



#PSMW

Public Infrastructure: INSIGHT TO FORESIGHT

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June 4-5, 2018
Hôtel Le Concorde Québec City

Monday, June 4 | 8:30 a.m. – 4:45 p.m. – Day 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**
Sponsored by DECIMAL
- 7:25 – 8:25 am **Breakfast**
Sponsored by DECIMAL
- 8:30 – 9:00 am **Welcome & Opening Remarks**

BLOCK 1 **Public Infrastructure Across Canada:
Perspectives from all three levels of Government**

- 9:00 – 9:45 am ***Investing in Canada: A Plan for Public Infrastructure***
Darlene Boileau, Assistant Deputy Minister and Chief Financial Officer, Corporate Services, Infrastructure Canada

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.
- 9:45 – 10:15 am **Networking Break**
Sponsored by Comptables Professionnels Agréés Québec (CPA Québec)



- 10:15 – 11:00 am ***Infrastructure: The Key Role of the Provinces in a Common Area and Recent Experiences in Québec***
Marcelin Joanis, Associate Professor, Polytechnique Montréal;
 Research Vice-President, Government Partners, CIRANO
 The 2008-09 recession and the period of weak economic growth that followed brought the role of public investment to the forefront to stimulate economic activity. Supported by studies published in the publication *Le Québec économique 6*, Marcelin will provide a survey of the infrastructure challenges in provinces. After analyzing the current state of public infrastructures in Québec, he will examine their economic impacts, funding and governance.
- 11:00 am – 11:45 pm ***Québec City's Approach to Assets Management Over the Past Decade***
Daniel Lessard, Director of Engineering Services, Québec City
 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.
- 11:45 – 1:15 pm **Lunch**
Sponsored by BMO Financial Group
- BLOCK 2** ***Governance of Infrastructure Projects: Québec Model & Comparative Analysis***
- 1:15 – 2:00 pm ***Organizing for Infrastructure Project Management: Governance and Project Management Office***
Monique Aubry, Professor, Department of Management & Technology, ESG UQAM
 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 ***The Québec Model for Infrastructure Governance***
Yves Ouellet, CEO, Société québécoise des infrastructures
 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

Governance and Major Projects: How to Include Non-Financial Benefits in the Life Cycle of Major Infrastructure Projects

Nathalie Drouin, Executive Director, KHEOPS; Professor, Department of Management & Technology, UQAM

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

The Governance Model for Infrastructure Projects in Canada and Internationally

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

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 – RSVP Required

Sponsored by BMO Financial Group

Tickets will be issued to those who have made reservations.

Venue: Observatoire de la Capitale

1037 Rue de la Chevrotière, Québec City, G1R 5E9

Tuesday, June 5 | 8:15 a.m. – 4:30 p.m. – Day Sponsored by EY

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

7:00 am **Registration Opens**
Sponsored by DECIMAL

7:10 – 8:10 am **Networking Breakfast**
Sponsored by EY

8:15 – 8:45 am **Welcome & Opening Remarks**

BLOCK 3 **Addressing Challenges in Infrastructure Management & Public Infrastructure Projects**

8:45 – 9:30 am ***Issues and Challenges in Managing Infrastructure and Public Infrastructure Projects***

François Quintal, Executive Director, Modernization of Montréal University Hospitals, MSSS

More than 90% of the three modernization projects of Montreal's University Health Centres were completed within their budgets. What can we learn from the paths taken? What can we be proud of? What pitfalls did we avoid? What were the key challenges? As we move into the final stretch, Executive Director François Quintal, recruited at the outset to manage finances 12 years ago, will share his observations.

9:30 – 10:15 am ***VIA Rail Canada: An Ambitious Modernization Project that Meets Public Policy Objectives***

Françoise Bertrand, Chairperson of the Board of Directors, VIA Rail Canada

Since 2014, VIA Rail Canada 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 Canada is partnering with its stakeholders since this major transformation began so that they can understand the implications and provide support.

10:15 – 10:40 am **Networking Break**

10:40 – 11:25 am ***The Romaine Complex: Thinking Big, Building Tomorrow***

Stéphane Jean, Site manager, Romaine Project, Hydro-Québec

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.

11:25 am – 12:10 pm

Taking the Path to Digital Transformation

Christine Beaulieu, Executive Partner, Gartner
De’Onn Griffin, Research Director, Gartner

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.

12:10 – 1:35 pm

Lunch

BLOCK 4 ***Strategic Discussion on Infrastructure Investments (Sustainable Development, Responsible Choices, Green Economy)***

1:35 – 2:20 pm

Infrastructure and Sustainable Development

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

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.

2:20 – 2:45 pm

Networking Break

2:45 – 3:30 pm

Resilience and Urban Vulnerability

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

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.

3:30 – 4:15 pm

Prevention: By Everyone, For All

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

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

4:15 – 4:30 pm

Closing Ceremony

- Subject to change

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