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**Introduction**

I am an astute commercial manager and leader of teams who has an in-depth understanding of what it takes to develop, procure and deliver complex infrastructure projects, having had hands-on leadership roles in both their pursuit and delivery in the private sector and their development and procurement in the public sector. I have recently (February 2016) set up a boutique advisory company – “***Infrastructure Bridge Advisory Limited***” (formerly Six Factor Professional Services Ltd”) to provide both public and private sectors with the prerequisite commercial advice centred on effective risk management focused on the integration of the technical, service, commercial and financial aspects - key to the successful outcome of all large projects. Current clients include KPMG, Kwantlen Polytechnic University (procurement role), and the City of Surrey (Procurement and Construction contract management).

Asset classes include energy, transportation and accommodations.

**Employment History and Key Roles**

**2015 – 2017 – Director, Infrastructure Bridge, Vancouver, Canada**

* City of Surrey: Surrey Biofuel Facility – City’s Construction Representative
* Kwantlen Polytechnic University (KPU): Spruce Building Renovation Project – Procurement Lead and Owner’s Representative for the Construction Period
* P3 Hospital Commercial Compliance Review of Project Co’s Service Delivery, Ontario

**2014-2015: KPMG, Director, Global Infrastructure Group, Vancouver, Canada**

* Edmonton Light Rail, Valley Line, City of Edmonton: Providing commercial support during the finalization of the Project Agreement and in preparation of the mobilization of the City’s implementation team for the construction period.
* Elko hydro replacement project, Columbia Power Corporation**:** Providing commercial advice in the structuring of a DBFM contract between two Crown corporations.
* St Joseph’s Healthcare, Hamilton**,** led the commercial review of the incumbent Project Co’s service performance.

**2012-2014: Partnerships BC, Assistant Vice President (Energy), Vancouver, Canada**

My key success was leading the procurement of three first in class P3 assets in BC to market and subsequent contract signing:

* John Hart replacement hydro project for BC Hydro
* Wastewater Resource Recovery Centre for the Victoria CRD
* Surrey Biofuels reprocessing facility for the City of Surrey

Throughout I was responsible for providing the client’s project leads with commercial and procurement advice, playing a key role in the development of the commercial structures and for ensuring that the technical specifications reflected the commercial intent. I played a key role in the development of the bespoke Project Agreements, ensuring that they reflected the project objectives whilst maintaining market interest throughout the RFP period, and participated in the RFQ/RFP evaluations either as lead of an evaluation team or an evaluation committee member.

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**Areas of Expertise:**

Commercial structuring of Projects

Risk Management

Procurement Strategy

Procurement & Contract negotiations

Development of technical and service Performance Specifications

Site/Contract Management

Project Governance and Oversight

PFI/P3 SPV Board Director

Operational Performance Reviews

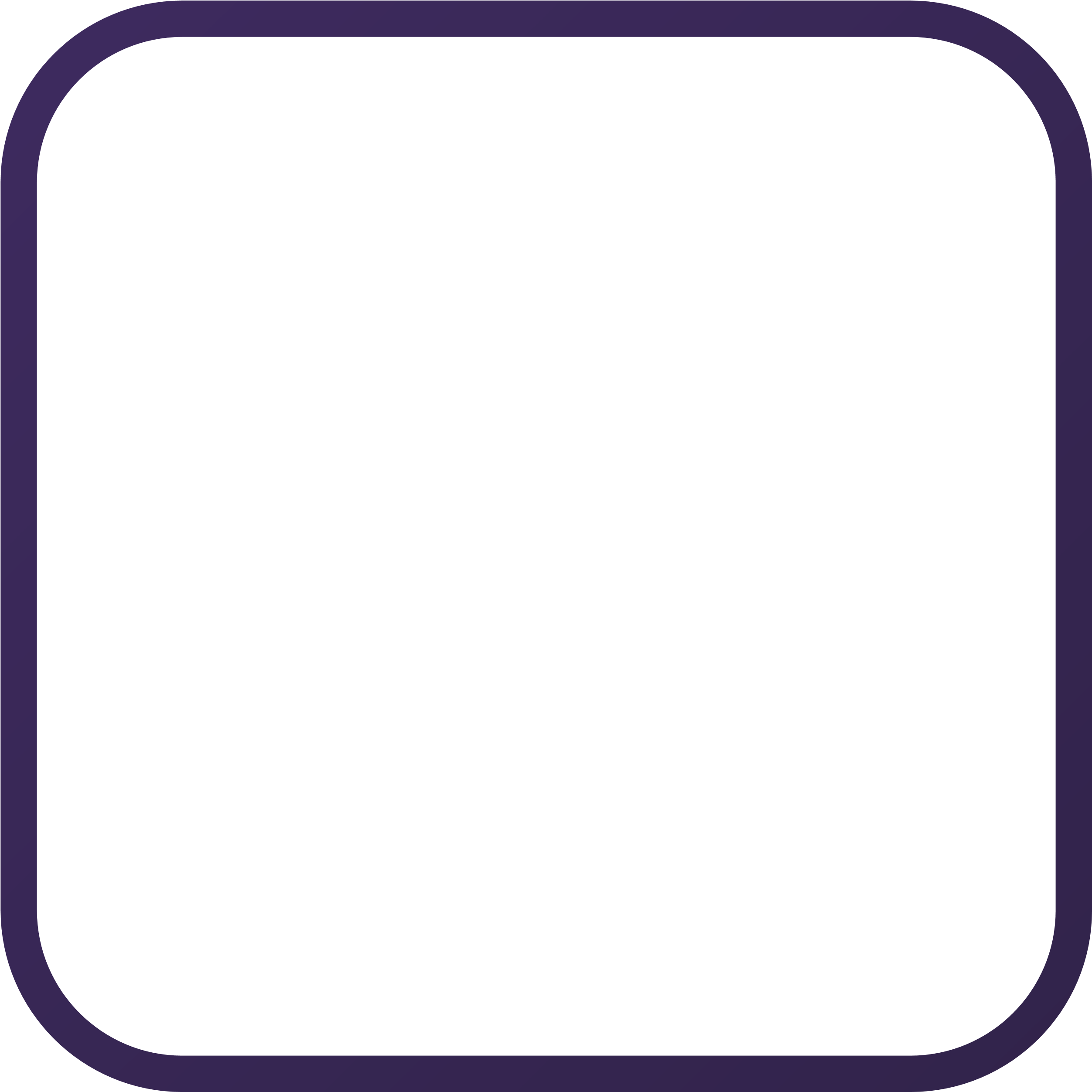
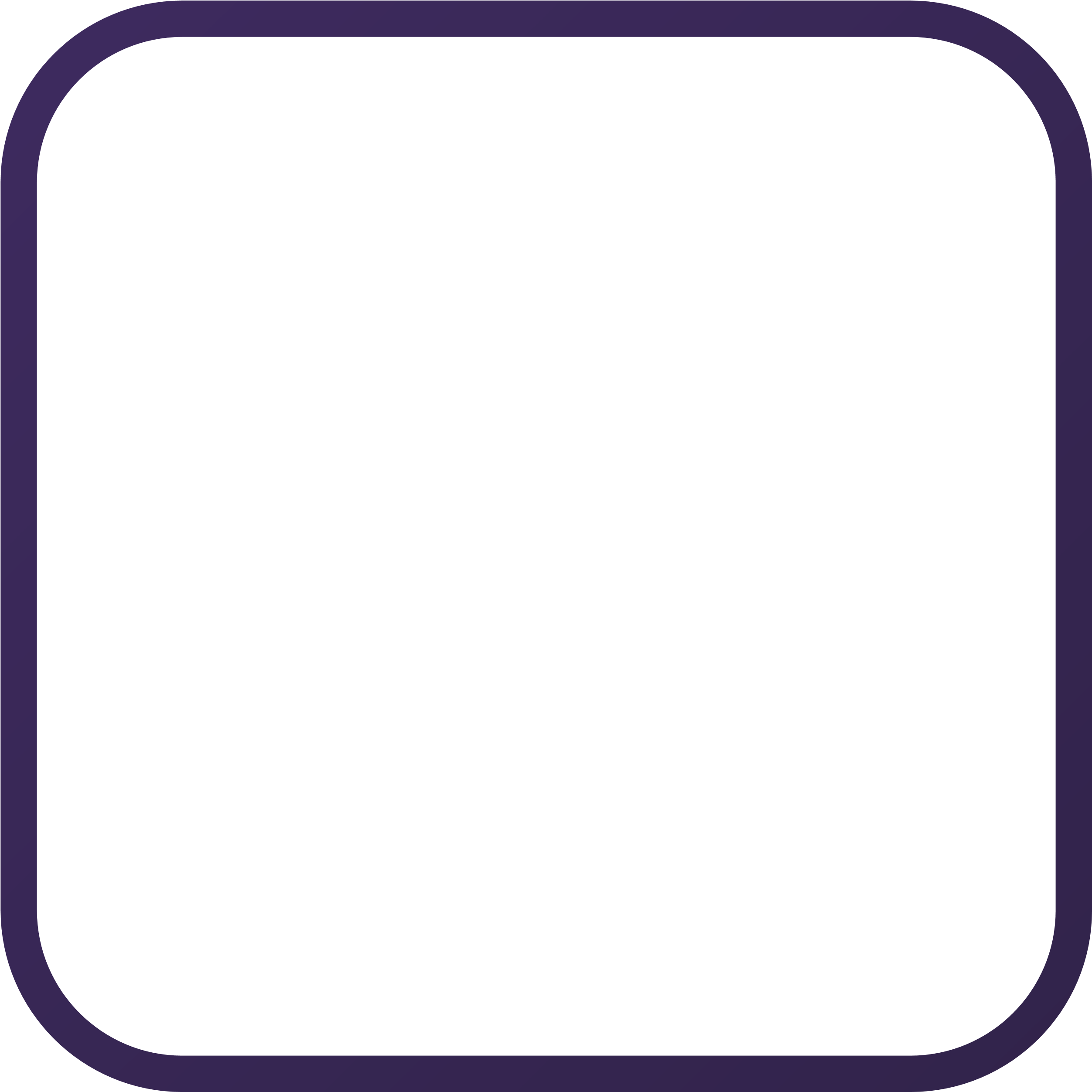
**Languages:**

English

**Education and Designations**:

Member of the Institution of Civil Engineers (UK); Chartered Engineer (UK); BSC (hons) Civil Engineering, University of Leeds (UK)

**Steve Endler**



**2010 – 2011: Director, Network Solutions Ltd, UK.**

I led the Interserve/Equitix bid team in the successful pursuit of the West Yorkshire Police Accommodation PFI project. My main success was to take over the leadership of an established pursuit team and to build a trusted and valued working relationship with the client beginning part way through the procurement process.

**2009 – 2010: Co-founder of Public Private Solutions Ltd, UK.**

We provided partnering services to private sector companies engaged in bidding for schools redevelopment projects in the form of DBFM contracts as part of the UK government’s Building Schools for the Future initiative.

**2002-2009: Building Schools for the Future sector lead and SPV director, Lend Lease, UK.**

I was also responsible for leading multiple pursuit teams and for the bringing together the thought leadership behind the successful Lend Lease BSF Schools product, which resulted in the securing of two significant opportunities whose portfolio of projects each with a value in excess of $2bn:

* The Lancashire Schools BSF program; and
* The Birmingham Schools BSF program

I was also a director on two special purpose vehicle boards responsible ensuring that the schools within both the Newcastle PFI and Lincolnshire school PFI portfolios were adequately maintained annually from the start of their respective 25 year concession periods.

**1999-2002: PFI Bid Director, AMEC Project Investments, UK.**

I was the PFI bid director responsible for leading the AMEC design, construction and finance team working in collaboration with transit operators on the following projects both of which did not progress beyond the procurement stages due to local government funding challenges which were not overcome at the time.

* **Manchester LRT (Phase 3)**; and
* **Leeds Supertram**.

**1989-1999; PFI Bid Manager, Alfred McAlpine Special Projects, UK.**

I gained my introduction to PFI projects as the bid manager for the successful consortium on the $60m Hereford Hospital PFI project, where I was responsible for the integration of all the technical, service delivery aspects and costs.

I also represented the SPV interests during the initial stages of construction and played a leading role in building trust between both the construction team and the hospital project team.

**References**

1. Robert Costanzo – Manager, Engineering Operations, City of Surrey – 604.590.7287 [racostanzo@surrey.ca](mailto:racostanzo@surrey.ca)
2. Trevor Wong – Interim Director, Planning and Construction, Facility Services, KPU – 604.599.2283 [trevor.wong@kpu.ca](mailto:trevor.wong@kpu.ca)
3. Sarah Clark – Chief Operating Officer, Fraser River Pile and Dredge (formerly CEO Partnerships BC) – 604.522.7971 [sclark@frpd.com](mailto:sclark@frpd.com)
4. Diane McSherry – Vice President Projects – 604 .528.3390 [diane.mcsherry@bchydro.com](mailto:diane.mcsherry@bchydro.com)

**Past Times: I** enjoy spending time with my family, playing golf, watching soccer and travelling.