

2015 Strategic Top 100

Global Infrastructure Report

8TH EDITION



Generating Global Economic Growth

Build, Build, Build

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8TH Global Infrastructure Leadership Forum

February 25-27th, 2015
New York City

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Note to the New Leadership Team

Norman F. Anderson



Three Necessary Actions to Build a Strong Infrastructure Initiative

Of the twenty countries that we have identified as top infrastructure producers, eight are under new political leadership - this is critical, because everything that most politicians think about infrastructure, and the assumptions underlying that thinking, is wrong. Further, only new leadership has the advantage of credibility and energy - the honeymoon period - required to implement the infrastructure shock required for success. The world is underinvesting in infrastructure by about half, and the cumulative effects of that underinvestment are reaching a tipping point.¹

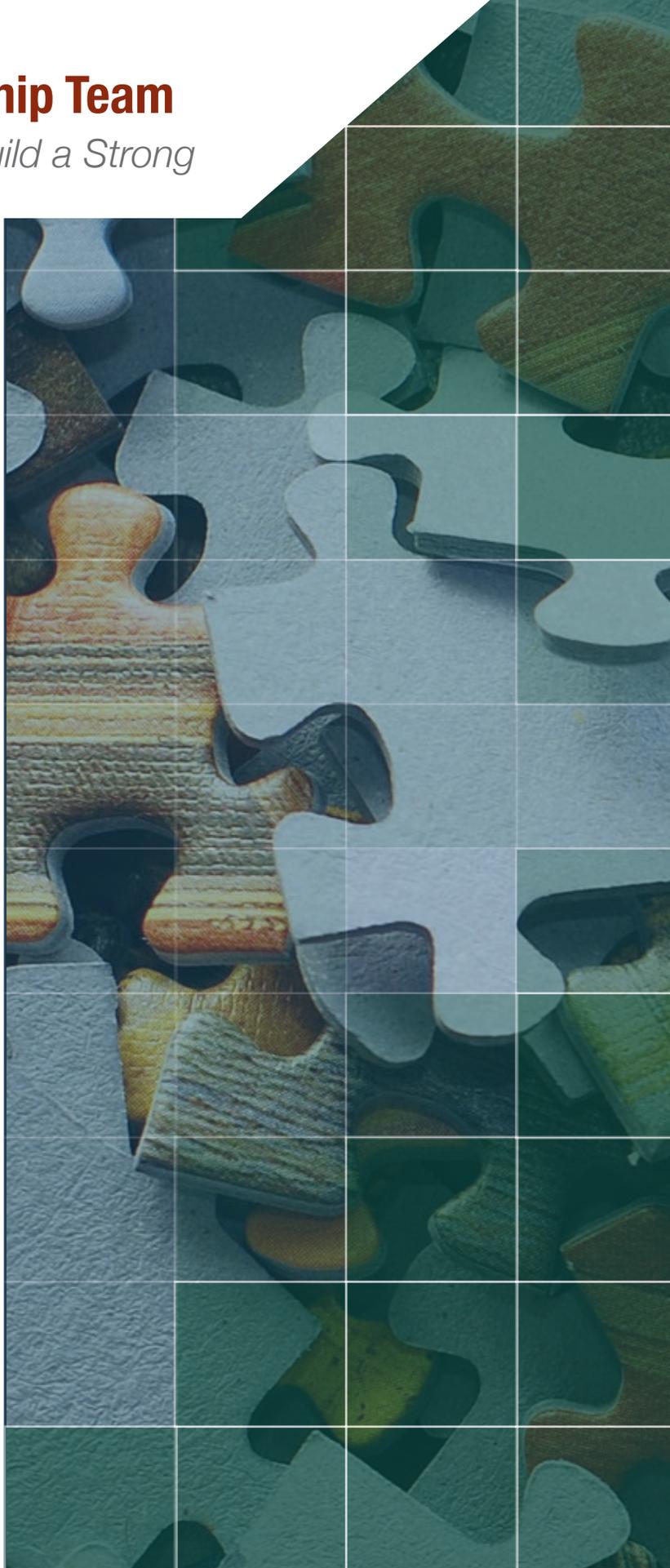
¹ IMF, September 2014

Note to the New Leadership Team

Three Necessary Actions to Build a Strong Infrastructure Initiative

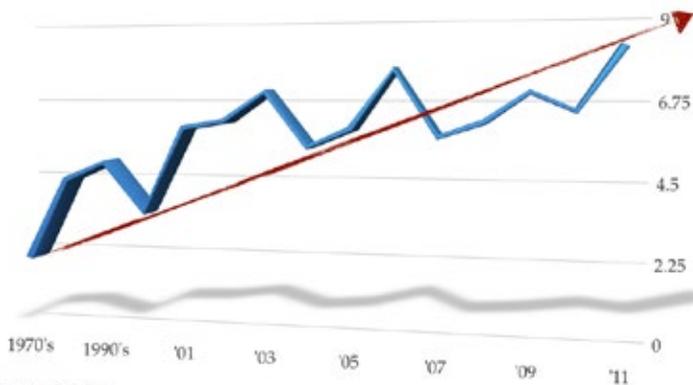
Everywhere I go, policymakers tell me that their countries don't have enough funding for infrastructure, so they need funding from the private sector, and assume that this funding will be forthcoming. Recently the Minister of Transport of a country of nearly 100 million people in Asia told me that he had a budget of \$8 billion, and needed \$80 billion to do his priority projects. He was counting on these additional funds - but how many public-private partnerships (P3s) had been done in his country? None. This is a story repeated throughout the developing and developed world.

There are three actions that need to be taken by new governments if they are going to build strong, sustainable, infrastructure initiatives. Start too late, and it's impossible. Do two out of three and you will fail. Do three out of three passably well and you will fail. Modern infrastructure leadership requires the vision of an artist, the decision-making of a general, and the technical capability of an engineer.



CG-IA

Environmental Impact Statement Approvals
Average Time 1970's to 2011



Source: US DOT

1. Focus on Strategic Project Selection

The first critical factor is to focus on the right projects at a mature stage in their preparation process, as well as to make sure that a solid structure is in place to build a long-term pipeline of executable projects.

Perhaps the most important factor in modern infrastructure project creation is the complexity of the process required to get projects 'shovel ready.' In the US market, it takes 9.5 years on average, and it is not much different in developed and developing countries around the world (this is not counting wastage and the number of projects that don't reach the finish line). The dance from project conception to actual completion is extraordinarily complex - from the idea to the internal sale, from the gauntlet of required permits to the last signature, from preliminary design through to final approvals - and requires intense concentration, support and leadership. A project cannot be executed from a standing start.

Note: *CG/LA's Annual Strategic Top 100 Global Infrastructure Report identifies projects that are going forward in the next 3-18 months - in many cases we do the work that governments should do.*

There are three major criteria for project selection. First, a project needs to be well on the way through the approvals process, otherwise there is no point in announcing and focusing on the project - something that simply threatens the scarce political capital so necessary for a successful effort.

Second, the selected projects need to be clear priorities for a country's growth prospects - either in terms of general economic competitiveness or direct contributions to the the kinds of quality of life improvements that make cities more productive, better places to live and work.

Third, it is critical that these projects reinforce country's clear, long-term vision. This vision must define how infrastructure investment will build well-being by investing in projects that directly contribute to economic growth through increased income per capita, or simply to a better life, through better health (water and wastewater improvements), or shorter commutes (urban mass transit).

Countries like China (and Singapore, Chile, and Spain in the past) that have articulated a clear vision supporting infrastructure investment, and deliberate project selection, are much more successful than countries that ignore that fundamental requirement. This is how a modern economy allocates budgetary resources to infrastructure over a sustained period of time.

Brazil, with a newly re-elected President, and a new Finance Minister, has an opportunity follow this clear lesson. As you can see, Brazil's vision scores have declined steadily since 2010, and have reached a level that requires extensive work in re-building if any initiative is going to be successful.

2. Focus on Public Sector Performance

Public sector capacity has to be built in two macro-areas: building a first-class community of high-performing infrastructure executives that are surpassing public objectives; and employing a new way of thinking about public sector capacity. Modern infrastructure decision-making requires the highest level of expertise in transactional, strategic, negotiating, and project management, so it follows that without a world-class public sector equipped with this expertise, no infrastructure initiative is possible, period.

The first requirement is to recognize the current weakness of the public sector, something that it is in fact a fatal flaw undermining any potential infrastructure build. In every country that we have surveyed since 2010, from India to Russia, from the US to Mexico, public sector capacity - both technical and strategic - is ranked well below 'fatal flaw' levels. US scores are well below the "7" scores that would indicate adequacy; scores throughout Latin America, in India, and in Russia are all below this range.

This is an absolutely critical issue. The lack of public sector productivity - in terms of identifying the right projects, carrying those projects efficiently through a bidding process, and ensuring long-term performance of the entire portfolio of projects, is a waste of public resources - and, worse (if possible), a waste of public credibility. Average public sectors operate at 50% or below their theoretical production possibilities.²

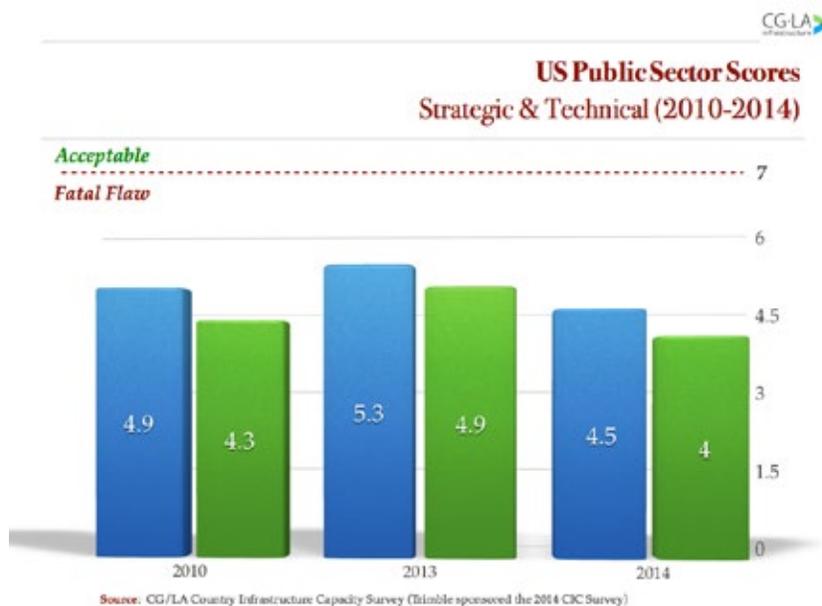


² Ideas borrowed indirectly from Joseph Stiglitz recent book *Creating a Learning Society - a New Approach to Growth, Development and Social Progress*. Prof. Stiglitz is scheduled to address the 8th Global Strategic Infrastructure Leadership Forum.

The ability of the public sector - whether a ministry of infrastructure, a ministry of planning, or an old-fashioned transportation ministry - to catalyze and monitor productive public sector investment is about more than performance; it is also about innovation. In fact, a vital and modern public sector plays two strategic innovation roles. First, the public sector enables productivity, by moving quickly, negotiating professionally, and by removing roadblocks to action.

Second, actual public sector innovation is necessary to increase both the velocity of project development, and the pipeline of priority projects important to competitiveness and growth. On the P3 side of the ledger, creations like Infrastructure Ontario and Infrastructure UK have been very effective, as have project development facilities like EBP in Brazil. These are being copied around the world. As we move forward, it is critical to develop new public sector capabilities, like game changing risk mitigation tools, in addition to transactional, negotiating, and project management skills.

Lastly, the looming and extremely damaging expertise asymmetry dividing the public and private sectors needs to be definitively addressed. This is the true “infrastructure gap” - private sector decision-makers have access to required expertise on an as-needed basis, with virtually no transactional costs (a telephone call, e-mail, or text to an internal expert), while public sector decision-makers lack ready access, and instead are left with the task of commissioning study after study - inevitably difficult to use, expensive, and of poor quality. CG/LA’s GlobalViP platform addresses this issue by using algorithms to create a global infrastructure community, providing public sector decision-makers the kind of just-in-time, free access to expertise that their private sector counterparts enjoy.



3. Re-Focus Politics on its Strategic Role

It is essential to bring the energy of politics productively into the strategic infrastructure equation. Politics - the demands of politicians, the incentive structure of politics, the filtered aspirations of citizens - is both the driving force of infrastructure, and the biggest problem. How do we make the influence of politicians on infrastructure decisions more constructive, strategic, and productive?

You can't take politics out of infrastructure, but you can recognize that infrastructure decisions, as currently structured, are too important for politics. Just ask decision-makers from around the world - this is a complaint I hear wherever I go - how disruptive politicians are in terms of project selection, project funding, and the execution of project decision-making. The biggest issue is the mismatch in terms of the time horizon. You can easily argue that one reason for the decline in relative infrastructure investment around the world, and certainly in developed democracies, is the incredible divergence between the time it takes to develop projects (nearly 10 years), on the one hand, and the career-threatening urgency of the political cycle, on the other (2-3 years). An average politician has the 3-4 year high-level career of a professional athlete, whereas an average infrastructure project - well-designed, well-executed, well-maintained - has a 30-40 year career.

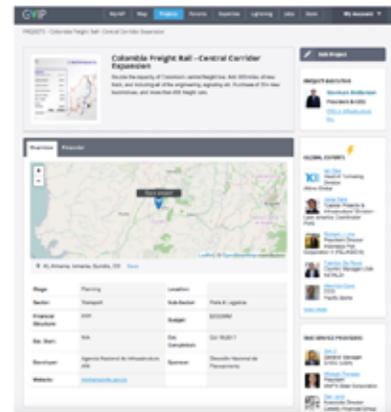
At the same time, politicians no longer have real power in the infrastructure process. Power defined as "the ability to produce intended effects" is something that is much more widely distributed in modern economies.³ Just ask US transportation secretaries, the Mexican or Brazilian presidents, or the Premier of Vietnam.

Building an infrastructure process that benefits from political energy and direction, while not being a slave to it is an absolute priority for any sustained and strategic infrastructure build. Politics needs to understand and operate within the limits of its new power in the infrastructure space. The key is to recognize that citizens are no longer passive consumers of infrastructure, they are now participants in the act of creation, producers of critical ideas, and - increasingly - owners. (See graph on next page).



Building Public Sector Capacity GlobalVIP

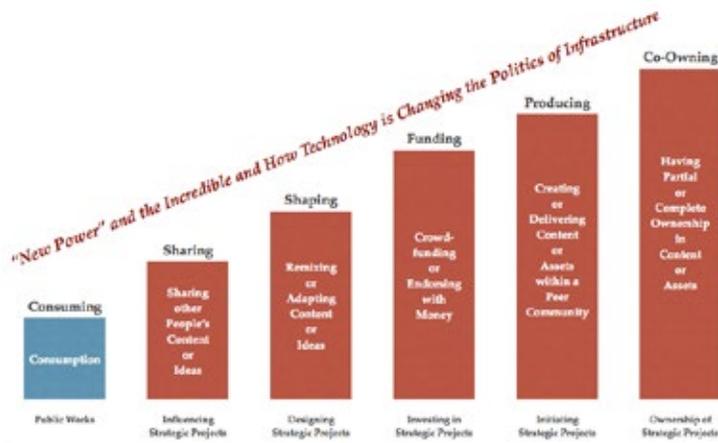
- Project Creator Workspace**
- Just in Time Access to Global Expertise**
- Including SME Experts (40-60% of project spend)**
- Similar Projects**
- Similar Experts**
- Rating Experts**
- Building Communities**
- Producing Knowledge**



³ *Bertrand Russell, as quoted in "Understanding 'New Power,'" by Jeremy Heimans & Henry Timms, Harvard Business Review*

Countries need to build new structures to recognize this fact, focused on long-term planning, that both allows politicians to select priority projects, and politicians' constituents the constant opportunity to participate in the design, funding and management of strategic projects. We need to create the new structures that allow citizens to be infrastructure producers - designing, funding, maintaining - while empowering the productive capabilities of the technical elite.

Participation Scale/Production Scale



Source: Adapted from "Understanding 'New Power,'" Jeremy Heimann and Henry Timms, Harvard Business Review

The 2015 Strategic Top 100 Global Infrastructure Report is designed to give private decision-makers a sense of the business opportunities they can look forward to - countries, sectors, project stages - in 2015. It is also designed to create a reference, complemented by GlobalViP, for public sector project developers to identify model projects from around the world, and to learn from those projects by building communities with the expertise that is creating them. We are proud of the work of the entire CG/LA team in creating this reference document for you - \$406 billion USD in project opportunities in 2015!

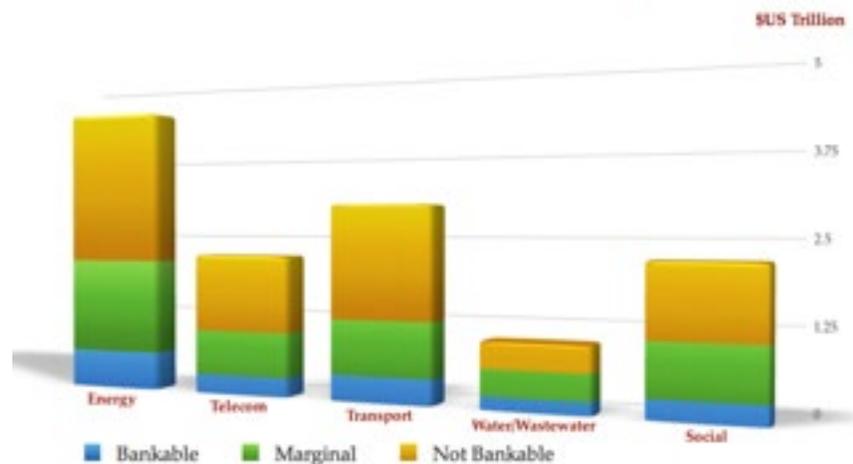
Note that on one level, the world has decided that we need to invest more in infrastructure. The recent IMF public sector initiative, the Australian Hub project for the G-20, and the Chinese infrastructure bank are all proof of this.

But what, at the end of the day, makes sense? As you can see in the graph, only 15-20% of projects are bankable P3 projects, with another 25-30% potentially bankable, with public sector support - and the rest require public sector finance.

Infrastructure's contribution to growth and opportunity over the next decade depends on re-focusing our efforts; on the right project selection, properly executed; on vital, high-performing public sectors, achieving their goals; and on dynamic and strategic political systems, combining the productive will of citizens into support for long-term asset creation.



Infrastructure Demand by Mode





STRATEGIC TOP 100

VISION

The 2015 Strategic Top 100 Global Infrastructure Report is designed to identify projects - strategic projects - immediately necessary for revitalizing economic competitiveness and opportunity creation. The horizon for this vision needs to be 30-40 years, the lifespan of an average infrastructure project. What will the world look like in 2045? This Report outlines an integrated infrastructure vision that outlives administrations and reaches beyond political agendas, in order to realize this vision for the next generation.

Project of the Year Awards

Sponsored by Aconex, Presented February 26th
at the 8th Global Infrastructure Leadership Forum

The Project of the Year Awards, identify the exemplary infrastructure projects that set new standards for the industry and celebrate the visionary infrastructure leaders behind the infrastructure build that will grow economies, build opportunities, and create jobs. The awards are given in five categories: strategic, finance, engineering, job creation, and green/new infrastructure. All projects must offer business opportunities in the next three to eighteen months and are invited to present at the 6th North American Strategic Infrastructure Leadership Forum.

We are pleased to announce that Aconex is returning as the 2015 Platform Partner for the Project of the Year Awards. A technology firm built specifically for construction and engineering, Aconex solutions support the entire lifecycle of large, complex projects and, to date, has been used to manage risk, reduce cost and improve efficiency for over 16,000 projects worth more than US\$920 billion.



The North American Infrastructure community convened for 2.5 dynamic days of meetings, project presentations, workshops, and special keynotes, including an address from Vice President Joe Biden during the Welcoming Reception on October 28th. The Leadership Forum highlighted \$85 billion USD in priority projects, including Washington DC's 11th Street Bridge Park and Texas' Central High-Speed Rail.

In addition to the presentation of the prestigious Projects of the Year Awards, CG/LA awarded the Infrastructure Leader of the Year 2014 award to Mike Cheroutes of Colorado.

*New to Leadership Forums?
View video from the 6th
North American Strategic
Infrastructure Leadership
Forum - featuring Vice
President Joe Biden*



STRATEGIC TOP 100



\$406 BILLION TOTAL
PROJECT VALUE

47 countries

10 sectors

100 Projects



**\$37
Billion**

9 PROJECTS
Eurasia

**\$94
Billion**

20 Projects
MENA

**\$13
Billion**

8 Projects
Sub-Saharan Africa

**\$150
Billion**

32 PROJECTS
Asia/Oceania

KEY FIGURES STRATEGIC TOP 100



100 Projects From
47 Countries

\$406 Billion
TOTAL PROJECT VALUE

\$80.3 Billion
HIGHWAYS & BRIDGES PROJECTS

\$69.6 Billion
WATER & WASTEWATER PROJECTS



10 Sectors
Represented

100 MAJOR PROJECTS

Project Highlights



Bahrain Airport Expansion

Worth \$1 billion USD, the Bahrain Airport Expansion project will transform Bahrain into a new hub for air traffic in the Middle East. Once completed, it will increase the airport's capacity to 13.5 million passengers per year.



WestConnex, Australia

WestConnex is Australia's largest integrated transport & urban revitalisation project. The 33 km project will support Sydney's urban freight industry and ease congestion on major roadways.



Tbilisi Railway Bypass Project

The Tbilisi Railway Bypass Project will bypass central Tbilisi, alleviating environmental concerns and fostering economic growth within the city. The \$450 million USD project is currently in the early planning stages.

New Bridge for the St. Lawrence Corridor

One of the largest infrastructure builds in North America, it is a \$5 billion USD PPP project. On the fast track to completion, the project will replace the existing Champlain Bridge and widen Hwy. 15.



SAGE Deepwater Gas Pipeline

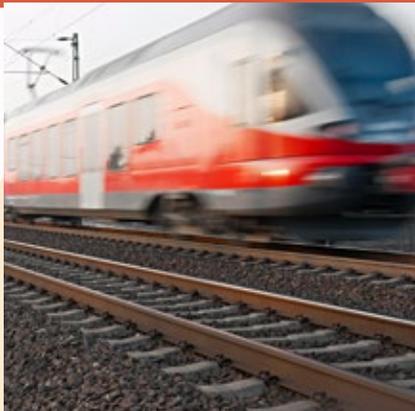
Through the Deepwater Gas Pipeline, Iran will be able to deliver natural gas to India. The 1,4000 km-long line will cross the Sea of Oman and is expected to transit 31 MMcm of gas per day.



Project Highlights

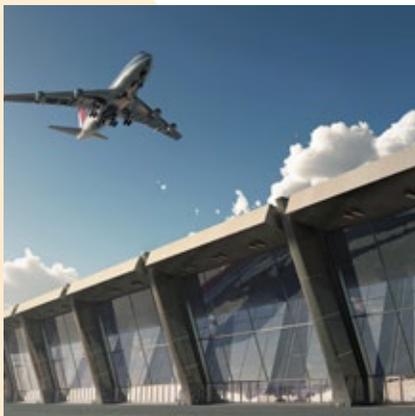
Almaty LRT PPP Project

Aimed to provide Almaty with a more mobile and comfortable mode of travel, this 14km light rail line will serve as the transportation backbone of the city, while improving passenger travel and lowering emissions.



MRT-7 Light Rail and Road Project

The MRT-7 Light Rail and Road Project includes the construction of a 44km road, a six-lane asphalt highway, and 22km elevated railway. The project, worth \$1.54 billion USD, is in the planning stages.



New Airport for Mexico City

Once completed, the new airport will quadruple the number of passengers flying to Mexico City by 120 million. To be designed by Foster + Company, the airport will cost approx. \$4 billion USD and is in the initial planning stages.



Long Thanh International Airport - Phase 1

Through this project, the Ministry of Transport has proposed an additional terminal, capable of serving 25 million passengers / year, at the Long Thanh International Airport. This PPP project has received international investments from Japan, France, and the Republic of Korea.



Canakkale Suspension Bridge

Turkey's most industrial project, the Canakkale Suspension Bridge, once completed, will be the country's largest bridge at 3,623 meters. Built to withstand seismic damage, the project is valued at \$4.1 billion USD.

8TH Global Infrastructure Leadership Forum

February 25-27th, 2015,
New York City

Top 25 U.S. Projects



Project Name	Project Sponsor	Project Stage	Sector	Value USD MM	State
Texas Central Railway	Texas Central Railway	Concept	Rail	10000	Texas
Bay Delta Conservation Plan Tunnels	Design and Construction Enterprise	Planned	Water & Wastewater	25000	California
Freeport LNG's Liquefaction and Export Projects	Freeport LNG Development, L.P.	Announced	Oil & Gas	13000	Texas
Water Conyeance Pipeline	San Antonio Water System	Awaiting Approval	Water & Wastewater	2600	Texas
All Aboard Florida Hi-Speed Rail Project	All Aboard Florida	Planned	Rail	2000	Florida
P3 Rapid Bridge Replacements	PennDOT	Shortlisted Candidates	Highways & Bridges	3500	Pennsylvania
Gateway Tunnel	Amtrak	Concept	Rail	TBD	New York/New Jersey
Olmstead Lock and Dam	Army Corps of Engineers	Under Construction	Ports & Logistics	2900	Illinois
BNSF Northern Corridor Capacity Improvements	BNSF	Planned	Rail	TBD	Illinois to Washington
Transportation Storm Resiliency Plan	City of New York	Announced	Water & Wastewater	1100	New York
South Coast Rail	MassDOT/MBTA	Planning	Rail	1400	Massachusetts
DC-Baltimore Maglev Project	The Northeast Maglev	Concept	Intercity Train	10000	Maryland/DC
Savannah Harbor Expansion Project	Georgia Port Authority & Army Corps of Engineers	Approved	Ports & Logistics	726	Georgia

Project Name	Project Sponsor	Project Stage	Sector	Value USD MM	State
PATH Extension to Newark	Port Authority of NYNJ	Planned	Rail	1500	New Jersey
Illiana Corridor	Indiana DOT & Illinois DOT	Environmental Impact Studies	Highways & Bridges	2870	Indiana
Southwest Corridor Light Line	Metropolitan Council	Announced	Urban Mass Transit	1680	Minnesota
IAH Terminal D Expansion	Houston Airport Systems	Planning	Airports	395	Texas
Regional Connector Transit Project	LA Metro	Environmental Impact Studies	Urban Mass Transit	1420	California
Los Angeles Union Station Master Plan	LA Metro	Design & EIS	Urban Mass Transit	1700	California
Port Everglades	Broward County	Planned	Ports & Logistics	5000	Florida
Atlantic Coast Pipeline	Dominion Resources	Planning	Oil & Gas	4500	Virginia
Portsmouth Bypass Project	Ohio DOT	Approved	Highways & Bridges	605	Ohio
Interstate-70 East Road	Colorado DOT	In Development	Highways & Bridges	1500	Colorado
Kansas City Airport Terminal Consolidation	Kansas City International Airport	Planning	Airports	1200	Missouri
Lone Star NGL Pipeline	Energy Transfer Partners & Regency Energy Partners	Planning	Oil & Gas	1800	Texas

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www.globalvipprojects.com

8th Global Infrastructure Leadership Forum
Feb. 25 - 27, 2015,
New York City

13th Latin American Infrastructure Leadership Forum
June 10 - 12, 2015,
Antigua, Guatemala

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8TH Global Infrastructure Leadership Forum

February 25-27th, 2015,
New York City



Strategic 100 Projects

Project Name	Project Sponsor	Project Stage	Sector	Value USD MM	Country
Site C Clean Energy Project	BC Hydro	Proposed	Electricity- Generation	7900	Canada
Jatobá Hydropower Plant - 2,338MW	Centrais Elétricas Brasileiras S/A (Eletrobrás)	Planned 2016	Electricity- Generation	5300	Brazil
Akiira Geothermal Project	US Overseas Private Investment Corporation (OPIC) Africa Clean Energy Facility (ACEF)	Planned	Electricity- Generation	5000	Kenya
Dasu Hydropower Project	Water and Power Development Authority	Haji Farooq	Electricity- Generation	4906	Pakistan
Batoka Gorge Hydroelectric Power Station	Zambezi River Authority	EIS	Electricity- Generation	2500	Zambia/ Zimbabwe
Dudgeon Offshore Wind Farm	Statoil and Statkraft	Planned	Electricity- Generation	2340	United Kingdom
Jeddah South Thermal Power Plant	Saudi Electricity Company	Contract Awarded	Electricity- Generation	1950	Saudi Arabia

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Project Name	Project Sponsor	Project Stage	Sector	Value USD MM	Country
Amaila Hydropower Project	National Industrial and Commercial Investments Ltd	Designed	Electricity - Generation	840	Guyana
Athmania Dam	Algerian National Agency for Dams & Water Transfer	Planned	Electricity - Generation	320	Algeria
Tafila Wind Power Project	EP Global Energy/Jordan Wind Project Company	Financial Close	Electricity - Generation	302	Jordan
Parque Eolico Larimar	EGE Haina	Planned	Electricity - Generation	120	Dominican Republic
NSN Link	National Grid & Statnett	Approved Oct 2014	Electricity - Transmission	2450	UK to Norway
CASA-1000 Transmission Line	World Bank	Concept	Electricity - Transmission	953	Pakistan & China
Nanjing and Shanghai Ultra-High Voltage Power Line	State Grid Corporation of China	Approved	Electricity - Transmission	790	China
Sunda Strait Bridge Project	Implementing Agency for Development of Sunda Straits Strategis Areas and Infrastructure	Pre-Qualification - Contract Awarded Q2 2016	Highways & Bridges	25000	Indonesia
WestConnex Stage 2	NSW Government & WestConnex Delivery Authority	Procurement	Highways & Bridges	9800	Australia
Ruta 5 Norte, Tramo La Serena - Vallenar	Ministry of Public Works (MOP)	Planned	Highways & Bridges	7900	Chile
Gebze Izmir Motorway and Izmir Bay Crossing Project	Otoyol: Consortium of companies; NOMAYG JV	Under Construction	Highways & Bridges	6500	Turkey
4G Concessions Highway Program	ANI	9 of 40 Awarded	Highways & Bridges	6300	Colombia
New Bridge for the St. Lawrence	Infrastructure Canada	Shortlisted Candidates	Highways & Bridges	5000	Canada
Çanakkale Suspension Bridge	Ministry of Transport, Maritime Affairs, Communication	Planned	Highways & Bridges	4300	Turkey

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Project Name	Project Sponsor	Project Stage	Sector	Value USD MM	Country
Basra's 2040 Strategic Plan	Government of Basra & Hill International	Awarded/Ongoing	Highways & Bridges	4000	Iraq
Autopista Metropolitana de Puerto Montt	Ministry of Public Works (MOP)	Planned	Highways & Bridges	3550	Chile
Laguna Lakeshore Expressway Dike Project	Department of Public Works and Highways	Procurement - BTO	Highways & Bridges	2730	Philippines
NorthConnex	NSW Government	Financial Close 2014	Highways & Bridges	2600	Australia
Improvement of E-60 highway	Ministry	Permitting	Highways & Bridges	1000	Georgia
CityLink-Tulla Widening	Victorian Government	Construction to begin Oct 2015	Highways & Bridges	850	Australia
Palenque-San Cristóbal Highway	Secretariat of Communication and Transportation	Tender Release in 2015	Highways & Bridges	800	Mexico
Energy East Pipeline	Transcanada	Planned	Oil & Gas	12000	Canada
AGRI LNG Interconnector Project	Ministry of Energy, Georgia	Contract Approved	Oil & Gas	11000	Azerbaijan/ Georgia/ Romania
Trans Anatolian Natural Gas Pipeline Project	State Oil Company of Azerbaijan (SOCAR), Petroleum Pipeline Corporation of Turkey (BOTAS), Turkish Petroleum Corporation (TPAO)	Design	Oil & Gas	11000	Turkey & Azerbaijan
SAGE Deepwater Gas Pipeline	South Asia Gas Enterprise Pvt. Ltd. (SAGE)	Proposed	Oil & Gas	4000	India
Oron Pipeline Project	Septa Energy Nigeria Ltd	Design	Oil & Gas	1100	Nigeria
Bahrain LNG Terminal Project	Bahrain National Oil and Gas Authority	Bidding	Oil & Gas	800	Bahrain
El Encino - La Laguna Pipeline	CFE	Planning	Oil & Gas	650	Mexico
LNG Supply System	ProInversión	Tendered 3rd Quarter 2015	Oil & Gas	568	Peru
Dobrogea-Podisor Natural Gas Pipeline	Ministry for Energy	Fesibility Study	Oil & Gas	280	Romania
King Abdulaziz International Airport	General Authority of Civil Aviation	Under Construction	Ports - Aviation	8000	Saudi Arabia

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Project Name	Project Sponsor	Project Stage	Sector	Value USD MM	Country
Long Thanh International Airport - Phase 1	Ministry of Transport	Construction to Begin 2015	Ports - Aviation	7800	Vietnam
New Airport for Mexico City	Aeropuertos y Servicios Auxiliares	Planning	Ports - Aviation	4000	Mexico
Aeroporto Internacional en Porto Alegre	Department of Airport of the Secretary of Infrastructure and Logistics	Planned	Ports - Aviation	2000	Brazil
Bahrain International Airport Expansion	Bahrain Airport Company	Phase 2 Planned	Ports - Aviation	1000	Bahrain
Clark International Airport Upgrade Project	Department of Transportation and Communications	Feasibility Study	Ports - Aviation	1000	Philippines
Longjia International Airport Terminal T2	Jilin Civil Aviation Airport Group Company	Design	Ports - Aviation	720	China
Santiago Airport Expansion	Ministry of Public Works (MOP)	Tendered	Ports - Aviation	716	Chile
Expansion of Shymkent Airport	Ministry of Transport and Communications	Planned	Ports - Aviation	140	Kazakhstan
Barranquilla Airport Modernization	ANI	Tending in 2015	Ports - Aviation	173	Colombia
New Pune International Airport	Maharashtra Airport Development Company	Planned	Ports - Aviation	170	India
Port of Sohar Logistics Development	Government of Oman & the Port of Rotterdam	Multi Phased	Ports & Logisitcs	15000	Oman
Port Everglades	Broward County	Planned	Ports & Logisitcs	5000	United States
Suez Canal Development Project	Suez Canal Authority	Bidding	Ports & Logisitcs	3500	Egypt
Lekki Deep Sea Port	Nigera Ports Authority (NPA)	Permitting (Beginning construction?)	Ports & Logisitcs	2000	Nigeria
Río Magdalena Navigability Project	DNP	Bidding	Ports & Logisitcs	1200	Colombia
Anaklia Deep Water Port Project	Georgian Ministry of Economy/ Sustainable Development	Planning	Ports & Logisitcs	900	Georgia
New Container Terminal at Corozal	Panama Canal Authority	Designed	Ports & Logisitcs	800	Panama
Port of Çandarlı	Ministry of Transportation, Turkey	Under Construction	Ports & Logisitcs	450	Turkey

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Project Name	Project Sponsor	Project Stage	Sector	Value USD MM	Country
Bolivar Port Expansion	Ministry of Transport and Public Works	Tendered in 2016	Ports & Logistics	350	Ecuador
Port of Namibe Concession	APM Terminals	Contract Awarded	Ports & Logistics	300	Angola
Esmaraldas Port Expansion	Ministry of Transport and Public Works	Tendered in 2016	Ports & Logistics	210	Ecuador
Intermodal Border Port Tecun Uman	ANADIE	Planning	Ports & Logistics	40	Guatemala
Etihad Rail Project	Etihad Rail	Bidding	Rail - Freight	15400	United Arab Emirates
SE Asia Rail project	Multi-Stakeholders	Concept	Rail - Freight	10000	China/Laos/ Thailand
North-South Railway Project - Hanoi to Vinh	Ministry of Transport	Planning	Rail - Freight	2300	Vietnam
Jordan National Railway Railroad Project	Jordan Rail Way Corporation	Planning, Initial phase of land acquisition	Rail - Freight	1390	Jordan
The Copper Railway	NorthWest Rail Company Limited & Grindrod	Pre-construction	Rail - Freight	989	Angola
Tbilisi Railway Bypass Project	Georgian Railway LLC	Planning	Rail - Freight	450	Georgia
Texas Central Railway	Texas Central Railway	Concept	Rail - Passenger	10000	United States
Alexandria-Cairo High Speed Train	Ministry of Transport, Egypt	Planned	Rail - Passenger	9800	Egypt
North-South Railway Project	Department of Transportation and Communications	Planning	Rail - Passenger	3700	Philippines
All Aboard Florida Hi-Speed Rail Project	All Aboard Florida	Under Construction	Rail - Passenger	2000	United States
Gateway Tunnel	Amtrak	Concept	Rail - Passenger	2000	United States
Intercity Commuter Train	ANADIE	Feasibility Study	Rail - Passenger	130	Guatemala
Cross Island Line	Land Transport Authority	Concept	Urban Mass Transit	23000	Singapore
Kuwait City Metro	Partnerships Technical Bureau, Kuwait	Feasibility Study	Urban Mass Transit	7000	Kuwait

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Project Name	Project Sponsor	Project Stage	Sector	Value USD MM	Country
Abu Dhabi Metro Project	Abu Dhabi Department of Transport	Bidding	Urban Mass Transit	7000	United Arab Emirates
Cairo Metro Line 4	National Authority for Tunnels, Egypt	Planned	Urban Mass Transit	3600	Egypt
East Kowloon Line	Honk Kong Transport and Housing Bureau	Announced	Urban Mass Transit	3300	China
Mumbai Elevated Rail	Mumbai Rail LTD	RFQ - Eight bidders interested including Tata and Siemens	Urban Mass Transit	3200	India
City Rail Link	Auckland Transport	Property Acquisition & Design	Urban Mass Transit	2800	New Zealand
São Paulo Metrô Lihna 6 PPP	Government of Sao Paulo	Tender Awarded	Urban Mass Transit	2600	Brazil
Karachi Circular Railway Project	China Railway Construction Corporation (CRCC)	MOU signed	Urban Mass Transit	2600	Pakistan
Soekarno-Hatta International Airport Manggarai Railway	Ministry of Transportation	Contract Awarded Q3 2015	Urban Mass Transit	2570	Indonesia
Patna metro PPP project	Ministry of Urban Development & Patna Metro Rail Corporation	Planning	Urban Mass Transit	2400	India
Lima Metro Line 3 & Line 4	ProInversión	Tendered 2016	Urban Mass Transit	1800	Peru
Jakarta MRT Phase 2	MRT Jakarta/JICA	EIS	Urban Mass Transit	1780	Indonesia
Lagos Blue Line Light Rail Extension	LAMATA	Contract Approved	Urban Mass Transit	1200	Nigeria
Rio Metro Network Line 3	Metro Rio	Tendered in 2016	Urban Mass Transit	687	Brazil
Nairobi Commuter Rail Network	Kenya Railway Corporation	Bidding	Urban Mass Transit	325	Kenya
Almaty LRT Project	Municipality of Almaty	Planned	Urban Mass Transit	300	Kazakhstan
Western Route of South-to-North Water Diversion Project	Chinese Government	Under Construction	Water & Wastewater	26000	China
Bay Delta Conservation Plan Tunnels	Design and Construction Enterprise	Planning	Water & Wastewater	25000	United States
Thames Tideway Tunnel	Thames Water	Bidding	Water & Wastewater	8100	United Kingdom

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Project Name	Project Sponsor	Project Stage	Sector	Value USD MM	Country
Umm Al Haul Power & Desalination Plant Project	Qatar Electricity and Water Company	Approved	Water & Wastewater	3500	Qatar
Jakarta Integrated Tunnel	Antaredja Mulia Jaya	Contract Approved	Water & Wastewater	2940	Indonesia
Water Conyeance Pipeline	San Antonio Water System	Awaiting Approval	Water & Wastewater	2600	United States
Bulacan Bulk Water Supply Project	Metropolitan Waterworks and Sewerage System	Procurement - BOT	Water & Wastewater	542	Philippines
Langat 2 Water Treatment Plant	PAAB - National Asset Holding Company	Procurement	Water & Wastewater	309	Malaysia
Song Duong Water Supply Facility	Ministry of Construction's Infrastructure Department. No37 Le Dai Hanh, Hanoi.	Under construction	Water & Wastewater	300	Vietnam
Nemmeli Desalination Plant	State Government of Tamil Nadu	Proposed	Water & Wastewater	240	India
Zarat Desalination Plant	SONEDE (National Water Distribution Utility)	RFP – Expected May 2015	Water & Wastewater	93	Tunisia

WHAT'S NEXT?

Connect with project sponsors and infrastructure experts through **GVIP**

Meet face-to-face with project sponsors and 500+ industry experts at the 8th Global Infrastructure Leadership Forum.

Share your feedback on The Strategic Top 100 list: info@cg-la.com Twitter: [@cgla_infra](https://twitter.com/cgla_infra)



Ranking The Projects & Notes on Methodology

Building the Strategic Top 100 Global is a six month process beginning with soliciting nominations from CG/LA's community of infrastructure experts and evaluating the 678 strategic infrastructure projects in GViP, CG/LA's revolutionary online projects platform (join today for free, to access this unparalleled project database). From this list, 400 strategic infrastructure projects were weighted and ranked based upon the following criteria:

- > **Competitiveness:** Our goal in evaluating competitiveness is to determine how a project fits within a country, region, or state's overall economic vision. This is the defining question behind the Top 100 - distinguishing political projects from critical ones, ensuring that each project on the list has legitimate purpose and a clear contributor to a region's vision to prosperity.
- > **Productivity:** This category determines how a project adds value to a community by cutting down commuting time for workers, and providing clean, inexpensive energy that encourages businesses to grow. This IS a measurable attribute and is often quantified in feasibility studies. A project's score hinges on a leader's ability to build a clear vision around a priority project by clearly demonstrating how the project will contribute to removing inefficiencies in moving people, goods, and information.
- > **Carbon Efficiency:** The Strategic Top 100 recognizes projects that are cleaner and that allow cities, regions and nations to operate more efficiently. Projects receive high marks when their leaders take actions to limit greenhouse gas emissions in order to minimize the long-term carbon footprint of the project. Transit



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In Infrastructure Projects Producing Real Value in the Next 3 - 18 Months

Notes on Methodology

projects, renewable generation projects, a bridge that reduces congestion and long commutes and water treatment facilities are examples of projects increasing technological capabilities and connecting the region.

- > **Business Opportunity:** Only projects with a business opportunity within the next 3-18 months are included in the Strategic Top 100 and invited to present at the Global Infrastructure Leadership Forum. This includes opportunities available to the private sector, with the project stage ranging from feasibility study, RFI, through funding, financing, bidding, procurement, and O&M contracting.
- > **Job Creation:** Every project is evaluated based on the number of direct, indirect, and induced jobs that will be created through a project's construction. Factors including the scale and sector of each project are considered when determining the number of jobs expected to result from a project.

Strategic Top 100

COMPETITIVENESS



PRODUCTIVITY



CARBON EFFICIENCY



BUSINESS OPPORTUNITY



JOB CREATION



ADVISORY COMMITTEE

CG/LA is honored to have the following industry experts as members of the 8th Global Infrastructure Leadership Forum Advisory Committee. For additional information on becoming a Forum Partner or joining the Forum Advisory Committee, please contact [Patricia Pietravalle](#).

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