

DIGITAL EDITION

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‘Seize the moment’ and invest in Canada, says Champagne

ANGELA GISMONDI
Staff Writer

The future is bright for public-private partnership (P3) in Canada, Canada’s minister of infrastructure and communities told delegates at a national P3 conference.

“Seize the moment there has never been a better time to invest in Canada,” said Francois-Philippe Champagne at the 26th annual Canadian Council for Public Private Partnerships conference in Toronto.

“I want to emphasize the magnitude of the opportunity before you. I don’t think there has been a better time for you to take a moment to look at what we’re doing in Canada and see what role you are going to play in making a difference. This is a chance for the public sector and the Canadian infrastructure industry to forge game-changing partnerships, invest in projects and demonstrate leadership in the global infrastructure landscape.”

Champagne discussed the role of P3s in the government’s Investing in Canada Plan and pointed out that \$180 billion is only the federal portion and with provincial and municipal investments it will probably be closer to \$300 billion.

“We want to expand with you the spectrum of opportunities. We want to attract more investment from within Canada and abroad because we know and you know that first class infrastructure is the best way to attract talent and investments,” Champagne said. “Our success requires technology, innovation and partnership with the private sector that’s why I encourage you ... to help us build the infrastructure of the 21st century, infrastructure that is modern, resilient and green.”

He noted that Canada is the only G7 country with a free trade agreement with all other G7 nations and that Canada will

also soon have preferential market access to about 1.5 billion consumers around the world through the Comprehensive Economic and Trade Agreement, Comprehensive and Progressive Agreement for Trans-Pacific Partnership and the USMCA.

“Canada is an ideal location for global firms like you to operate because it is not just about stability, predictability and rule of law. I think you would agree with me that in this world today market access is key and labour mobility through these agreements is making Canada the obvious place to invest,” said Champagne.

The Canada Infrastructure Bank, a new tool to finance infrastructure in the country, is designed to expand the opportunities from the public sector to attract private sector investment from within Canada and globally, Champagne said. That includes transit systems, hospitals, bridges and all season roads in the north.

“We put the infrastructure bank in to do more, faster and better for Canadians,” he stated. “The P3 model was an important building block in the Canada Infrastructure Bank. It allows private sector partners to be brought in earlier from the planning stage ... so we can better design projects and hopefully use technology to provide better assets for the people. Our role is to develop the pipeline of projects and bring investors and the public sector together to have appropriate risk-sharing in building these projects.”

Following his presentation, the minister was asked about the government’s involvement in the Sidewalk Labs project in Toronto, a partnership between Waterfront Toronto and Alphabet’s Sidewalk Labs to create a new type of mixed-use community.

“This is probably the most technological-ly advanced project that is going on, at least in North America,” said Champagne. “On



LINDSEY COLE

Canada’s Minister of Infrastructure and Communities Francois-Philippe Champagne was the opening keynote speaker for Day One of the 26th Annual Canadian Council for Public-Private Partnerships conference in Toronto. He told audience members that the federal government intends to expand the spectrum of opportunities for the public sector to attract private-sector investment.

one hand, we make sure we support a project that is trying to reinvent cities the way we know them. On the other hand, we are the defender of public interest so we have to make sure whatever is done there is done with all the safeguards that people would expect... we will continue to be engaged with them into the future because I think this can inform the way we design build and maintain cities in the future.”

He also spoke about Montreal’s Réseau

express metropolitan project (REM), a 67-kilometre, light rail, high-frequency network, the first project announced by the Canada Infrastructure Bank.

“REM is a good example where you have an asset which is revenue generating, which was a natural for us to invest in because you have a stream of revenue for long-term, you have a willing partner, a technology partner and a builder and you have private capital,” said Champagne.



LINDSEY COLE

Mark Romoff, CCPPP president and CEO, spoke to conference delegates on Day 1 of the 26th annual CCPPP National Conference on Public-Private Partnerships. Romoff believes that during this time of great disruption, from rapidly changing technology to an increasing number of extreme weather events, new approaches are needed in order to deliver much-needed infrastructure nationwide.

Listen for more P3 2018 coverage



The Construction Record, Canada’s only regularly running construction industry podcast, delivers a P3 2018 wrap-up podcast on Friday, Nov. 9.

The podcast will have some feature interviews and sound bites from the 26th annual CCPPP National Conference on Public-Private Partnerships.

The Daily Commercial News and the Journal of Commerce, Canada’s two longest-standing construction industry publications, are the creators of The Construction Record.

The podcast is available on iTunes, Google Play, Spotify and at www.dcnonl.com and www.joconl.com.



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

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

Conference Presenting Sponsor



Agenda

DAY 2: TUESDAY NOVEMBER 6

7:30 Breakfast

7:30 CCPPP Annual General Meeting

8:30 Day 2 Opening Remarks

Mark Bain, Chair, The Canadian Council for Public-Private Partnerships and Partner, Torys LLP

8:40 Keynote Address: Joseph Mancinelli

Joseph Mancinelli, International vice-president and Central and Eastern Canada Regional Manager, LIUNA (Labourers' International Union of North America), discusses why he spearheaded the union's almost \$8-billion pension fund to make significant investments in P3 infrastructure projects. A bold initiative that has meant the union's 120,000 Canadian members are not only the backbone of creating and operating these much-needed infrastructure projects, they also benefit from the strong returns these investments have generated.

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 P3 in their jurisdictions.

Moderator: **Jennifer Aument**, President, Transurban North America

Panel: **Monte McNaughton**, Minister of Infrastructure, Ontario

Steve Crocker, Minister of Transportation and Works, Newfoundland & Labrador

Sponsored by: Aon Risk Solutions

10:30 General Session 4: Global Smart Cities: Leading the Digital Revolution

This panel will look at what governments need to do to capitalize on and manage the high-speed digital change and where the private sector can best spark innovation.

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

Panel: **Ger Baron**, Chief Technology Officer, City of Amsterdam

Gunnar Edwin Crawford, Head, Stravanger Smart City, Norway

Other speakers to be confirmed

Sponsored by: GHD

11:40 Breakout Sessions

4A: Expensive, Prolonged and Problematic: Dispute Resolution in P3 Projects

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.

Moderator: **Tim Murphy**, Co-Chair, Aboriginal, Government Relations, Project Finance, Infrastructure and Energy, McMillan LLP

Panel: **Patrick Freer**, Senior Vice President, Asset Management, Fengate Real Asset Investments

Agnes von dem Hagen, Legal Counsel, Infrastructure Ontario

Hagit Muriel Elul, Co-Chair, Arbitration Practice Group, Hughes Hubbard & Reed LLP

Jason J. Annibale, Partner and National Co-Chair, Construction, McMillan LLP

Sponsored by: McMillan LLP

4B: The Pacific Alliance: New Opportunities for P3s in South America

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

This 60-minute market sounding session gives project proponents an opportunity to present an important infrastructure project or pipeline of projects to a private sector audience before going to market. Admission is free, limited to 40 delegates.

Presenter: **Yousef Salama**, Manager, Public-Private Partnerships, Los Angeles Metro

Sponsored by: Plenary Group

12:50 Luncheon & WIN Awards Celebration

The Women's Infrastructure Network profiles the recipients of the 2018 Outstanding Leader and Emerging Leader Awards.

1:30 Luncheon Keynote Address: Pierre Lavallée

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.

2:00 Remarks

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

2:00 Market Sounding: Argentina

This 120-minute market sounding session is an overview of how to tap into the unique opportunity of infrastructure financing within the Argentine PPP framework. Admission is free, limited to 40 delegates.

Presenter: **Tomás Darmandrail**, National Director of Executive Coordination for PPP, Ministry of Finance, Argentina

Sponsored by: Plenary Group

2:10 Remarks from Dentons, Presenting Sponsor for Autonomous Vehicle P3s: Visions of the Future

2:15 Keynote Address: Andreas Mai

Andreas Mai, Executive Vice-President, Market Development and Innovation, Keolis North America, details the future impacts of autonomous vehicles on transportation networks.

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? How will they impact transportation network planning and deployment?

Moderator: **Sarah Houde**, Executive Director, Propulsion Québec

Panel: **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

Sponsored by: Johnson Controls

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? What policy and incentives does government need to implement in this global sector?

Moderator: **Josipa G. Petrunic**, Executive Director & CEO, Canadian Urban Transit Research and Innovation Consortium

Panel: **Karl Schober**, Associate, Corporate Group, Dentons

Other speakers to be confirmed

Sponsored by: IBI Group

4:45 Closing Remarks

4:50 Closing Networking Reception

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Active & Emerging Sectors Summary

Transportation: 80 Projects worth \$64.3 billion



Edmonton LRT

23 In Procurement 20 Under Construction 37 Operational

Description: The boom in next-gen P3 transit projects is continuing in Canada's largest urban centres. Complicated, costly and closely watched by the public and government, these projects are vitally important for improving the livability, inclusivity and economic future of the world's most densely populated cities. In the Getting on Board Next-Gen Transit general session yesterday, on Day 1 of the conference, infrastructure leaders from Canada and the United Kingdom discussed the role of P3s in quickly bringing this critical infrastructure to life, as well as how to navigate some common challenges. One of Canada's most closely watched pipeline projects finally became reality on Oct. 5, when construction officially started on the \$5.7-billion Gordie Howe International Bridge, less than a week after the USMCA trade deal was announced. The bridge is the first transnational P3 for Canada. The unique risks of this mega-project, as well as the evolution and lessons learned from other P3 bridge projects, was the subject of a Day 1 talk by Bryce Phillips, CEO of the Windsor-Detroit Bridge Authority, Nuria Haltiwanger, CEO of ACS Infrastructure, Tom Bartlow, partner, Fasken and Andrew Doctoroff, senior advisor to Rich Snyder, Governor of Michigan. One of the biggest disruptors in the transportation sector is the arrival of autonomous vehicles. Today, on Day 2 of the conference, how driverless cars, buses and trucks are already changing the way transportation networks are planned and deployed will be explored.

PHOTO CREDIT: Edmonton LRT

Energy: 11 projects worth \$26 billion



Bruce Nuclear

1 In Procurement 2 Under Construction 8 Operational

Description: There continues to be opportunities for Canada's energy sector to embrace public-private partnerships for their large-scale projects. How the sector can embrace innovation was the focus of our Disrupting the Energy Sector breakout session on Day 1 of the conference with a diverse panel of experts from the energy, financial and innovative energy technologies sectors. The anticipated finance and construction needs of the Kenney Dam Hydroelectric in British Columbia was part of one of the Day 1 market soundings sessions at P3 2018. The session was held by the First Nations Major Projects Coalition. The Fort McMurray West 500 kV Transmission Project was recently honoured for its innovative approach to project financing. The 500-kilometre-long transmission line boosts power to northeastern Alberta and won gold in this year's National Awards for Innovation and Excellence in Public-Private Partnerships.

PHOTO CREDIT: Bruce Nuclear

Health: 97 projects worth \$28.8 billion



5 In Procurement 19 Under Construction 73 Operational

Description: Building new health-care facilities continues to be top of mind for Canadians, with P3 projects planned or under construction in the Northwest Territories and almost all provinces, including Nova Scotia's newly announced plan to replace three aging buildings at the QEII hospital complex in Halifax. This month, Saskatchewan will start moving patients and staff into its "sparkling" new P3 provincial psychiatric facility in North Battleford. The 284-bed facility, which is replacing a century-old facility, is an integrated mental health and correctional complex. In Ontario, EllisDon Infrastructure Healthcare has officially started building the \$1.2-billion West Park Healthcare Centre in Toronto (pictured above) and Infrastructure Ontario has issued a RFP for its Orléans Health Hub project. In British Columbia, EllisDon has been selected to build the \$417-million patient-care tower at Royal Inland Hospital.

PHOTO CREDIT: West Park Healthcare

Justice: 23 projects worth \$5.6 billion

3 In Procurement 2 Under Construction 18 Operational

Description: Ontario is leading growth in this sector with EllisDon Infrastructure starting work on the new courthouse in downtown Toronto, which is bringing together several of the city's criminal courts under one roof in order to improve operational efficiency and enhance access to justice services. The site is expected to open in 2022. A consortium headed by Bird Construction Inc. has also been tapped by Infrastructure Ontario to build nine separate Ontario Provincial Police facilities from suburban Mississauga to remote Fort Frances, Ont. Those projects will eventually join the 18 courthouses, correctional facilities and police facilities already operating across Canada.

Information Technology: 5 projects worth \$772 million

1 In Procurement 4 Operational

Description: It is no secret that modern economic growth is dependent on communications connectivity and for Canada, this is particularly challenging due to the geographic spread of our population. This year, a new data hub — one of four across the country — officially opened after 18 months of construction at Base Borden. The Enterprise Data Centre (EDC) is the size of five NHL hockey arenas. The SWIFT project in Ontario also released its first RFP for fibre-construction to serve the Delaware Nation in Moraviantown, a First Nation located within Chatham-Kent. The project will continue to issue more RFPs as they expand across southwestern Ontario, Caledon and Niagara Region. The success of the Mackenzie Valley Fibre Link in the Northwest Territories and the continuing progress of the SWIFT network bodes well for other governments to follow suit via a P3 model and close the gap when it comes to internet connectivity.



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