

Presented by the Canadian Urban Institute and the Centre on Governance at the University of Ottawa in collaboration with the Institute for Policy Studies' International Urban Fellows Program at Johns Hopkins University and Sustainable Cities International



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A CONFERENCE TO IDENTIFY NEW MODELS FOR TOMORROW'S INFRASTRUCTURE

THE CANADIAN URBAN FORUM

LE FORUM URBAIN DU CANADA

DE NOUVEAUX MODÈLES POUR L'INFRASTRUCTURE DE DEMAIN



CENTRE ON GOVERNANCE, UNIVERSITY OF OTTAWA, JUNE 18 - 19, 2013

CO-CHAIRLED BY DR. CAROLINE ANDREW AND JOHN FARROW, MBA, MCIP

SIEMENS



TORONTO | OTTAWA



FÉDÉRATION
CANADIENNE DES
MUNICIPALITÉS



RESIDENTIAL AND
CIVIL
CONSTRUCTION
ALLIANCE OF
ONTARIO
Constructing Ontario's Future



CHICAGO DWELLINGS ASSOCIATION

PROGRAM AT A GLANCE

MONDAY, JUNE 17

- 11:30 am CUI's 10th Annual Urban Leadership Awards, Westin Hotel
- 5:00 pm Canadian Urban Forum Opening Reception
Hosted by the NCC Central Chambers building, 202-40 Elgin Street

TUESDAY, JUNE 18 - CANADIAN URBAN FORUM - DAY ONE

- 7:30 am [Registration Opens, Breakfast](#)
- 8:00 am **Welcoming Remarks:** Deputy Mayor Eli El-Chantiry, City of Ottawa
- 8:15 am **Opening Keynote:** The Hon. Glen Murray, MPP, Ontario Minister of Infrastructure, Minister of Transportation
- 9:00 am **Panel:** New Models for Strategic Partnerships
- 10:15 am [Networking Break](#)
- 10:45 am **Panel:** New Models for Funding Infrastructure
- 12:00 pm [Lunch Break](#)
- 12:45 pm **Luncheon Keynote:** The Hon. Denis Lebel, MP, Minister of Transport, Infrastructure and Communities and Minister of Intergovernmental Affairs (TBC)
- 1:30 pm **Panel:** New Models to Prioritize Environmental Goals and Revitalize Communities
- 2:45 pm [Networking Break](#)
- 3:00 pm **Breakout Discussions**
- 5:00 pm Evening Reception, Foyer, Faculty of Social Sciences

WEDNESDAY, JUNE 19 - CANADIAN URBAN FORUM - DAY TWO

- 7:30 am [Registration Opens, Breakfast](#)
- 8:30 am **Keynote:** Mayor Naheed Nenshi, City of Calgary
- 9:15 am **Panel:** New Models That Leverage Underutilized Assets
- 10:30 am [Networking Break](#)
- 11:00 am **Breakout Sessions:** Assessment of New Models - The Way Forward
- 12:00 pm [Lunch Break](#)
- 12:45 pm **Luncheon Keynote:** Dr. Andrew Haighwout, Vice President, Federal Reserve Bank of New York
- 1:30 pm **Closing Plenary:** Building a New Consensus That Works Across Canada and Inspires Action at the 2014 World Urban Forum in Medellín, Colombia



The Canadian Urban Forum will take place in the Faculty of Social Sciences Building (120 University) on the University of Ottawa campus. Maps can be found at the back of the program.

The significant problems we have cannot be solved
at the same level of thinking with which we created them.

Albert Einstein

Einstein may not have been referring to Canada's infrastructure deficit, but his insights are no less relevant for public sector decision makers at a time when sources of government funding for infrastructure are so severely constrained. The commitment of federal and provincial governments to support cities is clearly critical but this must be augmented and complemented by new thinking – leading to new models that allow municipalities and other publicly funded agencies like hospitals, universities, colleges, schools and municipal housing agencies to act decisively in order to become fiscally resilient and sustainable.

Canada's communities and the diverse institutions that help to define a city's competitiveness in a global economy are not only ready to re-imagine what is possible but are already experimenting with a new suite of tools and approaches, driven by collaborations and partnerships as well as a willingness challenge barriers to procurement that limit the active participation of Canada's pension funds. The country's infrastructure deficit is a daunting challenge but also an opportunity to embrace sustainable economic growth - the kind of positive change that the Canadian Urban Forum seeks to address.

Against a backdrop of fiscal constraint, Canada's cities must replace aging infrastructure while also investing in new infrastructure to stay competitive. They must achieve all this while also preparing for seismic demographic shifts and potentially devastating impacts of climate change. At a time when there are more questions than answers, Einstein's insights have never been more relevant. How will your community respond?



Caroline Andrew

Dr. Caroline Andrew, Professor, Political Science and Director of the Centre on Governance at the University of Ottawa



John Farrow

John Farrow, MBA, MCIP, Board Chairman of the Canadian Urban Institute, Chairman of LEA Group Holdings Inc.

The Canadian Urban Forum has been co-organized by Dr. Eric Champagne, Centre on Governance, University of Ottawa and a member of the Canadian Urban Institute (CUI) Board of Directors, and Glenn Miller, FCIP, RPP, Vice President, Education and Research, CUI. The goal of the conference is to start a conversation among decision makers and other urban stakeholders to reignite interest in Canada's urban agenda and to provide impetus to a meaningful contribution to the UN Habitat's World Urban Forum to be held in Medellín, Colombia in 2014. A paper outlining the concept and goals for the Canadian Urban Forum is available at www.canurb.org under Event Resources. An updated version of the paper will be released after the conference. The organizers thank an extensive team of individuals at both organizations as well as other CUI Board members for their valuable input and assistance.



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Pre Conference - Monday, June 17, 2013

Opening Reception

5:00 pm - 7:00 pm

An evening of Canadian refreshments hosted by the National Capital Commission (NCC). Guests will enjoy views of Ottawa from the 12th floor of the historic Central Chambers building.

Day One - Tuesday, June 18, 2013

Registration and Breakfast | 7:30 am

Welcoming Remarks | 8:00 am

Join conference co-chairs Dr. Caroline Andrew, Professor, Political Science and Director of the Centre on Governance at the University of Ottawa and John Farrow, MBA, MCIP, Board Chairman of the Canadian Urban Institute, Chairman of LEA Group Holdings Inc. in opening the first Canadian Urban Forum.

Strategic Planning the Key to Clarity of Vision Deputy Mayor Eli El-Chantiry, City of Ottawa

As the City of Ottawa develops infrastructure needed to support its residents, labour force and visitors, the city maintains strong relationships with neighbouring municipalities, National Capital Commission, as well as the federal and provincial governments.

Opening Keynote | 8:15 am - 9:00 am

Shifting to an Evidence-Based Decision Making Platform for Infrastructure Delivery

The Hon. Glen Murray, MPP, Ontario Minister of Infrastructure, Minister of Transportation

The role of reliable data and accurate metrics to support better planning and decision-making is critical to ensuring that government investments in infrastructure deliver an appropriate return on investment for the public. Minister Murray will expand on how Ontario is shifting its strategies to improve the effectiveness of the government's approach to long-term planning.



Panel Session | 9:00 am - 10:15 am New Models for Strategic Partnerships

Session Leader

Lucy Casacia, VP, Low & Med. Voltage Div, City Manager, GTHA 2015 Pan/Parapan Am Games Program Manager, Siemens Canada Ltd.

Looking Beyond Budget 2013: Election 2015 and Beyond for the Cities and Communities Agenda

Brock Carlton, CEO, Federation of Canadian Municipalities (FCM)

As Canada's principal representative for municipal priorities, the FCM has led negotiations with the federal government to ensure that funding agreements for critical infrastructure are renewed by 2014. Budget 2013 ensures municipalities have stable, predictable housing and infrastructure funding. So, what's next for the cities and communities agenda? Mr. Carlton will offer some insight and ideas on how the cities and communities agenda can keep moving forward towards the next federal election, and beyond.

Session Discussants

Bob Onyschuk, Distinguished Associate, Canadian Urban Institute, President and CEO of Onyschuk Strategic Advisory Services and Quadrant Developments Ltd.

David Downey, CAE, Assoc. AIA, President & CEO, International Downtown Association (IDA)

Why Does it Matter Where the Infrastructure is Built?

Paul McKinnon, Executive Director, Downtown Halifax Business Commission Member, Canadian Issues Task Force (CITF), International Downtown Association

On-going research for the CITF suggests that capital funds invested in downtowns yield better than average returns for the fiscal health of the community as a whole. While some infrastructure projects leverage more value than others, the value of a strategic investment plan cannot be denied.

Optimizing Infrastructure Expenditures a Critical Strategy for Balancing the Books

Pat Gordon, Director, Sustainable Cities International (SCI)

Using an innovative planning tool developed by SCI, the cities of Calgary (Alberta) and Los Cabos (Mexico) were able to make cost-effective infrastructure choices by taking into account the value of long-term operational costs, providing the option to re-invest savings in other infrastructure priorities.

Networking Break | 10:15 am

Panel Session | 10:45 am - 12:00 pm New Models for Funding Infrastructure

Session Leader

Christel Higgs, Associate, Borden Ladner Gervais

Paying for Necessary Infrastructure By Capitalizing Future Operational Savings

Philip Jessup, Director, LightSavers Canada, Canadian Urban Institute

One of the highest costs for municipalities and institutions with extensive street networks and parking lots is the cost of electricity for outdoor lighting. Replacing traditional lighting with LED infrastructure can create a stream of future cost savings to finance the new infrastructure while significantly reducing greenhouse gas emissions.

Overcoming Procurement Barriers to Pension Fund Investments in Critical Infrastructure

J.C. Bourque, Consultant, Strategy Corp

Canadian pension funds are leaders when it comes to investing in real estate and infrastructure – everywhere but in Canada. What are the policy barriers that need to be overcome? Is it a lack of public sector expertise? Too few projects of sufficient size? Too much emphasis on procurement transparency? There are models to follow, but is Canada ready to make the necessary moves?

Lunch Break | 12:00 pm



Edmonton, Alberta

Canary Wharfs Role in Funding Crossrail

Jim Berry, Partner, Hatch Mott MacDonald

Although it took decades to gain the trust and develop the necessary level of understanding of the potential to engage the private sector, the Crossrail funding (and other projects) has shown how to reduce public sector risk and exposure while creating unprecedented value for the private sector.

Session Discussants

Iain Dobson, founding partner, Real Estate Search Corp., and Senior Associate, Canadian Urban Institute

Andy Manahan, Executive Director, Residential & Civil Construction Alliance of Ontario (RCCAO)



Greater Toronto Area, Ontario

Luncheon Keynote | 12:45 pm - 1:30 pm Cities are the Hubs for Canada's Sustainable Economy

The Hon. Denis Lebel, MP, Minister of Transport, Infrastructure and Communities and Minister of Intergovernmental Affairs (TBC)



The Federal Government's Economic Action Plan 2013 delivers a new Building Canada plan to build roads, bridges, subways, commuter rail and other public infrastructure in cooperation with provinces, territories and municipalities. The plan includes over \$53 billion in new and existing funding for provincial, territorial and municipal infrastructure, and combined with other federal infrastructure investments, will result in the largest and longest federal investment in job-creating infrastructure in Canadian history, delivered through 3 key funds. One of these is the Renewed P3 Canada Fund, which has committed \$1.25 billion to continue supporting innovative ways to build infrastructure projects through public-private partnerships.

Do you hold membership with OPPI?

Attendance at conference presentations, and preparation and delivery of conference presentations, count as "organized and structured activities" for Ontario Professional Planners Institute (OPPI) members undertaking Continuous Professional Learning. For more information consult the CPL Guide found at ontarioplanners.ca



Panel Session | 1:30 pm - 2:45 pm

New Models to Prioritize Environmental Goals and Revitalize Communities

Session Leader

David Thompson, Policy Director, Sustainable Communities, Sustainable Prosperity, University of Ottawa

Achieving Conservation Targets By Focusing on Maximizing Infrastructure Efficiency

Maegan Baird, Policy Advisor, Business Development, Horizon Utilities Cooperation

Faced with meeting tough conservation targets in the communities of Hamilton and St. Catharines, Horizon Utilities is using data visualization techniques and advanced market analytical methods developed by the Canadian Urban Institute to tailor conservation programs to the needs of their customer base. The company is also uncovering hidden value identifying fungible assets on brownfield properties.

Unlocking the Hidden Value in Community Assets

Peter Love, President, Energy Services Association of Canada

Municipalities and other publicly funded organizations typically view real estate holdings as a means to an end. Universities and school boards need places to carry out research and teach students; hospitals have to provide beds for patients; municipal buildings are required for administrative purposes, council meetings, community centres, and a diverse range of other needs ranging from public works yards to transit services. Regardless of the use, the cost of renewing such assets is typically seen as yet another expense to be squeezed out of shrinking capital budgets. Energy service companies (ESCOs) are playing an increasingly important role in asset replacement, however, through turnkey contracts that pay for energy upgrades by guaranteeing significant reductions in future operating costs.

Community Energy Planning (CEP) in Ontario

Jeff Evenson, Vice President, Urban Solutions, Canadian Urban Institute

There is growing awareness in Ontario among the public, elected officials and the media regarding the implications and costs of decisions about how the province's energy infrastructure is created. Driven by a fixed set of values and assumptions, the system is defined by a large number of players operating at different scales with little or no integration.

This presentation will discuss the work that QUEST – (Quality Energy Systems of Tomorrow) and the Canadian Urban Institute are doing to support integrated, municipally-led Community Energy Planning (CEP) by identifying opportunities for LDCs, gas utilities, the OPA to better interact, communicate and share information from their energy planning processes with municipalities. As a municipal-led process, CEP can link employment and population growth planning to the identification of energy load growth at source. It can also integrate thermal and electrical supply planning. By helping to reduce pressure on central generation and attract private sector participation, CEP action plans have implications for how we build an integrated energy infrastructure system for the future.

Session Discussants

Nancy Schepers, Deputy City Manager, Planning and Infrastructure, City of Ottawa

Pat Gordon, Director, Sustainable Cities International (SCI)

Networking Break | 2:45 pm

Breakout Discussions | 3:00 pm - 4:00 pm

SESSION A Room 4007 (FSS)

Models and approaches for getting infrastructure built that work at the large scale: what role does governance play in major projects that span municipal boundaries? Is there a place for joint venture models like development corporations?

Session Facilitator

Todd Latham, President, Actual Media Inc.

SESSION B Room 1095 (Vanier Building)

What does the public sector need to learn in order to work more effectively or productively with private sector interests in order to deliver better results or projects that provide a better fit between public policy interests and the market place?

Session Facilitator

Marni Cappe, Board Member, Canadian Urban Institute, and Principal, M Cappe Consulting

Closing Remarks Day One | 4:05

Conference Co-chairs Dr. Caroline Andrew and John Farrow

Evening Reception



Ottawa, Ontario

Evening Reception | 5:00 pm-7:00 pm

First Floor Foyer (FSS)

Join conference delegates and speakers for a cocktail reception in the foyer of the Social Sciences Building to celebrate the upcoming publication of new and updated case studies, "The Value of Investing in Canadian Downtowns." This is a collaborative project of the Canadian Issues Task Force of the International Downtown Association, prepared by the Canadian Urban Institute.

Light refreshments and a cash bar will be available.

Breakfast | 7:30 am

Opening Keynote | 8:30 am - 9:15 am

Investing in Infrastructure to Stay Competitive Essential for Canadian Cities to Succeed

Mayor Naheed Nenshi, City of Calgary

A passionate advocate for cities and the importance of investing in infrastructure to catalyze and sustain economic growth, Naheed Nenshi's first term as Mayor of Calgary has been defined by extending and expanding the City's commitment to critical infrastructure investments. Mayor Nenshi argues that cities are inextricably linked to the global economy and can ill-afford to under-invest in necessary infrastructure.



Calgary, Alberta



Vancouver, British Columbia

Panel Session | 9:15 am - 10:30 am

New Models That Leverage Underutilized Assets

Session Leader Jeanette Southwood, Urban Development and Infrastructure Sector Leader – Canada / Global Sustainable Cities Leader, Golder Associates

Using Land Assets to Generate Cash Flow for Capital Needs

Dale Mikkelsen, Director of Development, Simon Fraser University (SFU) Community Trust

In less than a decade, SFU Community Trust has created a sustainable community on land endowed to SFU. The award-winning result has already raised more than \$30 million for SFU, and the Trust's plan-lease-build model is being studied and emulated by other post-secondary institutions across Canada.

The 70% Solution – Creative Answers to Housing Affordability, Sustainability

Graeme Hussey, Development Manager, Centretown Citizens Ottawa Corporation (CCOC)

Developed by CCOC in partnership with all three levels of government, Beaver Barracks provides affordable rental suites in Ottawa's downtown core. Phase 1 of the \$60-million project created 160 rental units in two energy-efficient buildings for people of all ages, income levels, walks of life and abilities. The project includes a community garden, a paramedic post, a geothermal district energy plant, using an innovative funding framework to finance the redevelopment that includes both private and public sources.

Revolving Fund Creates Momentum for Urgently Needed Housing Infrastructure

Martha Powell, CEO, London Community Foundation

The London Community Foundation's Loan Fund is a social investment program that turns donations like the one from the Network for Business Sustainability into capital loans for individuals and community and non-profit groups developing affordable housing solutions. The Loan Fund's priority is developing safe, affordable housing in London. Offering builders of affordable housing up to \$500,000, the Loan Fund creates momentum for on-going investment in community resilience.

Session Discussants

Neil Prashad, President & CEO, Origin Active Lifestyles Ltd.

Networking Break | 10:30 am

Breakout Sessions | 11:00 am - 12:00 pm

Assessments of New Models - The Way Forward

SESSION A Room 2095 (Vanier Building)

Building the Case for Investing in Innovation Infrastructure

David Moorman, Senior Policy Advisor, Canadian Foundation for Innovation (CFI)

The CFI's mission supports innovation in Canada's post-secondary institutions, with the goal of stimulating linkages between universities, colleges and other stakeholders to promote competitive urban economies, urban sustainability and quality of life. Strategic investments that leverage broad based value are a priority in "the collaboration economy."

Session Leader: Glenn Miller, FCIP, RPP, Vice President, Education and Research, Canadian Urban Institute

SESSION B Room 3035 (Vanier Building)

Infrastructure Demands Multi-Disciplinary Innovation

Wally Wells, President, Asset Management BC, and Past Chair and Director, Board of the Greater Nanaimo Chamber of Commerce

Infrastructure BC is dedicated to helping BC municipalities gain the sophisticated knowledge and understanding of infrastructure issues required in today's fast-moving economy. Asset Management BC believes that a road map to the future should offer clarity and commitment to sustainable solutions while preserving the flexibility to adopt innovative approaches.

Session Leader: Chris Stoney, Associate Professor, School of Public Policy and Administration and the Director of the Centre for Urban Research and Education (CURE), Carleton University

SESSION C Room 1007 (FSS)

The Value of Infrastructure Investment in Canadian Downtowns

Katherine Morton, MCIP, RRP, Senior Planner, Canadian Urban Institute

Downtowns in Canada have seen significant transformation and revitalization in recent years, thanks to a range of strategic infrastructure investments that have leveraged downtown assets to build a more prosperous and more livable community. This presentation will share examples of strategic approaches to infrastructure investments and the partnership models that have allowed these projects to be realized, as well as key findings from the second stage of the landmark research 'The Value of Investing in Canadian Downtowns' that was developed by Canadian Members of the International Downtowns Association and the CUI, examining downtown Charlottetown, Kingston, Hamilton, St Catharines, Windsor, Regina and North Vancouver.

Session Leader: Dr. Eric Champagne, Centre on Governance, University of Ottawa and board member of the Canadian Urban Institute

Lunch Break | 12:00 pm

Luncheon Keynote | 12:45 pm - 1:30 pm

What Can Canada Learn From the U.S. Experience with Infrastructure Programs?

Dr. Andrew Haughwout, Vice President, Federal Reserve Bank of New York

The Transportation Research Board has been one of the principal stakeholders in developing evidence-based policy positions to support the U.S. infrastructure investment programs. Andrew Haughwout was actively involved in these initiatives and is currently a senior decision maker in the U.S. banking system. What can be learned from the U.S. experience? Do cities have the power to steer the North American economy in the right direction?

Closing Plenary | 1:30pm - 2:45pm

Building a New Consensus That Works Across Canada and Inspires Action at the 2014 World Urban Forum

The need for infrastructure may be universal but can there also be common solutions? The Canadian Urban Forum has provided insights and advice for publicly funded organizations and institutions on how to finance and build projects and programs, as well as fresh approaches to determining priorities and ensuring that infrastructure can achieve its goals. Is there sufficient agreement on principles and criteria for advancement and can any of these approaches be successfully adapted to the developing world?

Session Leaders Dr. Caroline Andrew and John Farrow

Panelists

Andrea Gabor, FCIP, RPP, President, Canadian Institute of Planners and Partner, Urban Strategies

Lise Burcher, Councillor, City of Guelph and Representative FCM International

Andrew Farncombe, MES, MCIP, RPP, Vice President, International Partnerships, Canadian Urban Institute



Medellín, Colombia Host of the 2014 World Urban Forum

Closing Remarks | 2:45pm - 3:00pm

Location of Forum Activities

The Canadian Urban Forum will take place in the Faculty of Social Sciences building at 120 University on the University of Ottawa campus. The campus is located a short 20 minute walk from the Rideau Centre, the Byward market and the National Arts Centre. Stop by registration for directions, dinner recommendations or routes for your morning jog.

Pre Conference Reception - Central Chambers Building, 202-40 Elgin St. (space limited)

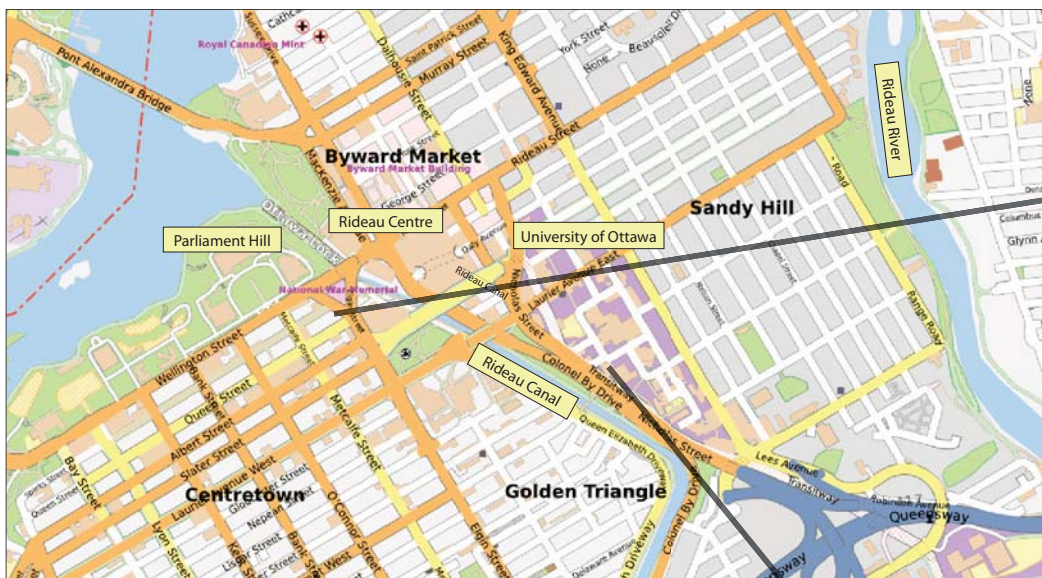
Registration - Outside doors of FSS 4007

Main Plenary (Panels, Keynotes, etc) - FSS 4007

Meals and Snacks - Served in FSS 4006

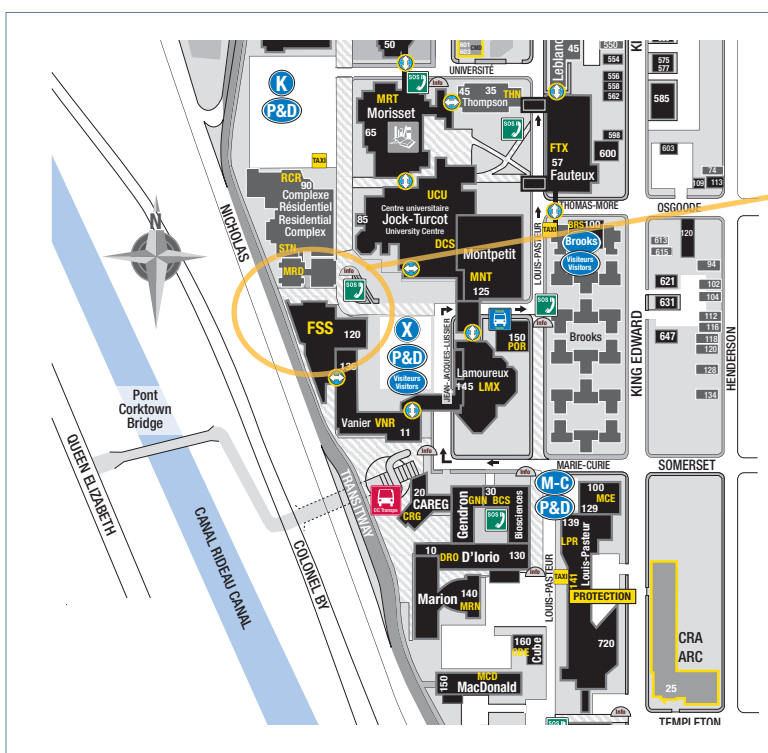
Tuesday Reception - Lobby of the FSS building

Breakout Sessions - Some breakouts are held in the Vanier Building which is attached to the Faculty of Social Sciences (FSS) building, directional signs will be posted and CUF staff will be on hand to direct you to these sessions.



Chambers Building

202-40 Elgin Street



Faculty of Social Sciences (FSS)

120 University

Main Campus



u Ottawa

Admission / Admissions

1^{er} cycle / Undergraduate
InfoAdmission
Tabaret TBT
75 Laurier est/east

2^e et 3^e cycles / Graduate
Hagen HGN
115 Séraphin-Marion

Faculté / Faculty

Arts
Simard SMD
60 Université / University

Droit / Law
Fauteux FTX
57 Louis-Pasteur

École de gestion Telfer
Telfer School of Management
Desmarais DMS
55 Laurier est/east

Éducation / Education
Lamoureux LMX
145 Jean-Jacques Lussier

Études supérieures / Graduate Studies
Hagen HGN
115 Séraphin-Marion

Génie / Engineering
Colonel By CBY
161 Louis-Pasteur


Médecine / Medicine
Guindon RGN
451 Smyth

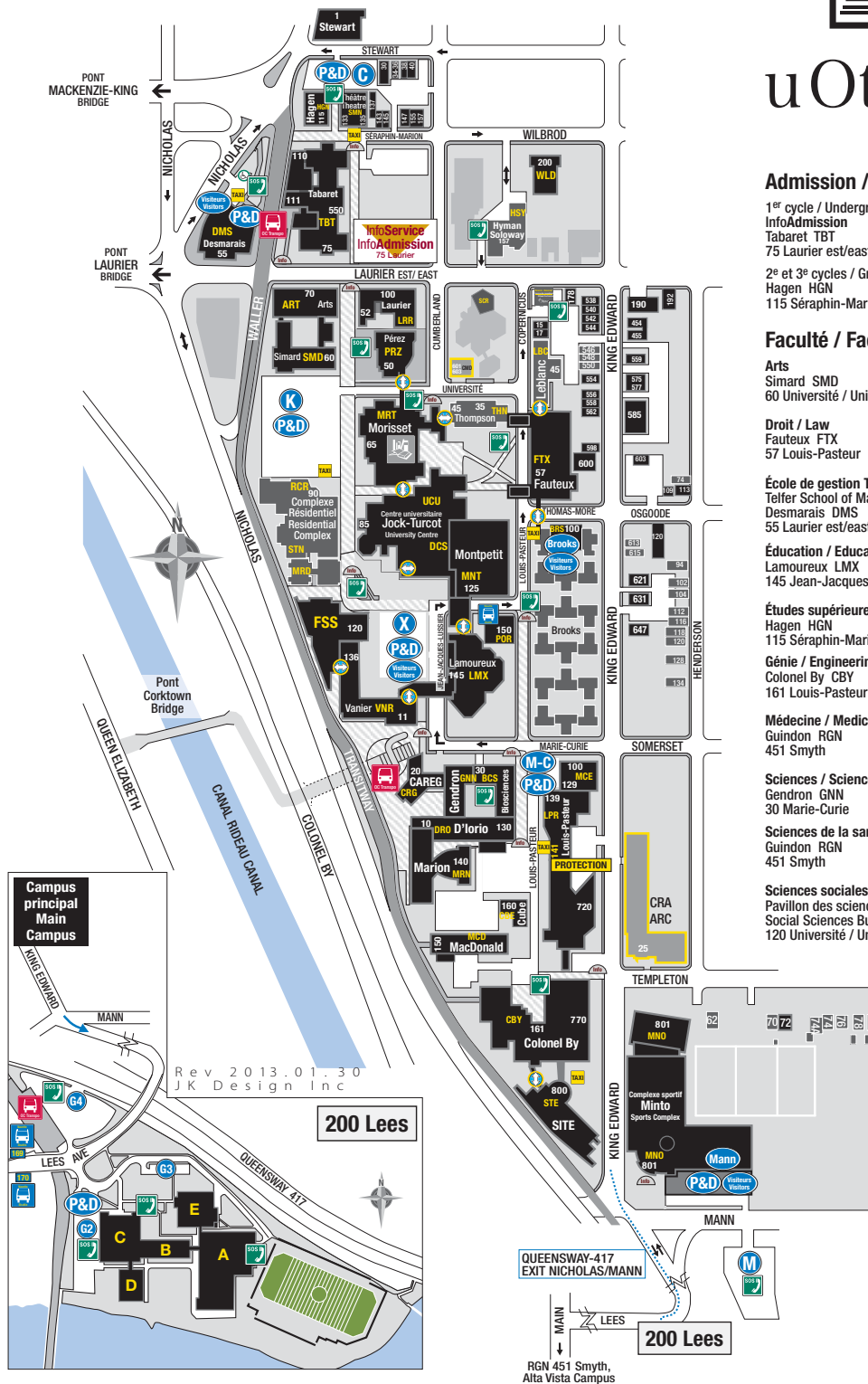
Sciences / Science
Gendron GNN
30 Marie-Curie

Sciences de la santé / Health Sciences
Guindon RGN
451 Smyth

Sciences sociales / Social Sciences
Pavillon des sciences sociales
Social Sciences Building FSS
120 Université / University

Légende / Legend

-  Distributrice de permis
Pay & Display Parking
-  Stationnement visiteurs
Visitors Parking Lot
-  Navette
Shuttle
-  OC Transpo
-  Bibliothèque
Library
-  Taxi - point d'embarquement
Taxi Pick-up Point
-  Information
-  Téléphone de secours
Emergency Service
-  Passerelle
-  Construction





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