

Public sector policy objectives. Private sector business objectives. Balance.*

At PricewaterhouseCoopers we make it our job to understand and solve the complexities involved in transactions at the interface between the public and private sectors.

Whether it's raising funding for infrastructure projects or procuring private sector partners for our public sector clients, we deliver solutions that create new roads, upgrade housing, build schools, modernize hospitals, improve rail services and enhance other infrastructures essential to a nation's economic and social foundations.

In Canada and around the world, the demand for public services is increasing. Insufficient public sector capital to meet this demand is leading to an unstable gap in investment. Public-Private Partnerships (PPPs) are helping governments to bridge this gap.

PPPs allow the public sector to access new sources of financing and achieve the benefits that private sector skills and management can bring, thereby reducing costs and generating greater value from public sector assets.

PricewaterhouseCoopers (PwC) adds value by linking the public and private sectors, bringing them together to develop a clear and common purpose. As trusted advisors, we work closely with clients in both public and private sectors, providing expert guidance on complex matters ranging from strategy formulation through to risk assessment and transaction implementation.

For the public sector, we advise on how best to develop, structure and negotiate PPPs, allowing the private sector the opportunity to deliver efficient solutions. We also help develop the right procurement approach, and advise and train on the principles and implementation of PPPs.

For the private sector, we advise on bidding strategy and on how to maximize value from a PPP. PwC is an independent firm that offers impartial advice, as we are neither a funder nor investor. We arrange limited recourse project financing by running funding competitions between different sources of financing and financing institutions, including bank debt, bonds and monoline guaranteed structures.

PwC's PPP expertise lies in its Infrastructure and Project Finance (IPF) practice. Organized by infrastructure and service industries, we are a connected global network of over 400 PPP advisors who provide personal, hands-on service. We also apply the expertise of other practices within our firm that are relevant to PPPs, such as tax and accounting.

PwC has consistently been the leading global advisor on infrastructure and P3 projects since the mid 1990s. By the end of calendar year 2007, the IPF practice had advised on and successfully closed over 344 projects around the world, involving private finance of over US\$94 billion. In Canada, the team has been ranked as the #1 Financial Advisor from 2004-2008 by *Project Finance* magazine, both in terms of deal value and number of deals for PPP.

Financial Advisor - Canada PPP 2004-2008 YTD

Financial Advisor	Value \$m	No. of Deals
PricewaterhouseCoopers	2,962	6
Ernst & Young	841	5
SNC-Lavalin Group	648	2
Macquarie Group	510	2
CIT Group	279	1

Source: *Project Finance* magazine, *Canadian Infrastructure Finance Report 2008*

When it comes to Public-Private Partnerships and Project Finance, our industry expertise and active network of contacts in all levels of government and in the infrastructure sector means you can count on the trusted advisors at PwC to deliver appropriate, practical solutions right from the start.

Here is a sample of how our IPF team has been adding value:

<p>Alberta Infrastructure & Transportation</p> <p>entered into a PPP for \$300 million for</p> <p>Anthony Henday Ring Road South East</p> <p>advisor to Alberta Infrastructure & Transportation</p> 	<p>Alberta Infrastructure & Transportation</p> <p>entered into a PPP for 18 new schools with a group led by</p> <p>Babcock & Brown</p> <p>advisor to Alberta Infrastructure & Transportation</p> 	<p>Alberta Infrastructure & Transportation</p> <p>executed a PPP for the \$650 million Northeast Stoney Trail with a group led by</p> <p>Bilfinger Berger Canada Inc.</p> <p>advisor to Alberta Infrastructure & Transportation</p> 	<p>Alberta Solicitor General and Public Security</p> <p>Alberta Police and Peace Officer Training Centre</p> <p>advisor to Alberta Solicitor General and Public Security on the risk allocation and quantification for the new centre</p> 	<p>BC Hydro</p> <p>Vancouver Island Call for Tenders, BC</p> <p>advisor to BC Hydro on the tender process to create a new 25 year power purchase agreement</p> 	<p>BC Hydro</p> <p>advisor to BC Hydro on their financing and capital structure</p> 
<p>Bermuda Hospitals Board (BHB)</p> <p>advisor to BHB on the financing structure and business case for the redevelopment of the new hospital</p> 	<p>Canada Line Rapid Transit Inc.</p> <p>entered into a PPP for the \$1.9 billion Canada Line (formerly Richmond Airport Vancouver Line) with a group led by</p> <p>SNC-Lavalin Inc.</p> <p>advisor to Canada Line Rapid Transit Inc.</p> 	<p>Golden Crossing Group</p> <p>raised almost \$1 billion of financing for the DBFO project using wrapped bank debt, for</p> <p>Golden Ears Bridge, BC</p> <p>advisor to the equity investor</p> 	<p>Infrastructure Ontario</p> <p>executed a PPP for the \$511 million North Bay Regional Health Centre with a group led by</p> <p>Plenary Health</p> <p>advisor to Infrastructure Ontario</p> 	<p>Mexican Department of Transportation</p> <p>advisor to the Mexican Department of Transportation on the transaction structure and procurement for FARAC</p> 	<p>Newfoundland & Labrador Hydro</p> <p>Lower Churchill Hydro Project</p> <p>advisor to Newfoundland & Labrador Hydro on the risk profile, funding, and ownership structure for the \$9-11 billion project</p> 
<p>Ontario Ministry of Transportation (MTO)</p> <p>advisor to MTO on the transaction options and strategic risk assessment for the Detroit-Windsor Crossing</p> 	<p>Ontario Ministry of Community Safety & Correctional Services</p> <p>entered into a PPP for the Cookhill Food Production Centre with a group led by</p> <p>Compass Group Canada Ltd</p> <p>advisor to Ontario Ministry of Community Safety & Correctional Services</p> 	<p>Ontario Ministry of Community Safety & Correctional Services</p> <p>entered into a PPP for a new correctional institution with a group led by</p> <p>Management and Training Corporation Canada</p> <p>advisor to Ontario Ministry of Community Safety & Correctional Services</p> 	<p>PPP Quebec</p> <p>advisor to PPP Quebec on the business case for the development of four new detention centres</p> 	<p>PPP Quebec</p> <p>advisor to PPP Quebec on the Business Case for the \$1.5 billion Turcot Interchange</p> 	<p>Quebec Ministry of Transportation</p> <p>entered into a PPP for the \$500 million Highway A25 with a group led by</p> <p>Macquarie Infrastructure Partners</p> <p>advisor to the Ministry</p> 
<p>Resort Municipality of Whistler</p> <p>acted as a project manager for the Resort Municipality of Whistler on the upgraded Whistler wastewater treatment plant</p> 	<p>Royal Ottawa Hospital</p> <p>executed a PPP for a new \$150 million specialized mental health facility with a group led by</p> <p>The Healthcare Infrastructure Company of Canada</p> <p>Advisor to Royal Ottawa Hospital</p> 	<p>West Lincoln Memorial Hospital</p> <p>advisor to West Lincoln Memorial Hospital on the local share financing plan and financing options for a new hospital</p> 	<p>William Osler Healthcare Centre</p> <p>executed Ontario's first PPP for a \$450 million acute care hospital with a group led by</p> <p>The Healthcare Infrastructure Company of Canada</p> <p>advisor to William Osler Healthcare Centre</p> 		

Our Recent Awards

Euromoney Project Finance Magazine Award for 2008 North America deal of the year – A25

Canadian Council for Public-Private Partnerships 2007 Silver Award for Project Financing: Highway 25 (A25)

Canadian Council for Public-Private Partnerships 2007 Award of Merit, Implementation of the P3 Process: Northeast Stoney Trail

Public-Private Finance Awards 2006 Best Financial Advisor

Project Finance International Awards 2006 and Euromoney Project Finance Magazine Award 2006 North America deal of the year – Golden Ears Bridge

Project Finance International Americas Infrastructure Deal of the Year for 2005 and 2006, for the Canada Line project

Who to call

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