

P3 2011

The Canadian Council for
Public-Private Partnerships



Le Conseil Canadien pour
les Partenariats Public-Privé

The 19th Annual CCPPP National Conference on Public-Private Partnerships

P3 THE NEXT GENERATION

November 21st & 22nd, 2011 | Toronto, Canada

New Venues >



**Fairmont
Royal York Hotel**
Sessions
& Lunches



**Hockey Hall
of Fame**
1st Night
Reception

Highlights >

There are several events and elements to this year's conference that will make it a truly unique experience:

International P3 thought leaders and practitioners: Hear their unique perspectives on the market and the issues as they relate to the Canadian context

The next generation of talent: Connect with young industry leaders and students across Canada engaged in infrastructure-related research

2011 National Awards for Innovation & Excellence in PPP: Celebrate Canada's leading P3 projects and people from the public and private sector

Site Visits: Visit interesting local P3 projects as they take shape: Bridgepoint Health, the Centre for Addiction and Mental Health (CAMH) or the Pan/ParapanAm Toronto 2015 Athletes' Village

International Café: Meet with Canadian trade representatives about taking your P3 expertise global

First Night Reception: Network with fellow speakers and delegates on November 21st at the Hockey Hall of Fame

The P3 2011 Conference App: Connect to the program, speakers, sponsors and fellow delegates with this interactive smartphone application.

Canada's P3 market is now considered one of the most respected and well-developed in the world, with over 150 projects in 11 sectors. The National Conference is recognized internationally as the premier forum on P3, bringing together constructors, developers, financiers, lawyers, engineers, advisors and government representatives from across Canada and around the world.

This year's theme points to the next generation of projects and people that will shape the Canadian P3 landscape in the coming years. Whether it's how best to involve user groups in design, a debate on bond or bank financing, or what's happening in P3 courthouses and IT projects, this year is sure to provide a full spectrum of topics to engage you. And this is the one chance to network with over 1,200 public and private sector leaders involved in P3.

Featured Speakers >



Sarah Clark
President & CEO,
Partnerships BC



**The Honourable
Denis Lebel**
Minister of Transport,
Infrastructure and
Communities



Johanne Mullen
Partner,
PricewaterhouseCoopers
LLP



Joseph S. Mancinelli
International Vice
President, Labourers'
International Union of
North America



Jim R. McCarter
Auditor General
of Ontario



Jay Ramotar
Alberta Deputy Solicitor
General and Deputy
Minister of Public Security



Alina Osorio
CEO, Aquila
Infrastructure
Management



John McBride
CEO, PPP Canada



Catherine Deluz
Vice President,
Senior Credit Officer,
Moody's Canada Inc.



Carl Zehr
Mayor,
City of Kitchener



Norma Malanowich
Chief Project Officer,
Kelowna and Vernon
Hospitals Project



Dan Doyle
Chair of the Board,
BC Hydro

< and many more!

**DAY
1****Monday, November 21, 2011****7:00 Registration & Breakfast****8:45 Welcome from CCPPP**

Dale Richmond, President & CEO, DERX Inc. & President, CCPPP
Mark Romoff, CEO, CCPPP

9:00 Conference Sponsor Remarks**9:15 Awards Presentation #1****9:20 Mayors Panel: The Municipal Infrastructure Challenge**

Many consider municipalities to be the next big area of P3 development in Canada. Faced with critical infrastructure deficits and limited financial tools, cities are looking at new ways to deliver roads, bridges, transit, water and wastewater systems to citizens that are resistant to tax increases. There are a few visionary municipal leaders who refuse to accept the status quo and are looking to P3 and other non-traditional models to renew and stimulate their city and region. Don't miss this distinguished panel of mayors who will share their experience and vision on how to make cities new centres of economic growth for the 21st century.

Session Chair: **James Stewart**, OBE, Chairman, Global Infrastructure Practice, KPMG and former Chief Executive, Infrastructure UK

Panel: **Richard M. Daley**, former Mayor, City of Chicago
Stephen Goldsmith, Senior Strategic Advisor, McKenna Long & Aldridge LLP and former Mayor, City of Indianapolis
Hazel McCallion, Mayor, City of Mississauga
Carl Zehr, Mayor, City of Kitchener

10:20 Awards Presentation #2**10:30 Morning Break****10:55 The Great Debate: Bond Versus Bank**

In a debate format, Canada's leading bond underwriters and investors will go head to head with bankers on whether the bank loan or bond product is a better fit for the financing requirements of the Canadian P3 market. Moderated by Rick Byers, one of Canada's leading project sponsors and by Neill McQuay representing one of the leading P3 procurement offices. The audience will have the chance to participate in this reality show. Find out about the best way to finance your project... and be entertained.

Co-Moderators: **Rick Byers**, Executive Vice President, Borealis Infrastructure & Director, CCPPP
Neill McQuay, Assistant Deputy Minister, Strategic Capital Planning, Alberta Treasury Board

Bankers: **Peter Manis**, Managing Director, Head of Infrastructure North America, Credit Agricole
Kerri L. Fox, Head of Project Finance, North America, BBVA Securities Inc.
Nasir Khan, Managing Director, Project Finance Group, Bank of Tokyo - Mitsubishi UFJ

Bond Underwriters: **Graeme Begg**, Vice President & Director, TD Securities Inc.
Gregory Lawrence, Managing Director, Head of Canadian Investment Grade Debt, Bank of Nova Scotia/Scotia Capital Inc.
Duncan McCallum, Managing Director, Canadian Head of Infrastructure, RBC Capital Markets

11:40 Awards Presentation #3 & #4**11:50 Keynote Address**

The Honourable Bob Chiarelli, Minister of Infrastructure;
 Minister of Transportation, Government of Ontario

12:15 Networking Lunch [Concert Hall]**1:40 1A The Long-Term Value of Asset Management in P3's**

Investors, developers, operators and owners often see asset management from very different perspectives. While compliance and risk management may be essential for some, the operational efficiency of the asset is key to others. And the government's value for money evaluation may or may not prioritize the long-term benefits of lifecycle maintenance. The panel will provide their unique perspectives on asset management, describe how P3 may be influencing their conventional portfolios and perhaps offer suggestions on where the best balance lies for the P3 model moving ahead.

Moderator: **Tim Philpotts**, Senior Vice President, Ernst & Young Orenda Corporate Finance Inc., & Director, CCPPP

Panel: **Shokat Kermalli**, Vice President, Asset Management Commercial, Bilfinger Berger Project Investments Inc.
John MacCuish, Senior Vice President, Carillion Services
Jack Bittan, Senior Vice President, Business Development, Capstone Infrastructure
Lawrence Quinn, Senior Vice President, Project Delivery, Infrastructure Ontario
Alina Osorio, CEO, Aquila Infrastructure Management

1B Taking Canadian P3 Expertise Global

Canada is now considered one of the leading P3 markets in the world, with a robust, consistent and coordinated project pipeline as well as an experienced and competitive bidder pool. There are significant opportunities for companies based in Canada to export their services to growing P3 markets. The panel will discuss what assistance Canadian governments can provide and what a company needs to start competing globally.

Moderator: **Peter MacArthur**, Director General of Global Business Opportunities, Department of Foreign Affairs and International Trade, Government of Canada

Panel: **Marc Whittingham**, President & CEO, Canadian Commercial Corporation
Françoise Faverjon-Fortin, Vice President, Infrastructure & Environment Group, Export Development Canada
Steve Nackan, President, Aecon Concessions
Rosaire Sauriol, Senior Vice President, Project Management and Construction, Dessau Inc.
Ron McIntyre, Principal, Cannon Design Architecture Inc.

1C The Fundamentals on Evaluating, Financing and Structuring P3s

Using a Q&A format, this panel of P3 advisors and municipal experts will explain how to evaluate the P3 potential for a project, develop a solid business case, determine the best risks to transfer to the private sector and recommend how to source financial and consulting assistance, including the P3 Canada Fund. This session will be valuable for municipalities, aboriginal communities and contractors new to P3 as well as companies looking for ways to frame the P3 discussion with potential clients.

CCPPP's new P3 Guide for Municipalities will also be released at this session, providing an overview on what the guide includes and how best to take advantage of it.

Moderator: **Johanne Mullen**, Partner, PricewaterhouseCoopers LLP, Montreal & Director, CCPPP

Panel: **John Arseneau**, Vice President, Business Development, PPP Canada
David Bowcott, Senior Vice President and National Director Large/Strategic Accounts, Construction and Infrastructure, AON Reed Stenhouse Inc.
Harald Jensen, Executive Vice President, Municipal Business Development, Veolia Water
Mary Lowe, Chief Development Officer, Infrastructure Ontario

2:50 2A P3's through the Eyes of Auditors General – Keys to a Compelling VFM Equation

Auditors general have played a major role in determining value for money on provincial P3 projects since 2004. What does this distinguished panel of Canadian auditors think about when it comes to P3 and what value for money it can provide after financial close and once operations have begun? Can P3 be compared to conventional procurement or do the metrics need to be reconfigured to accurately reflect areas such as risk transfer and lifecycle maintenance benefits?

Moderator: **William B.P. Robson**, President & CEO, C.D. Howe Institute

Panel: **John Doyle**, Auditor General of British Columbia
Jim R. McCarter, Auditor General of Ontario

2B P3s Plugged In: Innovative Approaches to Energy Projects Large and Small

Canada's national need for new and refurbished energy infrastructure is immense, with most provinces looking to make significant investments in hydro, wind and/or nuclear projects in the coming years. The role of the private sector has always been important to both generation and distribution, but P3 has not seen widespread adoption. In this session, hear from some provincial representatives about what needs to be done and how the private sector can be involved in new ways. Opportunities for green tech will also be explored.

Moderator: **Gord Willcocks**, Partner, Infrastructure and Projects Group, McCarthy Tétrault LLP & Director, CCPPP

Panel: **Jeffrey Frank**, President, Quilcene Consulting and Project Manager, Swan Lake First Nations Wind Project
Dan Doyle, Chair of the Board, BC Hydro
Cliff Curtis, Commissioner of Works, Regional Municipality of Durham

2C Fundamentals II: Removing the Barriers – Real or Imagined

This panel will relate their experiences as advisor, transaction agent, sponsor and developer on the common misconceptions they run into with organizations new to the P3 model. What internal and external capabilities do organizations require to procure good P3s and what are some innovative solutions that municipalities and aboriginal communities can employ to leverage private sector capital and ingenuity?

Moderator: **Jack Davis**, Chairman, CEO, Mobile Inc. & Director, CCPPP

Panel: **Richard Abboud**, Founder & President, FORUM Equity Partners Inc.
Doug Ewing, Vice President, Projects, Partnerships BC
Louise Panneton, Managing Director, P1 Consulting Inc.
Matthew Ney, Financial Advisor, Kinbasket Sewer and Water Company, Invermere, BC
Michael Buda, Director, Policy & Research, Federation of Canadian Municipalities

**DAY
1****Monday, November 21, 2011****4:00 Afternoon Break****4:20 – 6:00 Site Visits**

Bridgepoint Health, Centre of Addiction and Mental Health, and Pan/ParapanAm Toronto 2015 Athletes' Village
- registration required

4:20 3A P3 Tech: Recent Trends & Opportunities for P3 IT Projects

Information technology is not new to the P3 model, but there have been very few projects in Canada over the past 10 years. There are two Ontario projects in e-health, the Maritime Radio Communications System and the IT incorporated in the new federal CSEC building that may indicate a new surge in this sector. Government and private sector representatives will discuss what makes P3 IT projects different, how they bring new discipline to an area often plagued with cost overruns and what the future may hold for this emerging sector.

Moderator: **Cynthia Robertson**, Principal, Parkridge Consulting & Director, CCPPP

Panel: **Greg Reed**, President & CEO, eHealth Ontario
Martin Cukierman, Contract Services Officer, Defence Construction Canada
Fred Blaney, Assistant Deputy Minister, Partnerships New Brunswick
Stephen Chandler, Chairman & CEO, Global Infrastructure Group Ltd., UK

3B Rethinking Government: Alternative Service Delivery

The New Public Management (NPM) movement that began in the 1980s emphasizes innovative approaches to service delivery, with governments doing the "steering," and leaving much of the "rowing" (the delivery of services) to non-governmental entities or to collaborative arrangements between governmental and non-governmental entities. With governments under increased fiscal pressures and demands for better customer service, this session will cover some new approaches to deliver traditional services and what concepts might inform the P3 model.

Moderator: **Gianni Ciuffo**, Partner and Americas Leader, Infrastructure Advisory and Project Finance, Financial Advisory Services, Deloitte

Panel: **Paul Dalglish**, Managing Director, Serco
Elgin Farewell, Vice President, Electronic Search and Registration, Teranet Inc.
Neil Wilson, Vice-President, Legal and Corporate Secretary, Nav Canada
Oliver Porter, Principal, PPP Associates and former Chairman, Governor's Commission on Sandy Springs, GA

5:45 – 9:00 First Night Reception

Join fellow delegates and speakers at the Hockey Hall of Fame for an evening of networking, refreshment, and light food. Try to outplay some competitors and view some famous NHL memorabilia in the interactive hockey exhibits.



Hockey Hall of Fame

8:00 – 10:00 Young Leaders in Infrastructure Reception [Pravda Vodka Bar]

**DAY
2****Tuesday, November 22, 2011****7:30 Breakfast****8:00 CCPPP Annual General Meeting****8:50 Keynote Address**

The Honourable Denis Lebel, Minister of Transport, Infrastructure and Communities and Minister of the Economic Development Agency of Canada for the Regions of Quebec

9:15 Awards Presentation #5 & #6**9:30 The Pan-Canadian Perspective from Canada's P3/AFP Agencies**

This ever-popular session will give Canada's P3/AFP agencies and departments a chance to discuss the most topical issues in the Canadian P3 market and will offer delegates a glimpse of the project pipeline for the next 12 to 18 months. It will provide the most up-to-date portrait of where we are and where we're heading for P3 in 5+ provinces and at the federal level in one of the world's most robust P3 markets. The audience will also have a chance to text their questions to the panellists.

Moderator: **Michael Marasco**, CEO, Plenary Investments & Director, CCPPP

Panel: **Sarah Clark**, President & CEO, Partnerships BC
Neill McQuay, Assistant Deputy Minister, Strategic Capital Planning, Alberta Treasury Board
Antonio De Santiago, Executive Vice President, AFP & Major Projects, Infrastructure Ontario
Eric Michaud, Associate Vice President, Projects, Infrastructure Québec
Fred Blaney, Assistant Deputy Minister, Partnerships New Brunswick
John McBride, CEO, PPP Canada

10:40 Morning Break**11:00 P3 Report Card: The Users View on Design & Operational Performance in Recent Canadian Projects**

As Canada enters the operational phase in many P3 projects, users are becoming a much more engaged stakeholder group. As both partners will attest, doctors, judges and the public play a key role in the success of the project throughout the process. They are the ones who are affected daily by the design and operation, and what is often a very new way of doing things. Hear from the government representatives about their experiences as well as their users as they journeyed from P3 newbie to P3 champion and what elements of the process were important for them along the way. On the private side, hear from the developers and architects that consulted with them about how to balance design, efficiency and costs.

Moderator: **John McArthur**, President, Kiewit Development & Director, CCPPP

Panel:

BC Hospitals:

Tracy Irwin, Director, Clinical Lead, Capital Projects – Royal Columbian Hospital Redevelopment and former Site Director, Abbotsford Regional Hospital
Bruce Crook, Director, Melbourne/Toronto, Silver Thomas Hanley Architecture

Durham Courthouse:

Ellen Wexler, Executive Lead - Alternative Finance and Procurement (AFP), Ontario Ministry of the Attorney General
Chris Gower, Executive Vice President, PCL Constructors Canada Inc.

Autoroute 25:

Daniel Toutant, CEO, Concession A25
Sandra Sultana, Director, Office of Public-Private Partnerships, Ministère des Transports, Government of Québec

12:00 Awards Presentation #7 & #8**12:10 Luncheon [Canadian Room]**

Keynote Speaker:



Dale Bonner, Founding Principal, Cal-Infra Advisors and former Secretary of Business, Transportation and Housing, State of California

A Dialogue on the CCPPP 2011 Public Opinion Poll and What Canadians Are Thinking on P3 and Infrastructure:

David McFadden, Chair, Gowlings International and Partner, Gowing Lafleur Henderson LLP and Director, CCPPP
Nik Nanos, President & CEO, Nanos Research

1:35 4A PPP Investment – A New Frontier For Unions

In recent years business and organized labour have come together in innovative and productive collaborations to deliver much needed infrastructure development and improvement. Notably, union-related pension funds have been active participants in public private partnerships, investing in everything from social infrastructure to transportation to electricity generation. This panel will discuss the ingredients which have made these PPPs a success.

Moderator: **Duncan Hawthorne**, President & CEO, Bruce Power and Director, CCPPP

Panel: **Joseph S. Mancinelli**, International Vice President, Labourers' International Union of North America & Chair, Labourers' Pension Fund
Pat Dillon, Business Manager & Secretary Treasurer, Provincial Building and Construction Trades Council of Ontario
Sonia Axter, Managing Director, Infrastructure Investments, Ullico Investment Advisors, New York
Michael Rolland, President & CEO, Borealis Infrastructure

4B The Evaluation of Healthcare Efficiency in P3/AFP Hospitals

Several jurisdictions in Canada are looking at ways to measure and promote long-term operational performance in their P3 evaluation criteria. This panel will explore the importance of adopting evidence-based design and lean flow in reducing hospital operating costs and improving clinical efficiency, and how some Canadian hospitals are structuring their P3/AFP procurement processes to achieve those goals.

CCPPP's new publication entitled "Breaking New Ground: P3 Hospitals in Canada" will also be discussed during the session.

Moderator: **Mark Bain**, Partner, Torys LLP & Director, CCPPP

Panel: **Howard Waldner**, President & CEO, Vancouver Island Health Authority, BC
Norma Malanowich, Chief Project Officer, Kelowna and Vernon Hospitals Project, BC
Barb Collins, COO, Humber River Regional Hospital
David Thom, Managing Director, Urban Land and Facilities, IBI Group, Vancouver

4C Keeping Projects on the Rails: Municipal Transportation & Transit

Several Canadian municipalities are in the process of procuring or constructing road and transit projects. There are some cautionary tales internationally of projects that went off the rails, some limited experience in Canada with transit P3s and several examples of regional or municipal transportation projects that are working quite well under the model. This panel represents public authorities at various stages in the project timeline. What wisdom can be learned from those who are well on their way and what are governments new to the P3 model thinking and worrying about?

Moderator: **Morton G. Gross**, Partner, National Chair, Borden Ladner Gervais LLP

Panel: **Mary-Frances Turner**, President, York Region Rapid Transit Corporation
Brian Middleton, Eagle Project Director, RTD-FasTracks, Denver Regional Transportation District
Ron Aitken, Vice President, Mass Transit & Rail, SNC-Lavalin
Gordon Chong, Co-Chair & CEO, Toronto Transit Infrastructure Ltd.

2:40 Afternoon Break**3:00 5A What Role Does Private Finance Really Play in P3s?**

Public sector agencies across Canada are redefining the mix of public and private capital used to finance P3's through mechanisms such as construction milestone payments, substantial completion payments, "wide equity" models, direct public sector lending to projects and the use of letters of credit or performance bonding in place of long term debt and equity. Some P3's are eliminating private financing entirely through use of DBOM models. Our panel of experts review the myths and realities of the role of private capital in supporting risk transfer in P3's with case study examples of the consequences of having too little private financing.

Moderator: **Jay Ramotar**, Deputy Solicitor General and Deputy Minister of Public Security, Government of Alberta & Director, CCPPP

Panel: **Sarah Clark**, President & CEO, Partnerships BC
Nicholas Hann, Executive Director, Macquarie Capital Markets Canada Ltd., Vancouver & Director, CCPPP
Gordon Dunfield-Prayero, Senior Vice President, Ernst & Young Orenda Corporate Finance Inc., Vancouver
Catherine Deluz, Vice President, Senior Credit Officer, Moody's Canada Inc.
Francis Sacr, Head of Americas, Infrastructure & Asset Finance Group, Société Générale, New York

**DAY
2****Tuesday, November 22, 2011****5B Balancing the Scales: A Comparative Analysis of Justice Projects in Canada & the US**

There are now nine courthouse projects at various stages of procurement, construction and operation in Canada. Many consider the Long Beach Courthouse in California to be the test of whether or not P3 justice projects will move ahead in the US. What attributes of these projects have emerged as uniquely Canadian and what lessons can be learned from Long Beach and Travis County that might apply to the Canadian context?

Moderator: **Steve Surprenant**, Executive Vice President - Director of Programs, Canada, HDR Architecture, Washington

Panel: **George Theodoropoulos**, Senior Vice President, Fengate Capital Management Inc.
Michael Pauley, Project Manager, Moncton Law Courts, New Brunswick Department of Supply & Services
Cyd Grimes, Chief Procurement Officer, Travis County, Texas
Joseph Aiello, Partner, Meridiam Infrastructure Managers, New York

3:00 5C Size Doesn't Matter: Small-Scale P3s That Work

There is an unfounded view among some in the P3 market that the model just doesn't work well for projects under \$50 million. However, if municipal projects are going to succeed and if the Canadian market is going to continue to expand, advisors and bidders need to start thinking smaller. Canada has some golden examples of small P3 projects in the water/wastewater, recreation and landfill gas sector that provide excellent case studies. Hear from the governments that have benefitted from relatively small P3s as well as from advisors and investors who are targeting smaller projects.

Moderator: **Guy Choinière**, Vice President, Investments, PPP Canada & Director, CCPPP

Panel: **Larry McCabe**, Clerk-Administrator, Town of Goderich & Director, CCPPP
Jacques Dubé, City Manager, City of Moncton
Lou Colangelo, General Manager, Toromont Energy Ltd.
James Lew, Senior Vice President, Global Marketing & Business Development, Morrison Hershfield
Denis Bourassa, Partner & Co-CEO, Stonebridge Financial Corporation

4:30 - 7:00**Closing Cocktail Reception for All Delegates and Speakers** (Canadian Room)

Co-hosted by Stikeman Elliott LLP and CCPPP