

Pre-Conference Activities

8:00 AM – 1:30 PM

Conference Check In & Registration

Expo Hall (Lower Level)

8:30 AM – 11:00 AM

P3 Questions and Answers Discussion (Open to Government and Higher Education Institution Attendees Only | Advanced Registration Required)

Dallas Ballroom D (Lower Level)

Join industry leaders and AIAI members for breakfast and an interactive conversation specifically tailored to audience questions and answers about P3s. Attendees will have the opportunity to submit questions in advance and also join in the discussion of the benefits, values, and applications of P3s in an open dialogue.

Public sector attendees, [please confirm your attendance by visiting the link](#) or by emailing LBuglione@aiai-infra.org

Sponsored by:



9:15 AM – 11:30 AM

Site Tour - P3 Hits the Highway: A Tour of Dallas's LBJ Express

Advanced Registration Required | Meet in Lobby of Sheraton Hotel for Shuttle Pickup



Before the conference kicks off, come see one of the largest public-private partnership transportation projects in Texas!

The LBJ Express project team will host a limited number of P3 Conference attendees for a two-hour bus tour of the \$2.7 billion highway reconstruction project along Interstates 635 and 35E and Loop 12, which was completed in September 2015. Tour participants will get an up-close look at the roadway, including the innovative managed lanes (known as TExpress Lanes), which utilize real-time data

to adjust toll rates to reduce congestion. The tour will also include a stop at the LBJ Express operations center for a look at the technology behind the 13-mile P3 project.

To reserve a spot, please contact karen@thep3conference.com or check on-site at the registration desk.

Sponsored by:



Formal Conference Activities

1:30 PM – 1:40 PM

Conference Start: Welcome & Opening Remarks

Dallas Ballroom ABC (Lower Level)

1:40 PM – 3:00 PM

2017: What to Expect from the First “P” in Public-Private Partnerships

Keynote Address: Dale Bonner Executive Chairman, Plenary Concessions

Dallas Ballroom ABC (Lower Level)



The use of public-private partnerships continued to expand in 2016 with public sponsors delivering a range of projects using a variety of P3 models. In 2017, many state and local governments will deploy new resources approved by voters in the November elections while they remain hopeful that Washington can spur investment with new funding, finance and regulatory solutions. In this pivotal year, public sector leadership will be a key ingredient needed to build on the progress made in recent years and chart a future path for P3s in America.

Setting the stage for this year’s conference, Plenary Concessions Executive Chairman Dale Bonner will recap major developments of the past year and highlight opportunities that may arise throughout the New Year. The opening panel will then preview some of the key issues and dynamics that will broadly shape the public sector’s use of public-private partnerships this year and in years to come.

Presenter:

Dale Bonner, Executive Chairman, Plenary Concessions

Panel

Shant Boyajian, Associate, Nossaman LLP

Seth Miller Gabriel, Director, Office of Public Private-Partnerships (OP3) at DC Government

Dr. Joshua L. Schank, Chief Innovation Officer, LA Metro

Jose Galan, Director Real Estate Development Division, Internal Services Department, Miami-Dade County

3:00 PM – 3:30 PM

Networking and Coffee Break

Expo Hall (Lower Level)

Sponsored by:



RBC Capital Markets®

3:30 PM – 4:30 PM

Concurrent Sessions

The Long Beach Civic Center P3 Project: A Trail Blazing Master Development Project from Financing to Performance Guarantees

Dallas Ballroom ABC (Lower Level)

A session featuring the panel who worked on the \$520 million design-build-finance-operate-maintain civic center project that will replace the City of Long Beach's old city hall and provide a new headquarters for the Port of Long Beach, a new city library, a retail marketplace, and public park that will serve residents and visitors of Long Beach for years to come.

The panelists will include the project's developers, the City/Owner's project representative, and counsel who helped negotiate and draft the agreements. This session will cover details about the project, which gained financial close in 2016 and consider some of its innovations—including utilization of private financing that was more cost effective than its public bond counterpart, and building performance guarantees that ensure best of class operation and maintenance throughout the life cycle of the new facilities. The panel will also provide insight on the efficient use of P3s in an economy with rising interest rates; and be of interest to owners, developers and contractors seeking to better understand innovative financing options and other development aspects of Social Infrastructure P3s.

Moderator

William T. Eliopoulos, Partner and Co-Chair P3/Design-Build Infrastructure Practice Group, Rutan & Tucker, LLP

Panel

Craig Beck, Director of Public Works, City of Long Beach
Jeff Fullerton, Director, Edgemoor Infrastructure & Real Estate
Stuart Marks, Senior Vice President, Plenary Group

P3 101: The When, Why, and How

Dallas Ballroom D1 + D2 (Lower Level)

A fundamental panel for those beginning to explore P3s and looking to better understand where it can be applicable. Learn about when P3s do and do not make sense to advance, why they can save states and municipalities money and time while producing greater results, and how to move from start to finish in delivering a P3s. This panel will focus on the model across numerous sectors including water, buildings, and transportation. Leaders from the Performance Based Building Coalition, a nonprofit industry organization focused on catalyzing the use of P3s for public buildings, will convene this panel and provide detail on how you can participate in this group.

Panel

Claudio Andreetta, Director, Business Development, Public-Private Partnerships, Johnson Controls
Samara Barend, Founder, Performance Based Building Coalition, Senior Vice President - Public-Private Partnership Development Director, AECOM Capital
Shelley Doran, Senior Vice President, Webcor Builders
Mike Marasco, Chief Executive Officer, Plenary Concessions
Mike Pikiel, Partner, Norton Rose Fulbright

Public-Private Partnerships: Delivering Strategic Solutions for Municipal Water Challenges

Dallas Ballroom D3 (Lower Level)

There is a wide spectrum of water challenges, and more often than not, it's a delicate balance for communities to manage all the challenges. The good news is there are proven and effective resources to help them solve water challenges across the spectrum. Through public-private partnerships (P3s), water companies have a solid resume of delivering strategic solutions to the water challenges facing municipalities. More than 2,000 water and wastewater facilities across the country depend on P3s to provide ready access to capital, expertise, technology and operational acumen. This session will navigate through the benefits afforded by the different P3 models and discuss the key

components of successful water P3s currently underway in the U.S. Join a panel of industry participants as they discuss P3s in the context of the US water infrastructure market and cite examples of projects that illustrate successful P3 contracts.

Moderator

Michael Deane, Executive Director, National Association of Water Companies

Panel

Gary Albertson, Senior Vice President, Corporate Development, SUEZ

Guy N. Harris, Principal - Cities, Veolia North America

Bill Malarkey, Senior Vice President, Strategy & Market Development, Severn Trent – North America

Elliott R. Wheeler, Vice President, Operations and Maintenance, CH2M

Structuring P3s for Campus Infrastructure Projects

Lone Star Ballroom A3+A4 (Upper Level)

Being able to engage the right private sector partner starts with a well-prepared procurement process. This session begins with a discussion about what is needed to successfully execute the solicitation process to take forward a project as a P3 and the importance of creating an atmosphere of cooperation and teamwork throughout the negotiation process. The discussion will then review the public and private capital markets, credit trends in P3s, and how to structure financial terms that lead to creative investment from capital market participants.

Moderator

Jennifer Bales Drake, Shareholder, Chair of Real Estate; Vice Chair of P3 practice, Becker & Poliakoff

Panel

Peter Isaac, Vice President, Brailsford & Dunlavey, Inc.

Phillip Ray, Vice Chancellor for Business Affairs, Texas A&M University System

Sara Russell, Director, Municipal Finance, RBC Capital Markets

Jason Taylor, Vice President, Advisory Services, The Scion Group

Public Agency P3 Preparedness

Lone Star Ballroom A2 (Upper Level)

Public agencies have unique challenges when preparing for public private partnerships. Success requires a clearly defined project and P3 structure, a well thought-out procurement process, political will, managing public expectations and perception, and fostering of a strong partnership with the private sector. Join us for a lively panel discussion, by public agency officials for public agency officials, on how to successfully plan, procure, and negotiate a successful P3 initiative (and how to course correct if the wheels come off!). This panel intends to provide best practices and lessons learned and not focus on particular case studies.

Moderator

Seth Merewitz, Partner, Best, Best & Krieger, LLP

Panel

Korin Crawford, Executive Advisor to the CAO, City of Los Angeles

John Finke, President, Public Facilities Group

Tina W. Iftiger, Vice President of Econ. Dev., Reno-Tahoe Airport Authority

Port of San Diego – Lessons Learned from an Innovative and Historic Integrated Plan

Lone Star Ballroom A1 (Upper Level)

The Port of San Diego owns and manages all tidelands that encompass San Diego Bay. This covers 2,400 acres of land and 3,500 acres of water spanning five cities. Because this land is public and subject to the Public Trust doctrine, it cannot be sold, and the Port enters into long-term leases and partnerships with the private sector and other public

agencies. Every project undertaken is some form of public-private or public-public partnership. In this session, the Port will share lessons learned and best practices from structuring partnerships that often involve significant private and public development investments. The Port will provide an overview of their operations, marquee projects, and critical success factors. The discussion will also highlight the Port's new initiative to take a broader, strategic portfolio-wide view on how to best optimize future development opportunities.

Moderator

Bob Hunt, Managing Director, JLL

Panel

TBA

4:45 PM - 5:15 PM

P3 and the New Administration - Where Are We Heading

Keynote Address: Jill Jamieson, Managing Director, JLL Public Institutions

Dallas Ballroom ABC (Lower Level)



Here's what we know. The new administration built its platform on investment and infrastructure. Although specific details are still developing, the emerging policy is expected to be beneficial for the P3 market. So what are the possible scenarios and opportunities and challenges that come with each? In this session, we'll investigate the effect of a potential massive infusion of private capital at the federal, state and local level, the legislative policy and constraints impacting P3s, and possible solutions or methods to address these challenges.

5:15 PM - 5:45 PM

Building the Future: The UC Merced 2020 Project

Keynote Address: Daniel Feitelberg, University of California, Merced



When UC Merced broke ground on its 2020 Project last year, it opened a new chapter for procurement in American public higher education. The UC Merced 2020 Project is an ambitious \$1.3 billion P3 expansion of the youngest University of California campus, located in the San Joaquin Valley, the heart of "underinvested California." Not only will the project nearly double the physical capacity of the campus by 2020, blending new facilities with the existing campus to accommodate 10,000 students, it will also generate \$1.9 billion in economic growth, creating thousands of new jobs in a region that needs them. Vice Chancellor Daniel Feitelberg will share why UC Merced is choosing an integrated delivery strategy through a public-private partnership and some of the lessons they have learned along the way.

5:45 PM - 7:00 PM

Opening Night Welcome Reception

Expo Hall (Lower Level)

Join us at this special networking event for all conference speakers and delegates.

Sponsored by:



Higher Education Networking Reception

Chaparral Ballroom (38th floor of Sheraton Hotel, Center Tower 2)

A networking event intended for those at P3C involved in campus planning and higher education.

Sponsored by:



8:00 AM - 9:30 AM

Conference Networking Breakfast

Expo Hall (Lower Level)

Sponsored by:



8:00 AM – 9:30 AM

Government and Higher Education Interactive Roundtable Discussions (Open to Government and Higher Education Institutions Attendees Only)

Lone Star Ballroom B (Upper Level)

A series of interactive roundtable conversations on ten different P3 topics for attendees representing a government entity or higher education institution. Each conversation will last 25 minutes, and during the 90 minutes session attendees can join 3 different tables. Roundtable conversations are meant to be informal, candid exchanges where participants can ask their questions and concerns, share experiences, and network. Presenters will guide discussions by bringing up case studies, targeted issues, and topics impacting the current P3 landscape.

Government Roundtable Topics:

- **Table 1: Cost of Finance – Does it Really Matter?**

This roundtable, hosted by leaders from the Performance Based Building Coalition, will discuss the relevance of the cost of financing when considering a P3. Some public officials disregard P3s outright arguing that tax exempt financing can be cheaper. However, in the case of recent projects, such as the Long Beach Civic Center, this argument has been debunked. In this discussion close consideration to when the cost of finance is relevant and other factors to consider in weighing the value for money of a P3S will be made.

Facilitator: Samara Barend, Founder, Performance Based Building Coalition, Senior Vice President - Public-Private Partnership Development Director, AECOM Capital

- **Table 2: Off Balance Sheet But on Credit**

Among the many touted benefits of potential P3 projects is the ability to keep debt off the balance sheet. But just because it's off the balance sheet, do the rating agencies consider it to be off-credit as well? Chat with a ratings analyst who will discuss her approach to evaluating a P3 project's impact on credit rating.

Facilitator: Emily Raimes, Senior Credit Officer/Manager, Public Finance Group, Moody's Investors Service, Inc

- **Table 3: Owner Roles/Responsibilities in Executing a P3**

This roundtable will address the roles and responsibilities of the public owner throughout the project delivery process. For each major stage of a P3 project -- planning, formation, structuring, procurement, and implementation (both construction and operations) – we will compare and contrast technical, commercial, legal, and financial management functions and decision making for DBB and DBFOM delivery.

Facilitator: Orion Fulton, Associate Principal, Arup Transaction Advice

- **Table 4: Operational P3s: Lessons Learned Along the Way**

This table will address the best practices and lessons learned from active P3 projects in both the construction and operation phases. The group will discuss how to drive innovation and value for money, finding the right risk transfer balance, ensuring a successful transition and what to expect for the next 30 years. The facilitator will also discuss key considerations in developing and implementing P3 projects including development of performance specifications, dispute resolution approaches, and risk allocation between the private and public

partners. Join this table to discuss these issues, including some ideas to develop concepts that might work for your facility.

Facilitator: Angela Taylor, Senior Vice President, Plenary Group

- **Table 5: Lessons Learned from a Successful P3 Procurement, Structuring and Financing**
Learn how the city of Long Beach approached their need for a new civic center by developing a P3 that met the city's operational requirements within the city's tight budgetary constraints and provided increased associated development of the downtown area. This discussion will cover important P3 procurement lessons learned including (i) the RFQ short listing process, (ii) the RFP process, (iii) political support during the procurement period despite a change in government, (iv) a review of alternative financial structuring elements and one-time subsidies to help meet the city's budgetary limits, (v) importance of P3 risk allocation and the potential to trade those for lower perceived costs, and (vi) how the final taxable financing was cheaper than tax exempt structures that were explored (63-20, Lease Revenue Bonds, COPs, 501(3)c, etc).

Facilitator: Michael Palmieri, President, P3 Point

- **Table 6: Value Creation from Transferring Operations & Maintenance Risk**
One of the biggest do differenters in a P3 delivery is the long-term operations and maintenance obligations the private sector is responsible for delivering. Many public sector sponsors have stated that operations and maintenance services as one of the biggest reasons for considering a P3. Join a discussion on how the inclusion of operations in a P3 helps to build better buildings and improve service quality.

Facilitator: Claudio Andreetta, Director, Business Development, Public-Private Partnerships, Johnson Controls

- **Table 7: Using Tax-Exempt Bonds in P3**
For years tax-exempt financing has been the preferred means to finance public facilities. This roundtable will address the issues involved in using tax-exempt debt in public-private partnerships, and compare and contrast structures involving tax exempt debt vs conventional debt and equity. The conversation will also examine the impacts of the financing structure on project cost, project delivery, and long term operations and maintenance.

Facilitator: John Finke, President, Public Facilities Group

- **Table 8: The Art & Science of Establishing Insurance Requirements**
A discussion to help understand the perspectives and desired balance to be achieved by both the Public and Private sectors in determining risk allocation and minimum insurance requirements.

Facilitator: Alicia Clendenan, Associate Director, Aon Infrastructure Solutions

- **Table 9: Best Practices for P3 Procurement Success**
Are you considering a P3 delivery for your new municipal asset, but not sure where/how to start? Concerned about attracting private sector interest? This roundtable will address pre-RFP activities for a municipal entity to consider, a procurement road map to follow, and then steps to take to prepare and implement a P3 from procurement through award, commercial/financial close, delivery, and operations.

Facilitator: Geoffrey Stricker, Managing Director, Edgemoor Infrastructure & Real Estate

- **Table 10: Best Practices in Developing a Successful Programmatic Approach to P3s and Innovative Project Bundling**
This roundtable will discuss the challenges faced by the public and private sector in their efforts to break into the P3 market and will address innovative practices for teaming and bundling projects for an economical and effective approach.

Facilitator: Diana Parks, Partner, Dorsey & Whitney LLP

Higher Education Topics:

- **Table 1: Defining and Maximizing Value in a Public-Private Partnership**

The deal structures of today are multivariable equations, not off-the-shelf deal structures that are bid on spec and valued exclusively by price. As such, the most successful projects are implemented when an institution defines project values, creates framework that prioritizes and normalizes variables, and drives competition by providing developers with sufficient information and flexibility to be innovative. This roundtable is designed to empower institutions to become the strongest owners possible by defining project requirements, weighing delivery options against risk, and selecting a development structure that best fits their goals prior to soliciting private partners.

Facilitator: Peter Isaac, Vice President, Brailsford & Dunlavey

- **Table 2: From Idea to Implementation: The Role of a Project Champion in Building Internal Partnerships**

Between the idea for a P3 project and ribbon cutting lie many obstacles. P3 projects are still new and different to many. They require new processes, new ways of thinking, new legal and financial models, and new risks. They change the politics of building on campus. A project champion is essential to navigate those obstacles and build a team and a process that will maximize the chances for success. The project champion must understand enough about both the traditional process for campus construction and the new opportunities offered by the P3 model to bridge those worlds and to help the project adapt and remain flexible as campus needs change through the design and implementation phases. This roundtable is designed to empower potential project champions to build the internal partnerships needed to take a project from idea stage to implementation.

Facilitator: Patrick Martin, Director - Project Coordination and Policy Review, Louisiana State University

- **Table 3: Owner Roles/Responsibilities in Executing a P3**

A discussion tailored to lift the lid on key problems, issues and hard learned lessons in major P3 procurement. Cancelled projects, contractor insolvency, defective buildings – it's not all bad news but take the opportunity to avoid the mistakes of others around the globe.

Facilitator: Adam Shaw, Senior Vice President, WT Partnership

- **Table 4: How to Deliver the Largest Single Phase Student Housing Project Early!**

A case study of Park West at Texas A&M, the largest single phase student housing development in the country. Stakeholders will discuss goals developed by the University, how the private sector was able to achieve them, the advantages of utilizing the P3 delivery method to the System, and the challenges of delivering 3,400+ beds in two years.

Facilitator: Matt Myllykangas, Senior Vice President of Pre-Construction & Development, Servitas

- **Table 5: How to Maximize the Procurement Process and Minimize Protests**

A discussion of various methods higher education entities can implement to use this initial phase of the P3 process to their advantage to not only generate interest from the private entities in their project but to also minimize and avoid the issues associated therewith. This process is vital to a successful project.

Facilitator: Jennifer Drake, Co-Chair of PPP Practice, Becker & Poliakoff

- **Table 6: Mixed Use P3 Structure Options: How to structure Alternate Revenue Stream and Non-Revenue Generating Spaces Within a P3**

Universities with expanding enrollments are looking to Public-Private Partnerships to modernize their housing while simultaneously adding revenue generating and non-revenue spaces within the same footprint. Structuring these spaces within a P3 can be tricky. In this roundtable, we will discuss the challenges in this

arrangement using case studies from Boise State University, the University of Kentucky, and the University of Connecticut.

Facilitator: Steve Schnoor, SVP of Western Development; and Jared Everett, VP of University Partnerships of EdR Trust

- **Table 7: Off-Balance Sheet But On Credit**

Among the many touted benefits of potential P3 projects is the ability to keep the debt off a college or university's balance sheet. But just because it's off the balance sheet, do the rating agencies consider it to be off-credit as well? Chat with a ratings analyst who will discuss their approach to evaluating a P3 project's impact on a university's credit rating.

Facilitator: Susan Fitzgerald, Associate Managing Director, Moody's Investors Service

- **Table 8: So What's the Value to The Public Owner of Shifting Building and Design to a Lifecycle Approach?**

Does your O&M budget comes up short of being able to address all your annual maintenance needs? What about your needs to renovate, retrofit, or re-purpose? What's the real cost of not being able to address these issues? Find out how shifting the design and building of your capital real estate projects to a lifecycle approach helps you address these issues.

Facilitator: Bill Hvidt, President, The Hvidt Group

- **Table 9: Setting the Table for P3. Capturing Voices and Making Decisions in the First 60 Days**

The first 60 days of a P3 project can be intense. Many decisions must be made rapidly, not only about design and construction, but also about financing options, operational agreements and many other facets about which institutions might not have long standing protocol. Additionally, P3 processes typically result in a shuffling of roles and voices at the table. Whereas most student housing construction projects are led by a partnership between housing and facilities professionals, in a P3 process, these projects are often the responsibility of an institution's finance leadership. Add a fast-track schedule to the mix and the first 60 days can become an exercise in getting the right people in the right seats, in the middle of important decisions, while the bus is moving! This discussion will explore several approaches to "setting the table" for a successful project.

Facilitators: Amy Aponte and Sam Jung, Balfour Beatty Campus Solutions

- **Table 10: Using P3 to Transform Energy Management on Campus**

Major campuses consume a lot of energy. In the context of an increasing focus on energy cost, volatility, carbon impact and security of supply, leading public and private sector campuses are transforming their energy systems by deploying innovative technical solutions and contracting approaches. These approaches allow campuses to modernize aging systems to meet resilience and sustainability objectives, whilst reducing costs and releasing value. This round table will explore examples of good practice from across the public and private sectors and discuss the actions and approaches campuses can take to improve their energy outcomes through P3 type models.

Facilitators: Stephen Auton-Smith, Managing Director, Ernst & Young Infrastructure Advisers LLC

9:30 AM - 12:30 PM

P3 Public Building Flash Workshop

Open to Government Attendees Only | Advanced Registration Required

Sign up today to participate in a unique and intimate hour long workshop with some of the nation's leading developers, financial/legal advisors, contractors, and engineers to learn how you can move potential public building projects from start to finish through P3 delivery. We will work individually with public officials to discern if projects in your

municipality or state are suitable for P3 and if so how you could develop a path forward. The session will be hosted by the Performance Based Building Coalition (PBBC), a nonprofit organization whose mission is to catalyze the use of P3s for public buildings by assisting public officials through education and promoting federal and state legislation. At the conclusion of the session, the PBBC will offer municipalities and states (which have identified possible P3 projects) the opportunity for the PBBC to come host a day-long workshop in the city where you are based.

The Flash Workshop sessions are limited to 10 public officials for each time slot – please sign up soon to reserve a spot before they are filled!

RSVP to john.beadle@p3buildings.org or for more information call Sam Barend at 212-973-3089. For more information on the PBBC go to www.p3buildings.org

Sponsored by:



9:45 AM - 10:45 AM

Community Engagement is Not an Afterthought: The Denver Story, Building Towards Success

Dallas Ballroom ABC (Lower Level)

Including stakeholders early in the public planning process allows for community engagement, and an opportunity to facilitate a successful P3 program based on public support and involvement. Nowhere is this more apparent than in Colorado as they continue to deliver taxpayer value through public private partnerships. Integration of plans and vision for regional economic development for job growth and prosperity is a hallmark of P3 as evidenced through the Denver Story. Join our esteemed panel of experts and practitioners as they explore the successes and opportunities brought to their state through this alternative delivery model. The critical path to success started with civic engagement and continues through on-going outreach and community involvement as public assets have become operational.

Moderator

Matt Cheroutes, Principal, Strategic Communications and Public Affairs Consultant, Matt Cheroutes LLC

Panel

Diane Barrett, Chief Projects Officer, Mayor's Office, Office of Mayor Michael B. Hancock, City and County of Denver
Kelly Leid, Executive Director, North Denver Cornerstone Collaborative, Mayor's Office, City and County of Denver
David Spector, Director of the High Performance Transportation Enterprise, Colorado Department of Transportation
Joe Wingerter, Vice President Project Development, Kiewit Corporation

11:00 AM - 12:00 PM

Concurrent Sessions

Social P3s – Structuring the Transaction and Adapting Private Sector Experience

Dallas Ballroom ABC (Lower Level)

Social P3s offer unique opportunities for public agencies and the private sector. In this session we will explore how traditional private sector transactions and experience can be viewed as a guide for approaching the Social P3 project; how design professionals, contractors, and developers focused on the private sector can adapt their experience to become a partner with a public agency for a Social P3 project; and how developer/agency agreements and construction agreements can be structured for Social P3s.

Moderator

Michael Zetlin, Senior Partner, Zetlin & De Chiara LLP

Panel

Michael Bond, Head of the Real Estate Practice, Weil, Gotshal & Manges LLP
Michael Della Rocca, Global Infrastructure Practice Leader, McKinsey & Company
Mark Melson, Chief Operating Officer, Star America Infrastructure Partners
Andrew Prindle, Vice President, Goldman Sachs

The Cultural Shift: Changing a Public Agency’s Mindset from “Comfort in Past Experience” to “Eagerness for a New Challenge”

Dallas Ballroom D1 + D2 (Lower Level)

Many public agencies are interested in pursuing P3s, but face internal and political obstacles. Chief among these obstacles is the challenge of changing an agency’s culture, often steeped in traditional construction procurements based upon hard bids, qualifications and certainties, to a culture of procuring development and construction without the safety of a pre-determined design, budget or process. P3 procurement requires a degree of trust, uncertainty and flexibility not inherent in traditional procurements, which can be scary or alien to agencies with a deep-rooted mindset about the values of traditional procurement. Hear from a panel of public agency representatives who changed their agency’s culture and mindset to open new doors and opportunities. Find out how you can start the cultural shift in your agency as well.

Moderator

Lee Weintraub, Chair of P3 Practice Group, Becker & Poliakoff

Panel

Michael Bennon, Managing Director, Stanford Global Projects Center
Adam Shaw, Senior Vice President, WT Partnership
Leslie Thomas, Deputy Director, Department of Public Works, City and County of Denver

Overcoming Barriers to Advance Public-Private Partnerships (Water Infrastructure)

Dallas Ballroom D3 (Lower Level)

Public-public partnerships (P3s) are frequently touted as one of many strategic solutions to overcome the nation’s many water infrastructure challenges. Despite the numerous benefits of P3s, both municipalities and private water companies often face barriers in gaining public support for private sector involvement. A recent poll conducted by the National Association of Water Companies (NAWC) found that public perception of water being a “public good” and fear of negative voter reaction are significant factors impeding the use of P3s. This session will demystify P3s and address the barriers that can deter communities from pursuing a P3 as a potential solution to their water challenges. A panel comprised of both private and public sector representatives will share their respective experiences in overcoming public resistance to private participation in water projects.

Moderator

Michael Deane, Executive Director, National Association of Water Companies

Panel

Michael Patella, Senior Policy Advisor, Water Infrastructure and Resiliency Finance Center Office of Water, Environmental Protection Agency
Royce A. Francis, Ph.D., Assistant Professor, George Washington University
Michael Martino, Manager, Communications and Community Relations, SUEZ NA
Eric S. Petersen, Partner, Hawkins Delafield & Wood LLP

UC Merced 2020 Project – A Path Breaking Social Infrastructure P3 Project

Lone Star Ballroom A3+A4 (Upper Level)

As the first university campus expansion in the United States to be undertaken using the P3 availability payment model, the \$1.3 billion UC Merced 2020 Project is the largest social infrastructure availability payment P3 project to close in

the United States, and is expected to serve as a template for other higher education institutions seeking innovative methods to deliver capital projects. The project involves the expansion of University of California's newest campus to accommodate growth in student enrollment from the current 6,700 students to 10,000 students by 2020. In this panel discussion, university representatives and private sector experts will discuss key features of this innovative public-private partnership, including: why the P3 delivery model best meets the University's goals for the project; the bundling of revenue and non-revenue generating facilities into a single project; how political risks and stakeholder engagement was managed; the innovative financing structure; risk allocation and mitigation strategies; and key features of the procurement process.

Moderator

Yukiko Kojima, Partner, Nossaman LLP

Panel

Dan Feitelberg, Vice Chancellor for Planning and Budget, University of California, Merced

Patrick Harder, Chair of Infrastructure Practice, Nossaman LLP

Stuart Marks, Senior Vice President, Plenary Group

Mike Parker, US Infrastructure Advisory Leader, Ernst & Young Infrastructure Advisors, LLC

P3 Projects Under \$100 Million: How to Structure a P3 to Create Genuine Value for Projects Starting at \$20 Million and Up

Lone Star Ballroom A2 (Upper Level)

While large scale Public-Private Partnership projects capture headlines, the majority of social infrastructure opportunities fall into the \$20 million - \$100 million range. These projects include police and fire stations, city halls, research buildings, university facilities, and student housing. These smaller developments, while seldom spotlighted, represent the majority of all completed P3 for Social Infrastructure projects in the United States. Attendees will be introduced to a variety of successful P3 Social Infrastructure projects that have cost less than a \$100 million. The presentation will address the key components that lead to cost savings on smaller scale P3 projects. The \$44.3 million Riverside County Law Building in Indio, California and the \$49.6 million Bothell City Hall in Washington State will be showcased to illustrate how smaller scale P3 projects can be built on-time, on or under budget and with a lower cost structure than if delivered through a conventional public delivery process.

Presenter:

John Finke, President, Public Facilities Group

12:00 PM – 1:30 PM

Networking Lunch

Expo Hall (Lower Level)

Sponsored by:



1:30 PM – 2:30 PM

Concurrent Sessions

Could Deferred Maintenance Lead to the Next Pension Crisis?

Dallas Ballroom ABC (Lower Level)

When government entities defer maintenance to manage costs, they mostly do so without understanding the additional burden they are placing on their capital budget in the future. While politically and fiscally expedient in the near-term, deferring maintenance leads to long-term structural inefficiencies that create a drag on the economy. Case

in point is perpetually poor grade assigned our nation's infrastructure by the ASCE. The DBFOM model of procurement, with its long-term performance-based contracts, can help governments maximize their infrastructure investments over the assets lifespan, stabilize revenue volatility (a leading cause of deferred maintenance), and help reverse our national tendency to kick costs down the road. This session will be a frank discussion about measuring: (1) the true cost of deferring maintenance; and (2) the benefits P3s can provide to the wider economy.

Moderator

Orion Fulton, Associate Director, ARUP

Panel

Claudio Andreetta, Director, Business Development, Public-Private Partnerships, Johnson Controls

John Ryan, Visiting Fellow, Global Projects Center Stanford University

Anne Selting, Analytical Manager, Infrastructure & Renewables, Standard & Poor's

Brian Sigritz, Director of State Fiscal Studies, National Association of State Budget Officers

Payment and Performance Guarantee – P3s for American Infrastructure

Dallas Ballroom D1 + D2 (Lower Level)

Risk and performance security and completion guarantees take many forms in the procurement of American Infrastructure. Learn about best practices from industry experts, ensuring greatest taxpayer value, responsible asset management and public investment protection. Applied to a range of infrastructure assets panelists will discuss some of the primary drivers for P3s: utilizing the private sector to innovatively meet critical public infrastructure needs today rather than years from now; optimizing "life cycle costs & benefits"; enabling significant risk transfer to private sector; ensuring alignment between facility operations and broader master plan; payments for performance based throughout term; and creating capacity to build more sooner, with less risk to taxpayers.

Moderator

Stephen Rae, General Counsel, Liberty Mutual Surety

Panel

Judah Gluckman, Deputy Director and Counsel, District of Columbia Office of Public-Private Partnerships

Bryan Kendro, Vice President of Project Development, Star America

Tammy Pike, Group Insurance Manager, Kiewit Corporation

Creating and Adapting P3s in the Water Sector - Part 1

Dallas Ballroom D3 (Lower Level)

Water sector owners "hear the P3 buzz" created by other sectors and are looking for useful information and guidance. Unfortunately, P3 interest in the water sector can feel blindsided from the depth of ongoing narrative in the larger P3 community and by precedents in other market sectors and geographies. This interactive two part session will feature case studies by owners and form the backdrop of a lively discussion outlining a P3 "Road Map" for owners. We will explore common barriers and suggest ways to address concerns related to project structure and size, true cost, performance metrics, red tape, workforce challenges, and system versus facility considerations.

Moderators

Douglas Herbst, DBIA, Freese and Nichols, past President of DBIA SW Region, DBIA Water/Wastewater Liaison to DBIA P3 Committee

Susan Roberts, PhD, P.G., Texas A&M Engineering Center for Applied Technology, Vice Chair DBIA P3 Committee

Panel

Donovan Burton, VP Governmental Relations & Leadership, San Antonio Water System

Christopher Matthews, P.E., ARCADIS U.S

Katherine Oven, P.E., Deputy Operating Officer, Water Utility Capital Division of Santa Clara Valley Water District

Carlos Rubinstein, Principal, RSAH2O LLC

To P3 or Not to P3: Identifying the Appropriate Project Delivery Model for Universities

Lone Star Ballroom A3+A4 (Upper Level)

P3s have long been discussed as a potential solution to the underfunding of U.S. infrastructure needs, but with little to show for it... EXCEPT in the higher education sector. This session will explore the various P3 models that have been successful in higher education, particularly with student housing, comparing the various tax-exempt and taxable debt models, equity options and government programs. We will also discuss how P3 financing models are evolving and how a traditional project finance program compares to other P3 tools, such as concession agreements, that are more common in other sectors. We will then delve into which P3 structure work best for a specific project or to meet the specific goals of a university, examining specifically how each structure impacts the viability of the project, the return to the university and the university's credit profile and balance sheet.

Moderator

Michael Baird, Managing Director, RBC Capital Markets

Panel

Jared Everett, Vice President of University Partnerships, EdR

John Medina, Vice President/Senior Analyst, Global Project & Infrastructure Finance Group, Moody's Investors Service

Dr. Eric Monday, Executive Vice President of Finance and Administration and CFO, University of Kentucky

Bob Shepko, President, Balfour Beatty Campus Solutions

Developing and Modernizing Energy Infrastructure Assets Using A P3 Approach

Lone Star Ballroom A2 (Upper Level)

Municipalities are continuously challenged to find better ways to effectively manage their energy infrastructure assets. New alternative approaches through public private partnerships create maximum value for money to tax payers. This session will highlight how the DBOOM development model, which is based on a risk transfer approach, can be effectively deployed to modernize and build new energy infrastructure necessary to enhance overall system resiliency. By achieving new energy and operational efficiencies, a central utility plant can generate long-term savings to create a cash neutral business case or potentially even provide cities with an upfront infusion of cash that can be invested to address other funding priorities. Participants in this panel include project delivery specialists and public officials to explore perspectives from both sides of the transaction.

Presenters

Craig Beck, Director of Public Works, City of Long Beach

John Fleming, VP & GM , Performance Based Infrastructure , Johnson Controls

Greg Smith, President and CEO, InstarAGF Asset Management Inc.

2:45 PM – 3:45 PM

Concurrent Sessions

P3 & The Road Ahead for Commercial Developers: The Intersection of Opportunity and Challenge

Dallas Ballroom ABC (Lower Level)

P3 is moving into new territory in the United States and proving it can enhance the opportunities for commercial development. What is still mostly a model used for horizontal infrastructure projects is also delivering more and more vertical and mixed-use facilities and improving the quality of life in cities, on campus, and around the country. These partnerships for "social infrastructure" projects are creating commercial opportunities for developers and, naturally, such opportunities invite genuine challenges from regulators, governments, public interest groups and media. How can commercial developers partner with public officials to address concerns of multiple constituents? One tool is a Hybrid P3 that involves a surprising group of partners and unique finance and delivery structures. Our panel discusses how this hybrid model helped integrate commercial developments into or alongside P3 projects supporting civic interests, including arenas, hospitals, fine arts centers, water treatment facilities, student housing and other public facilities.

Moderator

Charles Renner, Partner, Husch Blackwell LLP

Panel

Mike Marasco, Chief Executive Officer, Plenary Concessions

Jim M. Mulligan, Partner, Husch Blackwell

Miguel Santana, President & CEO, Fairplex

Geoffrey Stricker, Managing Director, Edgemoor Infrastructure & Real Estate

Screening for Success: Projects and Methods Public Agencies Use to Evaluate P3 Delivery

Dallas Ballroom D1 + D2 (Lower Level)

The concept of a P3 is now commonplace among US public officials, but why do P3 transactions still fail to launch or terminate during procurement in the US? One solution is to develop a robust screening process. Screening tools have the power to help justify higher transaction costs associated with P3 transactions, reduce the risk of a failed P3 procurement, obtain early board approval, and ultimately identify the best procurement method to deliver your infrastructure projects. The need for screening tools has also increased in the US as the P3 pipeline expands into new asset classes such as broadband, solar, storm water and cellphone towers. Transaction size and complexity are commonly cited as screening criteria, but effective screening tools go well beyond. This panel will cover international best practices as well as US methodologies for implementing screening tools, the lessons learned, and ways you can apply project screening to your next capital improvement plan process.

Moderator

Victoria Taylor, President & CEO, Project Finance Advisory, Ltd.

Panel

Milton Dohoney Jr., Assistant City Manager, City of Phoenix

Daryl Halls, Executive Director, Solano Transportation Authority

Emily Hauber, Deputy Legislative Director, City and County of Denver

Seth Miller Gabriel, Director, Office of Public Private-Partnerships (OP3) at DC Government

Creating and Adapting P3s in the Water Sector - Part 2

Dallas Ballroom D3 (Lower Level)

Water sector owners “hear the P3 buzz” created by other sectors and are looking for useful information and guidance. Unfortunately, P3 interest in the water sector can feel blindsided from the depth of ongoing narrative in the larger P3 community and by precedents in other market sectors and geographies. This interactive two part session will feature case studies by owners and form the backdrop of a lively discussion outlining a P3 “Road Map” for owners. We will explore common barriers and suggest ways to address concerns related to project structure and size, true cost, performance metrics, red tape, workforce challenges, and system versus facility considerations.

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Douglas Herbst, DBIA, Freese and Nichols, past President of DBIA SW Region, DBIA Water/Wastewater Liaison to DBIA P3 Committee

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Panel

Donovan Burton, VP Governmental Relations & Leadership, San Antonio Water System

Christopher Matthews, P.E., ARCADIS U.S

Katherine Oven, P.E., Deputy Operating Officer, Water Utility Capital Division of Santa Clara Valley Water District

Carlos Rubinstein, Principal, RSAH2O LLC

Balancing Risk and Reward for Higher Education Institutions

Lone Star Ballroom A3+A4 (Upper Level)

As institutions seek to optimize how they conduct business and execute capital programs, issues such as risk and control are always pushed to the forefront when deciding how to unlock the value they bring to transactions. Whether selling off an asset to raise cash or entering into a complex public private partnership to achieve mission goals, an institution must always be aware of the trade-offs between risk and reward. This session will explore the spectrum of risk tolerance and how sound business and transactional practices can help mitigate risk going forward. The relationship between risk and value will be explored from an institutional, developer and capital markets perspective, with specific project examples to explain how investors and lenders price their own risk and how these decisions impact project costs. Finally, a discussion focusing on the right balance of risk, control and value for a series of hypothetical projects will be held between members of the panel to illuminate different perspectives and help institutions account for this dynamic going forward.

Moderator

Jay Brown, Managing Director, Public Sector Real Estate Advisory Services, Alvarez & Marsal

Panel

Matt Joe, Partner, Holland & Knight

Jon Kling, Chief Executive Officer, Municipal Acquisitions

Angel Rivera, Development Director, Servitas

Andrew Prindle, Vice President, Goldman Sachs

Making the Right P3 Decisions Today to Ensure Success Tomorrow

Lone Star Ballroom A2 (Upper Level)

Developing a public private partnership involves decisions that will have longstanding impacts in the future. When the contract is signed, the work of the partnership begins, and both private and public parties have to live up to their responsibilities. This conversation will cover the life of the P3 agreement beginning when the project is in development until the partnership ends. Our panel will discuss the decisions that impact life after a social infrastructure project is built.

Moderator

Al Dotson, Partner, Bilzin Sumberg Baena Price & Axelrod LLP

Panel

Bob Hunt, Managing Director, JLL

John Kasuda, Business Development Manager, Siemens Industry, Inc.

Angela Taylor, Senior Vice President, Plenary Group

3:45 PM - 4:15 PM

Networking and Refreshment Break

Expo Hall (Lower Level)

Sponsored by:



RBC Capital Markets®

4:15 PM – 5:15 PM

Concurrent Sessions

P3 Risk Transfer: Myth or Reality

Dallas Ballroom ABC (Lower Level)

The transfer of risk is an important element of a P3, but how much is truly understood about those risks that should be transferred and what should be retained by the owner – and why? Showcasing a recently closed project as a case study and convening a panel of the architect, developer, contractor, O&M provider and owner to sit on the panel. Using voting buttons questions poll the audience as to where they think a particular risk should be held, the audience answers are shown and then the relevant members on the panel explain what was decided and what they key points of negotiation were.

Moderator

Frank Rapoport, Partner, Peckar & Abramson

Panel

Anthony Buckley, Director of Innovative Partnerships, Washington State Department of Transportation

Alicia Clendenan, Associate Director, Aon Infrastructure Solutions

Jonathan Dingle, Associate Director, Meridiam Infrastructure

Dan Filer, Vice President of Business Development, Ferrovia

John Friel, Senior Vice President, HNTB

The Time to Enact Comprehensive P3-Authorizing Legislation is Now

Dallas Ballroom D1 + D2 (Lower Level)

This session will address the importance of P3 legislation and best practices for drafting and introducing bills to state legislatures that broadly authorize the use of public-private partnerships.

Moderator

Diana Parks, Partner, Dorsey & Whitney LLP

Presenters

Samara Barend, Senior Vice President, P3 Development Director – AECOM Capital

Leslie A. Combs, Former Member of the Kentucky House of Representatives; Consultant – Lac Consulting, LLC

Christopher D. Lloyd, Senior Vice President and Director, Infrastructure and Economic Development, McGuireWoods Consulting

The Role of EB-5 in P3 Projects

Dallas Ballroom D3 (Lower Level)

Join our diverse panel of experts to hear proven strategies for applying P3 models to EB-5 projects. We'll discuss the benefits of the EB-5 and P3 relationship, the growing number of collaborations and share success stories on how EB-5 projects can help improve or revitalize your community.

Presenters

Aaron Goforth, Principal, Transactions Services, Baker Tilly Capital

Pat Ray, Managing Partner, Kutak Rock LLP

Kyle Walker, Principal, Managing Partner, Green Card Fund

Leveraging Public/Private Partnerships for Institutional Transformation and Maximum Community Impact

Lone Star Ballroom A3+A4 (Upper Level)

Higher Education establishments worldwide are re-thinking their business models, investigating how to improve community impact and developing innovative public/private partnerships to accelerate these transformations.

Attendees will learn how institutions are leveraging design thinking to integrate state, city, industry, community, transit, financial, real estate and other partners for increased social and economic outcomes. We will illustrate how new forms of real estate transactions that integrate governance structures and high performance operating models can deliver integrated solutions at a regional, local and building scale. Through an interactive panel format attendees will learn how to create integrated physical, financial and communications roadmaps and how to prioritize, implement and measure initiatives that leverage mutually beneficial partnerships, community engagement and institutional innovation.

Moderators

Mark Whiteley, Vice President, Americas Practice Leader – Strategy+ Consultancy, AECOM
Jill Kurth, Western Regional Practice Leader – Strategy+ Consultancy, AECOM

Panel

Mason Ailstock, President & CEO, Convergent Consultants / Research Triangle Park
Cameron McCoy, AVP for Economic Engagement, Lehigh University Economic Development

P3 Opportunities in the Airport Sector

Lone Star Ballroom A2 (Upper Level)

There are more than \$75 billion worth of infrastructure projects required at airports in the U.S. according to ACI-NA. There are many models for project delivery at these complex sites with multiple stakeholders, including authorities, airlines and passengers. Hear a unique perspective on how the emerging P3 model can work in the U.S. for airports from the perspective of a seasoned airport developer, investor, manager and designer.

Presenters

Filip Lemmens, Senior Director, Business Development, Vantage Airport Group
Stanis Smith, Executive Vice President, Stantec

5:15 PM - 7:00 PM

Evening Networking Reception

Expo Hall (Lower Level)

Join us at this special networking event for all speakers and delegates.

Sponsored by:



7:00 AM - 8:00 AM

Breakfast

Expo Hall (Lower Level)

Sponsored by:



8:00 AM - 8:45 AM

Rapid Growth is on its Way

Keynote Address: Michael Likosky, Heads of Infrastructure Practice, 32 Advisors

Dallas Ballroom ABC (Lower Level)



Michael is widely recognized as an authority on P3s and has over fifteen years of experience providing advice to many of our nation's leaders. He has served as an expert advisor to the United Nations, Organization for Economic Co-operation and Development, and the US Treasury Department. As our morning keynote speaker, Michael will share his perspective on the direction of the P3 market across sectors and the country.

9:00 AM - 10:00 AM

P3 Fact Check - For Big Infrastructure Projects: Is Government Debt Really Cheaper?

Dallas Ballroom ABC (Lower Level)

Paying for performance, public-private partnerships, or P3s, have been completed on time and in most cases ahead of schedule with no cost overruns. This is because P3s are about incentives: P3s call upon private financiers and their builders to absorb costs associated with delays and cost overruns. P3s also require the winning private entity to manage properly the project's operations and maintenance over many decades – or risk the government withholding payments. Traditional bond financing, or “the way we've always done it,” lacks those taxpayer protections. For major projects – those more than \$100 million – P3s offer financial value and on-time, on-budget delivery. In this session, AIAI panel members will address the cost of capital question based on three approaches: actual financing examples, risk transfer and long-term operations and maintenance.

Moderator

Marshall Macomber, President, Think P3

Panel

Belen Marcos, United States President, Cintra

Rodney Moss, Senior Vice President, Aon Risk Solutions

Anthony Phillips, Head of North America, John Laing

Andrea Warfield, Director of O&M, Fluor Corporation

Charles E. Lattuca, Executive Director - Transit Development and Delivery, Maryland Transit Administration

10:15 AM - 11:15 AM

Concurrent Sessions

Diversity & Inclusion Programs for P3 Projects

Dallas Ballroom D3 (Lower Level)

Join a dynamic discussion that will address diversity and inclusion programs for P3 projects. This session considers approaches to development of these programs and how to utilize the right parameters to achieve a program's intent. Attendees will gain an understanding of the differences in executing a P3 contract when looking at small business

engagement, and also learn to achieve successful outcomes in the areas of diversity and inclusion when addressing economic ordinances that don't allow or contradict P3 procurement mandates aligned to the successful adoption and implementation of diversity and inclusion metrics.

Presenters

Joanne Brooks, Vice President & Counsel, The Surety and Fidelity Association of America
Angela Berry Roberson, Corporate Diversity and Contract Compliance Director, Ferrovial Agroman
Sharon Douglas, President, Bradley Douglas Construction Services, LLC
Katherine Williams, Civil Rights Program Manager, Colorado Department of Transportation

Pressure Points for P3s in Higher Education

Dallas Ballroom D2 (Lower Level)

Why isn't every project delivered as a P3? In deciding whether to move forward with a P3, universities, investors, design-builders and operators face a slew of factors that can make or break the deal. From a university's perspective, these include suspicion or trust of private financing, the degree to which the asset at issue is perceived as core to the institution's function, the institution's willingness to cede control over design and operation, concerns about fair treatment of existing employees, and the presence or absence of a political champion. Design-Builders' deal breakers may include confidence in the project owner's commitment, allocation of construction risk, and in instances of elevated risk transfer, a corresponding ROI. Investors and operators may focus on long-term relationship risk and asset strength. Join panelists for a candid discussion from each perspective about the toughest factors that make the difference between closing a deal and walking away from the table.

Moderator

Justine Kastan, Senior Associate, Rutan & Tucker, LLP

Panel

David Teed, Advisor, Oaktree Capital Infrastructure Fund
Josh Levy, Counsel, JE Dunn Construction
Gordon Merklein, Associate Vice Chancellor, Real Estate Operations, University of North Carolina at Chapel Hill

Innovation at the Edges

Dallas Ballroom D1 (Lower Level)

While we are still debating best practices around structuring infrastructure P3s, technological innovation that has transformed other industries is at our doorstep. Smart Cities and multi-modal initiatives are being thought of as "system-of-systems". Larger collaborative partnerships will need to integrate across agencies and sectors building new business models and partnerships for mobility, sustainability and transparent efficiencies. This panel will discuss the impact of technology risks, and data enabled public private collaborations on financing and contracting structures for P3s.

Moderator

Suhrita Sen, Principal Infrastructure Advisors LLC

Panel

Carl Cornilsen, Co-Founder, Citisense
Gordon Feller, Co-founder, Meeting of the Minds
Dan McClure, Innovation Specialist

11:30 AM - 12:30 PM

Concurrent Sessions

P3s and Rural America: Where P3 Can Works and Where It Shouldn't

Dallas Ballroom D3 (Lower Level)

P3s bring value and benefits for the right project, but the key to a successful procurement is knowing when the model works and when it doesn't. Best practices for P3 include understanding the model, identifying appropriate risks, and ensuring that the public needs are met in a compelling manner. This session will explore those practices and explore situations where the model is and isn't appropriate.

Moderator

Marshall Macomber, President, Think P3

Panel

Judge Dale Spurgin, Jones County Texas

Bryan Grimes, City Manager, City of Ballinger, Texas

Mary Scott Nabers, President/CEO - Strategic Partnerships, Inc

The P3 that Transformed Sydney Harbor

Dallas Ballroom D2 (Lower Level)

Hear the lessons learned from one of Australia's most recent and high profile P3s that delivered 2.7 million square feet of event and entertainment space and 20 hectares of high quality public domain in the heart of Sydney Harbor. Balancing record breaking construction, world leading sustainability, commercial and community outcomes, the \$1.2B Sydney development was constructed in a record-breaking two and a half years – without compromising on community or commercial goals. It has received the highest sustainability ratings, will generate \$5B in economic benefits for the State and has achieved immediate commercial success with more than 400 events confirmed prior to the official launch of the project. The project has been a catalyst to transform the way business transacts, the way major entertainment events are experienced, and how people interact in one of the world's most famous harbors. Just months after its official opening in December 2016 the project is already being held up as a leading example of successful P3s delivery in Australia, one of the world's most mature P3S markets, and should provide many instructive lessons to project owners in the U.S.

Moderator

Martin Lee, Principal, HASSELL

Panel

Toni Blume, Project Director, Lendlease

Adam Shaw, Senior Vice President, WT Partnership

Glenn Scott, Principal, HASSELL

What's the "F" in DBFOM?

Dallas Ballroom D1 (Lower Level)

Private financing is a key feature of DBFOM projects. In this session, our presenters will consider in detail the "F" in DBFOM by examining the value proposition of private financing, different private financing structures, and public policy considerations in the context of specific projects where private financing was effectively used. In addition, the speakers will discuss ways to address commercial issues in the P3 agreement necessitated by the addition of lenders and financing to the deal.

Moderator

Christine Ryan, Partner, Nossaman LLP

Panel

Tony Elkins, Commercial Director Corporate & Business Development, Cintra

Samuel Franco, Director, Center for Alternative Finance and Procurement

John Munoz, Vice President, CDM Smith

12:30 PM

End of Conference and Expo. Exhibitor Breakdown.