

P3 2014

The Canadian Council for
Public-Private Partnerships

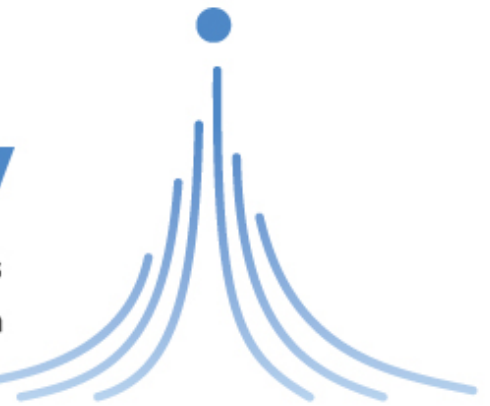


Le Conseil Canadien pour
les Partenariats Public-Privé

P3 - Delivering our Infrastructure Legacy

The 22nd Annual CCPPP National Conference on Public-Private Partnerships

November 3 & 4, 2014 | Sheraton Centre Toronto Hotel | Toronto, Canada



MONDAY NOVEMBER 3

7:00	Registration & Breakfast	<i>Grand Ballroom Foyer</i>
8:00	Welcome & Opening Remarks Dale Richmond , Chair, The Canadian Council for Public-Private Partnerships and President, DEX Inc. Mark Romoff , President and CEO, The Canadian Council for Public-Private Partnerships	<i>Grand Ballroom</i>
8:20	Remarks from the Conference Sponsor John McArthur , President, Kiewit Development Company & Director, CCPPP	<i>Grand Ballroom</i>
8:25	Keynote Address: The Hon. Joe Oliver, Canada's Minister of Finance  Minister Oliver's government has made a major commitment to renewing Canada's infrastructure with a 10-year, over \$70 billion commitment, the largest and longest of its kind in Canadian history. The companion \$1.25 billion P3 Canada Fund will continue to be a major catalyst for provincial, municipal and aboriginal P3 projects. The Hon. Joe Oliver will outline the role of infrastructure investments in stimulating a prosperous and internationally competitive Canada and in providing important public services to Canadians.	<i>Grand Ballroom</i>
8:50	General Session 1: In Conversation with Global Infrastructure Leaders <i>Moderator: The Hon. John Manley, P.C., O.C., President & CEO, Canadian Council of Chief Executives</i> <ul style="list-style-type: none">• Bryn Jones, Managing Partner & Head, Global Development Infrastructure, InfraRed Capital Partners• Michael Bailey, General Counsel & Senior Vice President, Bechtel Group Inc.	<i>Grand Ballroom</i>
9:50	Morning Networking Break	<i>Grand Ballroom Foyer</i>

10:20 **General Session 2: Building World Class Cities through Modern Infrastructure: P3s as an Enabler** *Grand Ballroom*

With a new round of federal infrastructure funds available and a growing backlog of projects, cities are looking to P3s as one approach to achieve value for money and get key infrastructure built. This panel of mayors will discuss the challenges they face and the creative ways they are addressing their infrastructure needs.

Moderator: Janet L. Ecker, President and CEO, Toronto Financial Services Alliance (TFSA)

Panel:

- **Mayor Donald J. Atchison**, City of Saskatoon
- **Mayor Brad Woodside**, City of Fredericton and President, Federation of Canadian Municipalities
- **Mayor Jeff Lehman**, City of Barrie and Chair, Large Urban Mayors' Caucus of Ontario

1:40 **Breakout Session 1A: What's Innovation Got to Do with It?**

What aspects of Canada's P3 approach truly drive innovation compared to traditional methods and what are some current projects that demonstrate it? Are we measuring and incentivizing innovation effectively, or is there more that can be done to ensure Canada's model stays best in class?

Moderator: Emilio Imbriglio, President and CEO, Raymond Chabot Grant Thornton and Director, CCPPP

Panel:

- **Dave Jull**, Executive Vice President, Transportation, MMM Group Limited
- **Robert Boraks**, Principal, Parkin Architects Limited
- **Chris Rick**, Project Director, Alternative Financing and Procurement Projects, PCL Constructors Inc.
- **Dave Corcoran**, Vice President, Construction, Commercial Major Projects, Graham Group Ltd.

Breakout Session 1B: Collaborating with Canada's Aboriginal Communities

Aboriginal communities face massive infrastructure deficits that provide an opportunity for use and growth in the P3 market. This session will feature case studies that show major projects can move forward when working with communities.

Moderator: Harold Calla, Executive Chair, First Nations Financial Management Board

Panel:

- **John Paul**, Executive Director, Atlantic Policy Congress of First Nations Chiefs Secretariat
- **Garry Ullstrom**, Senior Financial Officer, Namgis First Nation
- **Jack Bittan**, Senior Vice President, Business Development, Capstone Infrastructure Corporation
- **Greg Smith**, Vice-President, Finance, Risk and Administration and Chief Financial Officer, PPP Canada

Breakout Session 1C: The P3 Contribution to International Sporting Events

Today, hosts of international sporting events must not only build world-class infrastructure in a tight timeline and budget, but must also ensure the projects provide long-term quality of life benefits. Panellists will discuss how P3s help achieve those goals as well as share best practices about transforming communities and managing multiple stakeholders and projects.

Moderator: Joel Finlay, Head of Sport and Global Events, KPMG LLP

Panel:

- **Saad Rafi**, Chief Executive Officer, Toronto 2015 Pan Am / Parapan Am Games Organizing Committee
- **Gilbert Felli**, Senior Olympic Games Advisor, International Olympic Committee

12:50 **Keynote Address: Stephen S. Poloz, Governor of the Bank of Canada** *Grand Ballroom*



Mr. Poloz was appointed as the Governor of the Bank of Canada in June 2013. He has over 30 years of public and private sector experience in financial markets, forecasting and economic policy, including at the Bank of Canada and at Export Development Canada where he was President and CEO of Canada’s official export credit agency.

1:20 **Luncheon** *Grand Ballroom*

2:00 **2014 Awards Presentations**

2:45 Afternoon Networking Break *Grand Ballroom Foyer*

3:15 **Breakout Session 2A: US P3 Markets On The March**

As P3 activity south of the border ramps up, several states stand out as leaders. This panel will discuss their respective approaches, projects and pipelines as well as the potential opportunities offered by new federal infrastructure funding.

Moderator: **Monique Smith, Ontario’s Representative in Washington, DC**

Panel:

- **J. Douglas Koelemay**, Director, Office of Transportation Public-Private Partnerships, State of Virginia
- **Leif Dormsjo**, Deputy Secretary of Transportation, Planning & Project Management, Maryland Transportation Authority
- **Russell Zapalac**, Chief Planning and Project Officer, TxDOT
- **Kome Ajise**, Deputy Director, California Department of Transportation

Breakout Session 2B: Leveraging P3s to Deliver Intelligent Communities

How can the P3 model be used to build, expand, and upgrade broadband networks and create connected, intelligent communities across Canada? Hear about opportunities to piggy back next generation information technology on large infrastructure projects.

Moderator: **Bill Hutchison, Chair, i-Canada Alliance**

Panel:

- **Mike Aumond**, Deputy Minister of Finance and Secretary of the Financial Management Board, Government of the Northwest Territories
- **David Sandel**, President, Sandel & Associates
- **Pranaya Shrestha**, Senior Manager, Program Management, Regional Transportation District (RTD) Denver

Breakout Session 2C: P3 Plus: Making Your Infrastructure Dollars Go Further

Cash strapped governments are trying to build more infrastructure with less. Recent international P3s went beyond the strict availability payment P3 and integrated private sector development opportunities to lower the government’s costs. What alternative funding approaches and project structures are available to get more projects built?

Moderator: **Johanne Mullen**, Partner, PricewaterhouseCoopers LLP and Director, CCPPP

Panel:

- **Derron Bain, Vice President, Concert Infrastructure**
- **Rupesh Amin**, Managing Partner, Infrastructure Development, Forum Equity Partners
- **Martin Buck**, Transition & Strategy Director, Crossrail
- **Bruce McCuaig**, President and CEO, Metrolinx

4:30

Breakout Session 3A: Riding the P3 Wave: An Insiders' Perspective on the US Market

Given the diversity of jurisdictions and lack of federal coordination in the US P3 market, the P3 project development experience can vary widely. Hear from this panel of seasoned experts about the opportunities and challenges of pursuing the growing list of P3 opportunities south of the border.

Moderator: **Vincent Joli-Coeur**, Vice Chairman, Financial Markets, National Bank of Canada and Chair, Institut pour le partenariat public-privé (IPPP)

Panel:

- **Damian Joy**, President, MHPM Development Solutions
- **Dale Bonner**, Executive Chairman, Plenary Concessions
- **George Theodoropoulos**, Managing Director – Infrastructure, Fengate Capital Management Ltd.
- **Tara Mackay**, Partner, Infrastructure and Energy Practice, Torys LLP

Breakout Session 3B: P3 Upsized: The Ins and Outs of Project Bundling

Several Canadian and international P3s have bundled smaller/multi-site projects together in order to attract private financing or achieve economies of scale. What advantages and challenges does bundling involve and what lessons can be applied to new infrastructure sectors and to municipalities that may be considering P3s for smaller projects?

Moderator: **Anne Stewart**, Partner, Blakes LLP & Director, CCPPP

Panel:

- **Murray Totland**, City Manager, City of Saskatoon and Director, CCPPP
- **Bryan Kendro**, Director, Public-Private Partnerships Office, Pennsylvania Department of Transportation
- **Mike McGuinty**, Senior Vice President, HOCHTIEF PPP Solutions North America Inc.
- **Matt Bull**, Acting Program Manager, Public-Private Infrastructure Advisory Facility (PPIAF), World Bank

Breakout Session 3C: Emergency Management: Are P3s Ready for Major Disasters?

The prevalence of catastrophic weather, earthquakes, terrorism, and other force majeure events demand an increased focus on infrastructure resilience. Public-Private Partnerships offer a unique opportunity to address how infrastructure systems withstand...

Moderator: **David McFadden**, Chair, Gowlings International & Partner, Gowling Lafleur Henderson LLP and Director, CCPPP

Panel:

- **Mark McClenaghan**, Director of Engineering & Operations, Performance Based Infrastructure (P3), Americas, Johnson Controls
- **Lars Anderson**, Counselor to the Administrator, Federal Emergency Management Agency (FEMA), U.S. Department of Homeland Security
- **Tom Sparrow**, Chief Project Officer, Vancouver Island Health Authority
- **Lee Spencer**, Assistant Deputy Minister, Emergency Measures and Protective Services, Government of Manitoba

6:00 – 9:00



First Night Reception for all Delegates & Speakers

Four Seasons Centre for the F

8:00 – 11:00



Young Infrastructure Leaders Event

Wrap up your day at P32014's coolest after party, hosted by the Young Leaders in Infrastructure.

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TUESDAY NOVEMBER 4

- 7:15** Breakfast *Grand Ballroom Foyer*
- 8:20** **Day 2 Opening Remarks** *Grand Ballroom*
Mark Romoff, President and CEO, The Canadian Council for Public-Private Partnerships
- 8:25** **General Session 3: In Conversation with Provincial Ministers** *Grand Ballroom*
Several provinces have made infrastructure investments a central focus of their economic agendas. This panel of Ministers responsible for infrastructure strategy and procurement will discuss their challenges and priorities and the role P3/AFP can play in leveraging public infrastructure spending.
Moderator: Hon. Michael H. Wilson, Chairman, Barclays Capital Canada Inc.
Panel:
- **Hon. Brad Duguid**, Minister of Economic Development, Employment and Infrastructure, Government of Ontario
 - **Hon. Gordon Wyant**, Minister of Justice and Attorney General, Government of Saskatchewan
 - **Hon. Manmeet Bhullar**, Minister of Infrastructure, Government of Alberta
- 9:25** **Keynote Address: Justin Trudeau, Leader of the Liberal Party of Canada and MP for Papineau** *Grand Ballroom*
-  In the year following his election as Leader of the Liberal Party of Canada, Justin Trudeau has made engaging with Canadians his top priority. Justin is building a plan focused on what matters most to Canadians: a strong economy, equal access to employment opportunities for Canadians of every age, responsible environmental stewardship and resource development, and increased enrollment in post-secondary education for our youth.
- 9:50** Morning Networking Break *Grand Ballroom Foyer*
- 10:20** **General Session 4: The Canadian P3/AFP Agency Roundtable** *Grand Ballroom*
With significant public infrastructure expenditures planned over the next few years and Canada's P3/AFP agency expertise recognized internationally, what's next for the P3 model? Are there still improvements to be made? This and other topical issues will be discussed at this year's P3/AFP Agency Roundtable.
Moderator: Michael Marasco, CEO, Plenary Concessions and Director, CCPPP
Panel:
- **Fred Blaney**, Assistant Deputy Minister, Partnerships New Brunswick and Director, CCPPP
 - **Bert Clark**, President & CEO, Infrastructure Ontario
 - **Amanda Farrell**, President & CEO, Partnerships BC
 - **John McBride**, CEO, PPP Canada
 - **Mario Deschamps**, Conseiller stratégique au bureau du PDG, Société québécoise des infrastructures
 - **Neill McQuay**, Chief, Strategic Partnerships Office, Alberta Infrastructure
 - **Rupen Pandya**, President & CEO, SaskBuilds and Director, CCPPP

11:45 Breakout Session 4A: So We've Built It, Now What?

P3 success is more than on-time, on-budget construction. With over 120 projects in operation, understanding client operations and asset performance take center stage. What are the emerging best practices in operations and maintenance to ensure the success of long term partnerships? What are the lessons for the next generation of P3 contracts?

Moderator: **Dr. Pedro Rodrigues de Almeida**, Director, Head of Infrastructure and Urban Development Industry, World Economic Forum

Panel:

- **Steve Nackan**, President, Aecon Concessions
- **John MacCuish**, Executive Vice President, Services, Carillion Canada Inc.
- **Sylvia Weir**, Corporate Director, Business Integration and Development, Interior Health
- **Jackie MacGuire**, Director, Asset Management, Black & McDonald Limited

Breakout Session 4B: Seamless Transit Systems: Integrating Public & Private Operations

How do public and private sector transit operators who are responsible for different parts of a transit system ensure seamless customer support, communications, issues/crisis management, operations and maintenance?

Moderator: **Nicholas Hann**, Senior Managing Director, Macquarie Capital Markets

Panel:

- **Andy Byford**, Chief Executive Officer, Toronto Transit Commission
- **Dao DAM HIEU**, Director of International Tenders, Keolis
- **Fred Cummings**, Vice President, Infrastructure Management & Engineering, Translink
- **Ann Marie Carroll**, Acting General Manager, York Region Transit

Breakout Session 4C: Zero Tolerance: Canadian & International Anti-Corruption Law Compliance

Companies doing business internationally confront diverse policies, programs, legal frameworks and business cultures. This session will discuss ethics and compliance initiatives companies can institute in order to respond professionally, transparently and ultimately successfully to global P3 project opportunities.

Moderator: **Paul Lalonde**, Partner, Denton's LLP and Board Member, Transparency International Canada Inc.

Panel:

- **Stefan Hoffmann-Kuhnt**, Head of Compliance Program, Monitoring & Reporting, SNC-Lavalin
- **Carol Buckton**, Lead Regional Compliance Officer, Siemens
- **Marc Frilet**, Team Lead, Zero Tolerance Initiative for the UN Economic Commission for Europe Team of Specialists on P3s

1:30 Luncheon

Grand Ballroom

2:00 Keynote Address: The Hon. Kathleen Wynne, Premier of Ontario

Grand Ballroom



In July, Premier Wynne's government passed the 2014 Budget, which included a new 10-year economic plan and over \$130 billion in infrastructure investments. There will be dedicated funds for roads and public transit initiatives, permanent municipal infrastructure funding and major investments in health care, justice, education facilities and the Ring of Fire. The Alternative Financing and Procurement (AFP) model will continue to play a central role in the government's agenda. Hear from Premier Wynne about what these investments mean for Ontario and how the private sector can help in driving Ontario's economy.

2:25 Closing Remarks

Grand Ballroom

Dale Richmond, Chair, The Canadian Council for Public-Private Partnerships and President, DERX Inc.

2:30 – 3:30 The Icing on the Cake - Closing Networking Dessert Reception

Grand Ballroom Foyer