



NATIONAL EXECUTIVE FORUM ON PUBLIC PROPERTY

Evening Special Event – May 28th
Symposium: Thursday, May 29th and Friday, May 30th, 2014
Radisson Admiral Hotel, Toronto, Ontario

2014 NATIONAL SYMPOSIUM

A Different Value Proposition:
Leveraging Public Real Estate to Achieve Community and Government Objectives



Courtesy of Waterfront Toronto



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NATIONAL SYMPOSIUM

A Different Value Proposition: Leveraging Public Real Estate to Achieve Community and Government Objectives

Symposium Corporate Sponsors:

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What is the value provided by public real property organizations, including publically-owned real property development corporations? What value proposition do these organizations bring to the table that differentiates them from their private sector counterparts? How do these organizations measure value uptake in both the monetary and social/environmental spheres? What are the primary tools of value creation used by government real property organizations in carrying out their mandates? Is there a better way for different levels of government to work together collaboratively to streamline costs and optimize efficiency? Before doing that successfully, do government real property organizations have to find a better way to standardize value creation tools and the KPIs used to measure this value creation? What are some of the barriers to modernizing service offers, and can these be overcome in an atmosphere of unpredictability? What financial instruments should be used to transact investments, optimize efficiency and better manage the optics of funding real property development with taxpayer dollars?

This annual symposium will deal with a fundamental issue shared by all those working in the area of real property management and development... that of value and how it is perceived by the public and by the elected officials who are ultimately responsible for the publically-held property within their jurisdictions. As all governments continue to seek new ways to streamline operations and cut costs, the value proposition of public real property and how it is managed will continue to be scrutinized with new experiments in service delivery and optimization policies and procedures. The National Executive Forum on Public Property is well positioned, as the world's only real property organization bringing ALL jurisdictions together for the past 16 years to exchange best practises and subsequently implement better and more efficient business delivery systems at home, to moderate this discussion.

This is a must-attend event for all senior managers who are being called on to do more with less money and resources, and will give delegates an opportunity to explore new ways of conducting their business in this often difficult context. With Canada's largest metropolis as a backdrop, it will also provide all those attending with an opportunity of meeting some leaders in the public real property realm, and visiting such internationally-renowned public real property development initiatives such as the environmentally-sustainable Toronto waterfront, the new Union Station and the City's newest tourist attraction, Ripley's Aquarium of Canada. Delegates will be taken behind the scenes of these projects, and the mechanics of each business deal will be outlined by those who actually made them happen.



Program

Wednesday, May 28 2014

Special Event: Tour, Dinner and Presentation at Ripley's Aquarium of Canada

A visit to the Aquarium with CEO Jim Pattison, Jr. will be held in the evening of May 28th. This will be followed by a private dinner and speech with Jim Pattison, Jr. and members of the Management Team at Ripley's Aquarium of Canada.

Registration will be required for non-Forum Members (maximum 2 per organization) and a fee for dinner invoiced on the registration form.

Evening Program:

An Evening at Ripley's Aquarium of Canada:

"Building a World-Class Tourism Facility on Government-Owned Land":

6:00 to 7:00pm

Tour of Ripley's Aquarium of Canada – 288 Bremmer Blvd., Toronto

**Led by: Jim Pattison, Jr., President & CEO of Ripley Entertainment Inc.
and Peter Doyle, General Manager, Ripley's Aquarium of Canada**

7:00 to 8:30pm

Dinner at Ripley's Aquarium of Canada

8:30pm

"Building a World-Class Tourism Facility on Government-Owned Land"

Presentation: Jim Pattison, Jr., President & CEO of Ripley Entertainment Inc.
which owns and operates Ripley's Aquarium of Canada.

Hear first-hand from the CEO of Ripley Entertainment as he describes how the land at the base of the CN Tower was selected as the site for Ripley's Aquarium of Canada, and how the business deal was constructed with Canada Lands Company, the City of Toronto and the Province of Ontario. This working dinner will be held immediately following a visit to this stunning new international facility which opened in the fall of 2013 and has since become one of the top tourism, recreational and educational destinations in Canada's largest city.

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National Executive Forum
on Public Property



Congrès national des cadres
en immobilier public



Program

Thursday, May 29 2014

8:00 to 8:30am

Registration & Continental Breakfast

Sponsored by Praeneste Technologies



8:30 to 8:40am

Symposium Opening : Chair, John O'Connor, Nova Scotia Transportation and Infrastructure Renewal Executive Director, Gordon McIvor, NEFPP

8:40 to 9:00am

Welcome: **Mr. Drew Fagan, Deputy Minister, Infrastructure, Province of Ontario** (invited)

9:00 to 10:30am

Public Property Value Creation in Canada: New Trends in Government, and the Way of the Future

Sponsored by



Moderated by: John McBain, President & CEO, Canada Lands Company Ltd.

Leadership Panel:

Pierre-Marc Mongeau, Assistant Deputy Minister, Real Property Branch, Public Works and Government Services Canada

Toni Rossi, Executive Vice President and Group Head, Real Estate Management, Infrastructure Ontario

Josie Scioli, Chief Corporate Officer, City of Toronto

10:30 to 11:00am

Break

11:00 to 12:00pm

Case History: The Bridgepoint Health Centre, Toronto - Governments and the Private Sector Working Together to Create Value

Moderated by: Stephen Marguet, Executive Director, Real Estate Policy and Performance Management, Real Property Division, Shared Services B.C., Ministry of Technology, Innovation and Citizens' Services

Presenters: Marian Walsh, President & CEO, Bridgepoint Health Care
Frank Lewinberg, Urban Strategies, Bridgepoint Master Plan

One of the first "brownfield" PPPs, and is viewed as a success story with different levels of government working together with the private sector to create value on a rust-out property in Toronto's inner city. A site was assembled involving 49 separate land transactions with the City of Toronto and the Province of Ontario, including the acquisition of the old Don Jail, the current Remand Centre, the Lawn Bowling Club and an existing social housing project. The development faced numerous hurdles, but eventually led to the total redevelopment of the northeast corner of Gerrard and Broadview, including a new public park, the restoration of the Don Jail, and four parcels suitable for commercial development. This Canadian success story epitomizes strong leadership, the importance of long-term vision, and the refusal to accept "NO" as an answer.



12:00 to 1:00pm

Lunch (on site)

1:00 to 2:30pm

Leading Examples of Real Property Value Creation outside of Canada

Moderated by:

Olga Kaganova, Principal Research Scientist, NORC at the University of Chicago

James McKellar, Professor; Director, Program in Real Estate and Infrastructure; Executive Director, External Relations, Schulich School of Business

Olga Kaganova and James McKellar are the co-authors of Managing Government Property Assets - International Experiences (The Urban Institute Press, Washington, D.C., 2006).

Presenters:

John Hentschel, President, Hentschel Real Estate Services and Former Director of Real Estate, City of Baltimore.

Formally awarded by the Counselors of Real Estate for the most creative counseling related to cooperation between the Ministry of Defense of Serbia and municipalities for redevelopment of decommissioned military bases.

David Bentley, Head of Asset Management, CIPFA Property, Chester, United Kingdom

One of the UK experts on property and asset management within the public sector, David Bentley has worked with over 300 local authorities over the past 20 years. David and his team are recognised as leaders in research, policy development and practical advice within the sector, seeking to support public sector service requirements and community needs with an effective asset solution.

2:30 to 3:00pm

Break

3:00 to 4:00pm

Aligning Government Responsibilities to Optimize and Measure Value Creation

Moderated by: Susan Anson, President, VFA Canada Corporation

Panel:

Marcel Gingras, CFB Esquimault, Department of National Defence

CFB Esquimault received the 2012 Real Property Institute of Canada Award for Innovation for its excellent work in evaluating criteria to determine capital priorities. This speaker will describe how this evaluation work was done on all Base buildings. This was done in order to know where to invest for the optimization of value creation.

Don Armstrong, Senior Analyst, Corporate Services, Accommodation Services Division, Manitoba Infrastructure and Transportation

The Government of Manitoba recently evaluated its own Request for Proposal call for building/site condition assessment at one of their facilities



when results came back with a huge variation in responses including composition of team, scope of work, price and costing methodologies. This further investigation uncovered inconsistencies with how consultants were assuming this Division of the Government of Manitoba was utilizing its assessments for cost estimates and capital planning and identified a large gap. Identifying this issue and working with the consultants to improve the process and communication has assisted them in meeting their requirements for this case as well as applying what they learned to overall business practices.

John Potts, Manager, Land Servicing, City of Calgary

The City of Calgary has leveraged the environmental and social benefits of its industrial development portfolio in order to attract more clients and at the same time achieve certain community objectives. An example of this can be seen in the decision to invest 5 % of gross revenue from this business line into social housing projects.

4:00 to 4:30pm

Special Meeting of Academic Advisors to the Forum:

Optimizing the Role of Academic Advisors to the NEFPP

Moderated by: David Gordon, Director, School of Urban and Regional Planning (SURP), Queen's University

Evening Program:

4:30 to 6:30pm

Reception: Joint Reception with Queen's University Real Estate Roundtable (Q25)

Location: St. Andrew's Club and Conference Centre – Main Dining Room
150 King Street West, 16th Floor (Sunlife Financial Building)

Speaker: Michael Emory, President & CEO, Allied Properties Reit

Allied Properties REIT is engaged in ground-breaking work in the areas of reusing and retrofitting old space (often in buildings more than a century old); employing sustainable development techniques; a leading-edge corporate social responsibility program which includes giving back to the artistic community; and inclusion of community objectives in its bottom line analyses.

A unique opportunity to hear CEO Michael Emory talk about some of the activities that have made his company a leading-edge innovator in areas of interest to both private and public sector real property organizations.

Sponsored by Torys LLP





7:00 to 9.00pm

Dinner Location: Restaurant 360 at the CN Tower

Guests are advised to check in at the 360 Reservation Desk located at the base of the Tower, from where they will then be directed to the lifts for elevation to 360.

Sponsored by Altus Group Limited





Friday May 30th 2014

8.30 to 9:00am Registration & Continental Breakfast

9:00 to 10.15am **The Government-Owned Development Corporation - How Governments Use Them in Canada, Trends for the Future and Best Practises in Other Countries**

Moderated by: Judith Amoils, Managing Director, CBRE Limited Global Corporate Services

Panel: Don Logie, Senior Vice President, Build Toronto
Andy Fillmore, Vice President, Planning & Development, Waterfront Development Corporation (Halifax)
Aubrey Kelly, President & CEO, Surrey City Development Corporation

10:15 to 10:45am Break

10:45 to 12:00pm **Why Governments are involved in Real Estate**

This panel will tackle the core issue of this Symposium: Why do governments own real property, why do they manage it themselves in many cases and why is this function not simply passed over to the private sector? The panel will include representatives from Government, academia and the private sector.

Moderated by: Bernard Sicotte – Director, Strategic Planning, Direction de la Planification Stratégique, Société Québécoise des Infrastructures

Panel: John Campbell, President & CEO, Waterfront Toronto

The CEO of Waterfront Toronto will provide some real time and real life case histories from his organization's portfolio of work which demonstrates examples of why the private sector can't always do it alone.

Diane Orange, Assistant Deputy Minister, Human Resources and Corporate Services, Department of Fisheries and Oceans

Matti Siemiatycki, Associate Professor, Department of Geography and Program in Planning, University of Toronto

12:00 to 12:15pm **Close of the 2014 GTA Symposium**

Closing remarks from Chair, John O'Connor



- 12:45 to 4:30 pm **Lunch and Site Inspections for Delegates**
(transportation provided to and from site inspections)
- 12:45 to 2:00pm Lunch in the Distillery District at the **Mill Street Brew Hall:**
A must-see revitalization project which has brought back to life an entire area of the City of Toronto's old industrial lands.
- 2:00 to 3:00pm **Tour of the Toronto Waterfront** with:
Meg Davis, Vice President, Development, Waterfront Toronto
An insider look at Waterfront Toronto's approach to development, including process, green building standards, and completed and on-going projects. This site visit will focus on Corktown Common, the PanAm Games Athlete's Village, and will also reference nearby development in the West Don Lands and the East Bayfront section of the Waterfront. These projects were highlighted on David Suzuki's "Nature of Things" television series as outstanding examples of sustainable development in North America.
Visit: http://www.waterfrontoronto.ca/explore_projects2/west_don_lands.
- 3:15 to 4:00pm **Tour of the Union Station revitalization project** with:
Michael Wolczyk, MetroLinx Vice President, GO Capital Infrastructure
- 4:00 to 4:30pm **Presentation on the GTA Transit Strategy** - MetroLinx Head Office
with Bruce McCuaig, MetroLinx President & CEO
One of the City and Province's most powerful government organizations, MetroLinx is presently involved in approximately 200 infrastructure projects all across the GTA, including the Union Pearson Airport Express, the Eglinton Crosstown and York Region's Viva rapid transit route. As CEO, Mr. McCuaig oversees \$2.5 billion in spending a year. This last site visit will emphasize the enormity of government real property activity in North America's fourth largest metropolis.
- 4:30pm **Return to Hotel and Departure** - Delegates will be returned to the Admiral Radisson Hotel for approx. 5:00pm



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