



## NATIONAL EXECUTIVE FORUM ON PUBLIC PROPERTY

Thursday, May 28 and Friday, May 29, 2009  
Delta Halifax, Halifax, Nova Scotia

### NATIONAL SYMPOSIUM

## Leveraging investments in infrastructure and real property

The Forum's National Symposium is a unique opportunity for executives who manage infrastructure and public property at all three levels of government, along with private sector representatives, academics, and special experts, to come together to share knowledge and experiences and to advance their understanding of key issues and opportunities.

As we face uncertain times with unprecedented challenges that are global in scope, governments all over the world are buying jobs with borrowed dollars. Infrastructure is front and centre as the stimulus of choice. Priority is on "shovel ready" projects that can deliver quick results, not necessarily the projects that can deliver the most benefits for the future.

How can aging, underutilized and unused government properties be positioned to create jobs and stimulate economic activity in the short term? How can these assets be leveraged to provide longer term benefits for communities and for Canada? Where should the money go and why? Will governments seize the opportunity to try new approaches, and to enter into new cooperative ventures with each other and with the private sector? Will they be able to cut through the proverbial "red tape" enshrined in policies and procedures that encumber so many of these assets?

The National Symposium will examine how publicly-owned real property at all three levels of government can successfully make use of economic stimulus opportunities. The Symposium will also explore the broader issues and opportunities for effective leveraging of real property assets to meet social, economic and environmental objectives for the longer term. It provides for discussion of best practices in how to meet multiple and sometimes conflicting goals, to determine tools for effective implementation strategies, and to manage the various partnerships required.

SYMPOSIUM SPONSOR: 

### Thursday, May 28

- 8.00 to 8.30**     **Registration & Continental Breakfast (Baronet Ballroom)**
- 8.30 to 8.40**     **Symposium Opening – Chair, Hilary Oakman and Convenor, Cathie Macdonald**
- 8.40 to 9.00**     **Welcome by the Deputy Mayor of Halifax, David Hendsbee**
- 9.00 to 10.30**   **New times, new opportunities for public property – restoration, remediation and redevelopment**

Moderator – Julian Patteson, City of Brampton, Past Chair of the Forum

How can we maximise the use of public real property assets to help meet the immediate needs of job creation? How can we also meet the broader public policy objective of a more sustainable future; improving the environment, the economy, and the community simultaneously? By focusing economic growth primarily on renewing existing assets, especially those that are physically and/or functionally obsolete. Storm Cunningham will outline successful strategies and new practices that use these "restorable assets"—brownfields, derelict infrastructure, degraded streams, abandoned buildings, etc.—to achieve rapid, resilient revitalization. He will show how to integrate the renewal of natural, built, and socioeconomic assets to achieve more efficient community redevelopment, and outline a powerful new form of "renewal partnership" that can be both public-public and public-private.

Speaker – Storm Cunningham, CEO: Resolution Fund, LLC (Washington, DC),  
Founder: Revitalization Institute (headquartered at Seneca College, Toronto),  
and Author: *The Restoration Economy* (2002) & *reWealth* (2008)

Comments, questions, discussion

## **Thursday, May 28 (continued)**

**10.30 to 11.00 Break**

**11.00 to 12.30 Economic stimulus packages – using opportunities and managing risks**

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

How do managers of public property make the most effective use of the economic stimulus opportunities to meet their organization's objectives? What do they need for success? What do they need to know about the economic situation in terms of its impacts on real estate and construction trends? How is Public Works Government Services Canada contributing to the federal government's economic stimulus initiatives? What can organizations do if the packages fail to work as anticipated? This session explores the issues from the perspective of maximizing opportunities while managing risks.

Speakers –

Frank Clayton, Executive Vice President, Altus Group Economic Consulting (Forum Associate) – Implications for real estate

John McBain, Associate Assistant Deputy Minister, Real Property Branch, Public Works and Government Services Canada (Forum Member) – Implementation of PWGSC's stimulus program

Andrew Smith, Property Branch Manager, Australian Department of Finance & Deregulation – Australian responses

Reports from government organizations on what they are doing, what is working, and are the issues they face

Discussion based on a pre-established set of questions followed by additional questions and comments from participants.

**12.45 to 1.45 Lunch**

**2.00 to 3.30 Leveraging of public real property assets – achieving public objectives**

Moderator – Blair James, Director General, Physical Resources Bureau, Foreign Affairs and International Trade (Forum Member)

While public property is acquired for particular purposes, functional needs change, and new and different needs arise and properties must be given new lives. More effective asset management strategies overall are needed. Different demands are put on the same property. Heritage and other cultural values may have to be factored in. Greening has become a basic requirement. Projects often must meet multiple objectives. How are decisions made, and what performance measure can be applied? This session looks at best practices, further exploring the issues and opportunities set out in the keynote address. (The discussions in the three sessions on leveraging of public real property assets are, of course, overlapping and linked.)

Speakers –

Bruce Bowes, Chief Corporate Officer, City of Toronto (Forum Member) – Toronto Union Station

Ron Pachal, General Manager, Real Estate - Atlantic Region, Canada Lands Company (Forum Member) – Pleasantville, St. John's, NL

Additional case studies from participants, and discussion based on a pre-established set of questions, followed by additional questions and comments from participants.

## **Thursday, May 28 (continued)**

**3.30 to 4.00 Break**

**4.00 to 5.30 Leveraging of public real property assets – getting results working with others**

Moderator – Aki Lintunen, Manager, Properties Division, BC Hydro

Successful implementation of projects generally requires the co-operation and support of other organizations. The federal infrastructure stimulus package requires the three levels of government to work together. A provincial government project has to get the support of the various ministries impacted. And with P3s, government and the private sector have to find ways to work effectively together. As well, often community support is needed. This session will discuss lessons learned and best practices.

Speakers –

Daniel Roth, Managing Director, Infrastructure Advisory Practice,  
Ernst & Young, Montreal – Current opportunities and issues for P3s

John O'Connor, Acting Executive Director, Nova Scotia Transportation and  
Infrastructure Renewal (Forum Member), and

Andy Fillmore, Manager Sustainable Development, Halifax Regional  
Municipality – Infirmity site

Additional short reports from participants, and discussion based on a pre-established set of questions, followed by additional questions and comments from participants

**6.30 to 7.00 Cocktails (pre-dinner gathering) (Bluenose Ballroom)**

**7.00 to 9.00 Dinner (Bluenose Ballroom)**

Dinner speaker – David Oxner, Executive Director, Nova Scotia Gateway Initiative for  
Department of Transportation and Infrastructure Renewal

## Friday, May 29

### **8.30 to 9.00 Registration & Continental Breakfast (Baronet Ballroom)**

### **9.00 to 10.30 Leveraging of public real property assets – tools for success**

Moderator – Bruce Bowes, Chief Corporate Officer, City of Toronto (Forum Member)

Session organized by Olga Kaganova, Senior Associate, International Activity Center, The Urban Institute, USA (Forum Advisor)

Success is required on many fronts, from funding to governance to timing and approval processes, to having a champion, as well as through effective risk management. This session will discuss lessons learned and best practices.

Speakers –

Gordon MacNair, Manager, Real Estate, City of Ottawa – Ottawa's new asset management initiatives

David Amborski, Professor, School of Urban and Regional Planning, Ryerson University – Using TIFs to create value

Discussion based on a pre-established set of questions, additional short reports from participants on various aspects, followed by additional questions and comments from participants

### **10.30 to 11.00 Break**

### **11.00 to 12.00 Strategies and directions for effective results**

Moderator – Judith Amoils (Forum Associate), Vice President, Real Estate Management Consulting, CB Richard Ellis

The Symposium concludes with an opportunity for participants to meet in smaller groups to discuss their learnings from the session discussions and to formulate new approaches to take back to their organizations. The table discussions will focus on pre-set questions or new questions arising throughout the Symposium. Ideas from the tables will be then shared with the room. Results will be reported back to the Symposium.

### **12.00 Symposium closing**

### **12.20 Meet in hotel lobby to walk or taxi to Pier 21**

### **12.45 to 4.00 Lunch at Pier 21 (Global Classroom)**

Pier 21 Immigration Museum, 1055 Marginal Road, (902) 425-7770

Presentations –

Eric Burchill, Director of Planning and Development, Waterfront Development Corporation Ltd.

Kevin Barrett, Coordinator, Heritage Property Program, Nova Scotia Tourism, Culture and Heritage

### **2.00 to 4.00 Walking tour of the Waterfront and Downtown**

Tour coordinated by Greg Lusk, including Port Authority, Waterfront Development Corporation, Barrington Street Heritage and other points of interest. Return to hotel by 4 p.m.