

P3 2017

The Canadian Council for
Public-Private Partnerships



Le Conseil Canadien pour
les Partenariats Public-Privé

The 25th Annual C3PPP National Conference on Public-Private Partnerships

November 6-7, 2017

Sheraton Centre Toronto Hotel | Toronto, Canada



MONDAY NOVEMBER 6

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|-------------|---|-----------------------------|
| 7:00 | Registration & Breakfast | <i>Grand Ballroom Foyer</i> |
| 7:00 | Women in Infrastructure Network (WIN) Breakfast
McCarthy Tétrault is pleased to be hosting the WIN breakfast on the morning of Monday, November 6 at the Sheraton Centre in the heart of downtown Toronto. Network with colleagues and make new connections. Keynote address by Jane Bird, Partner, Bennett Jones and winner of the 2017 WIN Outstanding Leader Award. | <i>Grand Ballroom</i> |
| 8:00 | Welcome & Opening Remarks
Mark Bain , Chair, The Canadian Council for Public-Private Partnerships and President, Torys LLP
Chief R. Stacey LaForme , Mississaugas of the New Credit
The Hon. John Manley , P.C., O.C., Honorary Chair, The Canadian Council for Public-Private Partnerships and President & CEO, Business Council of Canada
Mark Romoff , President and CEO, The Canadian Council for Public-Private Partnerships | <i>Grand Ballroom</i> |
| 8:20 | Remarks from the Conference Presenting Sponsor: SNC-Lavalin Inc.
Chantal Sorel , Executive Vice President and Managing Director, Capital, SNC-Lavalin | <i>Grand Ballroom</i> |
| 8:25 | Opening Keynote Address
Hon. Jane Philpott , Canada's Minister of Indigenous Services
Minister Philpott will highlight the challenges in overcoming the infrastructure deficit in indigenous communities and discuss the need for innovative solutions, including partnerships between these communities, government and the private sector. New tools, including P3s, will be the key to building clean drinking water facilities, safe schools, all-season roads, clean and reliable energy, broadband connectivity, and housing in indigenous communities. | <i>Grand Ballroom</i> |

8:55 General Session 1: Nation Building: What's in the Global Pipeline

P3 successes are being driven by strong, forward thinking leadership in Canada and the United States. Meet the minds behind the robust pipeline, effective policy and economic prosperity on both sides of the 49th parallel.

How are the world's most active P3 markets addressing the staggering infrastructure deficit? What is the next wave of projects? What sectors will drive the industry?

Moderator: Kelly Gillis, Deputy Minister, Infrastructure and Communities, Government of Canada

Panel:

- **Ehren Cory**, President and CEO, Infrastructure Ontario
- **Phil Davies**, CEO, Infrastructure Australia
- **Jim Ray**, Special Advisor, Office of the Secretary for Infrastructure, US Department of Transportation
- **Matthew Vickerstaff**, Deputy Chief Executive and Head of Project Finance, UK Infrastructure and Projects Authority (IPA)

9:55 Morning Networking Break

Grand Ballroom Foyer

10:20 Speed Networking

Shorter than a coffee chat but longer than an elevator pitch, this is one of the premier networking opportunities P32017 has to offer.

Breakout Session 1A: Re-Building America: The Trillion Dollar Plan

P3s are at the centre of the Trump Administration's infrastructure plan. What are the opportunities? How will the NAFTA negotiations and the perils of protectionism affect the outcome?

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

Panel:

- **Elisabeth Hivon**, Executive Director & Partner, Canada, Meridiam Infrastructure North America and Director, CCPPP
- **Michael Gibbons**, Managing Director, Walsh Infrastructure Investment Group
- **Carolyn Flowers**, Senior Vice President, Americas Transit Market Sector Leader, AECOM
- **Seth W. Miller Gabriel**, Director, Office of Public-Private Partnerships, District of Columbia

Breakout Session 1B: Social Procurement Pipeline and Managing Public Assets

Infrastructure Ontario will update the market on its social procurement pipeline, which will be followed by a panel discussion on best practices in managing public assets, including government's real property.

Presenter: John McKendrick, Executive Vice President, Social, Infrastructure Ontario

Panel:

- **Sean Wiley**, Divisional Executive Vice President, Realty Operations and Asset Management, Infrastructure Ontario
- **John Fleming**, Vice President and General Manager, Performance Based Infrastructure (P3), Americas Building Efficiency, Johnson Controls
- **James S. Paul**, President & CEO, Defence Construction Canada

11:40 General Session 2: Moving Ontario Forward

At a time of rapid economic change, Premier Wynne is betting on infrastructure. Her government's historic investments in public infrastructure, boosted by the Alternative Finance and Procurement (AFP) model, are attracting global interest. As the Premier steps up her U.S. engagement in the midst of the NAFTA negotiations, what is she hearing from her American counterparts and why does she believe these investments will pay off in terms of Ontario's long-term economic development and trade initiatives?

Interviewer: **Diane Francis**, Journalist & Author

Speaker:

- **Hon. Kathleen Wynne**, Premier of Ontario

1:00 Luncheon

Grand Ballroom

1:30 The 20th Annual CCPPP Awards – Celebrating Innovation and Excellence in Canadian P3s

Grand Ballroom

Emcee: **Cliff Inskip**, President, Pole Star Advisory Services Inc. and Chair of the National Awards for Innovation and Excellence in Public-Private Partnerships

2:00 Keynote Address

Grand Ballroom

Salim Ismail, Chairman, ExO Works and Executive Director, Singularity University

Twenty-first century businesses built on predictability and efficiency are at greater risk of being left behind in an economy that will be driven by entrepreneurship and innovation. How will the digital and disruptive culture of this century impose new demands on the next generation of transformational infrastructure? Salim Ismail will give you a provocative view of a future we haven't yet imagined, a vision that will take you out of your comfort zone and point to solutions to problems we aren't yet aware of.

2:50 Breakout Session 2A: Building Local Support: Getting to Yes

Every successful project plans to bring benefits to local communities. But at what cost? What is the 'new normal' of collaboration between owners, project companies and communities?

Moderator: **David Morley**, Senior Vice President Business Strategy and Communications, Infrastructure Ontario

Panel:

- **Teresa Florizone**, Vice President, Corporate Services and Chief Financial Officer, SaskBuilds Corporation
- **Judy Pfeifer**, Chief Communications & Public Affairs Officer, Metrolinx
- **Michael O'Gorman**, Managing Director, Winnipeg Airport Services Corp. (WASCO)
- **Jensen Clarke**, Vice President, Fengate Real Asset Investment

Breakout Session 2B: We Can Do Better: Staying on Top

Canada is recognized as a global leader in infrastructure and P3s, but we cannot fall into the trap of status quo. Three separate presentations will focus on the diversity gap in the industry, the challenge of training job-ready graduates, and the need for more innovation in projects. This session will be a call to action that work remains to be done!

Presenters:

Closing the Diversity Gap:

- **Matti Siemiatycki**, Associate Professor, Planning & Geography University of Toronto
- **Adriana Chang**, Construction Contract Administrator, Diamond Schmitt Architects

Graduating the Next Generation Talent:

- **Tom Murad**, Head, Siemens Engineering and Technology Academy

Maximizing the Value of Innovation:

- **Michael Fenn**, Senior Advisor, StrategyCorp

Breakout Session 2C: A New View of First Nations Infrastructure

Much discussion has occurred in the past about the opportunities P3s can bring to First Nation communities. However, the answer may be found in solutions to the broader way in which all infrastructure is funded, financed, and procured on-reserve. This panel will discuss concrete solutions on how the government can get smarter at tackling the infrastructure crisis in indigenous communities.

Moderator: **Clint Davis**, Partner and Managing Director, Acasta Capital

Panel:

- **Corrina Leween**, Chief, Chesletta Carrier Nation and Vice-Chair, First Nations Major Projects Coalition
- **Manny Jules**, Chief Commissioner, First Nations Tax Commission
- **Paul Bergman**, Senior Vice President, Bird Construction
- **Rolanda Elijah**, Special Project Manager, Chippewas of the Thames First Nation

3:50

Afternoon Networking Break

Grand Ballroom Foyer

4:20

Breakout Session 3A: O&M: Building the Foundation

As we enter the third decade of Canada's P3 development, the operations and maintenance phase is growing increasingly important. What up-front governance, practices and contracts help ensure the project's operational success and what key factors over the 20-plus-year O&M phase will ensure that in the end, the assets deliver the best value for money?

Moderator: **David Thom**, President, IBI Group and Director, CCPPP

Panel:

- **Carrie Fleming**, Partner, Blake, Cassels & Graydon LLP
- **Marcus Akhtar**, Asset Director, North America, John Laing Capital Management
- **Trevor Speed**, Director, P3 Operations, Business Integration and Development, Interior Health Authority
- **David Threinen**, Facility Management Operations Leader, Honeywell Limited

Breakout Session 3B: Forward Thinking Financing to Build Sustainable Infrastructure

Understand how forward-thinking money minds are unlocking innovative financial tools to support sustainable infrastructure projects in Canada's largest P3 sectors.

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

Panel:

- **Karen Clarke-Whistler**, Chief Environmental Officer, TD Bank
- **Gadi Mayman**, CEO, Ontario Financing Authority
- **Michael Lindsay**, Director, Global Infrastructure Advisory Services, Hatch
- **Julian Ware**, Head of Major Project Funding, Corporate Finance, Transport for London

Breakout Session 3C: Opening the Black Box: Understanding the Role of Rating Agencies

What methodologies and triggers do ratings agencies use to develop a project's risk profile? How are adjustments made during the operational phase? This session will clarify and challenge the process from the perspective of several partners with a stake in P3 ratings.

Moderator: Shariq Alvi, Managing Director, Global Infrastructure Finance, CIBC Capital Markets

Panel:

- **Grant Headrick**, Managing Director, Infrastructure Finance, DBRS Limited
- **Paul Hughes**, Senior Director, Cost Consulting & Project Management, Altus Group Limited
- **Joey Comeau**, Vice President, Capital Services, EllisDon Corporation
- **R. Paul Tawfik**, Director, Business Development, Johnson Controls

6:30 – 9:30

A Night at the Aquarium

Ripley's Aquarium

It's networking with a splash of adventure. Join us for our First Night Reception at Toronto's latest awe-inspiring attraction – Ripley's Aquarium CANADA. The Aquarium features North America's longest underwater viewing tunnel with more than 5.7 million litres of water and over 100 interactive opportunities.

8:00 – 11:00

Young Infrastructure Leaders Event

Brassai, 461 King St West

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

TUESDAY NOVEMBER 7

7:30	Breakfast	Grand Ballroom Foyer
7:30	CCPPP Annual General Meeting	Sheraton Hall E
8:30	Day 2 Opening Remarks Mark Bain , Chair, The Canadian Council for Public-Private Partnerships and Partner, Torys LLP	Grand Ballroom
8:40	Keynote Panel: The Urban Infrastructure Super Session Minister Sohi and Mayor Tory will discuss the pressing need to deliver infrastructure that is resilient to environmental and cyber risks, has a life cycle of decades, is interconnected through digital networks, and is built with the smallest possible carbon footprint. The next phase of urban infrastructure will drive the economic growth of future generations, ensuring that Canada is in a leadership position as our economy shifts from resources to resourcefulness. <i>Moderator: Elyse Allan</i> , President and CEO, GE Canada <i>Panel:</i> <ul style="list-style-type: none">• His Worship Mayor John Tory, City of Toronto• The Hon. Amarjeet Sohi, Canada's Minister of Infrastructure and Communities	Grand Ballroom
9:20	Opening of the TSX live from the Conference Floor Yes, we're opening the market and we want you to be part of the national broadcast – LIVE from P3 2017. <i>Speaker: Loui Anastasopoulos</i> , President and CEO, TSX Trust Company	Grand Ballroom
9:40	General Session 3: We the North: Exploring Innovative Infrastructure Solutions Building in Canada's North has some unique challenges, but also huge opportunities for economic development and service delivery to remote communities. How are northern communities unlocking this potential and how can the P3 model deliver the needed solutions? <i>Speaker: Hon. Robert C. McLeod</i> , Deputy Premier, Minister of Environment and Natural Resources and Minister of Finance, Government of Northwest Territories <i>Interviewer: Mark Romoff</i> , President and CEO, The Canadian Council for Public-Private Partnerships	Grand Ballroom
10:05	Morning Networking Break	Grand Ballroom Foyer
10:55	General Session 4: What's Hot? What's Needed in Advancing International P3 Markets? Who are the new global players in the P3 space? What do they need from the international market to bring their projects successfully to market? <i>Moderator: Jordan Schwartz</i> , Director, Infrastructure, PPP and Guarantees, The World Bank <i>Presenters:</i> <ul style="list-style-type: none">• Sergio Forte Gómez, Deputy CEO, Investor Relations, BANOBRAS, Mexico's Infrastructure Development Bank• Strover Maganedis, Acting Chief Director, Transaction Advisory Services & Public Private Partnerships, National Treasury, Republic of South Africa• Alberto Ñecco, Executive Director, ProInversión (Private Investment Promotion Agency), Peru	Grand Ballroom
12:00	Speed Networking Shorter than a coffee chat but longer than an elevator pitch, this is one of the premier networking opportunities P32017 has to offer.	

Breakout Session 4A: Market Update: Ontario High Speed Rail

The Ontario Government's Special Advisor will provide an update on his report and the current status of the project. This will be followed by a panel discussion to give guidance on how Ontario can successfully implement high speed rail.

Presenter: **Hon. David Collette**, Special Advisor for High Speed Rail, Ontario Ministry of Transportation

Moderator: **Jennifer Graham Harkness**, Project Director, High Speed Rail, Ontario Ministry of Transportation

Panel:

- **Ron Hartman**, President, North America, Network Rail
- **Richard Eastman**, Executive Director of Operations, Rail, Jacobs
- **Alvaro Gomez-Muro**, Managing Director, US Southeast, Ferrovial Agroman
- **Olivia Steedman**, Managing Director, Greenfield Investments & Value Creation, Ontario Teachers Pension Plan

Breakout Session 4B: Connecting the Next Generation of P3 Transit Projects

Canada is experiencing a P3 transit project boom. How will the next generation of transit connect with conventional and P3-procured lines to provide a seamless experience for both users and providers?

Moderator: **Amanda Farrell**, President and CEO, Partnerships BC and Director, CCPPP

Panel:

- **Chris Gauer**, President, Major Projects, Infrastructure Ontario
- **Richard Fechner**, Global Leader, Infrastructure Investment and Economics, GHD
- **Rupert Holloway**, Senior Vice President, Rail & Transit Construction, SNC-Lavalin
- **Martin Buck**, Senior Advisor, UK Department of Transport and former Executive Commercial Director, Crossrail

1:10 Luncheon *Grand Ballroom*

1:40 Champion Award & WIN Awards *Grand Ballroom*

Join in the celebration of 20 years of recipients as well as the 2017 P3 Champions. The Women's Infrastructure Network will be profiling the recipients of the 2017 Leader Awards.

Speakers:

- **Bert Clark**, President and CEO of the Investment Management Corporation of Ontario
- **Vickie Turnbull**, Managing Director and Co-Head, Infrastructure Finance Canada, RBC Capital Markets

1:50 Keynote Address *Grand Ballroom*

Daniel L. Doctoroff, Chairman and CEO, Sidewalk Labs

Dan Doctoroff leads the 'big think' team of urbanists and technologists at Sidewalk Labs - Alphabet Inc.'s urban innovation organization. Doctoroff will challenge us to re-imagine life in the big city, which includes improvements to social and community services, creating public spaces that are safer and more accessible, developing walkable, mixed use neighbourhoods that reduce housing and business costs. Its innate innovative spirit puts people first. It will demand new and disruptive thinking. It will necessitate new eyes and bold ideas to ensure the smart neighbourhood's infrastructure and services provide the best value for money.

2:15 Remarks *Grand Ballroom*

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

2:25 Remarks from Canada's New Infrastructure Frontier Presenting Sponsor: Dentons *Osgoode Ballroom*

Michael Ledgett, Partner and National Co-Chair, Infrastructure and PPP Group

- 2:30** **Afternoon Keynote Address** *Osgoode Ballroom*
Janice Fukakusa, Chair, Canada Infrastructure Bank
Ms. Fukakusa will provide her unique perspective on the opportunities to create a robust environment that supports the development of transformational infrastructure across Canada. That will include discussion on how best to increase the velocity of private sector investment into large, complex revenue generating projects.
- 2:50** **Canada's New Infrastructure Frontier** *Osgoode Ballroom*
Historic infrastructure investment demands unconventional thinking to meet the needs of the next century. Learn how the Canada Infrastructure Bank will help drive that agenda.
Moderator: Glenn Campbell, Assistant Deputy Minister, Canada Infrastructure Bank Transition Office, Infrastructure Canada
Panel:
- **Nick Hann**, Senior Managing Director, Macquarie Capital Markets and Director, CCPPP
 - **Jane Bird**, Senior Business Advisor, Bennett Jones LLP
 - **David Moore**, Partner, Dentons LLP
 - **Jordan Eizenga**, Partner, Infrastructure M&A, Deloitte
 - **Eric Belman**, Partner, US Infrastructure, QIC
- 4:10** **Closing Remarks** *Osgoode Ballroom*
Mark Romoff, President and CEO, The Canadian Council for Public-Private Partnerships
Michael Jolliffe, Client Development and Strategy - North America, GHD
- 4:15** **Closing Networking Reception** *Vide Foyer*