This document provides a general overview of Sydney Metro, including Sydney Metro Northwest, Sydney Metro City & Southwest and Sydney Metro West. It also outlines the proposed approach to precinct and property development opportunities associated with Sydney Metro.

The document outlines progress made to date and the timeline for the next stages. As further environmental assessments and detailed engineering studies are completed, and additional input from industry is received and considered, actual construction methodologies and procurement timeframes will be confirmed.
Premier’s message

With major construction set to begin on Stage 2 of Australia’s biggest transport project this year, we will continue to work closely with industry to build a world class metro.

Construction of Stage 1, the $8.3 billion Sydney Metro Northwest, is well underway – but this is just the beginning of a new network for Sydney public transport customers.

The NSW Government is extending Sydney Metro from the North West, under Sydney Harbour, through the central business district (CBD) and beyond to Bankstown – delivering 66 kilometres of new metro railway.

Sydney Metro will have the capacity to move more people in the busiest hour of the peak than Sydney Harbour Bridge and Sydney Harbour Tunnel combined.

As we progress with delivering Sydney Metro, this is a further opportunity for industry to work with the NSW Government in delivering a truly world-class piece of infrastructure.

Gladys Berejiklian MP
PREMIER OF NEW SOUTH WALES

Minister’s message

The tender process to build the new twin Sydney Metro tunnels under Sydney Harbour and through the CBD is well underway, with the NSW Government getting on with the job of building Sydney Metro.

Following an intense process of engagement and consultation with industry, major procurement for Stage 2 of Sydney Metro is now moving forward.

Planning approval was received earlier this year for the Chatswood to Sydenham section of Sydney Metro, including the twin tunnels under Sydney Harbour, and formal planning has started for the Bankstown Line upgrade.

The first of five tunnel boring machines will be in the ground before the end of next year to deliver new twin railway tunnels from Chatswood to Sydenham, as we work towards opening Sydney Metro City & Southwest by 2024.

Now, as we get ready to start construction on Sydney Metro City & Southwest, it’s full steam ahead for Australia’s biggest public transport project.

We have asked industry to partner with us in delivering this city-shaping project and I welcome the opportunity for further collaboration moving forward.

Andrew Constance MP
MINISTER FOR TRANSPORT AND INFRASTRUCTURE
SYDNEY METRO

Sydney Metro is Australia’s biggest public transport project.

A new stand-alone railway, this 21st century network will deliver 31 metro stations and 66 kilometres of new metro rail for Australia’s biggest city – revolutionising the way Sydney travels.

Services start in 2019 using Sydney’s new-generation of fully-automated metro trains.

From Sydney’s booming North West region, metro rail will run under Sydney Harbour, through new underground stations in the CBD and beyond to the South West.

Customers won’t need a timetable when Sydney Metro opens – they’ll just turn up and go.

When Sydney Metro is extended into the central business district (CBD) and beyond in 2024, there will be ultimate capacity for a metro train every two minutes in each direction under the city – a level of service never before seen in Sydney.

Sydney’s new metro railway will have a target capacity of about 40,000 customers per hour, similar to other metro systems worldwide. Sydney’s current suburban system can reliably carry 24,000 people an hour per line.

Sydney Metro, together with signalling and infrastructure upgrades across the existing Sydney rail network, will increase the capacity of train services entering the Sydney CBD – from about 120 an hour today to up to 200 services beyond 2024. That’s an increase of up to 60 per cent capacity across the network to meet demand.

Sydney Metro has two core components:

**Stage 1:** Sydney Metro Northwest – formerly the 36-kilometre North West Rail Link. This $8.3 billion project is now under construction and will open in the first half of 2019 with a metro train every four minutes in the peak. Tunnelling has finished and construction is progressing rapidly.

**Stage 2:** Sydney Metro City & Southwest – a new 30-kilometre metro line extending metro rail from the end of Sydney Metro Northwest at Chatswood under Sydney Harbour, through new CBD stations and south west to Bankstown. It is due to open in 2024 with the ultimate capacity to run a metro train every two minutes each way through the centre of Sydney.
Sydney Metro alignment

[Map of Sydney Metro alignment with stations labeled, including Rouse Hill, Kellyville, Bella Vista, Norwest, Castle Hill, Cherrybrook, Epping, Macquarie University, Macquarie Park, North Ryde, Chatswood, North Sydney, Barangaroo, Martin Place, Pitt Street, Central, Waterloo, Bankstown, Punchbowl, Wiley Park, Marrickville, Canterbury, Dulwich Hill, Hurlstone Park, Campsie, Lakemba, Belmore, Sydenham, Belmore, Croydon Park, Croydon Park, Hurstville, Paramatta, Parramatta, and more stations. The map indicates opening dates of 2019 and 2024 for different sections of the network.]
ANNOUNCING SYDNEY METRO WEST

In November 2016, the NSW Government announced a new underground metro railway line will be built between Parramatta and the Sydney CBD to help cater for Sydney’s growth.

Sydney Metro West will 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.

This state-of-the-art railway helps address Sydney’s rapid growth, with the city’s population to increase above 6 million in the next 20 years.

Sydney’s west is growing the fastest, requiring new transport infrastructure to keep up with more people and more jobs.

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

More than 300,000 jobs are expected to be created in this corridor by 2036. This includes an extra 145,000 new jobs in the Sydney CBD.

Sydney Metro West will integrate with long-term transport planning for Western Sydney including rail needs currently being investigated for the future Western Sydney Airport.

The new railway is expected to be built largely underground and operational in the second half of the 2020s.
SYDNEY METRO: TRANSFORMING SYDNEY

Sydney Metro will transform Sydney, cutting travel times, reducing congestion and delivering economic and social benefits for generations to come.

It will boost economic activity by more than $5 billion a year, supporting major jobs and business growth along its 66-kilometre route with better connectivity and land development opportunities and greatly improving business logistics, especially for knowledge-based businesses.

Sydney Metro will deliver this major economic boost by:
- improving access to jobs
- changing the way people move about the city and reducing congestion
- allowing people to travel from one key centre to another in minutes
- enabling housing and employment growth along the Global Economic Corridor and west to Bankstown
- encouraging greater commercial development – and jobs – in key areas of the city and North Sydney
- delivering huge flow-on benefits across productivity, wages and the State’s overall economic performance.

Employment across Sydney is expected to increase from 2.1 million workers today to about 3 million by 2031.

About 60 per cent of Sydney’s population will work in the Global Economic Corridor stretching from Macquarie Park, through Chatswood, North Sydney, the Sydney CBD and on to Sydney Airport. Sydney Metro will connect people across Sydney to these jobs.

Over the next 15 years, NSW will require infrastructure to support 40 per cent more train trips, 30 per cent more car trips and 31 per cent more households. Sydney Metro is identified as a key infrastructure project as part of the NSW Government’s infrastructure investment program.

The NSW Government is committed to the creation of 150,000 new jobs over the next four years. Through investment in infrastructure such as Sydney Metro, new jobs and apprenticeships are being created for the construction sector.
MORE CHOICES

Modern metro gives people more choice in their everyday lives:

- faster travel means new choices for jobs, education and recreation
- less crowded trains, stations and platforms
- more options of where to go
- greater choice of shopping, retail, restaurants
- wider selection of schools
- better access to healthcare
- better access to more tertiary and TAFE campuses
- frequent, fast trains allow you to set the agenda for the day
- faster transport to growth areas
- quick and easy access to sports facilities, gyms and
- fully accessible stations.
THE SYDNEY METRO EXPERIENCE

Sydney Metro will deliver ultimate capacity for a new metro train every two minutes in each direction under the Sydney CBD – a level of service never before seen in Sydney.

Services start in 2019 with a train every four minutes in the peak – 15 trains an hour – on the $8.3 billion Sydney Metro Northwest, Stage 1 of Sydney Metro.

Customer benefits of Sydney Metro include:

- no timetable – customers will just turn up and go
- opal ticketing – fares set and controlled by the NSW Government the same as the rest of Sydney
- customer service assistants at every station and moving through the network during the day and night
- Australian-first platform screen doors which keep people and objects away from the edge, improving customer safety and allowing trains to get in and out of stations much faster. These doors run the full length of all metro platforms and only open at the same time as the train doors
- continuous mobile phone coverage throughout the metro network
- 98 per cent on time running
- clean platforms and trains

- two multi-purpose areas per train for prams, luggage and bicycles
- wheelchair spaces, separate priority seating and emergency intercoms inside trains
- each train has 26 security cameras and customers can see from one end of the train to the other inside the train, a major safety benefit
- video help points at platforms, connecting directly with train controllers – an Australian first
- level access between the platform and train and three double doors per side per carriage for faster loading and unloading
- heating and air-conditioning in all metro trains
- on-board real time travel information and live electronic route maps
- customer safety is the Number 1 priority of Sydney Metro, which is Australia’s first fully-automated railway. At all times, a team of expert train controllers will monitor the system, making sure everything runs smoothly.
KEY FEATURES

- **66 kilometres** of metro rail from Rouse Hill to Bankstown
- **New generation** of fast, safe and reliable metro trains
- **Higher frequency** trains during the day and late at night
- **Reduced travel times** for customers across the rail network
- **More trains, more often** in the peak through the CBD, providing more options for customers and less crowding on trains, stations and platforms
- Sydney Metro will help reduce crowding on the T1 Western Line and on trains from the south west, by creating extra capacity
- **More trains** from Sydney’s north west and south west
- **Fast and easy** to change to trains, buses, ferries and light rail
- **Stand-alone line** operating independently of the existing rail network, not subject to wider suburban delays
- **Connecting** Sydney’s economic centres with a boost of activity up to $5 billion per year
- **New choices** for jobs, education and recreation
- **Faster transport** to employment growth areas

SYDNEY METRO CUSTOMER JOURNEY MAP

A door-to-door customer journey
Stage 2 of Sydney Metro will extend metro rail from Sydney’s booming North West region, beneath Sydney Harbour, through new underground CBD stations and beyond to Bankstown.

Services on Sydney Metro City & Southwest are expected to start in 2024.

The first of five tunnel boring machines will be in the ground before the end of 2018 to deliver new 15.5-kilometre twin railway tunnels from the end of Sydney Metro Northwest at Chatswood to Sydenham.

The project includes the upgrade and conversion of the existing Bankstown Line to metro standards, increasing services from eight an hour in the peak to 15 new metro trains every hour.

The Environmental Impact Statement for the Chatswood to Sydenham tunnelling section of Sydney Metro City & Southwest was approved earlier this year. The planning approvals process for the Bankstown Line metro conversion started earlier this year, with the Environmental Impact Statement (EIS) to be placed on display in mid 2017.
Inside Sydney’s new metro train
SYDNEY METRO CITY & SOUTHWEST
CHATSWOOD TO SYDENHAM

Key features

The Chatswood to Sydenham component of the Project includes the construction and operation of a new metro rail line from Chatswood, under Sydney Harbour and through Sydney’s CBD to Sydenham.

The Project will deliver seven new metro stations, at:
- Crows Nest
- Victoria Cross
- Barangaroo
- Martin Place
- Pitt Street
- Central Station (new underground platforms)
- Waterloo.

Sydney Metro key benefits

Better, more frequent and faster metro delivers improved connectivity across multiple levels:
- moving more people faster than ever before
- fast and easy to change to trains, buses, ferries and light rail - no need to plan, just turn up and go
- making it much easier to move around a growing city
- making a big city better connected
- aligning and integrating with other city-building transport projects
- opening up fresh options for work, education, health care and much more
- taking the guesswork out of travel – the train is there when you need it
- breathing new life into existing retail and cultural hubs
- building the foundation for more metro lines in the future.

Project features

- 16.5 kilometres of new metro line between Chatswood and Sydenham
- 15.5 kilometres of new twin rail tunnels
- Convenient interchanges with other forms of transport including Sydney Trains, NSW Trains, light rail, buses and ferries
- All stations will meet the needs of pedestrians, cyclists, customers catching or getting off buses and taxis, and people being dropped off and picked up in cars
- There will be platform screen doors and all stations will be fully accessible
- New stations designed for passenger comfort including environmentally friendly features like natural ventilation and natural lighting
SYDNEY METRO CITY & SOUTHWEST
SYDENHAM TO BANKSTOWN

The Sydney Metro City & Southwest Project will upgrade and convert all 11 stations between Sydenham and Bankstown to metro standards. This upgrade will address one of Sydney’s biggest rail bottlenecks.

The T3 Bankstown Line effectively slows down the Sydney Trains network because of the way it merges with other railway lines closer to the city, including the T2 Airport and Inner West lines. The suburban trains currently operating on the T3 Bankstown Line could be allocated to other railway lines.

It is anticipated that through Sydney Metro, together with signalling and infrastructure upgrades across the existing network, we can increase the capacity of train services from about 120 per hour today, to up to 200 services beyond 2024. That’s an increase of up to 60 per cent capacity across the network to meet demand for our growing city. This means the railway network across Sydney will have room for an extra 100,000 train customers an hour in the peak.
After the conversion, metro trains from Bankstown will run at least every four minutes in the peak, or 15 trains an hour. The Sydney Metro City & Southwest network will be fully segregated from existing Sydney Trains railway tracks between Sydenham and Bankstown, improving the reliability of the new services on the line. Interchange between Sydney Metro City & Southwest and Sydney Trains at both locations will be upgraded, with improvements to station way-finding and signage.

The upgrade between Sydenham and Bankstown will include works within the corridor and station upgrades. The T3 Line west beyond Bankstown will continue to be operated by Sydney Trains, serving stations between Cabramatta, Lidcombe and Bankstown.
**First and second rounds of industry engagement**

- Raise awareness and understanding of the Project
- Commence a structured industry engagement process
- Communicate the Draft Reference Delivery Strategy and engage industry through market sounding
- Conduct focused market sounding for the Tunnel and Station Excavation Works (TSE) package

**Outcome**

- Refinement of the Delivery Strategy

---

**Third and fourth rounds of industry engagement**

- Communicate the Project Delivery Strategy and update industry on the Project
- Engage industry through market sounding for feedback and refinement of the Project Delivery Strategy
- Continue market sounding with a focus on the Central Station Main Works (CSM), Sydenham Station and Junction Works (SSJ) and Southwest Stations and Corridor (SSC) packages

**Outcome**

- Further refinement of the Delivery Strategy
- Release of the TSE package to market, the first major contract package

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**Today’s industry briefing**

- Communicate progress of the development of the Project
- Provide details of the updated Project Delivery Strategy
- Outline timing of next steps, including upcoming procurement processes

- Progress procurement of the next major contract packages, including CSM, SSJ and SSC
- Further engagement with industry on the major contract packages, including the Line-Wide Contracts and Stations, Mechanical and Electrical Works (STME), over station development and independent certifiers.
Following further work by the project team and taking into account feedback from industry engagement, the Project Delivery Strategy has been refined.

The Project Delivery Strategy outlines how the Project will be taken to market including sequencing, timing, duration, funding and risk. It also takes into account key physical, contract packaging, methodology and construction, and market-related constraints.

Development of delivery strategy

1. Define project objectives
2. Assess contract packaging options
3. Assess contracting models
4. Finalise delivery strategy
5. Industry input and validation

Artist’s impression of a metro train and platform
SYDNEY METRO CITY & SOUTHWEST
PROJECT DELIVERY STRATEGY

TSOM
Trains, systems, operations and maintenance
(Operations and maintenance between Bankstown and Cudgegong Road)

Line-wide contracts
Multiple contract packages

SSC
Southwest Station and Corridor Works
Design and construct, with NSW Government retaining some risks

SSJ
Sydenham Station and Junction Works
Incentivised target cost contract

STME
Stations, Mechanical and Electrical Works
Design and construct

CSM*
Central Station Main Works
Incentivised target cost contract

TSE
Tunnels and Station Excavation Works
Design and construct

Enabling works
Multiple contract packages

Sydney Yard Access Bridge
Demolition contract
Other enabling works

*Central Station Main Works scope is subject to confirmation.
Over station development is additional to above contract packages.
## PROJECT CONTRACT PACKAGING APPROACH

<table>
<thead>
<tr>
<th>Package</th>
<th>Overview of scope</th>
<th>Form of contract</th>
</tr>
</thead>
</table>
| **TSOM:** Trains, Systems, Operations and Maintenance | - Rolling stock  
- Signalling system  
- Central control  
- Communications and other systems  
- Depot (including stabling) and Operations Control Centre  
- Systems integration, testing and commissioning  
- Operations and maintenance | Augmentation of the existing Sydney Metro North West Operations, Trains and Systems (OTS) PPP contract with Northwest Rapid Transit (subject to value for money)* |
| **Line-wide contracts** | - Station control systems  
- Lifts and escalators  
- Tunnel ventilation  
- Track including tunnel services (drainage, lighting, fire systems, LV supplies), stabling and combined services  
- High voltage power supply  
- Overhead line and traction supply  
- Radio communications  
- Platform screen doors, platform edge barriers, mechanical gap fillers | The form of contract will be tailored for each line-wide contract (e.g. supply only, supply and install with through life support)  
Procured through a competitive tendering process |
| **STME:** Stations, Mechanical and Electrical works | - Excavation of remaining station shafts (to extent not undertaken by TSE contractor)  
- Station structure up to podium level (excluding Barangaroo and Central stations)  
- Station fitout, including mechanical and electrical (all underground stations excluding Central Station) | Design and construct with preliminary design prepared by Sydney Metro  
Procured through a competitive tendering process |
| **TSE:** Tunnels and Station Excavation works | - Demolition and site preparation (via novation to TSE contractor)  
- Tunnel boring and lining  
- Cavern mining and lining  
- Excavation of station shafts (extent varies at different station locations)  
- Station structure at Barangaroo only | Design and construct |
| **CSM:** Central Station Main works | - Customer continuity works  
- Services relocation  
- Temporary decommissioning of platforms and reinstatement  
- Metro box excavation  
- Station structure and fitout, including mechanical and electrical  
- Potential additional works in the vicinity | Incentivised target cost contract |
| **SSC:** Southwest Station and Corridor works | - Bridge and non-station civil works  
- Station works (including demolition, upgrades)  
- Services buildings and facilities  
- Electrical works (low voltage)  
- Cable and services routing  
- Track and other rail infrastructure | Design and construct, with NSW Government retaining some risks |
| **SSL:** Sydenham Station and Junction works | - Services adjustments and relocations (rail and non-rail)  
- Signalling  
- Track and other rail infrastructure (including stageworks)  
- Services buildings and facilities  
- Station works | Incentivised target cost contract with risk allocation tailored to ensure on time delivery |
| **Enabling works** | - Investigation  
- Early design  
- Demolition and site preparation (to be novated to the TSE contractor)  
- Sydney Trains enabling works  
- Sydney Yard access bridge  
- Northern corridor brownfield works  
- High voltage construction power  
- Utility relocations and protection  
- Mobile phone tower relocations | The form of contract will be tailored for each component of the enabling works (e.g. managing contractor, schedule of rates)  
Several scope components to be delivered via managing contractor approach |
| **OSD:** Over Station Development | - The development of integrated property developments in connection with metro stations | OSD project development agreements – procured through competitive tender processes |

* Potential for incorporating private financing to be considered as part of augmentation discussions with Northwest Rapid Transit
Other enabling works (not shown) include:

- Demolition
- Investigation
- High voltage construction power
- Utility relocations and protection
- Mobile phone tower relocations
Northern Corridor Works

Sydney Metro Trains, Systems, Operations and Maintenance

Over Station Development packages

Project delivery strategy

- Demolition
- Investigation
- High voltage construction power
- Utility relocations and protection
- Mobile phone tower relocations

Sydenham area – detail

Over Station Development – indicative example
### SYDNEY METRO CITY & SOUTHWEST PROJECT TIMELINE

The currently planned project timeline is as follows:

<table>
<thead>
<tr>
<th>MILESTONE</th>
<th>COMMENCING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Early consultation</td>
<td>Q1 2015</td>
</tr>
<tr>
<td>Project scope consultation</td>
<td>Q2 2015</td>
</tr>
<tr>
<td>Industry engagement</td>
<td>Q2 2015</td>
</tr>
<tr>
<td>Lodgement of State Significant Infrastructure Application Report (SSIAR)</td>
<td>Q4 2015</td>
</tr>
<tr>
<td>Reference delivery strategy</td>
<td>Q4 2015</td>
</tr>
<tr>
<td>Start major contract procurement</td>
<td>Q2 2015</td>
</tr>
<tr>
<td>Chatswood to Sydenham EIS exhibition</td>
<td>Q2 2016</td>
</tr>
<tr>
<td>Sydenham to Bankstown planning commenced</td>
<td>Q3 2016</td>
</tr>
<tr>
<td>Augmentation proposal request</td>
<td>Q4 2016</td>
</tr>
<tr>
<td>Chatswood to Sydenham EIS approval</td>
<td>Q1 2017</td>
</tr>
<tr>
<td>Procurement of independent certifiers and delivery partners</td>
<td>2016–2018</td>
</tr>
<tr>
<td>Start construction</td>
<td>2017</td>
</tr>
<tr>
<td>First tunnel boring machine</td>
<td>2018</td>
</tr>
<tr>
<td>Operations</td>
<td>2024</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PACKAGE</th>
<th>INDICATIVE START DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tunnel and Station Excavation works (TSE)</td>
<td>Q2 2016</td>
</tr>
<tr>
<td>Early and enabling works</td>
<td>2016–2017</td>
</tr>
<tr>
<td>Trains, Systems, Operations &amp; Maintenance (TSOM)</td>
<td>Q4 2016</td>
</tr>
<tr>
<td>Central Station Main works (CSM)</td>
<td>Q1 2017</td>
</tr>
<tr>
<td>Sydenham Station and Junction works (SSJ)</td>
<td>Q1 2017</td>
</tr>
<tr>
<td>Southwest Station and Corridor works (SSC)</td>
<td>Q2 2017</td>
</tr>
<tr>
<td>Stations, Mechanical and Electrical works (STME)</td>
<td>Q3/Q4 2017</td>
</tr>
<tr>
<td>Line-wide contracts</td>
<td>Q3/Q4 2017</td>
</tr>
</tbody>
</table>
Artist's impression of Martin Place Station
METRO PRECINCT ACTIVATION AND OVER STATION DEVELOPMENT

Sydney Metro will transform Sydney not just by delivering 66 kilometres of new metro rail services. Sydney Metro will also enable housing and employment growth all along the Global Economic Corridor and west to Bankstown. It will encourage greater commercial development – and jobs – in key areas of the city and North Sydney.

To be successful, the Sydney Metro transport service will be integrated into active precincts around each metro station and their surrounding locations. The Sydney Metro program includes transport, commercial and residential mixed land use opportunities at and around the station precincts.

The Sydney Metro Delivery Office, within Transport for NSW, aims to ensure that optimal precinct development and activation outcomes around metro stations are achieved.

Our strategy for the development and activation of precincts along the alignment aims to:

- support the NSW Government’s planning strategies and objectives
- maximise urban outcomes, enhancing customer experience and urban amenity
- create an urban environment which drives high usage of the metro
- ensure residual project lands are developed as soon as possible following completion of the metro infrastructure
- accommodate the requirements of key government services to support growth.

A customised approach across the Metro corridor

The 66 kilometre Sydney Metro alignment from Cudgegong Road to Bankstown incorporates three distinctly different geographical areas:

- Cudgegong Road to Chatswood – new centres around metro stations and expanding residential and commercial areas in north west Sydney
- Chatswood to Sydenham – the key hubs of St Leonards/Crows Nest, North Sydney, and the Sydney CBD, including the Barangaroo precinct and the Waterloo precinct, which are targeted for significant urban transformation
- Sydenham to Bankstown – long-established principally residential suburbs with key hubs at Campsie and Bankstown, in a corridor identified by the NSW Government for selected urban renewal opportunities.
Each of these areas is different in character and requires different approaches to the planning, development and integration of these precincts to realise the opportunities for enhanced urban outcomes. The focus in realising these opportunities is on promoting:

- vibrant new communities centred around metro station locations (for example at Cudgegong Road, Kellyville, Cherrybrook, Bella Vista and Showground)
- over station development (OSD) opportunities integrated with new stations at existing commercial centres (for example at Crows Nest, Victoria Cross, Barangaroo, Martin Place, and Pitt Street)
- infill development adjacent to metro stations within existing centres (for example at Norwest, Epping, Castle Hill, areas along Sydenham to Bankstown)
- development opportunities within existing centres (for example at Macquarie Park, North Ryde, Waterloo, areas along Sydenham to Bankstown).

Sydney Metro is working closely with, and partnering with other government agencies including the Greater Sydney Commission, the Department of Planning & Environment, UrbanGrowth NSW, the Barangaroo Development Authority (BDA) and local councils – to develop and implement customised strategies for each of the metro station precincts.

Sydney Metro has developed a tailored approach to its divestment and precincts strategy, taking into account the complexity and characteristics of each area.

**Cudgegong Road to Epping**

The focus is on enhancing urban outcomes and returns to the public from the Sydney Metro Northwest lands through a coordinated approach to planning and divestment and targeted investment in enabling infrastructure and services. Detailed disposal strategies for residual project lands around each of the new stations are being prepared, aiming to offer the first sites to the market for disposal in 2017/18.
Chatswood to Sydenham

There will be an opportunity for industry participants to bid for the rights to seven development opportunities at the proposed new underground stations.

The five stations where OSD is planned are:
- Crows Nest Station – residential mixed use
- Victoria Cross Station – (North Sydney) commercial & retail
- Martin Place Station – (two development sites) commercial & retail
- Pitt Street Station – (two development sites) commercial & residential
- Waterloo – (being led by UrbanGrowth NSW) residential mixed use.

In addition, there will be development opportunities associated with surplus land at the Chatswood and Marrickville tunnel dive sites.

Planning approach

Sydney Metro is proposing to lodge a Stage 1 development application (concept proposal) for each site. Stage 2 development applications will be undertaken by the parties that subsequently acquire each site.

Industry engagement and timing

Sydney Metro is about to commence an industry engagement process for precinct activation and the over station development strategies.

It is currently proposed Sydney Metro will take the over station development opportunities to market after lodgement of the Stage 1 planning approvals, which are expected to be lodged late 2017 through early 2018. The divestment process will follow in early 2018.

Unsolicited proposals

Some unsolicited proposals have already been received by the NSW Government. As usual, these are assessed by the Department of Premier and Cabinet under the Working with Government guidelines.

Sydenham to Bankstown

Sydney Metro has commenced investigations of the development potential of residual lands within each of the station precincts and along the rail corridor.

This includes consideration of development opportunities integrated with the stations, adjacent to stations, over or adjacent to rail, or where existing in-corridor development is to be removed, and where suitable residual land is identified.

Timeline

The overall program for the timely activation of station precincts and adjacent areas is summarised below. Sydney Metro will commence industry market sounding shortly to further discuss these opportunities.
Organisational structure and governance

The Sydney Metro City & Southwest project is being developed by the Sydney Metro Delivery Office.

The Delivery Office has been established within Transport for NSW, the NSW Government agency that leads the planning, development and delivery of major transport infrastructure in NSW.

The Delivery Office is responsible for delivering Stage 1 and 2 of Sydney Metro. The diagram below depicts the relationship between the Delivery Office and Transport for NSW.

Rodd Staples is the overall Program Director for Sydney Metro.

The Sydney Metro City & Southwest Program Executive Committee reports via Rodd Staples to the Secretary, Transport for NSW.

Tim Parker is the Project Director for the City & Southwest Project. He is a member of the Program Executive Committee and reports to Rodd Staples.

Transport for NSW

Transport for NSW is responsible for improving the customer experience, planning, program administration, policy, regulation, procuring transport services, infrastructure and freight.

Transport operating agencies have been freed up to focus on service delivery – providing safe, reliable, clean and efficient transport services.

Further details on Transport for NSW are provided at: transport.nsw.gov.au

Transport for NSW is the entity that enters into contracts with the private sector for the delivery of Sydney Metro. Transport for NSW is also responsible for the long-term oversight of Sydney Metro in its operational phase, and any future extensions of the metro rail network.
Appendix A

Stage 1 of Sydney Metro is under construction. There are thirteen stations including:
- Cudgegong Road
- Rouse Hill
- Kellyville
- Bella Vista
- Norwest
- Showground
- Castle Hill
- Cherrybrook
- Epping
- Macquarie University

Stage 2 of Sydney Metro will run from Chatswood to Bankstown including the following stations:
- Chatswood
- Crows Nest
- Victoria Cross
- Barangaroo
- Martin Place
- Pitt Street
- Central
- Waterlooo
- Sydenham
- Marrickville
- Dulwich Hill
- Hurlstone Park
- Canterbury
- Campsie

Appendix B

Stage 2 of Sydney Metro will run from Chatswood to Bankstown including the following stations:
- Chatswood
- Crows Nest
- Victoria Cross
- Barangaroo
- Martin Place
- Pitt Street
- Central
- Waterlooo
- Sydenham
- Marrickville
- Dulwich Hill
- Hurlstone Park
- Canterbury
- Campsie

Appendix C

Project Delivery Strategy

The infographic outlines the scope of the project delivery strategy for Sydney Metro City & Southwest, including nine contracts. The contracts are:
- Enabling works
- Tunnels and station excavation works
- Sydenham Station and junction works
- Central Station main works
- Southwest station and corridor works
- Stations, mechanical and electrical works
- Line wide contracts
- Trains, systems, operations and maintenance
- Over station development packag