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The Canadian Model PPP / Opportunities for Japanese Investors in the Canadian PPP Market

カナダ型PPPモデルの優位性 / カナダPPP市場への日本の
投資家の投資機会

PPP CONFERENCE, MAY 22, 2014
Embassy of Canada, Tokyo

Davis & Takahashi / Davis LLP

高橋 & デイビス法律事務所・外国法共同事業

トニー・マッカーサー / 高橋宏明

Canadian PPP Model

カナダ型PPPモデル

- Canadian Model PPP is Global Leader
- カナダ型PPPモデルはグローバル・リーダー

Needs for Infrastructure

- **Infrastructure [インフラストラクチャー] - Generally falls into three broad categories:**
 - **Transportation [交通運輸] - Roads, rail, ports, airports**
 - **Social [公用施設] - Hospitals, schools, courthouses, communication**
 - **Utilities [公益的施設] - Drinking water, waste treatment**

Davis' Experience Closing Deals

デイビスが手がけた成立プロジェクト

- Appendix A to my presentation materials sets out a sampling of the award winning projects and other projects Davis LLP has closed
- Davis LLP has acted for investors, lenders, builders, operators and governmental authorities
- Our lawyers have been involved in more than 70 and closed 25 large scale transactions
- Projects in Canada, Europe, Caribbean and Asia
- 本プレゼンテーションにおける別表AにデイビスLLPがこれまでに成立させた受賞プロジェクト及びその他のプロジェクト例を掲示
- デイビスLLPは投資家、レンダー、EPCコントラクター、オペレーター、政府・公共機関の代理を務めて来た
- デイビスLLPの弁護士はこれまでに70件以上の大型案件に関与し、25件以上の大型取引をクローズさせて来た実績を有する
- カナダ、ヨーロッパ、カリビアン、アジアにおけるプロジェクト

Canadian Model PPP – Global Model

カナダ型PPPモデルー世界的モデル

- A number of jurisdictions adopting the Canadian Model, including:
 - Bermuda – program complete and first transaction closed
 - Indonesia – expect to implement
 - Asian Development Bank is studying the model
- 多くの国・地公団体がカナダ型PPPモデルを採用
 - バミューダ：プログラムが完了し、最初の取引が成立
 - インドネシア：導入見込み
 - ベトナム：導入見込み
 - アジア開発銀行がカナダ型PPPモデルを検討中

Key Elements of Canadian Model PPP

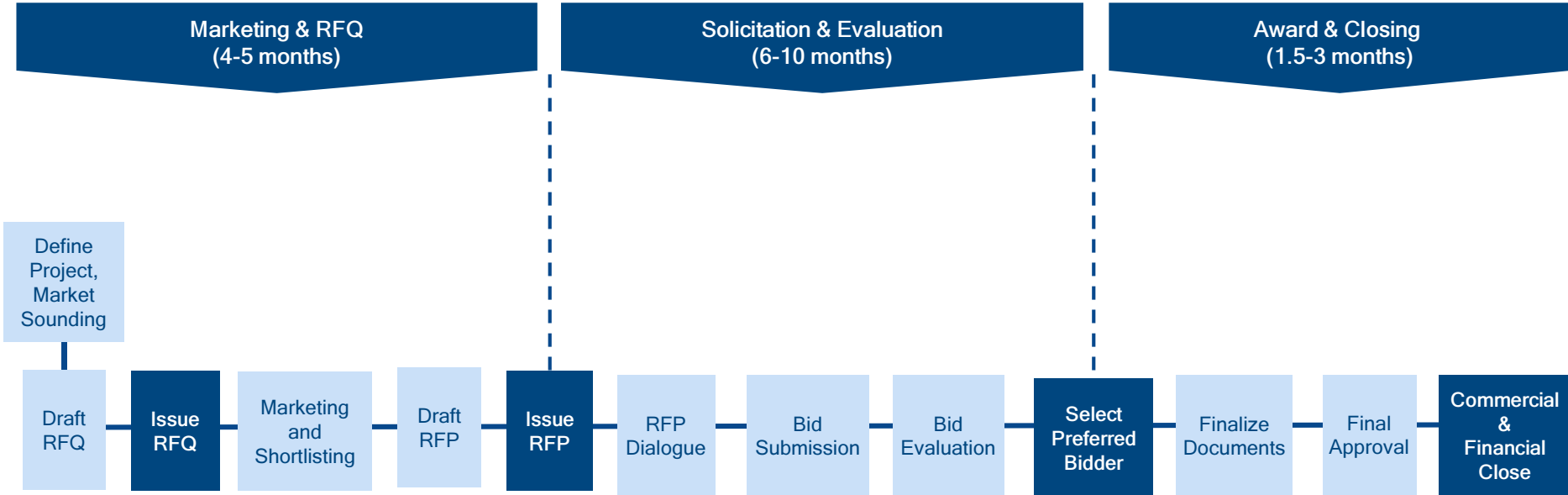
- **Faster than other PPP models:** Much work done at beginning, that makes later stages fast and effective: From 'RFQ' to 'Close' about 16 months with Canadian Model (30 months in UK)
- **Canadian Model is fair and 'transparent':** Fairness Auditor is appointed
- **Canadian Model is consistent and predictable**
- **Honorarium for losing short listed bidders that submitted compliant bids**
- **スピード:** 初期段階で多くの作業が終了するため、その後の段階が迅速かつ効果的。”RFQ”から”クローズ”までに要する期間は16ヶ月程度（UKモデルでは30ヶ月）
- **公平性及び”透明性”:** 公平性を確保するため: Fairness Auditorが設置される
- **一貫性があり予測可能性が確保される**
- **落札できなかった入札者への謝礼金（コスト負担金）**

Key Elements of Canadian Model PPP (cont'd)

- 1. Request For Qualification (RFQ)** (4 to 5 months) : Announce project and issue RFQ. Bidders form consortium. Short List of 3 bidders made.
- 2. Request for Proposals (RFP) and Bid Evaluation** (6 to 10 months): Issue RFP to three short listed bidders. Proposals made, and finance secured by bidders. Evaluate bids. Select winner.
- 3. Award of Bid and Closing** (1.5 to 3 months): Finalize and sign all agreements. Financial Close.

- 1. 資格審査(RFQ)** (4～5ヶ月):
プロジェクトを発表し、RFQを公表する。入札者はコンソーシアムを組織する。3つの入札者がショートリストに選定される。
- 2. 提案依頼書(RFP)の公表及び入札評価** (6ヶ月から10ヶ月):
3つのショートリスト入札者に提案依頼書を交付。提出された提案を検討し、入札者は資金調達先を確保。入札を評価。落札者の選定。
- 3. 落札者決定とクロージング** (1.5ヶ月から3ヶ月): 落札者と契約の締結、資金調達完了

Canadian Model PPP Process Timeline



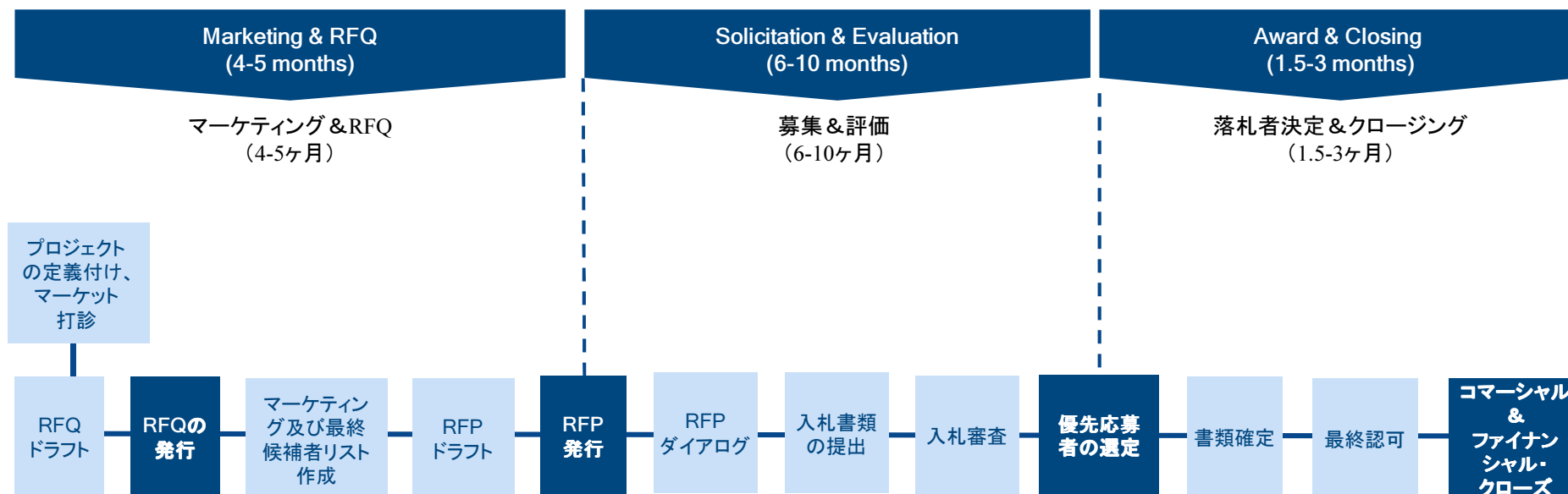
- Announce transaction
- Issue RFQ
- Hold information meeting
- Open RFQ electronic data room
- Receive RFQ submissions
- Evaluate submissions
- Conduct interviews
- Shortlist 3 Respondents
- Confidentiality undertaking with shortlisted Proponents

- Issue RFP
- Open RFP electronic data room
- Site access
- Meetings with Proponents
- Receive and evaluate (staged) submissions
- Receive comments on draft Project Agreement
- Issue final Project Agreement
- Receive and evaluate final submission, including financial offer
- Select Preferred Proponent

- Establish closing agenda
- Satisfy closing requirements
- Execute Project Agreement
- Financial Close

Canadian Model PPP Process Timeline

カナダ型PPPモデルの過程とタイムライン

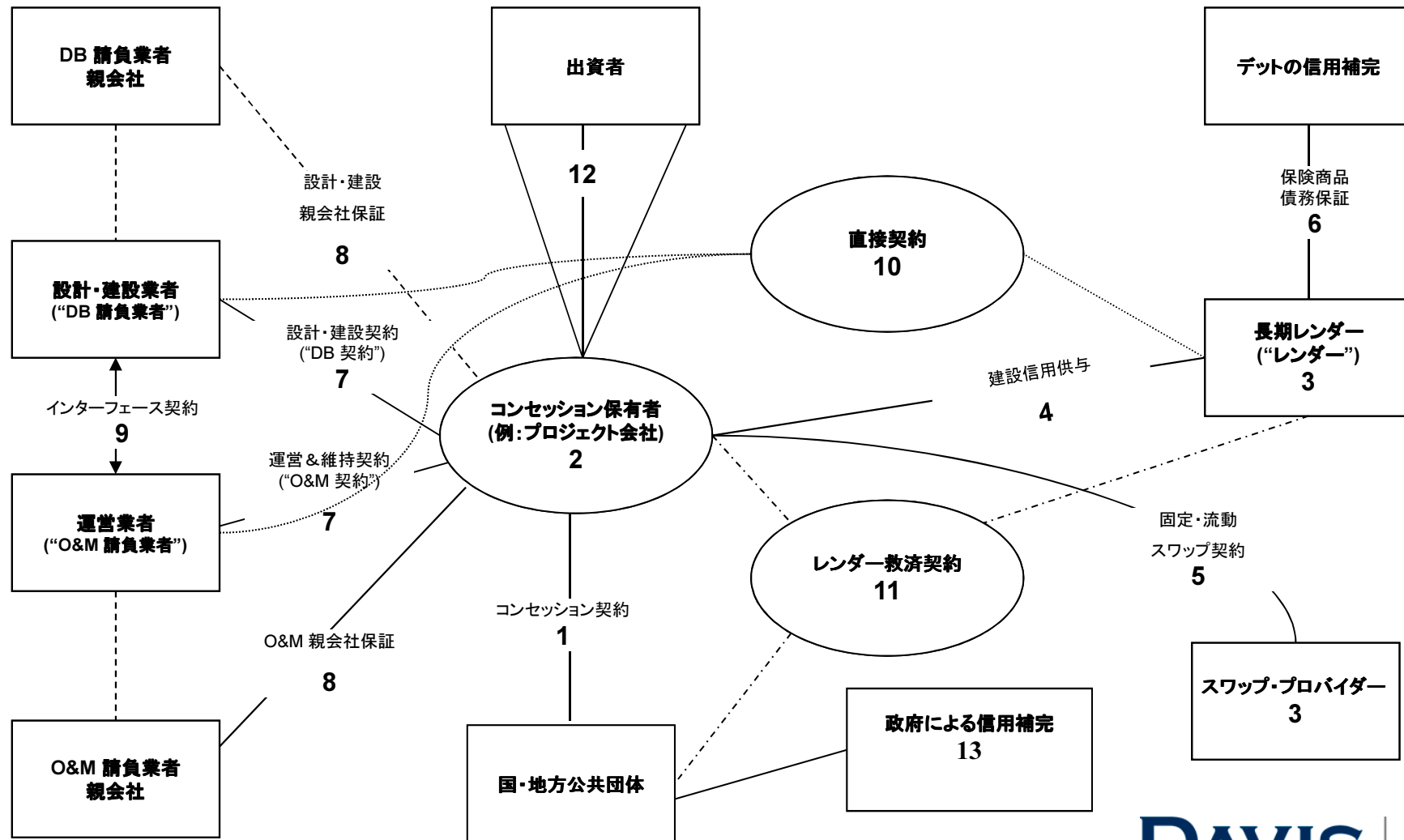


- 取引の発表
- RFQの発行
- 説明会の開催
- RFQに関するバーチャル・サイトを設定
- RFQへの応募を受領
- 応募内容の評価
- インタビュー実施
- 応募者の中から3者を最終候補リストに選定
- 最終候補リストに残った応募者と秘密保持の合意

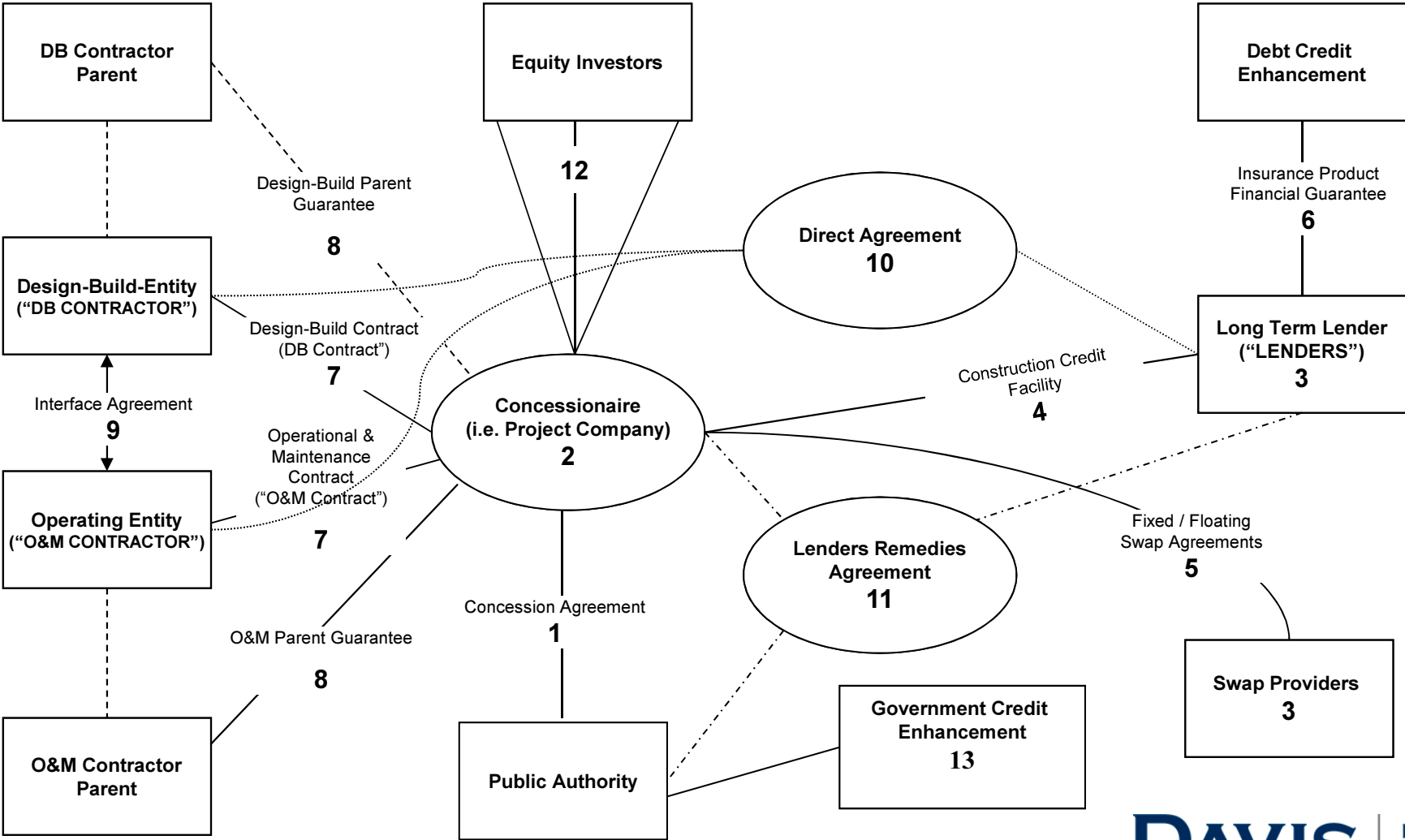
- RFPの発行
- RFPに関するバーチャル・サイトを設定
- 同サイトへのアクセス
- 候補者と面談
- (段階的)提案書の受領と評価
- プロジェクト契約案に関するコメントを受け付け
- プロジェクト契約の最終版を発行
- 資金調達に関する提案を含む最終提案の受領と評価
- 優先交渉権者の選定

- クロージング・アジェンダを設定
- クロージング要項の遵守
- プロジェクト契約の締結
- ファイナンシャル・クローズ

Public-Private Partnership Structure 官民パートナーシップの構造



Public-Private Partnership Structure



Canadian Model PPP Adopted for Japan

- **New PFI / PPP law makes opportunity to create “Global Standard” PPP structure in Japan**
- **Canadian Model PPP is Global Leader**
- **Japan can adopt key elements of Canadian Model PPP to help expand and develop infrastructure, both in Japan and overseas.**

Opportunities for Japanese Investors in Canadian PPP Market

カナダPPP市場への日本の投資家の投資機会

Canada PPP Overview / カナダPPP概観

- Over 20 year history / 20年間以上の実績
- 209 projects / 209案件
- \$65 Billion / 650億カナダドル(6兆1,100億円)
 - 日本のPFI
(14年間の実績、428件、4兆2,819億円)2013年9月13日現在
 - 人口比で4倍、GDP比で5倍
 - 案件の規模(292億円 vs. 100億円)

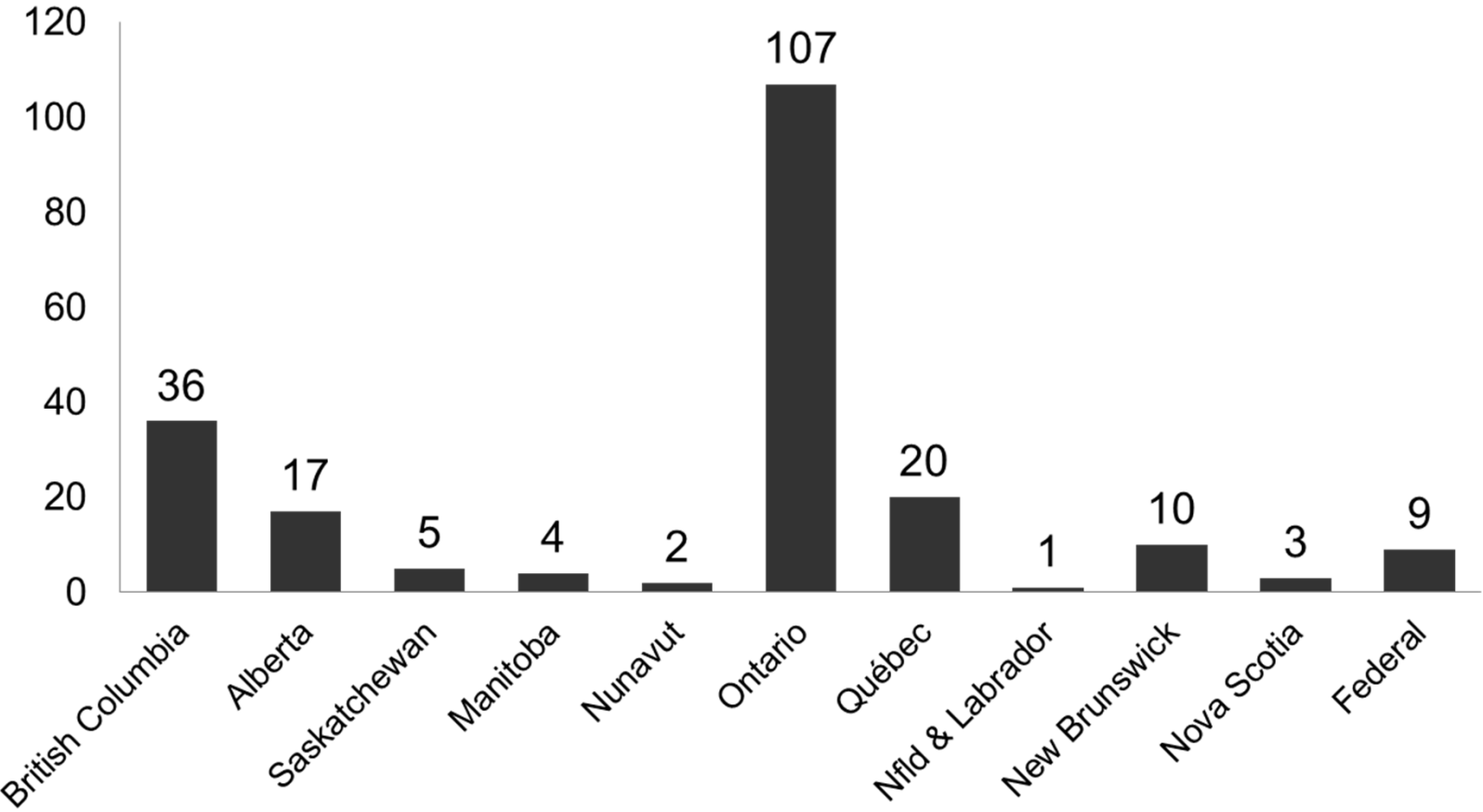
(以下の表はThe Canadian Council for Public-Private Partnershipの公表値を下に作成)

PPP Projects by Sector

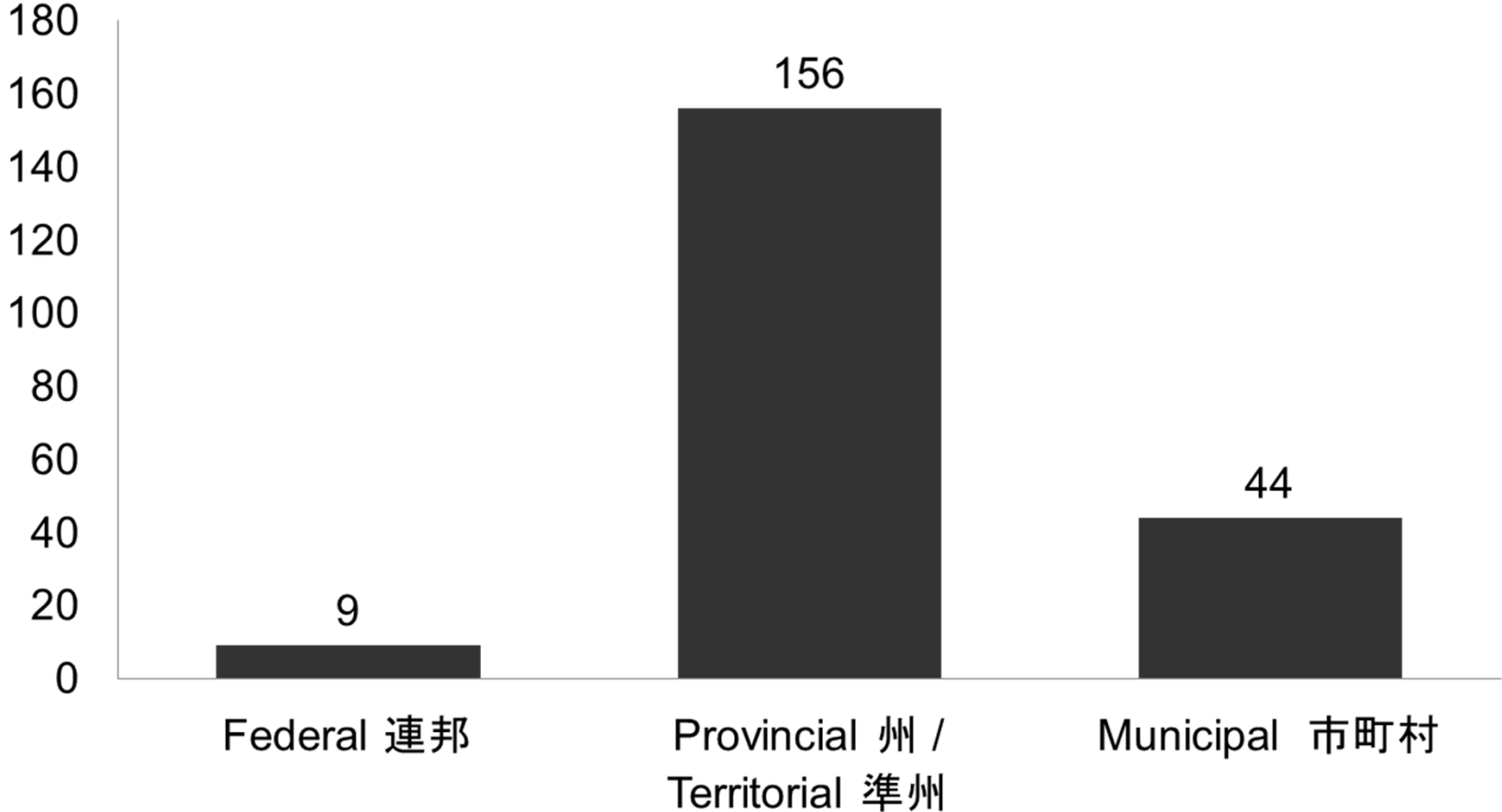
Sector	Number	Value (\$ millions)
Transportation	46	28,692
Hospitals & Healthcare	79	20,348
Justice/Corrections	19	5,422
Energy	6	4,250
Education	11	1,746
Recreation & Culture	17	1,379
Real Estate	3	944
Defence	1	867
Environmental	21	618
Governmental Services	4	482
IT Infrastructure	2	1
Total	209	64,749



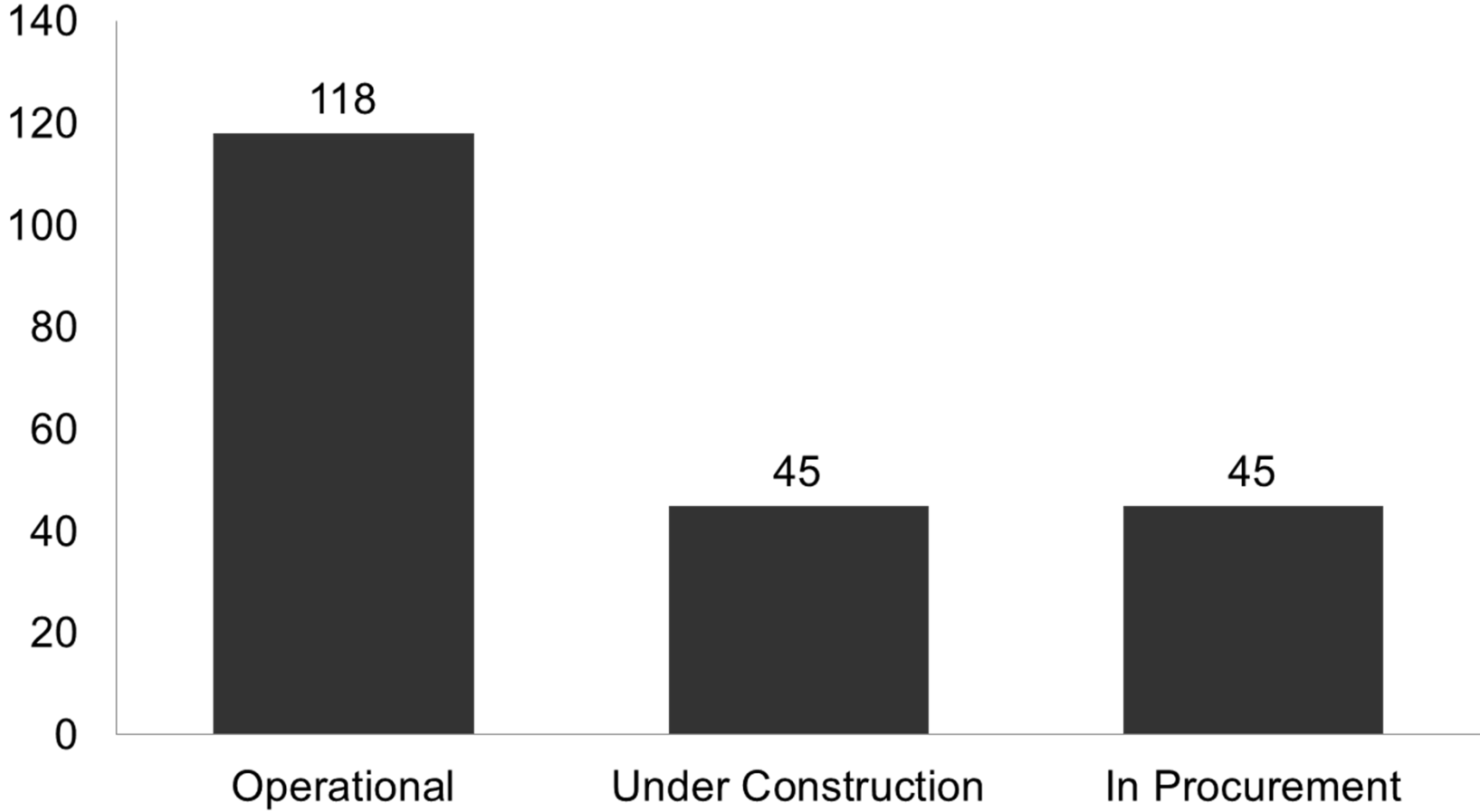
PPP Projects by Location



PPP Projects by Government Level



PPP Projects by Status



Opportunities for Japanese Investors

日本の投資家の投資機会

1. プライマリー市場 (Green Field) とセカンダリー市場 (Brown Field)
2. カナダP3市場 (セカンダリー市場) の概要
3. カナダP3市場 (セカンダリー市場) に如何に進出するか
4. 当事務所の実績

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THANK YOU.

ご清聴ありがとうございました！

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APPENDIX A: Statement of Credentials

Public Private Partnerships / Infrastructure Projects presented to **CANADIAN EMBASSY**

当事務所の関与した PPP 案件の実績

May, 2014

APPENDIX A: SUMMARY OF CANADIAN AND INTERNATIONAL PPP PROJECT EXPERIENCE..... 3

INTRODUCTION

The national Project Finance, Infrastructure and P3 Practice Group at Davis LLP (“Davis Projects”) is pleased to have the opportunity to submit this Statement of Credentials to the Canadian Embassy and the Canadian Chamber of Commerce in Tokyo.

The following Statement of Credentials consists of:

- a brief overview of Davis LLP;
- our PPP experience both within Canada and internationally;
- our core team members and team organization;
- a table of recent infrastructure projects completed by Davis Projects.
- We would be happy to provide any further information or answer any questions you may have in connection with this Statement of Credentials.

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APPENDIX A: SUMMARY OF CANADIAN AND INTERNATIONAL PPP PROJECT EXPERIENCE

Davis' expertise covers the entire spectrum of requirements for implementing PPP projects and carrying them to a successful conclusion. The following list of projects which Davis has closed or acted on evidences the prominent role members of our Projects Group have played in the development of the infrastructure PPP projects market in Canada and certain other countries.

**TRANSPORTATION PROJECTS
(Closed)**

Project Title	Project Description	Responsibilities
Confederation Line (also known as Ottawa Light Rail Transit), Ontario	Light rail project for downtown Ottawa. This project won the 2013 Gold Award for Transportation Innovation by the Canadian Council for Public Private Partnerships.	Counsel to successful proponent. Counsel to the successful proponent. Advised on all aspects of the procurement process, concession agreement, financing and subcontracting; drafted and negotiated project documentation. Closed February, 2013.
Evergreen Line Rapid Transit Project, British Columbia	Light rail project connecting various areas of the lower mainland in British Columbia.	Counsel to successful proponent (with responsibilities same as above). Closed December, 2012.
Northeast Anthony Henday Drive, Alberta	Highway project in Edmonton, Alberta.	Counsel to successful proponent (with responsibilities same as above). Closed May, 2012.
Billy Bishop Island Airport Pedestrian Tunnel, Ontario	A pedestrian tunnel DBFM project to build a fixed link to the Toronto Island City Airport.	Counsel to successful proponent (with responsibilities same as above). Closed March, 2012.
Edmonton Ring Road (2) (also known as the Northwest Anthony Henday Drive), Alberta	Highway project in Edmonton, Alberta, approximately \$1.42 billion. This project was awarded the 2008 North American PPP Deal of the Year by PFI Magazine UK and the Silver Award of Merit by the Canadian Council for Public Private Partnerships in 2008.	Counsel to successful proponent to project (with responsibilities same as above). Closed August, 2008.
Northeast Stoney Trail Ring Road Project, Calgary, Alberta	Highway project in Calgary, Alberta, approximately \$650 million.	Counsel to the successful proponent (with responsibilities same as above). Financing was by way of a European bank syndicate with a monoline credit enhancement.

Project Title	Project Description	Responsibilities
		Closed February, 2007.
E 18 Highway Project, Norway	Highway project in Norway, approximately \$1.5 billion.	Special counsel to the European commercial lending syndicate. Closed June, 2006.
Golden Ears Bridge Project, British Columbia	An approximately \$1.1 billion six-lane bridge which spanning one kilometre, having a clearance of 40 metres, creating 13 kilometres of new road and using an electronic tolling system to track vehicles that cross to recover construction costs. This transaction was awarded North American PPP Deal of the Year from Project Finance (Euromoney) (NY) and North American Deal of the Year from PFI Magazine (UK).	Counsel to the successful proponent (with responsibilities same as above). Financing was by way of a UK bank syndicate with a monoline credit enhancement. Closed March, 2006.
Kicking Horse Canyon Phase 2 Section, British Columbia	A DBFM project for the replacement of the Park Bridge and upgrading and reconfiguration of 4.5 kilometres on the approaches to either side of the new bridge. This \$130 million (design and construction estimate) project includes the operation, maintenance and rehabilitation of the entire 26-kilometre section of the Trans-Canada Highway between Golden and Yoho National Park.	Counsel to the successful proponent. (with responsibilities same as above). Financing was by way of a private placement note issue. Closed November, 2005.
Richmond-Airport-Vancouver (RAV) Line; also referred to as the Canada Line, British Columbia	This \$1.8 billion project was the first DBFM rail-based rapid transit service project in North America, which connects Vancouver with central Richmond and the Vancouver International Airport. This transaction was awarded the “North American Transport Deal of the Year” by Project Finance Magazine (NY) and “Infrastructure Deal of the Year - Americas” by PFI Magazine (UK).	Counsel to the successful proponent (with responsibilities same as above). Closed July, 2005.
William R. Bennett Bridge Project (also known as the Okanagan Lake Bridge Project), British Columbia	A DBFM project for a new bridge alongside the existing bridge, with an estimated cost of \$145 million. The bridge includes a 660 metre long floating section with 12 pontoons.	Counsel to the successful proponent (with responsibilities same as above). Closed June, 2005.
Dutch High Speed Rail Link,	High speed rail link between the Dutch/Belgian border and Schipol, the	Ian Bendell, while at CMS Cameron McKenna, was lead advisor to the

Project Title	Project Description	Responsibilities
Netherlands	first major PPP in The Netherlands (£4 billion).	Dutch public authority. Closed 2001.
Highway 407, Ontario	Highway 407 is currently a pay-per-use freeway which was sold to a private consortium in 1999. Highway 407 was formerly a provincial freeway designed as a bypass of Highway 401, the main trunk route through Southern Ontario and the world's busiest highway.	Lead counsel for the consortium of Canadian and Spanish banks which provided the construction financing to the Highway 407 project in Ontario. Investigated all aspects of the deal structure, technology, operating and maintenance agreements and the toll road concession that was granted by the Ontario Government. Closed 2000.

TRANSPORTATION PROJECTS
(Currently Acting)

Project Title	Project Description	Responsibilities
Eglinton Crosstown LRT	A DBFM for a light rail transit project in Toronto, Ontario.	Counsel to short-listed bidder.
City of Calgary DBFM Project	A proposed DBFM project in respect of a new transit maintenance facility.	Counsel to the City of Calgary, the procuring authority.
East Rail Maintenance Facility, Ontario	A DBFM for a maintenance, repair, and additional storage facility for GO Trains.	Counsel to short-listed bidder.
Waterloo Light Rail Project, Ontario	A DBFM for a light rail transit project in Waterloo, Ontario.	Counsel to short-listed bidder.

TRANSPORTATION PROJECTS
(Acted for Short-Listed Proponent / Lender / Consortium Member)

Project Title	Project Description	Responsibilities
Iqaluit International Airport Improvement Project, Iqaluit	A DBFOM for a new airport building and a combined services building, expanded aprons and an upgraded runway.	Counsel to short-listed bidder. Acted 2013.

Project Title	Project Description	Responsibilities
Sheppard Maintenance and Storage Facility, Ontario	A DBFM for a maintenance and storage facility will be used to house new light rail vehicles.	Counsel to short-listed bidder. Acted 2013.
Highway 407 East Extension, Ontario	A DBFM project to extend Highway 407 into Oshawa, Ontario and to connect Highways 407 and 401.	Counsel to short-listed bidder. Acted 2011.
Air Rail Link Spur Line, Toronto, Ontario	A DBF project to build a three-kilometre rail spur for the Air Rail Link (ARL) and a new ARL passenger station.	Counsel to short-listed bidder. Acted 2011
Windsor-Essex Parkway Project, Ontario	Highway project connecting Highway 401 to new international crossing to Interstate 75 in Michigan, USA.	Counsel to short-listed bidder. Acted 2010.
South Fraser Perimeter Road, British Columbia	Highway project in the Lower Mainland of British Columbia.	Counsel to short-listed bidder. Acted 2009-2010.
Toronto Air Rail Link, Ontario	Development of a passenger rail service between Union Station and Lester B. Pearson International Airport in Toronto.	Counsel to successful proponent. Acted 2009-2010.
Southeast Stoney Trail, Alberta	A DBFM project for the southeast leg of Stoney Trail ring road in Calgary, as well as the operation and maintenance of the portion of Deerfoot Trail from Southeast Stoney Trail to Highway 2A junction.	Counsel to short-listed bidder. Acted 2009 - 2010.
Disraeli Bridge, Manitoba	Upgrades to the Disraeli overpass spanning the CPR mainline, the Disraeli bridge crossing the Red River, and the approach streets, featuring four vehicular lanes including two shared vehicle and cyclist curb lanes, one sidewalk and a separate cycling/pedestrian bridge.	Counsel to short-listed bidder. Acted 2009.
Terminal 2 Container Port - Port of Vancouver, British Columbia	The Terminal 2 project (Vancouver, British Columbia) was anticipated to have a capacity of approximately 2 million twenty-foot equivalent units (TEUs).	Counsel to short-listed bidder. Acted 2009.
Port Mann Bridge / Highway 1 Project,	Combination highway and bridge toll project with estimated capital cost of	Counsel to short-listed bidder. Acted 2008.

Project Title	Project Description	Responsibilities
British Columbia	greater than \$2 billion.	
A-30 Highway Project, Quebec	Highway project in Montréal, approximately \$1.6 billion.	Counsel to European lending syndicate supporting a short-listed bidder to the project. Acted 2008.
MTO/IO Highway Service Centres Project, Ontario	A DBFM project for 23 existing highway service centres across the corridors of the 400 and 401 highways in Ontario.	Counsel to short-listed bidder. Acted 2007-2008.
A-25 Highway Project, Quebec	Highway project in Montréal, approximately \$650 million.	Counsel to a European lending syndicate and monoline supporting a short-listed bidder to the Québec Autoroute 25 Project. Acted 2007.
Sea to Sky Highway Improvement Project, British Columbia	A DBFM project for the improvement of the highway linking communities from West Vancouver to Whistler. Improvements include highway widening and straightening, improved sightlines, passing lanes and other design innovations and measures to reduce hazards, shorten travel times and increase capacity of the Sea-to-Sky Highway.	Counsel to a short-listed bidder. Acted 2005.
Edmonton Ring Road (1) (also known as the Anthony Henday Drive Southeast Leg Ring Road), Alberta	A DBFM project for approximately 11 km of 4/6 lane divided highway extending from Calgary Trail (Queen Elizabeth II Highway) interchange on the west end to highway 14/216 interchange on the east end of the project.	Counsel to short-listed bidder. Acted 2004.

SOCIAL INFRASTRUCTURE PROJECTS
(Closed)

Project Title	Project Description	Responsibilities
Quinte Consolidated Courthouse, Ontario	A DBFM project for a consolidated courthouse to improve access to justice in the Belleville, Ontario area.	Counsel to successful proponent. Advised on all aspects of the procurement process, concession agreement, financing and subcontracting; drafted and negotiated project documentation. Closed June, 2011.
Surrey Pretrial Services Centre Expansion Project, British Columbia	A high-security, state-of-the-art 216-cell expansion to the existing Surrey Pretrial Services Centre, together with associated renovations to the existing facility. This project is part of an overall \$185 million capital plan investment.	Counsel to successful proponent (with responsibilities same as above). Closed June, 2011.
King Edward VII Memorial Hospital, Bermuda	The first PPP healthcare project in Bermuda (DBFM), consisting of a \$315 million upgrade to an existing hospital facility. This project won the “Best Social Project, North America” by World Finance (PPP Awards) 2013, and the international award for Best Accommodation Project at the 2012 Partnership Awards in London, England.	Counsel to the Bermuda Hospitals Board. Responsibilities include all aspects of the procurement, negotiation, document drafting and financing of the project for the public sector. Closed December, 2010.
Ontario Provincial Police Modernization Project, Ontario	A DBFM project involving the construction of 16 new detachments, regional command centres and forensic identification units in 15 communities across Ontario.	Counsel to successful proponent. Advised on all aspects of the procurement process, concession agreement, financing and subcontracting; drafted and negotiated project documentation. Closed September, 2010.
Forensic Services and Coroner’s Complex, Ontario	A DBFM project for a new complex to accommodate more than 2,500 autopsies and 10,000 forensic science cases per year.	Counsel to successful proponent (with responsibilities same as above). Closed June, 2010.
Alberta Schools Project - Phase 2, Alberta	14 schools, to be built in Calgary, Edmonton, Okotoks, Langdon, Spruce Grove and Sherwood Park opening September 2011.	Counsel to the successful proponent (with responsibilities same as above). Closed April, 2010.
Alberta Schools Project - Phase 1, Alberta	A \$450 million project for the design, construction, finance and maintenance of 18 new schools, 9 in Edmonton and 9 in Calgary. This project was	Counsel to the successful proponent (with responsibilities same as above). Closed September, 2008.

Project Title	Project Description	Responsibilities
	awarded “North American Social Infrastructure Deal of the Year for 2008” by Project Finance Magazine (Euromoney) (NY)	
Kelowna-Vernon Hospitals, British Columbia	A DBFM project in Kelowna, BC, for a new Ambulatory Care Centre and redeveloped Emergency Department at Kelowna General Hospital and a new Diagnostic and Treatment Building at Vernon Jubilee Hospital.	Counsel to successful proponent (with responsibilities same as above). Closed August, 2008.
Abbotsford Hospital and Cancer Centre, British Columbia	A DBFM project with an estimated capital cost of \$355 million for a new 300-bed 60,000 square metre regional hospital and cancer centre in Abbotsford, British Columbia.	Counsel to the purchaser of this project, with respect to all aspects of the secondary-market acquisition. Closed July, 2006.
Vancouver General Hospital Ambulatory Care Centre, British Columbia	A DBFM project for a 33,900 square meter facility at Vancouver General Hospital, with an estimated cost of \$95 million.	Counsel to the purchaser of this project, with respect to all aspects of the secondary-market acquisition. Closed July, 2006.
William Osler Health Centre - Bovaird Campus, Ontario	The first major acute care hospital DBFM project in Canada to reach financial close. A new 608-bed regional hospital of about 1.2 million square feet which provides acute, rehabilitation, and mental health services in a state-of-the-art facility.	Ian Bendell and Mitchell Mostyn, prior to joining Davis, acted as counsel to the William Osler Health Centre. Advised on all aspects of the project, from procurement through to financial close. Drafted all of the principal project documentation, negotiated and led negotiations with the successful proponent and coordinated the work of other external advisors. Closed November, 2004.

**SOCIAL INFRASTRUCTURE PROJECTS
(Currently Acting)**

Project Title	Project Description	Responsibilities
Swift Current Care Facility, Saskatchewan	A DBFM project for a long term care facility in Swift Current.	Counsel to a syndicate of lenders supporting a short-listed bidder.
North Island Hospitals Project, British Columbia	A DBFM project for new hospitals in the Comox Valley and Campbell River.	Counsel to short-listed bidder.

SOCIAL INFRASTRUCTURE PROJECTS
(Acted for Short-Listed Proponent / Lender / Consortium Member / Public Authority)

Project Title	Project Description	Responsibilities
Humber College Learning Resource Commons	A DBF project to build new academic facilities, including a student services facility, on the college's north campus.	Counsel to short-listed bidder. Acted 2012-13.
Alberta Schools Project - Phase 3, Alberta	13 school DBFM project to be built in Airdrie, Beaumont, Brooks, Medicine Hat, Cochrane, Chestermere and Penhold opening September 2014.	Counsel to short-listed bidder. Acted 2012.
Pan Am Stadia and Velodrome Project – Ontario	A DBF project to build two stadia and a velodrome facility for the 2015 Pan/Parapan American Games	Counsel to short-listed bidder. Acted 2012.
City of Calgary Recreational Centres Project, Alberta	A DBFM project for four recreational centres in the City of Calgary.	Counsel to the public authority. Project proceeded as non-PPP after PPP Canada funding was declined. Acted 2011.
Humber River Regional Hospital, Ontario	A DBFM project for a new acute care hospital facility in north-western Toronto.	Counsel to short-listed bidder. Acted 2011.
St. Thomas Consolidated Courthouse, Ontario	A DBFM project for a consolidated courthouse merging existing courthouse facilities into one location in St. Thomas.	Counsel to a syndicate of lenders supporting a short-listed bidder. Acted 2011.
Waterloo Region Consolidated Courthouse, Ontario	A DBFM project for a consolidated courthouse merging existing courthouse facilities into one location in the Regional Municipality of Waterloo.	Counsel to a syndicate of lenders supporting a short-listed bidder. Acted 2009.
Toronto South Detention Centre, Ontario	A DBFM project for a new 67,000 square metre maximum security detention centre in Toronto, Ontario, including hard facilities maintenance.	Counsel to a syndicate of lenders supporting a short-listed bidder. Acted 2009.
Fort St. John Hospital, British Columbia	A DBFM project for a new 55-bed hospital, a new services building for centralized food and laundry services, and a new 123-bed residential care facility on the same site.	Counsel to short-listed bidder. Acted 2009.
Bridgepoint Hospital, Ontario	Construction of a new hospital for complex care and rehabilitation in Toronto designed for patients affected	Counsel to short-listed bidder. Acted 2008-2009.

Project Title	Project Description	Responsibilities
	by diseases and disabilities such as HIV/AIDS, multiple sclerosis, stroke, hip and knee replacements and other complex illnesses and rehabilitation needs.	
St. Catharines Hospital (Niagara Health System), Ontario	A DBFM project for a new hospital in Ontario to support inpatient and outpatient services, including a new cancer centre and ambulatory services.	Counsel to short-listed bidder. Acted 2008.
Surrey Hospital, British Columbia	A 30-year DBFM project for a new outpatient facility located on a site near Surrey Memorial Hospital in BC.	Counsel to short-listed bidder. Acted 2008.
Royal Jubilee Hospital, British Columbia	A DBFM project for a new 500-bed hospital in Victoria, BC., with an estimated value of approximately \$275 million.	Counsel to drop-down contractor (Babcock & Brown was the sponsor). Acted 2007.
Sault Area Hospital, Ontario	A DBFM project for a new 289-bed hospital.	Counsel to short-listed bidder. Acted 2007.
North Bay Regional Health Centre, Ontario	A DBFM project for a joint redevelopment involving North Bay General Hospital and the Northeast Mental Health Centre.	Counsel to short-listed bidder. Acted 2006.
Durham Court House, Ontario	Courthouse project in Durham, Ontario consolidating Superior and Ontario Courts justice services under one facility.	Counsel to short-listed bidder. Acted 2006.

ENERGY PROJECTS

(Acted for Short-Listed Proponent / Lender / Consortium Member / Public Authority)

Project Title	Project Description	Responsibilities
John Hart Generating Station Replacement, British Columbia	A DBFM project for an upgrade and replacement of the John Hart Generating Station in Campbell River.	Counsel to short-listed bidder. Acted 2013
Darlington New Nuclear Project, Ontario	An Infrastructure Ontario facilities project for the construction of a new nuclear reactor for OPG by the private sector, with funding to be provided in part through the OPA.	Counsel to OPA related to financing for the project. Acted 2009.
Central Java Coal-	One of the first PPP project in	Counsel to a Japanese lender bank in

Project Title	Project Description	Responsibilities
Fired Power Generation Project, Indonesia	Indonesia for the construction of a new 2000 MW coal-fired power generation facility in Central Java, Indonesia	connection with their financing for the project. Acted 2011 through 2012

WATER / WASTEWATER PROJECTS
(Currently Acting)

Project Title	Project Description	Responsibilities
Capital Regional District: McLoughlin Wastewater Treatment Plant Project	A DBF project for a new wastewater treatment plant in the greater Victoria area.	Counsel to short-listed bidder.
Regina Wastewater Treatment Plant Project, Saskatchewan	A DBFOM project for an upgraded wastewater treatment facility in Regina.	Counsel to a syndicate of lenders supporting a short-listed bidder.

RECENT PROJECTS IN JAPAN
(Closed)

Project Title	Project Description	Responsibilities
Redevelopment Project for Purification and Drainage Facilities	Construction of water purification and drainage facilities in Chiba prefecture	Counsel to operator. Advised on deal structure, and negotiation and drafting of various agreements. Closed in 2011
Kanagawa Cancer Center Project	Construction and management of a cancer cure center established by the Kanagawa prefecture	Counsel to government. Advised on deal structure, and negotiation and drafting of various agreements. Closed in 2010
Kawai Water Purification Project	Construction of water purification facilities in Yokohama City	Counsel to operator. Advised on deal structure and negotiation and drafting of various agreements. Closed in 2010

Project Title	Project Description	Responsibilities
Sasebo City Water Purification Program	Construction of water purification facilities in Sasebo City	Counsel to government. Advised on deal structure, and negotiation and drafting of various agreements. Closed in 2010
Shizuoka City Shimizu Cultural Hall	Construction of Shizuoka City Shimizu Cultural Hall	Counsel to government. Advised on deal structure, assisted with Q&A responses, and negotiation and drafting of various agreements. Closed in 2009