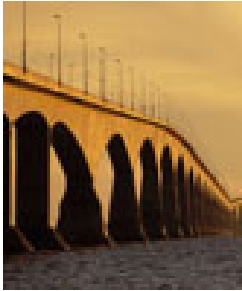


### **Confederation Bridge (New Brunswick/PEI)**



Completed in 1997, this fixed link across the Northumberland Strait used innovative design techniques including onshore construction, floating crane assembly, resulting in a 100-year service life. The design, build, finance, operate model replaced numerous ferry services operating between the two provinces. The Federal Government pays an yearly fee to Strait Crossing Inc., which in turn charges tolls to users under a 35-year agreement. *Photo credit: [www.johnsylvester.com](http://www.johnsylvester.com)*

### **Legislative Assembly (Iqaluit, Nunavut)**



The partnership between Nunavut Construction Corporation and the Federal Government consists of a design, build, own, operate agreement. Along with the Legislative Assembly, reflecting the importance of the igloo in Inuit culture, nine other government buildings completed in 2000 are included in the 20-year lease arrangement.

### **Skyreach Place (Kelowna, BC)**



The 30-year design-build-operate agreement with RG Properties included a \$6 million investment by the City in the centre's holding company and sliding scale lease payments. The facility and lands will be sold back to the City for \$1. The 6,000-seat stadium was completed in 1997 and hosts a WHL hockey team, major concerts, business functions and community events.

### **Central North Correctional Centre (Penetanguishine, Ontario)**



This 1,100-inmate facility was completed in 2001 and is the first adult correctional centre in Canada to operate fully under a public-private partnership. The five-year performance based operations contract with Management & Training Corp. is valued at \$170.8 million and achieves the government's objectives for a safe, secure, effective, efficient and accountable correctional system. Lower re-offending rates and operating costs as well as the project's success make this an innovative model for other jurisdictions.

### Highway 407 (Toronto, Ontario)



The largest Canadian PPP to date, the original 69-kilometre toll highway was sold to 407 ETR in 1999 for \$3.1 billion, which operates it under a 99-year lease. Extensions in the east and west are designed, financed and built by the company, which has the authority to set tolls provided it meets provincial traffic congestion relief targets. Using a cutting edge system of transponders and vehicle detection equipment, an average of 300,000 users per weekday travel along the road running from Burlington to Pickering.

### John Labatt Centre (London, Ontario)



This 9,000-seat sports and entertainment complex was developed under a design-build-finance-operate-maintain contract with a private sector consortium called London Civic Centre Limited Partnership (LCCLP). The City created a special purpose Trust that entered into 50-year ground and occupancy leases with LCCLP, which assumed construction and operation risk as well as a 20-year lease with the London Knights hockey team. Capital cost was \$46 million and revenues are shared on a sliding scale weighted from LCCLP to the City over the life of the agreement.

### Highway 104 (Nova Scotia)



The 45-kilometre highway between Truro and Amherst, bypassing the Trans Canada Highway, was opened in 1997. Atlantic Highways Corporation was contracted by a non-profit, sole shareholder company (Western Alignment Corporation) to build the highway and operate the toll system for 30 years. Cobequid Pass was the first highway project in Canada to include non-recourse financing.

### Water Treatment Facility (Moncton, New Brunswick)



The treatment facility serves 100,000 people in Moncton and neighbouring Dieppe and Riverview. USF Canada designed, built, financed and operates the facility under a 20-year licensing arrangement. The \$85 million contract is expected to save \$12 million over 20 years, and has brought much-improved water quality to residents.

### **Teranet (Toronto, Ontario)**



Teranet was formed in 1991 to automate and operate Ontario's land registration system. Owned 50-50 by a private consortium (Teramira Holdings Inc.) and the Province of Ontario, Teranet allowed the rapid automation of land information that would have taken too long under traditional government operation. It has developed several new operating companies and expertise in e-government, with over 800 employees serving customers worldwide.

### **Bay of Fundy Ferry Services (Atlantic Canada)**



Due to high subsidization rates and as part of its overall commercialization activities, the Federal Government transferred the Yarmouth-Bar Harbor and Digby-Saint John ferry services to NFL Holdings in 1997 under a five-year contract (renewed in 2002). The services are now fully independent of subsidies and the Cat service between Bar Harbor and Digby is considered the fastest car ferry in North America (it reduced travel time from 6.5 hours to 2.75 hours).

### **Five Corners Project (Chilliwack, BC)**



This downtown revitalization project combined a new law courts, commercial building, clock tower and civic plaza and involved the City, Province, BC Buildings Corp. (BCBC) and Van Maren Construction Group. Financial contributions totalled \$11.8 million, with BCBC owning the law courts, the City owning the clock tower/plaza and Van Maren owning the commercial building. Cost savings were significant - the original estimate for the law courts was \$21 million (versus the final \$8 million) - and the City receives new property tax revenues from the commercial building and law courts.

### **Collicutt Centre (Red Deer, Alberta)**



This new arena provided much-needed indoor recreation space to residents. Built by the private sector on time and on budget, \$2 million in capital funding for the project was given by local sports organizations and \$1.8 million from the private sector. It experiences 80% cost recovery (versus traditional 50-60%) due to partnerships with the gymnastics club and hockey commission as well as leases with corporate tenants.

## **Royal Ottawa Hospital (Ottawa, Ontario)**



In 1996, the Royal Ottawa Health Care Group signed a five-year facility management services agreement with Brookfield LePage Johnson Controls (BLJC) to operate the Royal Ottawa Hospital (and later Brockville Psychiatric Hospital). The company provides the full spectrum of facility management for a fixed annual fee. The 100 employees were transferred with equivalent wages, benefits and pension and \$6 million was saved over five years, exceeding projections.

## **WAVE Transit (Whistler, BC)**



BC Transit and the Resort Municipality of Whistler outsourced the operation of municipal transit in 1991, with Whistler Transit Limited operating the system since 1993. The company is responsible for staffing and operating risk as well as fare collection and security. Benchmarked against other transit systems in BC, Whistler is providing excellent value for money, with an annual ridership of 2.5 million people.

## **Charleswood Bridge (Winnipeg, MB)**



One of the first major PPP's in Canada, this project consisted of a design-build-finance-own-maintain agreement between the City and DBF Limited. Under the 30-year contract, the City makes ascending lease payments, and ownership is transferred at the end. Capital costs were \$10 million, estimated to be \$1 million less expensive than a City-run project and delivered two years faster.

## **Water/Wastewater Treatment Facility (Goderich, Ontario)**



The Town of Goderich operations and maintenance contract with USF Canada Inc. includes operation of water supply and distribution as well as wastewater collection and treatment. The five-year agreement resulted in regulation compliance that was becoming a challenge for the Town to meet on its own as well as estimated annual savings of \$111,883. Additional savings resulting from efficiencies or improvements are shared between the partners.

## **NavCanada (Canada-wide)**



Ownership and operation of Canada's civil air navigation system was transferred from the Federal Government to NavCanada (a private non-share capital corporation) in 1996, the first PPP of its kind in the world. Stakeholder representation on the Board ensures that user fees, which fund 100% of the system, are reasonable. The company employs 5,250 people and manages assets valued at \$2.2 billion, and has significantly decreased operating irregularities while improving efficiencies.