



**CCPPP Elite Consultations Summary**  
*submitted by Nanos, May, 2015 (Submission 2015-606)*



# Executive Summary

## Background

The Canadian Council for Public-Private Partnerships (CCPPP) is a national not-for-profit, non-partisan organization whose mission is to “promote innovative approaches to infrastructure development and service delivery through public-private partnerships with all levels of government.”

The CCPPP retained the services of Nanos Research to conduct elite interviews on their behalf with individuals from key municipalities and aboriginal communities concerning their thoughts and experiences with public-private partnerships (P3s).

These individuals were contacted from a source list of municipalities and First Nations stakeholders across Canada representing a diversity of possible contacts. The list was provided by the client. The intelligence collected was structured as a one-on-one focus group. Each discussion included two Nanos analysts – one to facilitate the dialogue and one to take notes.

Readers should note that the names of the individuals who participated in the interviews have been changed to respect confidentiality. The methodology in this report is not a projective technique, but provides an understanding of the nuance of opinion.

Individuals from 12 municipalities and six aboriginal communities chose to share their views with Nanos during confidential telephone interviews, resulting in a Municipal participation rate of 20.6% and an Aboriginal participation rate of 15%. To follow are the key findings of the elite consultations.

# Key Findings

**Familiarity with P3s** - All stakeholders described themselves as at least somewhat familiar with P3s, with 11 of 18 saying they are familiar. For municipal stakeholders, the majority (nine of twelve) said that their familiarity with P3s came from direct experience with them. Aboriginal participants most frequently cited media coverage and discussion in infrastructure meetings for their familiarity (two of six stakeholders for each category).

**Personal Impressions of P3s** – All participants had at least a somewhat favourable impression of P3s in the context of government services and infrastructure. However, municipal stakeholders were slightly more likely to describe their impressions as favourable (seven of twelve) than Aboriginal stakeholders (two of six). In terms of why they have that impression, Municipal stakeholders most frequently cited that if properly selected, P3s can be the right tool for the job (five of twelve), while Aboriginal stakeholders felt the private sector was more efficient (two of six).

**Community Impressions of P3s** - Aboriginal stakeholders thought that people in their community would have either a somewhat unfavourable or unfavourable impression of P3s (four of six), while Municipal participants more often said people in their community would be somewhat favourable or favourable towards P3s (eight of twelve). Aboriginal participants (four of six) frequently attributed their opinion of the community's impression to a lack of knowledge among the public, while Municipal stakeholders more frequently mentioned that the public bases their opinions on the results of implemented projects (four of twelve).

**Considering Using P3s** – The large majority of participants (16 of 18) said that their organizations have considered using a public-private partnership, with all 12 Municipal stakeholders having considered them. The majority of Aboriginal participants have considered them as well, with only one participant out of six saying they have not considered using a P3. The most frequent reason why a P3 was considered according to seven of twelve Municipal stakeholders was funding and cost considerations, whereas for Aboriginal stakeholders, answers ranged from a suggestion by a government department, to the fact that a specific project was suited for a P3. The participant who had not considered using a P3 cited a lack of awareness of opportunities with P3s.

# Key Findings

**Experience with P3s** – Many of the interviewed stakeholders said they had had experience with P3s. However, while 11 of 12 of municipal stakeholders have had direct experience working with a P3, only three Aboriginal stakeholders of six have had direct experience. Those stakeholders with direct experience had generally positive experiences, with 11 of 18 describing the experience as positive or somewhat positive. Municipal stakeholders most often said their role was that of a City Manager (three of twelve), and also said they provided oversight for different aspects of the P3 and were a part of the decision making process (two out of twelve respectively). The three Aboriginal participants with direct experience said their role was to provide a First Nations government perspective to the process, or to ensure that their organization had a say in the discussion.

**Best/Worst Projects for P3s** – In terms of P3 projects that are the best fit for their organization, half of Municipal stakeholders mentioned projects that are large, complicated or involve risk. Other answers ranged from projects with discretionary finances, to projects that the municipality is familiar with. Aboriginal stakeholders most frequently mentioned infrastructure projects as the best fit for their organization (three of six). Projects that would be the worst fit mentioned by Municipal stakeholders include small or routine projects (five of twelve) and water-related projects (three of twelve). Aboriginal stakeholders cited large projects (two of six), as well as projects that already have a large amount of private investment (one of six). One stakeholder mentioned that it would depend on the business case.

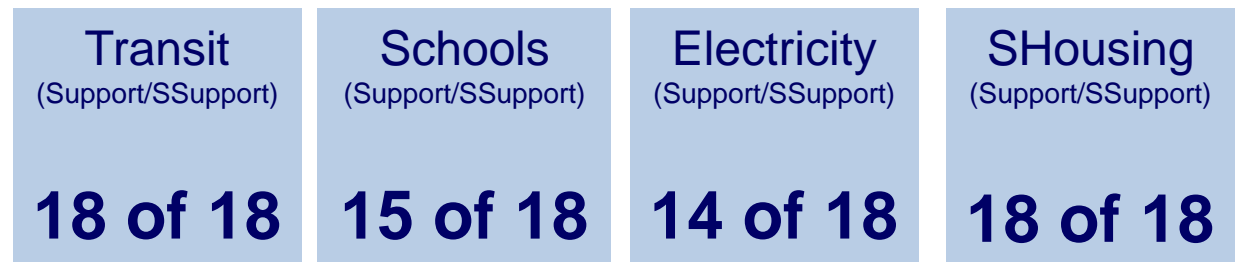
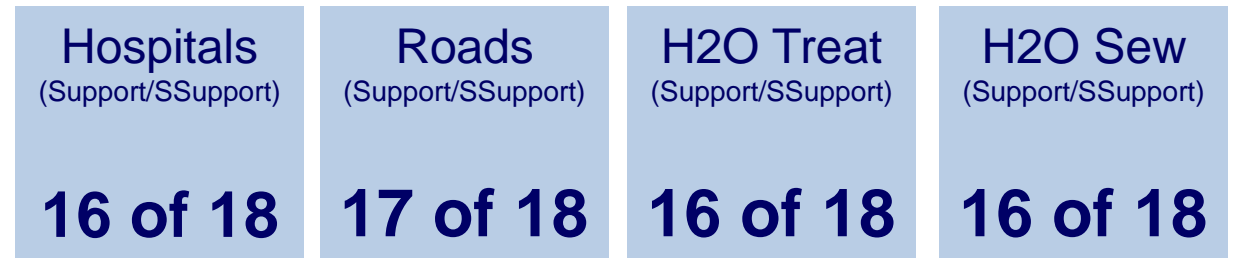
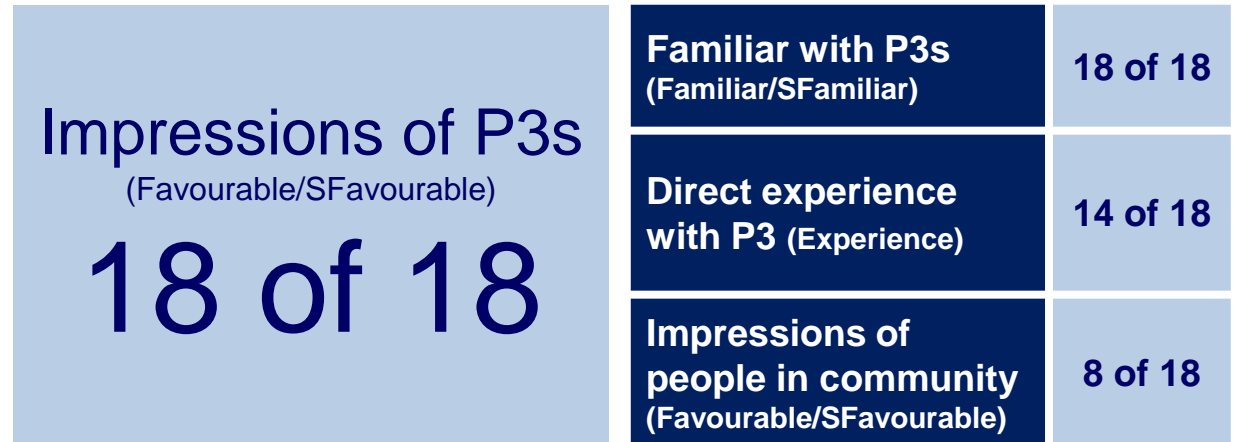
**Making the Decision to Use a P3** – Both Municipal and Aboriginal stakeholders cited clear and quality information as helpful when considering using a P3. Municipal participants also frequently mentioned guidelines on how to implement a P3 (with a total of six mentions), examples of successful cases (four mentions), and having transparency through the process (four mentions).

**Implementation of P3s** - In general, a majority of participants support public-private partnerships in all areas, Transit Systems and Social Housing having received the most support. All participants said they would either support or somewhat support potential P3s in those areas. Schools and Electricity were the most opposed potential P3, with three participants saying they would oppose a P3 in each of those areas.



# Dashboard

A majority of the participants support or somewhat support P3s in all areas that were listed. There was unanimous support for P3 involvement in the areas of Transit systems and Social Housing. Participants' impressions of P3s are universally positive, with all 18 saying they had either a favourable or somewhat favourable impression of P3s. Also, all of the participants described themselves as either familiar or somewhat familiar with P3s. Of the 18, 14 had direct experience with P3s. In terms of impressions of people in their community, almost half said they would have a favourable or somewhat favourable impression (eight of eighteen).



SSupport = Somewhat support	SFavourable = Somewhat favourable	SFamiliar = Somewhat familiar
-----------------------------	-----------------------------------	-------------------------------

# Methodology

Nanos conducted elite interviews on behalf of the Canadian Council for Public-Private Partnerships. The methodology is not a projective technique but provides an understanding of the nuance of opinion.

Elite telephone interviews with 12 individuals from key municipalities were conducted between March 27<sup>th</sup> and April 24<sup>th</sup>, 2015. As well, elite telephone interviews with 6 individuals from key aboriginal communities were conducted between March 27<sup>th</sup> and May 4<sup>th</sup>, 2015. The intelligence collected was structured as a one-on-one focus group. Each discussion included two Nanos analysts – one to facilitate the dialogue and one to take notes.

The source list was provided by the CCPPP. A total of 12 municipal interviews were completed from the list of 58 potential respondents (20.6% participation rate), and a total of six aboriginal interviews were completed from the list of 40 potential respondents (15% participation rate). Please see next page for response rate breakdown.

Readers should note that the names of the individuals who participated in the interviews have been changed to protect their confidentiality.

# About Nanos

Nanos is one of North America's most trusted research and strategy organizations. Our team of professionals is regularly called upon by senior executives to deliver superior intelligence and market advantage whether it be helping to chart a path forward, managing a reputation or brand risk or understanding the trends that drive success. Services range from traditional telephone surveys, through to elite in-depth interviews, online research and focus groups. Nanos clients range from Fortune 500 companies through to leading advocacy groups interested in understanding and shaping the public landscape. Whether it is understanding your brand or reputation, customer needs and satisfaction, engaging employees or testing new ads or products, Nanos provides insight you can trust.



View our brochure

## **Nik Nanos** FMRIA

Chairman, Nanos Research Group  
Ottawa (613) 234-4666 ext. 237  
Washington DC (202) 697-9924  
[nnanos@nanosresearch.com](mailto:nnanos@nanosresearch.com)

## **Richard Jenkins**

Vice President, Nanos Research  
Ottawa (613) 234-4666 ext. 230  
[rjenkins@nanosresearch.com](mailto:rjenkins@nanosresearch.com)