

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

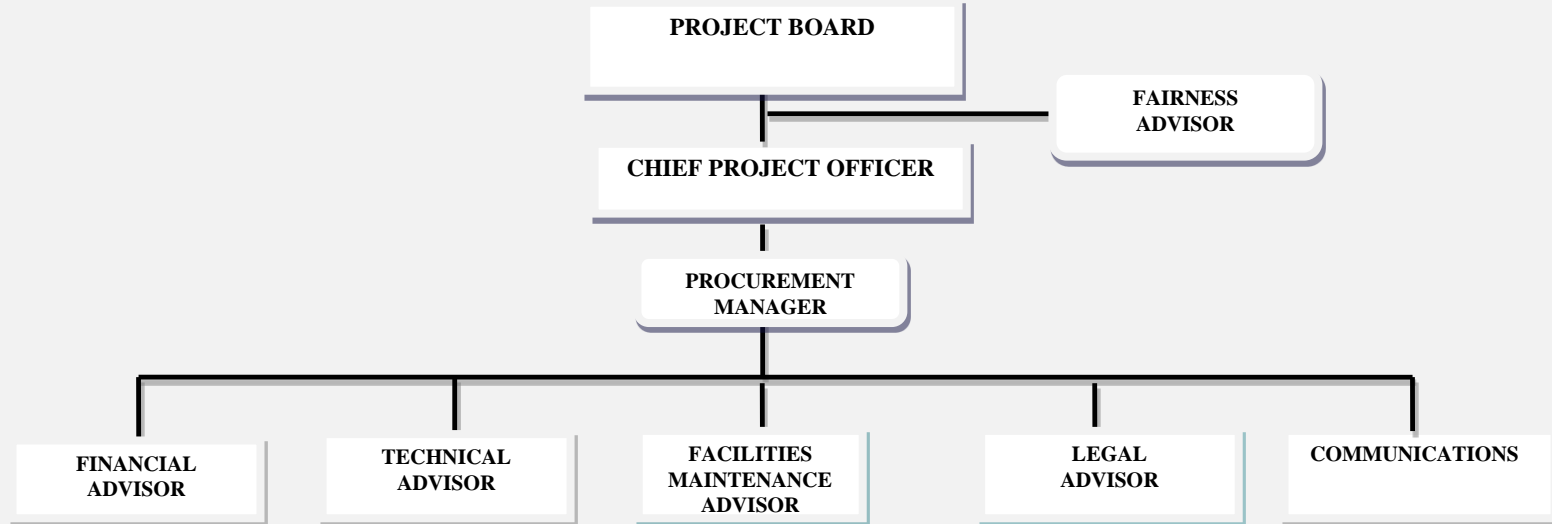
Institutional Framework in British Columbia

- 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

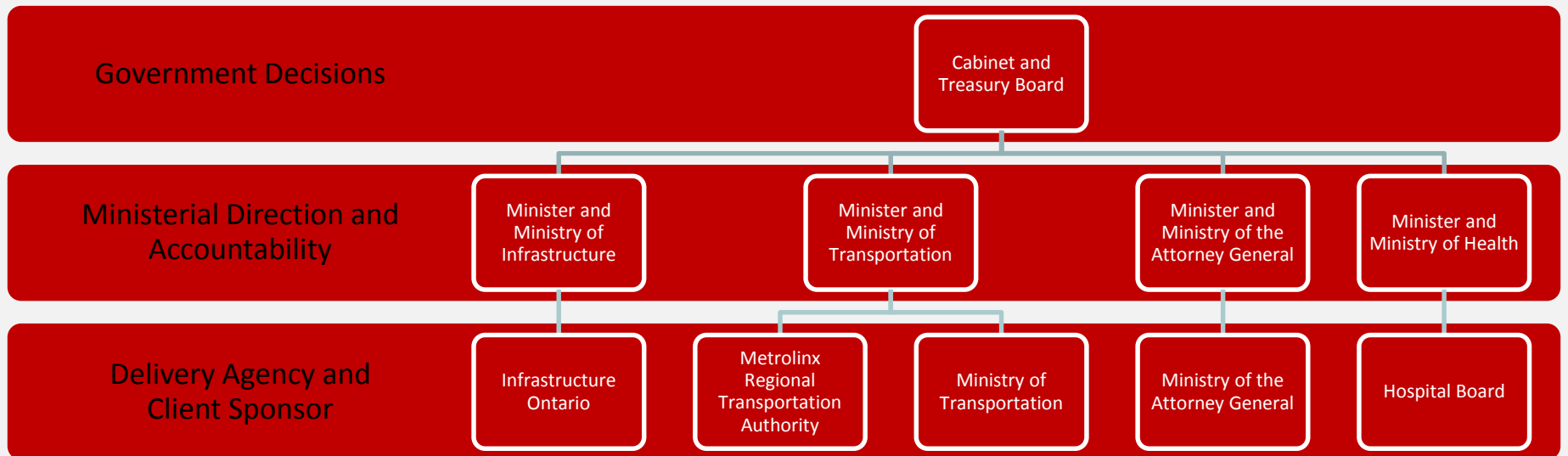
- Acute care
- Outpatient care
- Long-term care
- Schools
- Social housing
- Corrections
- Sports/leisure centre
- Energy
- Water treatment
- Highways
- Bridges
- Rapid transit

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

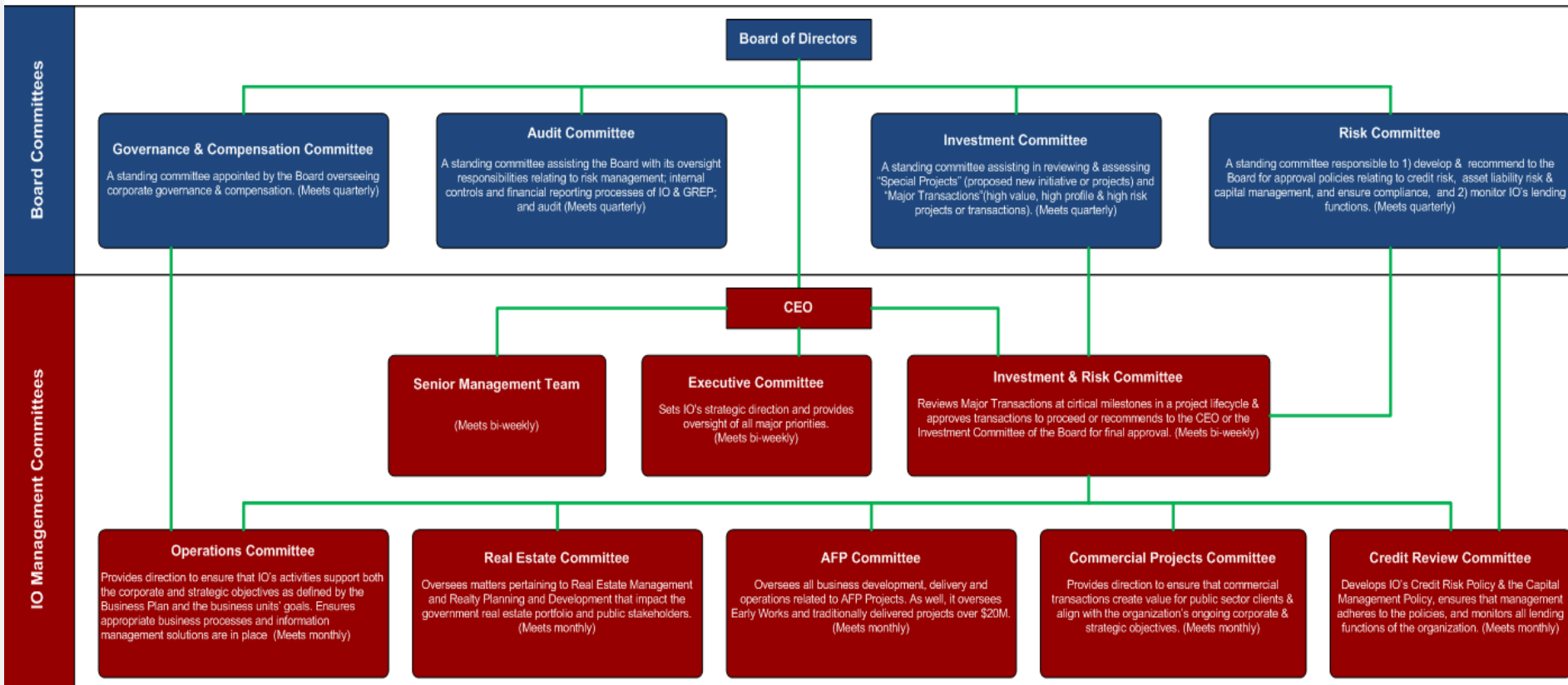
Mapping the Relationships



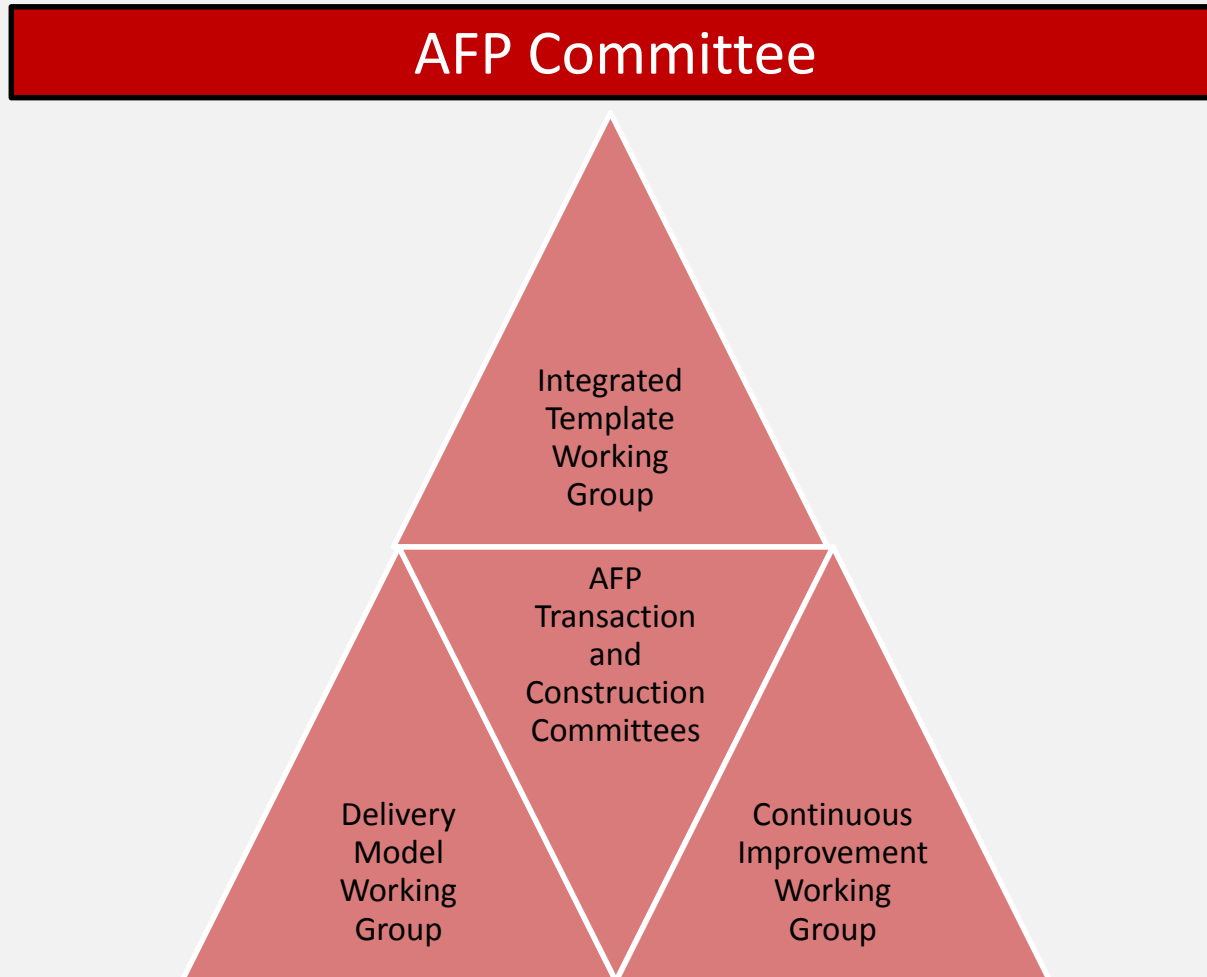
IO Governance Structure

IO Divisional Governance Structure

Terms of References of Board Committees can be found on IO Intranet at Organization > Board of Directors
 Terms of References of Management Committees can be found on IO Intranet at Organization > Senior Executive Team



Decision-Making Structure on AFP Projects



Strategic Governance – IO, Client and ProjectCo



Operational Governance – IO and Client

