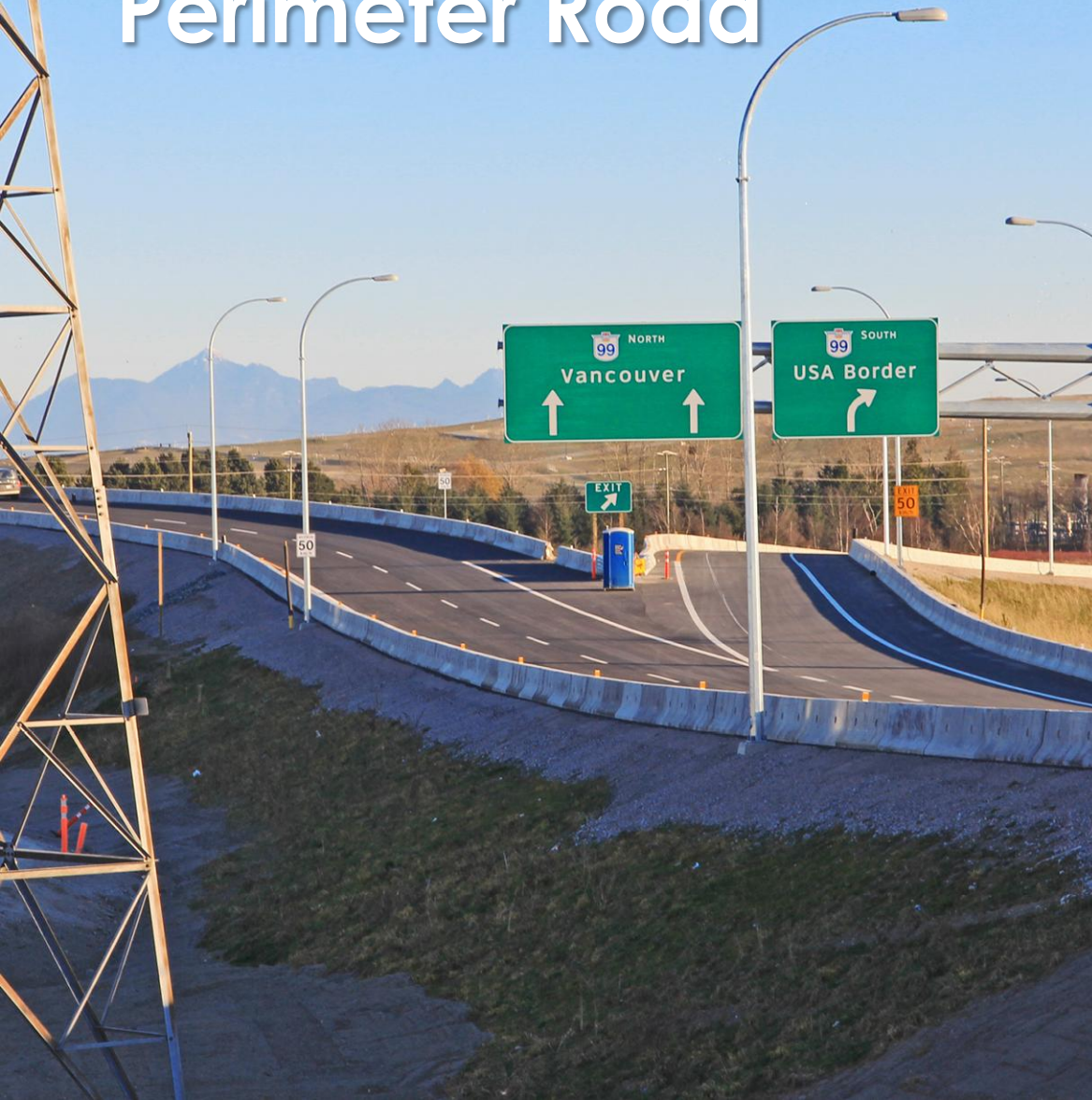


# South Fraser Perimeter Road



## Public Private Partnerships (P3's)

## The Transportation Experience

**Stuart Lerner**, P.Eng., LEED  
*Senior Vice President*





The rebirth of P3

# Why a P3 rebirth?

1. Too many claims
2. Too litigious
3. Schedule overruns
4. Budget overruns
5. Long term, performance-based contract to provide projects and/or services



# P3's are:

A combination of design, build, operate, finance, maintenance and operations within one contract



Long-term relationships  
with partners and owners



Large projects  
which foster innovation and  
drive efficiency



**Not this**

# Transportation P3's Canada

## Past Projects

1. Roads/Bridges > 32 +
2. Transit/Rail 5+
3. Airports 4+
4. Seaports 1

## Projects Underway

1. Roads/Bridges ~10
2. Transit/Rail ~6
3. Airports
4. Seaports

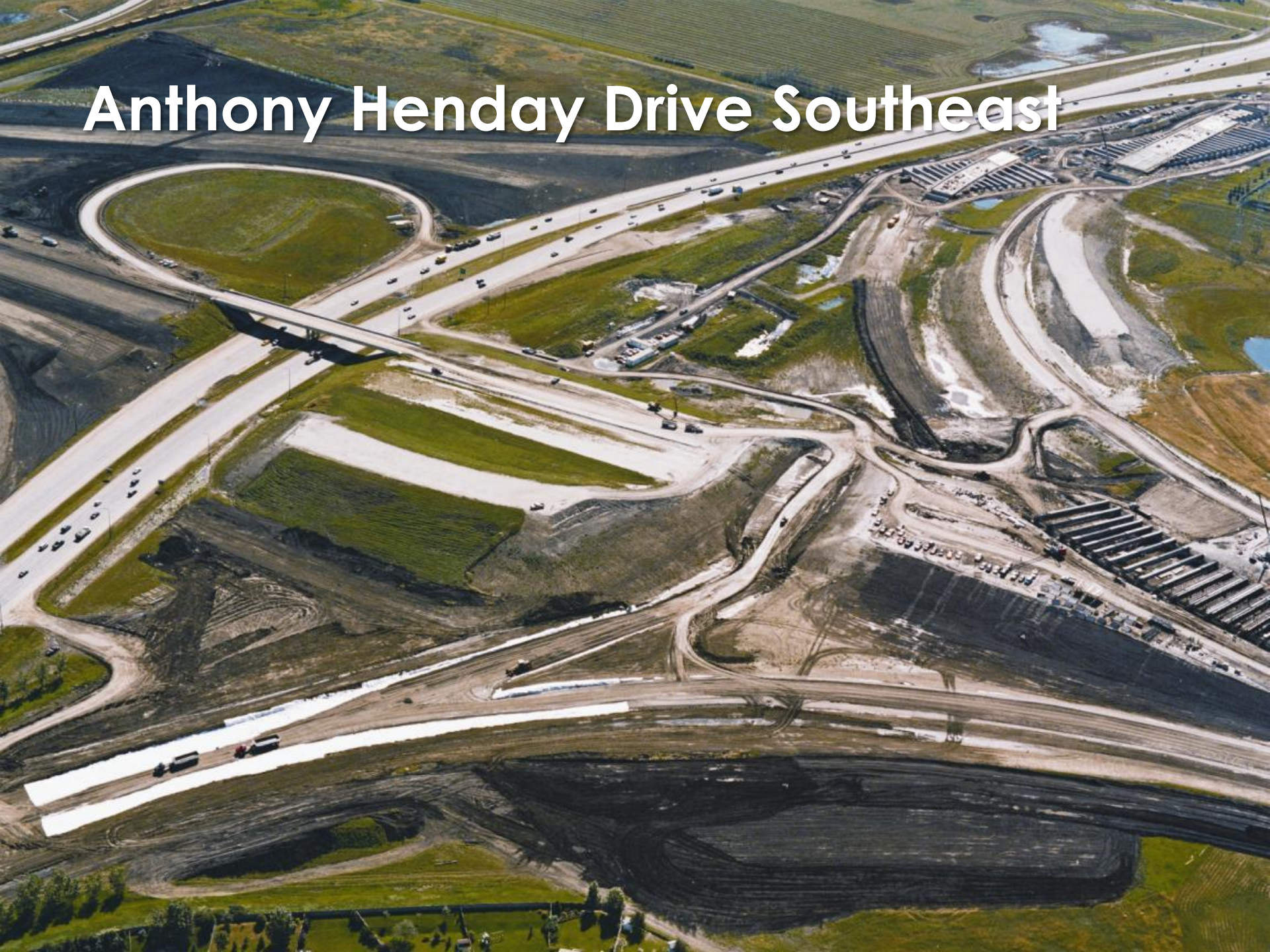
## Scheduled Projects in Near Future

1. Roads/Bridges >5
2. Transit/Rail >5
3. Airports
4. Seaports

# South Fraser Perimeter Road



# Anthony Henday Drive Southeast



# Canada Line





# Ohio River Bridges



# Why P3's?

Combine private and public strengths

- Innovation



- Budget Certainty



- Schedule Certainty



- Alignment of Purpose



- Risk Transfer



- Optimization



- Asset Maintenance

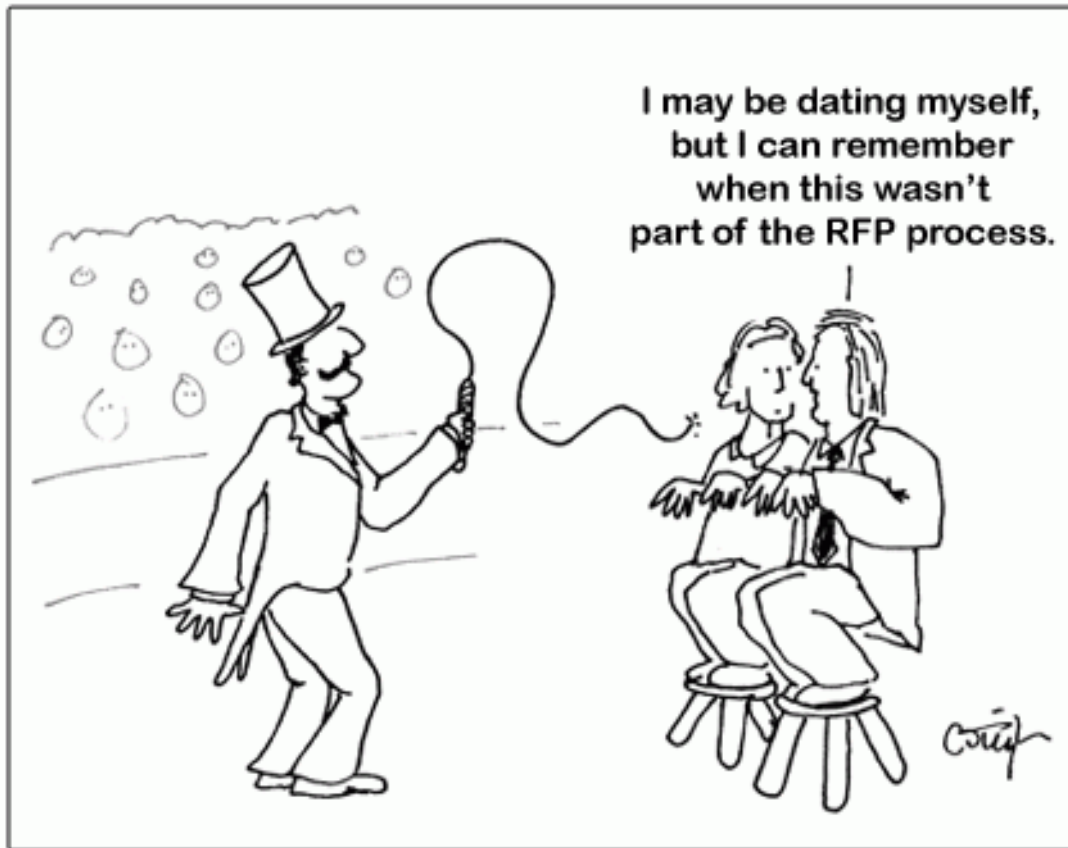


# P3 Concerns

Combine private and public strengths



 **NOISE TO SIGNAL**  
Rob Cottingham



# P3 Concerns



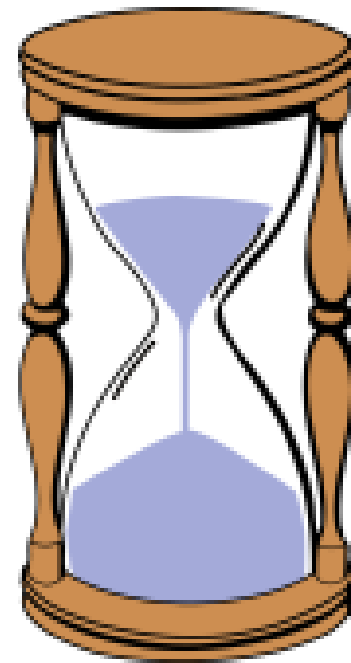
- **Government Control & Flexibility**
- **Transparency**
- **Foreign Ownership**
- **Project Cancellations**

# P3 – Does it fit the project?

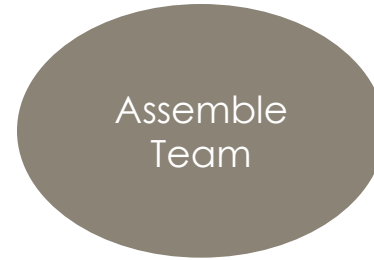
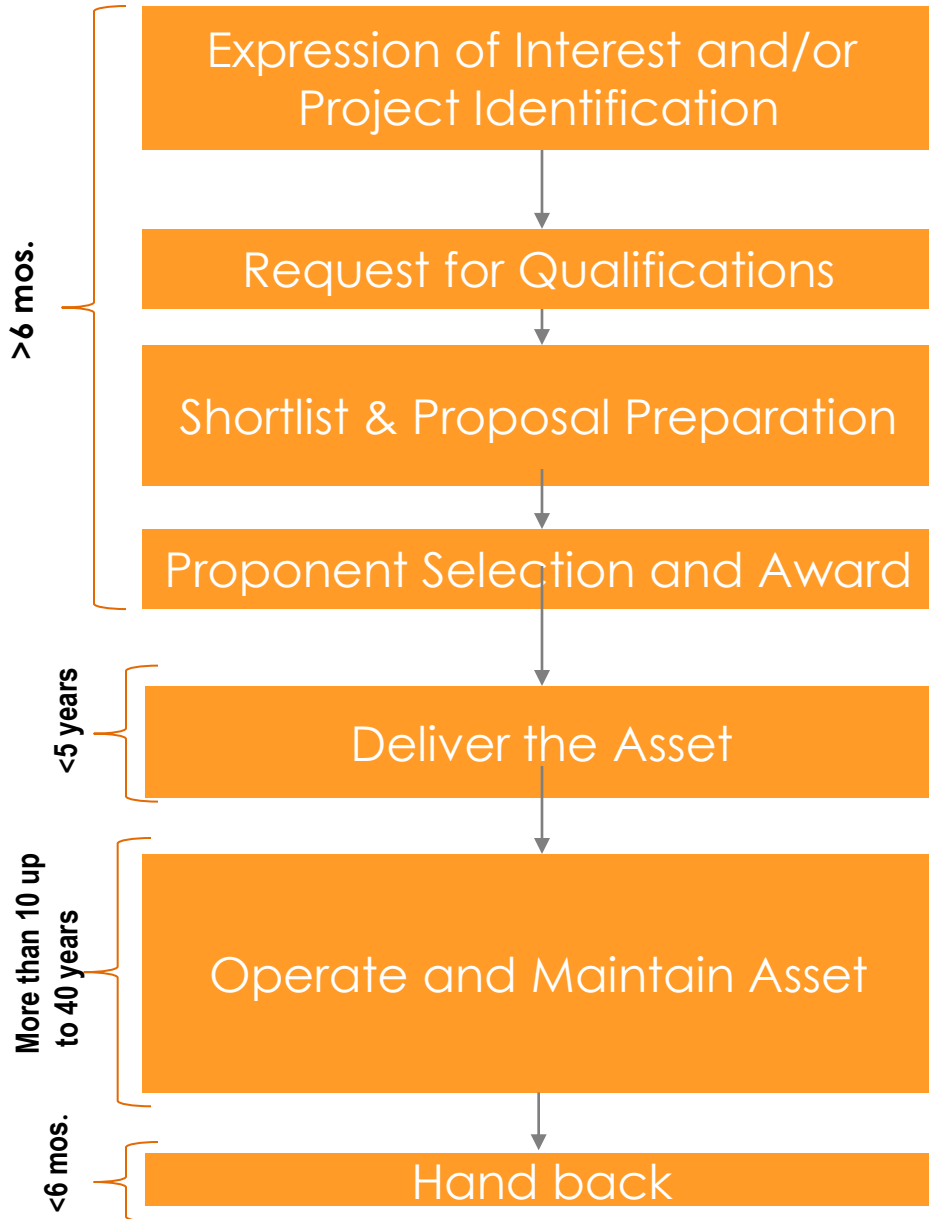
## Repetitive



## Time Constraints



# P3 Process



# P3 Process

## Assembling the team

### How do the players choose which projects to pursue and who to pursue them with?

- Likelihood of making short list after RFQ
- Number of competitors
- Capital expenditure pricing
- Operations & maintenance pricing
- Equipment (if applicable) pricing
- Relationship w/ teaming Partners
- Terms & conditions
- Relationship to future transportation teaming opportunities
- Ease of working together/trustworthy
- Local relationships



# P3 Process

Proponent Selection and Award

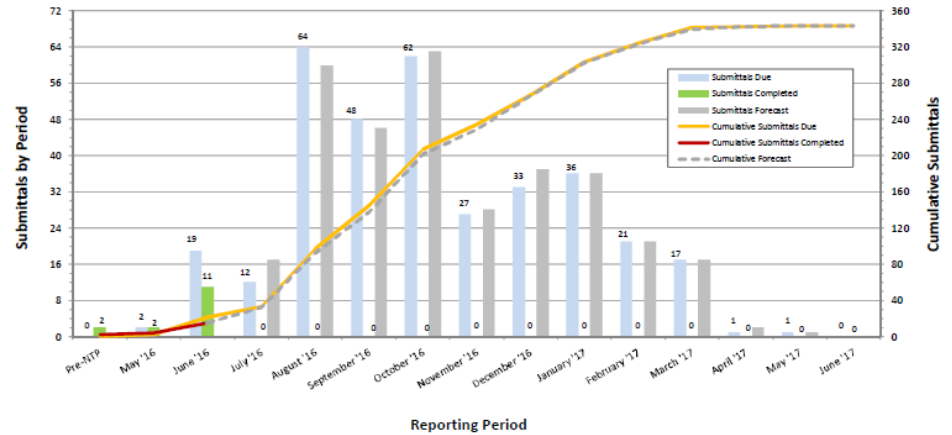
## The Concession Agreement (CA)





# P3 Process

## Deliver the Asset



Activity ID	Activity Name	Start	Finish	2016												2017										
				g	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	
<b>SH 288 Toll Lanes Project Schedule</b>																										
A5350	NPT		09-May-16 A																							
LDM5D1	LD MS: Priority 1 Substructures (B1-B14)		30-Sep-16*																							
LDM5D9	LD MS: Roadway G&G (R1-R4)		19-Oct-16*																							
LDM5D6	LD MS: Priority 1 Superstructures (B3A, B11-B14)		23-Nov-16*																							
LDM5D2	LD MS: Priority 2 Substructures (B1-B8)		30-Nov-16*																							
LDM5D7	LD MS: Priority 1 Superstructures (B9-B10)		23-Dec-16*																							
LDM5D3	LD MS: Priority 2 Substructures (B10-B13)		20-Jan-17*																							
LDM5D5	LD MS: Priority 1 Superstructures (B1-B8)		20-Jan-17*																							
LDM511	LD MS: Roadway P&P (R1-R4)		27-Jan-17*																							
LDM5D4	LD MS: Priority 2 Substructures (B9, B14)		09-Feb-17*																							
LDM5D10	LD MS: Roadway G&G (R5)		01-Mar-17*																							
LDM5D8	LD MS: Priority 2 Superstructures (B1-B14)		10-Mar-17*																							
LDM512	LD MS: Roadway P&P (R5)		10-May-17*																							
SH288PF	SH 288 Project Finish		10-May-17																							
<b>Corridor Wide</b>		05-Jul-15 A	11-Jan-17																							
<b>Reports &amp; Planning Documents</b>		05-Jul-15 A	21-Oct-16																							
<b>DP-0.0.01 Design Quality Management Plan</b>		05-Jul-15 A	27-May-16 A																							
A73560	Develop Design Quality Management Plan 0.0.01	05-Jul-15 A	09-Oct-15 A																							
A73570	Design Quality Management Plan QC & Address Comments 0.0.01	09-Oct-15 A	17-Jan-16 A																							
A73950	Packaging 0.0.01	18-Jan-16 A	20-Jan-16 A																							
A73970	ICR / IPR / QC Audit 0.0.01	20-Jan-16 A	28-Jan-16 A																							
A73580	Submit Draft Design Quality Management Plan to JV 0.0.01	20-Jan-16 A	28-Jan-16 A																							
A73980	JV Review & Comments 0.0.01	28-Jan-16 A	17-Feb-16 A																							
A73590	TxDOT Review 0.0.01	17-Feb-16 A	28-Apr-16 A																							
A75120	CRM 0.0.01	18-May-16 A	18-May-16 A																							
A75130	Incorporate Comments 0.0.01	19-May-16 A	27-May-16 A																							
A75140	Submit Final Updated DQMP 0.0.01	19-May-16 A	27-May-16 A																							
<b>DP-0.0.02 Landscape &amp; Aesthetic Concept Plan</b>		17-Jun-16	09-Aug-16																							
A73930	Develop Landscape & Aesthetic Concept Plan 0.0.02	17-Jun-16	27-Jun-16																							
A73950	ICR / IPR / QC Audit 0.0.02	27-Jun-16	05-Jul-16																							
A73990	Submit Draft Landscape & Aesthetic Concept Plan to JV 0.0.02	05-Jul-16	05-Jul-16																							
A73940	JV Review & Comments 0.0.02	05-Jul-16	07-Jul-16																							
A73910	TxDOT Review 0.0.02	07-Jul-16	25-Jul-16																							
A73920	CRM 0.0.02	01-Aug-16	03-Aug-16																							
A75150	Incorporate Comments 0.0.02	03-Aug-16	09-Aug-16																							
A75160	Submit Final Landscape and Aesthetic Concept Plan 0.0.02	03-Aug-16	09-Aug-16																							
<b>DP-0.0.03 Temporary Pavement Report</b>		17-Jun-16	04-Aug-16																							
A74750	Develop Temporary Pavement Report 0.0.03	17-Jun-16	20-Jun-16																							
A74700	Packaging 0.0.03	20-Jun-16	21-Jun-16																							
A74720	ICR / IPR / QC Audit 0.0.03	21-Jun-16	23-Jun-16																							
A74760	Submit Draft Temporary Pavement Report Package to JV 0.0.03	21-Jun-16	24-Jun-16																							
A74710	JV Review & Comments 0.0.03	24-Jun-16	27-Jun-16																							
A74730	TxDOT Review 0.0.03	28-Jun-16	14-Jul-16																							
A74740	CRM 0.0.03	20-Jul-16	28-Jul-16																							
A75170	Incorporate Comments 0.0.03	25-Jul-16	04-Aug-16																							
A75180	Submit Final Temporary Pavement Report Package 0.0.03	25-Jul-16	04-Aug-16																							
<b>DP-0.0.04 Pavement Report</b>		28-Jun-16	21-Oct-16																							
A74920	Develop Pavement Report 0.0.04	28-Jun-16	23-Aug-16																							
A74770	Packaging 0.0.04	23-Aug-16	25-Aug-16																							
A74790	ICR / IPR / QC Audit 0.0.04	25-Aug-16	01-Sep-16																							
A74830	Submit Draft Pavement Report Package to JV 0.0.04	01-Sep-16	01-Sep-16																							
A74780	JV Review & Comments 0.0.04	01-Sep-16	05-Sep-16																							
A74900	TxDOT Review 0.0.04	05-Sep-16	22-Sep-16																							
A74810	CRM 0.0.04	28-Sep-16	06-Oct-16																							
A75190	Incorporate Comments 0.0.04	06-Oct-16	21-Oct-16																							
A75200	Submit Final Pavement Report Package 0.0.04	06-Oct-16	21-Oct-16																							
<b>DP-0.0.05 Operational Sign &amp; Pavement Marking</b>		09-May-16 A	02-Aug-16																							

SH 288 Toll Lanes Project Schedule

Printed Date: 24-Jun-16 Data Date: 17-Jun-16

# What is the role of the public partner?

The background of the slide features a dramatic sunset with a bright sun low on the horizon, creating a lens flare effect. Two silhouetted figures are shown from the waist up, standing on a dark ridge. The figure on the left is leaning forward with their right hand extended towards the sun. The figure on the right is also leaning forward with their left hand extended towards the sun. The sky is a gradient of orange and red, with some wispy clouds.

- Maintain a prescribed process
- Embrace change
- Mandate the system checks
- Mitigate the impacts of 3<sup>rd</sup> parties
- Maintain fairness

# P3 – Infrastructure Ontario

## Track Record (45 projects total including vertical & horizontal projects)

Budget Performance-	98% on Time
Schedule Performance -	73% on Time

## Preferred Project Proponent

No. 1 Ranked Design Proposal 50%

No 1. Ranked Finance Proposal 90%

# P3 Process

Turnover



# P3 Process

## Operations and Maintenance



# P3 Process

## Handback

