

# **2020 GII Summit – Preliminary Agenda**

Queen Elizabeth Fairmont Hotel, Montréal

## **Wednesday, June 10**

**07:00**      **REGISTRATION OPENS**

**13:00–17:00**    **INFRASTRUCTURE SITE VISITS** (*various off-site locations*)

Integral to the Global Infrastructure Initiative (GII) program are six infrastructure and technology site visits. These will allow attendees to see first-hand how infrastructure is planned, financed, delivered, and operated at some of Montréal's leading organizations. Please note that availability is limited and for Summit participants only.

- **CHAMPLAIN BRIDGE**

The Samuel De Champlain Bridge is a 3.4 km twin cable-stayed bridge spanning the Saint Lawrence River between the Island of Montréal and the South Shore suburbs. Replacing the 57-year old original, the new bridge's two-lane rail corridor for the Réseau Express Métropolitain (REM), six-lane corridor for vehicles, and multi-use corridor for cyclists and pedestrians are expected to serve 40-60M vehicles annually for the next 125 years. This complex project was completed in just four years by employing modern construction technologies and methods. [www.newchamplain.ca](http://www.newchamplain.ca)

- **MILA AI LABORATORY**

The globally renowned MILA laboratory is promoting interaction with industry and guiding innovation in artificial intelligence and technology transfer. This collaborative effort between four universities, their faculty, and researchers is making significant contributions to the field of deep learning. Additional partnerships with Hydro Quebec, CDPQ, The City of Montréal, and others are deploying AI applications to improve infrastructure performance and predictability. <http://mila.quebec/>

- **PORT OF MONTRÉAL**

The Port of Montréal is a major diversified transshipment center operated by the Montréal Port Authority (MPA). Located 1,600 kms inland from the Atlantic coast, it provides fast access 110 million consumers in North America. Following 50 years of growth, the port moves 74 percent of Canada's trade and is at capacity. The MPA, with support of Canada Infrastructure Bank, plans to serve the growing demand with a new container terminal in Contrecoeur. Currently in the early stages of project development, the MPA will implement best practices in design, construction, finance, and operation. [www.port-montreal.com](http://www.port-montreal.com)

- **REM PROJECT**

Réseau express métropolitain (REM)—a new, 67 km integrated public transit network under construction in Greater Montréal—is the largest public transit project undertaken in Québec in the last fifty years. The fully automated electric light rail network will feature 26 stations and link downtown Montréal, universities, South Shore, West Island, North Shore, and Montréal Trudeau airport. CDPQ Infra's innovative approach to this megaproject has resulted in a 6-year timeline from conception through first operation. <http://rem.info>

- **STM CONTROL CENTER**

The Société de transport de Montréal (STM) is responsible for developing, operating, and maintaining Montréal’s integrated metro and bus network. STM is the third largest public transit corporation in North America and recorded over 365 million trips in 2018. Its control center ensures the integrated management of operational data for the metro’s four lines and 68 stations. With infrastructure investments of \$16 billion budgeted for the entire Montréal territory, STM is embarking on its largest development phase since the metro’s construction.

[www.stm.info](http://www.stm.info)

- **TURCOT INTERCHANGE**

The Turcot interchange connects three major highways and serves over 300,000 vehicles per day. A 10-year, \$3 billion project has completely replaced 145 km of four interchanges, delivered 35 elevated structures, and has relocated the nearby CN railway tracks while minimizing user disruption. As it nears completion, the logistically and technically complex project—described as “performing open heart surgery while running a marathon”—is still running on-time and on-budget.

[www.turcot.transports.gouv.qc.ca](http://www.turcot.transports.gouv.qc.ca)

**18:00–19:00 WELCOME RECEPTION**

**19:00–21:30 DINNER AND KEYNOTE DISCUSSION** *(To be announced)*

**21:30–22:30 NIGHTCAP**

**Thursday, June 11**

**06:30-07:30 SUNRISE ACTIVITY (OPTIONAL)**

- **RUN UP MOUNT ROYAL**

Escorted by two running coaches, the 5 km course will take participants to the top of Mont-Royal for a spectacular morning view of Montréal.

- **YOGA AT THE FAIRMONT**

Led by a professional instructor, the rise-and-shine class will prepare you for the day ahead with general stretching, muscle toning, and a few sun salutations.

**08:30–09:15 DELIVERING THE PROJECT OF THE FUTURE**

Global industry trends—such as digitization, industrialization, vertical and horizontal consolidation, and rising technology investment—are poised to dramatically disrupt all stages of the project life cycle. Rather than having independent project stages, the project of the future will operate as a single production system where technology will be integrated from design, procurement and planning through to construction, commissioning and operations. How do we prepare for the projects of the future and manage the inevitable disruption?

## **Thursday, June 11 (continued)**

### **09:15–09:50 ACCELERATING TECHNOLOGY ADOPTION**

While most infrastructure owners and contractors recognize the potential for digital transformation, there are few examples of successful transformations at scale. Too often, organizations fail to progress further than individual pilot projects. Why is digital transformation in this sector so difficult and what can we do to accelerate adoption? What mechanisms are required to quantify, capture, and distribute the financial benefits? How do roles, skillsets, and organizational cultures need to change to realize the project of the future?

### **09:50–10:00 INSPIRING IDEA #1**

### **10:00–10:35 COLLABORATING FOR IMPROVED PROJECT DELIVERY**

Early adopters of collaborative contracting are seeing positive improvements in project performance and predictability, but the concept remains obscure for many. How do we overcome industry barriers to implementing collaborative approaches? What does collaborative delivery look like across different contract archetypes and projects? How can better collaboration help realize the potential of new tools and technologies?

### **10:35–11:10 RETHINKING ASSET MANAGEMENT FOR THE 21ST CENTURY**

Global leaders are increasingly aware that the delivery and management of critical assets must include robust resilience and risk reduction planning, accounting for cybersecurity, resource scarcity, natural disasters, and extreme weather events. What should investors, owners, contractors, and operators be doing to manage these issues? How can we adapt economic models to address current and future vulnerabilities? What role should the United Nations' Sustainable Development Goals play, and how do we tie these goals to outcomes?

### **11:10–11:40 NETWORKING BREAK**

### **11:40–12:15 DEVELOPING A WORKFORCE FOR THE 21<sup>ST</sup> CENTURY**

Shifts in digitization, industrialization, and consolidation are changing the industry and will require a different mix of skills across the value chain. What new skills and capabilities will be essential to shape and deliver the projects of the future? How should companies plan for knowledge management and apprenticeship? What are the new expectations for attracting and retaining talent, and how do you build a culture of continuous improvement?

### **12:15–12:25 INSPIRING IDEA #2**

### **12:25–13:00 PIONEERING NEW APPROACHES TO INFRASTRUCTURE FINANCE**

With interest rates at historic lows, the value of infrastructure assets is sky high, despite their relatively low yield. What is the future of public capital markets in financing infrastructure assets? What new approaches are being adopted by institutional investors to identify quality greenfield projects and capture the risk-adjusted returns? What alternative funding structures are being used by governments to unlock revenue streams to fund public infrastructure?

## **Thursday, June 11 (continued)**

**13:00–14:30 LUNCH**

**14:30–15:30 SOLUTIONS SESSIONS**

Participants select one of four concurrent pillar solution sessions, each focusing on a major global project or infrastructure challenge. A senior executive from the organization will spend 10-minutes introducing the project and framing its biggest challenges. The participant group, representing deep expertise from around the world, will spend the remaining 50-minutes in a facilitated discussion, identifying solutions for these challenges. *Details to be announced*

- 1. MOVING FROM INSIGHT TO FORESIGHT**
- 2. RESETTING FOR COLLABORATION ACROSS THE PROJECT LIFECYCLE**
- 3. CAPTURING THE VALUE IN DIVERSITY AND INCLUSION**
- 4. PLANNING AND OPERATING INFRASTRUCTURE IN A CHANGING CLIMATE**

**15:40–16:40 DISCUSSION SESSIONS**

*Participants select one of four concurrent pillar discussion sessions:*

**CREATING A COMMON DIGITAL PLATFORM**

Using advanced analytics to uncover critical insights from the vast amounts of data already being collected can improve both the quality and speed of infrastructure delivery and operations. To optimize these results, it is vital for all players to be able to collaborate on a common digital platform. Should industry leaders come together to create an open platform and industry standards for digital collaboration? What can we learn from other industries that have done this successfully, and how do we quantify the ROI?

**CREATING THE CONDITIONS FOR COLLABORATION**

Realizing collaborative project delivery requires certain conditions to be in place and a clear implementation roadmap. What needs to be true for an owner's Capex operating model and project portfolio to consider collaborative contracting? How do we enroll and transition project teams to collaborative contracts? What changes are required to the business model, and what specific skills and capabilities are required by project leaders?

**STAFFING THE PROJECT OF THE FUTURE**

Over the next decade, project teams will be required to deploy technology-based solutions, new materials, collaborative practices, and use agile ways of working to deliver resilient projects faster, at lower cost, and with improved schedule predictability. How will owners and contractors find, train, and retain new skills for their project teams? What current models of successful teams, including agile teams, can be applied to the projects of the future? How can we use analytics and technology to improve team performance?

## **Thursday, June 11 (continued)**

### **15:40–16:40 DISCUSSION SESSIONS**

*Participants select one of four concurrent pillar discussion sessions:*

#### **PREPARING FOR THE IMPACT OF TECHNOLOGY**

New technologies are being created and applied in ways that are transforming the way we use our urban environments worldwide. These shifts are forcing us to reevaluate our assumptions about ROI, asset utilization, and security. How do owners need to start thinking about lifespan and flexibility of assets, given the speed of disruption? How do we factor cybersecurity into planning, delivery, and operations? How will traditional supply chain players differentiate themselves in the digital age?

### **16:40–16:55 SWITCH BREAK**

### **16:55–17:05 INSPIRING IDEA #3**

### **17:05–17:35 KEYNOTE INTERVIEW *(To be announced)***

### **17:35–18:00 THE BEST IDEAS**

### **18:00–19:00 BREAK**

### **19:00–21:30 DINNER AND ENTERTAINMENT**

## **Friday, June 12**

### **09:00–12:00 SECTOR-SPECIFIC ROUNDTABLES**

GII will host four concurrent sector-specific roundtables covering engineering & construction, energy & resources, real estate, and transportation. These sessions will encourage participants to take a more in-depth look at the most exciting topics in specific sectors. *Details to be announced*

- 1. ENERGY AND RESOURCES**
- 2. ENGINEERING, CONSTRUCTION AND BUILDING MATERIALS**
- 3. REAL ESTATE**
- 4. TRANSPORT INFRASTRUCTURE**

### **12:00–13:00 NETWORKING LUNCHEON**