

Queensland Major Projects Pipeline 2021

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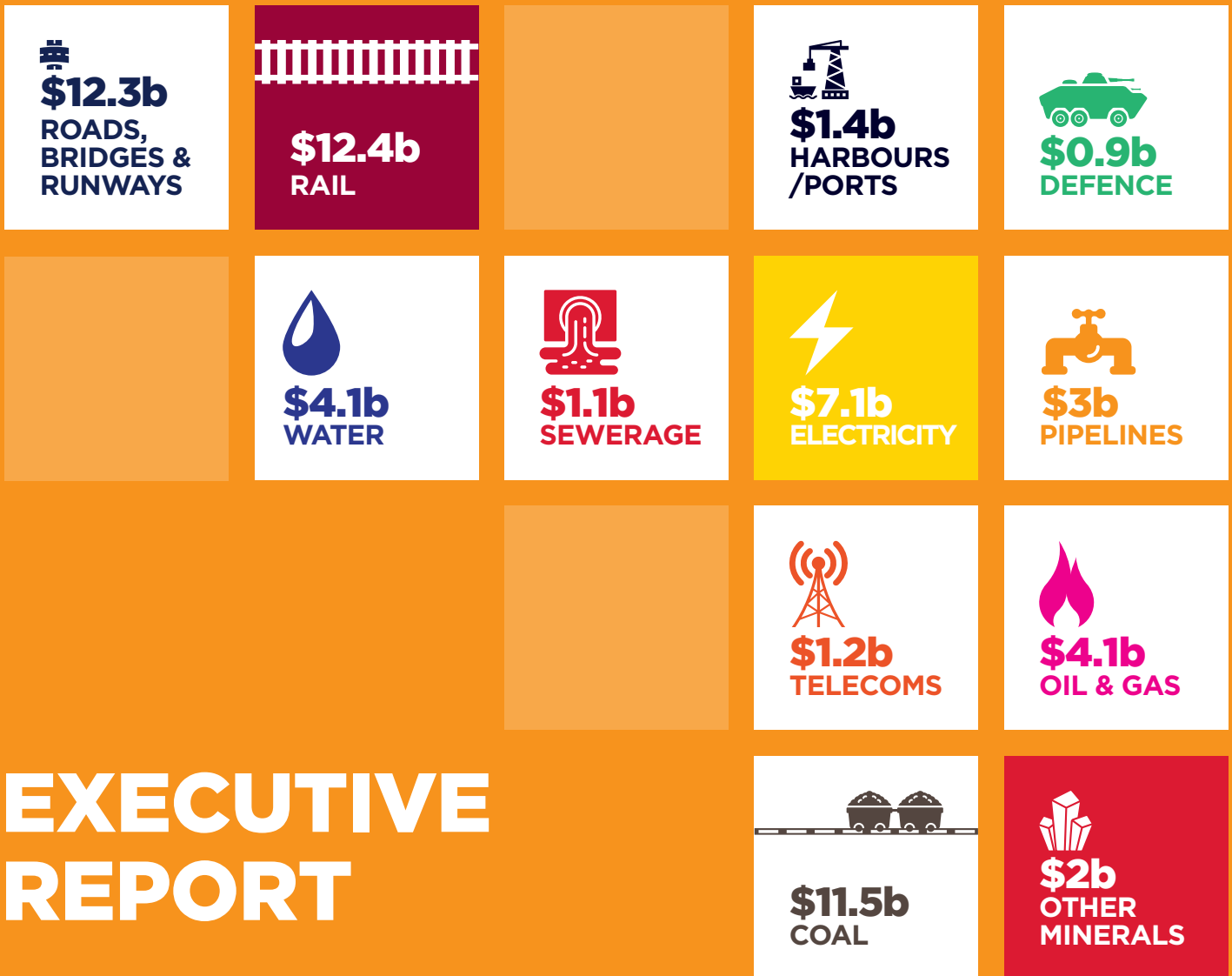
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EXECUTIVE REPORT

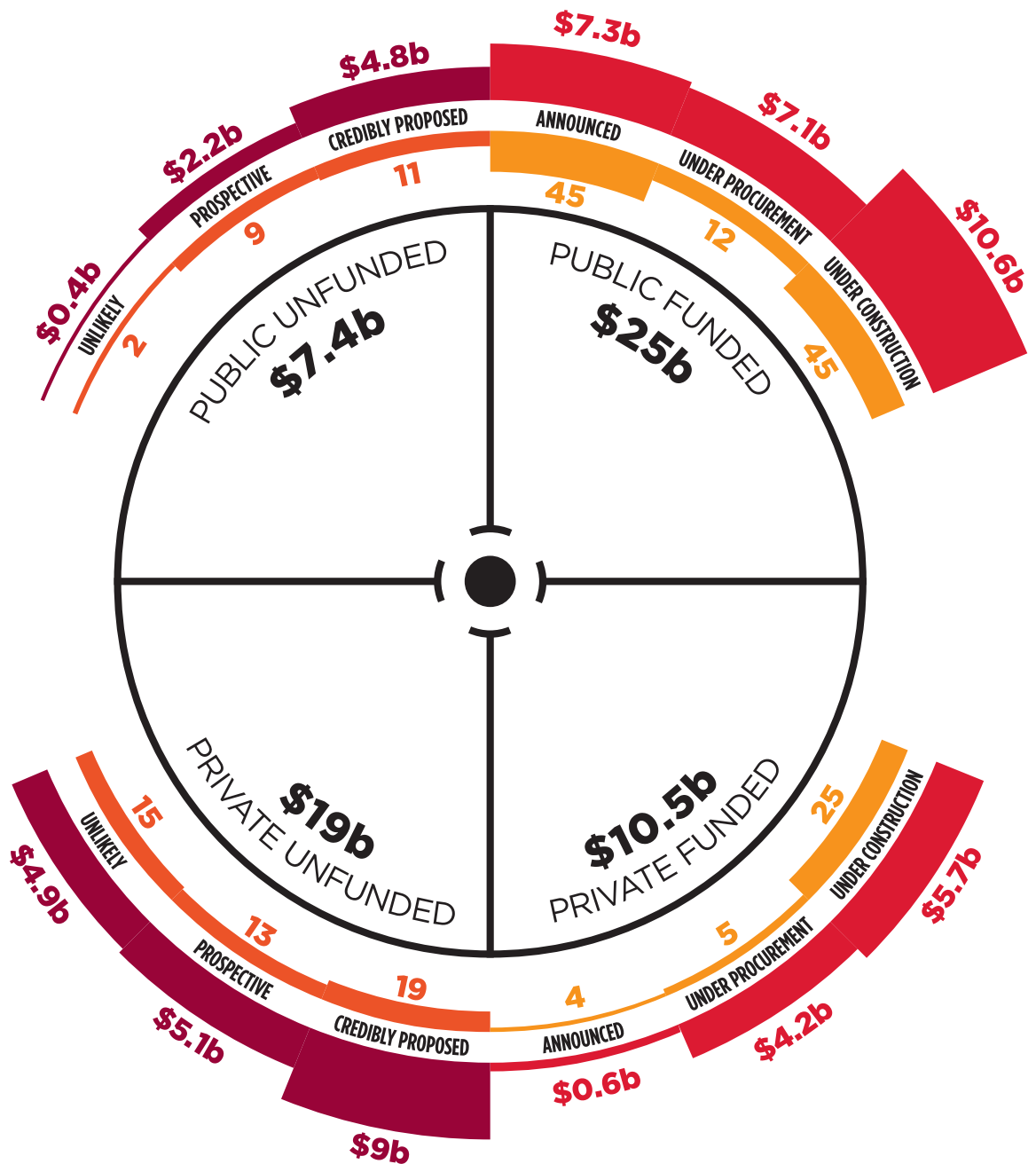
The QMCA is proud to provide the 10th instalment of the Queensland Major Projects Pipeline Report (QMPPR). Developed in conjunction with BIS Oxford Economics; over the past decade, the QMPPR has become the barometer of current and future major project activity and construction industry conditions in Queensland.

The QMPPR provides a comprehensive list of major engineering construction projects, together with analysis on the corresponding level of construction activity. Activity is based on both the completion of existing projects and the likelihood of potential projects proceeding.

A complete list of major projects considered for this analysis, and the explicit assumptions for each project regarding work done, and construction workforces employed each year, are provided in this report.

Infrastructure provision is critical to maintaining Queensland's economic health and growing the economy. It's just as important to maintaining and improving the quality of life for Queenslanders, connecting communities and providing essential services.

The QMPPR tracks major investments in economic infrastructure including transport, utilities, defence and resources assets.



The economic benefits of timely and adequate infrastructure provision are well documented. At the macroeconomic level, the **development and delivery of infrastructure provides a welcome boost to employment and economic activity.**

But infrastructure investment also has a critical microeconomic role. Through good project selection, **investment in economic infrastructure can be a powerful**

determinant of productivity growth and productive capacity for the Queensland economy in the long term.

Over the past decade, the volatile performance of the major projects market in Queensland, and the broader Queensland economy, can be put down to the impact of large, long cycles of investment, across both the public and private sectors..




A POSITIVE OUTLOOK

- The five-year pipeline is \$11.3b larger than in April 2020.
- \$8b of the increase comes from funded projects.

Funded major project work: in brief

- Strongest growth is in Roads and Non-water Utilities sectors.
- Road work has risen from \$7b in April 2020 to \$11.5b.
- Non-water Utilities projects have risen 95% from \$2.3b to \$5.5b on the back of renewable energy projects and NBN ongoing investment.
- Mining and Heavy Industry activity rose from \$4b to \$5.4b.
- Activity in Railways, Harbours and Defence is slightly lower than in April 2020.
- Almost half of all funded activity – and two-thirds of funded transport activity – occurs within the South East Queensland (SEQ) region.
- Brisbane and the broader SEQ region remain critical for funded major project activity even though its share of activity is lower than in 2020.
- Outside of the SEQ region there are still substantial risks to the pipeline given the higher share of unfunded work: many of the major projects in regional Queensland are Resources and Energy based where global market factors still heavily influence short- to medium-term investment decisions.

Source: Richard Greenwood.



Sustaining major project activity in the medium to longer term requires a longer-term view for funding commitments beyond the ‘two year fixed plus two year indicative timeframe’ in public sector funding with a further two years a little more variable. Committing to a longer fully funded cycle of, say, four years and another two years indicative, will give industry more certainty and visibility for the longevity of the pipeline.

In this respect, Brisbane’s success in winning the right to host the 2032 Olympic and Paralympic Games presents a once-in-a-generation opportunity to accelerate economic

infrastructure development over the second half of this decade to meet Queensland’s longer-term infrastructure needs, particularly in the fast-growing SEQ region.

However, the very strong growth in major project work over the next three years is also likely to bring serious challenges regarding industry capacity and capability to deliver. Given substantial infrastructure investment programs already underway in New South Wales and Victoria in addition to COVID-19-related international border closures, access to suitably experienced resources will start to become severely constrained.

“

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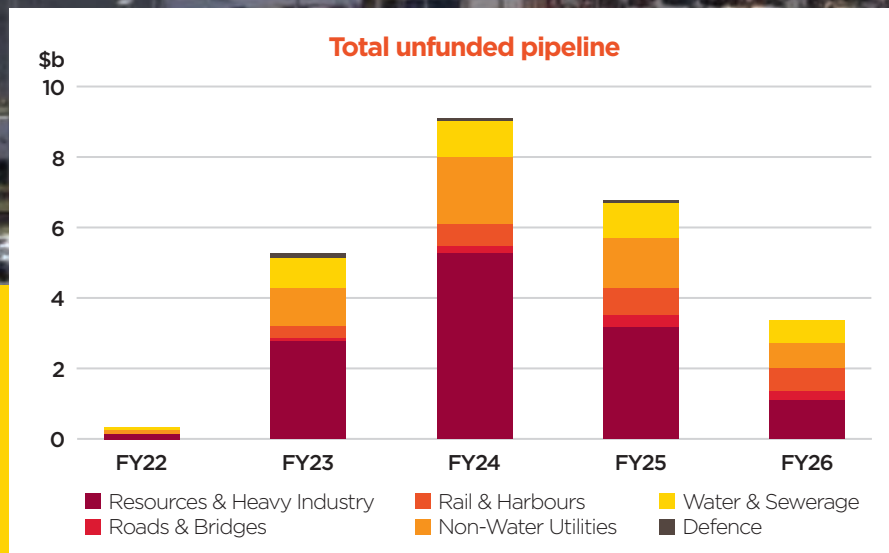
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In responding to this impending resource challenge, Government and the infrastructure industry, (including private sector proponents), will need to consider different approaches to labour. Meeting this strong growth in industry demand requires actions

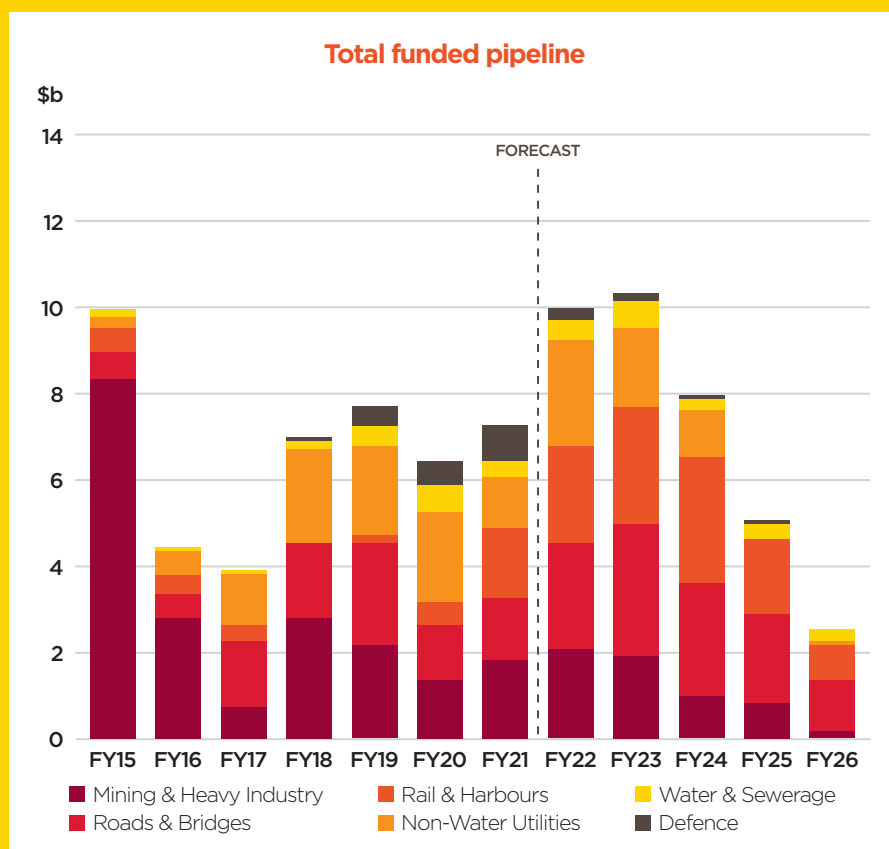
that boost supply chain capacity and resilience. This could include encouraging and embracing new technologies, innovation and productivity; supporting sustainability in the industry; providing education and training; and ensuring diversity.

KEY FINDINGS

- **In the five years between 2020/21 and 2025/26, the major projects pipeline is valued at \$61.9b.** This compares with \$50.7b identified in the 2020 QMPPR between 2019/20 to 2023/24.
- **The public sector accounts for 52% of the total pipeline (compared to 50% in 2020) but 70% of funded work (compared to 73% in 2020).** In this year's pipeline there is a significant increase in privately funded electricity and mining and heavy industry projects which means the pipeline is slightly less reliant on publicly funded projects than in the past.
- **Pipeline activity is projected to surge over the next two years.** Major project activity rises 41% in 2021/22, surpassing \$10b for the first time since 2013/14. Critically, 97% of activity in 2021/22 is funded, meaning that a substantial increase in activity – barring capacity and capability constraints – is locked in. Total pipeline activity is expected to surge to over \$15b in 2022/23, although one third of activity in that year remains unfunded.

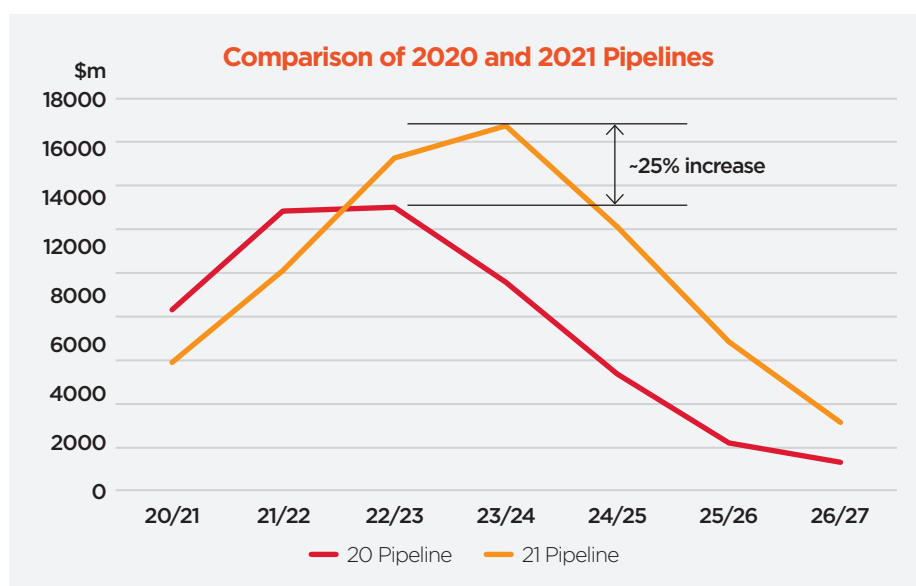


ABOVE: Total unfunded pipeline by sector with five-year forecast.
Source: BIS Oxford Economics and QMCA member knowledge.



ABOVE: Funded pipeline by sector with five-year forecast.
Source: BIS Oxford Economics and QMCA member knowledge.

- **\$35.5b (57%) of the pipeline value is funded compared to 55% in April 2020, while \$26.4b (43%) is unfunded.** Unfunded projects represent just 3% of activity in 2021/22, but this rises to over 50% from 2023/24.
- **As reported in 2020, funded work is increasingly being concentrated in 'mega projects' over time.** In 2019/20, 20% of major project work was in projects valued at \$50m to \$200m. In 2020/21 this had dropped to 13% – and this downward trend is projected to continue through the next five years. By contrast, over half of all pipeline activity is expected to be concentrated in projects worth over \$1b in each of the next five years, up from 36% in 2018/19. This creates challenges for industry sustainability, risk management and the ability for companies to grow and develop through project execution.
- The graph below highlights the difference in the magnitude of the major project pipeline outlook from 2020 to 2021. The peak is approximately 25% higher and extended from previous years. The tail off in investment, however, is likely to be filled with infrastructure investment brought forward and required for the Olympics.



- **There are very large differences in the major project outlook by region.** Unsurprisingly, given the concentration of Qld's population in SEQ, around 45% (\$15.9b) of all funded work in the pipeline is focused there. Brisbane itself has the highest levels of work (\$6.8b). Meanwhile, more of the riskier, unfunded projects lie in central, northern and western regions of the state, as these regions tend to have a greater share of investment in mining, large water projects and electricity generation projects that are more typically unfunded. The Ipswich-Toowoomba-Logan corridor has the strongest growth in funded work over the next three years, while the Townsville, Cairns, Fitzroy, Wide Bay and Outback regions all have very strong growth potential.



Source: reneweconomy.com.au.



Source: QMCA Member, MCD Northern Gas Pipeline.

THE WAY FORWARD

The 2021 QMPPR shows a large cycle in major project activity playing out across the next five years. There are significant upside and downside risks from the ongoing impacts of COVID-19, and the tightening industry capacity and capability.

There is a need to rethink infrastructure targets given relatively strong population growth, hosting the 2032 Olympics, and meeting industry and environmental sustainability goals.

We recommend:



Governments continue to seek consistent, collaborative, long-term value approaches to tendering and procurement. Collaborative Contracting models offer this.



Queensland Government to transition to more stable, growing revenue streams for funding infrastructure, including debt and asset recycling measures and direct private investment either in partnership or alongside Government investments.



Focus on medium-term development of the funded pipeline, particularly from 2023-2026.



Queensland Government to review policies that may be constraining growth in private infrastructure provision.



Accelerate infrastructure development in fast-growing regions of Queensland to support regional economic growth and development (water and energy projects).



Government and industry to develop an infrastructure plan to reduce carbon emissions in Queensland and identify opportunities for investment in the future low carbon economy, particularly through new industries such as hydrogen.



Finalise the SEQ City Deal in 2021. This is critically important to ensure investment is targeted in the right areas ahead of the Olympics.



National and State Governments to include resilience/adaptation work in infrastructure audits.



Governments to target regional deepening of the project pipeline.



Work with Infrastructure Australia to develop a comprehensive quantitative analysis to aid public decision-making.

For all the details see the full Report, available online at www.qmca.com.au/2021qmppr

This is an exciting time for Queensland. All of us at the QMCA will continue to be your strong industry voice, supporting contractors as we plan, build, progress and innovate for this next phase in Queensland's future.

Andrew Chapman
QMCA, CEO

STATE PIPELINE SUMMARY

The Pipeline: 2022 to 2026

The Queensland Major Project Pipeline Report (QMPPR) gathers data from over 200 projects, each with an engineering construction value of \$50m or greater, organised into 12 sectors and 11 regions.

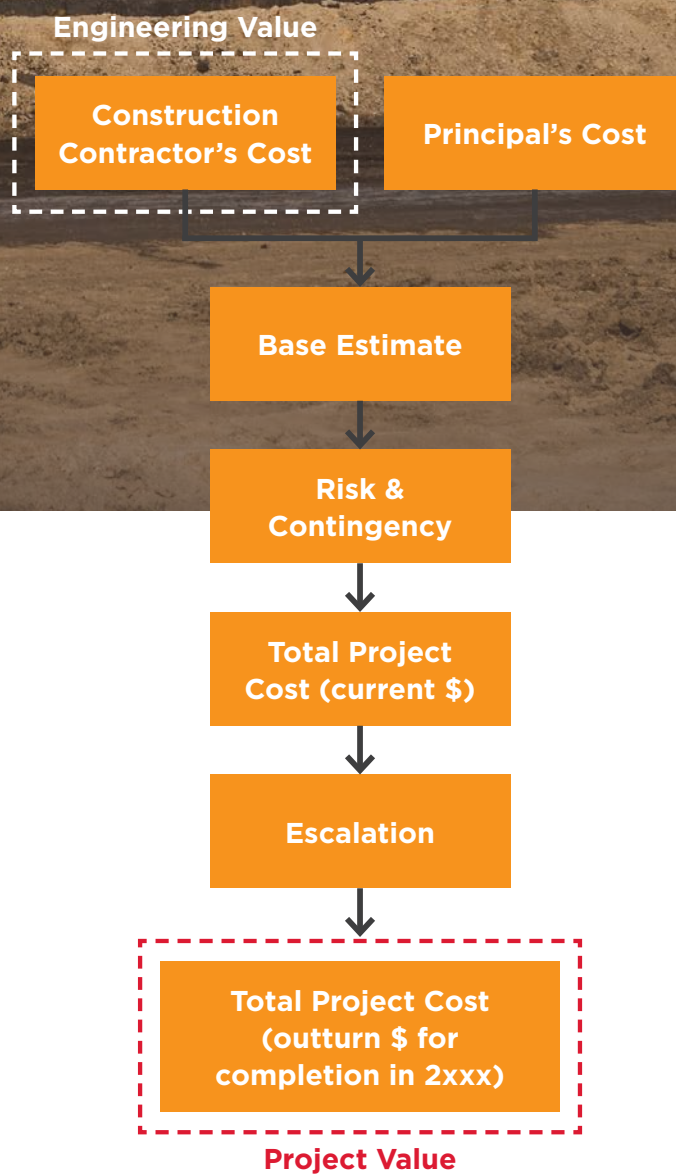
Each project in the pipeline is separately assessed as either funded or unfunded and then assigned to one of six different project statuses:

- **Funded**

- Announced
- Under Procurement
- Under Construction

- **Unfunded**

- Credibly Proposed
- Prospective
- Unlikely





The funded forecast view is similar to a 'worst case scenario' outlook, should international developments or public sector finances deteriorate significantly, or the combination of threats to the Queensland construction industry remain unaddressed.

Maintaining a growing pipeline of major project work requires shifting currently unfunded projects into the funded category as well as incorporating new projects into the pipeline. While the most likely scenario for major project work excludes 'unlikely' projects, these are included to show their potential impact on major project work, particularly later in the forecast.

It should be noted that given the timing of this year's report, the forecast period has shifted two years forward rather than the usual one year, which may result in more prominent differences in forecast comparisons between the 2020 version of the report and the current report.



Key points

The Major Projects Pipeline contains \$61.9b in work between 2021/22 and 2025/26 inclusive. This comprises \$35.5b in funded work and \$26.4b in unfunded work. Publicly funded projects represent \$32.4b of the pipeline, while \$29.5b comprises privately funded work.

'Funded' project categories include:



ANNOUNCED

Projects which have funding support but have not yet entered the procurement stage (as at July 2021). There are \$7.9b in announced projects in the pipeline.



UNDER PROCUREMENT

Projects in a procurement stage but have not yet started construction (as at July 2021). There are \$11.3b in projects under procurement in the pipeline.



UNDER CONSTRUCTION

Projects in flight / under construction. There are \$16.3b in projects currently under construction in the pipeline.

'Unfunded' project categories include:



CREDIBLY PROPOSED

Projects that are supported by governments and/or the private sector but still in prefeasibility/business case mode and so do not have funding committed. There are \$13.8b in credibly proposed projects in the pipeline.



PROSPECTIVE

Projects considered likely to occur over the next five years but not yet formally proposed. There are \$7.4b in prospective projects in the pipeline.



UNLIKELY

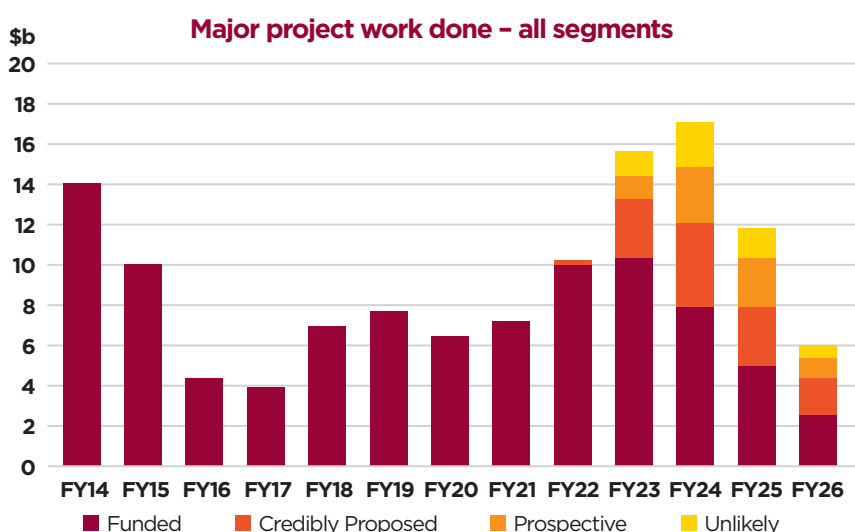
Projects considered not to occur in the next five years, even if announced. There are \$5.3b in unlikely projects in the pipeline.

The future pipeline outlook

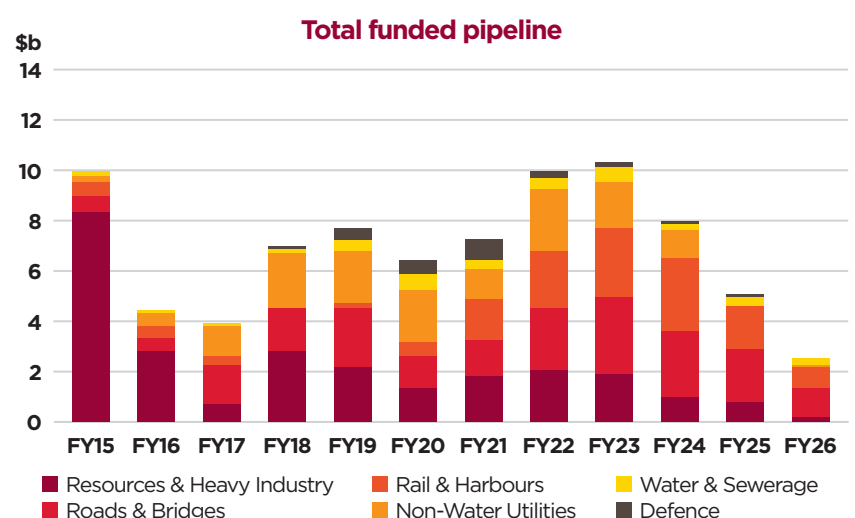
The future five-year pipeline period is based on the 2021 Major Projects Listing.

Key points from this analysis are:

- **The outlook for Major Project Pipeline activity has improved compared to the 2020 MPPR, increasing by \$11.3b over the five years to 2025/26.** Major project construction activity in the pipeline is equal to \$61.9b between 2021/22 and 2025/26.
- Key drivers of this growth include an additional \$4.5b of funded construction activity in the roads and bridges sector, \$2.3b of additional funded non-water utility work, and an increase of \$1.4b in funded resources and heavy industry construction activity.
- **Major project construction activity remained relatively steady over the last 4 years with minor setbacks in 2019/20 and 2020/21.** Much of the growth previously predicted for 2020/21 and 2021/22 has been pushed back to later years in the pipeline (particularly 2022/23 and 2023/24).



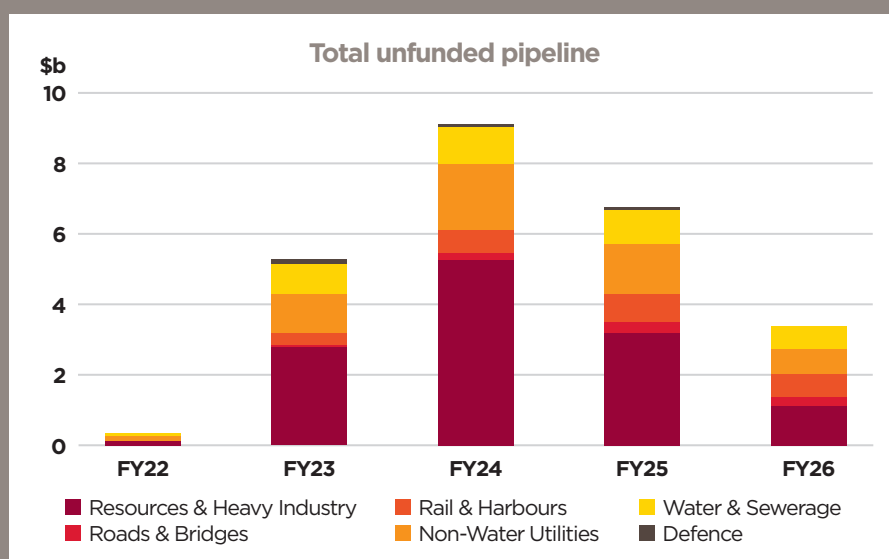
Source: BIS Oxford Economics and QMCA member knowledge.



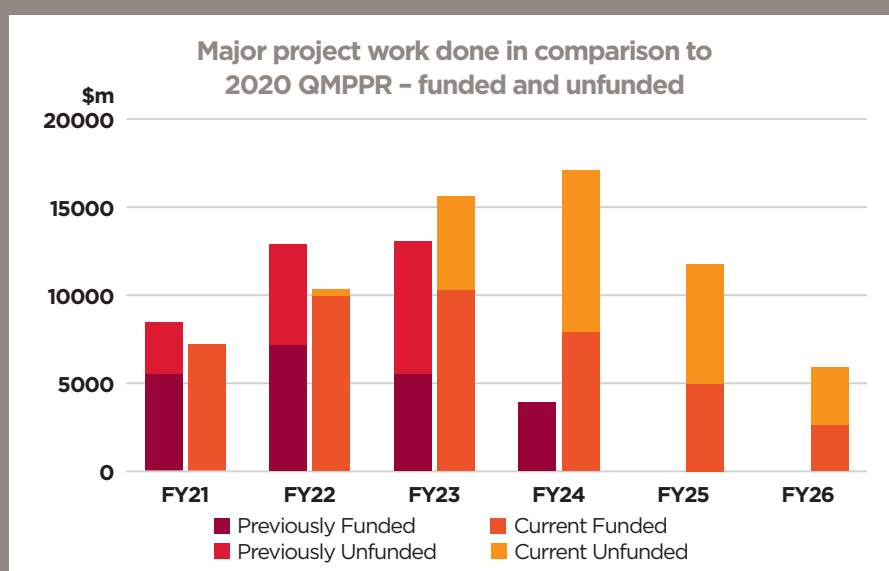
Source: BIS Oxford Economics and QMCA member knowledge.

- **A steep growth profile is projected, with major project construction activity growing from \$7.2b in 2020/21 to a \$17b peak in 2023/24.** This sharp increase in activity reflects an average growth rate of 45% over the three-year period.
- **The proportion of unfunded work within the pipeline has decreased from 45.8% to 42.7% in comparison to the 2020 QMPPR.** Although the proportion of unfunded projects is still considered high, hovering between 53% and 63% in the later years of the forecast period, the volume of funded project activity is expected to rise by \$8b over previous estimates to \$35.5b, backed by government stimulus measures.
- **The major project pipeline includes 124 publicly funded projects and 81 privately funded projects, representing \$32.4b and \$29.5b worth of construction activity, respectively.** The public to private funding split in pipeline activity remains near identical to previous projections.

While the average privately funded project size (\$364m) is greater than the average publicly funded project (\$261m), a much greater proportion of publicly funded projects have received funding (77.2% vs 35.5%).

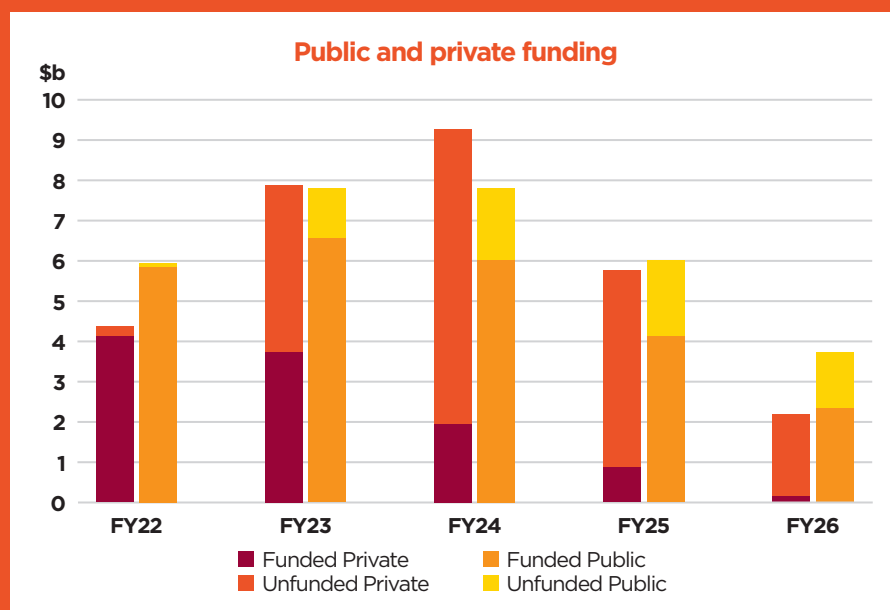
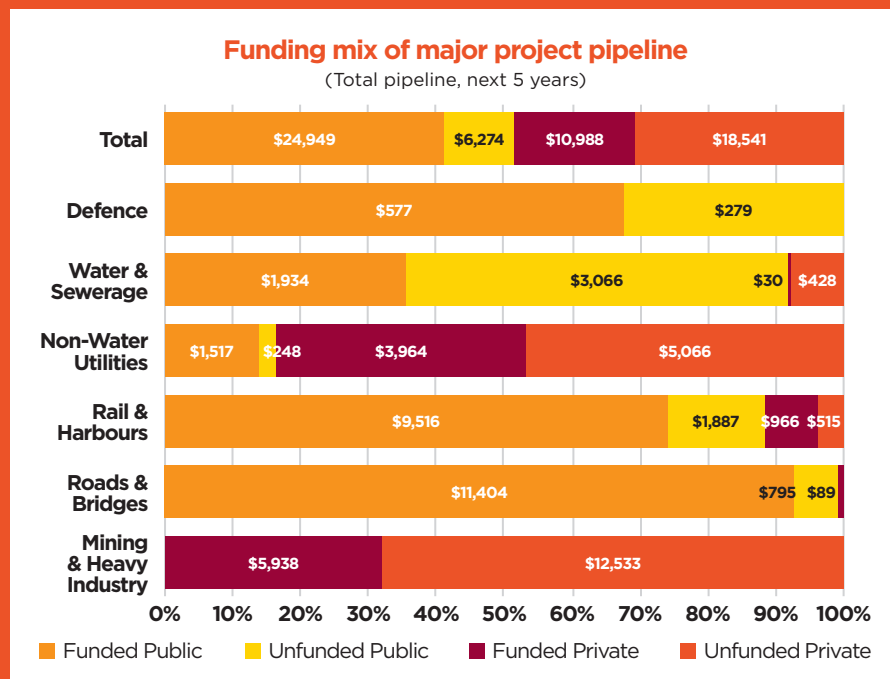


Source: BIS Oxford Economics and QMCA member knowledge.



Source: BIS Oxford Economics and QMCA member knowledge.

- The outlook is less risky than two years ago**, with a decrease in the number of major projects in the pipeline considered unlikely from 23 to 17. The number of prospective projects has experienced a more pronounced decline, falling from 35 to 22. This is driven in-part by Federal COVID-19 stimulus expediting infrastructure projects but also projects in the resources and heavy industry sector are beginning to reach make-or-break points in our assessment of their likelihood to go ahead given COVID-19 effects on global markets.
- Roads and bridges construction activity is expected to spike to \$3.1b in 2022/23 with a total pipeline value of \$12.3b, a \$4.5b increase in funded activity compared to the 2020 QMPPR.** This sharp growth in construction activity is backed by Federal and State Government infrastructure initiatives, which is primarily focused on roads and bridges construction.
- The non-water utilities project pipeline is a major driver of total pipeline construction activity growth, increasing \$4.6b from the 2020 QMPPR.** The sector experienced stable levels of construction activity between 2017/18 and 2019/20 (\$2.1b to \$2.6b), before dipping by 43.8% to \$1.2b in 2020/21. This will give way to a strong rebound over the pipeline forward horizon – a major driver being the rollout of the National Broadband Network (nbn) and the addition of large electricity and gas pipeline projects over the forecast period.



Source: BIS Oxford Economics and QMCA member knowledge.



Roads and Bridges

Following the completion of several large road projects, major project work in the roads and bridges sector experienced a setback in 2018/19 and 2019/20. Strong increases are expected in 2021/22, with major project activity rising from \$1.4b to \$2.5b.

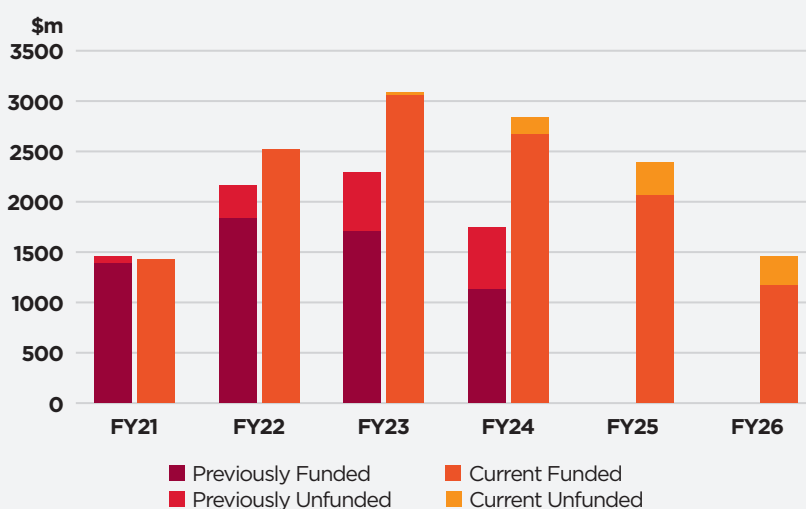
Unprecedented levels of Federal and Queensland State Government stimulus are driving this rise in project activity – represented by the heightened proportion of funded work among the sector (6.5% of pipeline activity currently unfunded between 2021/22 and 2025/26).

Funding for roads and bridges remains dominated by the public sector – representing 99.3% of total activity in this segment over the next five years.

Key projects supporting activity throughout the forecast period include:

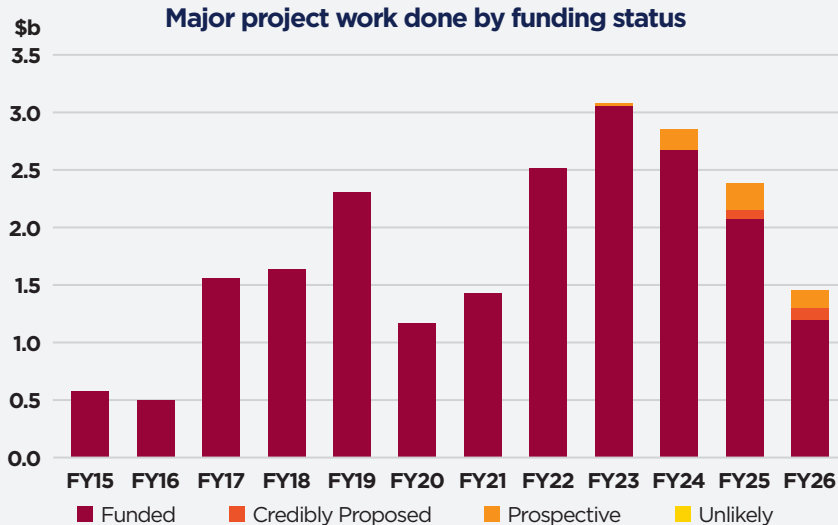
- **Brisbane Metro CP** – \$858m, between 2020/21 to 2023/24
- **Bruce Highway** – Cooroy to Curra Section D, \$750m, between 2020/21 to 2023/24
- **Bruce Highway** – Rockhampton Ring Road, \$825m, between 2021/22 to 2025/26
- **Coomera Connector Stage 1** – Coomera to Nerang, \$995m, between 2021/22 to 2024/25
- **M1 Pacific Motorway** – Varsity Lakes to Tugun, \$750m, between 2020/21 to 2023/24

Major project work done compared to 2020 QMPPR



Source: BIS Oxford Economics and QMCA member knowledge.

Major project work done by funding status



Source: BIS Oxford Economics and QMCA member knowledge.



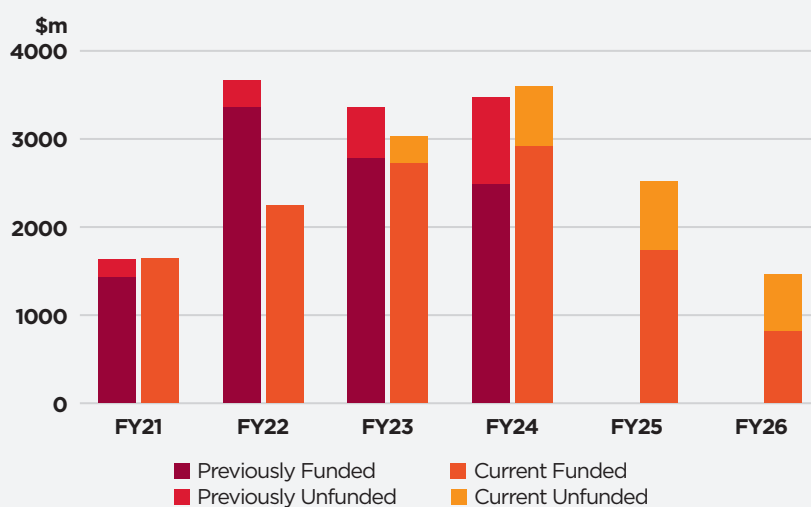
Railways and Harbours

Rail and harbour major project activity has risen sharply from a trough of \$0.1b in 2017/18 to \$1.6b in 2020/21. This growth is projected to continue, with total pipeline activity expected to rise to \$2.3b in 2021/22 and peak at \$3.7b in 2023/24.

Major projects that continue to drive growth in the sector include the following:

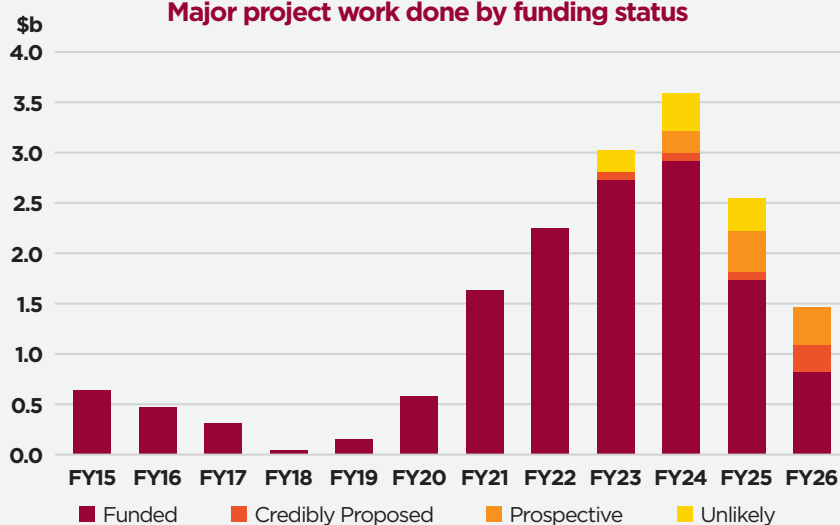
- **Cross River Rail** – various packages with an engineering construction value of \$5.2b. Construction on major packages commenced in 2019/20 with project completion expected in 2024/25
- **Inland Rail** – three major sections with an engineering construction value of \$4.35b. The largest component – Gowrie to Kagaru – is currently under procurement, with construction expected to commence in 2021/22 and project completion expected in 2025/26
- **North Galilee Basin Rail** – construction value of \$900m, with construction activities taking place between 2020/21 to 2024/25
- **Gold Coast Light Rail Stage 3** – construction value increased to \$742m from \$500m due to cost escalation. This project has been delayed and now has a projected construction period between 2021/22 and 2024/25

Major project work done compared to 2020 QMPPR



Source: BIS Oxford Economics and QMCA member knowledge.

Major project work done by funding status



Source: BIS Oxford Economics and QMCA member knowledge.



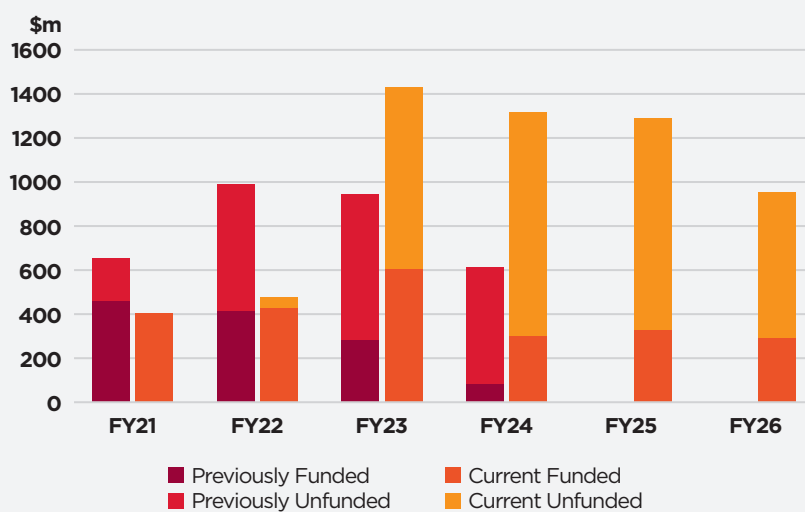
Water and Sewerage

Major project activity in the water and sewerage sector is projected to slightly increase to \$430m in 2021/22. A stronger outlook is expected in 2022/23, with construction activity increasing to \$1.5b before tapering off through to 2025/26. However, the majority (66.4%) of pipeline activity between 2022/23 and 2025/26 is currently considered unfunded which presents a potential risk in the back-half of the pipeline.

Major funded projects which support construction activity in the forecast period include:

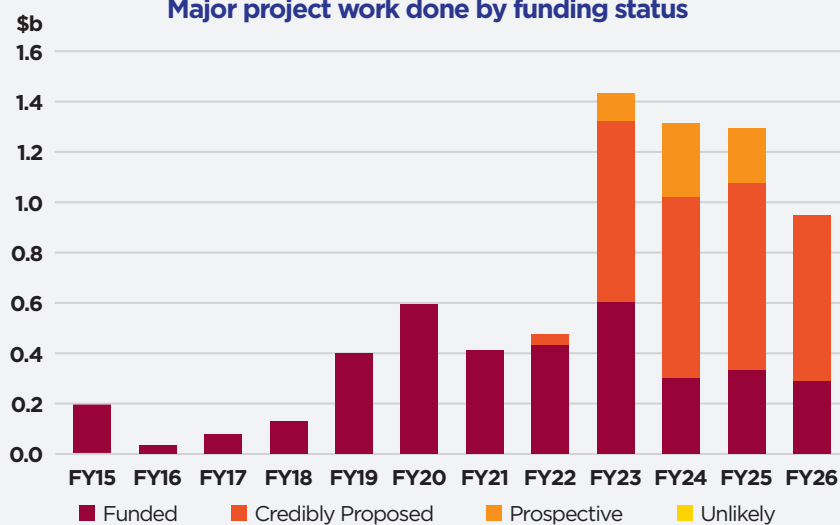
- **Logan Water Infrastructure Program Alliance** – \$746m, construction commenced in 2019/20 with completion expected in 2027/28
- **Luggage Point Sewerage Scheme** – \$500m, construction commenced in 2015/16 and is projected to conclude in 2027/28
- **Hughenden Irrigation Scheme** – \$210m, construction to commence in 2022/23 and completed in 2024/25

Major project work done compared to 2020 QMPPR



Source: BIS Oxford Economics and QMCA member knowledge.

Major project work done by funding status



Source: BIS Oxford Economics and QMCA member knowledge.



Electricity, Pipelines and Telecoms

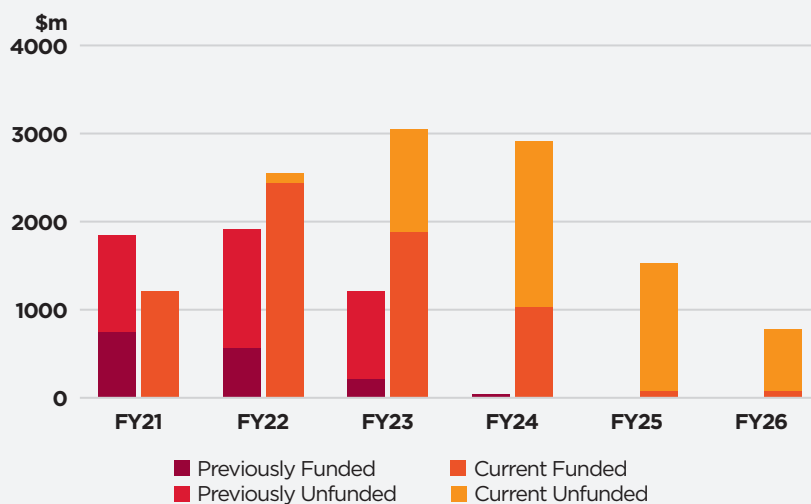
Non-water utility construction activity is expected to rebound to \$2.6b in 2021/22 following a dip in 2020/21. The winding down of the first phase of the nbn rollout has contributed to this decline, but the recent announcement of additional Federal funding for the nbn is now contributing to a rebound in project activity over the next four years of the pipeline.

Privately funded projects dominate the electricity, pipelines and telecommunications sector, representing an estimated share of 80% of construction activity over the forecast period. Investment in this segment also tends to be more volatile than sectors which are predominantly publicly funded. The sector outlook has improved in comparison to the 2020 QMPPR yet a significant portion of pipeline work remains unfunded, increasing from 38% in 2022/23 to 65% in 2023/24 and peaking at 96% in 2024/25.

The most noteworthy changes to the pipeline include:

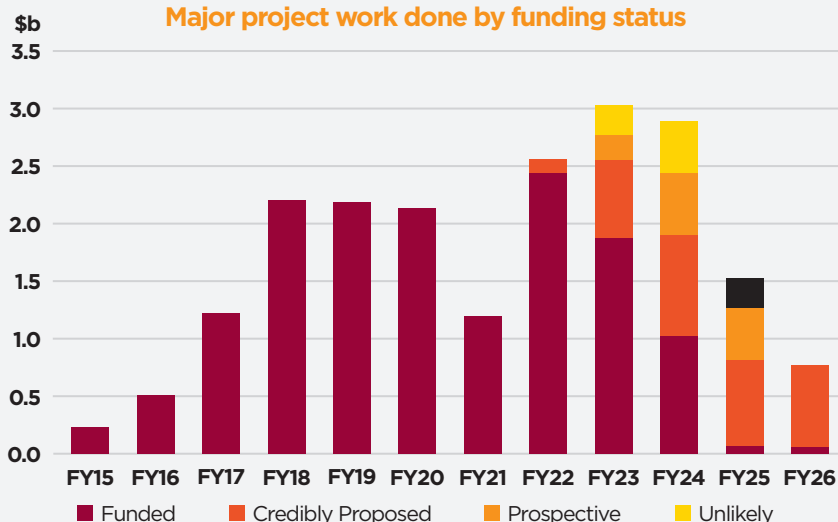
- **Copperstring Transmission Line** – \$1.5b, is now funded
- **Queensland component of the nbn** – \$6.9b (a \$2b increase in funding)
- **MacIntyre Wind Farm** – \$980, funded
- **Forest Wind** – \$1b, unfunded
- **Northern Gas Pipeline Extension/Expansion (QLD Component) project** – \$2.7b, unfunded

Major project work done compared to 2020 QMPPR



Source: BIS Oxford Economics and QMCA member knowledge.

Major project work done by funding status



Source: BIS Oxford Economics and QMCA member knowledge.



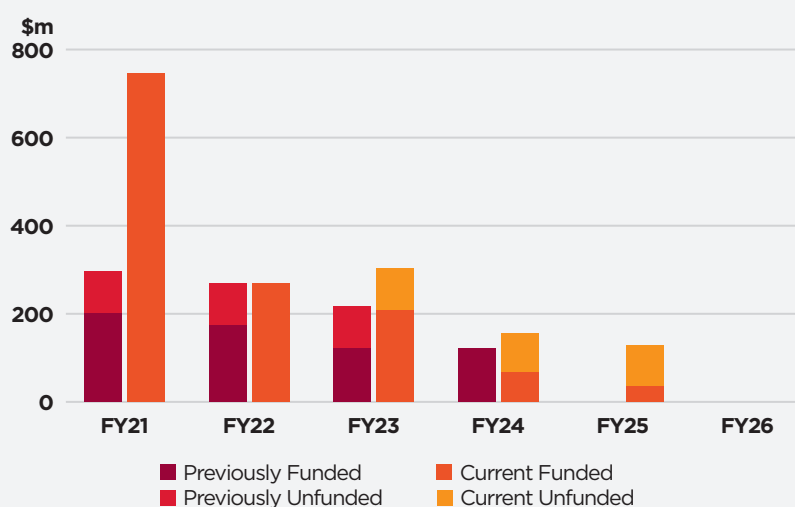
Defence

Major defence project construction activity is estimated to have peaked at \$744m in 2020/21. A sharp decline is expected in 2021/22, with construction activity falling to \$267m. A minor increase is expected in 2022/23 (\$303m), before activity levels taper off for the remainder of the forecast period.

The most notable changes to the pipeline are represented by:

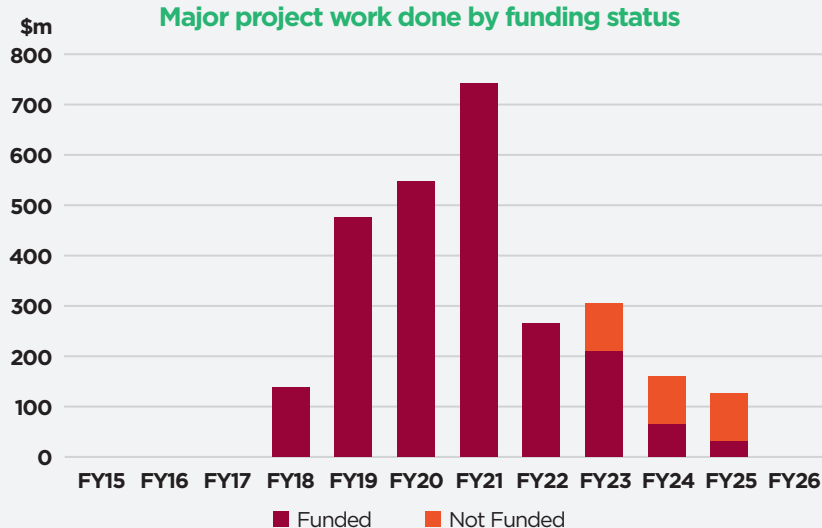
- **Singapore Force Posture Initiatives** – Shoalwater Bay project remains a key sector driver through to completion in 2022/23
- **RAAF Amberley** – Growler Project – \$150m completion in 2020/21
- **RAAF Base Townsville** – addition of the Pellegrine Facilities – \$70m, under construction
- **HMAS Cairns** – select works – \$100M, announced

Major project work done compared to 2020 QMPPR



Source: BIS Oxford Economics and QMCA member knowledge.

Major project work done by funding status



Source: BIS Oxford Economics and QMCA member knowledge.

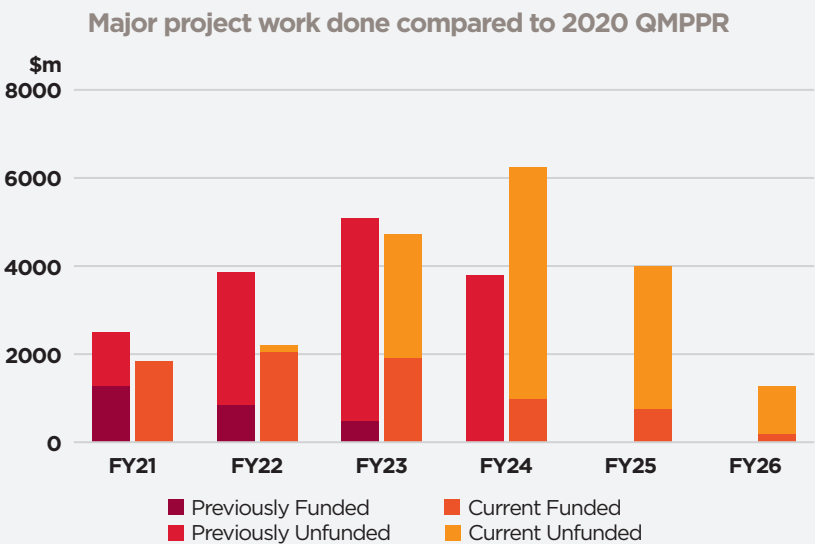


Resources and Heavy Industry

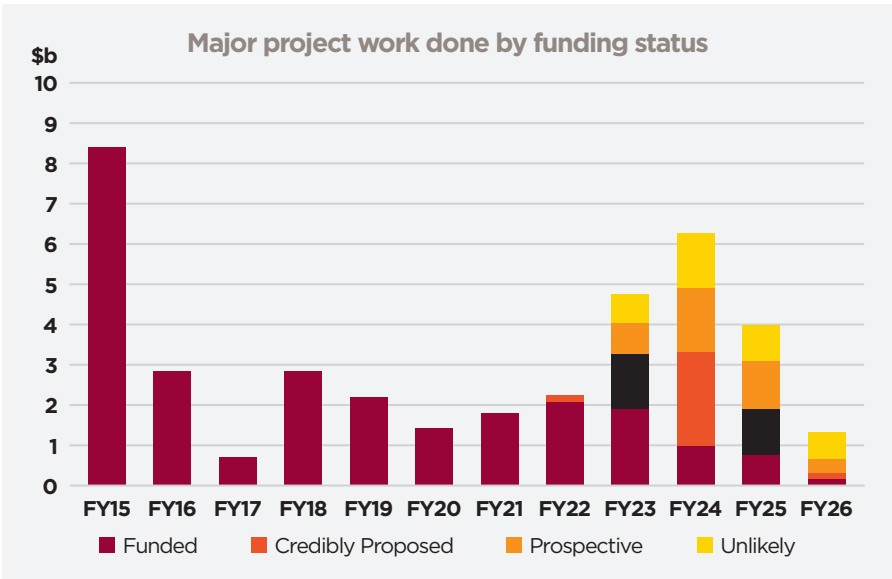
The resources and heavy industry sector hit a trough in 2019/20, after which construction activity recovered slightly, rising \$400m to \$1.8b in 2020/21. Although the pipeline contains a substantial \$18.5b worth of construction work between 2021/22 and 2025/26, only \$5.4b (29.5%) of this is funded. Given this low level of funding, future activity in the sector is considered to be the most ‘at-risk’ – there is \$13b in unfunded project activity and within this, 26% of activity is assigned to projects that are considered ‘unlikely’ to occur.

Funded activity in the sector is largely driven by oil and gas projects – these projects account for more than 65% of total funded work in the sector. These projects include:

- **Arrow** – Upstream Field Development, \$650m, upstream sustaining works project currently under procurement with construction taking place between 2021/22 and 2024/25
- **Western Surat Gas Project** – \$1.2b, construction commenced in 2020/21 and is expected to conclude in 2026/27
- **Surat Gas Expansion Projects** – \$1.5b, construction commenced in 2020/21, with project completion expected in 2024/25



Source: BIS Oxford Economics and QMCA member knowledge.



Source: BIS Oxford Economics and QMCA member knowledge.

The large portion of unfunded activity in the sector is mainly driven by a plethora of unfunded coal projects. Among the coal resource projects, we estimate \$10.2b in activity that is currently unfunded (78.2% of total sector unfunded activity).

We anticipate that many of these prospective projects will soon be reaching make-or-break points in terms of funding decisions - the approval of the Carmichael Coal Mine and the construction of the related infrastructure (water/rail) may allow otherwise uneconomic projects to go ahead but these potential mines will still have to compete with a declining long-term coal price due to weaker global demand.

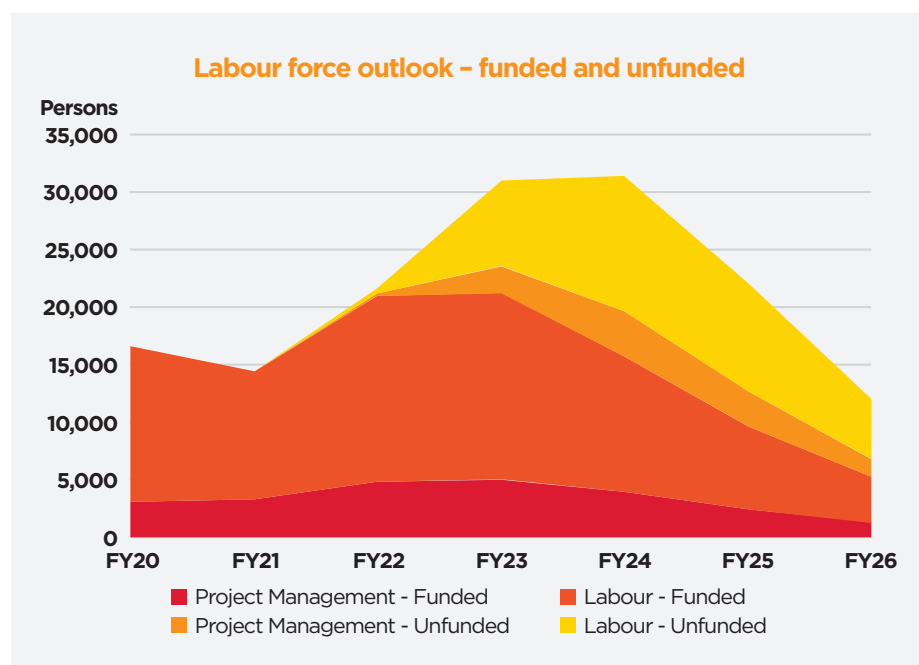


Major project workforce outlook

Major project workforces fell by 2,100 direct full time equivalent (FTE) roles to approximately 14,500 FTE roles in 2020/21. The pipeline of funded and unfunded projects is expected to yield an approximate 21,400 FTE roles in 2021/22 (48.1% y/y increase), with approximately 16,550 FTE construction labour roles and 4,850 FTE construction project management roles. Labour force requirements are then expected to peak in 2022/23 (30,700 FTE) and 2023/24 (30,900 FTE), corresponding with growth in construction activity.

Although the major project workforce demand outlook is positive, a high proportion of unfunded projects, particularly in 2022/23 and 2023/24 pose a considerable downside risk.

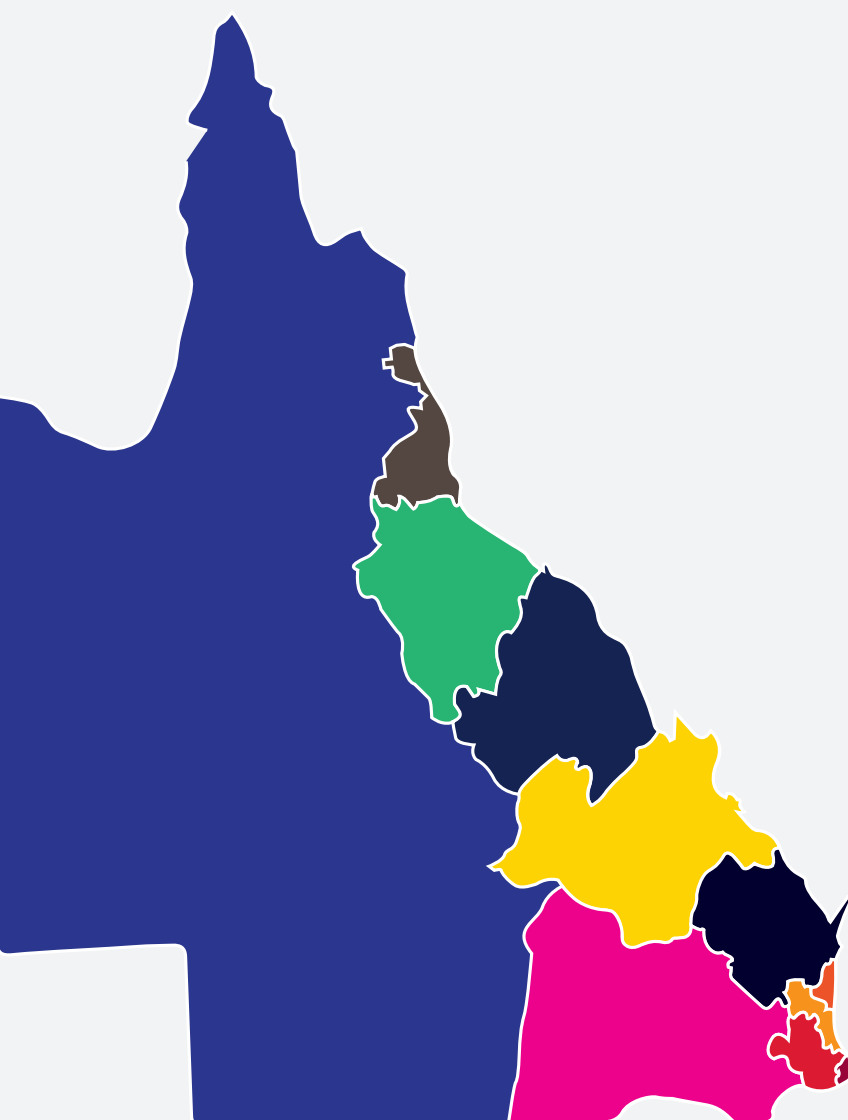
Consequently, the 'worst-case scenario' would involve only funded projects proceeding through to the construction phase. In such a scenario, labour force requirements would peak at approximately 21,100 FTE in 2022/23, comprising 16,150 FTE construction labour roles and 4,950 FTE construction project management roles.



Source: BIS Oxford Economics and QMCA member knowledge.

Skills shortages resulting from border closure and reduced migration flows also pose labour capacity constraint risks which may cause project delays and shift engineering construction activity and labour force requirements later into the forecast period. In particular, shifting the more specialised, 'white collar' skills required from traditional areas such as roads and bridges to rail could be a challenge given demand for similar resources in other states.

REGIONAL PIPELINE SUMMARY



Cairns \$1b

Townsville \$1.3b

Mackay-Isaac-Whitsundays \$3.1b

Fitzroy \$2.3b

Wide Bay \$1b

Greater Brisbane \$6.8b

Combining five Brisbane SA4s (East, West, North, South and Inner city) with two Moreton Bay SA4s (North and South)

Sunshine Coast \$1.2b

Gold Coast \$2.5b

Toowoomba-Ipswich-Logan \$5.4b

Combining Toowoomba, Ipswich and Logan-Beaudesert

Darling Downs-Maranoa \$6.2bn

Outback \$3.2b

Combining Outback North, Outback South and Far North Queensland – essentially an area that covers the bulk of non-coal base metals and minerals mining, and the townships of Mt Isa, Cloncurry and Weipa

Multi-Region \$1.4b

Queensland Regional Outlook

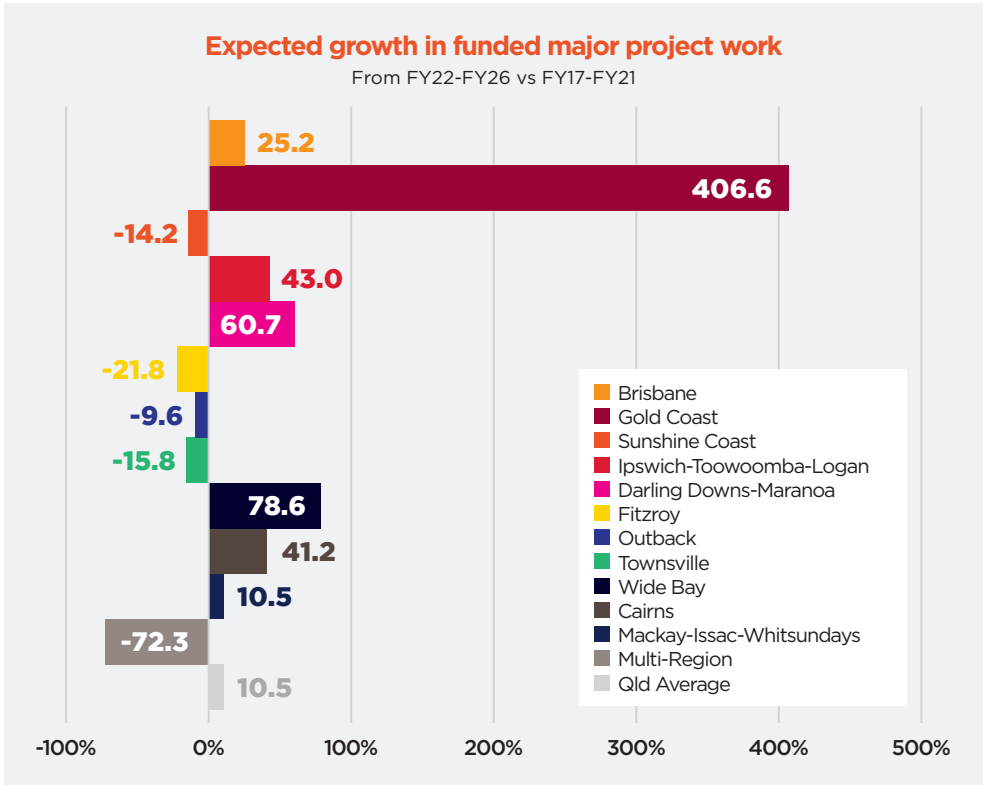
This section examines **how the major project pipeline is divided between the different regions of Queensland** – the regional split separates Queensland according to ABS SA4 regions. While there are 19 SA4 regions, for the purposes of this report we have condensed these into 11 regions, as shown on the above graphic.

A separate outlook for the project pipeline is given for each of the 11 regions. This outlook includes an analysis of the major projects, split by funding status and sector. The overall Queensland outlook has improved since the previous year's QMPPR, however, there continues to be substantial disparity between different regions in terms of activity size, growth and funding volatility.

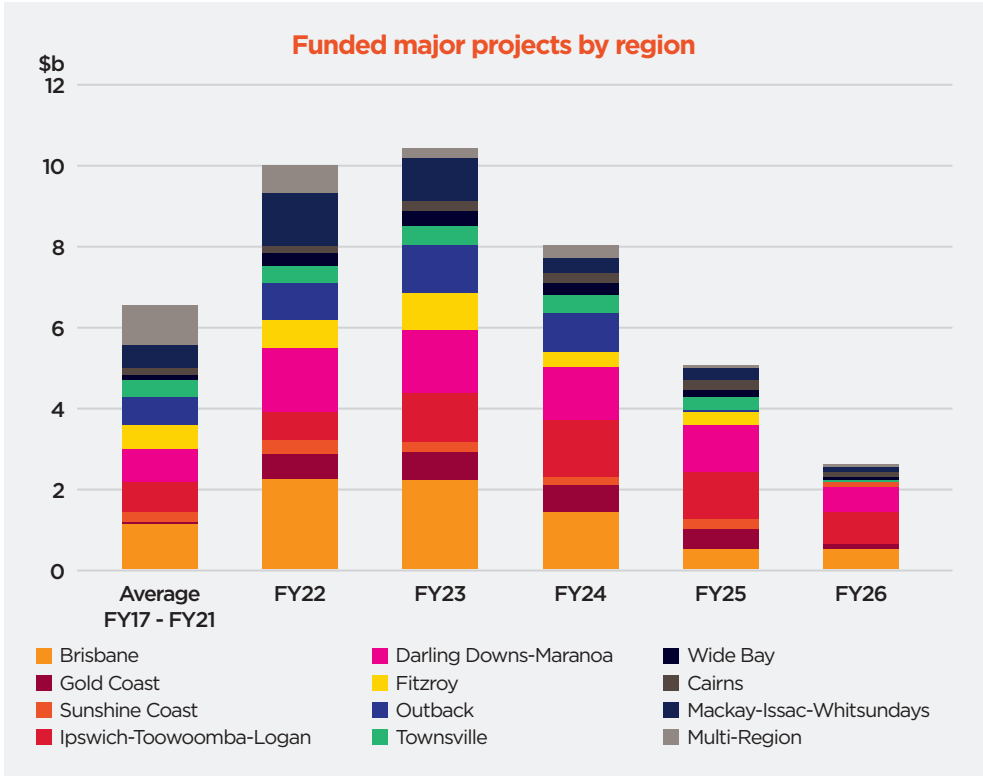


Key points

- **The 2021 Major Project Pipeline shows increased regional diversity in funded project activity.** The highest concentration of funded work over the next five years remains in the Greater Brisbane region, but the share has decreased to 19.2% from 27.2% in the 2020 QMPPR.
- **South East Queensland (SEQ) accounts for 44.9% of all funded project activity over the pipeline.** When restricted to transport projects, SEQ's share of funded activity rises to 67.3%. This highlights the large concentration of public transport infrastructure expected in the most populous areas of Queensland – a key driver of activity over the pipeline.
- **The Outback and Mackay-Isaac-Whitsundays regions account for 35.4% (\$21.9b) of all project activity over the next five years, the largest of all regions. However, more than 70% of project activity is unfunded.**
- **Correspondingly, the Outback and Mackay-Isaac-Whitsundays regions account for 59.1% of all unfunded project activity over the next five years.** A significant proportion of unfunded activity remains tied up in unfunded resource projects with uncertain futures.
- **Most regions are expected to see a rise in funded project activity over the next five years, relative to the previous five.** Each region, on average, is expected to see a growth of just over 50% in funded activity over the next five years relative to the previous five. When including unfunded project activity over the pipeline (representing an unlikely 'best-case' scenario), the average growth over the next five years rises to over 165%.
- **The outlook has become more favourable across most regions compared to the 2020 QMPPR, yet some regions find themselves worse off.** The biggest 'winners' are Darling Downs-Maranoa and the Outback which are forecast to have \$2.7b and \$2.8b more funded work in the next five years respectively, compared to the 2020 QMPPR outlook.



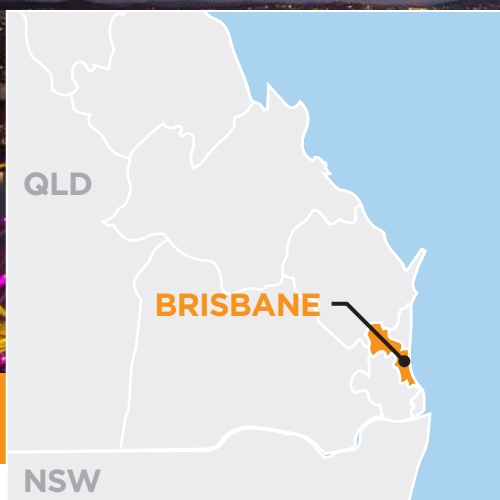
ABOVE: Figures in this chart represent the ratio of average funded work over the next five years (2021/22 to 2025/26) compared to the estimated average of major project work in the region between 2016/17 and 2020/21 inclusive. Source: BIS Oxford Economics and QMCA member knowledge.



Source: BIS Oxford Economics and QMCA member knowledge.



Brisbane



Population:
2,439,467
Population growth has averaged 1.95% per annum over the last 10 years.



Sectors Driving Growth: Transport infrastructure – Road and Rail



Proportion of total unfunded work:



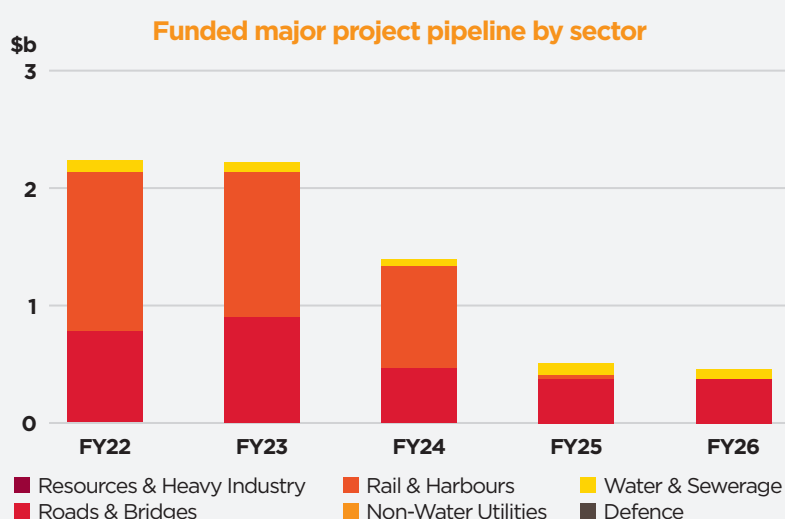
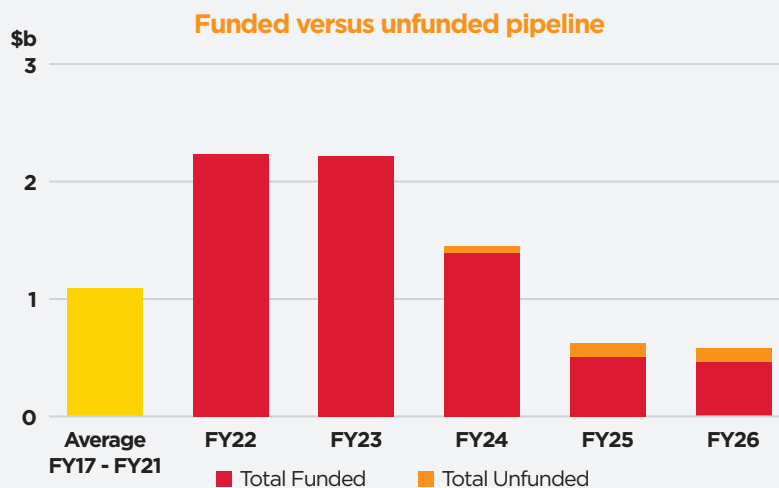
Total Pipeline Size:

\$7.1b

Key Funded Projects: Cross River Rail Packages (combined value of \$5.1b), Brisbane Metro (\$858m), Bruce Highway – Pine River to Dohles Rocks Road interchange (\$834m), Gateway Motorway – Bracken Ridge to Pine River (\$781m).

Key Unfunded Projects: North South Urban Arterial Corridor (Moreton Connector, \$690m).

Outlook: The Brisbane region continues to have one of the highest ratios of funded to unfunded major project work, owing to the strong pipeline of publicly funded transport infrastructure projects over the next five years. Activity will continue to ramp up in the following years to a peak in 2022/23, driven by increasing activity on the Cross River Rail, Pacific Motorway, Brisbane Metro Busway and the Gateway Motorway.



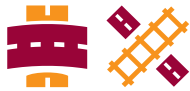
Source: BIS Oxford Economics and QMCA member knowledge.

Gold Coast



Population:
710,650

Population growth has averaged 2.1% per annum over the last 10 years.



Sectors Driving Growth: Transport infrastructure – Road and Rail



Proportion of total unfunded work:



Total Pipeline Size:

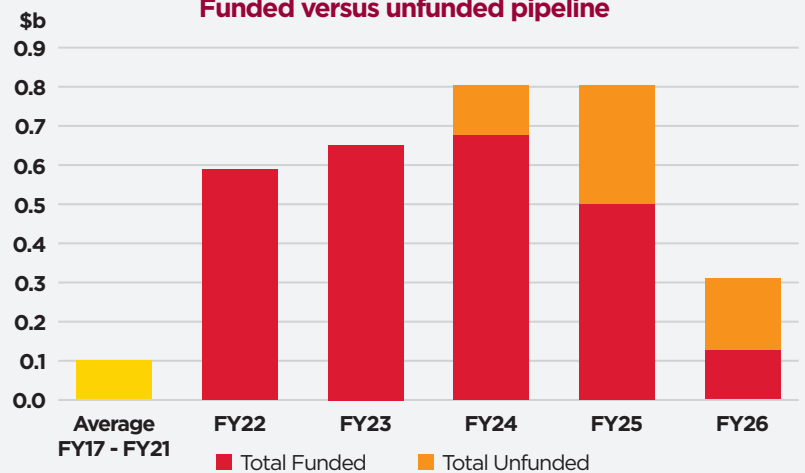
\$3.3b

Key Funded Projects: Coomera Connector Stage 1 – Coomera to Nerang (\$995m), M1 Pacific Motorway – Varsity Lakes to Tugun (\$750m), Gold Coast Light Rail Stage 3 (\$741m).

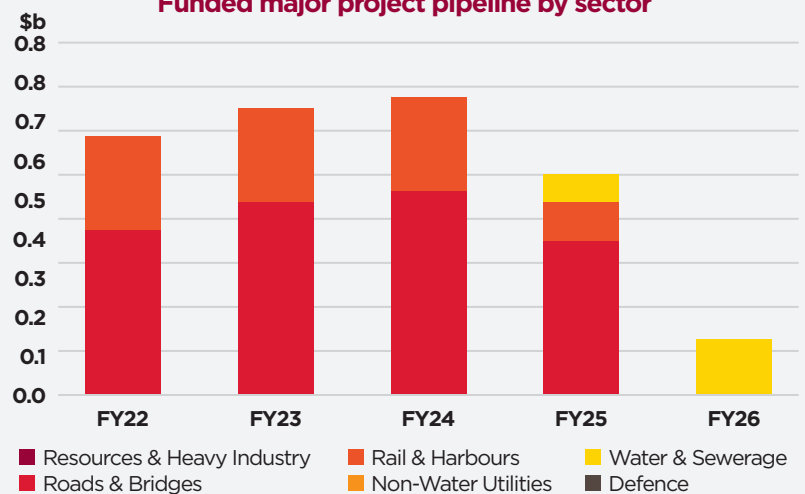
Key Unfunded Projects: Gold Coast Desalination Plant (\$300m), Varsity Lakes to Elanora Rail Extension (\$470m).

Outlook: The Gold Coast region will also benefit greatly from publicly funded transport infrastructure works – with expenditure split 68.6% road and 31.4% rail over the five-year pipeline. A large number of public transport projects are concentrated in these highly populous regions of South East Queensland (SEQ) – a response to relatively stronger growth in population and tourism.

Funded versus unfunded pipeline



Funded major project pipeline by sector



Source: BIS Oxford Economics and QMCA member knowledge.

Sunshine Coast



Population:
353,281

Population growth has averaged 1.66% per annum over the last 10 years.



Sectors Driving Growth: Transport infrastructure – Road and Rail



Proportion of total unfunded work:



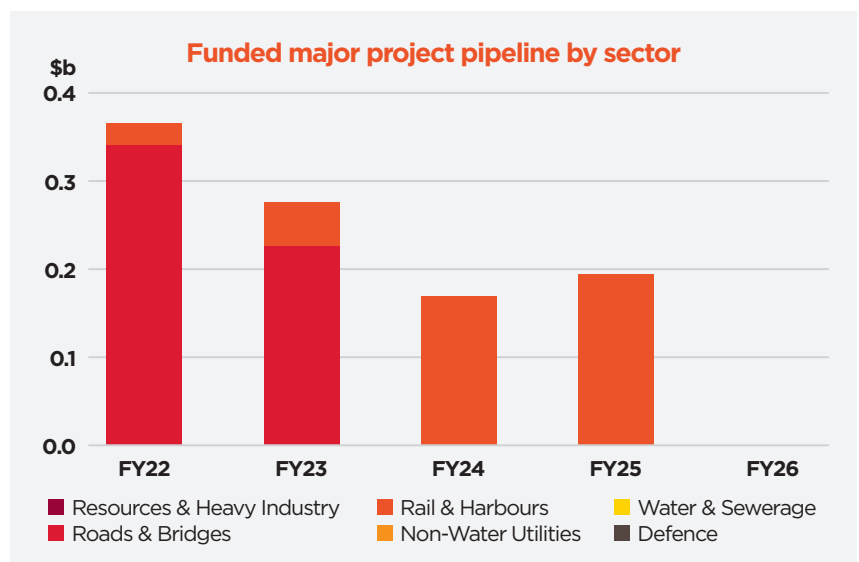
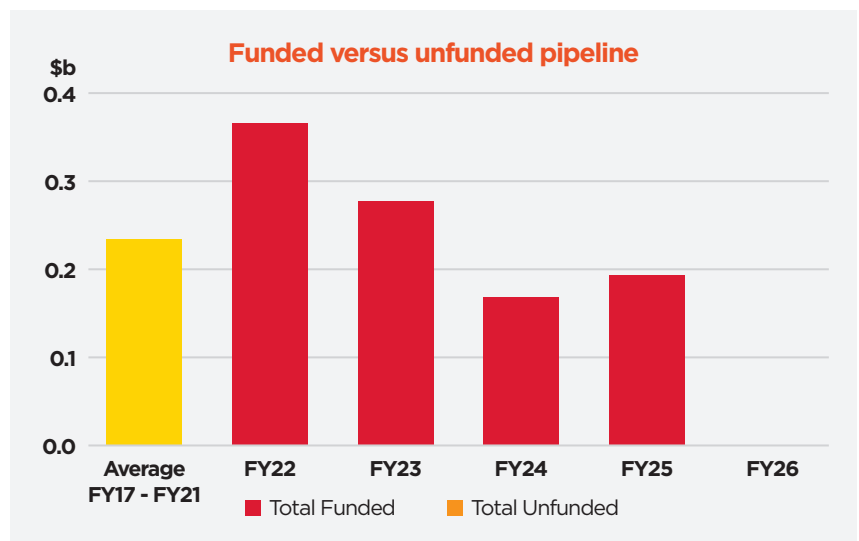
Total Pipeline Size:

\$1.7b

Key Funded Projects: Bruce Highway; Caloundra Road to Sunshine Motorway (\$541m), Bruce Highway; Caboolture to Steve Irwin Way (\$500m), Bruce Highway – Maroochydore Road Interchange Upgrade (\$240m), Beerburrum to Nambour Rail Upgrade (\$440m).

Key Unfunded Projects: Borumba Dam Pumped Hydro (\$1b).

Outlook: The Sunshine Coast region is another area that overlaps with the belt of transport investment in SEQ. Major funded project work is expected to peak in 2021/22 before declining over the remainder of the pipeline. Lower longer-term expenditure is driven by a lack of identified projects: the pipeline only includes six major projects over the next five years. The completion of numerous transport-related projects in the Sunshine Coast since the 2020 QMPPR has resulted in a decline (relative to 2020) in the value of the funded five year pipeline.



Source: BIS Oxford Economics and QMCA member knowledge.

Ipswich-Toowoomba-Logan



Population:
740,055

Population growth has averaged 2% per annum over the last 10 years.



Sectors Driving Growth: Transport Infrastructure – Road and Rail, Water



Proportion of total unfunded work:



Total Pipeline Size:

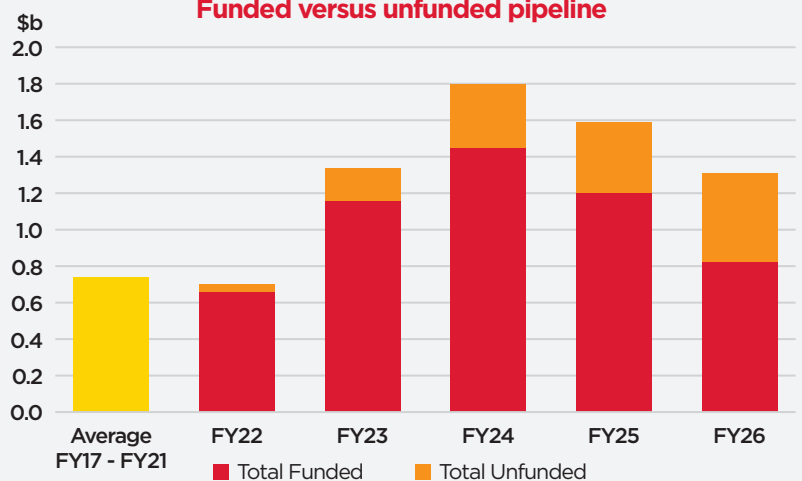
\$7.4b

Key Funded Projects: Inland Mainline Freight Upgrade – Gowrie to Kagaru (\$2.9b), Warrego Highway upgrades between Ipswich and Toowoomba (\$400m), Pacific Motorway Segments (a combined \$1.14b).

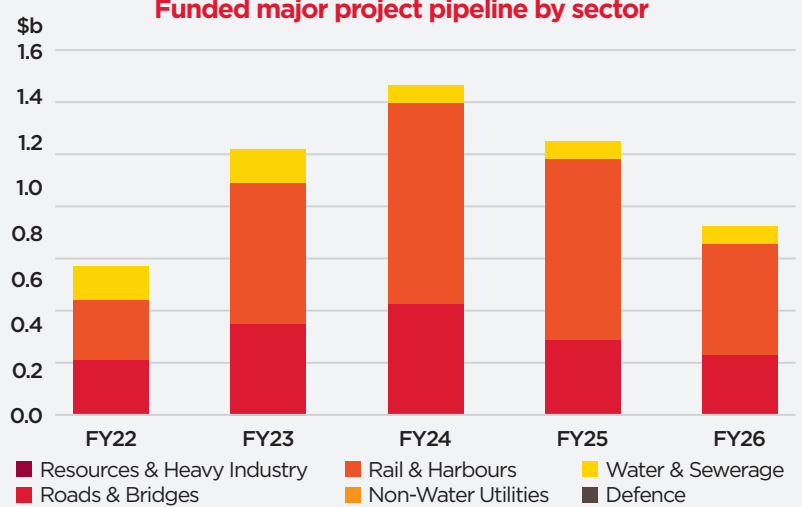
Key Unfunded Projects: Ipswich to Springfield Rail (\$1.1b), Somerset Dam Upgrade (\$450m).

Outlook: Major project activity in the Ipswich-Toowoomba-Logan region is expected to build from the low base in recent years, with annual funded work expected to increase to a peak of \$1.5b in 2023/24. The strong growth in forthcoming years is nearly solely driven by the \$2.9b Inland Rail Project.

Funded versus unfunded pipeline



Funded major project pipeline by sector



Source: BIS Oxford Economics and QMCA member knowledge.

Darling Downs-Maranoa



Population:
136,682

Population growth has averaged 0.6% per annum over the last 10 years.



Sectors Driving Growth: Gas Development within Resources, Rail & Renewables



Total Pipeline Size:

\$6.6b



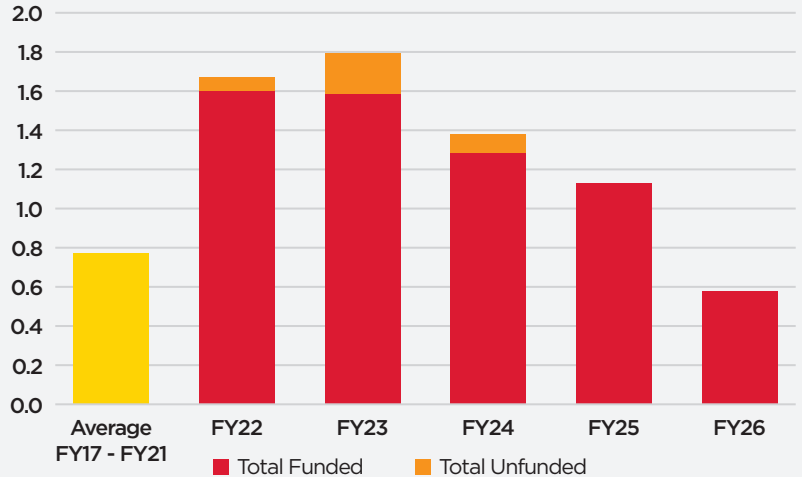
Proportion of total unfunded work:

Key Funded Projects: Inland Mainline Freight Upgrade – NSW/QLD Border to Gowrie (\$1.4b), GLNG Roma East Project (\$375m), Surat Gas Expansion Projects (\$1.5b), Western Surat Gas Project (\$1.2b).

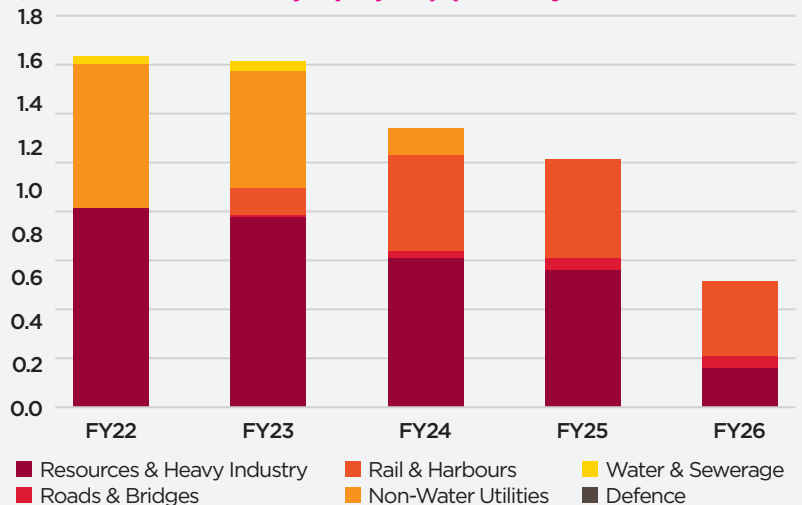
Key Unfunded Projects: Lockyer Valley Gas Power Station (\$120m).

Outlook: Major project activity in the Darling Downs-Maranoa region will continue to be supported by the development and ongoing sustainment of gas projects. The region covers key gas fields such as the Cooper Basin and Eromanga Basin in the west and south-west of Queensland. The exploration of new fields (such as Western Surat) in recent years is expected to add to the existing levels of expenditure on oil well sustainment.

Funded versus unfunded pipeline



Funded major project pipeline by sector



Source: BIS Oxford Economics and QMCA member knowledge.

Fitzroy



Population:
217,123

Population growth has averaged 0.7% per annum over the last 10 years.



Sectors Driving Growth: Defence,

Road, Coal, Renewables & Water



Total Pipeline Size:

\$4.7b



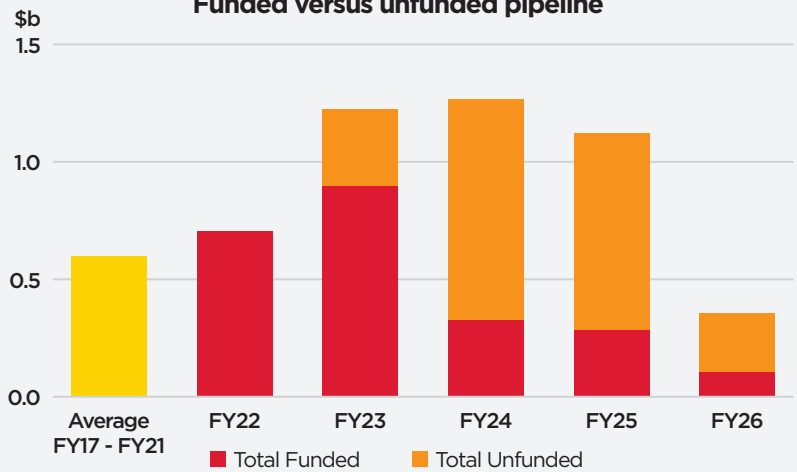
Proportion of total unfunded work:

Key Funded Projects: Rockhampton Ring Road (\$825m), Singapore Force Posture Initiatives - Shoalwater Bay (\$400m), Queensland Curtis LNG Upstream Field Development (Sustaining) (\$1.25b), Gladstone LNG Upstream Field Development (\$900m).

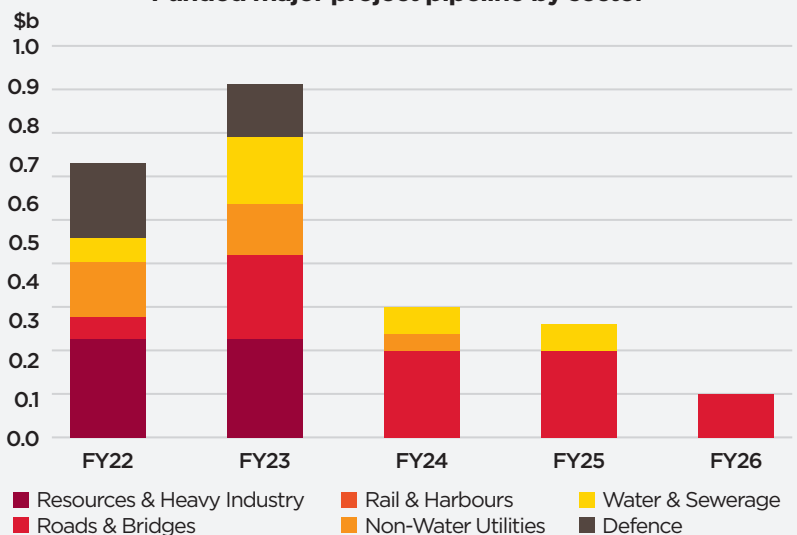
Key Unfunded Projects: Gladstone Energy and Ammonia Project (\$600m), Port of Gladstone - Second Shipping Lane (\$532m).

Outlook: Major project activity in the Fitzroy region is projected to rise from the trough in 2020/21 - reaching peak funded activity of \$900m in 2022/23. However, we note that there is a significant divergence between funded and unfunded project activity in the region. In 2022/23, funded project activity makes up 74.8% of the total - which then falls to 26.3% in the following year (2023/24). Over the last three years of the forecast horizon, unfunded work accounts for an average of 73.7% of total activity, driven by prospective resource and heavy industry sector projects.

Funded versus unfunded pipeline



Funded major project pipeline by sector



Source: BIS Oxford Economics and QMCA member knowledge.

Outback



Population:
92,549

Population growth has averaged 0.9% per annum over the last 10 years.



Total Pipeline Size:

\$8.6b



Sectors Driving Growth: Roads and Renewables



Proportion of total unfunded work:

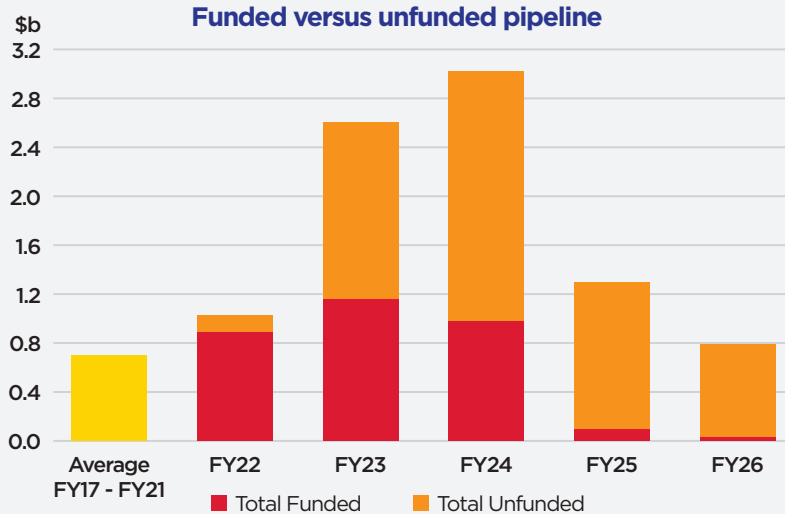
Key Funded Projects: Copperstring Transmission Line (\$1.5b), Kidston Pumped Hydro Storage Project (\$200m), Cape York Region Package Stage 2 (\$178m), Mt Isa to Townsville (\$320m).

Key Unfunded Projects: Northern Gas Pipeline Extension/Expansion (QLD Component) (\$2.7b), Minyango Coal Project Stage 1 (\$600m).

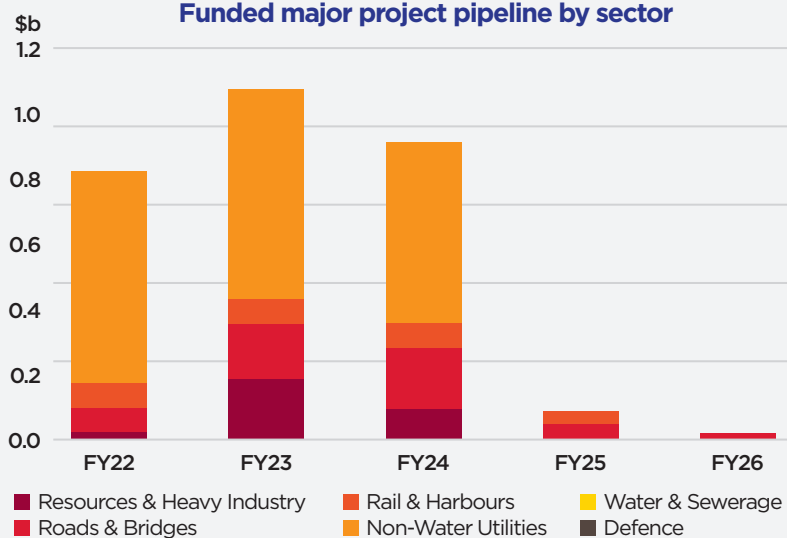
Outlook: The regional profile for the Outback – an area that covers approximately two-thirds of Queensland – is distinct from the other regions due to its low population and historical reliance on resource related activity. Compared to the 2020 QMPPR, the pipeline for the region has increased by over \$4b – driven by an increase of over \$2.8b in funded project activity. Two key projects are mostly responsible for this rise: the Copperstring Transmission Line (now considered funded) and the inclusion of the Northern Gas Pipeline Extension.



Funded versus unfunded pipeline



Funded major project pipeline by sector



Source: BIS Oxford Economics and QMCA member knowledge.

However, despite the rise in funded activity, a large proportion of the pipeline still lies in unfunded projects. From 2022/23 onwards, unfunded project activity accounts for more than 50% of the total. Furthermore, funded activity is projected to fall below 3% of total activity by the final year of the pipeline (2025/26).

Townsville



Population:
275,455

Population growth has averaged 1% per annum over the last 10 years.



Sectors Driving Growth: Water, Roads & Minerals



Total Pipeline Size:

\$3.4b



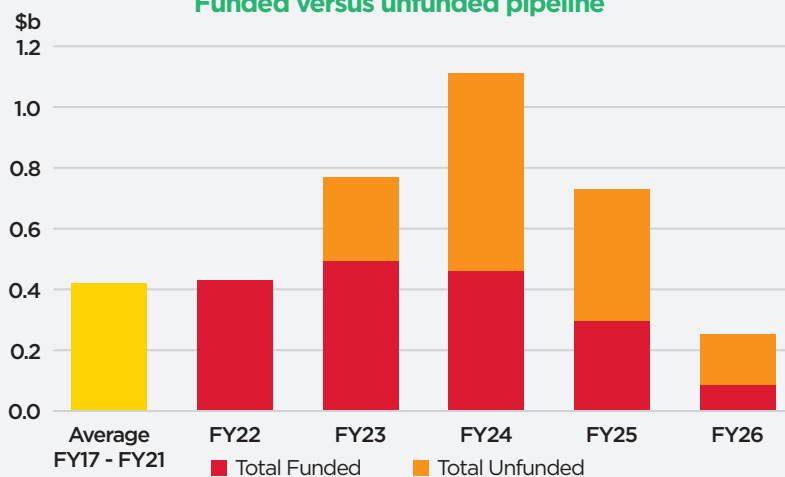
Proportion of total unfunded work:

Key Funded Projects: Burdekin Falls Dam - Saddle Dam and Monolith Improvement (\$120m), Bruce Highway - Haughton River Floodplain Upgrade Project (\$298m), Tennant Creek to Townsville Corridor Upgrade (\$180m), Townsville Port Expansion Project - Channel Capacity Upgrade (\$186m).

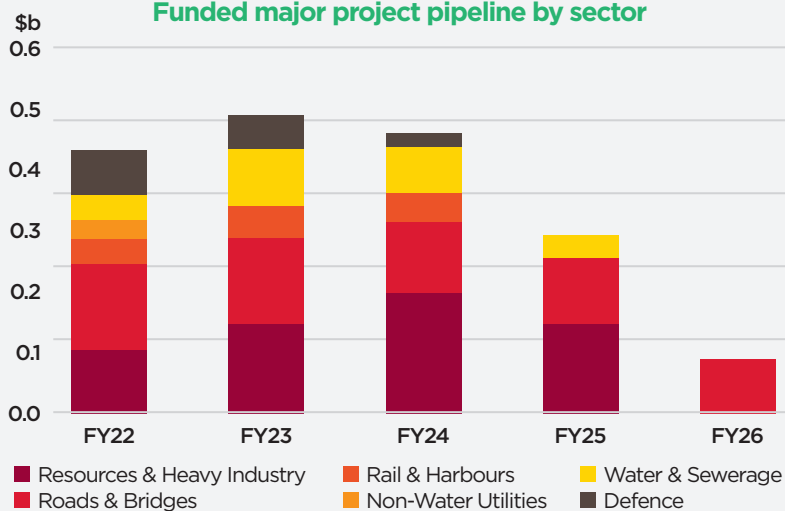
Key Unfunded Projects: SCONI Scandium Project (\$304m), Burdekin Falls - Hydro Electric Power Station (\$120m).

Outlook: Funded activity in the Townsville region is more diverse than other regions, with major projects spread across utilities, defence, road, rail and resource sectors. Funded construction activity is expected to decline gradually following a peak of \$564m in 2019/20, with an estimated \$436m of activity in 2021/22. In contrast, total pipeline activity peaks at \$1.1b in 2023/24. 52.4% of the pipeline is currently unfunded, leaving open the possibility of a large upside to the outlook.

Funded versus unfunded pipeline

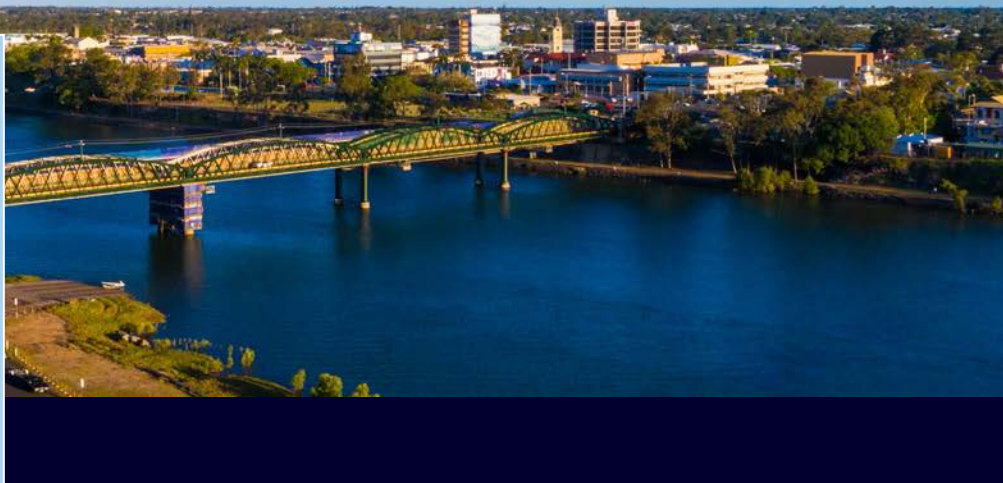


Funded major project pipeline by sector



Source: BIS Oxford Economics and QMCA member knowledge.

Wide Bay



Population:
322,387

Population growth has averaged 1.5% per annum over the last 10 years.



Total Pipeline Size:

\$2.9b



Sectors Driving Growth: Roads



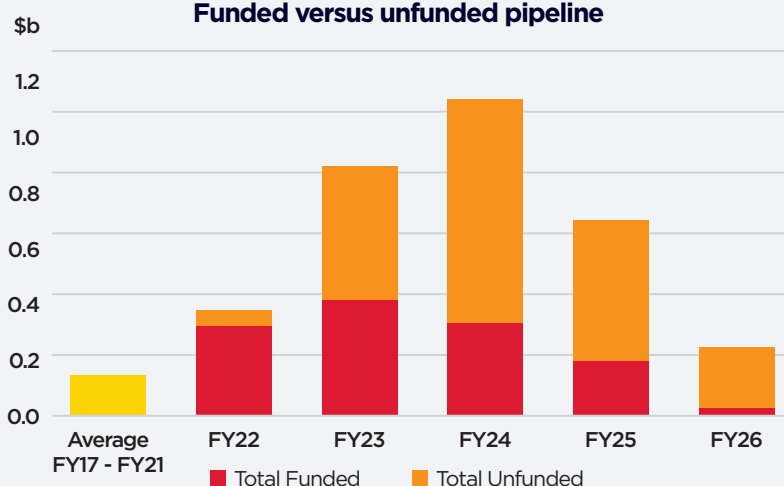
Proportion of total unfunded work:

Key Funded Projects: Bruce Highway - Cooroy to Curra: (Section D) (\$750m), Bruce Highway - Tiaro Flood Immunity Upgrade (\$252m), Sunshine Motorway - Mooloolah River Interchange Stage 1 (\$220m).

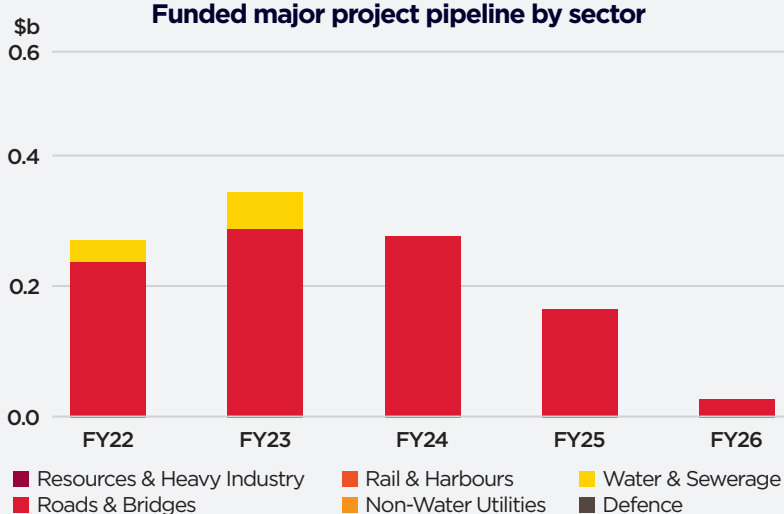
Key Unfunded Projects: Urangan Boat Harbour (\$200m), Paradise Dam Primary Spillway Improvement Project (DIP) (\$658m), Forest Wind (\$1b).

Outlook: Major project activity in the Wide Bay region is dominated by the Roads and Bridges sector - which accounts for almost 90% of funded project work over the next five years. As with many other regions, unfunded project activity begins to dominate the pipeline from 2022/23 onwards. For Wide Bay, these unfunded projects are mostly located in the Utilities sector - the main driver being the Forest Wind electricity project.

Funded versus unfunded pipeline



Funded major project pipeline by sector



Source: BIS Oxford Economics and QMCA member knowledge.

Cairns



Population:
276,091. Population growth has averaged 1.56% per annum over the last 10 years.

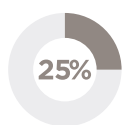


Sectors Driving Growth: Roads



Total Pipeline Size:

\$1.4b



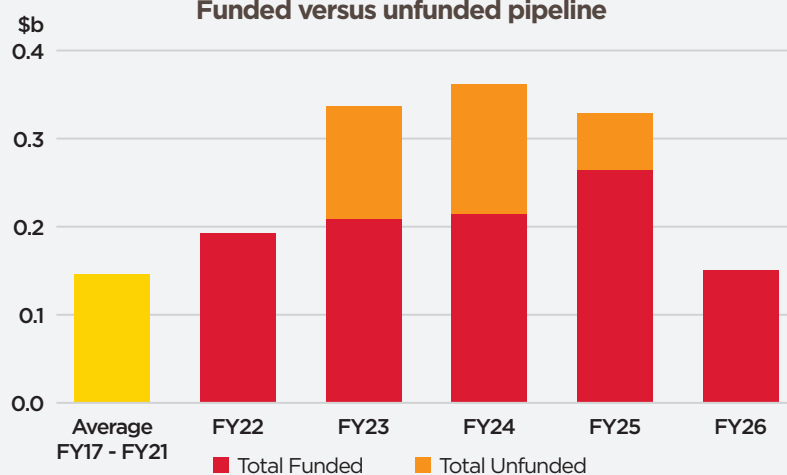
Proportion of total unfunded work:

Key Funded Projects: Cairns Southern Access Corridor Stage 3 – Edmonton to Gordonvale (\$300m), Cairns Southern Access Corridor Stage 5 – Foster Road intersection (\$162m), Cairns Ring Road (\$251m).

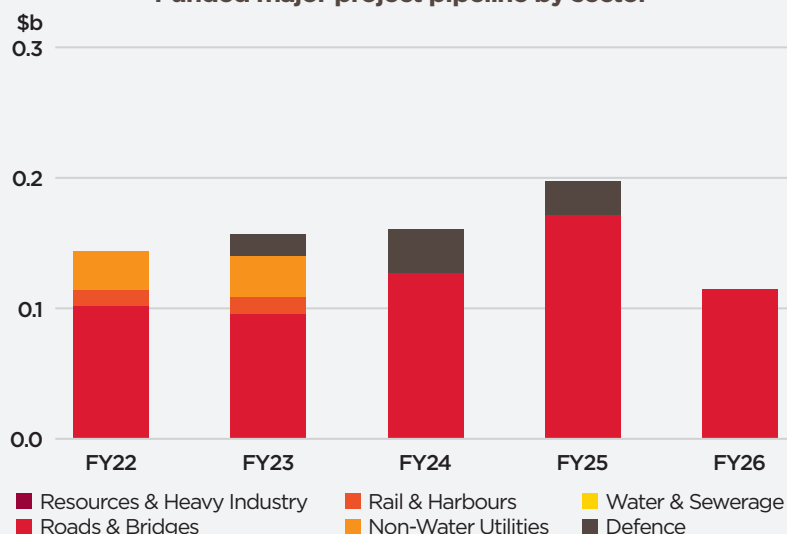
Key Unfunded Projects: Red Dome Mungana, EC \$215, Credibly Proposed.

Outlook: The outlook for funded major project activity in Cairns entirely depends on transport infrastructure, with road projects driving activity from 2021/22. Funded activity is projected to remain relatively stable throughout the pipeline, rising to a small peak of \$260m in 2024/25.

Funded versus unfunded pipeline



Funded major project pipeline by sector



Source: BIS Oxford Economics and QMCA member knowledge.

Mackay-Isaac-Whitsundays



Population:
174,816

Population growth has averaged 1.74% per annum over the last 10 years.



Sectors Driving Growth: Coal, Rail and Renewables



Proportion of total unfunded work:



Total Pipeline Size:

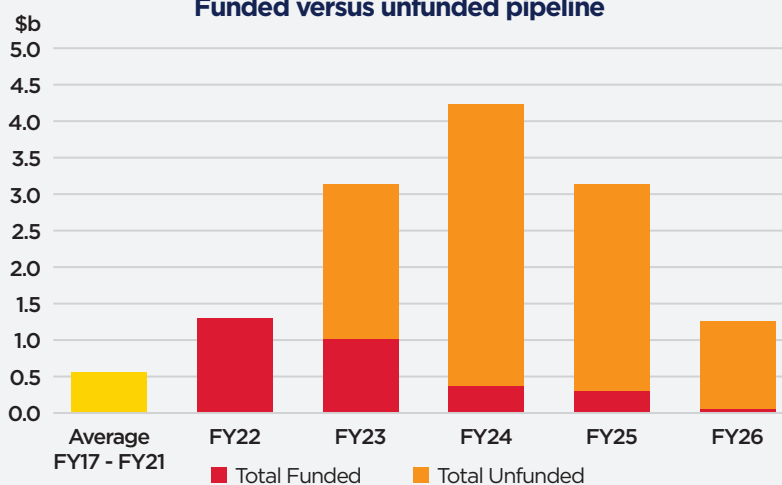
\$13.3b

Key Funded Projects: Clarke Creek Wind (\$525m), Bruce Highway – Mackay Ring Road Stage 2 (\$228m), North Galilee Basin Rail (\$900m), Carmichael Coal Mine Project (\$978m), Olive Downs (\$800m).

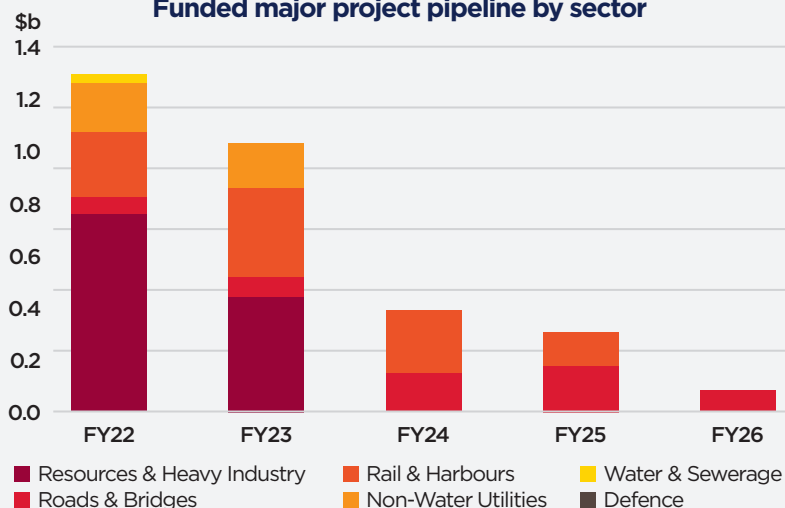
Key Unfunded Projects: Eagle Downs Coking Coal (\$600m), Hail Creek Extension – Underground (\$660m), Eaglefield Coal Mine Expansion (\$1.2b), Drake Coal (\$690m), Winchester South (\$900m).

Outlook: The Mackay-Isaac-Whitsundays outlook has historically, and will continue to be, supported by large resource projects such as Adani's 'scaled down' Carmichael coal mine. However, we expect renewable energy projects such as Clark Creek Wind (\$525m) to support activity during the next few years of the pipeline. Funded work is anticipated to peak at \$1.3b in 2021/22, before easing to \$1b in 2022/23.

Funded versus unfunded pipeline



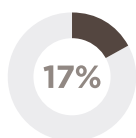
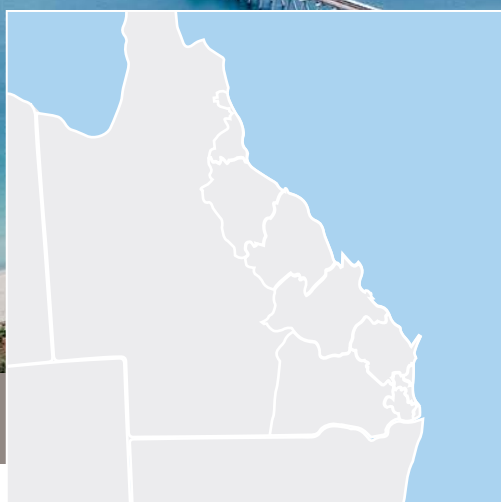
Funded major project pipeline by sector



Source: BIS Oxford Economics and QMCA member knowledge.

Mackay-Isaac-Whitsundays has the largest proportion of unfunded work out of the regions – valued at approximately \$10b over the next five years. These unfunded projects are focused in the resources sector, in particular, numerous potential coal projects. The outcome for these projects is still uncertain – the approval of the Carmichael Coal Mine (and the related rail/water infrastructure) could allow for otherwise uneconomic projects to commence but the decreasing global appetite for coal (and the corresponding long-term decrease in price) could provide too large a hurdle to overcome.

Multi-Region



Proportion of total unfunded work:



Total Pipeline Size:

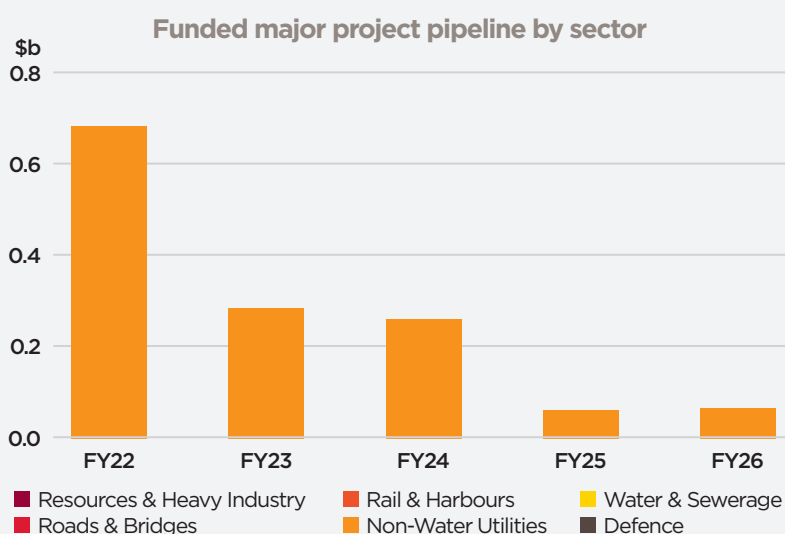
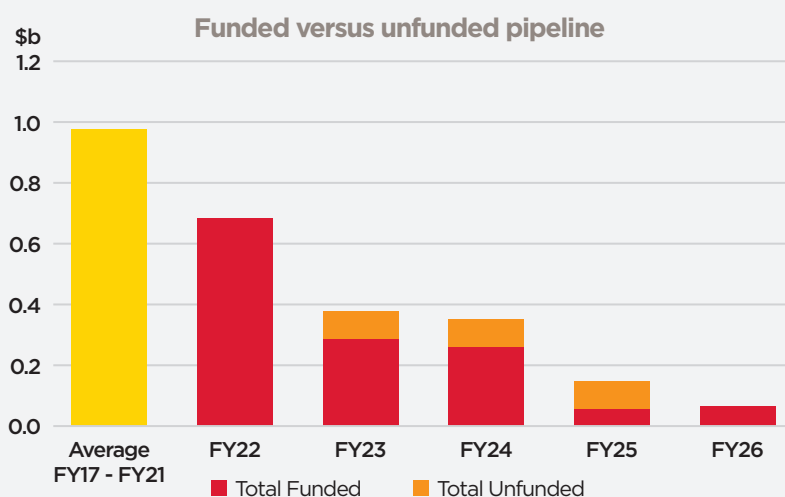
\$1.7b



Sectors Driving Growth:
Non-Water Utilities

Key Funded Projects: National Broadband Network (nbn) – Qld Component (\$6.9b).

Outlook: The Multi-Region pipeline is **funded primarily by the continued rollout of the nbn in Queensland**, for which funding slows after 2023/24.



Source: BIS Oxford Economics and QMCA member knowledge.

■ Total Funded ■ Total Unfunded

OLYMPIC INFRASTRUCTURE



The Olympics represent a once-in-a-generation opportunity to deliver some much-needed infrastructure that will deliver economic benefits for 30-50 years in a very short space of time.

Ahead of the Tokyo Olympics in 1964, the Japanese brought forward major investment in rail and other infrastructure.

They developed a high-speed rail link between Tokyo and Osaka – the beginnings of the national high speed rail network that is synonymous with Japan today, and a backbone of the economic and social fabric of the country.

What is going to be the infrastructure legacy that creates ongoing economic growth and social development for 50 years here in South East Queensland, and elsewhere in the state, as part of the 2032 Olympics and Paralympic Games?



Investment in important transport linkages

The QMCA is of the view that there needs to be a comprehensive plan to bring forward much needed investment in important transport linkages that are going to deliver for the region, well into the future. These include:



Rail

- **Fast(er) rail solutions** to the Southern Gold Coast, Sunshine Coast (Kawana) and potentially Toowoomba
By investing in this infrastructure and the associated services it will enable more vibrant and connected communities to evolve and allow people to move from the Greater Brisbane area to more regional locations, while still being able to travel to Brisbane for work, social aspects, and entertainment resulting in stronger, more sustainable regional centres
- **Northern Transit Link** between Strathpine and Alderley/Enoggera to provide additional capacity for services from the north including the Sunshine Coast faster rail services
- **Construction of the Sunshine Coast Rail** line from Beerwah to Kawana
- **Extension of the Gold Coast Rail** line to Coolangatta and potentially into the Northern NSW Tweed suburbs
- **Extension of the Gold Coast Light Rail system** south from Burleigh as part of Stage 4 and inland to connect to the heavy rail passenger line
- **Extension of passenger rail infrastructure** and services from Salisbury to the growth areas of Flagstone and potentially Yarrabilba
- Potential for **extension of the passenger rail services to Toowoomba** along the new Inland Rail alignment or using the existing narrow gauge network
- Potential **extension of the Springfield Rail** line through Ripley Valley growth corridor to the western edge of Ipswich



Road and road-based Public Transport

- **Level crossing removals** to provide for greater frequency of services, safer operations, and more vibrant local communities
- **Various road upgrades** to ensure safe and efficient movement of freight within the network
- **Extension of the Brisbane metro service** to key local centres within the Greater Brisbane area including Chermside and Carindale



Investment in infrastructure

Equally, it is important that other much needed infrastructure is also included such as:

- **Water infrastructure** for the regions
- **Renewable energy infrastructure** at a micro level that provide community level generation and re-use opportunities

This infrastructure list, and complementary services are quite extensive; however the benefits are enormous for not only South East Queensland but also the entire state.

One of the critiques of the Sydney Olympics was the fact that there was a significant investment in infrastructure in the lead up to the games, but a lack of follow-up investment post-2000. This required a massive investment beyond that, from 2012.

We do not want that to happen again and it is important that there remains a strong pipeline of work planned beyond 2032 as well.

It may well be that some of these projects get pushed beyond 2032; however they need to be part of the medium-to-long term infrastructure investment plan for the state.

While a joint Commonwealth-State Government managed body will oversee the investment and development for the Olympics, the private sector also has a strong role to play in this too. Co-investment by the private sector – with government or through Public-Private Partnership – should be investigated and promoted as a way of ensuring more can be delivered to the benefit of the economy and the community.



Collaborative contracting

One of the main challenges for the delivery of the pipeline over the next period will be the ability **to attract resources to deliver the work**. To attract and retain people it is essential that a positive workplace environment can be achieved.

Collaborative contracting between the client and contractor and engineers **can create a better working environment** and alleviate the pain points on other contracts that create stress and major issues for companies and employees alike in the industry.

TMR, along with industry partners such as QMCA, CCF, IAQ and CA have been developing a collaborative contracting model and framework for the industry for TMR works. This incorporates a charter for engagement which guides how the industry can work together and what outcomes are desired, leading to a way to measure these.

This type of leadership and model, however, should not be restricted to TMR works, and can and should be rolled out within the public and private sector; to ensure a viable and sustainable industry.

An industry that:

- is attractive for **people to join** and want to be a part of
- **creates opportunities** for companies to grow and scale up
- allows people to **develop skills and grow**.

Without an industry wide approach to **more collaborative** and **less adversarial** approaches we are unlikely to attract and retain the resources needed to deliver the program.

QUEENSLAND CONSTRUCTION OUTLOOK

Construction outlook and challenges: a boom-and-bust sector

Queensland's construction sector has experienced volatile cycles in activity over the past two decades.

Activity surged in the early 2010s, reaching a record-high \$70b (in 2018/19 constant prices) in 2013/14, a figure yet to be surpassed by any other state or territory.

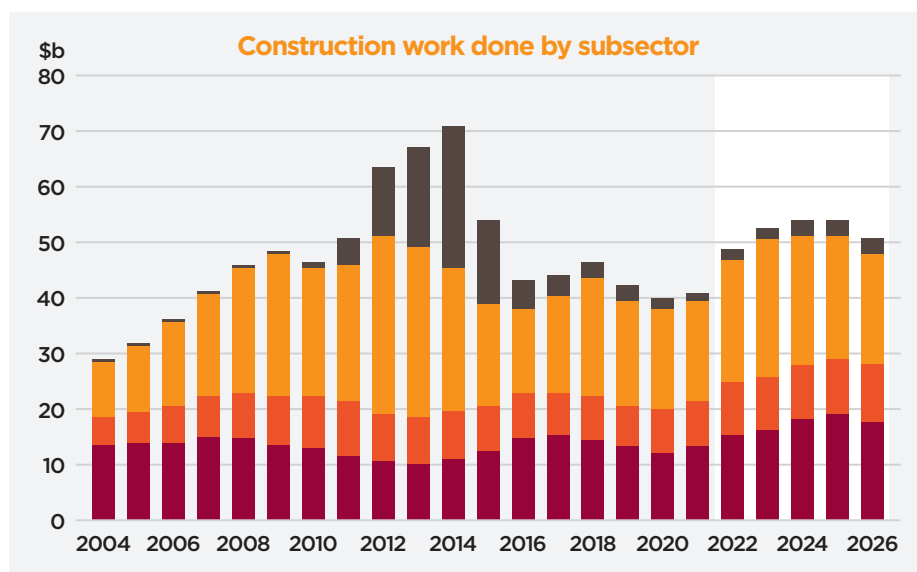
This unprecedented growth was driven by exceptional resources investment, with strong increases in productivity and population growth (particularly via net overseas migration) providing critical supply-side support.

The end of the resources investment boom brought a sharp decline in construction activity in subsequent years. Queensland work done fell by a cumulative 40% in 2014/15 and 2015/16, the decline driven by the sequential completion of multi-billion dollar LNG projects and collapse in other resources-related activity, particularly coal.

Despite a pickup in 2016/17 and 2017/18 – led by the nbn rollout and investment in renewable generation to meet 2020 targets – **Queensland construction activity has fallen away again in recent years.**

By contrast, the weaker Australian dollar following the resources boom reinvigorated the competitiveness of manufacturing and tradeable services (from education to financial services and tourism).

Coupled with pent-up housing demand and strong infrastructure pipelines and funding (after several lean years), this drove a strong recovery in construction activity in non-resources states such as New South Wales and Victoria over the second half of the 2020s. While construction activity has also fallen back in these states more recently, it remains well above Queensland levels.



ABOVE: Constant 2018/19 Prices. Source: BIS Oxford Economics, ABS data.



Impact of COVID-19 on Queensland construction

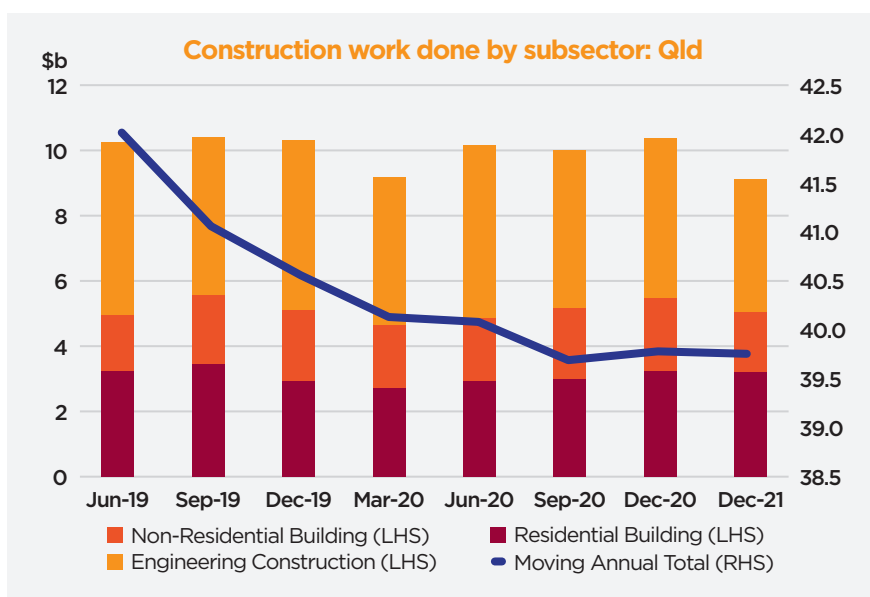
The 2020 QMPPR highlighted downside risks to the Queensland economy and the construction sector from the emerging coronavirus pandemic.

While initial impacts would be highly focused on tourism and trade – given closure of international borders – global supply chain and funding were also highlighted as key risks to the Queensland construction industry.

As Australia's policy responses to the pandemic came into play from March 2020 – including social distancing, closure of borders and broad lockdowns – these risks crystallised. Although the national economy saw a dramatic slump in activity in the June quarter of 2020 (the height of restrictions), construction was relatively insulated through its classification as an essential industry, although productivity was impacted by supply chain challenges and the need to observe stringent health and occupational safety rules.

In work done terms, Queensland's construction activity held up relatively well over the year to March 2021 (a full year under the impact of COVID-19). Although, at just under \$40b over the year, work done was still down marginally from the previous year to the 2020 March quarter – and significantly below rosier (pre-COVID) forecasts.

Prior to COVID-19's impact (the year to March 2020), the construction industry was already under pressure from lower spending on telecommunications (nbn), roads and electricity generation coupled with lower levels of housing construction. However, through the pandemic, annual construction activity began to stabilise as rising building activity offset a further weakening in engineering activity.



ABOVE: Constant 2018/19 Prices. Source: BIS Oxford Economics, ABS data.

Outlook for Queensland construction activity

A strong cycle lies ahead, with Queensland construction activity entering a new growth phase that will persist over the next four years.

Overall, the Queensland construction market is showing signs of turning the corner. Building activity is gathering momentum and, with major infrastructure projects now ramping up, engineering construction has likely passed the trough. Barring another major lockdown event in the state, BIS Oxford Economics is forecasting Queensland construction activity to rise significantly in 2021/22 and continue towards a peak of over \$54b in 2024/25.

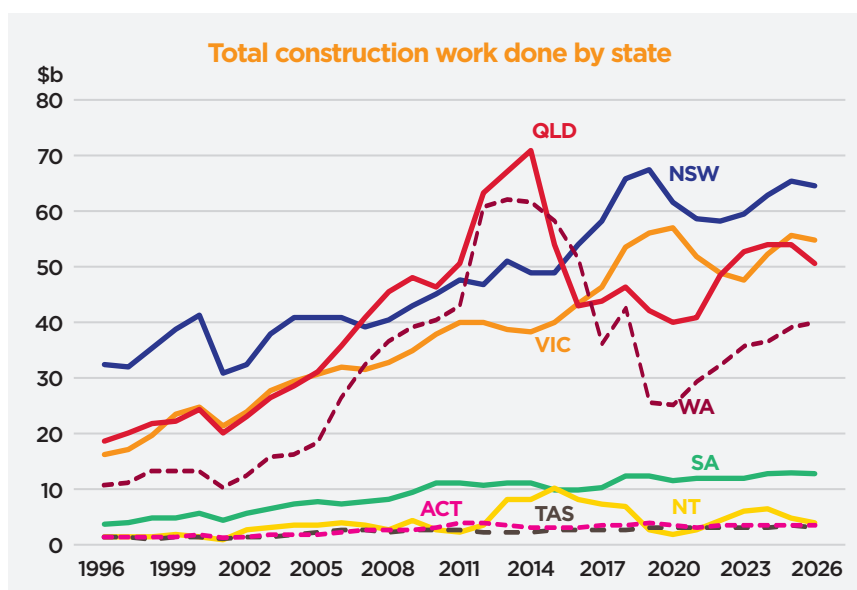
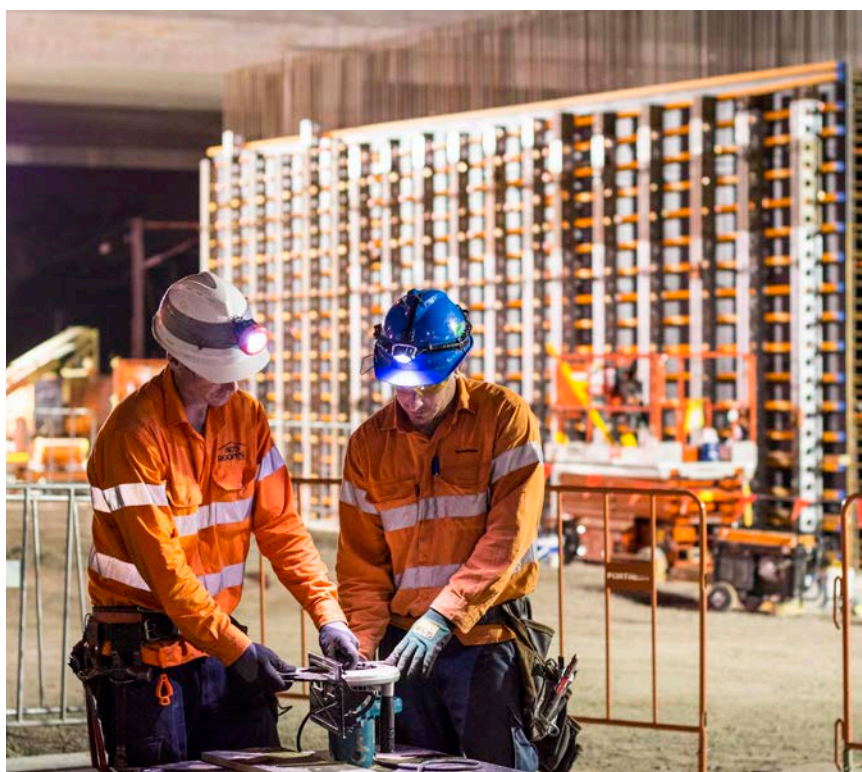
The increasing activity is driven by a synchronised improvement across each of the three major construction subsectors:

- residential
- non-residential building
- engineering construction.

The recovery in residential building is expected to accelerate in coming years, sustained by relatively robust population growth as state and national border restrictions are progressively removed.

Non-residential building will be supported by health and defence projects in the near term, but these will be joined by a recovery in privately funded activity as trade and population growth recovers from the second half of 2022 and into 2023.

Engineering construction will be driven primarily by publicly funded transport infrastructure, but there is also upside from utilities and mining projects as outlined in the major project pipeline. New building and construction activity associated with the 2032 Olympic Games present further upside and the likelihood that the growth phase in work could extend well into the second half of the 2020s.



ABOVE: Constant 2018/19 Prices. Source: BIS Oxford Economics, ABS data.

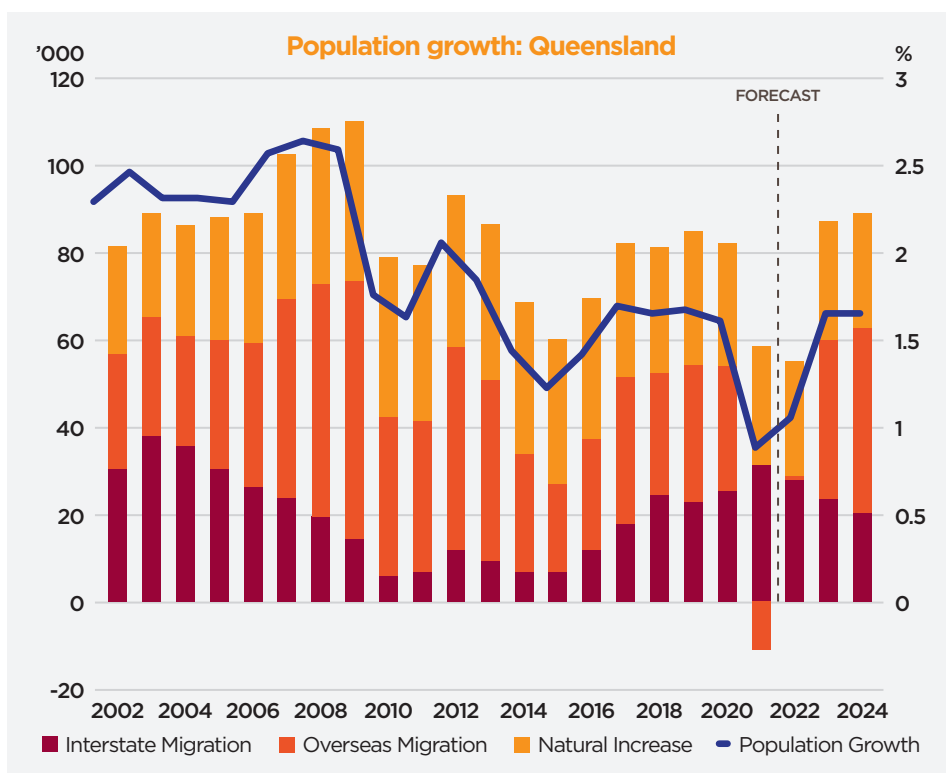
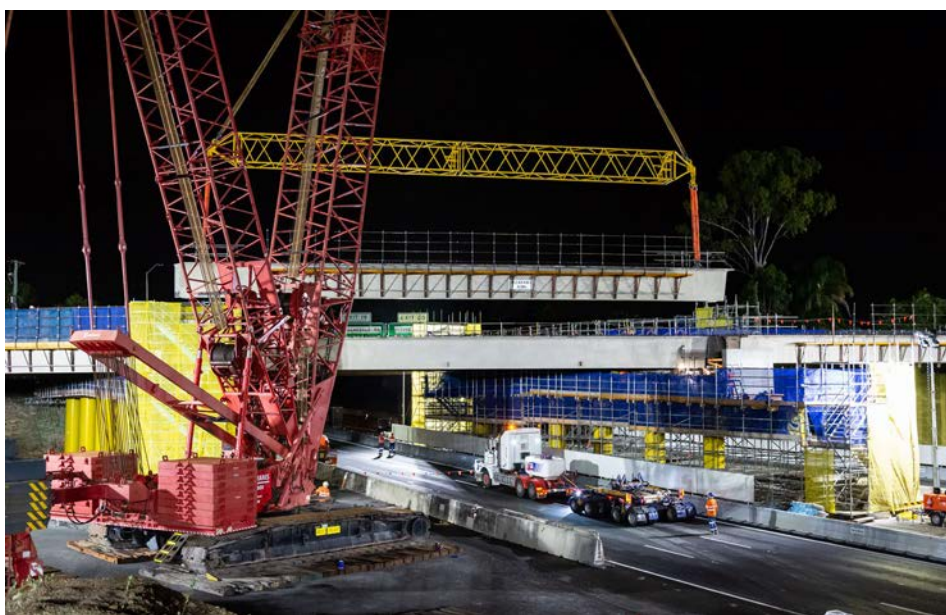
Capacity and capability risks emerging

As the construction industry moves back to growth, capacity, capability and cost growth will be, once again, key challenges to navigate in coming years. Closed national borders, risks of further lockdowns and poor productivity outcomes all threaten the ability of the supply chain to meet growing demand.

Queensland is not alone in respect of the positive outlook for construction work. As pandemic conditions ease, a strong synchronised upturn across all states is expected in the next five years. Housing and publicly funded infrastructure works are expected to lead the cycle, with privately funded building and civil works also joining in.

This strong growth phase is likely to be a key challenge for Queensland industry due to strong competition for resources with New South Wales and Victoria, particularly with respect to labour and materials.

Capacity constraints are likely to become particularly acute from 2022/23. Closed international and state borders have seen population growth collapse in 2020/21 which is already placing pressure on labour supply across a number of industries, including construction.



Source: BIS Oxford Economics, ABS data.

Strong population growth prior to and during the resources boom – particularly through net overseas migration (NOM) which peaked at just under 60,000 persons in 2008/09 – was a critical supply side factor supporting the construction industry’s ability to gear up to meet much higher levels of demand.

However, in 2020 and 2021 population growth in Queensland (and nationally) has slumped with the closure of Australia’s national borders. NOM into Queensland is estimated to have turned negative (by 11,000 persons) in the year ended June 2021 and only a very small increase is forecast for 2021/22 – assuming international borders gradually open up again through 2022.

Increasing NOM of skilled labour on temporary visas (‘457s’) as well as via the Skilled Migration program was no doubt helpful to boosting market capacity. Nationally, annual skilled NOM from these sources rose from 38,840 persons in 2004-05 to 77,580 persons in 2007-08 and remained at relatively higher levels thereafter.

With the onset of COVID-19, the closure of international borders saw skilled migration slump 40% in 2019-20. Concerningly, the 2021-22 Commonwealth Budget projects that NOM is expected to turn negative by 97,000 persons in 2020-21 and be negative again in 2021-22. Clearly, the risks to growth in Queensland’s skilled population through NOM are on the downside.

On the positive side, Queensland’s share of national NOM tends to be smaller than New South Wales or Victoria, and so it has been relatively less impacted than those states in terms of an absolute loss in population.

Furthermore, net interstate migration (NIM) has been very strong, helping to offset the collapse in NOM. NIM into the Sunshine State has quadrupled over the four years to 2019/20 (to over 25,000 persons) and is estimated to have exceeded 30,000 persons in 2020/21. Consequently, **Queensland’s overall population growth, while weaker, remains higher than any other Australian state or territory.**

The other supply side factor which supported rapid growth in construction activity during the resources boom was strong productivity growth.

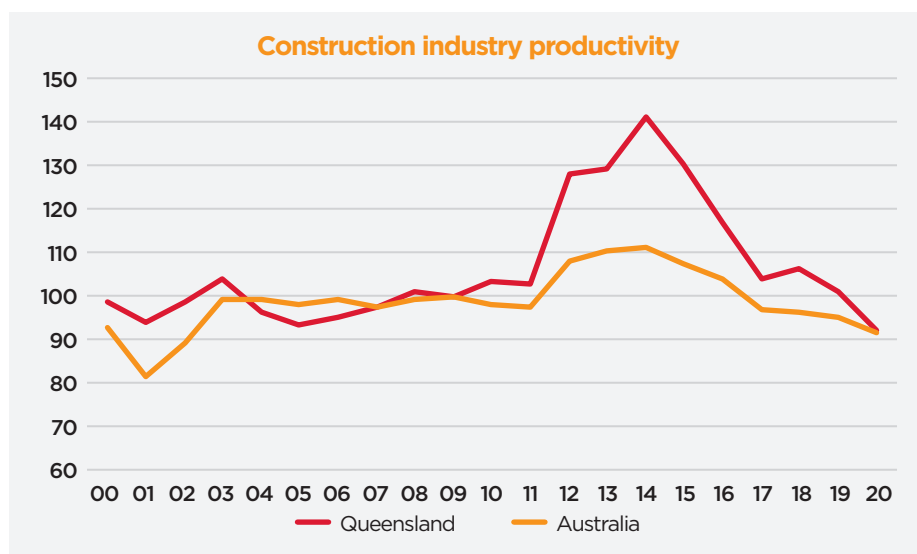


Over the decade between 1994-95 to 2004-05, multifactor productivity in the national construction industry rose 18%, effectively allowing industry to do more with existing resources. Productivity surged a further 14% between 2010-11 to 2013-14.

However, since 2013-14, productivity in the construction industry has slumped 17%, meaning that more resources need to be employed for a given level of construction industry output.

At the Queensland level, labour productivity in the construction industry (defined as construction output divided by construction employment) is down a staggering 35% since peaking in 2013/14, with a further 9% decline in 2019/20. **This is the lowest level of productivity since 1999.**

A further decline in productivity likely occurred in 2020/21 given relatively stable construction output and rising construction employment. As with slumping NOM from COVID-19 border closures, **falling productivity growth is a key risk factor for construction industry capacity.**



ABOVE: Index: 2008/09=100. Source: BIS Oxford Economics, ABS data.

The strong growth forecast for Queensland – and national – construction activity in coming years also opens up demand side risks as industry will need to cater for new, record levels of work within three years.

Excluding oil and gas construction (of which the measured boom in the 2010s mainly reflected heavily offshored modularisation), Queensland construction activity will be reaching its previous peak by 2022/23, before moving higher in 2023/24 and 2024/25 – a situation which will also be replicated nationally.



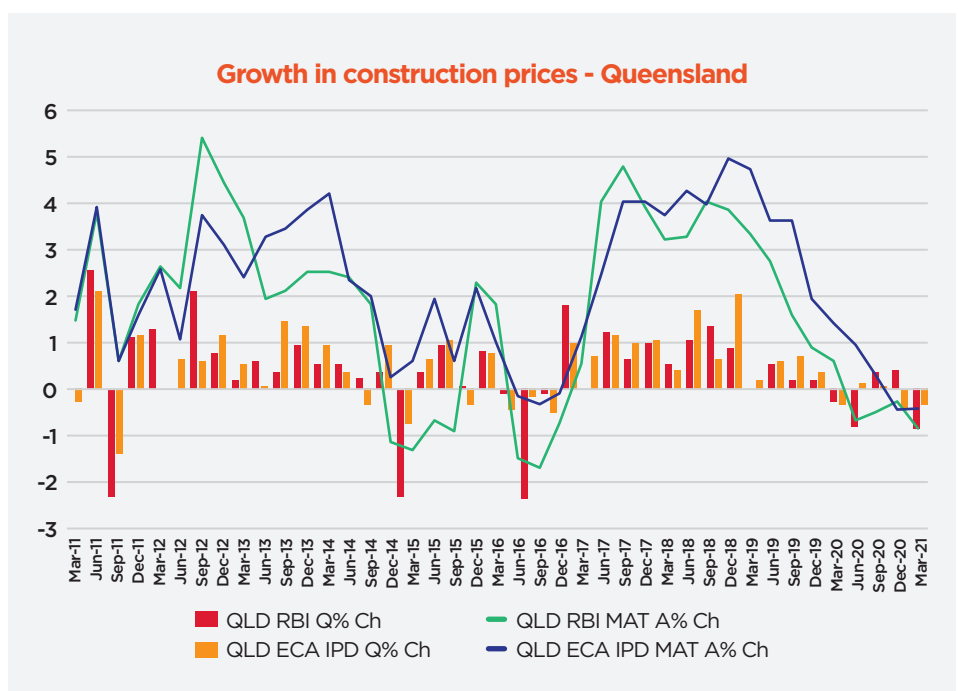


Construction costs poised to re-accelerate as industry margins dip

In past cycles, such strong, record increases in construction activity have resulted in severe supply chain challenges, project delays and accelerating construction costs.

This is because rising activity and resource demands places pressure on the existing supply of resources (including the provision of services relating to this activity), potentially boosting resource prices.

Where capacity constraints exist, rising activity can lead to strong increases in resource prices as investment in new capacity is itself costly and takes time to come on stream. Construction costs also vary due to changes in 'globally determined' commodity prices for key imports (including steel and oil), as well as variations in exchange rates.



ABOVE: Construction Price Growth, Queensland. Road and Bridge Index (RBI) and the Engineering Construction Implicit Price Deflator (IPD). Source: BIS Oxford Economics, ABS data.



Civil construction cost trends can be captured through two broad price series that are published by the Australian Bureau of Statistics (ABS):

- The implicit price deflator (IPD) for engineering construction work done, which is derived by dividing current price (nominal) engineering construction data from the ABS by its corresponding constant price (real) data series.

This effectively isolates changes in the price of construction, as opposed to changes in activity.

- The Road and Bridge Index (RBI) also published by the ABS as part of the Producer Price Index, which is available at the national level as well as for the five largest jurisdictions in Australia: New South Wales, Victoria, Queensland, South Australia and Western Australia.

Over the last decade, stronger growth in construction costs has been observed during periods of growth in construction activity, indicating that there is a link between increasing local activity, capacity challenges and prices.

Construction prices have also been influenced by international factors

– such as the price of oil (impacting diesel fuel and bitumen prices),

copper and steel, coupled with movements in the Australian dollar.

Over the past year to March 2021, construction cost growth has been benign according to these measures, with annual average growth at or below zero. However, looking ahead, prices are expected to re-accelerate as suppliers start passing on input price increases and as rising demand reveals supply-side challenges.

ABS producer price data shows that, as at the March 2021 quarter:

- **steel prices are 5-6% higher than a year ago**
- **Queensland concrete, cement and sand prices are 3-4% higher**
- **prices for oil products and construction wages are recovering following a significant hit in mid-2020 as a result of COVID-19.**

In turn, rising input prices (and the removal of public supports such as JobKeeper) has seen construction industry margins contract significantly in the March quarter 2021, but remain above the very low levels experienced in 2017/18.

Achieving sustainable margins into the future will likely see further input price growth passed on in the form of higher construction costs.

ECONOMIC SUMMARY

The Economy – Risks and Opportunities

The Queensland economy is traditionally one of the faster growing state performers in Australia, given relatively stronger population growth; its natural resource endowments; and close proximity to the faster growing economies of Asia.

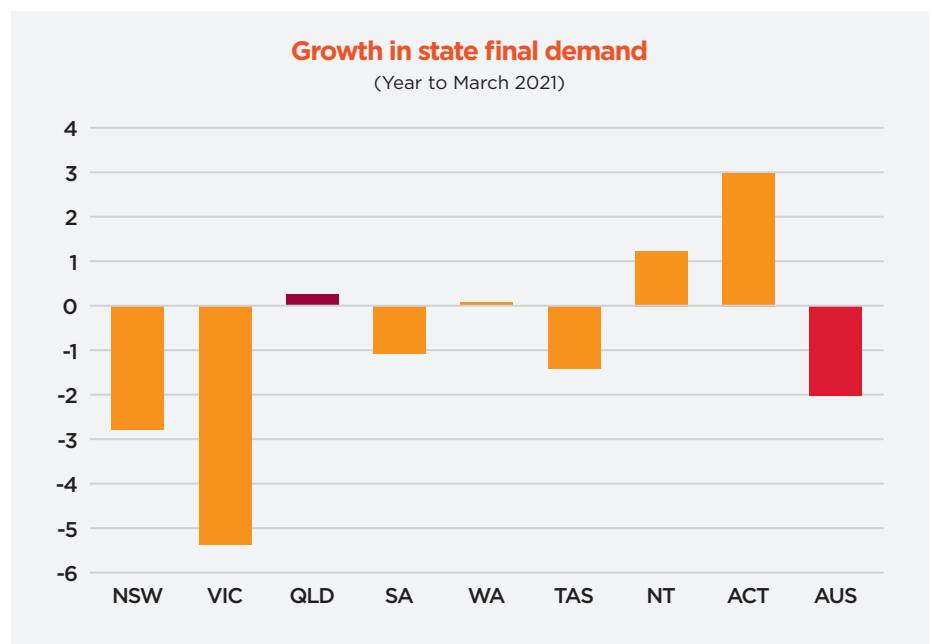
While a global leader in coal and gas exports, the state economy is highly diversified and increasingly linked into global trade networks through tourism, agriculture and education industries. Since the end of the resources investment boom, however, the state economy has struggled to sustain pre-boom rates of growth, while COVID-19 has introduced new challenges.

Snapshot and impact of COVID-19

Queensland's economy has performed remarkably well through the pandemic, with State Final Demand (SFD) growing 0.25% over the full year to March 2021 – only bettered by the ACT and the Northern Territory.

Output had already returned to its pre-pandemic level in Q3 2020, which has contributed to a more modest pace of growth since; SFD increased by a relatively modest 0.4% in the March quarter 2021.

The state's outperformance to date has been partially driven by a rise in interstate migration which has spurred both additional demand for goods and services and additional supply of workers. Given the self-sustaining nature of these drivers, we expect momentum will pick back up over the remainder of 2021 barring another major lockdown event.



Source: ABS data.

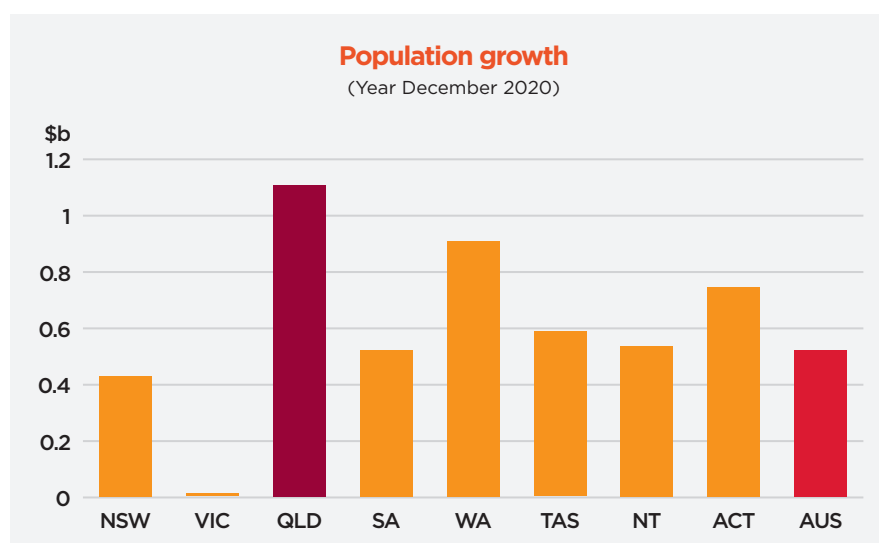


Queensland's relatively small share of overseas migration pre-COVID has also been a relative support to population growth, further spurring the outperformance of consumer spending. And while mining investment has been subdued of late, the medium-term outlook is more positive, with an intent to replace existing capital and expand capacity to meet longer term demands and changing global dynamics (battery minerals).

Nevertheless, the ramp up will be much smaller than the previous boom and, in the longer run, Queensland's exposure to thermal coal will limit the upside from the mining sector. Although recovering, the tourism sector is yet to return to pre-COVID output levels.

Lockdowns in Brisbane and ongoing intermittent travel restrictions will restrict the recovery in revenue and employment, although the sector stands to gain once progress with the vaccine rollout enables a permanent relaxation of restrictions. Dwelling investment increased sharply in Q1 2021, and the pipeline of work generated by the *HomeBuilder* program will support the state's economy in the near term.

Employment in Queensland is now 76,000 above its pre-crisis level. Although tourism still faces some headwinds, the shift in inward migration flows in Queensland's favour should drive both demand for services and supply of workers, reinforcing the recovery in the economy.



Source: ABS data.

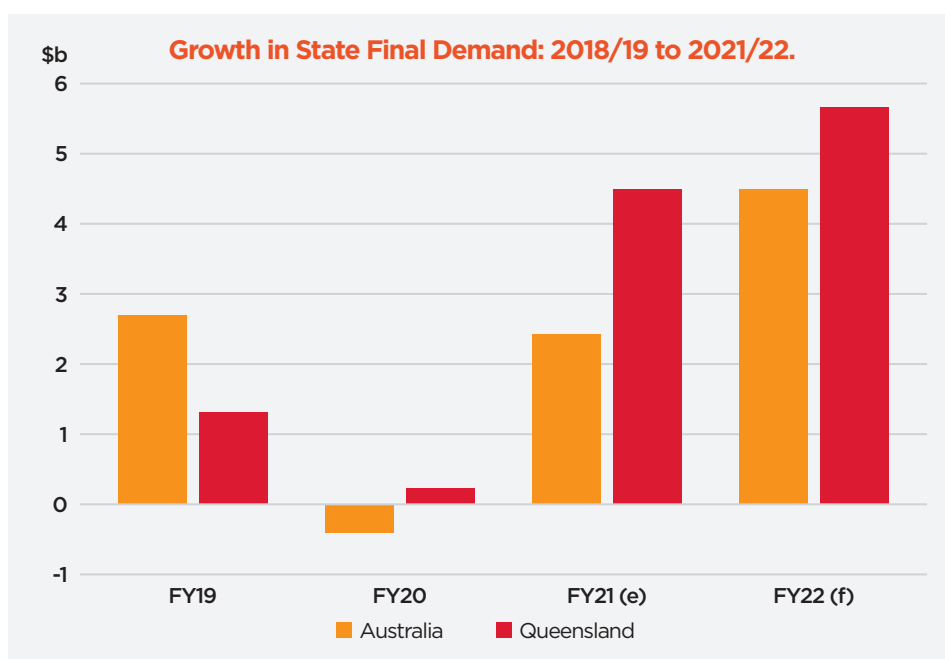


State outlook

Given Queensland's relatively:

- better health outcomes regarding Covid-19 (relatively fewer cases and lockdowns compared to New South Wales and Victoria)
- stronger population growth, consumer spending and dwelling activity

The state is expected to outperform Australia over the coming year. Queensland SFD growth is estimated to have been a healthy 4.6% in 2020/21 and is forecast by BIS Oxford Economics to accelerate to 5.5% growth in 2021/22.



Source: BIS Oxford Economics, ABS data.

Risks and opportunities

Pandemic relapse and recovery

The 2020 QMPPR noted the then-emerging risk to the Queensland economy represented by the coronavirus. The Queensland economy is particularly exposed given it is Australia's leading economy for tourism and is a key 'resources state' that exports raw commodities for global manufacturing.

While these risks were realised – and the Queensland (and national) economies experienced a larger than anticipated economic hit – highly supportive policy responses from the Reserve Bank, Commonwealth and Queensland State Government helped minimise the economic fallout from the pandemic as well as setting up an economic recovery in the second half of 2020.

The State Government, also maintained momentum on its rollout of economic infrastructure in the 2021-22 State Budget, although overall major project activity was slightly weaker than anticipated over 2020/21.

The stronger than anticipated economic recovery has seen jobs growth higher than anticipated over 2020/21 and State Government net debt lower than expected, putting Queensland in a relatively stronger position to fund and deliver capital projects.

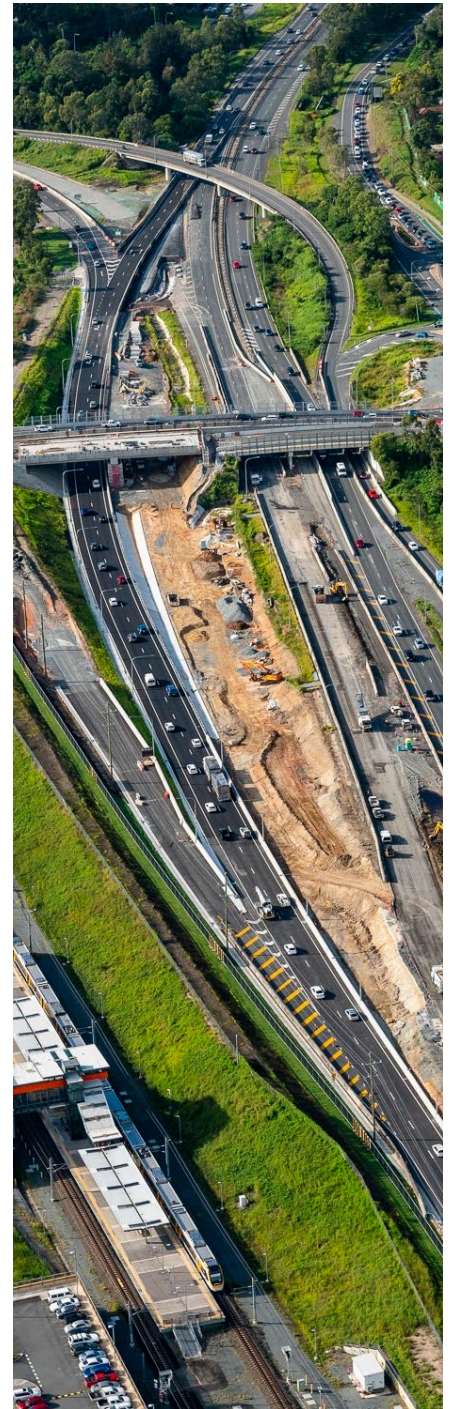
However, the pandemic still

presents upside and downside risks to the pipeline. On the one hand, the new Delta strain is more transmissible than the original virus and leads to relatively higher rates of hospitalisation and death among the unvaccinated.

Globally, and across Australia, rates of infection from the Delta strain are on the rise – but **this new wave is creating very different economic outcomes** depending on each country's tolerance for COVID-19, rates of vaccination, and their 'exit strategy' from restrictions.

While the Delta strain presents some further near-term downside risks for global economic growth, arguably the worst-impacted economies from the Delta strain are likely to be in the Asia-Pacific region (including Australia) given zero tolerance COVID-19 strategies and relatively low rates of vaccinations.

The Delta variant has already driven a major new lockdown in Sydney, as well as lockdowns in Melbourne, Brisbane and regional New South Wales which are expected to see the national economy lose ground in the September quarter. This, and the risk of further COVID-19 spikes, means that the **road to recovery in the Queensland economy is likely to remain bumpy over the remainder of 2021** until a substantial majority of the population is vaccinated.



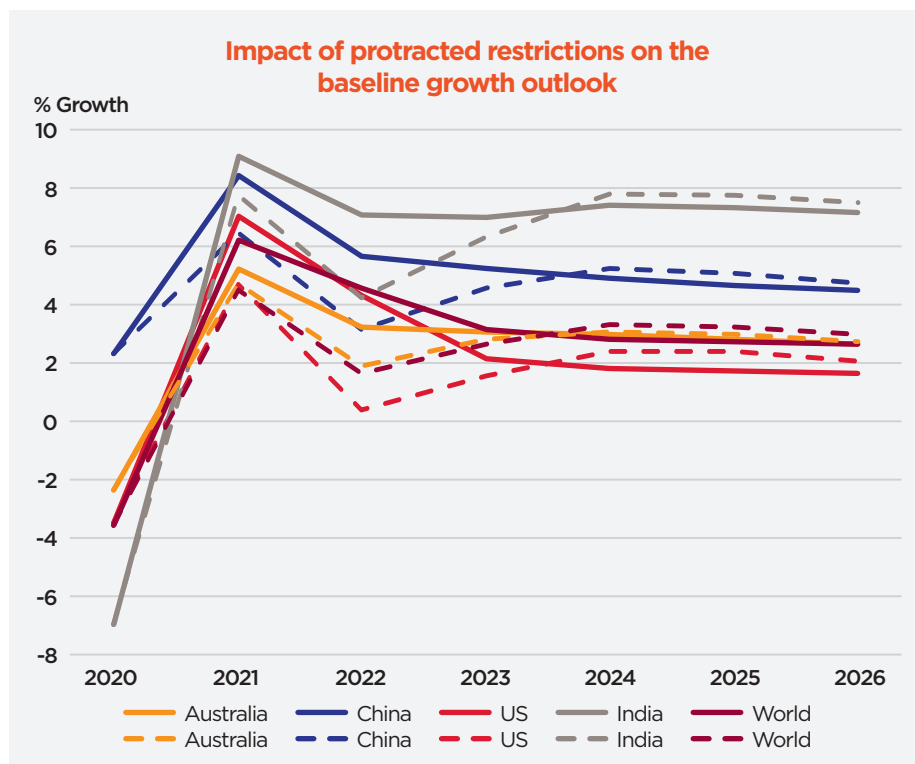
Global scenarios of the economic impact of the pandemic undertaken by Oxford Economics show that there are significant downside risks to the global and Australian economies if there is a protracted period of lockdowns and restrictions from the Delta variant (or if new variants emerge which are difficult to manage with current vaccines).

Furthermore, a relatively slow recovery emerges as risk aversion and restrictions persist. Relatively stronger growth (compared to the base case) eventually returns in 2023/24.

On the other hand, the economic recovery from the Delta wave, as with the initial recovery in the second half of 2020, may be strong – as long as ‘economic scarring’ from higher unemployment and business failures can be minimised.

Global and national infrastructure stimuli are expected to drive demand for key commodities including energy and steel-making materials (including coking coal), other minerals, and other construction materials and labour.

As the Australian economy moves through its own ‘exit phases’ from restrictions (led by high vaccination numbers) and borders are gradually re-opened, further strong growth is anticipated for services such as tourism and education, which in turn will eventually help drive a broader recovery in privately funded investment.



Source: BIS Oxford Economics.



The 2032 Brisbane Olympics

On July 2021, the International Olympic Committee announced that Brisbane will host the 2032 Olympic Games. This is expected to provide an upside to the current major project pipeline outlook as **hosting the Olympics will require capital expenditure** on upgrading or rebuilding venues and enhancing transport infrastructure across the SEQ region.

Brisbane will be the major hub, hosting 21 venues – including a \$1b rebuild of the ‘Gabba’ – but other key hubs will be located on the Gold Coast (7 venues) and the Sunshine Coast (4 venues). Football games will also be played in Toowoomba, Cairns and Townsville.

The need to accelerate the development of faster road and public transport links between the key SEQ Olympic hubs is likely to provide the greatest upside impact on the major project pipeline.

The SEQ Regional Strategic Transport Road Map developed by CoMSEQ in 2019 in conjunction with the Games Feasibility Study indicated that hosting the Olympics would require an accelerated (‘advanced’) scenario for transport projects including faster rail links between Brisbane and Gold Coast, Sunshine Coast and Ipswich and an upgrade to the Logan Motorway to be delivered prior to the Games instead of in following decades.

This is on top of committed base investment including Cross River Rail, Brisbane Metro, and Pacific Motorway and Bruce Highway upgrades.

Hosting the 2032 Olympics is expected to:

- add to Queensland’s (already nation-leading) population growth, and business confidence
- boost Queensland’s international reputation and exposure

which may represent a boon for service export industries such as tourism and education across the state (as well as nationally).

For Brisbane, and the SEQ region, hosting the Olympics represents a once-in-a-generation opportunity to critically re-think and coordinate longer term development, city building and infrastructure plans – not just for hosting the Olympics, but to support economic growth, productivity and social wellbeing for the region well into the future.

With construction activity already ramping up on road and rail projects due to be completed mid-decade (in Queensland and across Australia), **there is a clear opportunity to leverage the skills developed on these projects to help deliver the future transport projects Queensland will need.**

In this respect – as well as for other infrastructure needs – signing off on a SEQ City Deal will provide greater consistency and certainty regarding the planning, commitment and delivery of infrastructure across all tiers of government in the SEQ region in coming years.



Capacity and capability/constraints

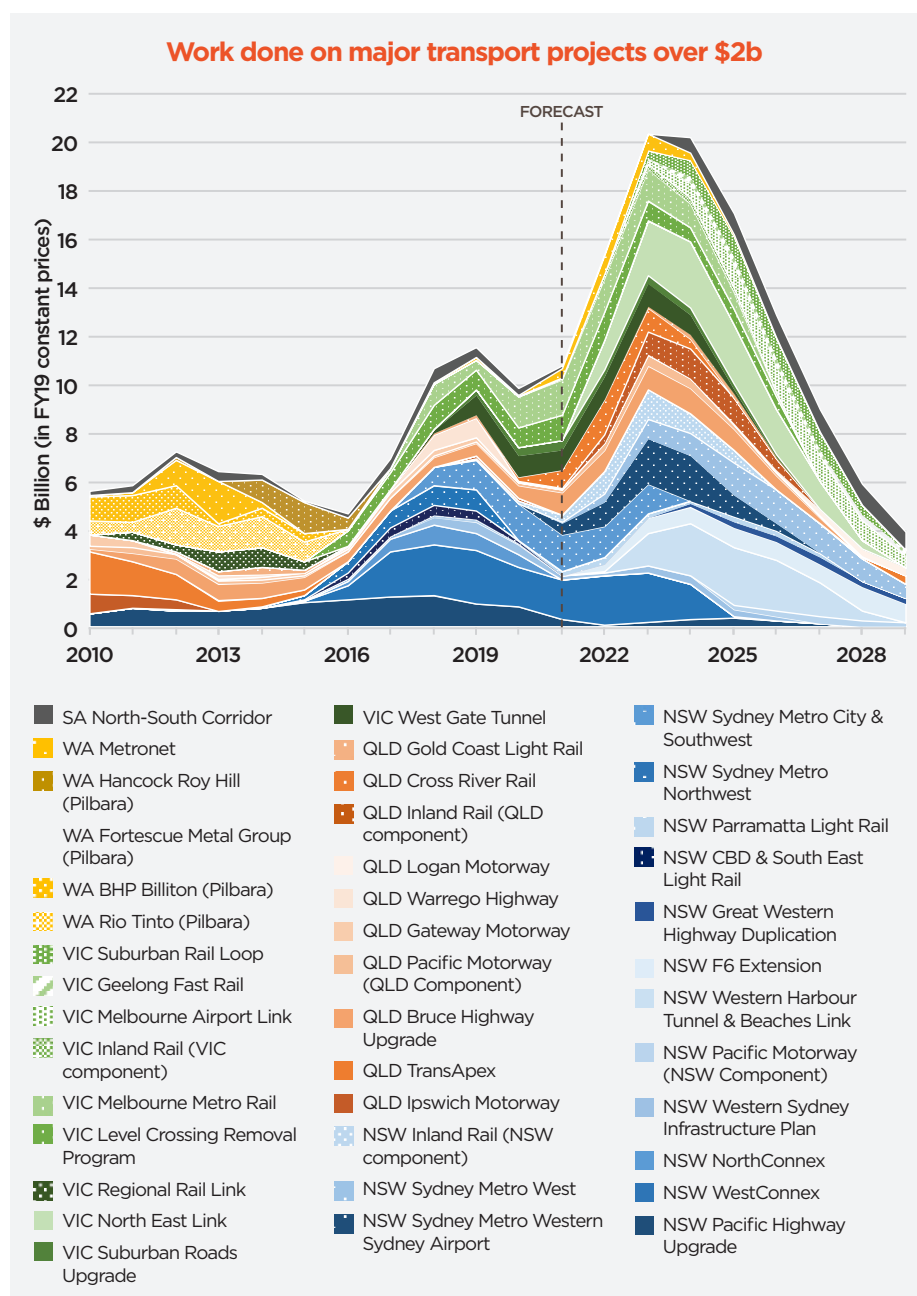
A key challenge – and downside risk – to this year’s major project pipeline outlook is emerging capacity and capability constraints.

The 2021 QMPPR shows the strong growth in expected construction demands from Queensland major projects as well as from the broader Queensland construction industry, with funded major project activity expected to rise 38% in 2021/22 alone (and total major project activity potentially rising 136% over the next 3 years). This increase in major project work is occurring alongside a very large ramp up in major project activity nationally, which is highly focused in the transport sector.

Global supply chain pressures (and price increases for some construction materials) have emerged as a consequence of cutbacks in supply and investment during the recession coupled with unexpectedly strong growth in demand through the second half of 2020 and into 2021.

Timber, steel and electrical products are the most impacted currently, with prices also rising for raw commodities such as oil and bulk transport. Locally, the strong outlook for construction and infrastructure activity is likely to place pressure on locally sourced construction inputs, notably quarry products and skilled labour.

This could see an acceleration in prices for inputs as well as challenges in securing timely supply which could impact project timelines. While contractors appear to have absorbed price increases from the supply chain to this point, this situation will not hold indefinitely.

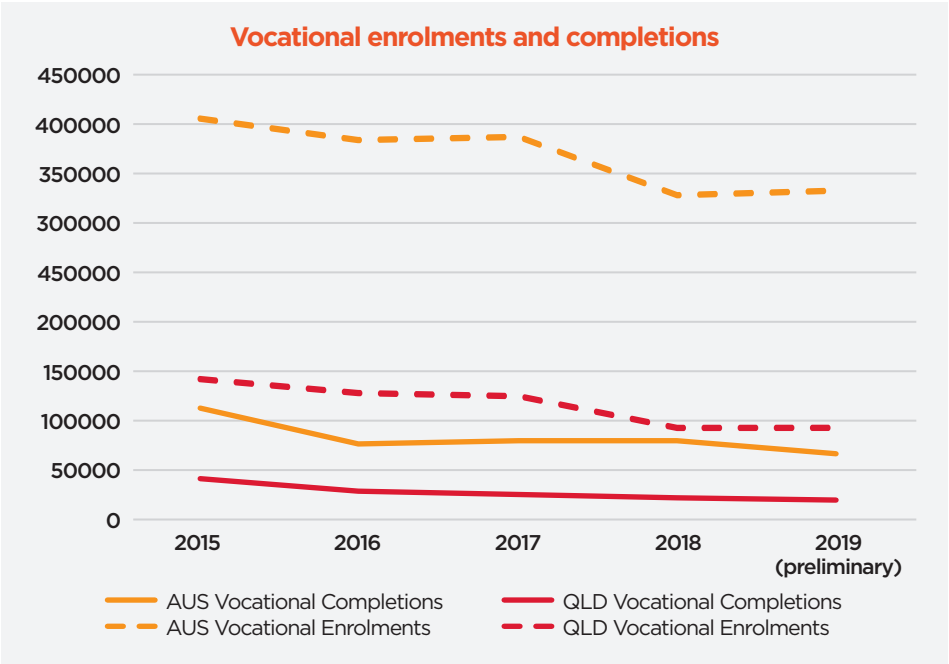


ABOVE: This chart is based on projects with over \$2b in total value. Solid areas are road projects, dotted areas are rail projects. Source: BIS Oxford Economics.

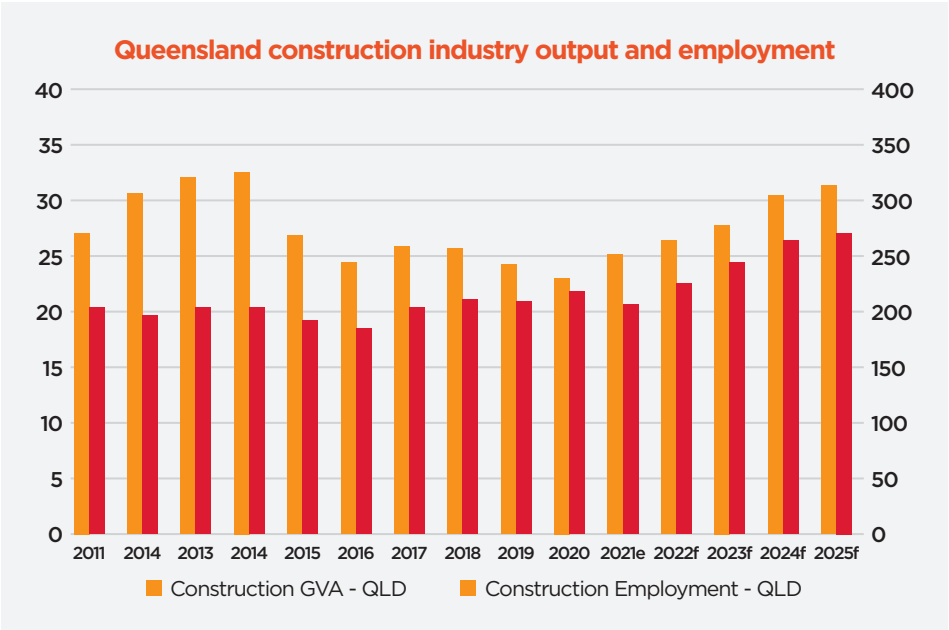
Of concern to the construction industry, is that strong growth in construction demand will translate into greater demand for increasingly scarce skilled labour.

Over the coming year, employment in the Queensland construction industry is expected to move above previous record levels, with strong growth continuing to the middle of the decade.

During the resources-related construction boom, industry was supported through strong increases in productivity as well as rising net overseas migration. Meeting the capacity challenge ahead in the current environment (with national borders closed) will require boosting productivity and increasing the supply of construction labour locally through effective procurement and local skilling policies respectively.



Source: NCVER.

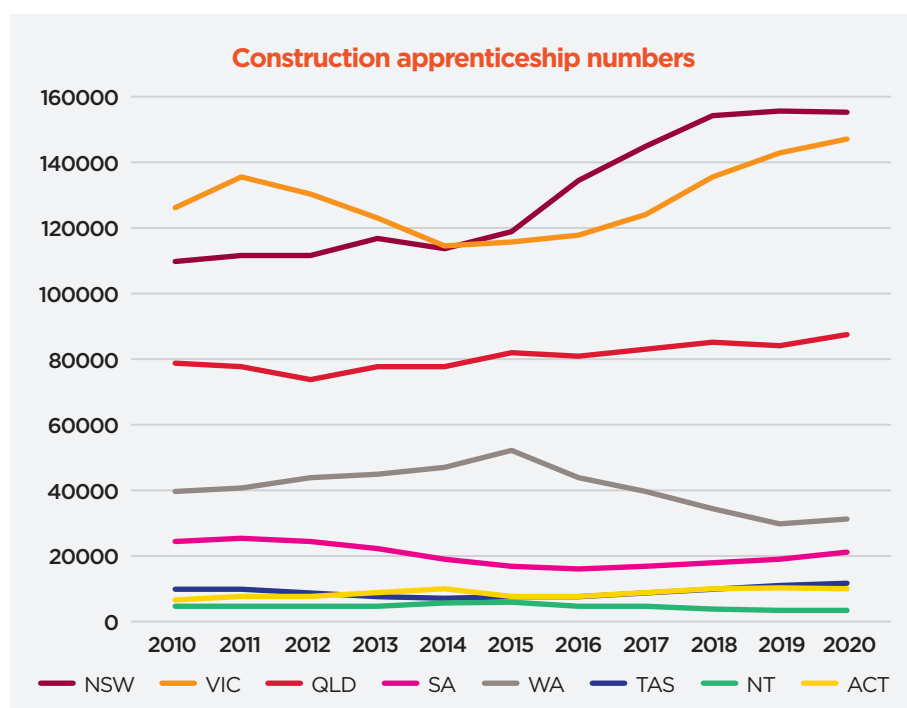


Source: BIS Oxford Economics, ABS data.



In particular, **procurement approaches need to be more consistent across government agencies and jurisdictions** as well as encouraging innovation and managing risk effectively through the choice of contracting model (with more collaborative, risk sharing approaches better suited to complex projects where risk cannot be effectively priced).

Meanwhile, **policies need to be considered to boost growth** in construction trade skills given weakening vocational enrolments and completions for engineering professionals, construction trades workers, electrotechnology and telecommunications trades workers, machinery operators and drivers, and construction and mining labourers and Queensland's relatively low level of construction sector apprenticeships.



ABOVE: Vocational enrolments and completions: Australia and Queensland. Source: NCVER.



Sustainable infrastructure delivery

Industry and environmental sustainability also offer longer-term upside opportunity to the major project pipeline. As highlighted in previous QMPPRs, sustainable infrastructure delivery – in terms of quality, price and timeliness – requires a healthy and diverse construction industry.

In turn, this means that:

- industry resources are effectively utilised by avoiding boom/bust cycles in activity
- work is provided broadly across the industry
- risks are more effectively managed so that the industry is financially sustainable
- the procurement process encourages the development of innovative solutions to complex construction challenges.

The current major project pipeline indicates that a strong increase in activity will come through over the next few years. However, from a sustainability perspective, it will also be important that activity is maintained at a higher level over the longer term to meet the needs of Queensland's growing population and economy.

Industry and the supply chain will need to make costly investments in new capacity in the near term.

For Queensland, it will be sensible that new productive projects are added to the pipeline in coming years to avoid a corresponding collapse in activity once the next round of projects move to completion; that is, that the new industry capacity developed is effectively leveraged to work on subsequent projects. A visibly increasing, longer term, major project pipeline will in turn provide greater confidence for industry to invest and to manage 'gearing up' to meet higher levels of demand.



Environmental sustainability also offers large upside opportunities to the current major project pipeline. As outlined in the 2020 QMPPR, Queensland may face the greatest environmental risks and challenges of all Australian states and territories, but also has the greatest opportunity to benefit from the development of ‘greener’ industries and the management of increasing climate change impacts on the built environment.

Already, Queensland is embarking on another wave of investment in renewable energy generation, with electricity-related engineering construction in the state expected to jump 75% over 2021/22, led by the major projects identified in this report.

Queensland is also well placed to develop its own hydrogen industry which could supply cleaner energy to Australia and the world as well as being a leading source of ‘new technology minerals’ – including zinc, copper, lead, silver, phosphate and rare earths – that are necessary to establish a low carbon emission future.

Meanwhile, the increasing frequency of floods, droughts, storms and coastal erosion from climate change which has already been ‘baked in’ means that more infrastructure will need to be developed and rebuilt to higher standards, providing further upside to activity to that presented in this report and over the longer term.

Queensland Major Projects Pipeline Listing 2021

Source: QMCA Member, Cross River Rail Roma Roadheader launch.





ROADS, BRIDGES & RUNWAYS

Product Description	Sponsor	Funding Source	Region	Total Value (\$m)	Eng Value (\$m)	Status	21/22	22/23	23/24	24/25	25/26
BNE Auto Mall	Brisbane Airport	Private	Brisbane - North	300	168	Under Construction	40	34			
Breakfast Creek Green Bridge	Brisbane City Council	Public	Brisbane	67	54	Under Procurement	11	33	10		
Brisbane Metro CP	Brisbane City Council	Public	Brisbane Inner City	1244	858	Under Construction	330	330	132		
Bruce Highway - Caboolture to Steve Irwin Way	Qld Government & Federal Government	Public	Sunshine Coast	663	500	Under Construction	200	200			
Bruce Highway - Cairns Southern Access Corridor Stage 3 - Edmonton to Gordonvale	Federal Government	Public	Cairns	481	300	Under Construction	110	80			
Bruce Highway - Cairns Southern Access Corridor Stage 4 - Kate Street to Aumuller Street	Federal Government	Public	Cairns	124	65	Under Construction	15				
Bruce Highway - Cairns Southern Access Corridor Stage 5 - Foster Road intersection	Qld Government	Public	Cairns	225	162	Announced			20	80	62
Bruce Highway - Caloundra Road to Sunshine Motorway	Qld Government & Federal Government	Public	Sunshine Coast	932	541	Under Construction	25				
Bruce Highway - Cooroy to Curra Section D	Qld Government & Federal Government	Public	Wide Bay	1000	750	Under Construction	250	250	125		
Bruce Highway - Deception Bay Road Upgrades	Qld Government & Federal Government	Public	Moreton Bay - North	163	121	Under Construction	59	34			
Bruce Highway - Dohles Rocks Road North Facing Ramps	Qld Government & Federal Government	Public	Brisbane	150	113	Announced			37	38	38
Bruce Highway - Haughton River Floodplain Upgrade Project	Qld Government & Federal Government	Public	Townsville	514	298	Under Construction	15				
Bruce Highway - Linkfield Road Overpass	Qld Government / Federal Government	Public	Brisbane	125	101	Announced		15	40	46	
Bruce Highway - Mackay Northern Access Upgrade	Federal Government	Public	Mackay - Isaac - Whitsunday	120	87	Under Construction	42				
Bruce Highway - Mackay Ring Road Stage 2	Qld Government & Federal Government	Public	Mackay - Isaac - Whitsunday	350	228	Announced			38	76	76
Bruce Highway - Managed Motorways Program - Gateway Motorway to Caboolture	Qld Government & Federal Government	Public	Moreton Bay - North	105	53	Announced	20	20	13		
Bruce Highway - Maroochydore Road and Mons Road Interchanges Upgrade	Qld Government & Federal Government	Public	Sunshine Coast	301	240	Under Construction	116	26			
Bruce Highway - Pine River to Dohles Rocks Road interchange	Qld Government / Federal Government	Public	Moreton Bay - North	1098	834	Announced			40	160	200
Bruce Highway - Pine River to Caloundra Road - Smart Motorways (Stage 2)	Qld Government / Federal Government	Public	Moreton Bay - North	105	63	Under Procurement	10	33	20		
Bruce Highway - Pavement Widening - South of Home Hill to North Ingham	Qld Government / Federal Government	Public	Townsville	100	75	Under Construction	4	5			
Bruce Highway - Rockhampton Northern Access Upgrade Stage 1	Federal Government	Public	Wide Bay	158	110	Under Construction	15				
Bruce Highway - Rockhampton Ring Road	Qld Government & Federal Government	Public	Fitzroy	1100	825	Announced	55	220	220	220	110



ROADS, BRIDGES & RUNWAYS

Product Description	Sponsor	Funding Source	Region	Total Value (\$m)	Eng Value (\$m)	Status	21/22	22/23	23/24	24/25	25/26
Bruce Highway - Saltwater Creek Upgrade	Federal Government	Public	Townsville	103	77	Announced	26	26	26		
Bruce Highway - Tiaro Flood Immunity Upgrade	Federal Government	Public	Wide Bay	336	252	Announced		42	105	105	
Bruce Highway - Townsville Northern Access Intersections Upgrade	Qld Government & Federal Government	Public	Townsville	108	81	Under Construction	38	38			
Bruce Highway - Townsville Ring Road Stage 5	Qld Government & Federal Government	Public	Townsville	230	115	Under Construction	58	57			
Bruce Highway - Upgrade Burdekin River Bridge	Qld Government / Federal Government	Public	Townsville	94	51	Under Construction	3	6	9	10	9
Cairns Ring Road	Qld Government & Federal Government	Public	Cairns	359	251	Announced		31	90	90	40
Cairns Western Arterial Road - Redlynch Connector Road to Captain Cook Highway, Duplication	Qld Government / Federal Government	Public	Cairns	300	230	Announced		18	60	60	50
Capricorn Highway (Rockhampton to Gracemere)	Qld Government & Federal Government	Public	Fitzroy	75	60	Under Construction	5				
Centenary Highway Capacity Upgrade - Ipswich Motorway to Toowong	Qld Government	Public	Ipswich	400	240	Prospective			40	80	80
Centenary Hwy Bridge Duplication	Qld Government	Public	Ipswich	244	176	Under Procurement	56	70	49		
Cleveland - Redland Bay Road Upgrade	Qld Government	Public	Brisbane	97	68	Announced	12	20	20	16	
Cooktown to Weipa Corridor Upgrade	Qld Government & Federal Government	Public	Outback - North	238	162	Announced	30	70	62		
Coomera Connector Stage 1 - Coomera to Nerang	Qld Government & Federal Government	Public	Gold Coast	1531	995	Under Procurement	124	187	337	347	
Cunningham Highway Upgrade	Qld Government	Public	Ipswich	213	155	Announced		56	75	24	
Gateway Motorway - Bracken Ridge to Pine River	Qld Government & Federal Government	Public	Brisbane - North	1000	781	Announced			49	120	140
North South Urban Arterial Corridor (Moreton Connector)	Qld Government / Federal Government	Public	Brisbane	920	690	Credibly Proposed				83	121
Gladstone Port Access Road Extension	Qld Government & Federal Government	Public	Outback - North	125	88	Announced		33	55		
Gympie Arterial Road Interchange Upgrade	Qld Government & Federal Government	Public	Brisbane	65	51	Under Construction	22	20			
Inland Freight Route (Mungindi to Charters Towers) Upgrades	Qld Government / Federal Government	Public	Darling Downs - Maranoa	500	363	Announced		15	40	50	50
Ipswich Motorway; Rocklea to Darra Stage 2 - Oxley to Darra	Qld Government	Public	Ipswich	520	390	Prospective		30	150	150	60
Kangaroo Point Green Bridge	Brisbane City Council	Public	Brisbane Inner City	190	150	Under Procurement	75	75			
Level Crossing Removal - Beams Road	Qld Government	Public	Brisbane - North	248	174	Announced		58	116		
Level Crossing Removal - Boundary Road	Qld Government / Federal Government	Public	Brisbane	146	112	Announced	30	42	40		



ROADS, BRIDGES & RUNWAYS

Product Description	Sponsor	Funding Source	Region	Total Value (\$m)	Eng Value (\$m)	Status	21/22	22/23	23/24	24/25	25/26
Lindum Rail Crossing Upgrade	Brisbane City Council / QLD Government / Federal Government	Public	Brisbane - East	85	60	Announced	26	34			
M1 Pacific Motorway - Varsity Lakes to Tugun	QLD Government & Federal Government	Public	Gold Coast	1000	750	Under Construction	250	250	125		
M1 Pacific Motorway North: Daisy Hill to Logan Motorway	QLD Government & Federal Government	Public	Logan - Beaudesert	1000	670	Announced		33	180	200	155
M1 Pacific Motorway North: Eight Mile Plains to Daisy Hill	QLD Government & Federal Government	Public	Logan - Beaudesert	750	493	Under Construction	164	164	83		
M1 Pacific Motorway Upgrade Program - Intersection Upgrades (Exit 49)	QLD Government / Federal Government	Public	Brisbane - South	110	60	Announced	10	30	20		
Mt Isa to Rockhampton Corridor Upgrade (incl. Yeppoon Road Duplication)	QLD Government & Federal Government	Public	Outback - North	237	150	Announced		27	50	50	23
Mackay Port Access - Bruce Highway to Mackay - Slade Point Road	QLD Government / Federal Government	Public	Mackay - Isaac - Whitsunday	350	250	Announced		40	100	100	10
Mt Lindesay Highway - Stony Camp Road to Chambers Flat Road	QLD Government / Federal Government	Public	Logan - Beaudesert	75	56	Under Construction	22	22			
Neville Bonner Bridge	Destination Brisbane	Private	Brisbane Inner City	110	70	Under Construction	15				
Northern Transitway	QLD Government / Federal Government	Public	Brisbane	72	50	Under Construction	20	26			
Peak Downs Highway - Walkerston Bypass	QLD Government & Federal Government	Public	Mackay - Isaac - Whitsunday	150	76	Under Procurement	28	33	16		
Cape York Region Package Stage 2	QLD Government / Federal Government	Public	Outback - North	238	178	Under Construction	50	55	43		
Riverway Drive Stage 2 (Allambie Lane - Dunlop Street)	QLD Government	Public	Townsville	95	68	Announced		13	38	18	
Smithfield Bypass	QLD Government & Federal Government	Public	Cairns	152	106	Under Construction	10				
Sunshine Motorway - Mooloolah River Interchange Stage 1	QLD Government	Public	Sunshine Coast	320	220	Announced		30	80	80	30
Tennant Creek to Townsville Corridor Upgrade - Queensland	QLD Government & Federal Government	Public	Townsville	250	180	Announced			35	50	50
Toowoomba to Ipswich Corridor Upgrade	QLD Government & Federal Government	Public	Ipswich	75	56	Announced	3	6	6	8	12
Townsville to Roma Corridor Upgrade	QLD Government & Federal Government	Public	Townsville	125	94	Announced			13	33	33
Underground Busway Interchange at Roma Street Station	QLD Government	Public	Brisbane Inner City	250	160	Announced	65	70	25		
Warrego Highway Upgrades between Ipswich and Toowoomba	QLD Government & Federal Government	Public	Toowoomba	543	400	Announced		50	100	100	100



RAIL

Product Description	Sponsor	Funding Source	Region	Total Value (\$m)	Eng Value (\$m)	Status	21/22	22/23	23/24	24/25	25/26
Beerburum to Nambour Rail Upgrade	Qld Government / QR	Public	Sunshine Coast	740	440	Under Procurement	25	50	170	195	
Varsity Lakes to Elanora Extension	Qld Government / QR	Public	Gold Coast	859	470	Prospective				130	180
CRR; Tunnel, Stations and Development (TSD) PPP	Qld Government	Public	Brisbane Inner City	3700	3400	Under Construction	933	933	560		
CRR; Rail, Integration and Systems package (RIS)	Qld Government	Public	Brisbane Inner City	900	900	Under Construction	228	228	200		
CRR; European Train Control System Level 2	Qld Government	Public	Brisbane Inner City	634	600	Under Construction	155	28	27		
CRR; Three new stations (Pimpama, Helensvale North and Worongary-Merrimac)	Qld Government	Public	Brisbane Inner City	120	80	Announced			40	40	
North Coast Line Capacity (Brisbane to Cairns)	Qld Government	Public	Cairns	116	70	Under Construction	17	17			
Inland Mainline Freight Upgrade; NSW/QLD Border to Gowrie	ARTC	Public	Darling Downs - Maranoa	1600	1350	Under Procurement		120	440	450	340
Inland Mainline Freight Upgrade; Gowrie to Kagaru	ARTC	Public	Ipswich	3550	2900	Under Procurement	250	560	800	800	490
Inland Mainline Freight Upgrade; Kagaru to Acacia Ridge & Bromelton	ARTC	Public	Logan - Beaudesert	150	100	Announced		40	60		
North Galilee Basin Rail	Adani	Private	Mackay - Isaac - Whitsunday	1000	900	Under Construction	201	296	242	128	
Ipswich to Springfield	QLD Government	Public	Ipswich	1500	1050	Credibly Proposed					250
Moura - Aldoga Link Project (Wiggins)	QR National	Public	Outback - North	500	325	Unlikely		135	140	50	
Wiggins Island Coal Rail Infrastructure Stage 3	Aurizon	Private	Outback - North	450	315	Unlikely			100	215	
Gold Coast Light Rail Stage 3	Qld Government & Federal Government	Public	Gold Coast	1044	741	Under Procurement	216	216	216	93	
Loganlea Station Relocation	Qld Government & Federal Government	Public	Logan - Beaudesert	95	62	Announced	14	24	24		
Mt Isa to Townsville	Queensland Rail	Public	Outback - North	380	320	Under Construction	80	80	80	40	
CRR; Clapham Yard Stabling (Moorooka)	Queensland Rail	Public	Brisbane - South	299	120	Under Construction	40	40	20		
Kuraby to Beenleigh Rail Upgrade	Qld Government & Federal Government	Public	Logan - Beaudesert	1000	700	Credibly Proposed			120	230	230
Gold Coast Light Rail Stage 4	Qld Government & Federal Government	Public	Gold Coast	750	600	Prospective				150	250



HARBOURS/PORTS

Product Description	Sponsor	Funding Source	Region	Total Value (\$m)	Eng Value (\$m)	Status	21/22	22/23	23/24	24/25	25/26
Townsville Port Expansion Project - Outer Harbour Expansion (Berths 14+15)	Qld Government	Public	Townsville	200	150	Prospective			50	50	50
Townsville Port Expansion Project - Channel Capacity Upgrade	Qld Government	Public	Townsville	232	186	Under Construction	40	50	46		
Urangan Boat Harbour	Watpac / Seymour	Private	Wide Bay	800	200	Unlikely		90	100	10	
Abbot Point Dredging	Qld Government	Public	Mackay - Isaac - Whitsunday	600	240	Credibly Proposed		80	80	80	
Hay Point Berth 2 Upgrade	BMA	Private	Mackay - Isaac - Whitsunday	200	150	Under Construction	50	50			
BP Wharf Repurposing	Port of Brisbane	Public	Brisbane - East	100	80	Unlikely			40	40	
Port of Gladstone - Second Shipping Lane (Gatcombe and Golding Cutting Channel Duplication Project)	Gladstone Port Authority	Public	Fitzroy	760	532	Prospective			170	210	152



DEFENCE

Product Description	Sponsor	Funding Source	Region	Total Value (\$m)	Eng Value (\$m)	Status	21/22	22/23	23/24	24/25	25/26
Shoalwater Bay - Remediation	Federal Government	Public	Fitzroy	140	120	Under Construction	60				
Singapore Force Posture Initiatives - Shoalwater Bay	Federal Government	Public	Fitzroy	1100	400	Under Construction	133	133			
Singapore Force Posture Initiatives - Townsville	Federal Government	Public	Townsville	1100	100	Under Construction	33	33			
EST02202 Other Sites and Redevelopment - Upgrade and Remediation Works to 9 sites	Federal Government	Public	Multi-Region	326	279	Credibly Proposed		93	93	93	
RAAF Base Townsville - Pellegrine Facilities (AIR 555 Phase 1)	Federal Government	Public	Townsville	88	70	Under Construction	22	22	22		
HMAS Cairns (NCIS) Facility Upgrade	Federal Government	Public	Cairns	155	100	Under Procurement		22	44	33	
LAND 121 Stage 2A[a] - Lavarack Barracks (Qld - Herbert)	Federal Government	Public	Townsville	129	96	Under Construction	19				



WATER

Product Description	Sponsor	Funding Source	Region	Total Value (\$m)	Eng Value (\$m)	Status	21/22	22/23	23/24	24/25	25/26
Lower Fitzroy River Infrastructure Project - Rookwood Weir	Qld Government	Public	Fitzroy	352	195	Under Construction	60	99			
Somerset Dam Upgrade	SEQWater	Public	Ipswich	600	450	Credibly Proposed		100	125	125	100
Lake McDonald Dam Upgrade	SEQWater	Public	Wide Bay	127	102	Announced	40	62			
Wivenhoe to Warwick Pipeline	SEQWater	Public	Toowoomba	100	90	Credibly Proposed		90			
Urannah Dam	Bowen Collinsville Enterprises	Public	Mackay - Isaac - Whitsunday	2900	1933	Credibly Proposed		564	564	564	243
Burdekin Falls Dam - Saddle Dam and Monolith Improvement	Sunwater	Public	Townsville	190	121	Announced		37	48	35	
Big Rocks Weir - Upper Burdekin	Townsville Enterprise	Public	Townsville	60	60	Announced			18	18	18
Galilee Basin Water Supply	Adani	Private	Mackay - Isaac - Whitsunday	80	60	Under Construction	30				
Beaudesert Water Supply Zone Projects Stage 1 and 2	Qld Government	Public	Logan - Beaudesert	160	120	Under Construction	30	15			
Cedar Grove Connector	Qld Government	Public	Logan - Beaudesert	100	70	Prospective			35	35	
Emu Swamp Dam	Granite Belt Irrigation	Public	Darling Downs - Maranoa	84	67	Under Procurement	27	40			
Haughton Channel Capacity Upgrade	Qld Government	Public	Townsville	90	70	Prospective		20	50		
Haughton Pipeline Duplication - Stage 2	Qld Government	Public	Townsville	195	130	Announced	40	60	30		
Paradise Dam Primary Spillway Improvement Project (DIP)	Sunwater	Private	Wide Bay	877	658	Credibly Proposed		12	11	37	193
Burdekin Falls Dam - Raising	Qld Government	Public	Townsville	500	350	Credibly Proposed					100
Water Treatment for Bowen Fields	Arrow Energy	Private	Mackay - Isaac - Whitsunday	250	175	Prospective		88	88		
Hughenden Irrigation Scheme	North Queensland Water Infrastructure Authority	Public	Fitzroy	300	210	Announced		70	70	70	



SEWERAGE

Product Description	Sponsor	Funding Source	Region	Total Value (\$m)	Eng Value (\$m)	Status	21/22	22/23	23/24	24/25	25/26
Luggage Point Sewerage Scheme	Queensland Urban Utilities (QUU)	Public	Brisbane - North	600	500	Under Construction	38	38	38	38	38
Gold Coast Council Long Term Recycled Water Release Stage 2 - South Stradbroke Pipeline	GCC	Public	Gold Coast	250	188	Announced				60	128
Northern Treatment	Urban Utilities	Public	Brisbane Inner City	220	175	Under Construction	37	23			
Southern Treatment Ipswich	Urban Utilities	Public	Ipswich	170	136	Under Construction	40	53			
Norman Creek Sewer Augmentation - Brisbane	Urban Utilities	Public	Brisbane Inner City	122	92	Announced			12	12	12
Eagle Farm Rising Main Upgrade - A	Urban Utilities	Public	Brisbane - North	165	124	Announced				16	16
S1 & S18 Main Sewer Rehabilitation - Brisbane	Urban Utilities	Public	Brisbane Inner City	71	53	Under Construction	5				
S2 & Corinda Chelmer Sewer Augmentation	Urban Utilities	Public	Brisbane - West	69	52	Announced		9	9	9	9
Cazwell Street SPS to Hamilton Siphon	Urban Utilities	Public	Brisbane	94	70	Announced		12	12	12	12
Logan Water Infrastructure Program Alliance	Logan City Council	Public	Logan	1000	746	Under Construction	83	83	83	83	83



ELECTRICITY

Product Description	Sponsor	Funding Source	Region	Total Value (\$m)	Eng Value (\$m)	Status	21/22	22/23	23/24	24/25	25/26
North Queensland Power Station	Private / Qld Gov / Federal Government	Private	Townsville	800	600	Unlikely		100	250	250	
Clarke Creek Wind (800MW) - including 400MW Solar & Battery System	Energy Pacific Vic Pty Ltd	Private	Mackay - Isaac - Whitsunday	1500	525	Under Construction	150	150			
Raglan Solar (300MW)	Eco Energy Group	Private	Fitzroy	310	109	Announced	54	55			
Columboola Solar Farm (Miles) (310MW)	Luminous Energy	Private	Fitzroy	300	105	Under Construction	53				
Bouldercombe Solar Farm (200MW)	Eco Energy Group	Private	Fitzroy	240	84	Announced		42	42		
Kidston Solar Project - Stage 2 (270 MW)	Genex Power	Private	Far North	400	140	Credibly Proposed		70	70		
Kidston Stage 3 Wind Project (150MW)	Genex	Private	Far North	250	88	Prospective		15	60	13	



ELECTRICITY

Product Description	Sponsor	Funding Source	Region	Total Value (\$m)	Eng Value (\$m)	Status	21/22	22/23	23/24	24/25	25/26
Kidston Transmission Project	Genex / Powerlink	Public	Far North	200	150	Under Construction	150				
Kidston Pumped Hydro Storage Project	Genex Power	Private	Far North	330	200	Under Construction		100	100		
Rollingstone Solar Farm (110 MW)	ESCO Pacific	Private	Townsville	210	74	Under Construction	34				
Gangarri Solar Farm 120MW	Shell Australia	Private	Darling Downs - Maranoa	80	64	Under Construction	29				
Kaban Green Power Hub 157MW	Neoen	Private	Cairns	300	90	Under Construction	40	40			
Moura Solar Farm 110MW	ESCO Pacific	Private	Fitzroy	180	63	Announced	32	32			
Aramara Solar Farm (140 MW)	Eco Energy World (EEW) Australia	Private	Wide Bay	280	98	Credibly Proposed	48	50			
Powering North Queensland: Transmission Line	Powerlink	Public	Cairns	150	128	Credibly Proposed		64	64		
Burdekin Falls - Hydro-Electric Power Station (50MW)	Stanwell	Public	Townsville	200	120	Prospective		30	60	30	
Galilee Basin Transmission Project	Adani	Private	Mackay - Isaac - Whitsunday	100	80	Under Construction	40	20			
Aldoga Solar Farm 480MW	ACCIONA / Qld Government	Public	Outback - North	500	150	Announced	50	100			
Copperstring Transmission Line (2.0)	CuString Pty Ltd	Private	Outback - North	1700	1500	Under Procurement	500	500	500		
Forest Wind	Clean Sight / Siemens Financial Services	Private	Wide Bay	2000	1000	Prospective		167	417	417	
MacIntyre Wind Farm	CleanCo / ACCIONA	Private	Darling Downs - Maranoa	1960	980	Under Procurement	430	430	120		
Western Downs Solar Farm 400MW	Neoen Australia	Private	Darling Downs - Maranoa	525	184	Under Construction	92				
Dulacca Renewable Energy Project Wind Farm	Renewable Energy Systems	Private	Darling Downs - Maranoa	450	225	Under Procurement	110	115			
Lockyer Valley Gas Power Station	Quinbrook	Private	Darling Downs - Maranoa	200	120	Credibly Proposed	60	60			
Qld to NSW Interconnector (QNI) medium - Qld Component	TransGrid	Private	Multi-Region	375	281	Under Construction	156				
Borumba Dam Pumped Hydro	PowerLink	Public	Sunshine Coast	1500	1000	Credibly Proposed				175	325



PIPELINES

Product Description	Sponsor	Funding Source	Region	Total Value (\$m)	Eng Value (\$m)	Status	21/22	22/23	23/24	24/25	25/26
Arrow Bowen Pipeline	Shell / Arrow / Bow	Private	Mackay - Isaac - Whitsunday	450	360	Unlikely		160	200		
Northern Gas Pipeline Extension/Expansion (Qld Component)	Jemena / Galilee Energy	Private	Outback - South	3800	2660	Credibly Proposed		450	750	750	710



TELECOMMUNICATIONS

Product Description	Sponsor	Funding Source	Region	Total Value (\$m)	Eng Value (\$m)	Status	21/22	22/23	23/24	24/25	25/26
National Broadband Network - Qld component	NBN Co.	Public	Multi-Region	9352	6878	Under Construction	459	290	266	60	67
Public Safety Regional Radio Communication	Qld Government	Public	Multi-Region	500	300	Under Construction	75				



OIL & GAS

Product Description	Sponsor	Funding Source	Region	Total Value (\$m)	Eng Value (\$m)	Status	21/22	22/23	23/24	24/25	25/26
Queensland Curtis LNG Upstream Field Development (Sustaining)	QGC & Shell	Private	Fitzroy	1375	1250	Under Construction	150	150			
Gladstone LNG Upstream Field Development (Sustaining)	Santos & Petronas	Private	Fitzroy	990	900	Under Construction	100	100			
Australia Pacific LNG Upstream Field Development (Sustaining)	Origin / Conoco Phillips	Private	Darling Downs - Maranoa	1375	1250	Under Construction	150	150			
Arrow - Upstream Field Development (Sustaining)	Arrow / Shell	Private	Darling Downs - Maranoa	715	650	Under Procurement	150	150	200	150	
Western Surat Gas Project	Senex	Private	Darling Downs - Maranoa	1500	1200	Under Construction	186	186	186	186	186
GLNG Roma East Project	Santos & Petronas	Private	Darling Downs - Maranoa	750	375	Under Construction	35	35			
Australia Pacific LNG Salt Handling Facility	Origin / Conoco Phillips	Private	Outback - North	200	160	Unlikely				40	80
Curtis LNG Project (Salt Concentrator)	QGC & BG Group	Private	Outback - North	200	150	Unlikely				30	45
Ironbark Gas Facility (Domestic Supply)	Origin	Private	Darling Downs - Maranoa	300	240	Unlikely		140	100		
Surat Gas Expansion Projects	Arrow Energy	Private	Darling Downs - Maranoa	1800	1500	Under Construction	300	300	300	300	



COAL

Product Description	Sponsor	Funding Source	Region	Total Value (\$m)	Eng Value (\$m)	Status	21/22	22/23	23/24	24/25	25/26
Eagle Downs Coking Coal	South 32	Private	Mackay - Isaac - Whitsunday	1250	600	Prospective		158	228	215	
Maryborough (Colton)	Northern Energy (Owned By New Hope)	Private	Wide Bay	300	180	Prospective		66	114		
Peak Downs Expansion	BHP Billiton / Mitsubishi Alliance (BMA)	Private	Mackay - Isaac - Whitsunday	460	345	Unlikely		80	160	105	
South Walker Creek	BHP Billiton / Mitsubishi Alliance (BMA)	Private	Mackay - Isaac - Whitsunday	150	100	Prospective		24	40	36	



COAL

Product Description	Sponsor	Funding Source	Region	Total Value (\$m)	Eng Value (\$m)	Status	21/22	22/23	23/24	24/25	25/26
Grosvenor Underground Stage 2	Anglo Coal	Private	Mackay - Isaac - Whitsunday	500	350	Credibly Proposed		70	90	105	85
Central Queensland Coal Project (Styx)	Waratah Coal / Queensland Nickel	Private	Fitzroy	300	270	Credibly Proposed		50	220		
Middlemount Coking Coal Mine Stage 2	Peabody / Yancoal	Private	Mackay - Isaac - Whitsunday	325	284	Prospective		100	184		
Hail Creek Extension - Underground	Glencore	Private	Mackay - Isaac - Whitsunday	1100	660	Prospective		150	180	180	150
Rolleston Expansion	Xstrata / Glencore	Private	Fitzroy	400	280	Prospective		70	140	70	
Aquila	Anglo Coal / Mitsui	Private	Mackay - Isaac - Whitsunday	240	228	Under Construction	91	46			
Foxleigh Plains Project	Anglo / CAML / Nippon	Private	Mackay - Isaac - Whitsunday	200	140	Unlikely		70	70		
Eaglefield Coal Mine Expansion	Peabody	Private	Mackay - Isaac - Whitsunday	1500	1200	Unlikely			250	350	320
Monto Coal Mine Further Stages	Peabody / China Huaneng Group	Private	Wide Bay	265	159	Unlikely		60	99		
Drake Coal	Qcoal	Private	Mackay - Isaac - Whitsunday	900	690	Unlikely			130	240	240
Olive Downs	Pembroke Resources	Private	Mackay - Isaac - Whitsunday	1000	800	Under Procurement	400	400			
Carmichael Coal Mine Project (Stage 1)	Adani	Private	Mackay - Isaac - Whitsunday	1150	978	Under Construction	270				
Baralaba South Open Cut	The Mount Ramsay Coal Company (Liberty Mutual)	Private	Outback - North	200	160	Credibly Proposed		80	80		
Cameby Downs Expansion	Yancoal	Private	Darling Downs - Maranoa	250	225	Under Construction	100	50			
Millennium Expansion	Stanmore Coal / M Resources	Private	Mackay - Isaac - Whitsunday	400	320	Credibly Proposed		60	100	100	60
Minyango Coal Project Stage 1	QCoal	Private	Outback - North	750	600	Credibly Proposed	120	240	240		
Oaky Creek Longwall Stage 2	Glencore Xstrata / Sumisho / Itochu / ICRA	Private	Outback - North	650	455	Unlikely		150	230	75	
Saraji East	BHP Billiton / Mitsubishi Alliance (BMA)	Private	Mackay - Isaac - Whitsunday	2400	1800	Credibly Proposed		360	990	450	
Winchester South	Whitehaven Coal	Private	Mackay - Isaac - Whitsunday	1000	900	Prospective		100	400	300	100
Moranbah North	Anglo	Private	Mackay - Isaac - Whitsunday	500	400	Credibly Proposed		100	150	150	
Valeria Met Coal Mine	Glencore	Private	Fitzroy	1000	650	Prospective			200	350	100



OTHER MINERALS & HEAVY INDUSTRY

Product Description	Sponsor	Funding Source	Region	Total Value (\$m)	Eng Value (\$m)	Status	21/22	22/23	23/24	24/25	25/26
Merlin Molybdenum-Rhenium Phase 2	Chinova	Private	Outback - North	345	250	Unlikely			100	100	50
Cannington Expansion	BHP Billiton	Private	Outback - North	400	120	Credibly Proposed	30	60	30		
Cloncurry Copper Project (Roseby Copper / Little Eva / Eva)	CMMC	Private	Outback - North	320	96	Prospective		50	46		
Red Dome Mungana	Consolidated Tin Mines Limited	Private	Cairns	330	215	Credibly Proposed		65	85	65	
Ravenswood Extension Project	EMR Capital / Golden Energy and Resources Ltd	Private	Townsville	167	92	Under Construction	54				
Charters Towers	Citigold Corporation	Private	Townsville	246	135	Prospective		35	80	20	
SCONI Scandium Project (Phase 1)	Australian Mines	Private	Townsville	1014	304	Credibly Proposed		94	140	70	
Highland Plains - Phosphate Project	P205 Resources	Private	Outback - North	100	80	Unlikely		40	40		
North Queensland Bio Energy - Ethanol Plant	North Queensland Bio Energy	Private	Townsville	640	200	Under Construction	50				
Gladstone Energy and Ammonia Project	Australian Future Energy	Private	Fitzroy	1000	600	Credibly Proposed		200	200	200	
Agripower Amorphous Silica - Fertiliser Processing Plant	Agripower Australia Ltd	Private	Townsville	663	500	Credibly Proposed		150	200	150	
St Elmo Vanadium Project	Multicom Resources	Private	Outback - North	470	329	Announced	29	200	100		
Central Queensland Hydrogen Project (3GW)	Stanwell / Iwatani	Private	Fitzroy	TBC	TBC	Credibly Proposed					50
Townsville Hydrogen Facility (300MW)	Origin / Kawasaki Heavy Industries	Private	Townsville	TBC	TBC	Credibly Proposed					50

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WITH MULTIPLE MEMBERSHIP TIERS AVAILABLE, QMCA MEMBERSHIP HAS NUMEROUS BENEFITS TO CONTRACTORS, DESIGN HOUSES AND MEMBERS OF THE CONSTRUCTION AND INFRASTRUCTURE SUPPLYCHAIN.

AS A MEMBER YOU WILL:

- HAVE A VOICE IN OUR HIGH LEVEL REPRESENTATION TO STATE AND FEDERAL GOVERNMENT ON POLICIES AND IN INQUIRIES
- HAVE AN INFLUENCE ON FUTURE DIRECTIONS FOR THE INDUSTRY AND IN PROMOTING ITS CONTINUOUS IMPROVEMENT AND PROFESSIONALISM
- HELP EDUCATE AND ENCOURAGE THE NEXT GENERATION OF CONSTRUCTION WORKERS
- HAVE OPPORTUNITIES TO NETWORK WITH OTHER LEADING CONSTRUCTION CONTRACTING COMPANIES
- ENJOY OUR COMPREHENSIVE PROGRAM OF SOCIAL, EDUCATIONAL AND DISCUSSION EVENTS.



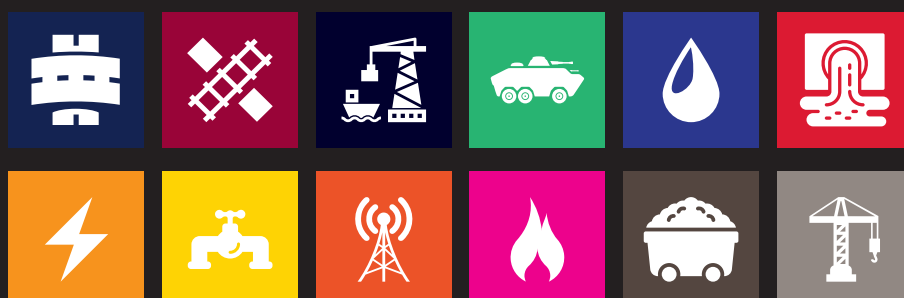
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SCAN TO LEARN MORE
ABOUT THE BENEFITS OF
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For all the details, see the full Report,
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