

# THE PROGRESSIVE PROCUREMENT MODEL: HOW DO WE MAKE THIS WORK?

OSLER, HOSKIN & HARCOURT LLP, 63<sup>RD</sup> FLOOR, 100 KING ST W, TORONTO, ON M5X 1B8  
08.30-10.00, WEDNESDAY 29TH MARCH

08.30-09.00 Networking and Coffee

09.00-10.00 Panel Discussion

#### Panel Members:

- Marie Foley, Director, Infrastructure Advisory Services, BTY
- Paul Martin, Co-Head, Project Structuring & Investment Group, Plenary Americas
- Lee Clayton, SVP, Global Strategic Initiatives, PCL Construction
- Kanishk Bhatia, Vice President, Infrastructure Ontario

#### Panel Chair:

- Chris Bennett, Partner, Osler, Hoskin & Harcourt LLP

10.00 Closing comments and wrap up

# SPEAKER PROFILES

## MARIE FOLEY

DIRECTOR, INFRASTRUCTURE ADVISORY SERVICES, BTY



Marie has over 20 years of industry experience and joined BTY's Toronto office in 2015. She leads the firm's Infrastructure Advisory Services with an integrated team of construction finance, technical advisory and energy experts. As a senior leader, Marie is also responsible for business development, client management and advising on growth strategy for BTY's expansion in Eastern Canada, the United States, and Europe.

She led the standardization of BTY's award-winning technical reporting across multiple markets and is recognized as an industry leader in infrastructure advisory. She is a member of the Canadian Institute of Quantity Surveyors (CIQS), and the Royal Institution of Chartered Surveyors (RICS).

Marie also serves on the steering committee for Women's Infrastructure Network Toronto (WIN), and as a Board Member for the Canadian Council for Public-Private Partnerships.

## KANISHK BHATIA

VICE PRESIDENT, INFRASTRUCTURE ONTARIO



Kanishk Bhatia is a Vice President in the Transaction Structuring team at Infrastructure Ontario. Since joining IO in 2018, Kanishk has been leading key aspects of structuring and executing major infrastructure projects across the healthcare, transit and highway sectors, including, most prominently with Metrolinx on the GO Expansion (OnCorr) project – one of the largest ever infrastructure projects in Canada. More recently, Kanishk has been one of the leaders at IO in spearheading the structuring and execution of IO's first Progressive P3 projects in the healthcare space. Prior to IO, Kanishk was part of the Infrastructure Advisory practice at Deloitte where he advised public sector clients across Canada on a range of P3 projects in multiple sectors through the pre-transaction and transaction stages.

Kanishk Bhatia is a Vice President in the Transaction Structuring team at Infrastructure Ontario

## PAUL MARTIN

CO-HEAD, PROJECT STRUCTURING & INVESTMENT GROUP, PLENARY AMERICAS



As Co-Head of the Project Structuring & Investment (PSI) group, Paul provides executive support for Plenary's PSI group in the Americas, including Plenary's east coast offices in Toronto and Tampa.

The PSI team is responsible for Plenary's infrastructure development and investment activities, including pre-development, bidding, commercial and financial structuring and equity investment in greenfield infrastructure projects and secondary acquisitions.

Paul has over 20 years of project finance and public-private partnership (P3) experience in North America, Europe and Asia. At Plenary, he has led teams bidding, closing and delivering P3 projects in Canada and the United States under a variety of risk allocation approaches and sectors, including the Ontario Line RSSOM project (Ontario), the Centre for Addiction and Mental Health (CAMH) Phase IC project (Ontario), the

University of Idaho Utility System P3 concession (Idaho), and the East Rail Maintenance Facility project (Ontario). Since becoming co-head of the PSI group, Paul has also provided executive oversight and support on more than 20 successful infrastructure projects in North America in the social infrastructure, transportation, broadband and campus utility sectors.

Prior to joining Plenary in 2012, Paul practiced as a corporate and project finance lawyer in New York, Washington, D.C., and Toronto. Paul is a graduate of the University of Auckland, the London School of Economics and New York University School of Law, and a Member of the Law Society of Ontario.

## LEE CLAYTON

SVP, GLOBAL STRATEGIC INITIATIVES, PCL CONSTRUCTION



As senior vice president of Global Strategic Initiatives, Lee is responsible for alternative finance and procurement arrangements (AFPs) and public-private partnerships (P3s) across the PCL family of companies. Lee joined PCL in 2008 and has over 35 years of experience in the construction industry. He holds a higher national certificate (HNC) in building studies, a business and technology education council diploma (BTEC) in building and civil engineering, a bachelor of laws degree (LLB), and a construction law masters (MSc), all from the University of Wolverhampton in the United Kingdom.

## CHRIS BENNETT

PARTNER & CHAIR FINANCIAL SERVICES PRACTICE, OSLER



Chris Bennett is Chair of the National Banking and Financial Services practice group at Osler. He also leads the firm's Project Finance team in Toronto.

Chris' practice focuses on financial services with an emphasis on public-private partnerships, project finance, infrastructure and structured finance. Chris has extensive experience acting for domestic and international lenders, developers, equity sponsors and other participants in connection with complex P3 and infrastructure transactions and project financings across Canada. He has led major transactions in a variety of industry sectors and asset classes, including social infrastructure, transportation, electricity and renewable energy. Chris has closed more than 50 P3 projects over his career, and his experience includes a number of innovative, first-of-type public private partnerships, including the first major healthcare P3 transaction in Canada to reach financial close, the first Canadian domestic monoline wrapped bank financing and the first combined bank-bond transportation project. He has represented all major categories of project finance lenders in the Canadian market, including domestic and foreign banks, private placement investors and bond underwriters. Chris is the only Canadian lawyer to be named as "Star Individual" for Project: PPP and Infrastructure by Chambers Canada.

Chris has spoken and written extensively on matters relating to project finance and public-private partnerships. Chris has been an Adjunct Professor at the University of Toronto Faculty of Law since 2007 where he teaches on the law and policy of public private partnerships and risk transference between the public and private sectors.