



## NATIONAL EXECUTIVE FORUM ON PUBLIC PROPERTY NINTH ANNUAL CONFERENCE

Thursday, May 11 and Friday, May 12, 2006  
The Fairmont Empress Hotel and Victoria Conference Centre, Victoria, BC

### Asset management strategies to meet changing needs of government

*Conference Sponsors – Canada Lands Company and The Real Estate Foundation of British Columbia  
Reception Sponsored by Cushman & Wakefield LePage*

The changing needs of government place new demands on real estate assets, many of which are aging, some with heritage value, and many in dire need of repair. The Conference will explore strategic approaches to managing the assets to meet changing needs. Topics will first address the broad questions, then examine three priority areas identified by Forum Members – the development of information systems for effective decision-making; the evaluation of different options for financing capital projects; and approaches to repositioning obsolete assets.

#### Thursday, May 11

**8.00 to 8.30**     **Registration** (*Palm Court/Crystal Ballroom lobby – Empress Hotel*)

**8.30 to 8.35**     **Conference Opening** (*Crystal Ballroom*)

Gordon McIvor, Vice-President, Public and Government Relations, Canada Lands Company, Forum Chair, and Cathie Macdonald, Forum Convenor

**8.35 to 8.45**     **Welcome by Acting Mayor, Chris Coleman, City of Victoria**

**8.45 to 10.30**   **Changing needs and changing directions**

How can governments realign their real property assets to serve future program and service delivery needs? What are the future program and service needs that are anticipated as governments move forward with new mandates, and at the same time meet increased pressure for greater accountability and increased sensitivity to the environment, and to search for alternative delivery systems? What strategic role can real property play in this changing milieu?

*Moderator:* James McKellar, Academic Director, Program in Real Property,  
Schulich School of Business, York University (Forum Academic Advisor)

*Speakers:*

Peter Rzdaki, ADM Strategic Asset Management, Ontario Ministry of Public  
Infrastructure Renewal (Forum Member) and Greg Dadd, A/President and  
Chief Executive Officer, Ontario Realty Corporation (Forum Member)

Tim McGrath, A/Assistant Deputy Minister, Real Property Branch, Public  
Works & Government Services Canada (Forum Member)

Blair James, Executive Director, Real Property and Materiel Management  
Policy Secretariat, Treasury Board Secretariat (Forum Member)

Michael MacDougall, CEO, Shared Services BC, British Columbia Ministry  
of Labour and Citizen's Services (Forum Member)

Olga Kaganova, Senior Associate, The Urban Institute, Washington, DC

*Discussion*

**Break** (*Palm Court*)

**11.00 to 12.30**   **Strategies for developing information systems for effective decision-making**

Sound decisions depend on quality information. The private real estate sector has experienced a tremendous surge in information systems to drive decision-making from property management to portfolio management and asset allocation models. The thoroughness of "due diligence" requirements, tracking market performance,

and valuation models, are just some of the drivers behind this push for better information. Increasing environmental concerns, the drive for sustainability, and demands for more socially responsible solutions have their own information requirements. This stands in marked contrast to what still prevails throughout much of the public sector real estate management. What can be done to accelerate the push in the public sector? What information is required to enhance decision-making? Who pays for these systems? Are there systems in the private sector that may be applicable? What are some of the other issues?

*Moderator:* Brian Kennedy, Assistant Deputy Minister, Portfolio Services, Accommodation & Real Estate Services (ARES), Shared Services BC, British Columbia Ministry of Labour and Citizens Services (Forum Member)

*Speakers:*

Michael Pearce, Vice President, Information Technology, Bentall Capital – private sector perspectives

Peter Linkletter, Director, Real Property Information Management and Systems PWGSC (Forum Member) – meeting new program needs

Susan Anson, General Manager, VFA Canada Corporation (Forum Associate) – meeting client needs

*Discussion*

**12.45 to 1.45 Lunch** (*Kipling's – Empress Hotel*)

*Speaker:* Kimberley Stratford, A/Development Services Coordinator, Development Services, City of Victoria

**2.00 to 4.00 Strategies for financing capital projects (Open Session)** (*Crystal Ballroom*)

Under Canada's Constitution, infrastructure is largely a provincial responsibility beyond what cities have been empowered to deal with. However, the same Constitution has given the Federal government most of the taxing powers. Provinces and cities lack the funds to address their responsibilities. Ontario, for example, has identified a \$100 billion infrastructure deficit. The predicament is leading to a search for new delivery mechanisms that can tap the capital markets, and amortize costs over the useful life of the asset. The implications are new organizations within governments, new business models, increasing ventures with the private sector and the prospect of more user fees. Real property assets are a prime target in this shift since they are one of the few hard assets on the books and can be valued. What role will real property play in the search for alternative funding and delivery mechanisms? What are the implications for those managers who are currently responsible for these assets? What are current trends across the country? What may or not work?

*Moderator:* Chris Corps, Assets Strategics Ltd.

*Speakers:*

Tsur Somerville, Director, UBC Centre for Urban Economics and Real Estate, and Real Estate Foundation Professor in Real Estate Finance (Forum Academic Advisor) – overview of government infrastructure financing including history, current options/trends and insight

Rod Dean, Director General, Airport and Port Programs, Transport Canada – Transport Canada initiatives

Mike Marasco, Senior Vice President, Partnerships BC – overview perspective on P3s, their options and process, benefits, imperatives and needs for alternative delivery

Paul Dunstan, Managing Director, Plenary Group – financier's and bidder's perspective, project team, risk and finance implications, challenges and benefits

*Discussion*

**4.00 to 5.00 Reception – “Afternoon Tea at the Empress”** (*Palm Court – Empress Hotel*)

**7.00 to 9.00 Conference Dinner** (*Crystal Ballroom – Empress Hotel*)

*Speaker:* Mary Ashley, Vice-Chair, Island Corridor Foundation – The E & N Railway, a community driven infrastructure project

## Friday, May 12

### 8.30 to 9.00 Registration

*(Victoria Conference Centre lobby, outside Saanich Room; Coffee in Oak Bay Room)*

### 9.00 to 10.30 Repositioning Obsolete Assets *(Saanich Room – Victoria Conference Centre)*

Obsolete assets are part of every government's real property portfolio. These legacies from the past range from heritage buildings that mark previous centuries to functionally obsolete buildings, some only a few years old. Some see these as problems and at best challenges, others see them as opportunities. Creativity, combined with new technologies, new program needs, and new approaches, provide some outstanding examples of how obsolete assets can be returned to the community, often with benefits that far exceed expectations. There are numerous examples of how such assets have been put to new uses in ways that serve financial, social and environmental objectives. What can we learn from these achievements?

*Moderator:* Rob Wawryk, Saskatchewan Property Management (Forum Member)

*Speakers:*

Bruce Bowes, Chief Corporate Officer, City of Toronto (Forum Member) –  
51 Division Police Headquarters

Sharon Purvis, Director, Corporate Properties, City of Calgary (Forum Member)  
– industrial building conversion to emergency multi-services centre

Michel Nadeau, Chef de la gestion immobilière, City of Montreal (Forum  
Member) – heritage courthouse renewal

Pierre Corriveau, Director General, Assets Management, Agriculture and Agri-  
Food Canada – Renouveau at the Central Experimental Farm, Ottawa

*Discussion*

### Break *(Oak Bay Room)*

### 11.00 to 12.00 Conference Learnings and Closing *(Saanich Room)*

*Moderator:* David Gordon, School of Urban and Regional Planning, Queen's  
University (Forum Faculty Coordinator)

*Discussion*

### 12.30 to 1.45 Lunch at the BC Legislature Building and tour

### 1.45 to 4.45 Bus Tour including Dockside project, Selkirk brownfield redevelopment, and Vancouver Island Technology Park (VITP)

*Tour organizer:* Brian Kennedy, Assistant Deputy Minister, Portfolio Services,  
Accommodation & Real Estate Services (ARES), Shared Services BC, British  
Columbia Ministry of Labour and Citizens Services (Forum Member)