

		DBFOM	DBFM
1	Additional Staff for Project Agreement	None.	1 – 3 Full-time operations experts required immediately.
2	Additional Staff for Design phase of LRT	None.	Approximately 5 full-time rail experts required.
3	Control of Operations	Control through Project Agreement.	Control over day-to-day operations with increased responsibility and potential liability.
4	Disputes between Operations and Maintenance	Disputes are resolved internally within Project Co (one entity responsible for both Operations and Maintenance).	If City is the Operator, the City is directly involved in these disputes. Currently, not sufficient in-house expertise.
5	Legal Disputes for minor changes to Operations	Project Co. resolves minor operational changes within contractual framework.	City may be subject to a legal dispute for minor changes.
6	Labour Rights	Employees are free to unionize under existing laws.	If the City is Operator, then ATU, Local 107 would be the union for the LRT operators. Other operations roles would be City employees, however their union status is not determinable at this time.
7	Market Comparison	DBFOM is used where there is no existing rail operation	DBFM can be used where there is existing rail operations.
8	Incentives / Disincentives for Good Service	Can be built into the Project Agreement.	If the City is Operator, then oversight is internal.
9	Overall O&M Project Costs	Projected to be lower under a DBFOM.	Projected to be higher (increased workforce, start-up costs, training, consultant fees, labour costs, potential legal proceedings).