

## Project 1: Ganda Institute

Location: Washington, DC

Total Project Cost: \$2 billion

Procurement delivery method: DBFOM

### Description

The Ganda Institute modernization project is the largest P3 hospital transaction to-date in the Washington, DC area with a bond financing of \$1 billion, construction cost of \$1 billion and a total project NPV of \$4 billion. The project involves the Design, Build, Finance Operate and Maintain (DBFOM) of a new 15-story acute care facility under a P3 framework. Located on the site of the existing hospital, the Ganda Institute modernization project will have a gross floor area totalling approximately 780,000 square feet. It will feature 175 patient rooms, operating theatres, accident and emergency rooms, sterilization centres, radiology, radiotherapy and other services; an outpatient building; an office building; a logistical support building; and an auditorium. The construction is planned in two phases. In Phase 1, 85% of the project will be built, allowing the client to relocate to the new facility. Phase 2 will start with the demolition of the original building to make room for the remaining 15% of project construction.

### Responsibilities

The consortium was involved in all aspects of the project financing process including:

- Facilitating equity financing
- Co-leading the finance committee and giving direction to advisors to create and evaluate different financing options for the project
- Developing a financial model and providing construction cash flow inputs for the model
- Participating in all discussions with rating agencies, and maintaining an active role in solving technical concerns related to the construction

The consortium also holds a 50% participation in the Design Build Joint Venture (DBJV) and is responsible for the design of the facility to accommodate, procure, install and maintain items of equipment as identified in the Project Agreement. The consortium will buy the fixed medical equipment selected by the client and will coordinate delivery and installation of that equipment.

### Awards

Successfully delivered the project on time and on-budget. Received the following awards:

- 2018 – Project Finance Gold Award
- 2018 – North America PPP Deal of the Year

## Project 2: Highway A62

### Description

The 120 km Highway A62 located in Berlin, Germany, was procured as a blended toll and availability PPP project with a construction cost of \$70 million and a total cost of \$92 million. The project includes design, construction, financing, operation, maintenance, and rehabilitation (DBFOM) and operation, maintenance and rehabilitation (OMR) of supplemental sections. The highway starts at junction of B6 and ends at the junction of the Highway A60. The project is currently operational with the concession ending in 2034.

The design life is 75 years for the structures and the design meets national and provincial design codes and technical standards.

The project includes conventional barriers for cash and credit card payers and a non-stopping high speed (40km/hour) tolling mechanism for tag users in the toll plaza.

### Success factors

The A62 was the largest road project at the time in Germany, and required a high-calibre team. This necessitated a multi-partnering approach that has been extremely successful, bringing the best of local and international experience to a long-awaited, landmark project. The consortium applied international best practices and used its innovative approach, while local suppliers brought in additional knowledge, a community liaison, and an understanding of administrative needs.

The DBJV was an integrated joint venture consisting of four partners: two international entities, and two local construction partners. One of the local partners provided local construction expertise through a team of engineers and managers with hands-on experience in the market. This DBJV was put in place after the RFP phase. During the bid, the original DBJV was composed of three members - two international and one local.

The consortium's mandate involved literature review, infrastructure inspection and proposing corrective measures for all structures. Following acceptance of the proposed corrective measures, the preliminary design, plans, specifications and works supervision were carried out. The mandate also included roadway components, horizontal and vertical signage, related infrastructure, lighting and a pumping station.

The integrated approach of the project meant that the consortium was involved in all the Design and Build activities, traffic studies, and operations and maintenance, which led to a successful outcome for the project. Continuous interaction among the different teams allowed the technical optimization of the project, including providing O&M input in structure and pavement design and integrating traffic forecasts into interchange designs.