

It's Time to Build

**TOMORROW'S  
SYDNEY**

## Parramatta Light Rail

# Parramatta Light Rail Industry Briefing

MARCH 2016

Image credit: Parramatta City Council



Transport  
for NSW

**NSW**  
MAKING IT HAPPEN



## Minister's message



The NSW Government has announced a preferred light rail network that will support the creation of new communities and employment opportunities across the Greater Parramatta to Olympic Peninsula Priority Growth Area.

Parramatta Light Rail is one of the latest major infrastructure projects being delivered by this government to serve a growing Sydney.

This is one of Government's highest priorities: \$1 billion has already been reserved and the government has committed to implementing a land value sharing program for the Priority Growth Area. The introduction of Special Infrastructure Contributions will provide essential funding for the Parramatta Light Rail, precinct- wide road and traffic works as well as social infrastructure.

We have learned through the course of delivering major infrastructure projects that it is never too early to seek the input, views and innovation of the private sector. We know that the sooner we engage, the better the outcome will be. That is why we have started our industry engagement process early in the development of Parramatta Light Rail.

We recognise that delivering light rail is as much about providing a catalyst for the Greater Parramatta to Olympic Peninsula Growth area as it is about providing a long term integrated transport network for Western Sydney.

A key challenge for this project will be developing a business model that allows us to plan, govern, fund and deliver both land use and transport outcomes that complement one another.

We thank you for your interest and look forward to working together to deliver this exciting project.

**Andrew Constance MP**  
MINISTER FOR TRANSPORT  
AND INFRASTRUCTURE







## ABOUT THIS INDUSTRY BRIEFING

On December 8, 2015, NSW Premier Mike Baird, Minister for Transport and Infrastructure Andrew Constance, and Minister for Planning Rob Stokes, unveiled a preferred network for Parramatta Light Rail, which will kick-start revitalisation and jobs growth along a corridor of over 20 kilometres.

In October 2015, responsibility for Parramatta Light Rail transferred from the Freight Strategy and Planning (FSP) Division in Transport for New South Wales to the Infrastructure and Services (I&S) Division. This transfer of divisional responsibility marked the progression of the project into the scoping and definition phases of project development.

A project office in Parramatta will be established, providing a local focus to planning and delivering the project in partnership with RMS and other government agencies supported by strong relationships with local authorities.

Following the announcement by Government in December 2015, Transport for NSW has been undertaking a series of stakeholder briefings aimed at Government agencies, councils and business groups across the network.

The NSW Government understands the importance of engaging industry early in the project lifecycle.

This Industry Briefing is the first step in an industry engagement process to support the development of the project.

Given the project's important role in facilitating urban renewal and growth, Transport for NSW is seeking to engage key landowners, investors, developers as well as key players in the transport and infrastructure market sectors. The project is also seeking "best in field" professional services organisations to support planning, development and procurement of the project on behalf of Government.

This industry briefing provides the planning and policy drivers for the project, details of the project including: the draft vision, objectives, scope, funding and program; an outline of the process for industry engagement and market sounding; and details of professional services contracts that are likely to be required to support the development of the project.

# WHY THE NSW GOVERNMENT IS COMMITTED TO PARRAMATTA LIGHT RAIL

*A Plan for Growing Sydney* identifies the potential for Parramatta to become Sydney's second CBD with connections to employment, housing, education and other opportunities across the Greater Parramatta to Olympic Peninsula Growth Area. Tackling the public transport challenges is key to realising this vision.

Light rail will provide a frequent and reliable transport mode that will build capacity in parts

of the network that are growing as major employment areas. It will provide an integrated modern public transport network that supports productivity by bringing businesses, destinations and employers closer to their suppliers, visitors, employees and customers. And it will consolidate Greater Parramatta as a key city centre in a prosperous and liveable global Sydney.

## Direction 1.2: Grow Parramatta – Sydney's second CBD

- Grow Parramatta as Sydney's second CBD by connecting and integrating Parramatta CBD, Westmead, Parramatta North, Rydalmere and Camellia.
- Grow the specialised health and education precincts at Westmead and Rydalmere.
- Renew Parramatta North to create a vibrant mixed-use precinct.

## Direction 1.3: Establish a new priority growth area – Greater Parramatta to the Olympic Peninsula

- Establish a new partnership to manage renewal of the Greater Parramatta to Olympic Peninsula Priority Growth Area.
- Identify and deliver enabling infrastructure to support growth and urban renewal.
- Deliver priority revitalisation precincts.
- Grow the knowledge economy as part of the extension of the Global Economic Corridor

[www.planning.nsw.gov.au/Plans-for-Your-Area/Sydney/A-Plan-for-Growing-Sydney](http://www.planning.nsw.gov.au/Plans-for-Your-Area/Sydney/A-Plan-for-Growing-Sydney)





# THE PARRAMATTA LIGHT RAIL PROJECT

## Project vision and objectives

Transport for NSW has developed a draft vision statement and objectives for the project. These will help ensure the project realises the full potential of the proposed investment.

### Project Vision

The draft project vision aims to balance the light rail service that sits at the core of the project, its integration with other transport services, and its support to the significant land use outcomes envisaged for the study area.

The draft vision is:

*'To deliver integrated light rail services that support the shared vision for the growth of the Greater Parramatta and Olympic Peninsula'*

### Project Objectives

Draft project objectives have been prepared to realise the project vision. These objectives fall across four categories of land use, accessibility, place and transport choice.

| Category      | Project Objective  |
|---------------|--|
| LAND USE      | <ul style="list-style-type: none"><li>▶ <b>Support Parramatta achieving 2nd CBD status</b> - attracting new investment and economic development to realise the vision for Parramatta</li><li>▶ <b>A catalyst for shaping new growth</b> - providing sustainable transport for population and employment growth in the area, including Westmead, Parramatta, Camellia and the Olympic Peninsula</li></ul> |
| ACCESSIBILITY | <ul style="list-style-type: none"><li>▶ <b>Connecting people and places</b> - within Parramatta City Centre, Greater Parramatta and the Olympic Peninsula</li></ul>  |
| PLACE         | <ul style="list-style-type: none"><li>▶ <b>Supporting existing and new communities</b> - providing a high quality, accessible public transport system that supports the creation of attractive and memorable public spaces</li></ul>   |
| CHOICE        | <ul style="list-style-type: none"><li>▶ <b>Providing attractive transport choices</b> - 'turn up and go', reliable, all day light rail services integrated with traffic, transport and access</li></ul>  |

The vision and objectives will be updated following the completion of initial stakeholder meetings and Industry Engagement.

These objectives will help to refine and shape evaluation criteria for the development of a business model including delivery strategy,

approvals pathway, funding and value sharing. A benefit realisation strategy and key performance indicators (KPIs) are being developed to track progress against the project objectives.



# ABOUT PARRAMATTA LIGHT RAIL

The preferred network for Parramatta Light Rail will include:

1. A core spine linking precincts within Greater Parramatta including Westmead health precinct, Parramatta CBD and Camellia.
2. The replacement of the existing heavy rail service between Camellia and Carlingford with a more frequent light rail service.
3. A light rail service through Camellia renewal area, Sydney Olympic Park also connecting to Strathfield.

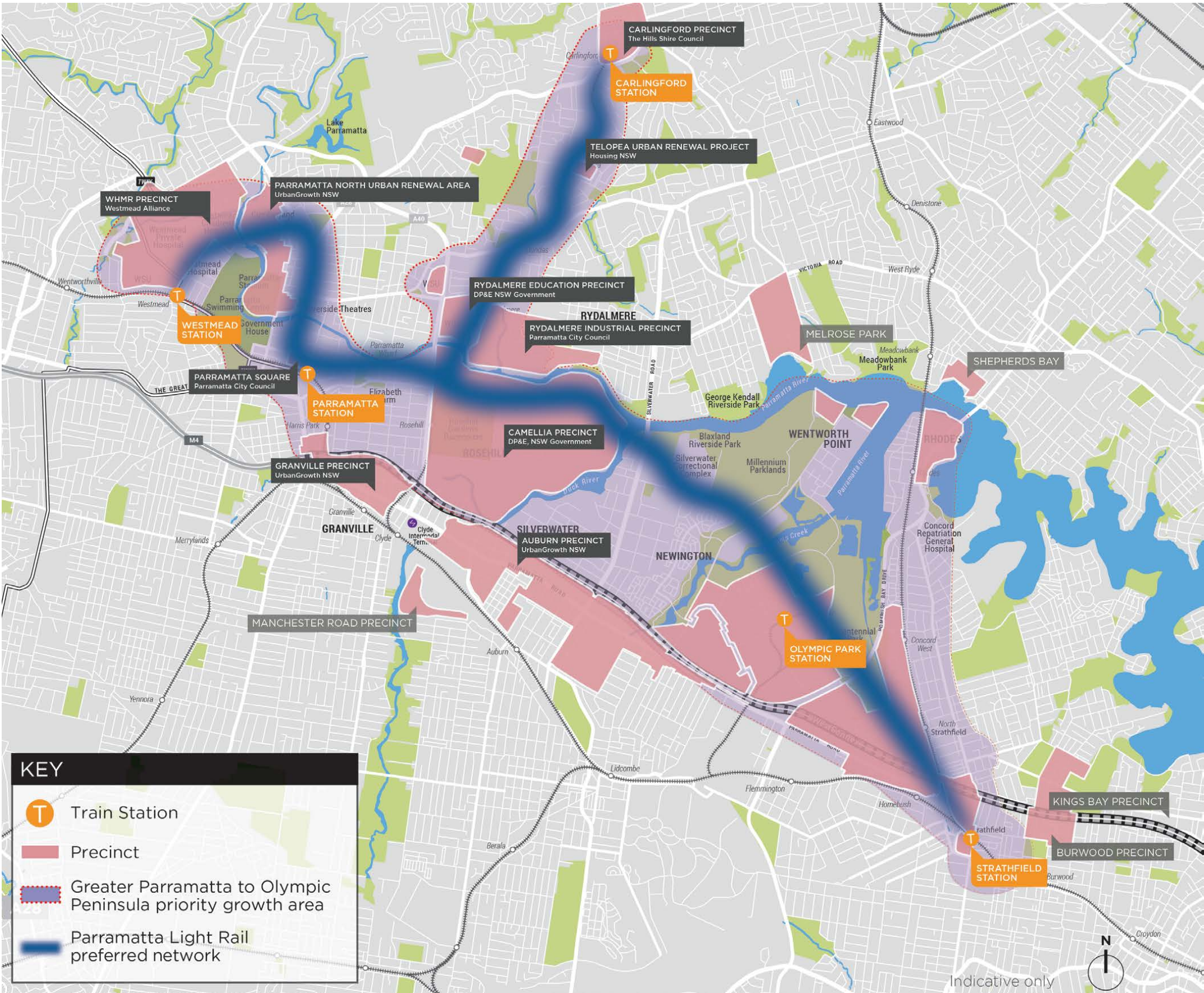
The light rail system is being developed as part of an integrated transport network linking precincts within Greater Parramatta and connecting them with key centres.

Transport interchanges at Westmead, Parramatta, Carlingford, Olympic Park and Strathfield Stations will be designed to facilitate access to the wider network, while a light rail spine between Westmead and Camellia will complement rail, bus, ferry and active transport modes to create legible routes through Parramatta.

Light rail will provide frequent and reliable services linking residential, employment, cultural and education precincts and serving new and existing communities.

## KEY FEATURES

- Over 20 km of light rail track connecting Westmead, Parramatta, Carlingford, Sydney Olympic Park and Strathfield.
- Reliable public transport link connecting major urban renewal areas.
- Up to six interchanges with connections to the wider rail network or buses.
- Improved accessibility to new and existing communities and precincts.
- Modern, comfortable light rail vehicles.
- No timetable. Turn up and go.
- High frequency services, 7 days a week, from early morning to late night.
- Well-designed and legible connections to bus, train, ferry and active transport links.
- Integrated with the Opal ticketing system to provide a seamless journey for customers.





# FUNDING AND PROGRAM

## Funding

The NSW Government has allocated \$1 billion of capital funding from Restart NSW and Rebuilding NSW. Current estimates indicate the capital cost of the network exceeds current allocated government funding.

The government has also announced a Special Infrastructure Contribution to share the value uplift along the growth corridor. This will be applied to new residential development within the Greater Parramatta to Olympic Peninsula Priority Growth Area and will contribute funding to Parramatta Light Rail and other infrastructure such as schools and road upgrades. Other sources of funding are also being investigated.

## Program

Transport for NSW has started work on the scoping and definition stage of the Parramatta Light Rail project. This will include establishing a business model with feedback from the private sector and stakeholders.

In parallel, Transport for NSW will be preparing a draft Environmental Impact Statement that will be placed on display for public comment in 2017. Procurement for construction contracts is planned for 2017 to allow construction to commence in late 2018.

### Indicative timelines are shown below:

| Parramatta Light Rail                      | 2015 | 2016 |    |    |    | 2017 |    |    |    | 2018 |    |    |    | 2019 - 2022/23 |
|--|------|------|----|----|----|------|----|----|----|------|----|----|----|----------------|
|  | Q4   | Q1   | Q2 | Q3 | Q4 | Q1   | Q2 | Q3 | Q4 | Q1   | Q2 | Q3 | Q4 |                |
| 1. Strategic Business Case close-out       |      |      |    |    |    |      |    |    |    |      |    |    |    |                |
| 2. Final Business Case                     |      |      |    |    |    |      |    |    |    |      |    |    |    |                |
| 3. Design - Scoping                        |      |      |    |    |    |      |    |    |    |      |    |    |    |                |
| 4. Design - Definition                     |      |      |    |    |    |      |    |    |    |      |    |    |    |                |
| 5. Environmental Impact Assessment Process |      |      |    |    |    |      |    |    |    |      |    |    |    |                |
| 6. Site investigations                     |      |      |    |    |    |      |    |    |    |      |    |    |    |                |
| 7. Procurement for construction contracts  |      |      |    |    |    |      |    |    |    |      |    |    |    |                |
| 8. Construction                            |      |      |    |    |    |      |    |    |    |      |    |    |    |                |



Image credit: Cox Richardson

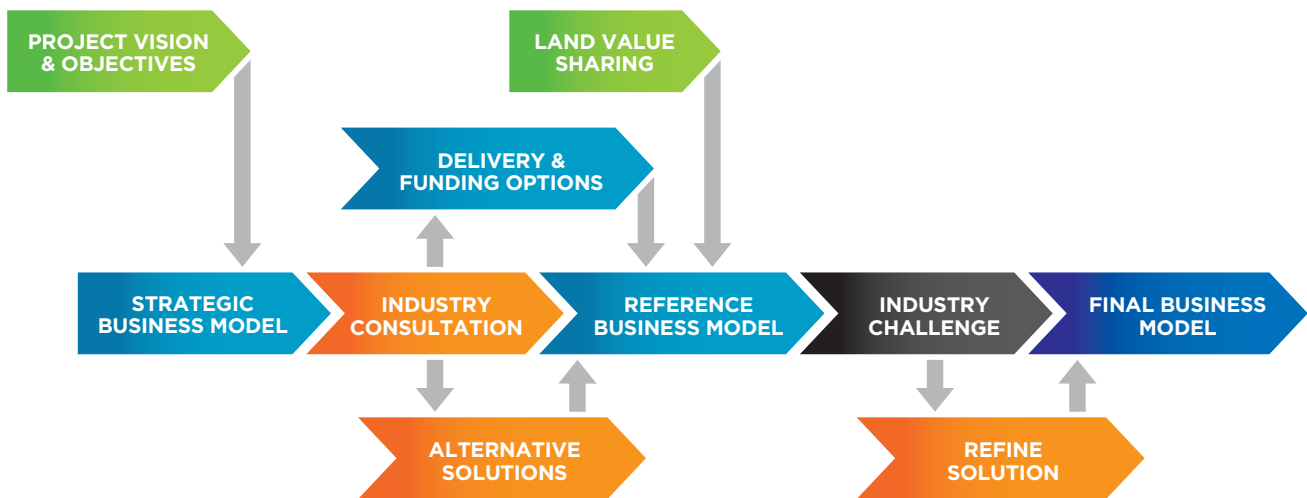
# INDUSTRY ENGAGEMENT PROCESS

Transport for NSW is looking to commence a conversation about Parramatta Light Rail with industry, to ensure feedback and interaction is a key input to the development of the project.

The industry engagement process will apply the successful elements of industry engagement programs undertaken by other Government projects such as Sydney Metro and Western Sydney Infrastructure Plan.

The process for industry engagement, as shown below, will include engaging with, and obtaining meaningful input from, a representative sample of key market sectors.

While not part of a formal procurement process, all industry engagement will be conducted in a structured manner.



**Development of the project business model and delivery strategy is most importantly about working collaboratively with all our stakeholders to achieve the wider project outcomes. This includes partnering with key government agencies, local government, utilities and service providers as well as the private sector.**

The process will begin by seeking feedback on a strategic business model that includes the project objectives, need, governance and level of service.

Feedback from this phase will be incorporated into a business model for delivery that we will consult further on with industry through a series of challenge forums. These will take place towards the end of 2016.

At the end of 2016 we anticipate issuing the government's preferred business model and delivery strategy at a second industry briefing. This briefing will be held in advance of the start of a formal procurement process.

The market sounding will be conducted in a structured manner. It is aimed at enabling the government to gather open, honest and forthright insight from various market sectors only perspectives to ensure that adequately

informed decisions are made. This process is not a mechanism for unsolicited proposals, which will need to follow Government processes as outlined at: [www.nsw.gov.au/your-government/unsolicited-proposals](http://www.nsw.gov.au/your-government/unsolicited-proposals)



Image credit: Caroline McCredie; Destination NSW



# PROFESSIONAL SERVICES CONTRACTS

Transport for NSW is seeking to supplement its existing project team with a number of professional services contracts to support planning, development, procurement and delivery of the project.

The method of procurement will be determined by the Transport for NSW procurement guidelines and will include open tenders and select tenders from government supplier panels.

Details of the nature and timing of work packages are shown below:

**This is an indicative list, and may be subject to change, such as combining or dividing work packages and additional specialist contracts.**

| Work Package   | Anticipation Procurement Period |
|--|---------------------------------|
| Legal advisor – planning and environment   | First half 2016                 |
| Legal advisor – project development, delivery and property   | First half 2016                 |
| Engineering and technical advisor  | First half 2016                 |
| Urban design and architecture  | First half 2016                 |
| Operations advisor   | First half 2016                 |
| Traffic modelling  | First half 2016                 |
| Transport planning   | First half 2016                 |
| Land use planning  | First half 2016                 |
| Business case management   | First half 2016                 |
| Surveying and utilities investigations   | First half 2016                 |
| Geotechnical and contamination investigations  | First half 2016                 |
| Underground services investigations  | First half 2016                 |
| Economic, commercial and financial advisor   | First half 2016                 |
| Planning approvals consultant  | First half 2016                 |
| Safety and accreditation   | First half 2016                 |
| Cost and risk services   | First half 2016                 |
| Transaction manager  | Second half 2016                |
| Specialist communications: graphics, visualisation, document writers, workshop facilitation, website development, performance management | First half 2016                 |
| Project management: scheduler, project management services, risk and safety manager  | First half 2016                 |
| Specialist commercial: business model, insurance, peer review  | Second half 2016                |
| Specialist technical: road safety audit, traffic counts, condition surveys   | Second half 2016                |

In providing this schedule of work packages in advance of procurement, TfNSW is expecting to engage the highest calibre professional services available, with the potential for long term engagements (2016-2017/2018), continuity and staff retention. Professional Services Organisations with an interest in Parramatta Light Rail should also be prepared to meet the following minimum requirements:

- Full time resources dedicated to the project
- Staff working within an integrated project team environment, based in Parramatta with and co-located professional service advisers in the Project Office.







## Further Information

**Website:** [www.transport.nsw.gov.au/parramatta-light-rail](http://www.transport.nsw.gov.au/parramatta-light-rail)

**E-mail:** [parramattalightrail@transport.nsw.gov.au](mailto:parramattalightrail@transport.nsw.gov.au)

**Phone:** 1800 684 490

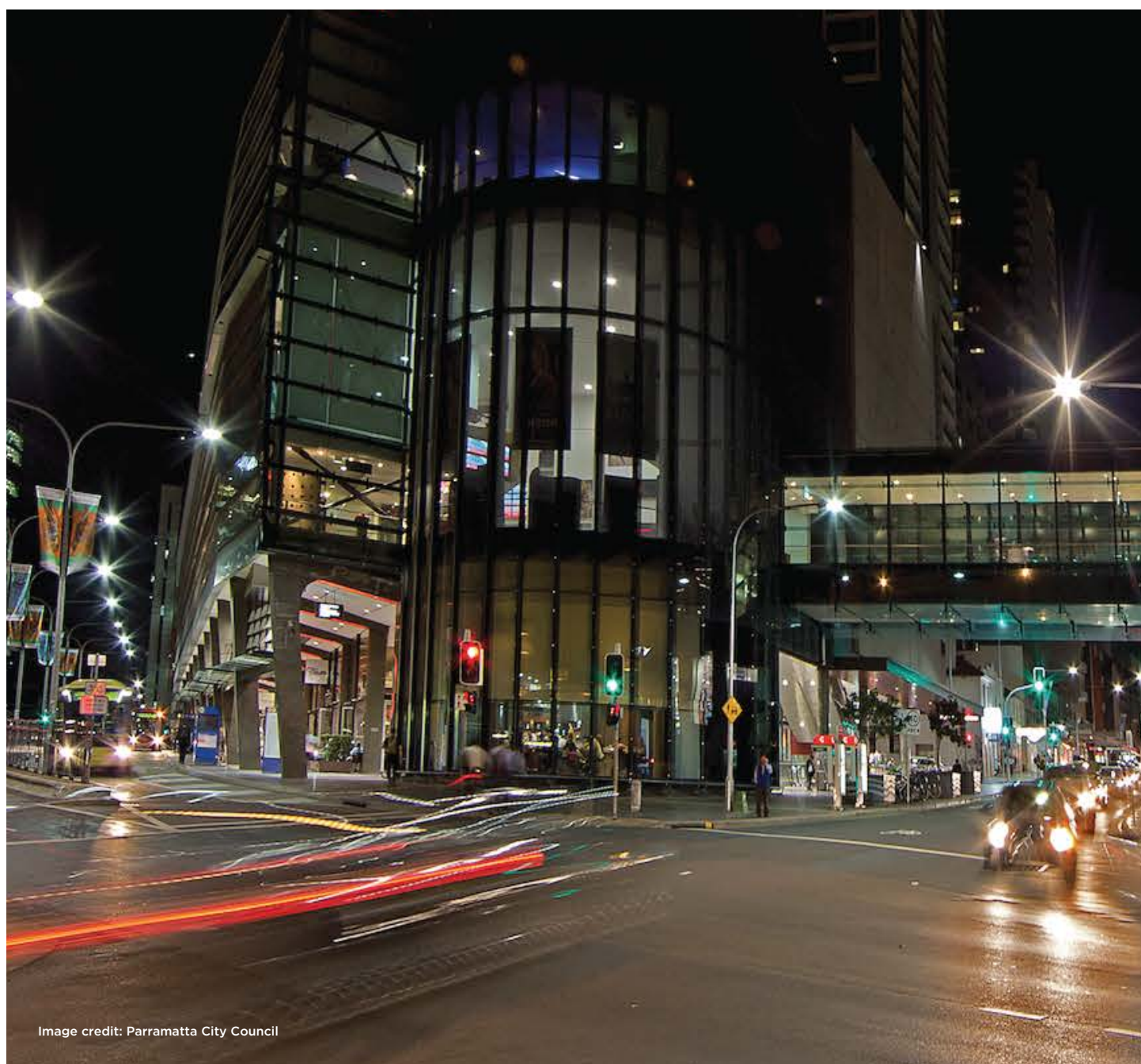


Image credit: Parramatta City Council



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