Stages 1 and 2)

Sector
Health

Responsible organisation
Health Infrastructure

Estimated cost of delivery
At least $1 billion

Private investment opportunities
Design and construct

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

Website
nepeanredevelopment.health.nsw.gov.au

Stage of development
Planning

Business Case development
Final Business Case
Investment approved
Procurement

Opportunity overview

The projected population growth figures for Nepean Blue Mountains have significant implications for future service capacity and development requirements at Nepean Hospital.

The Nepean Hospital Redevelopment will deliver Penrith and its surrounding areas with contemporary, integrated clinical and community-based health services and strengthen the Hospital’s position as a leading tertiary, research and referral hospital in NSW.

Scope

Stage 1 of the Nepean Hospital Redevelopment includes a new clinical services block, a new and expanded emergency department, at least 12 new operating theatres, 18 birthing suites in new accommodation, a new neonatal intensive care unit, 200 overnight beds in new accommodation, a new helipad and new community health services.

An additional $26 million has been allocated to build a new 650 space car park under the Sustainable Hospital Car Parking Program which will support the expansion of services and free up space on campus for the new clinical tower.

In March 2018 the NSW Government announced a further $450 million to go towards Stage 2 of the Nepean Redevelopment.

Next steps

Complete planning and finalise procurement.
OPPORTUNITY
Rouse Hill Health Service

Sector
Health

Responsible organisation
Health Infrastructure

Estimated cost of delivery
$300 million

Private investment opportunities
Design, construct, traditional procurement

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

Website
hinfra.health.nsw.gov.au

Stage of development

Fast facts
The population of Rouse Hill and surrounding suburbs is projected to rise by almost 50 percent over the next 10 years.

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

Scope
The Rouse Hill Health Service Stage 1 will establish a contemporary and technologically advanced ambulatory care and diagnostic facility providing a range of same day outpatient, diagnostic and ambulatory care services, networked to, and operationally integrated with, Western Sydney Local Health District tertiary hospitals (Blacktown and Westmead hospitals). The service model reflects international service developments. Digitally enabled, the new service will allow patient and population data capture and analysis in a defined geographical area improving knowledge of new health service delivery models and opportunity to maintain community health.

Next steps
Identification of a preferred location.
OPPORTUNITY
Wagga Wagga Base 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
wwhsredev.health.nsw.gov.au/

Stage of development
Various

Opportunity overview
Further improvements to Wagga Wagga Base 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 (Stages 1 and 2) which was completed in 2017.

Scope
Stage 3 will include a new main entry to the hospital, landscaping outdoor spaces and colonnade and providing patient drop off areas and additional parking.

The Stage 3 upgrade will also deliver enhanced sub-acute services including rehabilitation, ambulatory care services, renal dialysis, BreastScreen services, allied health services, community health, community mental health and additional dental care services.

Next steps
Progress planning.
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

Stage of development
Planning

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
The car park is due for completion by the end of 2018, when main works will begin.
OPPORTUNITY
Tweed Valley Hospital

Sector
Health

Responsible organisation
Health Infrastructure

Estimated cost of delivery
$582 million including interim upgrade works

Private investment opportunities
Design and construct

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

Website
tweedvalleyhospital.health.nsw.gov.au

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

Opportunity overview
A new hospital will be built in Kingscliff to improve health services for the Tweed-Byron region, which is forecast to grow by 24 percent to more than 147,000 people by 2031.

Scope
The project will deliver an expanded emergency department, enhanced surgical and ambulatory services and additional inpatient capacity on a greenfield site. Additionally, the new hospital will include an integrated cancer care service, including radiotherapy, as well as a diagnostic and interventional cardiology service.

Next steps
Progress site acquisition, masterplanning and development of planning approval submissions.
OPPORTUNITY
Randwick 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**
randwickcampusredevelopment.health.nsw.gov.au

**Stage of development**
Various

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**Opportunity overview**
The NSW Government is investing in the Randwick Health and Education Precinct to create one of Australia’s leading centres for health and wellbeing, committed to the integration of health, research, education and teaching to drive innovation and become an economic powerhouse for Sydney. The expanded campus will physically connect the hospital to the University of New South Wales, integrating health services with research and teaching facilities.

The first stage of the Randwick Campus Redevelopment will deliver a new Acute Services Building for the Prince of Wales Hospital.

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**Scope**
The new Acute Services Building will include a new adult emergency department, an expanded psychiatric emergency care centre, an expanded intensive care unit, 10 inpatient units, new operating theatres for the Randwick Hospitals’ Campus, an expanded central sterilising service department, a state-of-the-art medical assessment unit, a new helipad to support all campus partners and education and research spaces that will support collaborative clinical research and innovation.

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**Next steps**
Progress planning.
OPPORTUNITY
Coffs Harbour Hospital Expansion

Sector
Health

Responsible organisation
Health Infrastructure

Estimated cost of delivery
$194 million

Private investment opportunities
Design and construct

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

Website
mnclhd.health.nsw.gov.au/hospitals/mnclhd-
major-capital-works/coffs-harbour-health-campus-
expansion/

Stage of development

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 new and upgraded surgical and operating theatres, a new short stay surgical unit, orthopaedic and vascular unit, ambulatory care area and the expansion of community health.

The project will also include a new emergency department, additional critical care and inpatient beds, as well as increased capacity for chemotherapy and renal dialysis.

Next steps
Progress planning.
Artist’s impression of the redevelopment.
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
With the upgrade, Concord Hospital will be better equipped to deal with the forecast 20 percent population boom in the area over the next decade, as well as offer first class health services to the area’s growing and ageing population. The redevelopment will include Australia’s first comprehensive care centre for Defence Force personnel and their families.

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 National Centre for Veteran’s Healthcare 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
Detailed design and procurement.

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

Sector
Health

Responsible organisation
Health Infrastructure

Estimated cost of delivery
$740 million

Private investment opportunities
Design, construction, traditional procurement partnerships within the Liverpool Health and Academic Precinct

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
By 2021 South Western Sydney’s population will have exceeded more than one million people, up from 966,450 today. The NSW Government will establish a new world-class health, research and education precinct in Liverpool. The precinct, to be located at Liverpool Hospital, will showcase Liverpool as a hub for innovation and emerging technologies, boost the economy and double the number of jobs in the health and education sectors to about 30,000 by 2036.

Scope
The redevelopment at Liverpool Hospital seeks to deliver a comprehensive and integrated cancer centre, an expanded and redeveloped emergency department, expanded capacity for neonatal intensive and maternity and critical care, additional inpatient and ambulatory care capacity, expanded day surgery and interventional radiology capacity, and integrated ambulatory and acute care services.

The expansion of Liverpool Hospital will also be a key enabler for the development of a health, education, research and innovation precinct at Liverpool, which will drive economic development and employment in South Western Sydney.

Next steps
Progress planning.
OPPORTUNITY
New Museum of Applied Arts and Sciences (MAAS) in Western Sydney

 Sector
Cultural Infrastructure

 Responsible Organisation
Department of Planning and Environment

 Estimated cost of delivery
$645 million total Government contribution

 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
arts.nsw.gov.au

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

 Opportunity overview
In April 2018, the NSW Government announced the relocation of the Powerhouse Museum to Parramatta.
The new MAAS will be the largest museum in NSW, and will be home to Australia’s largest planetarium. The new museum will also include dedicated play areas and education labs devoted to science, technology, engineering, arts and mathematics.

 Scope
The new museum will form the centrepiece of a new arts and cultural precinct on the banks of the Parramatta River, alongside a revamped Riverside Theatres performing arts centre.

 Following the MAAS’s relocation to Parramatta, the NSW Government plans to retain cultural spaces at Ultimo.

 A planned design and fashion museum and theatre will form part of a creative industries precinct at Ultimo, for which a detailed master plan is being developed. In line with good contemporary urban planning practice, the precinct will incorporate commercial, educational and residential elements.

 Next steps
Preparation of Design Competition Launch.

 Fast facts
The architect for the new museum will be chosen through an international design competition.
Artist’s impression of the redevelopment.
OPPORTUNITY
Art Gallery of NSW Expansion: Sydney Modern Project

Sector
Cultural Infrastructure

Responsible organisation
Department of Planning and Environment

Estimated cost of delivery
$344 million including philanthropic donations

Private investment opportunities
Construction

Specialist service
Design by world leading architect

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

Website
arts.nsw.gov.au

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

Opportunity overview
The Sydney Modern Project is the working title for the expansion of the Art Gallery of New South Wales. The Sydney Modern vision is to create a global art museum for a global city with new and expanded spaces for art in all its evolving forms, along with new opportunities to learn, create, discover and engage. The expansion involves the construction of a new building to the north of the existing and much-loved Art Gallery of New South Wales building. The new and existing buildings will be linked by an outdoor public art garden, including an unenclosed covered entry plaza, which will feature sculpture, installations and landscaping.

Scope
As part of this project, the floor space of the gallery will be increased from 11,000sqm to 24,000sqm, expanding north.

Next steps
Determination of State Significant Development Application by NSW Department of Planning and Environment and the NSW Minister for Planning, in the second half of 2018.
Artist’s impression of the redevelopment.
**OPPORTUNITY**

**Warragamba Dam Wall Raising**

**Sector**
Water

**Responsible organisation**
Water NSW

**Estimated cost of delivery**
To be determined

**Private investment opportunities**
Detailed design and construction

**Project contact**
Andrew George, Executive Manager Asset Solutions and Delivery, WaterNSW andrew.george@waternsw.com.au

**Website**

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

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**Scope**
WaterNSW, as the owner and operator of Warragamba Dam, is leading the project. Over three years (2017-2019) WaterNSW will prepare a concept design and an Environmental Impact Statement (EIS) to obtain environmental planning approvals. Community and stakeholder consultation will be an important part of this EIS process.

A final Business Case will be prepared by the Hawkesbury-Nepean Valley Flood Risk Management Directorate, in Infrastructure NSW, with input from WaterNSW, for consideration by the NSW Government. Construction, which is estimated to take four years to complete, can only begin when the environmental and planning approvals are granted and once the NSW Government has made a decision on the Business Case.

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**Opportunity overview**
In May 2017, the NSW Government released Resilient Valley, Resilient Communities – the Hawkesbury-Nepean Valley Flood Risk Management Strategy (Flood Strategy), providing a comprehensive long-term framework for the NSW Government, local councils, businesses and the community working together to reduce and manage flood risk in the Hawkesbury-Nepean Valley.

The Strategy concluded that raising Warragamba Dam by around 14 metres is the best infrastructure option to reduce flood risk from floodwaters from the Warragamba River catchment. The Flood Strategy also includes a range of other infrastructure and non-infrastructure outcomes that must also be part of the solution for managing ongoing flood risk.

WaterNSW, as the owner and operator of Warragamba Dam, has commenced consultation on the proposal and will undertake the environmental assessment and detailed concept design.

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**Next steps**
Progress Business Case and EIS development.
OPPORTUNITY
Outer Sydney 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
Business Case development
Final Business Case
Investment approved
Procurement

Opportunity overview
The NSW Government is committed to delivering new prison capacity within the outer metropolitan area of Sydney. Building on from achievements made under the current $3.8 billion Prison Bed Capacity Program, the precinct will deliver new fit for purpose prison capacity in the outer metropolitan areas of Sydney to respond to continuing growth in the adult inmate population. There are over 13,500 prisoners in NSW.

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

Next steps
Business Case development.
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
Planning
Business Case
development
Final
Business Case
Investment
approved
Procurement

Opportunity overview
The NSW prison population of over 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**

**Stadium Australia**

**Sector**
Sports Infrastructure

**Responsible organisation**
Infrastructure NSW

**Estimated cost of delivery**
$810 million

**Private investment opportunities**
Design and construction

**Project contact**
David Riches, Head of Projects NSW
david.riches@infrastructure.nsw.gov.au

**Website**

**Stage of development**

- **Planning**
- **Business Case development**
- **Final Business Case**
- **Investment approved**
- **Procurement**

**Opportunity overview**
Stadium Australia at Sydney Olympic Park will be refurbished into a rectangular stadium with a capacity of 70,000 seats. The refurbished stadium will have improved sight lines, undercover seating and 46,000 seats will be closer to the field of play.

Stadium Australia will be suitable for sporting and entertainment events, and amenities will be improved to cater for enhanced spectator experience and conferences.

**Next steps**
Final Business Case development

**Scope**
Stadium Australia will form part of the Rebuilding the Major Stadia Network program. This investment will drive growth in the visitor economy, realise the economic and social benefits of strong cultural and sporting sector, and support liveability for the people of NSW.
NSW Infrastructure Pipeline

Sydney Metro West
Central Station Precinct Renewal
Circular Quay Precinct Renewal
Parramatta Light Rail (Stage 2)
Princes Highway Upgrades
Western Sydney Infrastructure Plan
Smart Motorways
F6 Extension Stage 1
Coffs Harbour Bypass
Western Harbour Tunnel and Beaches Link
Sydney Gateway
Newell Highway
New England Highway
North – South Rail Link Western Sydney Airport
More Trains, More Services Stage 2
Education Investment

Campbelltown Hospital Redevelopment (Stage 2)
Nepean Hospital Redevelopment (Stages 1 and 2)
Rouse Hill Health Service
Wagga Wagga Base Hospital Redevelopment (Stage 3)
Wyong Hospital Redevelopment
Tweed Valley Hospital
Randwick Campus Redevelopment
Coffs Harbour Hospital Expansion
Concord Hospital Redevelopment
Liverpool Health and Academic Precinct
New Museum of Applied Arts and Sciences (MAAS) in Western Sydney
Art Gallery of NSW
Warragamba Dam Wall Raising
Outer Sydney Metropolitan Correctional Precinct
Prison Bed Capacity Program
Stadium Australia