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| <b>7:00</b>  | <b>Registration &amp; Breakfast</b>   | <i>Conference Level, Fairmont Royal York Hotel</i> |
| <b>8:00</b>  | <b>Welcome &amp; Opening Remarks from CCPPP</b><br><b>Dale Richmond</b> , Chair, The Canadian Council for Public-Private Partnerships (CCPPP)<br><b>Mark Romoff</b> , President and CEO, CCPPP  | <i>Canadian Room</i>                               |
| <b>8:20</b>  | <b>Remarks from the Platinum Conference Sponsor</b><br><b>Yvan Houle</b> , Partner, Borden Ladner Gervais LLP   | <i>Canadian Room</i>                               |
| <b>8:25</b>  | <b>An Interactive Session with Canada's P3/AFP Agencies</b><br>With an inventory of 180 projects worth more than \$58 billion, Canada is one of the most active P3/AFP jurisdictions in the world, but the pipeline has slowed in the past 18 months. Hear from the heads of Canada's agencies and ministries about the issues facing the Canadian market, what's making Canada a "best in class" model for other jurisdictions and what the future holds for P3/AFP across the country. Delegates will have a chance to ask questions of the panelists using the P3 2012 Conference App during this interactive session.<br><i>Moderator:</i> <b>Michael Marasco</b> , CEO, Plenary Concessions & Director, CCPPP<br><i>Panel:</i> <b>Fred Blaney</b> , Assistant Deputy Minister, Partnerships New Brunswick & Director, CCPPP<br><b>Bert Clark</b> , President & CEO, Infrastructure Ontario<br><b>Sarah Clark</b> , President & CEO, Partnerships BC & Director, CCPPP<br><b>John McBride</b> , CEO, PPP Canada<br><b>Neill McQuay</b> , Assistant Deputy Minister, Strategic Capital Planning, Alberta Treasury Board and Finance<br><b>Gabriel Soudry</b> , Vice President, Projects, Infrastructure Québec | <i>Canadian Room</i>                               |
| <b>9:30</b>  | <b>International Financial Institutions: A Dialogue on P3 Capacity Building and Project Pipelines in Emerging Markets</b><br>The panel will focus on the strategies, policies and programs of key multilateral development banks to strengthen frameworks and support for global PPP delivery. Panelists will outline the advisory services and support provided to governments to enable greater adoption of PPPs and opportunities these initiatives may present for the engagement of Canadian procurement agencies and the private sector.<br><i>Moderator:</i> <b>David McFadden</b> , Chair, Gowlings International & Partner, Gowing Lafleur Henderson LLP and Director, CCPPP<br><i>Panel:</i> <b>Laurence Carter</b> , Director, Public-Private Partnerships Transaction Advisory Services, International Finance Corporation<br><b>Jo Yamagata</b> , Chair, PPP Community of Practice & Deputy Director General, Private Sector Operations Department, Asian Development Bank<br><b>Jean-Marc Aboussouan</b> , Chief, Infrastructure Division, Structured & Corporate Finance Department, Inter-American Development Bank   | <i>Canadian Room</i>                               |
| <b>10:30</b> | <b>Morning Networking Break</b>   |  |
| <b>11:10</b> | <b>1A The Next Frontier of Infrastructure P3 – Social Housing</b><br>The UK has a long history of using public-private partnerships to deliver investment in social housing, with 38 housing projects currently in procurement or in operation. The recently announced Downtown Eastside Housing Renewal Project in Vancouver represents Canada's first P3 to re-develop social housing. What can be learned from the international experience and does the P3 model offer unique benefits for this sector?<br><i>Moderator:</i> <b>Johanne Mullen</b> , Partner, PricewaterhouseCoopers LLP & Director, CCPPP<br><i>Panel:</i> <b>Shayne Ramsay</b> , CEO, BC Housing<br><b>Anthony Riley</b> , PFI Contracts Manager, Regeneration and Major Projects, Borough of Brent, UK<br><b>Richard Abboud</b> , President, Forum Equity Partners Inc.<br><b>Penny Ballem</b> , City Manager, City of Vancouver   | <i>Ballroom</i>                                    |

**11:10 1B Turning the Tap on Canadian P3 Water/Wastewater Projects**

*Imperial Room*

Municipal P3 water/wastewater projects in Canada have been subject to local debate, but recent changes to federal legislation and aging infrastructure will compel municipalities to look at new delivery models. This panel will discuss the lessons learned from Canadian and international projects, what the next generation of projects could look like and what needs to happen to keep the pipeline flowing.

*Moderator:* **Doug Sanders**, Partner, Borden Ladner Gervais LLP

*Panel:* **Carol Beaulieu**, Vice President, Business Development, PPP Canada  
**Ken Morrison**, P. Eng, Executive Vice President, Infrastructure Engineering and Asset Management, Corix Utilities  
**Peter Nicol**, Global Director of Business Development, Water Business Group, CH2M HILL  
**Rick Quail**, Municipal Manager, Town of Okotoks

**1C Health Infrastructure as a Transformative Tool**

*Concert Hall*

In the face of changing health needs and increasing costs, can new or renewed health infrastructure play a role in helping to transform the health care system? What innovations are needed in health facilities of the future to promote sustainability, community based and multi-disciplinary approaches, wellness and independence and meet the requirements of an aging and increasingly diverse population? Hear from senior provincial officials about their priorities and how health infrastructure can serve as a critical tool in health care reform and bending the cost curve.

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

*Panel:* **Saad Rafi**, Deputy Minister, Ontario Ministry of Health and Long-Term Care  
**Kevin McNamara**, Deputy Minister, Nova Scotia Department of Health and Wellness

**12:30 15<sup>th</sup> Anniversary Awards Luncheon & Keynote Address**

*Canadian Room*

This special luncheon will celebrate 15 years of the CCPPP National Awards for Innovation & Excellence in P3, including the 2012 recipients. It will also feature a leading architect of the Detroit River International Crossing, a strategic binational P3 project to connect Ontario and Michigan.



**Hon. Rick Snyder**,  
Governor of Michigan

**2:00 Keynote Address**

*Canadian Room*



**Hon. James Flaherty**,  
Canada's Minister of Finance

**2:30 Afternoon Networking Break**

**3:00 2A Innovation Series: How P3 Drives Innovation at Each Stage of the P3 Model**

*Imperial Room*

*Chair:* **D. Robert Beaumont**, Partner, Osler, Hoskin & Harcourt LLP & Director, CCPPP

**P3 Innovation in Design: Engaging the Human Senses in Hospitals & Schools**

Hear from a world-renowned thinker on "sense sensitive design" and his work on pushing the boundaries of architecture on PFI hospitals and schools in the UK.

*Speaker:* **Richard Mazuch**, Architect, Director of Design Research and Innovation, Nightingale Associates, London, UK

**P3 Innovation in Construction: Leveraging 3D Modeling in the Build Stage and Beyond**

3D modeling is not a new design concept, but its application in the construction and O&M phase holds many possibilities. Join the Women's College Hospital team to see how the DBFM lifecycle approach allows them to push the boundaries of Building Information Modeling (BIM) modeling.

*Speakers:* **Martin Currie**, Director, Asset Management, Bilfinger Project Investments Inc.  
**Tim Meana**, Project Manager, Walsh-Bondfield Partnership

**3:00 2B Debate Series: Two Sides of Contentious Issues Facing the Canadian P3 Market  
Opening the Valve on Canada's P3 Pipeline**

*Ballroom*

Two teams of P3 practitioners will debate three important themes on kick-starting the pipeline in Canada. And in the true spirit of debate, the teams won't know which side of the debate they will be on until the coin is tossed before they begin. This session is being developed by the Young Leaders in Infrastructure (YLI) group.

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

*Debaters:* **Greg Smith**, Managing Partner, Global Infrastructure Advisory Group, Brookfield Financial Corp.  
**Tim Murphy**, Partner, McMillan LLP  
**Pierre Anctil**, President & CEO, Fiera Axiom Infrastructure  
**Ruth McMorrow**, Executive Vice President, Parsons Enterprises

**2C Getting on Board the P3 Train: Models that Work for Canadian Transit Projects**

*Concert Hall*

Municipal transit is a hot topic in Canadian P3, and there are several projects at the planning and procurement phase. But these regional, high price-tag projects can also face significant governance challenges in moving forward. With station stops in Edmonton, Kitchener, Ottawa and Toronto, what's the latest status of these projects, what are the next steps and how will each of them ensure that they meet the expectations of their owners, their investors and their riders?

*Moderator:* **Daniel Roth**, Senior Vice President, Infrastructure Advisory Services, Ernst & Young Orenda Corporate Finance Inc.

*Panel:* **Nat Alampi**, Program Manager, LRT Design & Construction, City of Edmonton  
**John Jensen**, Director, Rail Implementation, City of Ottawa  
**Jack Collins**, Vice President, Rapid Transit Implementation, Metrolinx  
**Darshpreet Singh Bhatti**, Director of Rapid Transit, Region of Waterloo

**4:00 - 5:30 Site Visits** *[registration required]*

1) Women's College Hospital 2) Billy Bishop Airport Tunnel

**4:15 3A Innovation Series: How P3 Drives Innovation at Each Stage of the P3 Model**

*Imperial Room*

**P3 Innovation in Finance: Leveraging the Power of An Equity Co-Investment Partnership**

*Chair:* **David R. Podmore**, Chairman and CEO, Concert Properties

The ground-breaking Global Strategic Investment Alliance (GSIA) enables long-term institutional investors to pool resources in pursuit of attractive, large-scale infrastructure assets. Led by OMERS Strategic Investments and its Japan based partners (Pension Fund Association and a consortium led by Mitsubishi Corporation), the alliance secured initial commitments of US\$7.5 billion.

*Speaker:* **Jacques Demers**, President & CEO, OMERS Strategic Investments

**P3 Innovation in Operations: New Thinking in Prison Operations from New Zealand**

Find out how New Zealand's Wiri Prison is breaking new ground on benchmarking operational performance related to areas such as prisoner rehabilitation and reintegration measures.

*Speaker:* **Fiona Mules**, Head of PPP Programme, National Infrastructure Unit, New Zealand Treasury

**3B Debate Series: Two Sides of Contentious Issues Facing the Canadian P3 Market**

*Ballroom*

*Moderator:* **John Bisanti**, Senior Vice President, Services Division, EllisDon Corporation

For the outsider, the calculation of P3's Value for Money (VFM) can be confusing and complicated. Some believe it's not really proven. Others think that VFM has been proven in projects across the country and that other benefits should be included to capture even greater value in the P3 approach. Hear both sides in the first of this debate series, which is sure to spark some passionate dialogue.

*Debate 1:* **Matti Siemiatycki**, PhD, Assistant Professor, Geography & Planning, University of Toronto  
**Larry Blain**, Chair, Partnerships BC

Canada's public sector unions are on record as opposing the P3 model as more costly for taxpayers and a threat to the working conditions and pay of union members. But for many private sector unions, P3s have offered a unique opportunity for profit sharing, job advancement and a stake in how the work gets done. In this head-to-head with union leaders, hear the perspectives of both sides and decide if there's some common ground to engage all types of unions in the P3 market.

*Debate 2:* **Toby Sanger**, Senior Economist, Canadian Union of Public Employees (CUPE)  
**Mike Yorke**, President, Carpenters Union Local 27

**3C Gauging P3 Performance: Changing the On-Time, On-Budget Dialogue**

*Concert Hall*

Various studies have shown the benefits of the P3 approach – cost savings and on time and on budget delivery of new infrastructure. Are there other benefits that result as well? Researchers from academia, government and business share a common interest in wanting to better understand and measure the impact of this approach. Hear from experts in Canada and abroad who have been examining these questions and join them in discussing the next wave of research for CCPPP.

*Moderator:* **Nicholas Hann**, Executive Director, Macquarie Capital Markets Canada Ltd. & Director, CCPPP

*Panel:* **Colin Duffield**, Associate Professor, University of Melbourne and Co-Author of "Performance of PPPs and Traditional Procurement in Australia"  
**Phuong Tra TRAN**, Researcher, Economics of Public Private Partnerships Chair, Sorbonne Business School, France  
**Dr. Pedro Rodrigues de Almeida**, Director, Head of Infrastructure & Urban Development Industries, World Economic Forum

**DAY  
1**

**Monday, November 26, 2012**

**Register now at  
p3-2012.ca/registration**

**5:30-8:30 First Night Reception**

*Sony Centre for the Performing Arts*



Join fellow delegates and speakers at this special event to celebrate 20 years of Canadian P3.

**7:30 Young Leaders in Infrastructure Reception**

*Pravda Vodka Bar*

**DAY  
2**

**Tuesday, November 27, 2012**

**Register now at  
p3-2012.ca/registration**

**7:30 Breakfast**

*Conference Level*

**7:45 CCPPP Annual General Meeting**

*Ballroom*

**8:30 Day Two Opening Remarks**

*Canadian Room*

**8:40 Keynote Address**

*Canadian Room*



**Hon. Alison Redford,**  
Premier of Alberta

Hear from Premier Redford about how the P3 approach is helping her province deliver much-needed infrastructure and what the plans are to leverage Alberta's key assets to foster its global economic competitiveness.

**9:05 Taking Success at Home to the World Stage - Enhancing Canada's Prosperity & Global Competitiveness**

*Canadian Room*

Leading Canadian infrastructure CEO's will discuss current issues facing the domestic market, their strategies on taking their P3 experience global and the important role infrastructure plays in driving the Canadian economy.

*Moderator:* **Hon. John Manley, P.C., O.C.,** President & CEO, Canadian Council of Chief Executives

*Panel:* **Geoffrey Smith,** President & CEO, EllisDon Corporation  
**Paul Douglas,** President & CEO, PCL Constructors Inc.  
**John M. Beck,** Chairman & CEO, Aecon Group Inc.  
**Paul Dunstan,** President, Plenary Group

**10:05 View from the North: Infrastructure Challenges and the P3 Solution**

*Canadian Room*

The public infrastructure requirements in Canada's North are immense, from roads to wastewater treatment to housing. What new approaches are Canada's territories considering to address the infrastructure demand and tap into private sector expertise and financing?

*Moderator:* **Steve Fleck,** Vice President & Practice Leader, Major Projects & PPP, Stantec Consulting Ltd.

*Panel:* **Hon. Peter Taptuna,** Deputy Premier and Minister of Economic Development & Transportation, Government of Nunavut  
**Hon. J. Michael Miltenberger,** Minister of Finance, Government of the Northwest Territories  
**Drew Fagan,** Deputy Minister, Ontario Ministry of Infrastructure  
**Steve Rose,** A/Assistant Deputy Minister, Department of Economic Development, Government of Yukon

**11:05 Morning Networking Break**

**11:45 4A National Infrastructure Plans: Big Thinks in Canada & the UK**

*Concert Hall*

*Chair:* **Rick Byers**, Executive Vice President, Borealis Infrastructure & Director, CCPPP

The Government of Canada is committed to developing a new long-term plan for public infrastructure. Hear the results from the recent comprehensive round of stakeholder consultations and gain some insights into the main themes of the plan and the potential opportunities for the Canadian P3 industry.

*Speaker:* **Taki Sarantakis**, Assistant Deputy Minister, Policy & Communications Branch, Infrastructure Canada

The UK announced a five-year infrastructure plan in 2011 that targets a total investment of £250 billion and is now completing a comprehensive review of the Private Finance Initiative (PFI) program. Learn about the government's latest plans for PFI first hand and find out how global P3 companies can take advantage of a renewed UK infrastructure market.

*Speaker:* **Paul Skinner**, Chairman, Infrastructure UK

**4B Bringing Small Players into the P3 World**

*Ballroom*

There is a presumption among many small contractors and consultants that the scale, complexity and risk profile of P3s favour multi-national companies with deep pockets. What are some of the concerns that smaller contractors have and what can the market and governments do to help alleviate those fears and encourage greater local participation?

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

*Panel:* **Dave Klassen**, Director of Design-Build, EllisDon Corporation  
**Keith Sashaw**, President, Vancouver Regional Construction Association  
**Wally Budgell**, President, Robertson Bright Inc.

**4C Getting the Model Right: A Market Sounding on Service Delivery**

*Imperial Room*

Ontario and other jurisdictions are increasingly looking at public service delivery as a new area of focus to improve efficiency and maximize value for money. Hear from this panel of experts on what governments can do and what the private sector can offer to finance and structure service related deals that achieve optimal results for both partners. Topics for discussion will include IT, help desk functions, soft FM and street lighting.

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

*Panel:* **Mary Lowe**, Executive Vice President, Commercial Projects & Lending, Infrastructure Ontario  
**Karl Gagesch**, Vice President, Public-Private Partnerships, Sodexo  
**Cheryl Slusarchuk**, Partner, McCarthy Tétrault LLP  
**Chris Arthur**, Vice President, Canada, Balfour Beatty Capital

**1:00 Keynote Address**

*Canadian Room*



**Hon. Dalton McGuinty**  
Premier of Ontario

Ontario leads the country in using the Alternative Financing and Procurement (AFP) approach for infrastructure development. Premier McGuinty will highlight his government's strong track record of engaging the private sector to help drive value for money in delivering a wide variety of public infrastructure for Ontarians.

**1:30 Luncheon & Keynote Address**

*Canadian Room*



**Shawn A-in-chut Atleo**  
National Chief of the Assembly of First Nations

National Chief Shawn Atleo will speak to the immediate need to unleash the full economic potential of First Nations, and all of Canada, by highlighting the benefits of public and private sector partnership and investment in new and innovative infrastructure to enable First Nation communities to participate in the economy, including major resource development projects.



**2:40 5A Finding Common Ground on Risk Assessment***Imperial Room*

Procurement agencies, developers, rating agencies and insurers all have their own approach to assessing project risks. Do the different roles necessitate different approaches, is there an element of competitive advantage to the methodology, or could all players benefit from a common approach to risk assessment and ultimately take P3 performance to the next level?

*Moderator:* **Rory M. Roberts**, Chairman, INTECH Risk Management Inc.

*Panel:* **Craig Lesurf**, General Manager, Walsh Construction Company Canada  
**Grant Headrick**, Senior Vice President, Public Finance, DBRS Limited  
**Geoff Heekin**, Managing Director, Aon Infrastructure Solutions  
**Peter Grigg**, Director, Altus Group Cost Consulting

**5B Partnerships Under Pressure: Recent US P3 Projects and the Lessons for the Canadian Market***Ballroom*

Drawing on case studies from recently closed US projects, this session will highlight the power of partnerships in delivering successful P3 projects in markets with challenging environmental pressures such as litigation and financing availability. How do similar Canadian projects compare to the US experience and how can domestic players foster more opportunities in global markets? This session is being developed by Women in Infrastructure (WIN).

*Moderator:* **Mary Lowe**, Executive Vice President, Commercial Projects & Lending, Infrastructure Ontario

*Panel:* **Kate Speir**, Vice President, HOCHTIEF PPP Solutions North America Inc.  
**Lynn Graydon**, Vice President, Infrastructure Finance, John Laing Investments Ltd.  
**Nuria L. Haltiwanger**, General Counsel, ACS Infrastructure Development Inc.  
**Lois Scott**, Chief Financial Officer, City of Chicago

**3:45 Closing Cocktail Reception for All Delegates and Speakers***Concert Hall*

Co-hosted by Stikeman Elliott LLP and CCPPP

Closing Remarks by **Dale Richmond**, Chair, CCPPP