

Distinguished keynote speakers for the 23rd annual conference:



Mayor John Tory
City of Toronto



The Honourable Bob Rae,
Former Leader, Liberal
Party of Canada



Edmundo Gamas, *Executive
Director*, Mexican Institute of
Infrastructure Development
(IMEXDI)



Gary Horlick
*Globally-Ranked Top
International Trade
Lawyer*



Michael Sabia
*President and Chief
Executive Officer*,
Caisse de dépôt et
placement du Québec



The Honourable Steven
Del Duca
*Ontario Minister of
Transportation*

DAY ONE: MONDAY, NOVEMBER 2, 2015

7:00 Registration & Breakfast

7:00 **Women's Infrastructure Network (WIN) Power Breakfast**

8:00 **Welcome & Opening Remarks**

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

The Hon. John Manley, P.C., O.C., Honorary Chair, The Canadian Council for Public-Private Partnerships and President & CEO, Canadian Council of Chief Executives

Mark Romoff, President and CEO, The Canadian Council for Public-Private Partnerships

8:20 **Remarks from Conference Presenting Sponsor: Johnson Controls**

8:25 Keynote Address: His Worship Mayor John Tory, City of Toronto

A strong voice for improving transportation and reducing commute times in Canada's largest city, Mayor Tory's top priorities include tackling Toronto's traffic congestion and transit crisis by building the Scarborough subway and beginning work on the SmartTrack, a surface subway line that would provide all day, two-way service across the city and bring needed relief to the congested Yonge subway. Mayor Tory will share his plans for Toronto as well as how public-private partnerships can play an important role in getting cities moving.

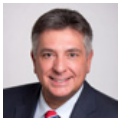
8:50 General Session 1: Putting Public Transit P3s on the Map

With 15 projects at various stages of procurement, construction and operation, public transit is Canada's latest P3 growth sector. Hear from these agency heads about what's driving the market, the experience with current projects and what's coming next as this sector switches onto the fast track.

Moderator: Daniel Muzyka, President and Chief Executive Officer, The Conference Board of Canada

Panel:

- **Ehren Cory**, Divisional President, Major Projects, Infrastructure Ontario
- **John McBride**, CEO, PPP Canada
- **Amanda Farrell**, President & CEO, Partnerships BC
- **Rob Holden**, Chairman, High Speed One and former CEO, Crossrail Limited

9:50 Networking Break**10:20 General Session 2: P3s and the Economic Imperative**

The Ontario and Quebec governments understand the economic imperative of investing in public infrastructure and the value of leveraging private sector financing and expertise to make projects happen. Ontario Finance Minister Charles Sousa's 2015 Budget included the largest infrastructure investment in the province's history. As part of the 2015-2025 Québec Infrastructure Plan, Québec Finance Minister Carlos Leitão recently announced the acceleration of public infrastructure investments as a stimulus for economic development. Hear these key Cabinet ministers share their perspectives on infrastructure as an economic driver and views on the role that public-private partnerships can play in meeting their province's public infrastructure needs.



Moderator: The Honourable Perrin Beatty, President and Chief Executive Officer, Canadian Chamber of Commerce

Panel:

- **The Honourable Charles Sousa**, Ontario Minister of Finance
- **The Honourable Carlos Leitão**, Québec Minister of Finance

11:40 Breakout Session 1A: The Competitive Advantage of Big Data

With over 130 operational P3 projects in Canada, public sector owners, developers, O&M companies, rating agencies and insurance companies are collecting growing mountain of project data. Consolidating and leveraging that data has the potential to revolutionize asset management, as well as infuse value-for money analysis with more real-life statistics. Gathering and analyzing P3 Big Data could be a game changer for the way the case is made for P3s. What data is collected by whom? How can information silos be broken down? What are the opportunities for both public and private P3 stakeholders?

Moderator: **Robert Palter**, Director, Global Infrastructure Practice, McKinsey & Company

Panel:

- **Matti Siemiatycki**, Associate Professor, Department of Geography & Planning, University of Toronto
- **David Bowcott**, Senior Vice President, National Director, AON Reed Stenhouse Inc.
- **Olivia Steedman**, Vice President, Infrastructure, Ontario Teachers' Pension Plan
- **Grant Headrick**, Managing Director, Infrastructure Finance, DBRS Limited

Breakout Session 1B: Strategies to Drive P3 Adoption in Canada's First Nation Communities

First Nations have the most significant infrastructure challenges in Canada, yet a vibrant P3 market has not taken hold on reserve. This session will examine the barriers that exist to First Nations accessing P3s to improve the quality of life in their communities and how they can be addressed.

Moderator: **Clint Davis**, Vice President, Aboriginal Affairs, TD Bank Financial Group

Panel:

- **Manny Jules**, Chair of the First Nations Tax Commission, Former Chief at Kamloops First Nation
- **JP Gladu**, President and CEO, Canadian Council for Aboriginal Business
- **Daniel C. Cardenas Jr.**, President and CEO, American Indian Infrastructure Association
- **Tedd Howard**, Provincial Director – Capital and Chief Project Officer, Okanagan Correctional Centre, Corrections Branch, BC Ministry of Justice

Breakout Session 1C: : Balancing the Scales: Fine Tuning P3 Procurement

The needs of both owners and bidders are changing in an increasingly diversified Canadian P3 market. Standardization, performance requirements, conflict of interest and other critical issues affecting the P3 procurement process will be examined by the panel. What's working and what needs to change to keep the model responsive to both sides?

Moderator: **Chris Bennett**, Partner, Osler, Hoskin & Harcourt LLP

Panel:

- **Marni Dicker**, Executive Vice President, General Counsel and Corporate Secretary, Infrastructure Ontario
- **Doug Sanders**, Partner, Borden Ladner Gervais LLP
- **Judy Wilson**, Partner, Blake, Cassels & Graydon LLP

12:50 Keynote Address: An Insider's View: Canada's New Infrastructure Agenda

The Hon. Bob Rae, former Interim Leader, Liberal Part of Canada

Former Liberal Party of Canada Interim Leader, former Premier of Ontario, Partner at Olthuis Kleer Townshend and Distinguished Senior Fellow at the School of Public Policy and Governance at the University of Toronto, The Hon. Bob Rae, provides insights on Canada's newly elected government's platform for infrastructure development and the role of public-private partnerships in the agenda.

1:20 CCPPP National Awards for Innovation & Excellence in P3s Luncheon**2:35 Keynote Address: Ramping Up Mexico's Infrastructure Market**

Edmundo Gamas, Executive Director, Mexican Institute of Infrastructure Development (IMEXDI) (confirmed)

Mr. Gamas will provide an overview of Mexico's long term infrastructure plan, the role of public-private partnerships and the opportunities for global companies to compete successfully for these projects.

3:00 Networking Break**3:15 Breakout Session 2A: P3s for Smaller Projects: Fantasy to Fact**

This thought-provoking session will look at the practicalities of getting the P3 approach to work with smaller projects. How can they be attractive to both governments and private partners as well as achieve the same value-for-money results as large-scale infrastructure projects?

Moderator: **Stephen Frank**, Vice President, Policy Development, Canadian Life and Health Insurance Association

Panel:

- **Audrey Cudrak**, Director, Project and Technical Services, Epcor Utilities Inc.
- **Michael Bernstein**, President & Chief Executive Officer, Capstone Infrastructure
- **Joey Comeau**, Senior Vice President, Capital Services, EllisDon Corporation

Breakout Session 2B: Adapting the P3 Model for Today's Realities - The Global Perspective

As more diverse projects move forward and enter deeper into the O&M phase, this session will examine how public sector agencies around the world are adapting their procurement models to successfully break into different sectors, attract bidders, increase public confidence in the procurement process, and ultimately provide better value for money.

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

Panel:

- **John McKendrick**, Executive Vice President, Project Delivery – Social and Transportation, Infrastructure Ontario
- **Stephen Selwood**, Chief Executive, New Zealand Council for Infrastructure Development
- **Clemente Del Valle**, CEO, Financiera de Desarrollo Nacional (FDN), Government of Colombia
- **Vincent Joli-Coeur**, Vice Chairman, Corporate & Investment Banking, National Bank of Canada and Chair, IPPP

Breakout Session 2C: Operational P3s: Project Stories from the Trenches

This session will examine the operational phases of several Canadian projects from the public and private sector perspectives. How did they overcome the unique challenges facing them, what leading-edge processes have they implemented and what lessons can be applied to other public facilities in Canada and around the world?

Moderator: **Michael Marasco**, CEO, Plenary Concessions and Director, CCPPP

Panel:

- **Mark McClenaghan**, Director of Engineering & Operations, Performance Based Infrastructure (P3), Johnson Controls
- **Patrick Gilmour**, Manager, Asset Management, Forum Equity Partners
- **Frank Pigeon**, Head of Operations, Montreal University Hospital (CHUM)
- **Ian Sinclair**, Vice President, Operations, Sinai Health

4:30 Breakout Session 3A: Power to the Future: Partnerships for Electricity Transmission

Electricity transmission projects present unique challenges in terms of routing, development, financing and construction. While the predominant design-bid-build process limits the innovation and flexibility of the private sector during project delivery, Alberta and other jurisdictions are showing increasing interest in using the P3 model to better leverage private sector expertise. What are the opportunities and limitations for the transmission sector?

Moderator: **Don Fairbairn**, President, DCF Consulting Ltd.

Panel:

- **David Erickson**, President and Chief Executive Officer, Alberta Electric System Operator (AESO)
- **Dale Sager**, Global Development Director, Carillion plc
- **B.J. Ducey**, Vice President, Operations, Quanta Services Inc.

Breakout Session 3B: Boldly Go: Exploring The Next Generation of P3s in the USA

What's happening at the state and now federal level in the USA to stimulate growth, provide a level playing field and provide new opportunities for a country poised to become one of the world's largest P3 markets? This panel of P3 leaders from the US federal government and states with active P3 programs will discuss the common and unique issues they're facing and how they can light up the competitive market and get the best bang for their buck.

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

Panel:

- **Shoshana Lew**, Deputy Assistant Secretary, Finance and Budget, U.S. Department of Transportation
- **Shailen Bhatt**, Executive Director, Department of Transportation, State of Colorado
- **The Honorable Gregory Steube**, Florida House Representative and Chair, Highway and Waterway Safety Committee

Breakout Session 3C: P3 Design for 21st Century Cities

American architect Frank Lloyd Wright once said, “Every great architect is - necessarily - a great poet. He must be a great original interpreter of his time, his day, his age.” While functionality is a critical feature of public infrastructure, world-class cities need both the artistry of the architect and the acumen of the engineer to create aesthetically inspired structures. This panel will take a look at several noteworthy projects and the sometimes challenging role of design excellence in the P3 model. How can architectural and design expertise be best leveraged to attract top talent, lure investors, and create world-class infrastructure that defines our cities and our age?

Moderator: **Lisa Rochon**, Senior Fellow, Global Cities Institute, University of Toronto

Panel:

- **Andrew King**, Design Principal, Canada, Cannon Design
- **Donald Schmitt**, Principal, Diamond Schmitt Architects
- **Michael Houle**, Vice President, Client and Market Engagement, Partnerships BC

6:00 First Night Reception

Four Seasons Centre for the Performing Arts

Join fellow delegates, speakers and VIPs at the conference's signature networking event.

8:00 Young Infrastructure Leaders Reception

Pravda

Following the Reception, head to the chic after-party hosted by the Young Leaders in Infrastructure.

DAY TWO: TUESDAY, NOVEMBER 3, 2015

7:15 Breakfast

7:45 **CCPPP Annual General Meeting**

8:30 **Day 2 Opening Remarks**

Mark Romoff, President and CEO, The Canadian Council for Public-Private Partnerships

8:35 **Keynote Address: TPP and the Future Buildout of North America**

Gary Horlick, Globally-Ranked Top International Trade Lawyer

Gary Horlick has represented global companies and more than 20 countries in international trade negotiations and disputes. In his keynote address, he will provide an overview of the political context and content of the new Trans-Pacific Partnership (TPP) and offer his seasoned insights on its effect throughout North America and the Pacific Basin.

9:00 General Session 3: Southeast Asia: Emerging P3 Markets

Southeast Asia is emerging as a growing P3 region, with several countries looking to increase private sector involvement in much-needed public infrastructure. What sectors look promising and what are governments doing to emulate the success of other international P3 market leaders?

Moderator: **Susan Gregson**, Assistant Deputy Minister, Asia Pacific, Department of Foreign Affairs, Trade and Development Canada

Special Address: **Bambang Susantono**, Vice-President, Knowledge Management and Sustainable Development, Asian Development Bank

Panel:

- **Cosette Canilao**, Executive Director, PPP Centre of the Philippines (confirmed)
- **Robert Pakpahan**, Director General, Financing and Risk Management, Ministry of Finance, Government of Indonesia
- **Trevor Lewis**, Principal Public-Private Partnership Specialist, Asian Development Bank
- **Eugene S. Tan**, Managing Director and Head, Infrastructure, Power & Utilities, Asia Pacific, Scotiabank

10:00 Networking Break**10:30 General Session 4: Checking the Canadian P3 Pulse**

Nanos Research recently conducted public opinion research for CCPPP exploring the views of the general public on P3 projects as well as those of key decision makers. Nik Nanos will present his findings and then lead a moderated discussion with provincial, municipal, and aboriginal leaders about the impact of public opinion on P3 decision making.

Moderator: **Nik Nanos**, Chairman, Nanos Research Group of Companies

Panel:

- **Mayor Don Atchison**, City of Saskatoon
- **Chief Clarence Louie**, Osoyoos Indian Band
- **David Caplan**, Vice Chairman, Global Public Affairs and former Ontario Minister of Public Infrastructure Renewal

11:45 Breakout Session 4A: Pushing the Boundaries of Pension Fund Investments

Canadian pension funds increasingly value global infrastructure assets that provide large equity stakes, stable long-term returns and strong regulatory frameworks. This session will explore where pension fund investments in infrastructure are heading and where P3s remain an attractive choice.

Moderator: Dr. Jack Mintz, President's Fellow, School of Public Policy, University of Calgary

Panel:

- **Andrew Claerhout**, Senior Vice President, Infrastructure, Ontario Teachers' Pension Plan
- **Lou Serafini Jr.**, President & CEO, Fengate Capital Management Ltd.
- **Tom Osborne**, Executive Director, US Infrastructure Office, IFM Investors
- **Bruce Hogg**, Vice President, Head of Americas - Infrastructure, Canada Pension Plan Investment Board

Breakout Session 4B: In Conversation with Canada's Port Authorities: Is There a Sea Change?

Canada is a trading nation and its economy relies on the ability to move goods quickly and efficiently through ports across the country. As the need for new, upgraded, and expanded infrastructure rises at Canadian ports, this session will explore whether P3s are a solution and what lessons can be learned from abroad.

Moderator: Fred Blaney, Assistant Deputy Minister and Head, Partnerships New Brunswick and Director, CCPPP

Panel:

- **Cliff Stewart**, Vice President, Infrastructure, Port Metro Vancouver
- **George Malec**, Vice President, Business Development, Port of Halifax
- **Bryan Richards**, President and CEO, Global Transportation Hub (Saskatchewan)
- **Geoffrey Wilson**, Chief Executive Officer, PortsToronto

Breakout Session 4C: Testing Their Mettle: How P3 Models Can Enable Mining Infrastructure

It is estimated that 60 to 80% of mining project costs are related to infrastructure, which restricts the development of new, complex projects in remote regions. However, multi-purpose regional infrastructure can offer substantial benefits to local communities, bring down the cost of mining investments, and attract new investors. Can the P3 approach improve access to finance and deliver better value to mining companies, government, and to the public?

Moderator: Gillian Davidson, Head of Mining and Metals, World Economic Forum

Panel:

- **Brent G. Bergeron**, Executive Vice President, Corporate Affairs & Sustainability, Goldcorp Inc.
- **Thilo Tecklenburg**, Chief Operating Officer, Meridiam Infrastructure North America
- **Colin Joudrie**, Vice President, Business Development, Teck Resources Limited
- **John M. Beck**, Executive Chairman, Aecon Group

1:00 Keynote Address: Michael Sabia, President and Chief Executive Officer, Caisse de dépôt et placement du Québec

The Caisse de dépôt et placement du Québec has established an innovative business model to build and operate major infrastructure projects. Its new operational subsidiary, CDPQ Infra, will undertake the development and operation of greenfield projects subject to their commercial viability. CDPQ is evaluating the feasibility of two vital public transit systems in the greater Montreal area - one on the new Champlain Bridge, and another linking downtown Montréal to the Montréal-Trudeau International Airport and the West Island. Hear from Mr. Sabia about this innovative approach that would allow governments, as guardians of the public interest, to deliver high-quality public infrastructure on budget, on time and with value for taxpayers.

1:25 Luncheon & Celebration of CCPPP's 2015 P3 Champion and the Inaugural Women's Infrastructure Network (WIN) Awards**NORTH AMERICAN RAIL P3s**

2:30 Remarks from North American Rail P3s Presenting Sponsor

Michael Ledgett, Partner and Co-Chair, National P3/Infrastructure Group, Dentons LLP

2:35 Keynote Address: Hon. Steven Del Duca, Minister of Transportation, Government of Ontario

The Hon. Steven Del Duca was sworn in as Ontario's Minister of Transportation in June 2014. Key to providing value for money in Ontario has been the use of the Alternative Financing and Procurement (AFP) model. Minister Del Duca will outline his government's commitments to much-needed transit and transportation infrastructure to keep Ontarians moving and how the AFP/P3 model may help achieve those goals.

2:55 Panel 1: High Speed Rail: Finding Its Place in North America

High speed rail has been part of the transportation mix for decades in Europe and Asia, but is it still a pipe dream in North America? What are the political, economic, technological and financial issues that governments need to consider in deciding whether to pursue high speed rail? Can the P3 delivery model provide governments with the impetus to build a network to connect our cities?

Moderator: **Conor Kelly**, Managing Director, Rubicon Infrastructure Advisors

Panel:

- **Rob Holden**, Chairman, High Speed One
- **Sebastien Sherman**, Senior Managing Director Americas, Borealis Infrastructure
- **Tim Keith**, CEO, Texas Central Partners
- **Huang Difu**, General Manager, China Railway International Co.

3:55 Networking Break

4:15 Panel 2: Electrification: Supercharging Commuter Rail

In Canada and around the world, legacy rail networks are being electrified to support faster and more frequent service. Expansion and improvement projects are underway in the Greater Toronto and Hamilton Area (GTHA) as part of a multi-billion dollar electrification of its commuter rail service. What international best practices can we employ here at home? How can the necessary talent and expertise be attracted and retained? How can the P3 model contribute?

Moderator: **Johanne Mullen**, Partner and Leader, Canadian Infrastructure and Project Finance Group, PwC and Director, CCPPP

Panel:

- **Bruce McCuaig**, President & CEO, Metrolinx
- **Claire Stewart**, General Manager, Auckland Investment Office and former Chief Development Officer, Auckland Transport
- **Guillaume Bouthillier**, Senior Director, Structured Finance, Head of Americas and Asia Pacific, Bombardier Transportation
- **Ron Smith**, Sponsor, Vice President, Mid-Atlantic Division, Mass Electric

5:15 Closing Networking Reception