



## National Executive Forum on Public Property 2013 Symposium – Yellowknife, NWT

### “Risk Management: Best Practices for Decision-Making Today”

*“**Risk** is the effect of uncertainty on objectives. It is the expression of the likelihood and impact of an event with the potential to affect the achievement of an organization’s objectives. **Risk management** is a systematic approach to setting the best course of action under uncertainty by identifying, assessing, understanding, making decisions and communicating risk issues.”*

Risk management provides an important lens for managing public property organizations in this challenging time of budget constraints and increased accountability measures. A better understanding of risks and how to manage them will help decision-makers reduce costs and minimize impacts on service delivery. However, risk management is more complex than ticking off check marks on a form.

The 2013 Symposium program provides a framework for discussion of best practices in managing public property using a risk management lens. All participants are encouraged to bring their own ideas, examples and questions to the discussions.

The program first explores different risk management models used by real property organizations, then looks at case studies that involve planning for minimizing, and containing risks, and also, how to recover from unforeseen risks. The sessions will provide insights into what shifts in thinking may be required to help your organization make more effective decisions relative to typical real property risks, as well as the on lessons learned from the experience of a cross-section of public sector organizations from their application of risk management tools.

Background readings on risk management frameworks, policies, strategies and processes have been provided in advance of the symposium.

The National Executive Forum on Public Property would like to gratefully acknowledge the generous support of:

- Altus Group
- Dundee REIT
- Northern Property REIT
- VFA Canada Corporation

The Forum would like to express appreciation to the support of the Government of the Northwest Territories, Department of Public Works & Services through its Forum representatives, Brian Nagel and Gary Vickers. We would also like to thank the staff and management of the Explorer Hotel for their hospitality.

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**Symposium Program – Wednesday May 29 and Thursday May 30, 2013**

**Wednesday, May 29**

8.00 – 8:30     **Registration & Continental Breakfast** (Katimavik A)

8.30 – 8:40     **Symposium Opening** (Katimavik B ) – Toby Greenbaum, Forum Chair and Director General, Client Consultancy & RP Solutions, PWGSC; Cathie Macdonald, Forum Convenor

8:40 – 9:00     **Welcome** – The Honourable Glen Abernathy, Minister of Public Works and Services, Government of the Northwest Territories

9:00 – 10:15   **Enterprise Risk Management Models**

Integrated risk management is the key to informed decision-making. This can often involve multiple parts of the organization and require different policies, strategies, and procedures. This session looks at best practices in enterprise risk management models and the lessons learned in their use. What are the objectives and the issues that arise during their implementation? Are these the key questions to be asked: to whom are risks assigned, what is the probability of the risk occurring, how can the risks be mitigated, what are the costs involved, and what risks cannot be mitigated? What are best practices? What lessons have been learned in their development and application?

Moderator: Christina Beja, Senior Vice President, Strategic Asset Planning, Infrastructure Ontario, Forum Member

Presenters:

Bernard Sicotte, Director, Strategic Planning, Société Immobilière du Québec (SIQ), Forum Member – SIQ's approach using a theoretical framework for enterprise risk management

Christina Beja, Senior Vice President, Strategic Asset Planning, Infrastructure Ontario, Forum Member – IO's enterprise risk management model

Comments and discussion of best practices and lessons learned.

10: 15 – 10:45   BREAK

10:45 – 12:00   **Risk Management Models for Project Approval and Implementation**

Organizations have different requirements and so it follows that one risk management model will not be suitable for all. This session outlines a number of risk management models developed to fulfil different objectives. The session will provide an understanding of the key components of these models, what works and where there are gaps.

Moderator: Catherine Ella, VP, Real Property Advisory Services, Tiree, Forum Associate

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**Presenters:**

Catherine Ella, VP, Real Property Advisory Services, Tiree, Forum Associate – Treasury Board Secretariat framework for project approvals

Bernard Sicotte, Director, Strategic Planning, SIQ, Forum Member – SIQ's model

Sharon Purvis, Director, Corporate Properties and Buildings, City of Calgary, Forum Member – Calgary's new corporate project management framework

Stephen Marguet, Executive Director, Real Estate Policy and Performance

Management, Integrated Workplace Solutions, Shared Services BC, Forum Member – Knowledge and Relationship Preservation: Customer Relationship Management (CRM) tool

Comments and discussion of best practices and lessons learned.

12:00 – 1:00 **Lunch** (Katimavik A) - Event supported by VFA Canada Corporation

1:00 – 2:30 **Risk Transfer in P3s** (Katimavik B)

The balancing of risks retained by the government relative to the risks transferred to the private sector is one of the most critical considerations in P3s. The processes for establishing the risks have become more and more standardized. The session will look at case studies of what risks are transferred, why and how, with a focus on what works, what are the issues and how can these be dealt with.

Moderator: Shirley Jen, Senior Director, Real Property and Materiel Policy Division, Treasury Board of Canada Secretariat, Forum Member

**Presenters:**

Steve Porter, Project Director, PWGSC, Forum Member – RCMP E HQ Relocation Project

Scott Gibson, Executive Director, Special Projects Development, Province of New Brunswick, Department of Transportation & Infrastructure, Forum Member – New Brunswick P3 project

Michael Pistrin, Acting Vice President, Asset Strategies, BC Housing Management Commission, Forum Member – BC Housing's SRO P3

Comments and discussion of best practices and lessons learned.

2:30 – 3:00 **BREAK**

3:00 – 4:30 **Development Initiatives through a Risk Management Lens**

Large scale transformational development initiatives by municipal governments or a development corporation require dealing with risks as broad as downturns in the economy and changes in public opinion. What risk management approaches and models were used and how did they work? How were risks minimized, mitigated or transferred?

Moderator: Judith Amoils, Managing Director, CBRE Consulting, CB Richard Ellis Global Corporate Services, Forum Associate

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Presenters:

Rick Daviss, Executive Director, Downtown Sports and Entertainment District, City of Edmonton, Forum Member – Edmonton’s Downtown Arena project  
Michael Brown, President and CEO, Calgary Municipal Land Corporation – Calgary’s East Village development

Comments and discussion of best practices and lessons learned.

### 4:30 – 5:00 **Review of Forum Service Delivery to Members** (open to all)

The objective of this session is to obtain feedback and input on communications and service provided to members – discussion of effectiveness and exploration of options for improvements to service delivery.

Facilitator: Heather Blue, Office and Events Co-ordinator, National Executive Forum on Public Property

### 6:15 – 7:00 **Pre-dinner Reception** - Event supported by Altus Group

### 7:00 – 9:00 **Dinner** (at hotel, Katimavik A) – Event supported by Dundee REIT

Guest Speaker: Alan Cash, Deputy Secretary to Cabinet, Government of the Northwest Territories – “The Northwest Territories an Evolving Territory”

## Thursday, May 30

### 8:00 – 8:30 Continental Breakfast (Katimavik A)

### 8:30 – 10:00 **Portfolio Risk Management – Aging Infrastructure and the Impacts of Climate Change** (Katimavik B)

While most public property organizations are dealing with the issues of aging infrastructure, these problems are compounded in Canada’s north with the huge impacts of climate change, energy costs and also the current devolution of powers. This session uses the risk management lens to look at how portfolio decisions are made in the north in the context of these challenges. What risk management models and processes were used and how did they work? What are the lessons learned?

Moderator: Michel Nadeau, Directeur des stratégies et transactions immobilières, City of Montreal, Forum Member

Presenters:

Brian Nagel, Director, and Kam So, Corporate Capital Planner, Infrastructure Operations and Accommodation Services, Northwest Territories Department of Public Works and Services, Forum Member – NWT perspectives

Roy Green, Deputy Minister, Community and Government Services, Nunavut  
Bill Roth, Senior Principal and Leader, Specialty Services, Stantec Consulting Ltd.,  
Forum Associate – Nunavut perspectives

Comments and discussion of best practices and lessons learned.

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10:00 – 10:30 BREAK

10:30 – 11:30 **Risk Management for Contaminated Sites – Giant Gold Mine**

The Giant Mine site is a huge property contaminated with arsenic as a result of years of mining. It is now going through a process to contain and remediate the contamination in order to allow re-use, such as for the potential expansion of Yellowknife. What risk management model is being used in this process by the federal government? What are the issues and how are they being approached?

(The Symposium's afternoon tour will include a stop at the Giant Gold Mine site.)

Moderator: Jeff Wood, Vice President, Transaction Advisory Services, Ernst & Young Orenda Corporate Finance Inc., Forum Associate

Presenter: Jane Amphlett, Project Officer, Contaminants and Remediation Directorate, Aboriginal Affairs and Northern Development Canada

Comments and discussion of best practices and lessons learned

11:30 **Symposium Closing**

11:45 – 1:45 **Legislative Assembly Building Tour and Lunch**

Meet in the lobby to walk to the Legislative Assembly building, (bus will also be available). Building tour by architect, Gino Pin, followed by lunch at The Yellowknife Visitor Centre.

1:45 – 4:30 **Bus Tour of local places of interest and Giant Mine property**

**Friday, May 31**

**\*\*SPECIAL POST SYMPOSIUM OPTIONAL EVENT FOR ATTENDEES AND GUESTS\*\***

The scenic Buffalo Air tour of the Yellowknife area will depart at 10 am on Friday May 31<sup>st</sup>. Pre-booking is required. All payments arrangements coordinated through Gary Vickers.