



NATIONAL EXECUTIVE FORUM ON PUBLIC PROPERTY

Thursday, May 13 and Friday, May 14, 2010
Fairmont Macdonald Hotel, Edmonton, Alberta

NATIONAL SYMPOSIUM

SHIFTING THINKING – CONFRONTING CHALLENGES AHEAD

Last year's Symposium addressed the challenges and opportunities created by the economic crisis and the stimulus program that was unfolding. Now the world economies appear to be recovering, but the future is still unclear and major budget cuts are back on the agenda as governments begin to eliminate deficits. Government programs are being reviewed and some will be cut, others changed.

Real property organizations are being forced to shift their thinking to be able to support these new program priorities, some including increased use of technology. They must do this with the challenges of reduced budgets. Functionally and physically obsolete assets rarely get the funding they need at the best of times, and disposing of obsolete assets often meets public opposition. Demographic changes mean the loss of experienced staff. In addition, there are new demands to be met, such as enhanced responses to climate change.

Rethinking to address these challenges is already underway. What will be the top priorities in government? What new business models are required? What lessons have we learned from past downturns and from having to respond quickly to stimulus programs? Where do the real opportunities lie? Where can trade-offs be made? What can we learn from others in similar situations? What might work or make a difference, given that past experience shows that times of budget cuts are also times of innovation?

Edmonton, the host City, will showcase its entrepreneurial and innovative leadership through such initiatives as the use of surplus school sites for affordable housing, its land banking program, infrastructure renewal strategies, expanding LRT system, the newly opened Art Gallery, the City airport lands redevelopment and its new state-of-the-art waste management facility.

This highly participative Symposium is a unique opportunity to learn from public property leaders, share your own experiences and ideas, and bring home new ideas and tools to rethink how to address the challenges ahead.

SYMPOSIUM SPONSORS: Canada Lands Company and VFA Canada

Thursday, May 13

8.00 to 8.30 Registration & Continental Breakfast (Empire Ballroom)

8.30 to 8.35 Symposium Opening – Chair, Krishna Sahay, Director General, Real Property, Safety and Security, Fisheries and Oceans Canada, and Forum Chair and Convenor, Cathie Macdonald

8.35 to 8.50 Welcome – Mayor of Edmonton, Stephen Mandel

8.50 to 10.15 Shifting thinking – what makes for success?

New demands and reduced budgets are causing pressures for the management of real property at all levels of government, requiring major shifts in thinking about the roles public property play and how it will have to be managed. What are the major shifts in social and economic trends that will affect the future for public property? How does public infrastructure affect economic development? What are the lessons to be learned from successes in such major shifts in thinking? From experiences managing stimulus programs? From other parts of the world? What shifts are already happening in participants' organizations? The session will begin with examples of successful rethinking from the City of Edmonton, and commentators will link these to the following sessions, and Symposium attendees will report on the initiatives of their organizations.

Thursday, May 13 (continued)

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

Speaker – Lorna Rosen, General Manager, Asset Management and Public Works, City of Edmonton – Edmonton's new strategies for the future

Commentary – Lessons for the Symposium

Olga Kaganova, Senior Associate, International Activity Centre, The Urban Institute, Washington, DC, USA – International perspectives

Greg Dadd, Chief Operating Officer, Ontario Realty Corporation – A Provincial perspective

Pierre-Marc Mongeau, A/Associate Assistant Deputy Minister, Real Property Branch, Public Works and Government Services Canada – Federal perspectives

Comments and discussion between Symposium participants

10.15 to 10.35 Break

10.35 to 12.30 Shifting thinking – creating value in real property assets

New program priorities and reduced budgets drive the shift in thinking about how real property assets are used and leveraged to increase value. The potential for increased value impacts decision-making regarding what assets to keep, what to dispose of and what to build new. What are good examples of the various types of opportunities to increase value? What are the critical success factors creating value through the leveraging of real property, what are the obstacles and how can success be measured? What are the barriers and how can they be overcome? How can the broader environmental sustainability objectives be met to facilitate the fundamental shifts in how we now do things, consume things, and go about our daily lives?

Moderator – Sharon Purvis, Director, Corporate Properties and Buildings, City of Calgary

Presenter –

Michael Blaschuk, Vice President, Asset Strategies, BC Housing – Making carbon neutral development happen

Speakers from the floor, including:

Broadening sustainability objectives:

Joe Casali, Director, Real Estate Services, City of Toronto – Building in greening through Toronto's new greening standards

Aki Lintunen, Director, Properties, BC Hydro – BC Hydro's carbon footprint reduction program

Peter Linkletter, Director General, Realty Policy and Plans, Department of National Defence – DND's real property contribution to energy sustainability

Chris Corps, Asset Strategics – The Vancouver Accord, adding sustainability to valuing real property

Creating value by leveraging real property:

Gordon MacNair, Director, Real Estate Partnerships and Development Office, City of Ottawa and Rick Daviss, Manager, Corporate Properties Branch, City of Edmonton – Strategies for surplus school sites

Peter Linkletter, Director General, Realty Policy and Plans, Department of National Defence – Creating value from heritage real property

Michel Nadeau, Director, Real Asset Management, City of Montreal – Investments in St. Laurent Boulevard, Quartier du Spectacle and the World Trade Centre

Gordon McIvor, Vice-President, Strategic Acquisitions, Public and Government Affairs, Canada Lands Company – Adding the Aquarium project at the CN Tower

Comments and discussion with Symposium participants

12.45 to 1.45 Lunch (Wedgwood Room)

2.00 to 3.00 Shifting thinking – getting the right information for effective decision-making

The emergence of new and changing priorities at a time of reduced funding requires re-thinking what information is required to support effective decision-making. What information is required to decide which assets should be kept, which disposed of, and which upgraded for new uses? How can changing needs be determined? What new tools are available? How can performance measures effectively reflect priorities, direct resources and help reduce risks?

Moderator – Jacqueline Vischer, Director, GRET, University of Montreal

Presenter –

Jacqueline Vischer – Measuring performance, the way ahead

Speakers from the floor including:

Julian Colman, Vice President, Valuation, Advisory & Property Tax Services, Cushman & Wakefield Ltd.
– The importance of a portfolio-based strategy

Susan Anson, General Manager, VFA Canada, and Greg Dadd, Chief Operating Officer, Ontario Realty Corporation – Getting the right data

Hilary Oakman, Director, Accommodation Policy and Planning Branch, Manitoba Infrastructure and Transportation – Developing effective performance measures, a Forum perspective

Gordon McIvor, Vice-President, Strategic Acquisitions, Public and Government Affairs, Canada Lands Company – Updating CLC's Balanced Scorecard to meet new needs

Comments and discussion with Symposium participants

3.00 to 3.15 Break

3.15 to 4.30 Shifting thinking – new ways to deliver services

Rethinking the organizational models of centralization and decentralization and undertaking different approaches to service delivery are required to help meet new priorities with reduced budgets. How can organizations best organise their limited resources to meet the challenges they face? How can the resources of the private sector be most effectively used and how is this relationship managed? How can the demands for timely results be met with fewer and less experienced staff, at the time when baby boomers are retiring? What are the new opportunities come with new governance models and different strategies for harnessing human resources?

Moderator – Judith Amoils, CB Richard Ellis and Forum Associate

Speakers from the floor including:

Gordon MacNair, Director, Real Estate Partnerships and Development Office, City of Ottawa and Michel Nadeau, Director, Real Asset Management, City of Montreal – Moving real property to the City Manager's Office

Joe Casali, Director, Real Estate Services, City of Toronto – Centralising real property functions

Greg Dadd, Chief Operating Officer, Ontario Realty Corporation – Issues of managing a 30 year facility management contract

Bob Martin, Assistant Deputy Minister, Buildings, New Brunswick Supply and Services Department – Achieving results quickly

Comments and discussion between Symposium participants

6.30 to 7.00 Pre-dinner gathering (Wedgwood Room Foyer)

7.00 to 9.00 Dinner (Wedgwood Room)

Dinner speaker – Roy Neehall, Manager, Edmonton Waste Management Centre of Excellence

Friday, May 14

8.30 to 9.00 Continental Breakfast (Empire Ballroom)

9.00 to 10.30 Shifting Thinking – new tools from new technologies and new processes

While the challenges of managing real property continue to shift, at the same time new opportunities arise to better meet these challenges. What new tools are available? What are the impacts of the opportunity that new information technology brings, including the new dimensions of social media? What new processes can help? How can teleworking help?

Moderator – Peter Linkletter, Director General, Real Property, Department of National Defence

Presenters –

Jeff Braybrook, Senior Director, Community Engagement and Oversight, Treasury Board of Canada, Secretariat and Paul Hession, Director General, Real Property Technology Solutions Sector, IT Services Branch, Public Works and Government Services Canada – Opportunities and impacts of new information technology options, including social media, on managing real property (to be linked in)

Speakers from the floor including:

Randy Rason, Director, Building Design and Construction, City of Brampton – Using the “Competitive Dialogue” process to determine needs for a new administrative building

Theresa Noll, Senior Telework Program Analyst, Office of Real Property Management, Office of Governmentwide Policy, U.S. GSA – Opportunities through teleworking

Comments and discussion with Symposium participants

Break 10.30 to 11.00

11.00 to 12.00 Lessons learned/takeaways

Group discussions of lessons learned and takeaways will be following by reporting back to all participants.

Moderator – Aki Lintunen, Director, Properties, BC Hydro

12.00 Symposium closing

12.30 to 4.30 Bus to lunch and tour of the new Waste Management Centre of Excellence