



NATIONAL EXECUTIVE FORUM ON PUBLIC PROPERTY

Thursday, May 10 and Friday, May 11, 2012

Morris J. Wosk Centre for Dialogue, Vancouver

NATIONAL SYMPOSIUM

Tools for successful strategic portfolio management today

The Symposium provides opportunities to share knowledge and experience of tools for successful strategic portfolio management to meet governments' often conflicting objectives in today's context of fiscal constraint – objectives that range from the provision of space needed for cost effective service delivery to broader public objectives of economic development, heritage protection, and environmental sustainability.

Responses to today's fast paced changes require innovative approaches to generate ideas, to be entrepreneurial and at the same time take calculated risks, to develop and maintain relationships that support innovation and to turn ideas into products, processes and services. What is happening and what can? What lessons are learned and how can these be applied successfully?

The Symposium will be highly participative, making use of the unique facilities of the Wosk Centre for Dialogue.

SYMPOSIUM SPONSORS: Altus Group and VFA

Thursday, May 10

8.00 to 8.30 **Registration & Continental Breakfast** (Wosk Centre, Atrium Lobby)

8.30 to 8.45 **Symposium Opening** – Forum Past-Chair, **Aki Lintunen**, BC Hydro, and
Convenor, **Cathie Macdonald** (Wosk Centre, Asia Pacific Room)

8.45 to 10.30 **Realigning the portfolio to meet new program needs**

Nimble strategies are required for realigning an organization's portfolio to reflect changes in programs and staff. This must be done in cost effective ways with reduced budgets, while making use of ever changing technological innovations. Different strategies are required for special purpose buildings and office space. What are the new objectives, what are the new approaches to meet them and what works and what are the lessons learned?

Moderator – **Anne Auger**, Director General, Accommodations, Portfolio Management and Real Estate Services, Public Works and Government Services Canada, Forum Member

Speakers –

Laurie Boucher, Manager, Tomorrow's Workplace, and **Sandy Virgo**, Program Manager, Tomorrow's Workplace, Corporate Properties and Buildings, City of Calgary, Forum Member – "Tomorrow's Workplace" – Calgary's move to innovative accommodation solutions

Toby Greenbaum, Director General, Physical Resources Bureau, Department of Foreign Affairs and International Trade, Forum Member – New strategies for portfolio planning

(continued)

Phil Smith, Executive Vice President, Research, Valuation & Advisory, and
Kevin Donahue, Senior Director, Altus Group Inc., Forum Associate –
Community Living Toronto – Integrating complex operational requirements with
a robust real estate strategy

Discussion

Break

11.00 to 11.45 **Meeting public objectives for economic development – Surrey Development Corporation**

The award winning innovative redevelopment of a decayed city centre into a vibrant downtown has put the fast growing City of Surrey on the map. The many benefits to its citizens and businesses continue to unfold. A strong and visionary mayor and an effective city development corporation with a private sector approach to market based development are keys to success. What happened and why? What are the lessons learned and how can they be applied to meet other public objectives?

Moderator – **Chris Corps**, President, Sequel IRM Inc., and Forum Advisor

Speaker – **Jim Cox**, President and CEO, Surrey City Development Corporation

Discussion

11.45 to 12.00 **Update on the Forum's benchmarking project**

Moderator – **Shirley Jen**, Treasury Board Secretariat, Forum Member

12.15 to 1.00 **Lunch** (Wosk Centre, ICBC Concourse Level)

1.15 to 3.00 **Funding capital projects – When do P3s deliver results?**

"Canada, having adopted a P3 (public-private partnership) model for infrastructure investing from places like the UK and Australia, has moulded and shaped the model in a uniquely Canadian way. This has stood it in good stead. Despite the worst credit crisis seen in a generation and the potential for investment decline, the Canadian infrastructure space continues to see new deals come on line - with potential for new and varied markets to be developed in the future." Infrastructure Investor, February 2012

This session will look to the future. Upon assessing some of the current challenges with the Canadian P3 model, the session will explore the prospects for expanding the model to encompass a broader range of infrastructure projects, particularly in the small to medium size range that can appeal to small- and mid-sized investors and serve the interests of all three levels of government. A background paper on P3 in Canada will be provided to all Symposium participants prior to the meeting.

Moderator – **James McKellar**, Professor, Director, Program in Real Estate and Infrastructure, Schulich School of Business, York University and Forum Academic Advisor

Speakers –

Mark Bain, Partner, Torys LLP – Legal perspectives

Nick Hann, Executive Director. Macquarie Capital Markets Canada Ltd. –
Financing perspectives

Mary Lowe, Executive Vice President, Lending and New Business,
Infrastructure Ontario, Forum Member – Ontario's approach

Mike Marasco, CEO, Plenary Concessions – Project development perspectives

Discussion

Break

3.30 to 4.15 Achieving sustainable infrastructure – Rethinking the options

Most urban infrastructure dates back to technologies and thinking that evolved in the late 19th century and upon which we continue to expand. However, the growing demand for more sustainable infrastructure is now a priority given the pace of urban growth across the globe and for which traditional thinking is no longer appropriate. Fundamental rethinking of infrastructure is now taking place to address sustainability concerns. This session presents a review of the importance of rethinking how sustainable infrastructure can be delivered, through new technologies, doing and perceiving things differently on both the demand and supply side of the equation, and taking into account the differences between the needs of developing and developed countries. What are the implications for real property? What are member organizations doing now and planning for the future?

Note: This session replaces the session on Competitive Dialogue as Julian Patteson of the City of Brampton is not able to present at this time.

Moderator – **Olga Kaganova**, Senior Fellow, Urban Institute and Forum Advisor

Presenter –

James McKellar, Professor, Director, Program in Real Estate and Infrastructure, Schulich School of Business, York University, Project Fairness Advisor and Forum Academic Advisor

Discussion

6.00 to 7.00 Pre-dinner Reception (cash bar – Wosk Centre Atrium Lobby)

7.00 to 9.00 Dinner (Delta Vancouver Suites, Innes Thompson Room)

Dinner speaker – **Bob Rennie**, owner Rennie Marketing Systems, speaking on development in greater Vancouver. Bob advises he will “wander through a lively talk including his experiences that include the poorest postal code in Canada through to Canada's most expensive address over to the Olympic Village, the baby boomer and everything in between.”

Friday, May 11

- 8.30 to 9.00** **Registration & Continental Breakfast** (Wosk Centre, Atrium Lobby)
- 9.00** **Symposium Friday welcome – Forum Chair. Sharon Purvis**, City of Calgary
- 9.05 to 10.30** **Collaborating to resolve issues and move forward – How are obstacles overcome?**
- Overcoming silos by working together with other groups within an organization and between organizations and levels of government can help resolve overlapping and complex issues of environment, real estate, land use, transportation, working with First Nations, etc. But this is often very difficult to do. What tools and strategies can help, what worked, what did not and why, and what are the lessons learned?*
- Moderator – **Judith Amoils**, Managing Director, Real Estate Management Consulting Services, CB Richard Ellis Global Corporate Services, Forum Associate
- Speakers –
- Don Armstrong**, Acting Director, Accommodation Policy and Planning Branch, Manitoba Infrastructure and Transportation, Forum Member – Manitoba’s Government Building Strategy process
- Christina Beja**, Senior Vice-President, Strategic Asset Planning, Ontario Lands, Infrastructure Ontario, Forum Member and **Jim Yanchula**, Manager of Community Planning and Urban Design, City of London – Infrastructure Ontario and the City of London’s collaboration initiatives
- Lyle Viereck**, Director, Aboriginal Relations & Negotiations, BC Hydro, Forum Member – BC Hydro’s approach to relationship building and collaboration with First Nations
- Discussion
- Break**
- 11.00 to 12.00** **Closing Keynote Address – “Cooperating to Compete Globally: How Cities, Provinces and the Federal Government Jointly Can Build Canadian Competitiveness”**
- The global economy today is rooted in urban regions and transcends provincial and national boundaries. We need to rethink fundamentally how the various levels of government interact and how they might interact to create the most globally competitive urban regions, provinces and countries. Collaboration and cooperation must replace the current rather rigid hierarchy. Obvious areas for cooperation would include, among other things new fiscal arrangements, a more integrated approach to public finance and making the most effective use of public and private lands that reside within metropolitan areas and cities. What are the issues and examples of successful collaboration among the levels of government that can be emulated broadly across Canada? What are possible new policy directions? What does this mean for public property organizations?*
- Speaker – **Michael Goldberg**, Professor and Dean Emeritus, Sauder School of Business, UBC
- Discussion
- 12.00** **Symposium Closing** – Forum Chair, **Sharon Purvis**, City of Calgary
- 12.15 to 1.00** **Lunch** (Delta Vancouver Suites, Innes Thompson Room)
- 1.15 to 4.00** **Vancouver bus tour** – including Woodward’s, BC Housing projects, Olympic Village, and BC Hydro’s new office space.