Canadian Perspectives

National Governors Association P3 Advisory Group Annapolis, Maryland















Canadian Organizations – Who are the players?

- Provincial Government advisory and delivery agencies
 - Partnerships BC
 - Infrastructure Ontario
 - Alberta Infrastructure
 - SaskBuilds
 - Infrastructure Quebec
 - Partnerships New Brunswick
- Federal Government funding agency
 - PPP Canada Fund
- Industry association for marketing, research and conferences
 - Canadian Council for Public-Private Partnerships





Differences in Provincial Models

- Crown corporation vs Internal
 - Independent governance
- Commercial vs Non-Commercial
 - Hourly fees; grant per project; annual budget
- Overall project delivery vs procurement manager
- Major capital projects vs PPP





PARTNERSHIPS BRITISH COLUMBIA





Institutional Framework in British Columbia

- Political and stakeholder support
- Enabling policy framework
 - Capital Standard
 - No legislation
- Partnerships BC
 - Crown Corporation
 - Reports to Ministry of Finance
 - Serves Governments as clients (hourly rates)
 - 25% of revenue from outside BC
 - Centre of procurement expertise within government





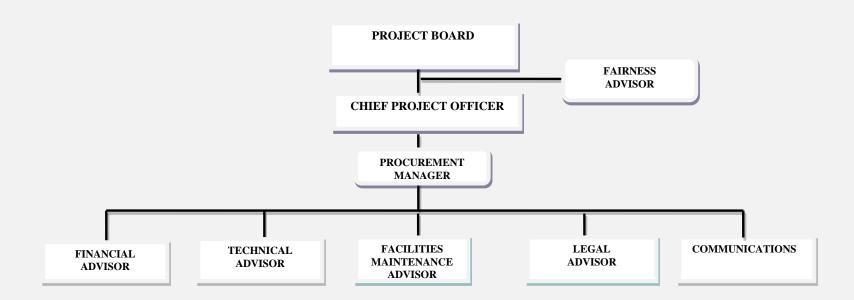
Partnerships BC Commercial Service Model

- Commercial Services
 - VFM and Funding analysis
 - Procurement Manager on project team
 - Embedded in project team
 - Project Oversight
- Value-Add
 - Experienced professionals (45)
 - Utilize PBC Knowledge Bank
 - Templates and guidance
 - Models
 - Communications





Typical Public Sector Owner Project Team







Projects in B.C.

\$17+ billion invested, 40+ projects, \$7 billion private capital

- Acute care
- Outpatient care
- Long-term care
- Schools
- Social housing
- Corrections

- Sports/leisure centre
- Energy
- Water treatment
- Highways
- Bridges
- Rapid transit





INFRASTRUCTURE ONTARIO





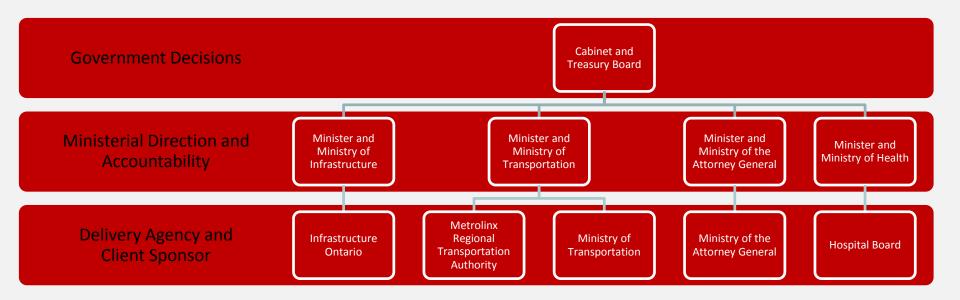
Framework for Mandate and Accountability

- Ministry of Infrastructure's Building Together long-term infrastructure plan
- Ontario Infrastructure and Lands Corporation Act
- Bill 141 Long-Term Infrastructure Capital
- Annual Budget and Fall Economic Statement
- Annual Business Plan
- MOU with the Ministry of Infrastructure
- Letters of Direction
- Quarterly and Annual Reports





Mapping the Relationships







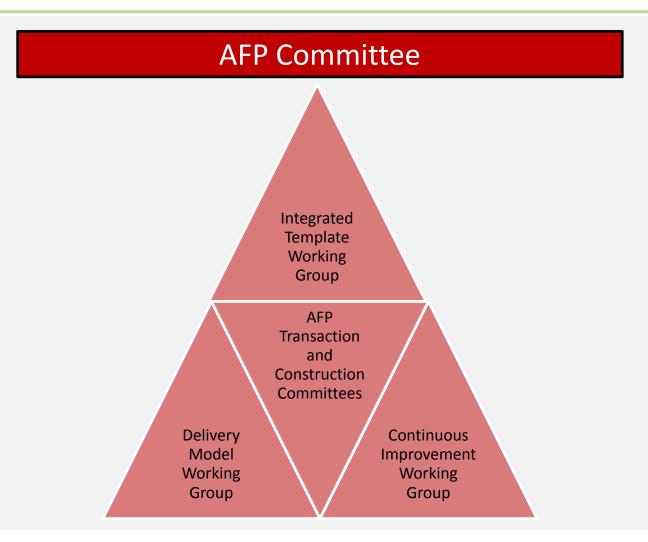
IO Governance Structure

Terms of References of Board Committees can be found on IO Intranet at Organization > Board of Directors **IO Divisional Governance Structure** Terms of References of Management Committees can be found on IO Intranet at Organization > Senior Executive Team **Board of Directors** Committees **Audit Committee Risk Committee Investment Committee Governance & Compensation Committee** A standing committee assisting the Board with its oversight A standing committee responsible to 1) develop & recommend to the A standing committee assisting in reviewing & assessing Board A standing committee appointed by the Board overseeing responsibilities relating to risk management; internal Board for approval policies relating to credit risk, asset liability risk & 'Special Projects' (proposed new initiative or projects) and corporate governance & compensation. (Meets quarterly) controls and financial reporting processes of IO & GREP; capital management, and ensure compliance, and 2) monitor IO's lending "Major Transactions"(high value, high profile & high risk and audit (Meets quarterly) functions. (Meets quarterly) projects or transactions). (Meets quarterly) CEO Management Committees **Investment & Risk Committee Executive Committee** Senior Management Team Reviews Major Transactions at cirtical milestones in a project lifecycle & Sets IO's strategic direction and provides approves transactions to proceed or recommends to the CEO or the oversight of all major priorities. (Meets bi-weekly) Investment Committee of the Board for final approval. (Meets bi-weekly (Meets bi-weekly) **Operations Committee** Real Estate Committee **AFP Committee Commercial Projects Committee Credit Review Committee** Provides direction to ensure that IO's activities support both Oversees matters pertaining to Real Estate Management Oversees all business development, delivery and Provides direction to ensure that commercial Develops IO's Credit Risk Policy & the Capital he corporate and strategic objectives as defined by the 0 and Realty Planning and Development that impact the operations related to AFP Projects. As well, it oversees transactions create value for public sector clients & Management Policy, ensures that management Business Plan and the business units' goals. Ensures government real estate portfolio and public stakeholders. Early Works and traditionally delivered projects over \$20M align with the organization's ongoing corporate & adheres to the policies, and monitors all lending appropriate business processes and information (Meets monthly) strategic objectives. (Meets monthly) functions of the organization. (Meets monthly) (Meets monthly) nanagement solutions are in place (Meets monthly)





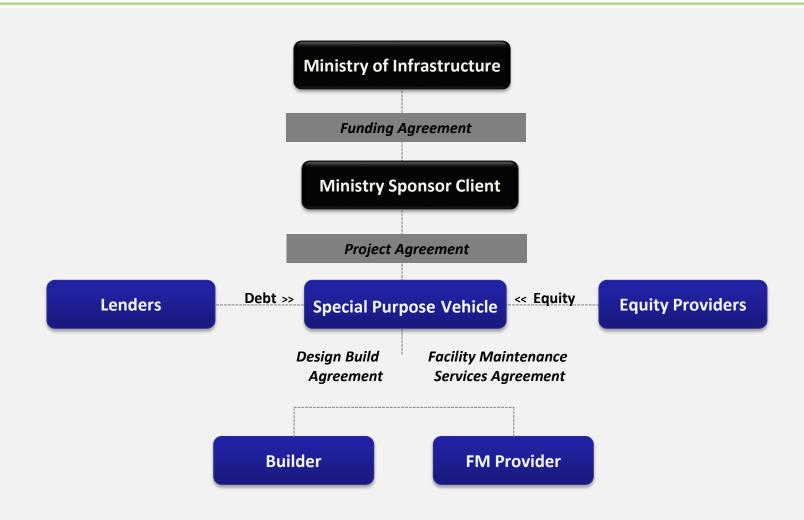
Decision-Making Structure on AFP Projects







Strategic Governance – IO, Client and ProjectCo







Operational Governance – IO and Client

