



The 2025 National Awards for Innovation and Excellence in Public-Private Partnerships

PROJECT AWARD APPLICATION GUIDELINES

The National Awards for Innovation and Excellence in Public-Private Partnerships were established in 1998 by The Canadian Council for Public-Private Partnerships (CCPPP) to honour governments and/or public institutions and their private sector partners who have demonstrated excellence and innovation in public-private partnerships (P3s).

This year's National Awards Gala Luncheon will take place on Tuesday, October 28 at P3 2025, the Council's annual conference. Winners will be announced on stage in front of an anticipated crowd of up to a thousand delegates.

PRIZES

Winners in each category will 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 will also be celebrated through news releases and media coverage arranged by the Council.

DEFINITION OF PUBLIC-PRIVATE PARTNERSHIP (P3)

For the purposes of an awards application, a public-private partnership is a project delivery model that: (i) provides infrastructure and services to Canadians using efficient solutions to public sector objectives; (ii) provides value to taxpayers; and (iii) reflects each of the following attributes:

- Allocation of risk to the party best suited to manage it;
- Consideration of the whole life cycle of the asset;
- Promotion of innovation and efficiencies; and,
- Leveraging of private capital and expertise.

AWARD CATEGORIES

Categories. Awards may be announced in each of the categories listed below. Proponents should carefully review the assessment criteria and submission requirements for each of the award categories set out in the section of this document titled *Guidelines Regarding Application Form, Eligibility and Assessment Criteria*, as well as the application form. The award categories are:

P3 Transaction
P3 Design & Construction
P3 Service Delivery
Environmental, Social and Governance

APPLICATION REQUIREMENTS

Application Form. The proponent must complete and submit the attached Application Form.

Maximum Submission Length. Subject to the exceptions described below, applications must not exceed 15 pages in length. No materials beyond the 15th page of an application will be reviewed or considered. This page limit has been introduced effective as of the 2024 awards year.

Exceptions to Maximum Submission Length. The following materials shall not count towards the maximum submission length: (i) the photos to be submitted in accordance with the “Photos” section below; (ii) the “List of Participants” portion of the Application Form; (iii) testimonials submitted pursuant to the “Testimonials” portion of the Application Form; and (iv) the “Sign-Off Page” portion of the Application Form.

Photos. Five to six high resolution photos (300 dpi; jpg format) that visually represent the project must also be submitted. These photos may be used for media relations about the awards and other CCPPP initiatives, as well as on the CCPPP website (pppcouncil.ca) and in the P3 Spectrum project database. It is preferable to submit photos via a link to download, or as jpg attachments. Please no .zip files.

Formatting. Applications must use either Arial, Calibri or Times New Roman font, and may not use a font size smaller than 10 points. Applications may not have margins less than one inch.

File Type. Only applications provided in an electronic format will be accepted. Applications must be provided in both Word and Adobe Acrobat PDF formats.

Video. If the application is shortlisted for an award, the applicant will be asked to submit a 45-90 second video detailing the project and the people on the team involved in making it a success. Video files should be provided in 16:9 HD format, as an .mp4. The deadline for video submission will be shared when shortlisted nominees are notified in September.

ELIGIBILITY

Preconditions. A project must satisfy each of the following requirements:

1. The project must be one that is typically overseen by the public sector and the public sector would have delivered using a traditional delivery model, had it not used a P3 solution; and
2. The project must demonstrate a transfer of risk from the public to the private sector; and
3. The project must demonstrate how it is leveraging private capital and expertise; and
4. The project must demonstrate innovation and/or excellence in its category.

Milestone Thresholds. To qualify for an award, projects must have achieved the milestones noted below for each award category at the time of application:

Award Category	Required Milestone
P3 Transaction	Financial Close
P3 Design & Construction	Substantial Completion
P3 Service Delivery	At Least Two Years of Full Operation
Environmental, Social and Governance	Financial Close

Selection of Categories and Special Rules for ESG Category. In any one calendar year, a project cannot be nominated for an award in more than one of the following categories: P3 Transaction, P3 Design & Construction and P3 Service Delivery. A project nominated for an award in the Environmental, Social and Governance category may also be nominated for an award in one of the other three categories.

International Projects. Proponents are reminded that the National Awards were created to recognize excellence in the Canadian P3 market. Projects located outside of Canada are eligible for

consideration, provided the project has a substantial connection to Canada. For example, delivery/financing of an international project by a Canadian private sector entity, or delivery of an international project for which a Canadian public sector government or agency substantially administered the procurement/delivery process on behalf of a foreign government.

Competitive Procurement. For a project to be eligible for an award, the P3 private sector partner should 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.

True P3. The project must be a true public-private partnership where there is a public sector partner and a private sector partner, and the latter assumes some level of risk. Public-public partnerships will not be considered.

Value-for-Money (VFM) Assessment. Award submissions should include a summary of the VFM analysis showing the value of delivering the project using the P3 model, as compared to a traditional delivery model. If a VFM analysis has not been conducted, the submission should contain an explanation of how the public sector made the determination that the P3 model was preferable to a traditional delivery model.

WHO MAY NOMINATE A PROJECT

Either the public or private sector partner, or a third party, may nominate the project 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 (municipal, provincial or federal), agencies of such governments, public institutions (e.g., hospitals, schools, post-secondary institutions) or non-profit organizations together with their private sector partners.

ASSESSMENT OF SUBMISSIONS

Assessment Focus and Evaluation Factors. Applications in each award category should focus on the subject matter identified in the table below. A non-exhaustive list of evaluation factors has also been provided for each category. Applications are expected to demonstrate excellence, innovation, cost savings, noteworthiness, efficient risk allocation, and/or measurable enhancement in at least one, but ideally several evaluation factors. Applications must also describe the selected P3 model and the rationale for such selection. The Assessment Panel will not consider information not included in the application.

Award Category	Assessment Focus	Evaluation Factors
P3 Transaction	Process and activities related to transaction; Success of transaction	Financing solution; Partnering arrangements; Transaction legal structure; Project incentives; Special planning requirements; Transaction-stage agreements with third parties; Public sector program assessment.
P3 Design & Construction	Process and activities relating to design and construction; Success of construction phase	Design; Construction performance; Delivery timeline; Resolution of implementation-phase disputes/challenges; Partnering arrangements; Supply chain management.
P3 Service Delivery	Operation and maintenance factors and track record	Service performance; Satisfaction of client; Resolution of operations-phase disputes/challenges; Monitoring/dispute management approach; Mitigation of failure points; Accommodation of changing public policy objectives of public sector partner

Environmental, Social and Governance	ESG goals; Achievement of ESG goals	Contribution of project to environmental protection or enhancement; Wildlife protection; Climate/GHG impact; Natural infrastructure attributes; Indigenous engagement; Community benefits; Other social impacts.
--------------------------------------	-------------------------------------	--

Assessment Panel. 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 select the winners.

APPLICATION PROCESS

Submission Deadline. Signed applications must be submitted electronically no later than **12:00 p.m. (Noon) ET, Friday July 11, 2025.**

Submission Address. Applications should be emailed to partners@pppcouncil.ca.

Submission Fee. There is no submission fee.

AWARD TYPES

An award of **Gold** or **Silver** is typically granted in each category; however, an **Award of Merit** may be presented to projects deemed to be exemplary, but which may not merit a Gold or Silver. The Council reserves the right, at its discretion, to: (i) award more than one Gold and Silver in each category; (ii) grant no awards in a category; and/or, (iii) change the designation of a project category.

ANNOUNCEMENT OF WINNERS

Shortlisted nominees will be announced by CCPPP in early September 2025. As noted in the “Application Requirements” section above, shortlisted nominees will be asked to submit a short 45-90 second video about the nominated project.

The winners will be announced and celebrated at the National Awards Gala Luncheon on Tuesday, October 28, 2025, during the P3 2025 conference. Award winners will not be announced (publicly or privately) prior to the awards luncheon.

FREQUENTLY ASKED QUESTIONS

1. What constitutes a public-private partnership?

See the definition provided above under the heading “Definition of Public-Private Partnership (P3).”

2. What is a public sector partner?

A public sector partner is the partner from the public sector, for example, a level of government (federal, provincial or municipal), an agency representing such government, 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 is a company that operates solely in the private sector, be it a partnership, joint venture 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 that pertains directly to a 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 contact partners@pppcouncil.ca if you have questions regarding your submission.

8. In previous years, case studies were prepared with respect to winning projects. Will the Council be preparing case studies this year?

Following internal review, it was determined that the case studies were not being widely used. Accordingly, effective as of 2024, case studies of winning projects will no longer be prepared.

-- End of National Awards Application Guidelines --



The 2025 National Awards for Innovation and Excellence in Public-Private Partnerships

PROJECT APPLICATION FORM

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

PROJECT NAME: (to be used for Awards material and marketing)

COMPANY OR CONSORTIUM and GOVERNMENT 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.

- _____
- _____

AWARD CATEGORY: Proponents may select a maximum of one Standard Category (as defined below). Proponents may select the ESG Category in addition to a Standard Category or select only the ESG Category. The Canadian Council for Public-Private Partnerships reserves the right to change the category should circumstances warrant.

<input type="checkbox"/>	P3 Transaction	“Standard Categories”
<input type="checkbox"/>	P3 Design & Construction	
<input type="checkbox"/>	P3 Service Delivery	
<input type="checkbox"/>	Environmental, Social and Governance	“ESG Category”

PRIMARY PUBLIC SECTOR CONTACT:

Name: _____

Title: _____

Organization: _____

Telephone: _____ **E-Mail:** _____

SECONDARY PUBLIC SECTOR CONTACT:

Name: _____

Title: _____

Organization: _____

Telephone: _____ **E-Mail:** _____

PRIMARY PRIVATE SECTOR CONTACT:**Name:** _____**Title:** _____**Organization:** _____**Telephone:** _____ **E-Mail:** _____**SECONDARY PRIVATE SECTOR CONTACT:****Name:** _____**Title:** _____**Organization:** _____**Telephone:** _____ **E-Mail:** _____

EXECUTIVE SUMMARY

Project name	
Partners	
P3 model	
Agreement duration	
Project status (e.g. under construction, in maintenance phase etc.)	
Short Description of the project	
Total project cost	
2-3 Key project highlights	
2-3 Key risk allocations	
2-3 Key innovative features	
URL where additional project documents and contracts can be located	
Summary of rationale why Project merits an award in the chosen award category/categories	

GENERAL PROJECT INFORMATION (ALL AWARD CATEGORIES)

- 1. Overview of the Project**
 - a. Description of the project
 - b. Background and rationale for the project (including government objectives)
- 2. P3 Model Selection**
 - a. Rationale for choosing P3 over a traditional delivery model
 - b. Summary of Value-for-Money (VfM) assessment
- 3. Procurement Process**
 - a. Summary of procurement process and timelines
 - b. Confirmation of no fairness concerns, or explanation of identified concerns
- 4. Structure of the Partnership**
 - a. Overall structure (may include a corporate organization diagram)
 - b. Summary of allocation of responsibilities between the partners
- 5. Financing & Payment Structure.** Highlights of financing and payment structure (without duplication of information provided in the “Award Category-Specific Project Information” section below)
- 6. Risk Allocation**
 - a. Summary of allocation of risks and returns between the partners
 - b. Performance management/monitoring highlights
- 7. Other Project Highlights**
 - a. Communications protocol
 - b. Labour transition (if applicable)
 - c. Description of any disputes and how they were resolved
- 8. Lessons Learned**
 - a. Aspects of the process contributing to the project's success
 - b. Aspects of the process that could be improved for the benefit of future similar projects

AWARD CATEGORY-SPECIFIC PROJECT INFORMATION

Proponents should provide a detailed assessment of why their project is deserving of an award in the specific category in which the project has been nominated.

In drafting this section, proponents should take note of the details set forth in the “Assessment of Submissions” section set out in the Application Guidelines.

TESTIMONIALS

Public Sector: Please provide a detailed letter expressing the value of this project to the public sector and why the project excelled in the applicable award category. The letter must show more than support for the project and provide a clear indication that the P3 process has been instrumental in the success of the project. The letter must be signed by a senior public sector official.

Private Sector: Please provide a letter expressing how the partnership with the public sector has been of value to the private sector project proponents and why the project excelled in the applicable award category. The letter must detail more than support for the project and must be signed by a senior member of the private sector proponent.

LIST OF PARTICIPANTS

List names, titles, and roles of organizations actively 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. depending on the significance of their role and the nature of applicable award category. For the private sector, please list the team members and roles, which made up the proponent including major subcontractors. Legal advisors must be listed to ensure no conflict of interest with the judging panel.

Name: _____

Title: _____

Organization: _____

Role: _____

Phone: _____ Email: _____

Name: _____

Title: _____

Organization: _____

Role: _____

Phone: _____ Email: _____

Name: _____

Title: _____

Organization: _____

Role: _____

Phone: _____ Email: _____

**Public Sector
Legal Advisors:** _____

Contact: _____

Phone: _____ Email: _____

**Private Sector
Legal Advisors:** _____

Contact: _____

Phone: _____ Email: _____

SIGN-OFF PAGE

Your signature on this application form will acknowledge your participation in the 2025 National Awards for Innovation and Excellence in Public-Private Partnerships.

Photos submitted with an application may be used for media relations about the awards and other CCPPP initiatives, as well as on the CCPPP website (pppcouncil.ca) and in the P3 Spectrum project database.

SIGNATURE:

Public Sector Proponent

Private Sector Proponent

Name:

Title:

Organization:

Phone:

Email:

SIGNATURE:

Public P3 Agency (if applicable)

Name:

Title:

Organization:

Phone:

Email:

**Deadline for Submission of Nominations and Applications is
12:00 p.m. (Noon) ET, Friday July 11, 2025.**

The Canadian Council for Public-Private Partnerships
E-Mail: partners@pppcouncil.ca