



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



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

## **2019 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 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.*

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

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

- Project Development**
- Project Financing**
- Infrastructure**
- Service Delivery**

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



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## **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 development, financing, service delivery, infrastructure investment and/or generation of economic benefit, which result in enhanced quality of public services and facilities.

## **ANNUAL NATIONAL AWARDS**

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 categories:

**Project Development  
Project Financing  
Infrastructure  
Service Delivery**

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 will also be advertised through press releases and media coverage.

Winning projects **may be selected to be published as case studies. Should your project be selected, you will need to identify a research contact who will be required to be available to answer questions from the CCPPP researcher. A timeline for the case studies will be provided to the research contact and must be adhered to. Untimely responses will result in significant delays or being dropped as part of the publication process.**

Awards will be announced and presented at the annual National Conference on November 18-19, 2019 hosted by The Canadian Council for Public-Private Partnerships and its co-sponsors at the Sheraton Centre Toronto 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/AFP 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 category.

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, hospitals, 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 Development Award:** Projects applying under the Project Development category must have achieved Financial Close.

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

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

**Service Delivery Award:** Projects must have been fully operational for at least one year as of the deadline for 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.

## **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 in Canada.

## **2019 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:

- Unique or innovative features
- Particularly noteworthy development process
- Innovative partnering involving multiple entities, first nations, etc.
- Relevance or significance as a model nationally and/or abroad
- Economic benefit (job creation, enhanced economic value, export potential, etc.)
- Measurable enhancement of project quality and/or excellence in service delivery
- Appropriate allocation of risks, responsibilities and returns between partners
- Effective use of financing and/or use of non-traditional sources of revenue
- Cost savings over traditional procurement

## **2019 PRECONDITIONS TO CONSIDERATION OF PROJECTS FOR SELECTION**

The P3 private sector proponent 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.

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 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/AFP Alternative was preferable to a traditional delivery model.

## **2019 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), Wednesday, September 11, 2019.**

If you are submitting **hard copies**, please also provide **an electronic copy in Word Format on a USB key**. 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 high resolution photos (300 dpi; jpg format) must also be submitted to The Council's email address: [partners@pppcouncil.ca](mailto:partners@pppcouncil.ca).

**Unless you indicate otherwise, these photos may be used for media relations about the Awards and other CCPPP initiatives as well as in the CCPPP Canadian PPP Project Database.**

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. Awards will be presented at a luncheon in Toronto on Monday, November 18, 2019 during the National Annual Conference of The Canadian Council for Public-Private Partnerships.

**Only Award recipients** will be notified.



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

### **Application for the**

### **2019 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 the award category for which the project is being submitted. 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.

**There is no entry fee.**

2. Please provide two copies of your Application in soft copy. One electronic version must be in **Word Format** with the second in **Adobe Acrobat PDF**.

The Application will also be accepted on **USB**, however, one version of the application form **must be in Word format**.

If you are submitting hard copies, you must also provide **one electronic copy in Word Format on a USB key**.

#### **Applications must be submitted to:**

**The Canadian Council for Public-Private Partnerships  
55 University Avenue, Suite 608  
Toronto, ON M5J 2H7**

**Re: 2019 National Awards**

**E-Mail: partners@pppcouncil.ca**

3. Participants must submit **5 - 6 high resolution digital photographs in jpg format** which visually represent your project.
4. Deadline is **12:00 p.m. Noon, (EDT), Wednesday, September 11, 2019.**

## FREQUENTLY ASKED QUESTIONS - FAQs

### 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 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.

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.

Please go to the CCPPP website, [www.pppcouncil.ca](http://www.pppcouncil.ca) and select the Awards tab to view definitions about PPP.

### 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 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 which 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 Carla Walmsley, the 2019 Awards Coordinator, at 416-861-0500 or [partners@pppcouncil.ca](mailto:partners@pppcouncil.ca) if you have any questions or concerns regarding your 2019 Awards submission.

## EXECUTIVE SUMMARY

**(One– two pages maximum which briefly describes the major highlights of your project with particular emphasis on the attributes of the project which reflect the category the project is being submitted for.)**

Project name	
Partners	
P3 model	
Agreement duration	
Project status (e.g. under construction, in maintenance phase etc.)	
Short Description/rationale for the project	
Total project cost	
Brief description of Financing arrangements, payment structure etc.,	
2-3 Highlights of other project characteristics	
2-3 Key risk allocations	
Cost savings/value for money	
2-3 Highlights of community benefits	
2-3 Highlights of innovative features	
Provide URL where additional project documents and contracts can be located.	
Summary of rationale why Project merits consideration for an award in the category applied for.	



## DETAILED PROJECT INFORMATION

- 1. Overview of the Project**
  - a. Background
  - b. Rationale for the project
  - c. Government objectives
- 2. Description of the Project**
- 3. Procurement process**
  - a. Rationale for choosing a P3 over a traditional procurement model
  - b. Detailed competitive process
  - c. Timelines for procurement
  - d. Process fairness
- 4. Structure of the Partnership**
  - a. Overall structure, including a diagram showing the relationship among the different entities;
  - b. Allocation of responsibilities between the partners.
- 5. Project Financing**
  - a. Highlights on financing capital costs (equity/grants/types of debt)
  - b. Payments to proponent during construction and operations
  - c. Revenue sharing (if applicable)
  - d. Lenders or types of lenders and how selected
  - e. Other (eg. deal flexibility, innovative features, etc.)
- 6. Benefits**
  - a. Cost savings/Value for money
  - b. Community socio-economic benefits
- 7. Submission Category Detailed Requirements (in particular, please focus on why the project or service merits an award in the category applied for)**

<b>Project Development</b>	<b>Project Financing</b>
Additional detail on the consultation and development process and key challenges that were overcome	Additional detail on Financing Capital Costs (Equity/grants/types of debt)
Key initiatives that were implemented during the development process to facilitate the project (agreements with First Nations, pooling arrangements with multiple sponsors, etc)	Payment structures and revenue sharing, if applicable
Unique or new features applied to the P3 model or project development considerations that were innovative	Unique or new financing features applied to the P3 model
Any challenging environmental, safety or similar initiatives implemented to facilitate project development	Why the selected structure was the most efficient method of financing (include key lender requirements)
Other development related matters that make the project noteworthy	Other (deal flexibility, innovation, market response, etc.) that makes the project financing noteworthy

<b>Infrastructure</b>	<b>Service Delivery</b>
Unique project design features or benefits	Outcomes on enhancement of service such as surveys on user satisfaction
Development/construction schedule and features	Improvements in service delivery or potential benefits to users
Partnership advantages or strengths brought to project	Unique or new service delivery capabilities or innovations
Innovations implemented to overcome engineering or construction challenges	Partnership challenges or improvements once in operational mode
Other features (e.g., innovation) that make the project noteworthy	Other features (e.g., innovation) that make the project noteworthy

**8. Risk allocation**

- a. Allocation of risks and returns between the partners;
- b. Performance management/monitoring.

**9. Communications**

- a. Between the partners
- b. With the public prior to and during the project
- c. Description of any disputes and how they were resolved

**10. Labour Transition Impact (if applicable)**

- a. Labour transition impact
- b. Applicability to other jurisdictions
- c. Other considerations

**11. Lessons learned from undertaking this project. Please provide details of:**

- a. Aspects of the process contributing to the project's success and why
- b. Aspects of the process that could be improved for the benefit of future similar projects.

**12. Rationale for Award in Category applied for and Concluding Comments.**

\*\*\*\*\*

**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 category applied for. The letter must show more than support for the project and provide a clear indication that the PPP/AFP 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 category applied for. 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 AND CONSULTANTS INVOLVED

*List names, titles, and roles of 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. depending on the significance of their role and the nature of award being applied for. For the private sector, please list the team members and roles, which made up the proponent including major sub-contractors. (Use additional pages if necessary to list major participants.)*

### Please Print

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

Title: \_\_\_\_\_

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

(Must provide the full and correct legal name of the organization)

Role: \_\_\_\_\_

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

\*\*\*\*\*

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

Title: \_\_\_\_\_

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

Role: \_\_\_\_\_

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

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

\*\*\*\*\*

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

Title: \_\_\_\_\_

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

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

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

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

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

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

Email: \_\_\_\_\_

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

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

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

Email: \_\_\_\_\_

## SIGN OFF PAGE

Your signature on this application form will signify your participation in the 22<sup>nd</sup> 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.

If requested by CCPPP, you agree, by your signature, to participate fully in the production of an Awards Case Study and to designate someone from your organization to act as the research contact and speak with authority to provide all non-proprietary information in a timely manner requested by the researcher on all aspects of the project which will be produced as a case study. **A timeline for the case study will be provided and must be adhered to by participants in the case study.**

Unless otherwise indicated in writing, photos that you supply may be used for media relations about the Awards and other CCPPP initiatives as well as in the CCPPP Canadian PPP Project Database.

Some or all of the following activities related to the documentation of the **entire project as an Awards Case Study will be required:**

- **Telephone and/or in person interviews with a researcher; and**
- **Provision of additional non-proprietary information not included in the award application either verbally or in writing as required by the researcher.**
- **Research takes place over the period of December to April. Research contact must be available during this timeframe.**

A draft of the case study will be shared with both the public and private sector proponents to verify that the information is correct.

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

	<u>Signature: Public Sector Proponent</u>	<u>Signature: Private Sector Proponent</u>
<b>Name (Print):</b>	_____	_____
<b>Title:</b>	_____	_____
<b>Organization:</b>	_____	_____
<b>Phone:</b>	_____	_____
<b>E-Mail:</b>	_____	_____

	<u>Signature: Provincial PPP Agency (if applicable)</u>
<b>Name (Print):</b>	_____
<b>Title:</b>	_____
<b>Organization:</b>	_____
<b>Phone:</b>	_____
<b>E-Mail:</b>	_____

**Deadline for Submission of Nominations and Applications is  
12:00 p.m., Noon (EDT), Wednesday, September 11, 2019.**

The Canadian Council for Public-Private Partnerships  
55 University Avenue, Suite 608, Toronto, ON, M5J 2H7  
Telephone: (416) 861-0500 E-Mail: [partners@pppcouncil.ca](mailto:partners@pppcouncil.ca)



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