
Canadian Infrastructure Leadership Academy
Info Session
UNIVERSITY OF TORONTO
Infrastructure Institute
Rotman School of Management
UNIVERSITY OF TORONTO
Lead the next generation of infrastructure in Canada.

WELCOME & HOUSEKEEPING

- Land Acknowledgement
- Webinar recording and slides to be shared after
- Q&A at end



(01)

AGENDA

01 Welcome

02 Introducing the Canadian Infrastructure Leadership Academy

03 Guest Remarks: John Allen, Future of Infrastructure Group

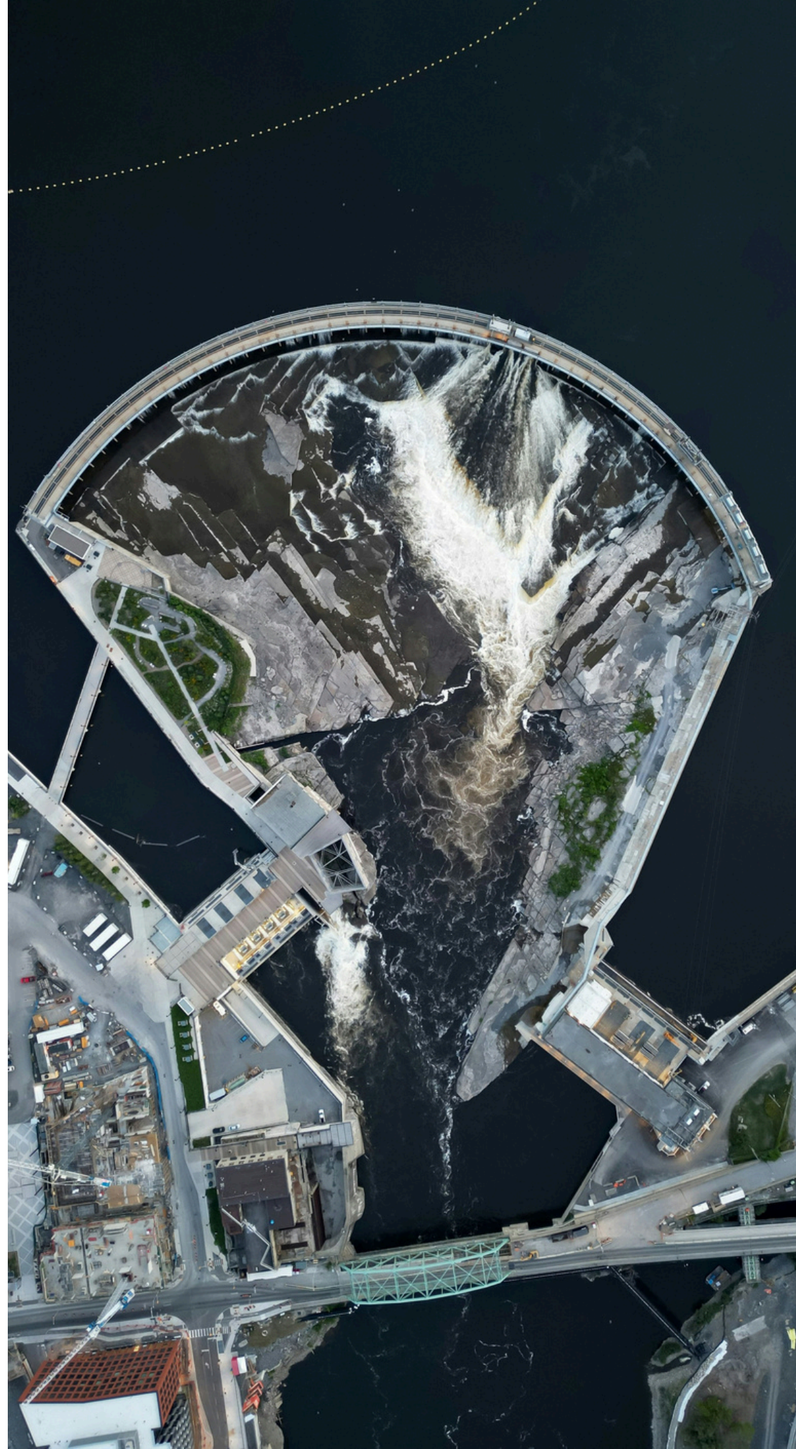
04 Why CILA, Why Now?: Scott Hamilton, NEFPP

05 The Major Infrastructure Delivery Crisis: Matti Siemiatycki

06 Major Projects Leadership: Geoffrey Leonardelli

07 Program Structure and Application Review

08 Q&A



ACADEMIC CO-DIRECTORS



Geoffrey J. Leonardelli

Professor of Organizational Behaviour and Human Resource Management at the University of Toronto's Rotman School of Management

Geoffrey J. Leonardelli (Ph.D. in social psychology) is Professor of Organizational Behavior and Human Resource Management at the University of Toronto's Rotman School of Management and cross-appointed in the Department of Psychology. He seeks discoveries that assist people in their personal growth, help businesses diversify their leadership, and support organizations, communities and society-at-large become a better "Us". Dr. Leonardelli translates social-science research into how people can improve themselves and their interpersonal skills and create organizational change. As a reflection of these efforts, he has created two MBA courses and created, co-created, or redesigned seven executive training programs. In 2019, he was awarded the Excellence in Teaching Award.



Matti Siemiatycki

Director of the University of Toronto's Infrastructure Institute at the School of Cities, and Professor in the Department of Geography & Planning

Matti Siemiatycki is Professor of Geography and Planning and Director of the Infrastructure Institute at the University of Toronto. His work focuses on delivering large-scale infrastructure projects, evidence based infrastructure investment decisions, and the effective integration of infrastructure into the fabric of cities. His recent studies explore transit policy decisions, the value for money of public-private partnerships, the development of innovative mixed-use buildings as a form of place-based infrastructure policy, and the diversity gap in the infrastructure industry workforce..

CANADIAN INFRASTRUCTURE LEADERSHIP ACADEMY

- Hosted by the University of Toronto’s Rotman School of Management and the Infrastructure Institute at the School of Cities
- 6 months
- Hybrid delivery
- Guided by experienced Advisory Committee
- Canadian context
- Leadership in the context of infrastructure



DESIGNED WITH THE SECTOR

Built By and With Industry

- Result of 2+ years of formal and informal consulting with project leaders
- Design Jam in June 2026 brought together 25 professionals
- Key discussion points included:

  - Key Curriculum Themes
  - Program Structure & Format
  - Assessment and Learning Approaches
  - Delivery Format

NATIONAL REPRESENTATION

30+ EXPERIENCED LEADERS

PUBLIC AND PRIVATE SECTOR

INSTRUCTORS



SUZANNE MORELAND,
AECOM



DREW FAGAN,
MUNK SCHOOL OF GLOBAL AFFAIRS



TIM MURPHY,
AECON



MAJA DJIKIC,
ROTMAN SCHOOL OF MANAGEMENT



WALID HEJAZI,
ROTMAN SCHOOL OF MANAGEMENT

ADVISORY COMMITTEE



AMBER SANDHU,
Liberty Mutual



KARLA AVIS-BIRCH,
ARUP



EVGENIA JILINA,
Colliers Project Leaders



JEFFREY SEIDER,
WSP



JOHN ALLEN,
Global Public Affairs



KIRSTEN WATSON,
AECOM



RICCARDO COSENTINO,
AtkinsRéalis Capital



SUZANNE MORELAND,
AECOM

GUEST REMARKS

John Allen

Vice President and National Infrastructure Practice Lead, Global Public Affairs;
Founder and Executive Director, Future of Infrastructure Group;
CILA Advisory Member



EXPERTISE INCLUDES

INFRASTRUCTURE,
TRANSPORTATION,
ENERGY, AND
TECHNOLOGY SECTORS

(03)

WHY NOW?

Scott Hamilton

Executive Director of the National Executive Forum on Public Property (NEFPP);

Senior Advisor, Real Property Institute of Canada



EXPERTISE INCLUDES

PUBLIC VALUE,

STRATEGIC FORESIGHT, AND

COLLABORATIVE LEADERSHIP

WHAT PROBLEM DOES THE ACADEMY SOLVE FOR CANADA?

Cultivating Effective Technical and Behavioural Leadership Traits

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01 Strategic

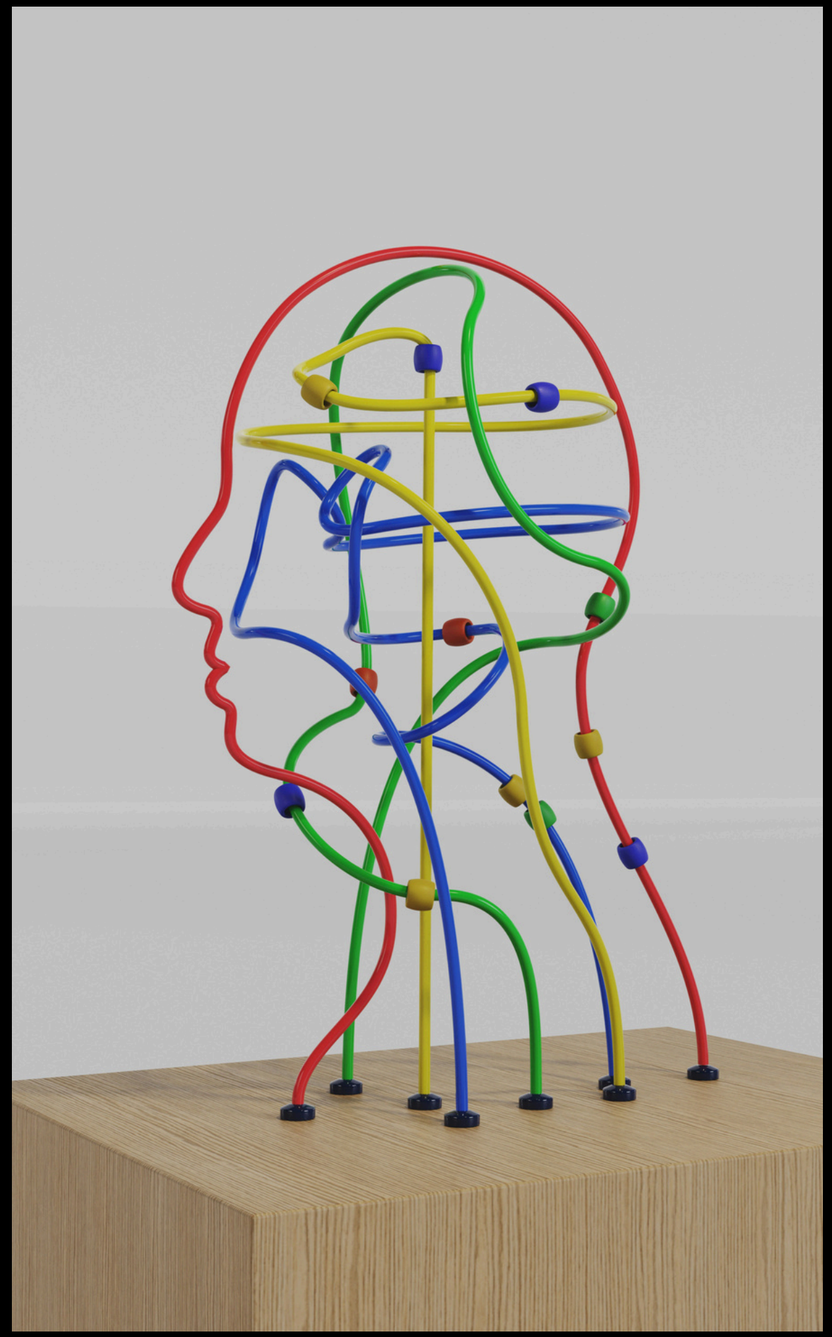
02 Technical

03 Leadership

MAJOR PROJECTS LEADERSHIP

Geoffrey Leonardelli,

Professor, Organizational Behaviour and Human Resource Management & CILA Academic Co-Director



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THE VALUE OF LEADERSHIP TRAINING

Lessons from other programs

- A seismic shift in **development**
- The importance of developing that **view from the balcony**
- The significant roles of **identity** and **communication**
- The **multiple responsibilities** of leadership
- The importance of **navigating change**

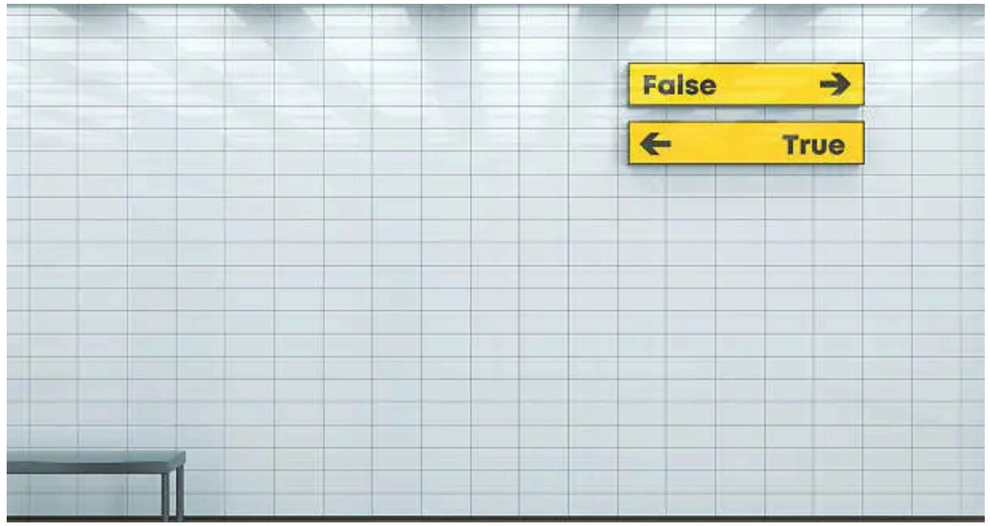
BELIEFS AND ASSUMPTIONS ABOUT LEADERSHIP

Fact and Fiction

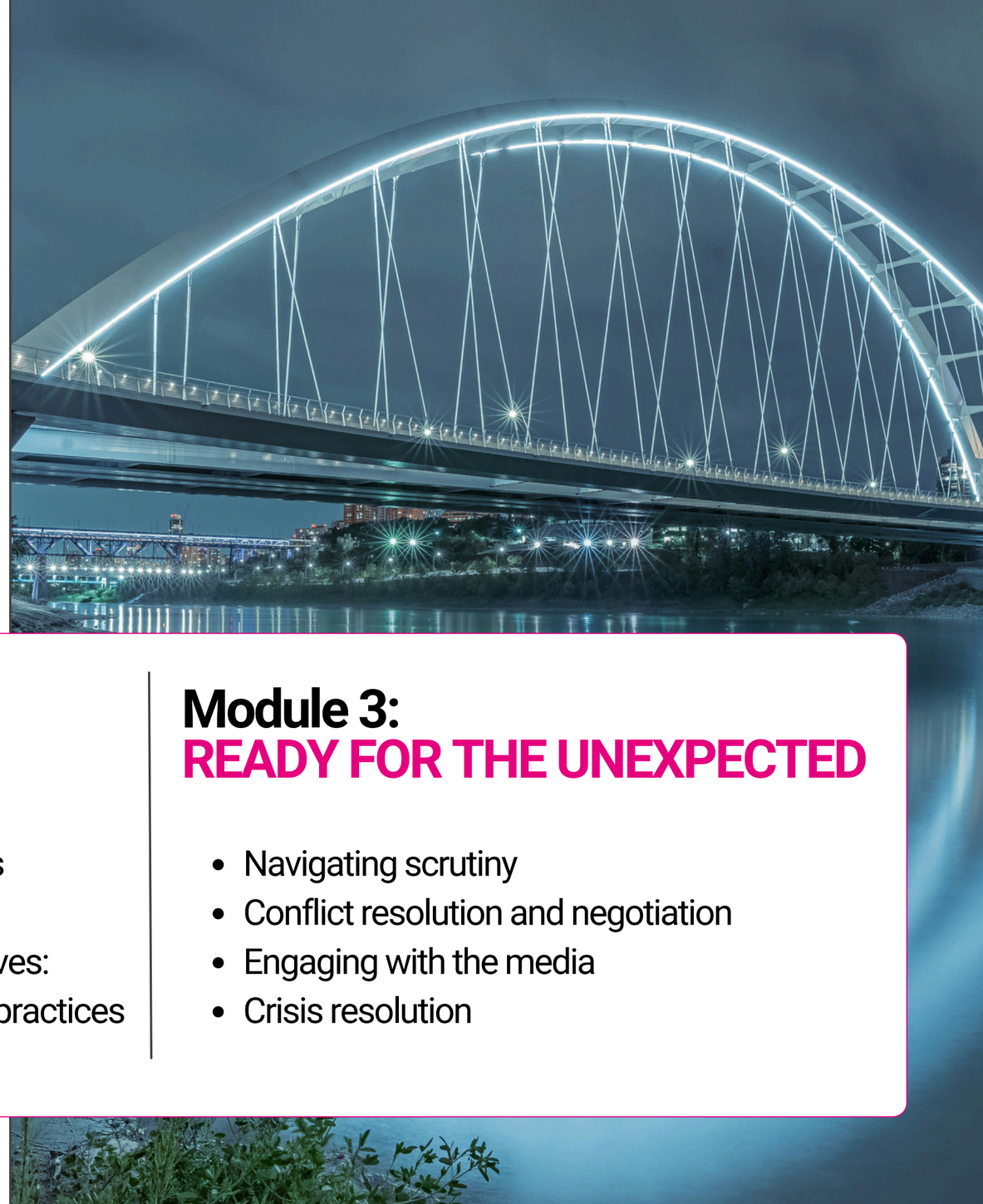
"Leaders are born, not made."

False - anyone can lead

Intuitive notions of leadership, while inspiring, do not tell us **how** to act.



PROGRAM THEMES



Module 1:
BECOME

- Team formation
- Hard truths of collaboration
- Integrating the public and private sector

Module 2:
NAVIGATE

- Governance and stakeholders management
- Integrating multiple perspectives: consultation and contracting practices
- Adopting new technologies

Module 3:
READY FOR THE UNEXPECTED

- Navigating scrutiny
- Conflict resolution and negotiation
- Engaging with the media
- Crisis resolution

PROGRAM STRUCTURE

01 Residential Masterclasses

The program is centred around 3 x 3 day in-person masterclasses that draw on assigned pre-readings and include in-depth learning with leading instructors, case studies, peer breakouts, site visits and networking.

02 Global Cafes

- Reconciling complexity to manage risk in UK major projects
- Less Transactional and More Collaborative: How Italy delivers infrastructure at a much lower cost than in Canada
- How China builds major projects at warp speed
- The long-term experience with alliance and collaborative contracts: The experience from Australia

03 Expert Mentorship

Access to academic experts, experienced project leaders and leadership coaching through flexible monthly virtual meetings.

04 Capstone Project

In small groups, participants will select one pressing leadership challenge and work through the program to devise viable strategies and solutions. Projects will be presented to a panel of experts during the third module.

FAQ

Important Dates:

- **Program launch:** April 13, 2027 (evening)
- **Module 1:** April 14-16, 2027
- **Module 2:** June 16 - 18, 2027
- **Module 3:** October 27 - 29, 2027

Early bird fee:

$21, 880 CAD + HST

Until November 30, 2026.

Virtual:

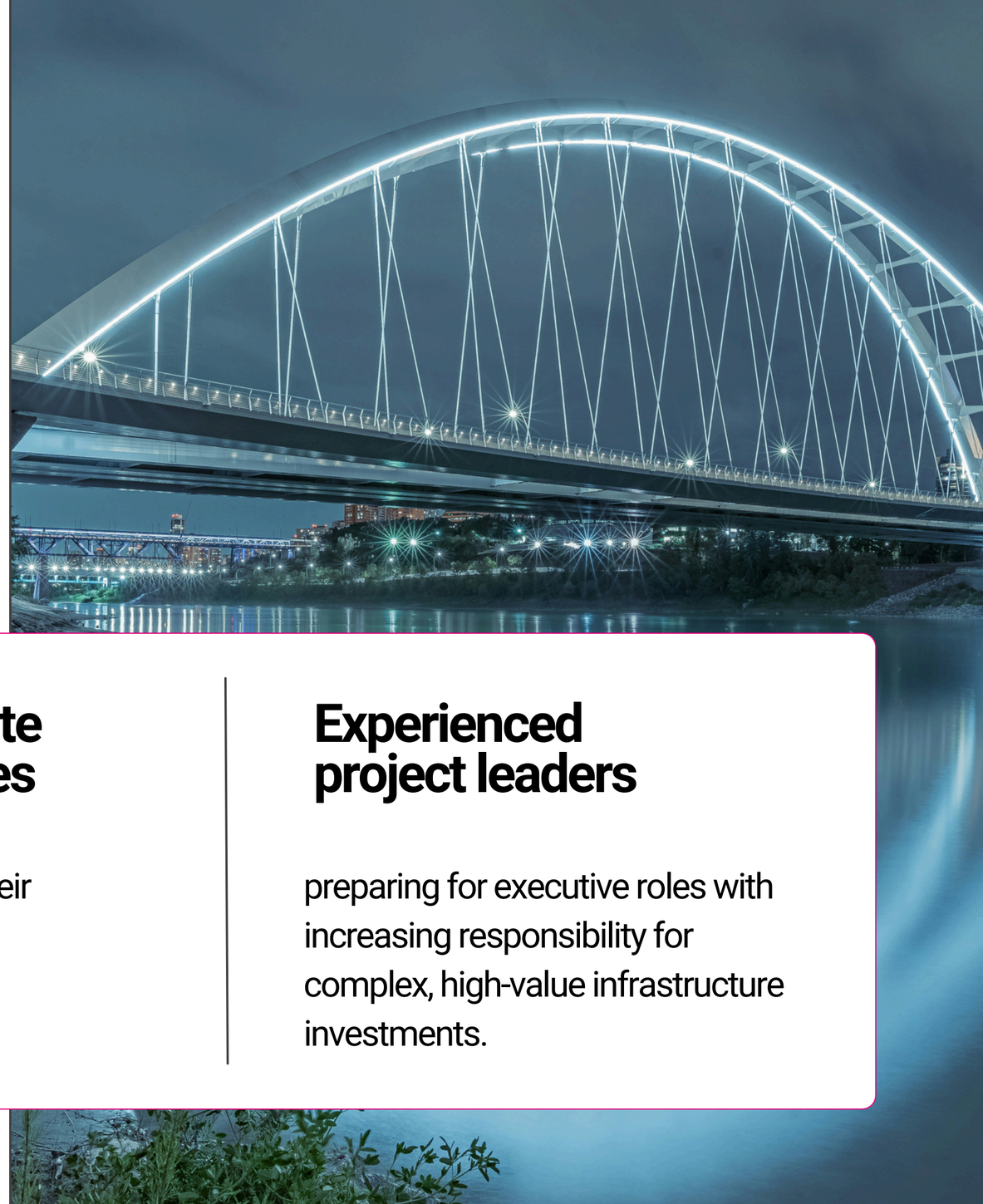
- **Monthly 2-hour** group sessions
- **Mentorship meetings** (flexible dates)

Tuition:

$27,350 CAD + HST



WHO SHOULD APPLY



Senior public and private sector project leaders

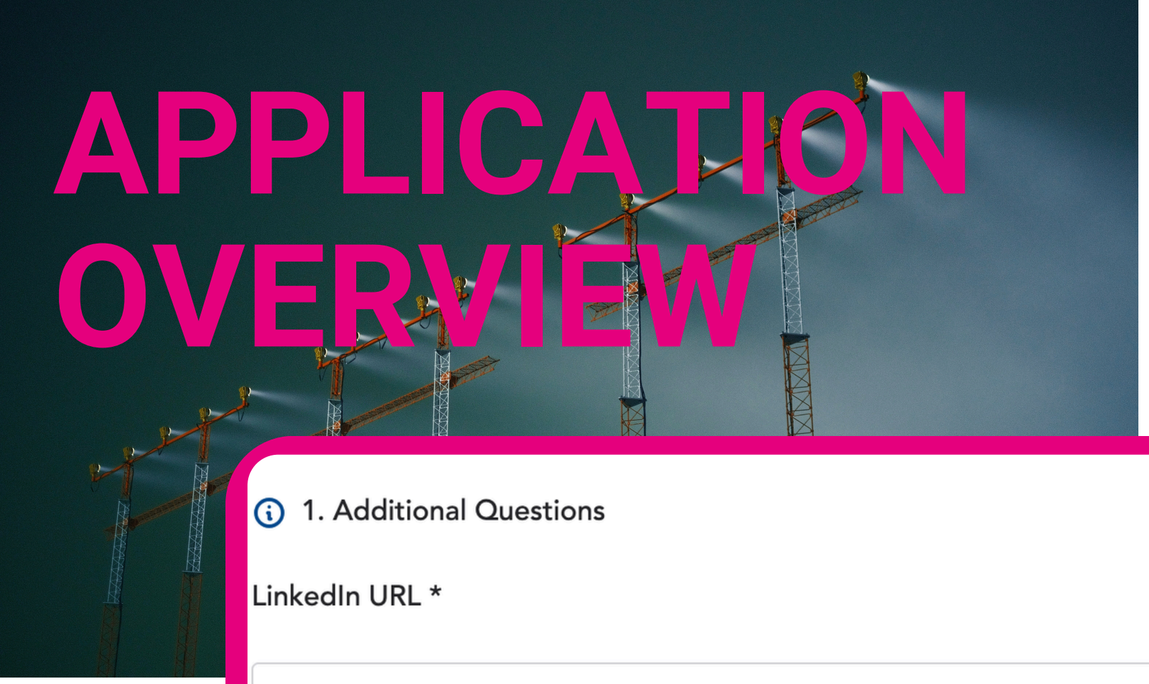
with 10-15 years of experience who are responsible for the planning, delivery or oversight of major infrastructure projects.

Public and private sector executives

seeking to strengthen their leadership, strategic and commercial capabilities.

Experienced project leaders

preparing for executive roles with increasing responsibility for complex, high-value infrastructure investments.



APPLICATION OVERVIEW

1. Additional Questions

LinkedIn URL *

Please select whether you heard about this program from: *

- [ ] Infrastructure Institute newsletter
- [ ] School of Cities newsletter
- [ ] None of above

Please select your organization type *

-- Please select an option --
Public sector
Private sector
Indigenous organization
Other

2. Leadership Experience and Goals

Describe your experience working on major projects,your current role,and your contribution to leading major projects.(200 words) *

What is the most significant leadership challenge that you are currently facing in your role? (150 words) *

What do you hope to gain from the Canadian Infrastructure Leadership Academy at this stage of your career? (150 words) *

3.Capstone on a Project, Initiative, or Organizational challenge

What area(s) of focus are you interested in exploring through your Capstone? (150 words) *



APPLICATION OVERVIEW

4. Cohort Contribution

What experience and perspectives would you bring to a cohort of Canadian infrastructure leaders? (150 words) *

5.CILA is a 6-month, cohort-based leadership program

Can you commit to the full six-month program, including the three in-person modules and required virtual sessions? *

-- Please select an option --

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Can you commit to the full six-month program, including the three in-person modules and required virtual sessions? *

-- Please select an option --

6. Required Documents

CV *

Choose File No file chosen

Letter of Endorsement from current or recent employer about why you are suited for the program, and your potential to excel *

Choose File No file chosen

Q&A



Raise hand or use Q&A chat



THANK YOU

infrastructure@utoronto.ca

Scan to apply:
https://bit.ly/3UkfHHz