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The Canadian Institute

Business Information in a Global Context

This year marks 30 years since the inception of The Canadian Institute. It is time to match our brand with the dynamic strides we have made. See inside for details...

April 27–28, 2016 | Metro Toronto Convention Centre – North Building

2ND ANNUAL DELIVERING URBAN TRANSIT INFRASTRUCTURE

Initiatives and Strategies for Successful Transit Infrastructure Projects



Enhance your skills at the interactive workshops:

- A Urban Transit P3's 101: Structuring the Deal and Managing Risk
- B Intro to Financing an Urban Transit P3

Hear from these leading organizations:

- | | |
|--|-----------------------------------|
| ACS Infrastructure | AECOM |
| Alstom | Infrastructure Ontario |
| Aecon Group Inc | KPMG |
| Borden Ladner Gervais LLP | London Underground |
| Boxfish Infrastructure Group | Macquarie Capital Markets Canada |
| Canadian Council for Public-Private Partnerships | Metrolinx |
| CDPQ Infra | Moody's Investors Service |
| CH2M | NORR Limited |
| City of Edmonton | Partnerships BC |
| City of Ottawa | PPP Canada |
| City of Toronto | Region of Waterloo |
| Crosslinx Transit Solutions-Constructors | Rumsey Transit Systems Consulting |
| Deloitte | The Stewart Group |
| EllisDon | Toronto Hydro |
| Enbridge Gas Distribution | Toronto Transit Commission |
| | Torys LLP |
| | University of Toronto |

GAIN new insight from **CDPQ Infra** on their innovative business model for new infrastructure projects

LEARN valuable lessons on the challenges and successes of **Edmonton's Valley Line LRT** from the **City of Edmonton, Hatch Mott MacDonald, The Stewart Group, KPMG and BLG**

ASSESS the best technology and delivery methods for signaling and communications from **Metrolinx, London Underground and Rumsey Transit Systems Consulting**

EXPLORE innovative ways to deliver transit projects from **Partnerships BC, EllisDon, University of Toronto, Torys LLP and Infrastructure Ontario**

SHARE in a panel discussion on the transit P3 procurement in Ontario with case studies from **Ottawa's Confederation Line, the Eglinton Crosstown Project and the Region of Waterloo's ION LRT**

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Urban transit projects continue to shape the growth of Canadian cities and knowing how to successfully deliver these complex projects is a challenge.

Attend **The Canadian Institute's 2nd Annual Delivering Urban Transit Infrastructure Conference** on **April 27 & 28, 2016** and take away an arsenal of tools to help you successfully manage and deliver your infrastructure project.

Hear from project owners, leading lawyers, construction & engineering firms, lenders and consultants who will provide insight and strategies for success. Learn what's driving the market, the experiences with current projects and what's next for this sector.

Be in the same room with transit sector leaders to share case studies, expertise, and information to help create market efficiencies and continued growth.

Register now for this unparalleled opportunity to meet, and discuss insights and practical solutions.

Delegates last year stated that the conference delivered a **“good cross-section of topics relating to design, build, finance and O&M, as well as a good cross-section of Canadian and U.S. representation”**. Delegates also found that the preconference workshops **“provided great insight into Moody's methods and P3 Canada's goals.”**

Sponsorship & Exhibition Opportunities

Maximize your organization's visibility in front of key decision-makers in your target market. For more information, contact Director of Business Development **Daniel Gellman** at 416-927-0718 ext. 7389, toll-free 1-877-927-0718 ext. 7389 or by email at D.Gellman@CanadianInstitute.com

Who You Will Meet

Delivering Urban Transit Infrastructure will bring together public and private sectors to discuss critical issues, network and share expertise with:

CEO's, Presidents, Senior Vice Presidents/Vice Presidents, Managing Directors, Directors and Project Managers from:

Government agencies, transit authorities, cities, construction & engineering firms, insurance providers and lenders

Partners, regional and national leaders from law firms and consulting firms



Accreditation

EARN CPD HOURS This program can be applied towards 11.5 of the 12 hours of annual Continuing Professional Development (CPD) required by the Law Society of Upper Canada. Please note that these CPD hours are not accredited for the New Member Requirement.

This program has been approved by the Law Society of Saskatchewan for 11.5 CPD hours for the conference. Members will also receive 3 additional CPD credit hours for the attendance at each workshop.

The same number of hours may be applied toward your continuing legal education requirements in British Columbia.

The Barreau du Quebec automatically recognizes the same number of hours for this training activity, the latter having been accredited by another Law Society subject to MCLE.

Attendance at this program by members of the Law Society of Alberta may be submitted to the Law Society for Continuing Professional Development credits.



The Canadian Institute
Business Information in a Global Context

This year marks 30 years since the inception of The Canadian Institute.

- 30 years hosting more than 6,000 conferences
- 30 years building a network of industry leaders
- 30 years expanding across the globe

It is time for a brand, logo and language in keeping with the dynamic strides we have made as a company. It is time for a brand that will take us forward for the next 30 years.

C5 Group, comprising The Canadian Institute, American Conference Institute and C5 in Europe, will unite under one central brand image, appropriately a globe. See how bringing together the power of people and the power of information can accelerate your growth and success.

Our new brand look and language will be fully revealed soon. Stay tuned for more exciting changes.



Join our email list to receive exclusive discounts and program updates at CanadianInstitute.com/elist

INTERACTIVE WORKSHOPS TUESDAY, APRIL 26, 2016

A 9:00 a.m. – 12:00 p.m. (Registration Opens at 8:30 a.m.) **Urban Transit P3's 101: Structuring the Deal and Managing Risk**

Naresh Debodin
Director, Investments
PPP Canada

Katie Paris
Director, Project Development
PPP Canada

Lisa Mitchell
Director, Strategy and Market Development
PPP Canada

The use of P3's in urban transit pose unique and complex challenges in contrast to social infrastructure projects such as hospitals. These projects are very large scale, long term, they often cross multiple jurisdictions and face complex environmental issues. As a result, they are multi-party (involving multiple layers of public and private parties), and they involve billions of dollars of investment.

This workshop will provide attendees with an overview of how P3's are structured in Canada within the existing federal, provincial, regional and municipal regulatory frameworks. It will also include an in-depth analysis of project delivery methods and the contractual allocation of risk.

A light lunch will be served to those attending both Workshops A & B.

B 1:00 p.m. – 4:00 p.m. (Registration Opens at 12:30 p.m.) **Intro to Financing an Urban Transit P3**

Vincent Liu
Vice President Infrastructure
Macquarie Capital Markets Canada

Catherine Deluz
Senior Vice President, Project Finance
Moody's Investors Service

Christopher Moran
Director
EllisDon Capital Inc.

Explore how financing comes together with government supported programs and initiatives, private financing procurement and public procurement. Gain insight on financing structures and review the following topics: volume risk; rolling stock; shadow fares; capital grants, minimum revenue guarantees, availability payments, progress payments or milestone completion payments and how lenders deal with the money that is arriving.

DAY 1 WEDNESDAY, APRIL 27, 2016

8:00

Registration Opens and Refreshments are Served

9:00

Opening Remarks from Conference Co-Chairs

Robert R. Shouldice
Partner & Chair of BLG's National Council
Borden Ladner Gervais LLP

Larry Blain
(Former Chair/CEO of Partnerships BC)
Senior Director, Global Infrastructure Advisory
KPMG

9:15

Opening Address: Canada's Golden Age in Public Transit Infrastructure Development

John McBride
CEO
PPP Canada

Both federal and provincial governments have expressed the need to back public transit infrastructure development. Municipalities big and small are confronted with pressing needs to renew transit and transportation infrastructure. Hear from John McBride, CEO of PPP Canada on the role of P3s going forward and what we can expect in the pipeline in public transit infrastructure development, Canada's largest growth sector.

9:45

CDPQ Infra's Innovative Business Model

Macky Tall
Senior Vice-President, Private Equity
and Infrastructure
Caisse de dépôt et placement du Québec

Launched in July 2015, the model allows CDPQ Infra to act as the owner-operator of certain infrastructure projects while assuming responsibility for the planning and financing phases, execution and operation. An exclusive subsidiary of Caisse de dépôt et placement du Québec (CDPQ), CDPQ Infra will generate commercial returns for CDPQ and its partners while limiting the financial impact of infrastructure projects on the government's balance sheet. Two major transit infrastructure projects are identified as priorities: an electric public transit system on the new Champlain Bridge and an electric public transit system linking the West Island, Montréal-Trudeau International Airport and downtown Montréal.

Join Macky Tall, President and managing director of CDPQ Infra for an in-depth discussion on this innovative model.

10:15

Networking Refreshment Break

10:30

Edmonton's Valley Line LRT: Procurement Lessons Learned

Moderator

Lecia Stewart
President
The Stewart Group

Panelists

Brad Smid
Project Director, Valley Line, LRT
Design & Construction
City of Edmonton

Kip Hritzuk
Senior Project Manager/Owners
Engineer Representative,
ConnectEd Transit Partnership
AECOM

Stephen Prendiville
Senior Manager, Global
Infrastructure Advisory
KPMG

Robert Shouldice
Partner & Chair of BLG's
National Council
Borden Ladner Gervais LLP

The City of Edmonton is expanding its LRT network to transform the way people live and move around the City. In 2014 The City launched the P3 procurement for the Valley Line LRT: Stage 1. This 13 km low-floor, urban-style LRT system will be designed, built, partially financed, operated, and maintained by the City's private sector partner. This session will explore the lessons learned through the procurement phase of this complex project, the City of Edmonton's largest-ever infrastructure project, first P3, and first urban-style LRT line.

This panel will explain how the team addressed several challenges including:

- Establishing roles, responsibilities, and risk transfer between the public and private sector partners
- Honouring public commitments and maintaining transparency in a competitive procurement environment
- Delivering the project vision through Sustainable Urban Integration
- Developing a "passenger-first" Operations & Maintenance Regime

“Many industry leaders both as presenters and participants. Some interesting perspectives and ideas.”

– Jason Hicks, Senior Legal Counsel, SNC-Lavalin

12:00

Networking Luncheon for Delegates and Speakers

1:15

Output Specifications and Innovation

Moderator

Rob Pattison
Senior Vice President, Light Rail Transit
Infrastructure Ontario

Panelists

John Jensen
Chief Capital Officer- Capital Projects Group
Metrolinx

Mark Waters
Principal
Boxfish Infrastructure Group

James Haldenby
Project Director, Civil Division
EllisDon Corporation
On Assignment: **Crosslinx Transit SolutionsConstructors**
Eglinton Crosstown LRT Project

Trevor Parker P. Eng.
AFP Lead
CH2M

Robert Correia
Technical Director, North America
ACS Infrastructure

This panel will explore the relationship and tension between a project sponsor's vision for a project as reflected in the reference concept design, risks and opportunities of visible and non-visible design innovation.

Topics include:

- Managing stakeholder expectations
- The specific challenges of architectural and functional innovation
- The future of “Capital ‘I’ Innovation”
- Are there appropriate constraints on innovation?
- Applying set theory and game theory to the drafting and interpretation of output specifications

2:30

Networking Refreshment Break

2:45

Developments in Signaling and Communications

Dr. Alan F. Rumsey
Independent Senior Consultant
Rumsey Transit Systems Consulting

Helena Ashberry
Director, Signals and Communications,
Network Infrastructure
Metrolinx

Andy Bourne
Head of Railway Systems Delivery, Four Lines
Modernisation program
London Underground

Antonio Diaz
Vice President & Customer Director
Alstom

In the vast majority of urban transit infrastructure projects being implemented around the world, communications based train control technology (CBTC) has become the technology of choice for the signaling and train control systems. Why is this? How can CBTC be used to maximize the return on investment in urban transit systems? What are the challenges in implementing this technology on major upgrades to existing urban transit infrastructure? What delivery methods are most appropriate to address these challenges? This session will address these and related questions.

3:45

Re-Inventing the Transit Model: Exploring Innovative Ways to Deliver Transit Projects

Moderator

Mark Bain,
Partner and Head of PPP Group
Torys LLP

Panelists

Christopher Gauer, P. Eng.
Executive Vice President - Civil, Roads and Transit
Infrastructure Ontario

Matti Siemiatycki
Associate Professor, Department of Geography & Planning
University of Toronto

Stephen Damp
Executive Vice President Civil Division
EllisDon

Amanda Farrell
President and Chief Executive Officer
Partnerships BC

“Excellent conference. Was very well run with excellent and engaging speakers.”

–Simon Dupuis, Program Manager,
Procurement and Funding, City of Ottawa

- Why are we using the P3 model and what are we hoping to accomplish?
- What are the drivers of value in delivering a transit project?
- How are budgets and timelines being managed with P3s and other models of delivery?
- Assessing the difference in risk transfer between traditional and P3 transit delivery and how the Infrastructure Ontario AFP model is evolving to manage the risks associated with urban transit initiatives
- What other procurement models can be considered to address the unique strengths and weaknesses of transit projects? What factors should be considered to determine what model would work best for your project?
- Perspectives on P3 delivery models from transit projects in BC including the Sea to Sky Highway and the Evergreen Line

5:00

Closing Remarks from the Conference Co-Chair, Conference Adjourns And Networking Reception
Hosted by:



DAY 2 THURSDAY, APRIL 28, 2016

8:30

Refreshments are Served

9:05

Keynote Address

The Honourable Steven Del Duca
Ontario Minister of Transportation

9:30

Keynote Address – Supporting Government Priorities through P3s

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

Mark Romoff will detail the unique opportunity P3s can play in helping the federal government achieve their infrastructure agenda.

10:00

The Evolution of Rapid Transit P3 Procurement in Ontario

Moderator

Derrick M. Toigo, P. Eng.
Senior Vice President, Rail Infrastructure Team
Infrastructure Ontario

Panelists

Simon Dupuis
Manager, Procurement and Funding
City of Ottawa

Brian Guest
President
Boxfish Infrastructure Group

Thomas Schmidt
Commissioner, Transportation
and Environmental Services
Region of Waterloo

Gain insight on the evolution of rapid transit P3 procurement in Ontario through case studies such as the procurement of Ottawa's Confederation Line project, the Eglinton Crosstown Project and the Region of Waterloo's ION LRT in the Cities of Kitchener and Waterloo. This is an opportunity to learn about unique risk transfer items and how to deal with the procurement and construction of the first LRT Transit Projects in Ontario as well as the lessons learned and how they can be applied to procuring an extension of the next stage of the City of Ottawa's Transit program while the Confederation Line is still under construction.

Topics covered include:

- Introduction of each project
- Project time line and process to get through the initiation, planning, transaction and implementation stages
- Lessons learned from each of the respective speakers on their projects
- The risks they were able to identify and address as part of their Project Agreements as well as those risks they did not foresee or were not able to deal with
- Use of the DBFM or DBFOM model benefits
- Suggestions on what could be done better for the future projects
- Q&A

11:15

Networking Refreshment Break

11:30

Maximizing Commercial Revenue from Transit Projects

Gianni Ciuffo
Partner & Public Sector Market Leader -
Financial Advisory
Deloitte

Rob Pattison
Senior Vice President, Light Rail Transit
Infrastructure Ontario

Silvio Baldassarra
President - Canada
NORR Limited

Michael Mills
Vice President, Investments
PPP Canada

Most metro systems around the world are unable to cover their operating costs with fare box revenues, let alone fund capital expenditures. Transit owners and operators are increasingly looking at new ways to tap additional sources of commercial revenue to identify alternative funding sources, often through agreements with the private sector. Attend this session to explore ways to increase non-fare revenues, commercial revenue and funding sources as illustrated by case studies

12:30

Networking Luncheon for Delegates and Speakers

1:45

Managing Underground Utilities

Moderator

Glenn W. Ackerley
Partner
WeirFoulds LLP

Yonni Fushman
Vice President & Deputy General Counsel
Aecon Group Inc.

Samantha Ambrozy
Lawyer
Toronto Transit Commission

Conrad Sheppard
Legal Director
Toronto Hydro

Lori Cornwall
Associate General Counsel & Director,
Gas Distribution Law
Enbridge Gas Distribution

While cities endeavor to improve their transportation networks while keeping their traffic moving, the often limited options for surface routes and lack of surface space, increasingly conspire to bring the tunneling option to the fore. As a result, managing buried infrastructure is at the forefront in terms of challenges for many transit projects. Since visual inspection of the underground utilities is not possible, it is hard to determine or estimate the complexity and risk that will be involved when faced with buried utilities, such as water, cable, gas or electric. Join our expert panel to discuss strategies for handling this underground risk and long term, sustainable solutions.

2:30

Networking Refreshment Break

2:45

Land Value Capture Models in Public Transit

Michael Mills
Senior Vice President, Investments
PPP Canada

Larry Blain

Former Chair/CEO Partnerships BC) Senior
Director, Global Infrastructure Advisory
KPMG

- Defining Land Value Capture (LVC)
- International experiences with LVC models
- Emerging federal LVC policy context
- Canadian examples of where LVC is being used

3:30

Resolving Physical Conflicts between Legacy and New Transit Infrastructure

Jeffrey Climans
Director, Major Capital
Infrastructure Coordination
City of Toronto

Key themes to be addressed:

- Reshaping the right-of-way to accommodate new transit technology
- Principles for relocating existing utilities and infrastructure
- Accommodating higher densities in conjunction with new transit
- Adopting new public realm services and standards concurrently with new transit

4:15

Closing Remarks from the Conference Co-Chairs and Conference Concludes

"I am currently working on the HMLRT project. The conference came right on time. I liked the various aspects of transit projects in light of P3 process"

– Bishnu Parajuli, Senior Project Engineer, City of Brampton

"I have been at few conferences organized and run as well as the urban transit conference..."

– Mark E. Briggs, Director, Development Finance, Parsons Brinckerhoff



Exclusive Hotel Rates!

Accommodations: Delta Toronto Hotel
Address: 51 Lower Simcoe St, Toronto, ON
Tel: 416-849-1200 or 1-888-890-3222

To access the MTCC from the Delta, please use the direct connection to the indoor path found on the second floor. Follow the signage to locate the North Building.

A limited number of rooms have been set aside until Wednesday, April 6, 2016 for conference registrants at the Delta Toronto Hotel. Rates start at \$209.00 for a single/double King room. For reservations, please call 1-888-890-3222 and ask for "The Canadian Institute" group rate or please reserve on-line by going to CanadianInstitute.com/UrbanTransit2016. Please book your room early as rooms are on a first-come, first-served basis. To avoid penalties, cancellation notice must be received by 11:59 PM the day before arrival.

SUPPORTED BY:



Le Conseil Canadien pour les Partenariats Public-Privé

Established in 1993, **CCPPP** is a national not-for-profit non-partisan, member-based organization with broad

representation from across the public and private sectors. Its mission is to promote innovative approaches to infrastructure development and service delivery through public-private partnerships with all levels of government. The Council is a proponent of evidence-based public policy in support of P3s, facilitates the adoption of international best practices, and educates stakeholders and the community on the economic and social benefits of public-private partnerships. pppcouncil.ca

Industry Partners:



ReNew Canada is Canada's voice in infrastructure. We are the only industry magazine that provides high-level coverage of the planning, financing, design, engineering, and construction of public assets in transit, transportation, energy, public works, and public spaces. Key players and policymakers turn to ReNew Canada for insightful content to help them build resilient infrastructure. renewcanada.net



The Ontario Society of Professional Engineers (OSPE) has been the voice of the engineering profession in Ontario since 2000. We represent the entire engineering community, including licensed and unlicensed professionals, graduates, and students who work or will work in several of the most strategic sectors of Ontario's economy. OSPE elevates the profile of the profession by advocating with governments, offering valued member services and providing opportunities for ongoing learning, networking and community building. ospe.on.ca

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2 Select your Level of Engagement

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<i>All program participants will receive an online link to access the conference materials as part of their registration fee.</i>		
<input type="checkbox"/> I cannot attend and would like to purchase a copy of the electronic conference material for \$495 + applicable taxes.		
<small>† CI reserves the right to review eligibility for the special rate for government employees. Cannot be combined with group/team rates or any other discount/offer.</small>		

***ELITEPASS** is recommended for maximum learning and networking value.

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Venue Information at a Glance

Venue: Metro Toronto Convention Centre, North Building
 Address: 255 Front Street West, Toronto, ON
 TEL.: 416-585-8000

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See box at the top of the page for accommodation information.

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The program, all program materials, refreshment breaks and lunches.

Terms and Conditions

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Payment must be received in full by the program date to ensure admittance. All discounts will be applied to the Program Only fee (excluding add-ons), cannot be combined with any other offer, and must be paid in full at time of order. Group discounts available to 3 or more individuals employed by the same organization, who register at the same time.

Delegate Substitutions and Cancellations

You must notify us by email at least 48 hrs in advance of the conference if you wish to send a substitute participant. If you are unable to find a substitute, please notify us in writing no later than 10 days prior to the conference date. All cancellations received will be subject to a cancellation fee of \$350 plus applicable taxes. Delegates opting to receive a credit voucher will receive a credit for the full amount paid, redeemable against any other Canadian Institute conference in the next 12 months.

No credits or refunds will be given for cancellations received within 10 days of the conference start date. Delegates may not "share" a pass between multiple attendees without prior authorization. No liability is assumed by The Canadian Institute for changes in program date, content, speakers or venue. The Canadian Institute reserves the right to cancel any conference it deems necessary and will, in such event, make a full refund of any registration fee, but will not be responsible for airfare, hotel or other costs incurred by registrants.

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2ND ANNUAL DELIVERING URBAN TRANSIT INFRASTRUCTURE



The Canadian Institute
1329 Bay Street
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It is time to match our brand with the dynamic strides we have made.
See inside for details...

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2ND ANNUAL DELIVERING URBAN TRANSIT INFRASTRUCTURE

Initiatives and Strategies for Successful
Transit Infrastructure Projects

Top reasons to attend:

1. Hear from the major players shaping today's urban transit infrastructure projects
2. Overcome critical challenges with working solutions from the key project stakeholders
3. Explore ways to maximize commercial revenue from transit projects
4. Gain global perspectives on the latest in signaling and communications technology
5. Get clarity on risk transfer items and how to deal with procurement and construction

