Overview

Turcot Interchange Project
Kiewit P3 Experience

**Sierra Yoyo**
Design-build contractor for P3 consortium that delivered a 320-meter-long bridge.

**Autoroute 25**
Lead member of design-build team for P3 consortium delivering $500M bridge and connecting highways.

**Goethals**
EQUITY INVESTOR and Lead member of design-build team for P3 consortium delivering $900M bridge.

**Port Mann Hwy**
A $2.5 billion Kiewit–led design-build team that is constructing a 10-lane bridge and connecting highways. Initially Awarded as P3 project.

**Water**
Carlsbad
DBFOM for a 50 MGD Desal plant and 10 mile pipeline ($600M)

**Roads**
Sea-to-Sky
Lead member of design-build team for P3 consortium that delivered the 59-mile $560M Olympic corridor project.

**Roads**
91 Express Lanes
EQUITY INVESTOR Lead member of consortium providing design-build-OMR services on $1B corridor project.

**Roads**
Presidio Parkway
Member of design-build team for P3 consortium selected for the $360M rebuild and expansion of Doyle Drive.

**Roads**
SH 183
EQUITY INVESTOR Lead member of consortium providing design-build-OMR services on $1B corridor project.

**Roads**
DFW Connector
Lead member of consortium providing design-build-maintenance services on $900M corridor project.

**Rail/Transit**
Waterloo LRT
EQUITY INVESTOR member of design-build team for P3 consortium delivering $600M LRT system in Waterloo ON.

**Rail/Transit**
East Rail MF
EQUITY INVESTOR & member of design-build team for P3 consortium delivering $500M light rail maintenance facility.

**Bridges**
Sierra Yoyo
Design-build contractor for P3 consortium that delivered a 320-meter-long bridge.

**Bridges**
Goethals
EQUITY INVESTOR and Lead member of design-build team for P3 consortium delivering $900M bridge.

**Bridges**
Port Mann Hwy
A $2.5 billion Kiewit–led design-build team that is constructing a 10-lane bridge and connecting highways. Initially Awarded as P3 project.

**Tunnels**
VA Midtown Tunnel
Member of design-build team for P3 consortium selected to rebuild and expand $1.9 billion tunnel project.

**Tunnels**
GA I-75/575
Under a Developer Service Agreement, Kiewit partnered with GDOT to evaluate P3 solutions for rebuilding 36 miles of highway.

**Water**
Carlsbad
DBFOM for a 50 MGD Desal plant and 10 mile pipeline ($600M)
# Canadian P3 – Delivering Projects

Source: CCPPP

<table>
<thead>
<tr>
<th>Sector</th>
<th>Number</th>
<th>Capital Value (C$ mill)</th>
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<tbody>
<tr>
<td>Transportation</td>
<td>49</td>
<td>31,405</td>
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<td>Hospitals &amp; Healthcare</td>
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<td>Defence</td>
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<td>Gov. Services</td>
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<td>482</td>
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<tr>
<td>IT Infrastructure</td>
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<td>1</td>
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<td><strong>TOTAL</strong></td>
<td><strong>220</strong></td>
<td><strong>$70,388</strong></td>
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# US P3 Program – Growing Acceptance

Source: InfraDeals

<table>
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<tr>
<th>Sector</th>
<th>Number</th>
<th>Capital Value (US$ mill)</th>
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</thead>
<tbody>
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<td>Transportation</td>
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<td>32,779</td>
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<td>Social</td>
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<td>885</td>
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<td>Environmental</td>
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<td>1,228</td>
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<tr>
<td>IT Infrastructure</td>
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<td>575</td>
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<tr>
<td>Defense (military housing)</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>49</strong></td>
<td><strong>$35,467</strong></td>
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# P3 Market Differences – Canada vs US

**Canada P3 Market:**
- Strong government support and implementation (Federal, Provincial, Municipal)
- Process driven decisions; VFM, market soundings – predictability
- Consistent P3 procurement execution – standardization, familiarity and confidence
- Delivering projects – driven by discipline, not funding/financing

**US P3 Market:**
- Some Federal guidance; about a dozen states implementing and a few municipalities
- Variety of models and objectives
- Slow to accept the value of the whole of project life benefits - often about the $$$
- Limited (but growing) use across market sectors
- Unique unsolicited proposal process
The US P3 Project Grave Yard

- I-35 Trans Texas Corridor
- Indianapolis Justice Center
- Route 460
- Jackson County Airport Parkway
- Knik Arm
- ARTI Project
- SH 121

Life Support
- Illiana
- Mid Currituck
- Jefferson Parkway
Key Decisions for Pursuing P3s in the US

- Status of environmental clearance
- Detail of preliminary economic analysis
- Agency track record and authority for delivering P3s
- Experienced advisory Team
- P3 delivery model (revenue risk vs other)
- Political will for P3 – Project Champion

Goethals Bridge Replacement Project

- TIFIA loan - $473 million
- Private Activity Bonds - $453 million
- Equity - $106.8 million
- Port Authority Milestone Payments - $125 million
- Port Authority Pre-development costs - $300.2 million
- Annual Availability Payments - $56.5 million
P3s by Country – All Markets

US Market

Current P3
~$10 B

P3 projects expect to close within 2 yrs
19 Projects
$18 B

Potential P3 projects in all market (proposed for next 5 yrs)
103 Projects
$161 B

Canadian Market

Current P3
~$15 B

P3 projects expect to close within 2 yrs
37 Projects
$24 B

Potential P3 projects in the market (next 5 yrs)
59 Projects
$38 B

Source: InfraDeals Website
Thank You
Joe Wingerter