

P3 2018

The Canadian Council for
Public-Private Partnerships



Le Conseil Canadien pour
les Partenariats Public-Privé

The 26th Annual CCPPP National Conference on Public-Private Partnerships

November 5-6, 2018
Sheraton Centre Toronto Hotel
Toronto, Canada

Conference
Presenting
Sponsor



MONDAY NOVEMBER 5

7:00	Registration & Breakfast	Conference Foyer
7:30	9th Annual McCarthy Tétrault LLP and Women's Infrastructure Network (WIN) Breakfast	BNB Restaurant
8:00	Welcome & Opening Remarks Mark Bain , Chair, The Canadian Council for Public-Private Partnerships and Partner, Torys LLP The Hon. John Manley , P.C., O.C., Honorary Chair, The Canadian Council for Public-Private Partnerships Mark Romoff , President and CEO, The Canadian Council for Public-Private Partnerships	SNC-Lavalin Grand Ballroom
8:20	Remarks from the Conference Presenting Sponsor: SNC-Lavalin Chantal Sorel , Executive Vice President and Managing Director, Capital, SNC-Lavalin	SNC-Lavalin Grand Ballroom
8:25	Opening Keynote Address Hon. François-Philippe Champagne , Canada's Minister of Infrastructure and Communities Minister Champagne will discuss the role public-private partnerships can play in the government's \$180-billion Investing in Canada Plan to successfully and quickly deliver public transit and other key infrastructure projects that build sustainable and socially inclusive communities, drive economic growth and improve quality of life for Canadians. Sponsored by: ACS Infrastructure	SNC-Lavalin Grand Ballroom
8:55	General Session 1: The Great Rewrite – Infrastructure Leonard Brody , Chairman, Creative Labs Leonard Brody, an award-winning entrepreneur, venture capitalist, bestselling author and a two-time Emmy nominated media visionary, will use his powerful presentation style to tackle what the rapid pace of global change, innovation and technology disruption mean for infrastructure.	SNC-Lavalin Grand Ballroom
9:55	Morning Networking Break	Conference Foyer

- 10:20** **General Session 2: Getting on Board Next-Gen Transit** *SNC-Lavalin Grand Ballroom*
- Subways, light-rail transit, trains, streetcars and buses . . . The next generation of public transit projects are complicated, costly and closely watched by the public and government. They're also vitally important for the livability, inclusivity and economic future of the world's most densely populated cities. Panellists with responsibility for delivering transit projects worth billions of dollars will discuss the role of public-private partnerships in quickly bringing this critical infrastructure to life and in transferring risk successfully, as well as how to navigate some common challenges with projects of this magnitude.
- Moderator:* **Chantal Sorel**, Executive Vice President and Managing Director, Capital, SNC-Lavalin Inc. and Director, CCPPP
- Panel:*
- **Jon Lamonte**, Chief Executive, Transport for Greater Manchester (TfGM)
 - **Amanda Farrell**, President and CEO, Partnerships BC
 - **Ehren Cory**, President and CEO, Infrastructure Ontario and Director, CCPPP
- 11:30** **Speed Networking** *Sheraton Hall C*
- This quick-fire chat and contact exchange is one of the premier networking opportunities at the conference.
- 11:30** **Market Sounding: Newfoundland and Labrador** *Huron Boardroom, 2nd Floor*
- Cory Grandy**, Assistant Deputy Minister, Infrastructure, Department of Transportation and Works, Newfoundland and Labrador
- 11:30** **Breakout Session 1A: Contractor Perspectives on Evolving the 'Made in Canada' P3 Model** *Grand Ballroom East*
- This session will discuss possible changes in procurement, risk allocation and financing to help improve P3 project delivery, from the design-build perspective.
- Moderator:* **Sarah Clark**, President & CEO, Fraser River Pile and Dredge (GP) Inc.
- Panel:*
- **Tim Heavenor**, Chief Financial Officer, Graham Group
 - **Douglas R. Sanders**, Partner, Public-Private Infrastructure Projects Group, Borden Ladner Gervais LLP
 - **David Jull**, Senior Advisor, Transportation, WSP Canada Inc.
- Breakout Session 1B: Disrupting the Energy Sector** *Sheraton Hall E*
- Change is coming to the Energy sector with new technology, evolving customer expectations, volatile demand on the grid, and increased shocks to the system due to climate change. This session will examine what structural changes are needed to the sector, whether risk allocations are being maximized, and what opportunities there are to further involve the private sector in the delivery of energy.
- Moderator:* **David McFadden**, Counsel, Gowling WLG
- Panel:*
- **Ram Mahidhara**, Chief Investment Officer, International Finance Corporation
 - **Brian Bentz**, President and CEO of Alectra Inc.
 - **Ron Dizy**, Senior Vice President, Partnerships and Managing Director, Advanced Energy Centre, MaRS
 - **Olivia Steedman**, Managing Director, Greenfield Investments & Value Creation, Ontario Teachers' Pension Plan
 - **Andrew Clark**, Co-Founder & Co-CEO, Spark Power
- 11:30 – 5:30** **Market Soundings** *Huron Boardroom, 2nd Floor*
- Market Soundings give all levels of government an opportunity to present their infrastructure project *before* going to market. Private sector delegates get an early look, while government officials receive valuable feedback and build awareness to ensure their project is primed for success. Space is limited to 40 delegates at each 60-minute session. Project presenters at Market Sounding receive a free two-day conference registration.

- 12:40 Luncheon: Presentation of the 21st Annual Awards for Innovation and Excellence in P3s** *SNC-Lavalin Grand Ballroom*
 Meet the people and hear the stories behind some of Canada's leading projects at the 21st Annual CCPPP Awards for Innovation & Excellence in Public-Private Partnerships.
- 1:45 Keynote Address: Ricardo Rosselló, Governor of Puerto Rico** *SNC-Lavalin Grand Ballroom*
 The governor will discuss how his government is working closely with the private sector to renew the Puerto Rican economy and quickly rebuild after Hurricane Maria made a deadly direct hit on the island a year ago, severely damaging the electrical grid, housing, roads and ports. This transformation will require the island to innovate and rethink its traditional ways of operating, presenting new opportunities for future growth and competitiveness.
- 2:15 Market Sounding: First Nations Major Projects Coalition** *Huron Boardroom, 2nd Floor*
 The FNMPC has developed a first-of-its-kind First Nation led project support model designed on a commercial basis to unite the interests of private industry and First Nations concerning the delivery of economic infrastructure. Highlighted within this model is the FNMPC pilot project Kenney Dam Hydroelectric. This market sounding will cover the anticipated finance and construction needs of Kenney Dam Hydroelectric as the project advances with four First Nations and BluEarth Renewables.
Niilo Edwards, Executive Director, First Nations Major Projects Coalition
- 2:15 Market Sounding: Peru** *Kenora Boardroom, 2nd Floor*
 The government of Peru will grant in concession, for a period of 30 years, the Huancayo - Huancavelica Railway. This project, which will require an estimated investment of USD 240 million (IGV no included), will be co-financed by the State and involves the design, financing, civil works (rehabilitation and enhancement of a 128 km railway line), operation and maintenance. In addition, the new rolling stock must be purchased to ensure adequate service for both cargo and passengers. The project is currently in the transaction phase and will be awarded the first quarterly of 2019. Also, with the aim of improving connectivity between the cities of the coast, the government of Peru has planned to request project proposals for two railways: Barranca-Lima-Ica (324 km) and Trujillo-Chiclayo (229 km) with an estimated investment of USD 3.2 billion and USD 2.2 billion, respectively.
Alberto Ñecco Tello, Executive Director, ProInversion ((Private Infrastructure Promotion Agency), Peru
- 2:15 Public Sector Roundtables**
 These intimate meetings give P3 2018 delegates a chance to talk face-to-face with public sector officials and ask questions about the project pipeline in various regions around the world. Each roundtable will have a public sector representative, a moderator and 10 private sector delegates. After 20 minutes, delegates will switch to another table, enabling them to meet with five public sector hosts over two hours.
- Session A** *Osgoode Ballroom*
- **Gary S. Porter**, Executive Director, Corporate Initiatives, Nova Scotia Department of Transportation and Infrastructure Renewal
 - **Nicholas Hann**, Head of Investments, Canada Infrastructure Bank and Divya Shah, Senior Director, Investments, Canada Infrastructure Bank
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 - **Morteza Farajian**, Acting Deputy Secretary of Transportation, Director of P3 Office, State of Virginia
 - **John McKendrick**, Executive Vice-President of Project Delivery, Infrastructure Ontario (Social)
 - **Bin Han**, Deputy Director General, Public Private Partnerships Center, Ministry of Finance, China
 - **Karla Avis-Birch**, Vice President, New Stations & Off Corridor Capital Projects, Metrolinx
- Session B** *Sheraton Hall C*
- **Michael Cheong**, Chief Financial Officer, York Region Rapid Transit
 - **Mark Liedemann**, Vice President, Projects, Partnerships BC
 - **Mauricio Márquez**, Head, Hospital Infrastructure Program, Concessions Department, Ministry of Public Works, Government of Chile
 - **Yousef Salama**, Manager, Innovation, Los Angeles County Metropolitan Transportation Authority
 - **Chris Gauer**, President, Major Projects, Infrastructure Ontario (Civil)

- **Mark Moseley**, Chief Operating Officer, Global Infrastructure Hub

2:30 Breakout Session 2A: Understanding Operating Risk: Envisioning the Future of P3 Operations

Sheraton Hall E

After now 10+ years of operating P3 projects, the marketplace has firsthand experience at managing the risk of operations. Some risk was foreseen and mitigated by the Operator on bid day. However, after walking many miles in Project Agreement's, new risks are being recognized. With downward pressure to reduce bid costs by Project Co, is the Operator forced into a corner without enough room to maneuver when bad "stuff" happens? Will this continue or is there other ways to shape Project Agreements so that the Operators doesn't have to gamble with their future or add risk contingencies to future bid costs? Find out what industry experts know now that maybe they didn't fully understand when they bid the Project.

Moderator: Louise Panneton, Founder and President, P1 Consulting

Panel:

- **Sean Wiley**, Executive Vice President, Asset & Contract Management, Infrastructure Ontario
- **Paul Martin**, Senior Vice President, Origination, Plenary Group
- **Darryl Brown**, Partner, Gowling WLG
- **Claudio Andretta**, Director of Business Development, Johnson Controls L.P.

Breakout Session 2B: Back from the Brink: The Resiliency of the P3 Model

Grand Ballroom East

Hiccups happen in projects and sometimes they can seem insurmountable. When things go wrong . . . seriously wrong, having a P3 model in place — and a strong team behind it — can save the day, forging strong outcomes that are less likely in other procurement models and bringing projects back from the brink.

Moderator: Tim Philpotts, Partner and Senior Vice President, Infrastructure Advisory, Ernst & Young Orenda Corporate Finance Inc. and Director, CCPPP

Panel:

- **Joey Comeau**, Senior Vice President, Capital Services, EllisDon Corporation
- **Angela Clayton**, Group Head, Buildings Division, Plenary Group
- **Bill Bailey**, Senior Vice President, Redevelopment & Facilities, Halton Healthcare Services

3:30 Afternoon Networking Break

Conference Foyer

4:00 Breakout Session 3A: Together, Building Stronger: The Idea Behind the First Nations Infrastructure Institution

Sheraton Hall E

Indigenous communities across Canada have a critical need for new infrastructure, from clean drinking water to more housing to broadband connectivity, but face a significant backlog in funding these projects. The panel will look at potential new funding models being considered by the FNII in order to develop sustainable approaches made for and by First Nations that ensure a growing number of communities are able to invest and significantly partner in major resource and energy projects that create jobs, training, and economic benefits.

Moderator: Susie Henderson, North America Leader, Infrastructure Investment & Economics, GHD Advisory

Panel:

- **Jason Calla**, Director, First Nations Health Authority
- **Chief Corrina Leween**, Cheslatta Carrier Nation
- **Regional Deputy Grand Chief Joe Miskokomon**, Anishinabek Nation
- **Allan Clarke**, Consultant, Allan Clarke & Associates

Breakout Session 3B: Building P3 Bridges: Closing the Gaps for Future Large-Scale Infrastructure Projects

Grand Ballroom East

The recent financial close on the Gordie Howe Bridge is a milestone for the first transnational P3 for Canada, carrying unique risks along the way. Learn more about the evolution of P3 bridge projects and find out how the lessons learned to date can be applied for future bridge projects and other asset classes.

Moderator: **Brian Kelsall**, Partner, Fasken

Panel:

- **Bryce Phillips**, CEO, Windsor-Detroit Bridge Authority
- **Nuria Haltiwanger**, CEO, ACS Infrastructure
- **Tom Barlow**, Partner, Fasken
- **Andrew Doctoroff**, Senior Advisor to Rick Snyder, Governor of Michigan

6:00 – 9:00

'Night Circus' Reception at the Rec Room

The Rec Room, 255 Bremner Boulevard

Always wondered who the P3 champion is in . . . Mario Kart? Or, could hustle better than Paul Newman at the pool table? Join fellow delegates, speakers and VIPs in downtown Toronto's massive entertainment spot for P3 2018's signature networking event. Get ready to challenge colleagues in interactive games, sit back and enjoy amazing entertainers and enjoy some tasty food and beverages!

8:00 – 11:00

The After-Party Party hosted by the Young Leaders in Infrastructure (YLI)

Belfast Love Public House, 548 King Street West

A can't miss event every year. Be sure to move on to this always chic after-party where Canada's up-and-coming leaders in the infrastructure community will be congregating

TUESDAY NOVEMBER 6

7:30	Breakfast	Conference 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	SNC-Lavalin Grand Ballroom
8:40	Keynote Address: Joseph Mancinelli, International Vice-President and Central and Eastern Canada Regional Manager, LiUNA, the Labourers' International Union of North America Mr. Mancinelli will discuss why he spearheaded the labour union's almost \$8-billion pension fund to make significant investments in P3 infrastructure projects across the country. A bold initiative that has meant the union's 120,000 Canadian members — who work in construction, manufacturing and commerce, and the public service — are not only the backbone of creating and operating these much-needed infrastructure projects for their fellow Canadians, they also benefit from the strong returns these investments have generated.	SNC-Lavalin Grand Ballroom
9:10	General Session 3: Infrastructure Ministers Talk Priorities With 60 provincial projects completed and almost 60 more in the planning, procurement and construction phase, Ontario has been Canada's largest P3 market for close to three decades. In Newfoundland and Labrador, interest is growing in P3s with two projects in the health-care sector currently in the procurement stage, a third under construction and one starting procurement soon. The ministers will discuss their government's infrastructure priorities and what's next for the future of public-private partnerships in their jurisdictions. <i>Moderator:</i> Jennifer Aument , President, Transurban North America <i>Panel:</i> <ul style="list-style-type: none">• Hon. Monte McNaughton, Minister of Infrastructure, Ontario• Hon. Steve Crocker, Minister of Transportation and Works, Newfoundland & Labrador	SNC-Lavalin Grand Ballroom
10:10	Morning Networking Break	Conference Foyer
10:30	General Session 4: Global Smart Cities: Leading the Digital Revolution From sophisticated data collection to transformed streetscapes, cities are ground zero for technological innovations that will change the way people live, work and play. This panel of global experts will look at what governments need to do to capitalize on and manage this high-speed change and where the private sector can best spark innovation. <i>Moderator:</i> Kelly Gillis , Deputy Minister of Infrastructure and Communities, Government of Canada <i>Panel:</i> <ul style="list-style-type: none">• Gunnar Edwin Crawford, Head, Stavanger Smart City, Norway• Ede Ijjasz-Vasquez, Senior Director, Social, Urban, Rural and Resilience Global Practice, World Bank Group• Dr. Pamela Robinson, Associate Professor, School of Urban and Regional Planning, Ryerson University	SNC-Lavalin Grand Ballroom

- 11:40 Breakout Session 4A: Expensive, Prolonged and Problematic: Dispute Resolution in P3 Projects** *Grand Ballroom East*
- This panel of industry, government and legal officials have survived the full dispute resolution process and will focus on the hard lessons learned, as well as the differences in navigating disputes with a government partner. This “how to” discussion will include advice on maximizing chances of avoiding disputes and increasing the odds of winning.
- Moderator: **Tim Murphy**, Executive Partner and Co-Chair, Aboriginal, Government Relations, Project Finance, Infrastructure and Energy, McMillan LLP
- Panel:*
- **Patrick Freer**, Senior Vice President, Asset Management, Fengate Asset Management
 - **Agnes von dem Hagen**, Vice President, Legal Services, Infrastructure Ontario
 - **Hagit Muriel Elul**, Partner & Co-Chair, Arbitration Practice Group, Hughes Hubbard & Reed LLP
 - **Jason J. Annibale**, Partner and National Co-Chair, Construction, McMillan LLP
- 11:50 Breakout Session 4B: The Pacific Alliance: New Opportunities for P3s in South America** *Sheraton Hall E*
- The Pacific Alliance is a regional initiative created by Chile, Colombia, Mexico and Peru to promote greater competitiveness and economic growth. Hear from senior officials about the infrastructure opportunities available in their respective countries and how P3 expertise will factor into their growing project pipelines.
- Moderator: **Jordan Schwartz**, Director, Infrastructure, PPPs and Guarantees (IPG), The World Bank
- Panel:*
- **Alberto Ñecco**, Executive Director, ProInversión (Private Investment Promotion Agency), Peru
 - **Mauricio Marquez**, Head, Hospital Infrastructure Program, Concessions Department, Ministry of Public Works, Government of Chile
 - **Carlos Alberto Sandoval**, Vice President, Structuring and Project Management, Financiera de Desarrollo Nacional (FDN), Colombia
- 11:50 Market Sounding: Los Angeles Metro** *Huron Boardroom, 2nd Floor*
- With the passage of Measure M in November 2016, a no sunset transportation sales tax that is estimated to generate \$120 billion in revenue over the next 40 years, the Los Angeles County Metropolitan Transportation Authority (LA Metro) is on the verge of implementing America’s largest transportation infrastructure program, this includes structuring a P3 program and project pipeline with the aim of bringing three multi-billion transit projects to market within the next 6 to 24 months: the West Santa Ana Transit Corridor LRT, Sepulveda Pass Transit Corridor and the East San Fernando Valley Transit Corridor. This is an opportunity to learn more about LA Metro’s transportation infrastructure program, P3 Program and Project Pipeline.
- Yousef Salama**, Manager, Public-Private Partnerships, Los Angeles Metro
- 11:50 Market Sounding: Ecuador** *Kenora Boardroom, 2nd Floor*
- The recently-issued Productive Development Law, establishes an adequate framework for providing legal security and incentives for private investment in Ecuador. Dollarization guarantees currency stability and eliminates the risk of sharp exchange-rate adjustments, which leads to a higher level of confidence by international investors. There are now clear rules and fiscal stability in the country. Quito offers the right conditions for investment and being ranked as the fourth safest city in Latin America (UNODC), contributes to its economic growth.
- Alvaro Maldonado**, Secretary of Productivity and Investment, Municipality of Quito
- 12:50 Luncheon: Champion Award & WIN Awards** *SNC-Lavalin Grand Ballroom*
- Hear from the 2018 P3 Champion and the Women’s Infrastructure Network will profile the recipients of the 2018 Outstanding Leader and Emerging Leader Awards.

DAY TWO: NOVEMBER 7, 2017

1:30	Keynote Address: Pierre Lavallée, President and CEO, Canada Infrastructure Bank Mr. Lavallée will outline the mandate of the Bank and its corporate plans and strategies to enable innovative investments in transformational infrastructure projects. The Bank has \$35 billion available to partner with private investors and provinces, territories, municipalities and Indigenous communities to build more much-needed infrastructure.	<i>SNC-Lavalin Grand Ballroom</i>
2:00	Remarks Mark Romoff , President and CEO, The Canadian Council for Public-Private Partnerships	<i>SNC-Lavalin Grand Ballroom</i>
2:10	Remarks from Afternoon Presenting Sponsor Michael Ledgett , Partner, Dentons	<i>Grand Ballroom East</i>
2:15	Keynote Address: Andreas Mai, Executive Vice President, Market Development & Innovation, Keolis North America Mr. Mai's presentation will detail what the future impacts of autonomous vehicles will be on transportation networks and how these vehicles can solve 'first mile' and 'last mile' solutions by connecting passengers to existing public transit systems.	<i>Grand Ballroom East</i>
2:45	Panel 1: Curves Ahead: Rethinking Transportation in the Age of Driverless Vehicles What are the latest automated vehicle technologies in this ever-changing sector and what effects will they have on the way transportation networks are planned and deployed? Moderator: Sarah Houde , Executive Director, Propulsion Québec <i>Panel:</i> <ul style="list-style-type: none">• Sharad Agarwal, Senior Vice President, North America, EasyMile• Marko Kroenke, Head of Technology, Global Product Management, Bombardier Transportation• Adam Blinick, Director, Public Policy and Communications, Uber Canada	<i>Grand Ballroom East</i>
3:45	Panel 2: Driving Change with P3s: Scaling Up Autonomous Vehicle Transportation Networks What role can industry play in driving the move to automated vehicles and what policy and incentives does government need to implement to keep ahead of the curve in this globally competitive sector? Moderator: Josipa G. Petronic , Executive Director & CEO, Canadian Urban Transit Research and Innovation Consortium (CUTRIC) <i>Panel:</i> <ul style="list-style-type: none">• Karl Schober, Associate, Corporate Group, Dentons• Mike Corby, Director, IBI Group• Jim Lothrop, Director General, Innovation Centre, Transport Canada	<i>Grand Ballroom East</i>
4:45	Closing Remarks Mark Romoff , President and CEO, The Canadian Council for Public-Private Partnerships	<i>Grand Ballroom East</i>
4:50	Closing Networking Reception	<i>Conference Foyer</i>