



THE UNITED STATES  
CONFERENCE OF MAYORS

# Building Successful P3s







# WELCOME & MEETING INTRODUCTION



Mayor Andre Dickens  
Chair, Public -Private Partnerships  
Task Force



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# Remarks:

## Report on the 2024 Program Success in P3 Institute Outreach



**Lisa Buglione**

**Executive Director**

The Association for the  
Improvement of American  
Infrastructure



02

### Sandy Springs, GA in February

Continuing in February, Sandy Springs, Georgia, hosts the next USCM P3 session. Known for its vibrant community and suburban charm, Sandy Springs provides an engaging environment for government officials to exchange ideas and discuss future public-private partnership initiatives.

04

### Arlington, TX in April

In April, Arlington, Texas joins the roster, a city known for its booming economy and strategic location. Arlington's dynamic business climate makes it an ideal venue for USCM P3, encouraging innovative solutions and collaborations between public entities and the private sector.

06

### Tempe, AZ in August

Also in August, Tempe, Arizona hosts a session amid its vibrant cultural scene and strong business community. This city's innovative atmosphere provides a conducive environment for USCM P3 attendees to enhance their understanding and application of public-private partnership strategies.

01

### Riverside, CA in February

The USCM P3 Institute kicks off its 2024 sessions in Riverside, California, this February. Riverside offers a unique cultural and historical backdrop for these sessions, fostering innovative discussions and collaborations among participants from different areas of government and public service.



08

### Gresham, OR in November

Finally, in November, Gresham, Oregon wraps up the year's sessions. As part of the Portland metropolitan area, Gresham offers a unique mix of urban and natural elements, providing a distinctive backdrop for enhancing public-private partnership collaborations and policy developments.

03

### Lansing, MI in March

March brings the USCM P3 Institute to Lansing, Michigan's capital. With its active public administration landscape, Lansing serves as an ideal setting for participants to explore new strategies in public-private partnerships while capitalizing on the city's rich political and administrative resources.

05

### Boca Raton, FL in August

August sessions take the spotlight at Boca Raton, Florida, where beautiful beaches meet thriving industries. This setting promotes creative thinking and networking, making it a prime location for the USCM P3 Institute to engage in significant dialogue on public-private partnerships.

07

### Columbia SC in October

October sees the USCM P3 Institute in Columbia, South Carolina, with its rich history and modern advancement. Participants benefit from Columbia's supportive community and infrastructure, creating an ideal space to engage with and advance public-private partnership discussions.



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# ***USCM P3 Institute Impact by the Numbers***

## ***OUTREACH TO 600+ CITY OFFICIALS***

The P3 Institute successfully reached out to **over 600 individuals globally**, highlighting its extensive influence in disseminating information. This wide-reaching outreach underscores the significant role education plays in preparing professionals to tackle critical infrastructure challenges effectively.

## **USCM P3 Institute**

**"Empower your city with innovative solutions, expert insights, and actionable strategies to drive transformative projects through Public Private Partnerships."**

**More than 300 individuals registered** for the P3 Institute workshops, indicating a strong interest in infrastructure education. This impressive number demonstrates the vital need for educational resources in developing informed leaders in critical infrastructure projects.

## ***300+ WORKSHOP ATTENDEES***

## ***131 CITIES PARTICIPATED***

The workshops attracted **participants from 131 different cities**, showcasing widespread engagement across urban centers. This broad participation emphasizes the universal appeal and necessity of P3 educational programs in addressing diverse infrastructure needs in various geographic contexts.



## INTRODUCTORY WORKSHOP THE FUNDAMENTALS OF PUBLIC-PRIVATE PARTNERSHIPS

# Hosting a USCM P3 Institute Workshop

What does it look like?

### Mayors Responsibility



### USCM P3 Institute Staff Responsibility

#### Pick a date

The Host Mayor's office picks a date

#### Designate a Point of Contact

The Host Mayor's office should designate a primary point of contact who can assist with logistics, develop mailing lists and participate in planning

#### Pick a place for Mayor's dinner

It's Mayor's choice, pick your favorite location

#### Supply a venue for the workshop

Share your space and we will take care of the rest

We create invites and marketing material

We provide updates and drafts for approval

We arrange the dinner and send invites out at Mayor's request

We bring the experts and lunch!



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# Do you want to host a USCM P3 Institute Workshop in your city?

Scan the QR Code below  
or visit our booth in the exhibit area.



## USCM P3 Institute Sessions 2025 Overview\*

### Florida's Cities

Coral Springs  
Pensacola

### Iowa's Featured City

Waterloo

### North Carolina's Cities

Charlotte  
Durham

### Rhode Island

Providence and Newport

### Texas

Austin

### Virginia

Newport News

### California

Long Beach

### Indiana

Noblesville

### Maryland

Annapolis

### Ohio

Cleveland

### Oregon

Portland

### South Carolina

Columbia  
(had so much fun  
they want to do  
it again!)

\*Requested and proposed sessions pending and confirmed.



# Remarks:

## Private Sector Insights - Harnessing Innovation Through P3s



David Gilford  
Head of Policy  
Sidewalk Infrastructure Partners



# CASE STUDY

## Downtown Annapolis Parking & Flood Control



**Gavin  
Buckley**

**Mayor of Annapolis,  
Maryland**



**Rodney  
Moss**

**Senior Vice President  
Hunt Companies. Inc.**



# WE CAN DO BETTER!

- A SEA OF PARKING – NEEDED A CIVIC PLACE REPRESENTATIVE OF ANNAPOLIS
- INCREASING FLOODING DAYS PER YEAR

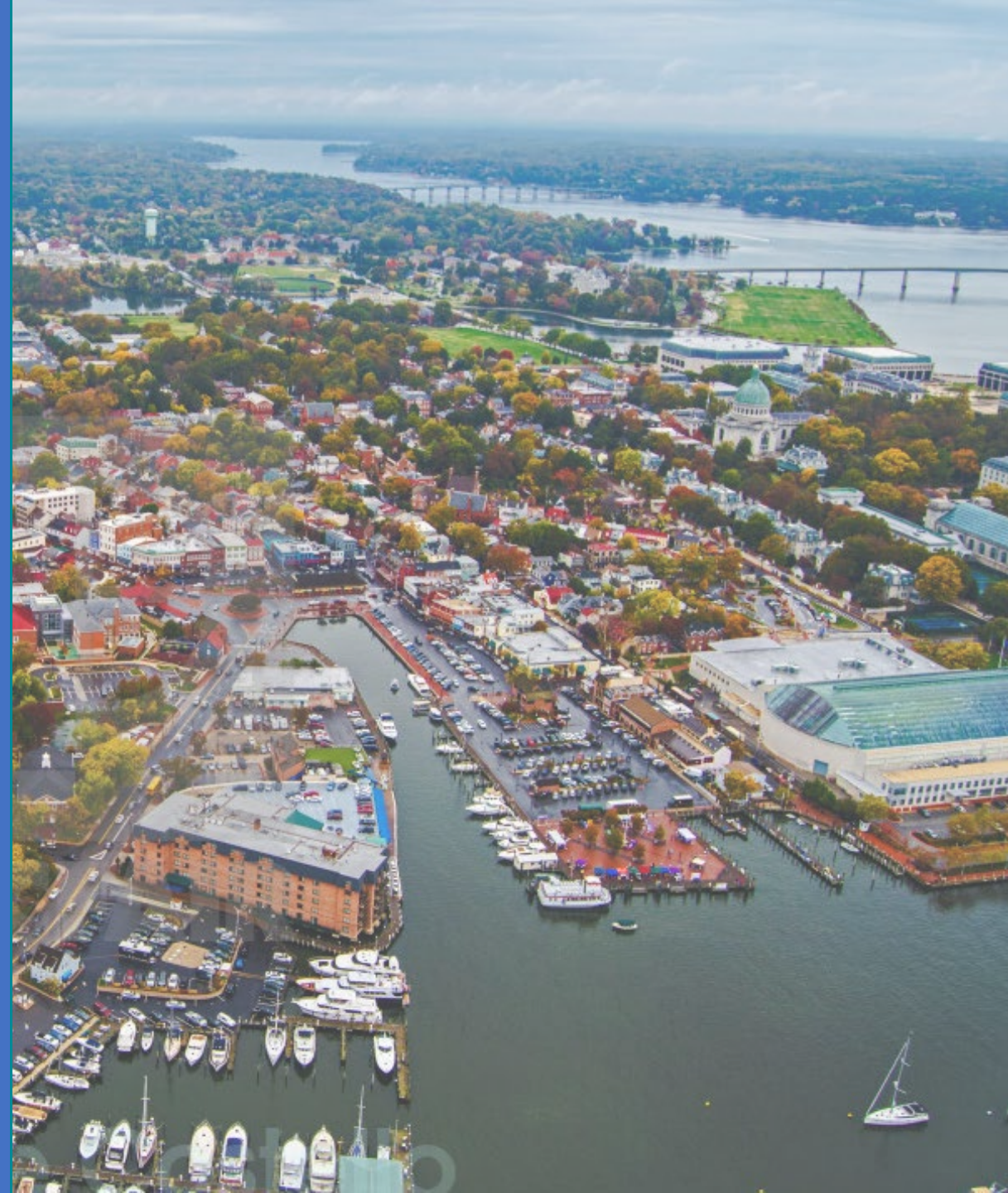
1969	4
2013	39
2019	52
2024	91
2065	365





# Funding for City Dock Resiliency Project

<b>TOTAL PROJECT COST:</b>	<b>\$59 M</b>
<b>STATE OF MARYLAND:</b>	<b>\$10 M</b>
<b>FEDERAL EDA:</b>	<b>\$3.2 M</b>
<b>CONCESSION DIRECT SPENDING:</b>	<b>\$3.4 M</b>
<b>FEDERAL DELEGATION PAYMENT/GOBONDS (SUB DEBT):</b>	<b>\$24.5 M</b>
<b>EXPECTING \$30M FEMA</b>	





# City Dock Resiliency Project Moving Forward!

## P3 PARTNERSHIP: SUCCESSFUL FINANCIAL MODEL

- Funded construction of new 588 space garage
- Provides significant annual revenue for City Transit
- Private partner funds major up-front costs for legal and financial advisory and design necessary to achieve grants and revenue bond underwriting reimbursed at closing
- Off ramps built into the PDA process at any point prior to financial close





# Public/Private Partnership:

## PRE-DEVELOPMENT PROCESS

- Submittal March 2020-start of Pandemic
- PDA allowed City/AMRP to jointly:
  - Optimize parking revenues
  - Create outdoor space and placemaking to support community events as a priority
  - Manage post-Covid supply chain Issues
  - Avoided inflation and interest rate escalation
- City/Developer are 'Co-Developers'
- Captured business district street parking revenue within the scope to create an integrated parking "system"
- Through the collaboration and exhaustive rating agency and MEDCO engagement, built in flexibility to achieve lowest cost of capital for the City







# Public Perspective: Finance

- City brought forward critical infrastructure and optimized revenue and technology by leveraging existing assets and demonstrating shovel ready access to federal and state grants.
- Initially off-balance sheet tax-exempt financing with private sub-debt transferring revenue risk (post-Covid) converted to City-backed sub-debt during construction after City became more comfortable with risk.
- City banking on itself: Leveraging its assets for improvements, increased value of City owned assets, improved tax base through increased investment, visitation, real estate values.



# Private Perspective:

## DESIGN IMPROVEMENTS/ TECHNICAL FLEXIBILITY

- PDA process allowed the team to de-risk and optimize technical and financial solutions and create better value for taxpayers than traditional delivery methods
- Also allowed transparent and frequent public engagement to listen and effectively communicate the business case to citizens and business owners before making a City financial commitment.





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# Case Study:

## Exploring How the P3 Concept Provides Cost Efficiencies and Service Performance



**Fred Van Heems**

**President & CEO**

Veolia  
North America



# Powering Sustainability

Innovative Public-Private  
Partnerships in  
Environmental Services





# NORTH AMERICA PRESENCE

**10,000+**

employees across  
US and Canada

**500+**

work sites



Water



Waste



Energy



# Water

We **treat and monitor** water quality at each stage in its cycle: from extraction of the **natural resource** through to its discharge back into the natural environment.

We **innovate** to reduce the amount of resource extracted and to encourage cities and industry to **recycle and reuse** water.

## North America



**2.2 BGD**  
wastewater treatment  
capacity managed



**18.4 million**  
people served with water  
and/or wastewater services



**1.3 BGD**  
water treatment  
capacity managed



**292,200**  
dry tons per year  
biosolids processed



**19,400**  
miles of underground  
assets managed



**416**  
water & wastewater  
facilities managed

# Water Case Study: Bayonne, NJ Operations Partnership

## Client Benefits:

- City maintained ownership, Veolia took operational control of water system, billing, customer service.
- 70% reduction in sewer line blockages
- 38% reduction in water usage (via household leaks) by ratepayers
- DEP order preventing new building connections to water system lifted, facilitating new development.

## 40 year concession agreement:

- Financed an upfront payment of \$150 million to the City that solved severe budget problems without major tax increases or layoffs.
- City bond rating improved from a very poor Baa1 to an excellent A3.
- Spend another \$157 million over the term of the agreement on Bayonne's water system upgrades to meet DEP standards

- ❑ **\$157M** invested capital for system improvements
- ❑ **\$130M** Debt to be retired
- ❑ **\$150M** upfront payment for solving immediate city budget problems





# Waste

We **specialize** in liquid and solid, non-hazardous and hazardous waste management.

Our **expertise** covers the entire waste life cycle, from collection to disposal and recycling, often leading to the final **recovery of waste as materials or energy**.

## North America



840K tons  
of hazardous waste  
managed



450K tons  
of waste processed for  
beneficial reuse



42M lbs  
of metals recovered

# Waste Case Study: NYC-DSNY Household Haz-Waste Partnership

## Client Benefits:

- City maintained ownership to service more than 8.5 million resident's Household Hazardous Waste.
- Veolia's operational control of waste collection and innovative recycling / reclamation processes.
- Removes over 12 million lbs of harmful waste from curbside handling by DSNY staff, reduces risk of contamination of landfills, groundwater and NYC's wastewater treatment systems, .

## 22 year contract agreements:

- After our initial 2010 11 year contract, NYC/Veolia signed an additional 11 year commitment in 2022.
- Veolia's management of paint recycling as required for NYS's Paint Stewardship Laws of 2022.
- Veolia's investments to safely manage the increasing hazards associated with lithium batteries.



**DSNY & Veolia were recognized by The National Council for Public-Private Partnerships for P3's Outstanding Services Project award in 2016 - NYC SAFE Disposal Program.**





# Energy

Veolia is a leading operator and developer of energy efficient solutions.

Our expertise spans the entire energy spectrum, from **renewable energy generation** and **energy efficiency retrofits** to **energy management systems** and **decarbonization strategies**.

## North America



70+  
industrial facilities managed



60,000+  
utility grade meters under  
management via Hubgrade™



\$1.6 billion  
annual utility billings  
under management



1,200+ MW  
electricity under  
management

# Energy Case Study: City of Arvin, CA



**30M**

IN ENERGY SAVINGS  
OVER 30 YEARS

**230k**

IN ENERGY SAVINGS  
DURING YEAR #1

**746**

METRIC TONS OF CO<sub>2</sub>  
ELIMINATED

**CHALLENGE:** City of Arvin, California's wastewater treatment plant had high energy costs, accounting for 30% of its operating expenses. The city aimed to cut costs, reduce emissions, and improve plant reliability.

**SOLUTION:** Arvin partnered with Veolia on a solar project to power the plant and reduce emissions. Funding came from municipal financing and the Inflation Reduction Act, with additional support due to the city's "disadvantaged community" status.

**OUTCOME:** The installation will generate one megawatt of electricity, enough to power about 750 homes. Considering projected energy inflation, the project is expected to save the city \$30M in energy costs over 30 years.



# Canada

We provide **waste** and **water** services in key markets including Ontario, Quebec, Alberta, British Columbia, Manitoba and New Brunswick.

Combined with our technology group, we operate in all provinces and territories.



Operating  
since **1978**



**700+**  
Employees



**31+**  
Working Sites

# Canada Case Study: City of Toronto Partnership

## Client Benefits:

- Consolidated operation and management of City's two anaerobic digestion facilities diverting 130K from landfill
- Facilities generate renewable energy from biogas
- Produce 20K TPY of digestate that is converted to compost for land application

## Future Projects

- Veolia has been sole sourced to operate and maintain the future of expansion of Disco from 75K to 130K TPY
- Disco Road AD operation recognized by the City as “the crown jewel of its waste management infrastructure”

Disco Road



Dufferin Road







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# P3 Global Perspectives



**Lisa Mitchell**

**President & CEO**

The Canadian Council for  
Public-Private Partnerships

# GLOBAL PERSPECTIVE



**Lisa  
Mitchell**

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# OPEN FORUM







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# Thank You

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