

P3 2010

The Canadian Council for
Public-Private Partnerships



Le Conseil Canadien pour
les Partenariats Public-Privé

Shifting Into High Gear

November 22 & 23, 2010 Toronto, Canada



Conference Preview

This is a draft program only. Information and times are subject to change. The final program will be distributed by email and postal mail in September.

Members Can Register Now

To register for the conference, please fill out the enclosed CCPPP Member Early Registration Form. **This event regularly sells out, so make sure to reserve a space now.**

Canada's P3 market is shifting into high gear across the country and is emerging as a world leader in the field. The CCPPP National Conference brings together the best and the brightest from government and business to review the projects and practices that are fuelling the P3 agenda.

Don't miss this unique opportunity to network with colleagues and hear from the experts about the events of 2010, lessons learned and what lies ahead for P3 in Canada and around the world.

Day One • Monday, November 22, 2010

8:50 Keynote Address

Speaker TBA

9:25 Billion Dollar Projects: Energy Infrastructure

All reports indicate that much of the hydro/power infrastructure throughout Canada is reaching the end of its useful life. At the same time the power hungry US market is waiting for our energy exports. How are the leaders in this critical industry going to find ways to meet our energy demands and find ways to export any available surplus? Moderated by John Beck, Chair of the Ontario Power Authority, this panel of senior Canadian power executives will provide insights into strategies and plans for infrastructure development and the opportunities for PPP-style investment.

Moderator: John Beck, Aecon Group Inc.

Panel: Colin Andersen, Ontario Power Authority • Duncan Hawthorne, Bruce Power • David Cobb, BC Hydro (invited) • Ed Martin, Nalcor Energy (invited)

10:25 Morning Break

11:00 New Frontiers: Supporting and Financing Infrastructure in Northern & First Nations Communities

The First Nations and Northern communities in Canada are starved for infrastructure, as the federal and provincial governments work to settle long-standing land claims. The next step is to examine how to ensure economic development continues in these communities. Partnering in sustainable development with resource and land-rich communities should provide long term benefits to all people. But how can this be achieved in a way that creates a "win-win" solution for all involved? First Nations and senior business leaders have joined forces to begin this journey. Our challenge is to model successful business ventures and create development and partnership models that work.

Moderator: Phil Fontaine, Ishkonigan Inc.

Panel: Peter Forton, CAPE Fund • John Beaucage, Anishinabek Transmission Company • Hon. Chris Bentley, Government of Ontario (invited) • Hon. George Abbott, Government of BC (invited) • Michael Novak, SNC Lavalin (invited)

12:15 Networking Lunch at Roy Thompson Hall

1:45 The Year in Review and the Road Ahead: A Federal/Provincial Update

Canada has proven itself to be one of the most resilient of the global economies and infrastructure investment has been a key to our success. The leaders who have so successfully managed to close and lead the world in PPP and AFP projects join us to provide an update on the challenges of the past year and to give us an update on the next round of infrastructure opportunities. Working together these leaders have ensured that Canadian PPP/AFP projects have thrived through some of the most challenging fiscal times since the Great Depression. This senior panel of leaders will provide their thoughts and insights into the future for infrastructure investment throughout Canada.

Panel: John McBride, PPP Canada • Larry Blain, Partnerships BC

• David Livingston, Infrastructure Ontario • Neill McQuay, Alberta Treasury Board • Normand Bergeron, Infrastructure Québec • David Johnstone, Department of Transportation, Government of New Brunswick

3:00 The Public View: Canadians' Opinions on PPP

A report on the latest Omnibus Survey, conducted in Fall 2010, of Canadian attitudes and opinions on public infrastructure and partnerships with the private sector.

David McFadden, Q.C., Partner, Gowling Lafleur Henderson LLP

3:15 Afternoon Break

3:45 Financing Models that Work – Transportation Infrastructure

Our cities are becoming gridlocked with commuters travelling by car, while our public transportation infrastructure falls behind in investment and capacity. This global panel of transportation experts will discuss the challenges of financing and delivering massive infrastructure requirements and how we are faring in planning for the future.

Moderator: Jane Garvey, Meridiam Infrastructure North America

Panel: Rob Prichard, Metrolinx • Representative from TransLink • Other speakers to be confirmed

5:30 First Night Reception for All Speakers and Delegates

Join fellow conference participants at the Four Seasons Centre for the Performing Arts.

The 2010 National Awards for Innovation and Excellence will be presented at the plenary sessions throughout the day on Monday.

Day Two • Tuesday, November 23, 2010

All streams include a nutrition break at 10:15 and 3:00 as well as a 12:00 Luncheon at the Toronto Sheraton Hotel.

Stream A • Major Capital Projects

Canada has become a leader in the development of innovative financing and capital infrastructure using PPP/AFP processes. This stream will focus on the issues and challenges facing both the private and public sector to ensure that capital projects, both large and small, are completed using the most cost effective models and innovative solutions to ensure value to citizens.

9:00 From Sea to Sea to Sea: Federal Capital Projects Update

The federal government is now developing some breakthrough PPP projects in areas as diverse as communications security, district heating, RCMP facilities and international crossings. Moderated by John Arseneau form P3 Canada, project leads from federal government agencies and departments will provide updates and details about ongoing infrastructure projects from across Canada.

Moderator: John Arseneau, PPP Canada

Panel: Steven Porter, Public Works & Government Services Canada • Robert Brûlé, Communications Security Establishment Canada • Simon Bernier, Public Works & Government Services Canada • Cheryl Nelms, Public Works & Government Services Canada • Helena Borges, Transport Canada (invited)

10:40 Hospitals and Design – What Design?

The hospital/health sector has been a major component of most provinces' PPP/AFP infrastructure strategy, with very different procurement strategies. Johanne Mullen will lead the discussion on the pros and cons of each procurement method and how the different strategies have shaped responses submitted by the bidding teams.

Moderator: Johanne Mullen, PricewaterhouseCoopers LLP

Panel: St. Clair Armitage, formerly McGill University Health Centre • Greg Ciambone, Walsh Construction Company Canada (invited)

2:15 The Cities Agenda

Municipal projects come in all sizes and all sectors, but transit and transportation have become lightning rods for controversy. Green energy proponents decry the lack of investment in public transit and commuters complain about the travel times on major highways and arteries. Finding the compromise between investing in transit and ensuring that our roadways are meeting demands from drivers and those moving goods continues to be a delicate balancing act. This panel of municipal advisors and leaders will discuss the opportunities and the challenges of delivering the right balance of options to commuters with scarce financial resources.

Moderator: **Morton Gross**, Borden Ladner Gervais LLP

Panel: **Glen Laubenstein**, City of Winnipeg • **Andrew B. Fremier**,

MTO SAFE Metropolitan Transportation Commission Service Authority

• **Jeffrey A. Parker**, Jeffrey A. Parker & Associates, Inc.

• **John Jensen**, City of Ottawa • Representative from Metrolinx

Stream B • Cracking the Barriers – Social and Municipal Infrastructure

Canada has become an international leader in the development of social infrastructure using PPP/AFP. How can we continue to develop much needed infrastructure using innovative techniques that cement our reputation as world leaders in PPP solutions?

9:00 Introduction by Stream Chair

Phil Fontaine will outline the challenges facing Canadian First Nations communities in developing needed infrastructure to spur economic development.

Phil Fontaine, Ishkonigan Inc.

9:15 New Frontiers: Opportunities and Challenges for First Nations PPPs

Canada is a member of the G8, recognized as a leader in financial management and continues to lead on the international social development index. How is it then that we have such disparity with our First Nations and how can we as leaders in partnership models develop solutions that create win-win projects that trigger economic development? This panel will examine the successes already achieved in many First Nations communities and examine the challenges of continuing the trend. What are the best financing models, what are the biggest risks, what organizations have been leaders and what are the most critical gaps?

Moderator: **Jacques Huot**, Corpfinance International Limited

Panel: **John Beaucage**, Anishinabek Transmission Company

• Other speakers to be confirmed

10:40 The End User View – Managing Expectations and Delivering Customer Satisfaction in PPPs

When PPP projects are announced expectations run high from a number of stakeholders who have often been waiting for extended periods for new infrastructure. If we were to evaluate outcomes using a report card scoring system, just how well would these partnerships be faring and are project expectations being met from the perspective of the staff and customers? We have good facilities but has this translated into improvements in workplace

3:45 Small Projects – Big Impacts

Some PPP experts say the model is not a realistic solution for small projects. Check out these small projects and the resulting impact they have had on communities – you just might be surprised! Members of this panel will describe their experiences and the benefits that a “small” PPP project can have on a community. The Canmore Water/Wastewater System, Taber Water Treatment Facility, Orleans Town Centre and the W. R. Bennett Bridge are all examples of smaller projects that have delivered big results.

Panel: **Ramsey Ali**, FORUM Equity Partners Inc. • **Jon Buckle**, Ministry of Transportation and Infrastructure, Government of BC (invited)

efficiencies, increased staff satisfaction and better quality of service to customers? This panel will examine results in both social and transportation infrastructure projects.

Moderator: **David Thom**, IBI Group

Panel: Speakers to be confirmed

2:15 Water, Water Everywhere, But Not A Drop to Drink...

This may be an old saying, but the challenges of delivering safe drinking water to Canadians and the proper treatment of sewage and runoff have reached critical proportions. Governments across Canada are attempting to balance the need to reinvest in water systems with limited resources. How can the private and public sectors work more effectively to deliver the needed infrastructure while respecting Canadians perceptions about the nature of our most valuable public resource: WATER.

Panel: **Harry Swain**, Trimbelle Limited • **Elizabeth Brubaker**, Environment Probe

3:45 A Comparative Analysis: Developing The World Standard for Social Infrastructure

Both Canada and the UK have been leaders in the use of the PPP/PFI model to deliver much needed social infrastructure. However, school and hospital projects involve significant challenges when working with multiple stakeholder groups that have competing goals. This session will provide insights into the creative solutions that have been achieved in both Canada and the UK and compare the models to determine success factors.

Moderator: **Jack Davis**, formerly Calgary Health Region

Panel: **John Seed**, Mott MacDonald • **Nick Gray**, Faithful + Gould Inc., UK

• **John Gibson**, Alberta Infrastructure

Stream C • Shifting into High Gear: Canada As A World Leader

Living next door to a superpower has both benefits and drawbacks. We are often seen as the plain younger sister, smart but without the pizzazz of the older and more aggressive sibling....but times are changing. As the US economy continues to falter this has provided new opportunities to Canadian companies and to our history of innovation and business savvy. We will examine the strengths of our unique business strategies and how we can leverage these attributes for international PPP opportunities.

9:00 Seizing Opportunities in Emerging Markets

Canadian expertise in PPPs has placed us among the world leaders in the field. How can we most effectively turn our collective knowledge into an international PPP leadership strategy? Requests for Canadian participation in the development and implementation of international PPP projects are now common. How do we best assess the risks in many of these markets and what have we learned through experiences to date? This panel of international and Canadian experts will share their knowledge and insights.

Panel: **David Diaz**, Abertis • **Natasha Khanjenkova**, European Bank for Reconstruction and Development • **Steve Nackan**, Aecon Concessions

• **Ilan Dunsky**, Heenan Blaikie LLP • **Nicholas Hann**, Macquarie Capital Markets Canada Ltd.

10:40 The Forgotten Pillar of the Capital Markets – Insurance Supports

Turbulent credit markets have forced concessionaires back to more stringent performance supports. These performance supports may satisfy the timid debt marketplace but they can place undue strain on your project team's financial model through higher construction and operational costs. The insurance marketplace should not be viewed as a checkbox to compliance, but rather as a key strategic source of contingent capital that could help your concession achieve a more efficient structure. If you can satisfy your the debt on your deal and receive best terms from your contractors, your team stands a better chance of winning the project.

Areas of focus:

- The contracting letter of credit marketplace
- The performance security offerings of the insurance industry (P3 Bond, Subcontractor Default Insurance, Liquidated Damages Insurance, integrated risk policies, etc.)
- The future of insurance solutions (for both fortuitous risk and performance risk)
- Liquidity in the insurance industry offerings and how it will impact project risk profile

The debt market's current and future view of insurance industry performance supports.

Panel: **David V. Bowcott**, AON Reed Stenhouse Inc. • **Alister Campbell**,

Zurich Insurance Company, Ltd. • **Aaron Freedman**, Moody's

11:20 Session B: Building Capacity

This panel will examine the impact of cultivating a strong partnering process among bid team members can have on a project, from the early planning stages through to implementation. Representatives from construction, design and operations will each describe and contrast their experiences on projects where time was taken specifically to address capacity building within the business relationships and those where little or no attention was given to the relationships involved. They will be asked to provide insights about their P3 experiences that contributed to or eroded confidence among their business partners.

Panel: **Rick Russell**, Agree Incorporated • Other speakers to be confirmed

2:15 Pension Funds and Equity Investors in Infrastructure Projects

As a result of the global financial crisis, investors, banks, equity investors and monoline insurers all chilled to the idea of participating in infrastructure projects. Project sponsors must become creative to fully harness the opportunities that still exist in more robust economies. This panel will examine the new players, who and how investments are being assessed and what this means for PPP projects and the bidders looking for investment.

Panel: **Barbara Weber**, B Capital Partners • **Michael Redican**, Deutsche Bank • **Gregory J. Smith**, Brookfield Financial Corp.

• **Louis Belanger**, Stonebridge Financial Corporation

3:45 Future-Proofing Contracts and Facilities

Panelists will take a step – a giant step – into the future of the life of a concession operating under the principles of the P3 delivery model. Imagine it is 2025 and a highly successful facility is operating smoothly for both the private sector concessionaire and the public sector ministry. But there are storm clouds approaching for both parties. In public policy terms, it is constructive evolution and a response to changing public needs. In private sector terms, it is an opportunity best characterized in today's traditional contract terms – a juicy change order. To explore this scenario and to test drive the PPP concession agreement, a representative group of experts will identify likely issues and approaches to dealing with their situation in 2025.

Panel: **Peter Sorensen**, PRP International Inc. • **Donald Pierce**, Q.C., Borden Ladner Gervais LLP • **Bob Learmouth**, AECOM Canada (invited)