



#PSMW

# Public Infrastructure: INSIGHT TO FORESIGHT

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June 4-5, 2018 | 8:30 a.m. – 4:30 p.m.  
Hôtel Le Concorde Québec City

Monday, June 4

- Sponsored by BMO Financial Group

Day 1 Honorary Chair: **M. Denys Jean**, Secretary of the Secrétariat du Conseil du trésor

- |                |                           |
|----------------|---------------------------|
| 7:00 am        | Registration Opens        |
| 7:30 – 8:30 am | Networking Breakfast      |
| 8:30 – 9:00 am | Welcome & Opening Remarks |

## Block 1: Public Infrastructure Across Canada: Perspectives from all three levels of Government

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|------------------|---|
| 9:00 – 9:50 am   | <p><b>Darlene Boileau</b>, Assistant Deputy Minister and Chief Financial Officer, Corporate Services, Infrastructure Canada</p> <p><b><i>Investing in Canada: A Plan for Public Infrastructure</i></b></p> <p><i>Ms. Boileau will speak about the federal government's plan to invest in Canada and provide Canadian communities with the tools they need to innovate and prosper. The plan seeks to promote long-term economic growth, to support a green, low-carbon economy, and to build inclusive communities.</i></p> |
| 9:50 – 10:40 am  | <p><b>Marcelin Joanis</b>, Associate Professor, Polytechnique Montréal; Research Vice-President, Government Partners, CIRANO</p> <p><b><i>Infrastructure: The Key Role of the Provinces in a Common Area and Recent Experiences in Québec</i></b></p> <p><i>Mr. Joanis will report on the state of public infrastructure in Québec. He will also discuss the economic impact and funding of infrastructure.</i></p>   |
| 10:40 – 11:10 am | Networking Break  |

- Sponsored by Comptables Professionnels Agréés Québec (CPA Québec)



11:10 am – 12:00 pm **Daniel Lessard**, Director of Engineering Services, Québec City  
**Québec City's Approach to Assets Management Over the Past Decade**

*Municipalities are at the heart of local infrastructure for individuals. This includes drinking water, sewers, urban developments, public transit and online services. Daniel will provide an overview for Québec City, taking into account the state of the infrastructure, the need for development, the various assessment tools, funding models, as well as alignment with government programs. He will also discuss the importance of budgets for implementation and for maintaining assets.*

12:00 – 1:15 pm **Lunch** - Sponsored by BMO Financial Group

## **Block 2: Governance of Infrastructure Projects: Québec Model & Comparative Analysis**

1:15 – 2:00 pm **Monique Aubry**, Professor, Department of Management & Technology, ESG UQAM  
**Organizing for Infrastructure Project Management: Governance and Project Management Office**

*Project management normally involves managing one project at a time, which is essential to ensure success. However, managing a range of projects is equally essential. This is where a project management office comes into play. Monique Aubry will present the results of over a decade of research on governance and project management offices with a focus on key messages in a project infrastructure context.*

2:00 – 2:45 pm **Yves Ouellet**, CEO, Société québécoise des infrastructures  
**The Québec Model for Infrastructure Governance**  
*The Québec model for infrastructure project implementation has evolved in the province over the past few years. Frameworks, legislation, funding methods, as well as risk and contract management are but a few aspects affected by this evolution. Yves has been at the forefront of these changes and will discuss the Québec model as it relates to governance in this area.*

2:45 – 3:15 pm **Networking Break**  
- Sponsored by Comptables Professionnels Agréés Québec (CPA Québec)

3:15 – 4:00 pm **Nathalie Drouin**, Executive Director, KHEOPS; Professor, Department of Management & Technology, UQAM  
**Governance and Major Projects: How to Include Non-Financial Benefits in the Life Cycle of Major Infrastructure Projects**

*Growing concern for the well-being of the population and the environment, which is at the core of major infrastructure projects, led KHEOPS researchers Marie-Andrée Caron and Nathalie Drouin to consider the concept of non-financial benefits. Pressure is mounting to ensure these benefits are integrated throughout the life cycle of major infrastructure projects. Nathalie will look at different ways of integrating non-financial benefits that have been identified in more than 300 scientific articles on major infrastructure project management and governance.*

4:00 – 4:45 pm

**Zak Cutler**, Partner, Capital Projects & Infrastructure, McKinsey & Company

***The Governance Model for Infrastructure Projects in Canada and Internationally***

*To address the many governance challenges related to infrastructure projects, various jurisdictions in Canada and internationally have adopted different governance models. Zak will present the various governance models of infrastructure projects that exist in various jurisdictions, such as Infrastructure Ontario, the National Infrastructure Commission in the United Kingdom and Infrastructure Australia to name a few.*

5:00 – 7:00 pm

**Monday End-of-Day Reception** - Sponsored by BMO Financial Group

Venue: Observatoire de la Capitale, 1037 Rue de la Chevrotière, Québec City

**RSVP required** – Tickets will be issued to those who have made reservations.

**Tuesday, June 5**

- Sponsored by EY

Day 2 Honorary Chair: **Ms. Françoise Bertrand**, Chairperson of the Board of Directors, VIA Rail

7:00 am

**Registration Opens**

7:30 – 8:30 am

**Networking Breakfast**

- Sponsored by EY

8:30 – 9:00 am

**Welcome & Opening Remarks**

**Block 3: Addressing Challenges in Infrastructure Management & Public Infrastructure Projects**

9:00 – 9:45 am

**François Quintal**, Director of Finance, Modernization of Montréal University Hospitals, MSSS

***Modernization Projects for the Montréal University Hospital Centres***

*Mr. Quintal will speak about the challenges and issues of major projects, such as the one at CHU Montréal. He will specifically address the use of public-private partnerships (PPP) as a means of funding.*

9:45 – 10:30 am

**Françoise Bertrand**, Chairperson of the Board of Directors, VIA Rail  
***VIA Rail Canada: An Ambitious Modernization Project that Meets Public Policy Objectives***

*Since 2014, VIA Rail has been undertaking a significant shift to help shape the future of mobility. Its clients and employees have already responded, as evidenced by the sustained growth in revenues and ridership as well as internal engagement. The Crown corporation is changing to better support socioeconomic development and provide safer, faster, more frequent, more accessible and environmentally friendly passenger rail services. To make this vision a reality, a transparent and rigorous approach is governing the two main directions of this transformation, specifically the dedicated tracks project currently being studied by the federal government and renewal of the train fleet for the Québec City to Windsor corridor. Ms. Bertrand will explain how VIA Rail is partnering with its stakeholders since this major transformation began so that they can understand the implications and provide support.*

10:30 – 11:00 am

**Networking Break**

11:00 – 11:30 am

**Stéphane Jean**, Site manager, Romaine Project, Hydro-Québec  
***The Romaine Complex: Thinking Big, Building Tomorrow***

*The Romaine: A complex of four generating stations in the Mingan region, an installed capacity of 1550 MW, \$6.5 billion in investments, construction work over more than a 10-year period, environmental monitoring until 2040. Innovation leadership and evolution of the healthy and safety culture on one of Quebec's biggest construction sites.*

11:30 am – 12:00 pm

**Christine Beaulieu**, Executive Partner, Gartner  
**Deonn Griffin**, Research Director, Gartner

***Taking the Path to Digital Transformation***

*Our organizations are facing major changes. Our technological infrastructures are often old and poorly adapted to the needs and activities of today and the future. New technologies are emerging that represent a multitude of opportunities: the digital transformation. How do we address it? The session will help identify how this change can help the organization, prepare the workforce and ensure that everyone is committed. What are the best communications practices for driving major change like the digital transformation? Lastly, the session will provide the Canadian public sector with a bit of context on the subject.*

12:00 – 1:30 pm

**Lunch**

## Block 4: Strategic Discussion on Infrastructure Investments (Sustainable Development, Responsible Choices, Green Economy)

1:30 – 2:15 pm

**Paul Lanoie**, Sustainable Development Commissioner, Office of the Auditor General of Québec

### ***Infrastructure and Sustainable Development***

*For many managers, taking sustainable development into account is often perceived as a burden, an additional constraint or an added cost. Over the past few years, this paradigm has been called into question, as numerous specialists have highlighted the benefits associated with a more sustainable development-based approach.*

*Infrastructure is not immune to this way of thinking. For example, some analyses point to the financial benefits of new buildings, such as those with LEED certification, which minimize ecological impacts. As well, in many cases, the additional initial costs associated with these buildings are offset by energy savings and/or lower water or refuse collection bills. Decision-makers and investors may therefore be interested in considering an increased sustainable development approach to infrastructure.*

2:15 – 3:00 pm

**Isabelle Thomas**, Professor, Department of Planning & Urbanism, University of Montréal; Research Chair, Urban Planning & Sustainable Development

### ***Resilience and Urban Vulnerability***

*Public infrastructure is collective property. Certain previously neglected aspects must now be taken into account. Ms. Thomas will discuss how public infrastructure projects must now consider that resilience and urban vulnerability are essential in ensuring the sustainability of our infrastructure through a responsible generational legacy.*

3:00 – 3:30 pm

**Networking Break**

3:30 – 4:30 pm

**Sylvie Bernier**, Olympic Gold Medalist; Ambassador for Healthy Life Habits

### ***Prevention: By Everyone, For All***

*Ms. Bernier will provide a different perspective on infrastructure ... don't miss this opportunity!*

\* Subject to change