



The Canadian Council for  
Public-Private Partnerships



Le Conseil Canadien pour  
les Partenariats Public-Privé

## 2009 National Awards for Innovation and Excellence in Public-Private Partnerships

### Application Form

Complete this form and ensure that it is attached to each copy of the application when it is submitted.

**PROJECT NAME:** \_\_\_\_\_

**COMPANY/DEPARTMENT SPONSORS:**

*(To qualify as a public-private partnership there must be at least one private sector partner and one public sector partner.) Please see the FAQ sheet for a complete definition of a public-private partnership.*

- \_\_\_\_\_
- \_\_\_\_\_

**CATEGORY SUBMITTING UNDER (CHECK ONE):** *(The Canadian Council for Public-Private Partnerships reserves the right to change the designation should circumstances warrant.)*

- Project Financing**
- Service Delivery**
- Infrastructure**
- Other**

**PRIMARY CONTACT:**

**Name:** \_\_\_\_\_

**Organization:** \_\_\_\_\_

**Address:** \_\_\_\_\_

**Telephone:** \_\_\_\_\_ **Fax:** \_\_\_\_\_

**E-Mail:** \_\_\_\_\_

**SECONDARY CONTACT:**

**Name:** \_\_\_\_\_

**Organization:** \_\_\_\_\_

**Address:** \_\_\_\_\_

**Telephone:** \_\_\_\_\_ **Fax:** \_\_\_\_\_

**E-Mail:** \_\_\_\_\_



**The Canadian Council for  
Public-Private Partnerships**



**Le Conseil Canadien pour  
les Partenariats Public-Privé**

**The Canadian Council for Public-Private Partnerships  
Announces the 12th Annual National Awards  
For Innovation and Excellence in Public-Private Partnerships**

The 2008 Canadian Council for Public-Private Partnerships National Awards for Innovation and Excellence were a resounding success! The following are the 2008 winning projects:

- Winner:** **Gold Award, Project Financing: Completion of Autoroute 30 in the Montréal Metropolitan Area**  
**Partners:** Ministère des Transports du Québec, Nouvelle Autoroute 30, S.E.N.C., and Agence des Partenariats Public Privé Québec
- Winner:** **Silver Award, Project Financing: Northwest Anthony Henday Drive DBFO Project**  
**Partners:** Alberta Transportation and Bilfinger Berger Project Investments Inc.
- Winner:** **Silver Award, Infrastructure: Abbotsford Regional Hospital and Cancer Centre**  
**Partners:** Abbotsford Regional Hospital and Cancer Centre Inc., and AHA Access Health Abbotsford Limited
- Winner:** **Silver Award, Infrastructure: Trans-Canada Highway Project**  
**Partners:** New Brunswick Highway Corporation and Brun-Way Construction Inc.
- Winner:** **Silver Award, Infrastructure: William R. Bennett Bridge**  
**Partners:** BC Ministry of Transportation and SNC-Lavalin Inc.
- Winner:** **Silver Award, Service Delivery: 407 ETR – Growth of a P3**  
**Partners:** Ontario Ministry of Transportation and 407 ETR Concession Company Limited
- Winner:** **Award of Merit, Social Infrastructure Procurement: Alberta Schools Alternative Procurement (ASAP) Project**  
**Partners:** Alberta Infrastructure and Babcock & Brown Canada ULC

Our public-private partnerships are a Canadian success story in such diverse areas as infrastructure, information technology, education, health care and transportation. To continue recognition of these success stories, the 2009 National Awards will once again recognize the individuals, the institutions and the companies behind successful partnerships. Awards will be presented at the 2009 National Conference of The Canadian Council for Public-Private Partnerships in Toronto on December 3, 2009.

Deadline for nominations is **12:00 p.m. Noon, (EDT), Tuesday, September 15, 2009**

## **Purpose**

The Canadian Council Awards For Innovation and Excellence in Public-Private Partnerships were established in 1998 to honour governments and/or public institutions and their private sector partners who have demonstrated excellence and innovation in the establishment of public-private partnerships. The awards are presented annually to showcase Canadian excellence and innovation in project financing service delivery, infrastructure investment and/or generation of economic benefit, which result in enhanced quality of public services and facilities.

## **Annual National Awards**

Three awards are presented annually to public institutions/governments and their private sector partners for outstanding achievement in Canadian public-private partnerships (PPP). Awards may be announced in each of the following key areas:

### **Project Financing Service Delivery Infrastructure Other**

Winners receive an engraved glass sculpture and have the right to the designation of National Award winner on publications, stationary and future proposal submissions. Winning partnerships may be published as case studies, and will also be advertised through press releases, and media coverage.

Awards will be announced and presented at a dinner on December 3, 2009, at the annual National Conference hosted by The Canadian Council for Public-Private Partnerships and its co-sponsors at the Toronto Hilton Hotel.

### **Preconditions to be considered for a CCPPP National Award:**

A project considered for an award by CCPPP must meet three basic requirements:

1. The project must be one that is typically overseen by the public sector and one that the public sector would have done traditionally, had it not used a PPP solution. Projects that do not fit into a government's normal activities are not considered public-private partnerships; and
2. The project must demonstrate the transfer of risk; and
3. The project must demonstrate innovation and/or excellence in its sector.

All projects must meet these three criteria to be eligible for a CCPPP National Award for Innovation and Excellence. *(Please review any of the previously published Awards Case Studies publications for examples of past Award winning projects.)*

### **Definition Of Public-Private Partnerships (PPP) and Award Categories**

A Public-Private Partnership is defined as a co-operative venture between the public and private sectors, built on the expertise of each partner, which develops or improves facilities and/or services needed by the public through the appropriate allocation of resources, risks, rewards and responsibilities. Eligible PPP include those, which have enhanced the quality, efficiency or effectiveness of public capital projects or operating programs and services including infrastructure (e.g., roads, arenas, schools, information technology, etc.) and services benefiting the public.

At the time of application submission, projects must have achieved certain benchmarks within the particular award category as described below:

**Project Financing Award:** Projects applying under the Project Financing category must have achieved Financial Close.

**Service Delivery Award:** Projects must have been fully operational for at least one year as of the date of entry submission to apply under the Service Delivery category. Exceptions may be considered for projects with a seasonal use or typical start up period such as a fall opening of a school project.

**Infrastructure Award:** Projects applying under the Infrastructure category must have achieved Substantial Completion.

**Other:** Projects, which meet all pre-considerations for submission but do not readily, fit into the Project Financing, Service Delivery and Infrastructure categories.

### **Eligibility**

Either partner may initiate the application, or a third party may nominate the partnership for an award. A representative of each of the public and private partners must sign the application form.

Applications and nominations must be received from governments (defined as municipal, provincial or federal), public institutions (e.g., hospitals, schools, post-secondary institutions) or non profit organizations together with their private sector partners for projects or service delivery initiatives which have been developed and/or completed in Canada.

### **2009 Awards Selection Criteria**

Applications will be assessed on the following criteria. It is expected that applications will demonstrate several **but not necessarily all** of the following qualities:

- Innovative features
- Relevance or significance as a model nationally and/or abroad
- Economic benefit (job creation, enhanced economic value, export potential, etc.)
- Measurable enhancement of quality and excellence in service or project
- Appropriate allocation of risks, responsibilities and returns between partners
- Effective use of financing and/or use of non-traditional sources of revenue

### **2009 Preconditions To Consideration Of Projects For Selection**

The P3 private sector proponent must have been selected through a competitive process. If this did not occur, justification must be provided to indicate why an alternative selection process was used.

The project must meet the test of being a true public-private partnership where there is clearly a public partner(s) and a true private sector partner (s) assuming various levels of risk. **Public-public partnerships will not be considered.**

If applicable, cost savings over traditional delivery should be demonstrated. If a value for service comparison has not been conducted, there should be an explanation of how the public sector made the determination that the PPP alternative was preferable to a traditional delivery method.

### **2009 Awards Selection Process**

A fully completed application form and any descriptive diagrams or charts must accompany the submission. Signed applications must be submitted in electronic or hard copy no later than **12:00 p.m. Noon (EDT), Tuesday, September 15, 2009.** If you are only submitting **hard copies**, please also provide **an electronic copy in Word Format**. If you are only submitting **electronic copies** please provide one electronic copy in **Word Format** and the second as an **Adobe Acrobat PDF**. Five to six representative photos (jpg format) must be submitted to the Council's email address: [partners@pppcouncil.ca](mailto:partners@pppcouncil.ca) along with your electronic submission.

The Canadian Council for Public-Private Partnerships will appoint an expert selection panel of knowledgeable and objective Canadian leaders to review the applications against the criteria and recommend the winners. The Chair of the National Awards Panel for 2009 is Cynthia Robertson, a Past President of The Canadian Council for Public-Private Partnerships. Awards will be presented at a dinner on December 3, 2009 at the National Annual Conference of The Canadian Council for Public-Private Partnerships.

**Only Award recipients** will be notified.



The Canadian Council for  
Public-Private Partnerships



Le Conseil Canadien pour  
les Partenariats Public-Privé

**The Canadian Council for Public-Private Partnerships**  
**Application For The**  
**2009 National Awards For Innovation & Excellence**  
**In Public-Private Partnerships**

**How To Enter**

1. Complete the Application Form. Both a public and private sector representative of the partnership must sign off. A separate application form must be completed for each project initiative submitted for entry. Applications will be judged on the quality, not the quantity of the submission, as well as the match with the criteria noted.

Indicate on the Application Form under which one of the key areas, the project is being submitted for entry. While the Canadian Council for Public-Private Partnerships only awards **Gold** and **Silver** in the main categories indicated, it does from time to time, present an **Award of Merit** to projects deemed to be exemplary in certain areas, but which may not merit a Gold or Silver in the selected category. The Council also reserves the right to change the designation of a project category if circumstances warrant this.

**There is no entry fee.**

2. Please send **two completed hard copies** of the Application Form **or one copy in Word Format and one in Adobe Acrobat PDF**, if you are submitting electronically. Please also provide **one electronic copy in Word Format** if you are only submitting hard copies.

**The Canadian Council for Public-Private Partnerships**  
**1 First Canadian Place, 100 King Street West, Suite 1600**  
**Toronto, ON M5X 1G5**

**Re: 2009 National Awards**

**Fax: (416) 862-7661      E-Mail: [partners@pppcouncil.ca](mailto:partners@pppcouncil.ca)**

3. Please submit 5 or 6 digital photographs that visually represent your project in jpg format (minimum of 150 dpi) with the electronic copy.
4. Deadline is **12:00 p.m. Noon, (EDT), Tuesday, September 15, 2009.**

# FAQ's

## Frequently Asked Questions

### 1. **What constitutes a public-private partnership?**

A Public-Private Partnership is defined as a co-operative venture between the public and private sectors, built on the expertise of each partner, which develops or improves facilities and/or services needed by the public through the appropriate allocation of resources, risks, rewards and responsibilities. Eligible PPP include those, which have enhanced the quality, efficiency or effectiveness of public capital projects or operating programs and services including infrastructure (e.g., roads, arenas, schools, information technology, etc.) and services benefiting the public.

The PPP private sector proponent must have been selected through a competitive process. If this did not occur, justification must be provided to indicate why an alternative selection process was used.

The project must meet the test of being a true public-private partnership where there is clearly a public partner(s) and a true private sector partner (s) assuming various levels of risk. **Public-public partnerships will not be considered.**

If applicable, cost savings over traditional delivery should be demonstrated. If a value for service comparison has not been conducted, there should be an explanation of how the public sector made the determination that the PPP alternative was preferable to a traditional delivery method.

### 2. **What is a public-sector partner?**

A public-sector partner will be the partner from the public sector, for example a level of government, federal, provincial or municipal, a public institution, such as a school, hospital or post-secondary institution or a non-profit or not for profit corporation.

### 3. **What is a private-sector partner?**

A private-sector partner will be a company, which operates solely in the private sector, be it a limited or incorporated entity.

### 4. **Does a contracting out arrangement between a public-sector entity and a private sector entity constitute a public-private partnership?**

No, this is not a true public-private partnership as there is no sharing, by both partners, of resources, risks and rewards.

### 5. **If a partner provides a grant or a financial commitment is made, but there is no other active involvement by one or more partners, can this be considered a public-private partnership?**

A grant from a level of government or a straight financial commitment without involvement from the private or public sector partner or partners cannot be considered a public-private partnership. There must be a mutual decision making process which pertains directly to public-private partnership at all stages.

### 6. **How many public and private partners constitute a public-private partnership?**

There is no limit to the number of public and private partners that can be involved in the partnership. However, there must be at least **one public** and **one private** partner, each sharing in the appropriate allocation of resources, risks and rewards in the nominated project.

### 7. **Who can I call to clarify whether our public-private partnership meets the criteria or if we have any other questions regarding our application?**

Please call Carla Walmsley, the 2009 Awards Coordinator, at 416-861-0500 if you have any questions or concerns regarding your 2009 Awards submission.

**Executive Summary:**

Project name	
Partners	
Purpose of the project	
Description/rationale for the project	
Total project cost	
Financing arrangements, payment structure etc., (supply any charts, or diagrams to support your application)	
Other project characteristics (may include financial, service delivery and infrastructure information)	
Key risk allocations	
Duration of the agreement	
Other relevant terms of the agreement	
Cost savings	
Community benefits/labour impacts, communications issues.	
Other unusual features	

## **DETAILED PROJECT INFORMATION**

### **1. Overview of the Project**

- a) background
- b) rationale
- c) government objectives
- d) community benefits

### **2. Description of the Project**

### **3. Procurement Process**

- a) why choose a P3 rather than traditional delivery;
- b) detail the competitive process used for selecting the P3 partner;
- c) timeline for the procurement process;
- d) fairness of the process.

### **4. Structure of the Partnership**

- i) overall structure, including where possible a diagram showing the relationship between the different entities;
- ii) allocation of risks, responsibilities and returns between the partners.

### **5. Financial Arrangements**

- i) financing capital costs/equity component/types of debt;
- ii) payment structure;
- iii) revenue sharing;
- iv) other, (ie. flexibility of the agreement);
- v) contractual agreement to be provided where possible. *(if available, and acceptable to the partners, a copy of the actual contract between the parties is useful to understand the detail of the project or provide any other relevant documentation, which may be useful in evaluating this project.)*

### **6. Risk allocation**

- i) risk allocation between the partners;
- ii) performance management.

### **7. Benefits and results over traditional project application delivery including the following:(focus on key characteristics based on application category)**

- i) enhancement of service;
- ii) measurable cost savings/value for money;
- iii) other benefits;
- iv) user satisfaction.

### **8. Communications**

- i. between the partners;
- ii with the public prior or during the project;
- iii. dispute resolution mechanism.

**9. Labour Transition Impact**

**10. Other Issues**

- i.** innovative or relevant features of the project;
- ii.** applicability outside of Canada;
- iii.** lessons learned.

**11. Concluding Comments.**

**List Of Partners Involved**

List all names, titles, and organizations involved in the public-private partnership. These will be contacts other than the primary public and private sector proponents. For the public sector, this may include, process advisors, financial advisors, outside legal counsel, process auditor, etc.. For the private sector, please list the team, which made up the consortia. (Use additional pages if necessary.)

**Please Print**

Name: \_\_\_\_\_

Organization: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: \_\_\_\_\_ Fax: \_\_\_\_\_

E-Mail: \_\_\_\_\_

\*\*\*\*\*

Name: \_\_\_\_\_

Organization: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: \_\_\_\_\_ Fax: \_\_\_\_\_

E-Mail: \_\_\_\_\_

\*\*\*\*\*

Name: \_\_\_\_\_

Organization: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: \_\_\_\_\_ Fax: \_\_\_\_\_

E-Mail: \_\_\_\_\_

\*\*\*\*\*

Legal Advisors: \_\_\_\_\_  
For Public Partners

Contact: \_\_\_\_\_

Phone: \_\_\_\_\_

Legal Advisors: \_\_\_\_\_  
For Private Partners

Contact: \_\_\_\_\_

Phone: \_\_\_\_\_

## **TESTIMONIALS**

**Public Sector:** **Please provide a testimonial from someone who can speak with authority as to the value of the PPP.**

**Private Sector:** **Comment from the private sector representative.**

# **SIGN OFF PAGE**

**NOTE:**

Your signature on this application form will signify your participation in the 12th Annual National Awards for Innovation and Excellence in Public-Private Partnerships. Should your entry become a winning project it may be selected to be included in the annual Awards Case Studies publication. You agree, by your signature, to participate in the production of the Awards Case Studies and to designate someone from your organization to speak with authority on all aspects of the project. This will involve all or some of the following activities related to the documentation of the entire project as a case study:

- **One on one interviews with a Researcher;**
- **Telephone interviews with a Researcher;**
- **The provision of additional information either verbally or in writing to a Researcher; or**
- **Any additional information (either verbally or in writing), which may be required to assist in the preparation of the entire project as a Case Study to be prepared by a Researcher.**
- **The research takes place over the period of December to April and respondents must be prepared to respond in a timely manner to requests for information and approval of drafts.**

**The Canadian Council for Public-Private Partnerships will assign the Researcher.**

_____ <b>Signature: Public Sector Proponent</b>	_____ <b>Signature: Private Sector Proponent</b>
<b>Name (Print)</b> _____	_____
<b>Title</b> _____	_____
<b>Organization</b> _____	_____
<b>Address</b> _____	_____
<b>Phone</b> _____	_____
<b>Fax</b> _____	_____
<b>E-Mail</b> _____	_____
_____ <b>Signature: Provincial PPP Agency (if applicable)</b>	_____

<b>Name (Print)</b> _____
<b>Title</b> _____
<b>Organization</b> _____
<b>Address</b> _____
<b>Phone</b> _____
<b>Fax</b> _____
<b>E-Mail</b> _____

**Deadline for Submission of Nominations and Applications is  
12:00 p.m., Noon (EDT), Tuesday, September 15, 2009.**

**The Canadian Council for Public-Private Partnerships  
1 First Canadian Place, 100 King Street West, Suite 1600, Toronto, ON M5X 1G5  
Telephone (416) 861-0500 Fax (416) 862-7661 E-Mail [partners@pppcouncil.ca](mailto:partners@pppcouncil.ca)**



**The Canadian Council for  
Public-Private Partnerships**



**Le Conseil Canadien pour  
les Partenariats Public-Privé**