

# WHAT'S NEXT FOR INFRASTRUCTURE PLANNING AND INVESTING FOR THE FUTURE

MAY 4 & 5, 2016

Western Canada's transportation infrastructure can and must support Canada's trade objectives and continue to move products safely, efficiently and competitively. This Forum brings thought-leaders, industry leaders and policymakers together to enhance understanding of the complexity of infrastructure investment across the system and to improve the level of discussion on long-term outlooks, planning and strategic investments.

Speakers will provide insight on emerging trends and best practices in infrastructure planning, delivery and finance for projects funded publicly and privately. Speakers will also highlight the importance of and best practices in long-term planning and prioritizing projects to benefit the region and the nation.

To understand progress on transportation projects in the west, WESTAC developed an inventory of Western Transportation Projects (WTPI). The inventory provides a common base of information about the status of major transportation infrastructure projects. Members will have an open discussion on the WTPI, which has been circulated to stimulate system-wide thinking about capacity,

the impacts and opportunities of new projects and expansion of existing infrastructure.

Decisions regarding infrastructure and business operations should not be made in a vacuum. The rate of technological change is astounding – even over the last ten years – and cannot be disregarded. Given the potential for significant impacts of disruptive innovations on the transport sector, planning by the public and private sectors must be undertaken with a technology lens. Speakers will address the impacts of technological innovation on infrastructure planning and on transport businesses.



## VENUES

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### **Government House (GH)**

12845 102 Avenue, Edmonton  
Alberta Room, 3rd Floor  
Reception Room, 2nd Floor  
Dining Room, 1st Floor

Note:

\*The Alberta Room has excellent acoustics - a whisper can be heard across the room. Please mute your mobile devices.

### **The Westin Edmonton (W)**

10135 100th Street, Edmonton  
Rooms: Board Meeting - Strathcona (Lobby Level)

\*complimentary shuttle by taxi provided between venues at designated times

## SCHEDULE

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### **Wednesday, May 4, 2016**

9:30 am	Board Meeting	Strathcona Room (W)
11:00 am	Travel to Government House*	
11:30 am	Opening Lunch with Speaker	Dining Room (GH)
1:00 pm	Working Sessions	Alberta Room (GH)
3:00 pm	Break	
3:20 pm	Working Sessions (cont)	Alberta Room (GH)
5:45 pm	Reception	Reception Room (GH)
6:45 pm	Travel to Westin Hotel*	

### **Thursday, May 5, 2016**

7:00 am	Hot Buffet Breakfast	Strathcona Room (W)
8:00 am	Travel to Government House*	
8:30 am	Annual General Meeting (members only)	Alberta Room (GH)
8:55 am	Working Sessions	Alberta Room (GH)
9:55 am	Break	
10:15 am	Working Sessions (cont)	Alberta Room (GH)
11:15 am	Closing Remarks	Alberta Room (GH)
11:30 am	Buffet Lunch	Dining Room (GH)
Noon	Leaders Council (closed session)	Alberta Room (GH)

## SCHEDULE

# 04

May 4, 2016

## WHAT'S NEXT FOR INFRASTRUCTURE? Planning and Investing for the Future

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9:30 am Board of Directors Meeting (Westin Hotel)

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11:30 am **Opening Lunch: VIEW FROM OTTAWA**

Tim Barber, one of Canada's leading progressive thinkers and political strategists, brings over two decades of political, federal and provincial government experience to help clients link to the thinking and decision-making processes in government. He offers WESTAC leaders insight into the new government in Ottawa, perspective on the values that may drive policy development, a roadmap on the new approach to governing and how all of this could impact exporters and the transport sector.

**Tim Barber**, Principal, Bluesky Strategy Group

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1:00 pm **Welcome and introductions**

**Oksana Exell**, President & CEO, WESTAC

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1:30 pm **WHAT DRIVES INFRASTRUCTURE DECISIONS?**

This session explores fundamentals that impact the future of infrastructure investment globally and on a regional level. The first speakers will explore trends, analyze competitive factors and offer insight into infrastructure delivery and investment opportunities.

The New West Partnership Transportation Summit developed a ten-point action plan for improving the long-term efficiency, reliability and competitiveness of Western Canada's transportation system. The Government of BC will provide an update.

Finally, future infrastructure decisions, especially from a policy perspective, will need to account for the implications of technology on transportation infrastructure and society.

Emerging Trends in Global Infrastructure

**Stephen Prendiville**, Director, Infrastructure, KPMG Canada

> [Q & A discussion](#)

Strategies for Effective Infrastructure Policymaking & Project Delivery

**Dr. Matti Siemiatycki**, Associate Professor, Department of Geography & Planning  
University of Toronto

> [Q & A discussion](#)

New West Partnership Update

**Lindsay Kislock**, Assistant Deputy Minister, Partnerships Division, Ministry of  
Transportation & Infrastructure, Government of British Columbia

> [Q & A discussion](#)

Implications of Technology on Public Infrastructure & Policy

**Catherine Kargas**, Founding Member, Transportation Evolution Institute

> [Q & A discussion](#)

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3:00 pm Break

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3:20 pm **WHAT'S BEST FOR THE WEST? PERSPECTIVES ON LONG-TERM, STRATEGIC INFRASTRUCTURE PLANNING**

This session provides members with ideas on best practices in long-term, system-wide planning. The session draws on transportation experts from Western Canada.

The session concludes with a discussion on the business response to strategic infrastructure planning and an overview of strategies the system's largest providers are using to bridge gaps in infrastructure.

Western Canada: Opportunities for strategic trade and transportation infrastructure

**Carlo Dade**, Director of the Centre for Trade & Investment Policy, Canada West Foundation

**John Law**, President, Lawmark International

[> Q & A discussion](#)

Bridging Infrastructure Gaps with Business Strategies

**James Clements**, VP Strategic Planning and Transportation Services, Canadian Pacific

**Jean-Jacques Ruest**, Executive Vice President & Chief Marketing Officer, CN

**Stephen Edwards**, President & CEO, GCT Global Container Terminals

[> Q & A discussion](#)

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5:00 pm **WHAT'S BEST FOR THE WEST? LOOKING AHEAD**

For this Forum, WESTAC prepared a Western Transportation Projects Inventory (WTPI), a comprehensive list of major transportation infrastructure projects impacting freight moving in, to and from Western Canada. Feedback was sought on areas of concern arising from the WTPI.

Two themes emerged: availability of labour and the uncertainty of environmental approvals. Members also asked for an update on the status of pipeline projects. This session provides an opportunity for members to openly discuss these issues.

Examining Labour Capacity in Western Canada

**Eulala Mills**, Consultant, Asia Pacific Gateway Skills Table

[> Q & A discussion](#)

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5:40 pm Working Sessions end

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5:45 pm Reception

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6:45 pm Reception ends

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## SCHEDULE

# 05

May 5, 2016

## WHAT'S NEXT FOR INFRASTRUCTURE?

### Planning and Investing for the Future

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7:00 am Hot Buffet Breakfast (Westin Hotel)

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8:30 am **Annual General Meeting** (Members Only)

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8:55 am **WHY CAN'T WE GET TO 'YES'?**

Even if strategic projects are identified and financing secured, a major hurdle has to be overcome – the social acceptance for construction of a large-scale project. Members are concerned about the likelihood of infrastructure projects moving forward in a climate of public distrust and corporate angst. The extractive sector has experienced this for years. How can the transportation industry learn and adapt to ensure support for infrastructure projects?

Overcoming public opposition to infrastructure projects

**Pierre Gratton**, CEO, Mining Association of Canada

When social license costs become unbearable

**Bertrand Malsch**, Associate Professor and Distinguished Fellow in Accounting  
Smith School of Business, Queen's University

[> Q & A discussion](#)

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9:55 am Break

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10:15 am **CLOSING KEYNOTE: DISRUPTIVE INNOVATIONS IN TRANSPORT SECTOR**

“Transportation executives are wrestling with immense changes that technology is bringing to the sector – including threats and opportunities.” This presentation builds understanding of the potential impacts on freight transportation, what strategies and models will need adaptation and how to meet future needs of customers and the public.

**Andrew Schmahl**, Principal, Strategy&, Engineered Products & Services, PwC Chicago

[> Q & A discussion](#)

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11:15 am **Concluding Remarks**

**Hon. Brian Mason**, Minister of Infrastructure, Minister of Transportation & Government  
House Leader, Government of Alberta & Chairman, WESTAC

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11:30 am Buffet Lunch

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Noon

Closed Session: Leaders Council

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## **WESTAC LEADERS COUNCIL - CONTINUING THE CONVERSATION**

Each forum concludes with an in-camera, frank discussion among the most senior representatives of member organizations. Participation is limited to one person per member organization and excludes external speakers and non-members. No reporting will take place.

### **Part 1: Reactions to the CTA Report**

Members will have a 30-minute roundtable conversation to provide brief reactions to the CTA Report tabled in December.

### **Part 2: The Long View – The Future of Transportation in Canada**

On April 27, 2016 Minister Garneau asked a group of business leaders in Toronto “what transportation can do to help build this country for future generations?” This Leaders Council will pick up on one of the themes the Minister put forth:

- **Trade Corridors to Global Markets**

Members are asked to think about the system and what a refocus on corridors and fluidity could mean to the next phase of an integrated infrastructure and supply chain strategy.

Discussion Questions:

- What does the next iteration of a corridor strategy look like for Canada and the west and the north? How do we unlock more potential? What are the key strategic priorities?
- How do we build on the successes of past programs such as the APGCI? Large gains were made in competitiveness and international awareness of the Canadian advantage. How do we pick up on these and win again?
- Refocusing on our export opportunities – what makes sense in terms of identifying strategic corridors – looking inland, east, west, north and south?
- Where are the markets and how do we best access?
- Where can we improve fluidity, competitiveness, safety and reliability?
- What are the skills and labour market pressures?
- How do we use available information/data to make evidenced-based decisions? What kind of information and data on transportation is needed to provide a good evidence base?
- How do we build for the long-term, bring together the right parties and keep momentum?

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1:30 pm

Meeting adjourns

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## GUEST SPEAKERS



### TIM BARBER

#### Principal

Bluesky Strategy Group Inc.

As one of the co-founders of Bluesky Strategy Group, Tim brings both his network and more than twenty-five years of strategic communications, political and federal and provincial government-related skills and experience to his client files. In particular, his work in the aerospace and defence procurement, energy, healthcare and transportation sectors link his clients to the thinking and the decision making processes in government.

Tim's understanding of the strategic communications and decision-making environment comes from his time working as a political staffer and inside the public service. His public sector service experience includes working in the Privy Council Office, Federal-Provincial Relations Office, Employment and Immigration, the Senate of Canada, Electronic Commerce Task Force (Industry Canada) and in the offices of both the Minister of International Trade and the Deputy Prime Minister. He has also been involved in federal election campaigns with Liberal Party of Canada since 1988, including two stints in the national campaign war room in 1997 and 2000.

Tim's client work includes: AgustaWestland, Bombardier, Canadian Association of Petroleum Producers, Dassault, Thales, Canadore College, Suncor, Telesat and Oxygen Capital.



### CARLO DADE

#### Director, Centre for Trade & Investment Policy

Canada West Foundation

As Director of the Centre for Trade & Investment Policy, Carlo Dade develops and leads research to promote growth and profitability in western Canada's export economy. Carlo has a long history in international public policy, most recently as Senior Fellow in the University of Ottawa's School of International Development and Senior Associate at the Center for Strategic and International Studies in Washington, D.C.

Carlo has been a leading voice in debates on recent Canadian free trade agreements. He has a reputation for big-picture thinking and is a leading global expert on the role of diasporas in trade and investment. Carlo is a highly sought-after media commentator throughout North America and the western Canadian columnist for *Embassy*, Canada's foreign affairs newsweekly.



## **STEPHEN EDWARDS**

### **President & CEO**

GCT Global Container Terminals Inc.

Stephen joined GCT Global Container Terminals Inc. in September 2012 and is responsible for all marine terminals under GCT corporate and subsidiary divisions in Canada and the United States.

Prior to joining GCT, Stephen was President and CEO of Ports America from 2007 to 2010 and most recently, was a senior consultant at a U.S. based firm providing executive advice to the maritime and ports industry. His operations and management career has taken him through the P&O Group with various appointments in Rotterdam, London, Singapore, and Dubai.

In addition to more than 20 years' experience in marine terminal operations, Stephen holds a Bachelor of Science (Honours) degree in Transport Management from Aston University in England.



## **PIERRE GRATTON**

### **President & CEO**

Mining Association of Canada

Following three years as head of the Mining Association of British Columbia, Pierre returned to the Mining Association of Canada in 2011 as President and CEO. In his role, he leads all activities undertaken by the Mining Association of Canada, represents the association publicly, and is a member of the Board of Directors and Executive Committee.

Pierre is a long-time staff member of the Mining Association of Canada, initially joining the association as Vice President of Sustainable Development and Public Affairs in 1999.

Pierre was instrumental in the development and implementation of the Towards Sustainable Mining (TSM) initiative.

A well-respected voice in the industry, he was honoured as a Distinguished Lecturer by the Canadian Institute of Mining, Metallurgy and Petroleum in 2005. Pierre also sits as First Vice President of the Interamerican Mining Society and Vice President of the Raw Materials Committee of the Business and Industry Advisory Committee to the OECD.

## GUEST SPEAKERS



### CATHERINE KARGAS

#### Founding Member

Transportation Evolution Institute

Catherine is Vice President at MARCON, a strategy consultancy focused on serving public and private clients in the transportation, energy and financial service sectors. Catherine is also the Chair of the Board of Directors of Electric Mobility Canada, Canada's only national organisation promoting electrification of transportation in all its forms. She is also a founding member of the Transportation Evolution Institute, a North American non-profit focused on sustainable mobility solutions and technologies. Catherine leads MARCON's activities in driverless vehicle technologies, with an emphasis on assessing their impact on society, governments and business models.

She holds a collegial degree in advanced mathematics and social sciences from Marianopolis College, a Bachelors in Marketing and International Business from McGill University and a Masters in Business Administration, specializing in Business Strategy, also from McGill University.



### JOHN LAW

#### President

Lawmark International

John Law is president of Lawmark International, an infrastructure, logistics and supply management company.

John holds a Bachelor of Arts degree in Urban Studies from the University of Winnipeg and Master of Public Affairs degree from the University of Manitoba. He joined the public service in 1981 and served in staff advisory positions to both Cabinet and Treasury Board Ministers in three jurisdictions, from the Federal Government to the Provinces of Saskatchewan and Manitoba.

He was the first President & CEO of Saskatchewan's Global Transportation Hub, appointed in 2009. He served as Saskatchewan's Deputy Minister, Highways and Infrastructure from 2004 until 2009. Prior to which he held senior positions as Chief Information and Services Officer for the Government of Saskatchewan, President of the Saskatchewan Property Management Corporation and Assistant Deputy Minister with the Ministry of Finance.

John is a visionary with longtime involvement in modernizing the way government conducts its business.



### **PROF. BERTRAND MALSCH**

**Assoc. Professor & Distinguished Fellow in Accounting, Smith School of Business**  
Queen's University

Bertrand Malsch is an associate professor and distinguished faculty fellow of accounting at Smith School of Business, Queen's University. His research is informed by sociological and organizational perspectives and aims to develop a better understanding of regulation and control, corporate governance, corporate social responsibility, financial auditing and professional expertise.

Bertrand's work is published in top accounting and business journals, including *Accounting, Organizations and Society*, *Journal of Management Studies* and *Organization Studies*.



### **EULALA MILLS**

**Principal, LevelHeaded Thinking, and Consultant**  
Asia Pacific Gateway Skills Table

Eulala Mills has over 25 years' experience in education, social services, labour market and human resource programs, social research and information management. A leader in public sector, education, shared services and outsourcing, she has extensive expertise developing and implementing transformational strategic plans, complex multi-party governance frameworks, accountability systems and performance monitoring, budget development and financial forecasting programs in a range of complex environments.

She has led strategy development affecting the employees of the Province of British Columbia, many national and multi-national organizations and in many areas of the Non-Profit sector. She has been the Strategic lead for large cost recovery organizations with budgets over \$50 million and over 200 employees and has direct experience at the leadership level with Workforce Planning, Payroll and Pension management.

Eulala has extensive expertise working with senior leaders in the private, non-profit and public sectors, chairing and managing boards and other multi-organizational governance structures, and developing solutions to challenging issues that meet the needs of the range of parties involved.

## GUEST SPEAKERS



### STEPHEN PRENDIVILLE

#### Director, Infrastructure

KPMG Canada

Stephen is a Director with KPMG's Infrastructure team and has predominantly been involved in transportation and transit based public-private partnerships – advising such clients as the National Roads Authority of Ireland, the Railway Procurement Agency (Ireland) and the Texas Department of Transportation on their respective P3 highways, bridges and metro rail projects. He is a leader of KPMG's Global Government & Transportation sector and of KPMG's Cities Centre of Excellence. He was also the City of Edmonton's Financial, Process and Commercial Advisor for the Valley Line LRT Project, advisor to the City of Calgary for their Green Line LRT and CDPQ Infra for their LRT projects in Montreal.



### ANDREW SCHMAHL

#### Principal, Strategy&, Engineered Products & Services

PwC Chicago

Andy Schmahl is a Principal in the Chicago office and part of the Engineered Products and Services team. He helps clients respond to disruptions in their markets through designing operating model improvements and exploring new growth strategies. Andy's primary industry focus is on the transportation, industrial and private equity sectors.

Andy specializes in: growth strategy, market due diligence, operating model effectiveness and change management.

Andy is known for his expertise in identifying opportunities within market disruptions, speaking at the AAAE Conference in Tucson and the ACI Annual Conference in San Jose on the effective use of Big Data. He has also published "*Same Day Delivery? Not So Fast*" and "*Future Disruptions in Transportation - 2014 and Beyond*" in *strategy+business* magazine.

Andy holds an MBA with distinction in Finance, Strategy and Marketing from the Kellogg School of Management at Northwestern University and a BA in Economics from the College of William & Mary.



## **DR. MATTI SIEMIATYCKI**

**Assoc. Professor, Dept. of Geography & Planning**  
University of Toronto

Matti Siemiatycki's teaching and research focus is on infrastructure planning, financing and project delivery. His work in the transportation sector examines project planning at a diversity of scales, ranging from multi-billion dollar subway, light rail, bridge and highway mega-projects, to the implementation of bicycle lanes and pedestrian facilities. He also examines the governance arrangements, policy approaches and politics of developing regional transportation strategies and managing travel demand. He has carried out studies on transportation plans and projects in cities around the world, including Toronto, Vancouver, London, Los Angeles, Sydney, Bilbao and Delhi.

Matti has contributed to public policy debates on various aspects of planning and has been invited to give expert testimony on infrastructure delivery to legislative committees of the United States House of Representatives, the Canadian House of Commons, and the Legislative Assembly of Alberta. He presents on infrastructure planning to government, corporate and community leaders. As a result of his work, Matti regularly comments in the media on city building, transportation and infrastructure provision.

He served on the board of directors of Waterfront Toronto, the crown agency responsible for revitalizing Toronto's derelict eastern waterfront.

## PARTICIPANTS

**Tim Barber**

Principal  
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**Dr. Greg Bass**

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**David Black**

President  
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**Melerie Ingram**

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## 2016 SPRING MEMBER FORUM PRESENTATIONS

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Available online by May 13, 2016

<http://westac.com/2016spring/>

(Case-sensitive)

Username: **2016spring**

Password: **infrastructure**

## EVENT CALENDAR

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### **WESTAC FALL MEMBER FORUM**

**October 13 & 14, 2016**

Morris J. Wosk Centre for Dialogue

Vancouver, B.C.