Ottawa: Nucleus of Canada’s Capital
Canada’s Greater National Capital Region comprises an integrated whole with Ottawa in terms of employment, business, access to services, post-secondary education, recreation, culture, social and family networks, ecological landscape, and other factors.

The social vitality and economic resilience of Ottawa through the coming decades would be enhanced with cost-effective, prompt, comfortable and ecologically sound passenger rail service that integrates with other transit, cycling, pedestrian and automobile infrastructure throughout the Greater National Capital Region’s network of urban and semi-rural areas.

Ottawa’s economy will be stimulated with improved whole-region mobility. Greater efficiency at that level complements Ottawa’s economic, environmental and social objectives, and creates new opportunities for the entire spectrum of households, businesses and visitors.

The City is a recognized leader in business friendliness and tangible economic potential, due to its proven track record of collaboration with private-sector initiatives. It engages effectively with many types of business groups towards achieving and sustaining the public interest.

Ottawa is the Nucleus of Canada’s Greater National Capital Region

Mobility Ottawa-Outaouais: Systems & Enterprises (Moose)

Moose Consortium Inc. is a federally incorporated commercial firm whose purpose is to develop and operate region-wide, affordable, safe, prompt, comfortable and ecologically sound passenger rail services based upon 400 km of existing infrastructure throughout Canada’s Greater National Capital Region, in a six-pointed star pattern that radiates from the urban core of Ottawa/Gatineau to the rural areas:

- Smiths Falls — Ottawa ON — Gatineau — La Pêche QC;
- Arnprior — Ottawa ON — Gatineau — Montebello QC;
- Alexandria — Ottawa ON — Bristol QC.

Our business model is based upon the “Property-Powered Rail Open Market Development Model” which is designed to optimize return on investment in real property by delivering metropolitan-scale passenger railway systems and services on a commercial open market basis to a limited number of “Linked Localities”, without any dependence upon government subsidies, public debt, or taxes.

Each station would be owned, developed and operated as an autonomous enterprise in the Moose “Linked Localities” Consortium. In order to be provided train service, participating owners and investors in commercial and residential property (autonomously or co-operatively owned; profit seeking or not-for-profit; private or public sector) would sign an agreement
to split the increase in after-tax net income and realized asset value of commercial and residential properties within an easy walk of each station. The financial values statistically attributable to the provision of the passenger railway service will be determined by an internationally-respected arms-length supplier of property value assessments, based upon a standardized published formula.

Investors and owners in each Linked Locality would retain full autonomy to cultivate and manage their own agreements, financing, governance and design context according to their respective jurisdictions and development cultures.

Moose Consortium fully respects the City of Ottawa’s prerogatives over zoning, approvals, taxation, bylaws and municipal transportation planning in accordance with the City’s normal application review and approval processes. We are committed to ensuring our initiative is complementary with Ottawa’s:

- Official Plan (and Official Plan Amendment #150)
- Transportation Master Plan
- Infrastructure Master Plan
- Greenspace Master Plan and Environmental Strategy
- Cycling Plan
- Pedestrian Plan
- Parks and Recreation Master Plan
- Air Quality and Climate Change Management Plan
- Investment Strategy for Sustainable Economic Prosperity

With shared determination, creativity and efficiency, this ambitious metropolitan passenger railway service for the Greater National Capital Region could commence operations in 2017.

Moose Consortium currently involves a dozen member companies (members listed on the back cover). Several additional firms are participating in this initiative through other types of agreements. For example, Aon Reed Stenhouse, Canada’s largest insurance brokerage and risk management firm, is the Moose Consortium’s broker of record for all risk management needs. Formal announcements will be made soon regarding additional participating companies of national and international stature.

**Ottawa Benefits from Moose Consortium’s Plan for Metropolitan Transit Integration**

**Increase City Revenues, Not Costs**

- Moose rail will generate significant and sustained property value uplift on more than 20 square kilometres of land within the boundaries of the City of Ottawa. This will increase the City’s property tax revenues without any changes to its existing tax formula.
- City-owned railway infrastructure (such as the Prince of Wales Bridge) will be upgraded by Moose Consortium (est. $50M), without municipal capital investments or operating expenditures, and without saddling the
Moose will finalize insurance arrangements and apply to the Canadian Transportation Agency in January 2016 for a “Certificate of Fitness.”

Advance Public Transit System Performance

- Moose Rail will increase ridership of Ottawa’s public sector transit projects, and improve their return on investment. Ottawa will be able to accomplish its core transit objectives earlier and at lower cost, without burdening its capital and operating budgets.
- All three Moose rail lines will integrate conveniently with the Ottawa LRT, the O-Train, and Ottawa Bus Rapid Transit (BRT) routes. Moose rail will exchange passengers directly with the OLRT and the O-Train at existing station locations;
- Two of the Moose rail lines will interact conveniently with Gatineau’s Rapibus BRT and will therefore substantially reduce the number of STO buses that come to Ottawa. This will also lower the requirement for OC-Transpo buses to cross into Gatineau. Bridges will be less busy;
- Moose rail will free up part of the OC-Transpo bus fleet for improved allocation towards better service to Ottawa’s neighbourhoods;
- Operation on the existing railway lines directly supports improved worker access to Ottawa’s suburban office parks in Beaverbrook, Hunt Club South, East Industrial, and Barrhaven;
- This 100% private sector plan will significantly advance the dates and degree of whole-region transit service integration.

Enhance Transportation Safety

- The Moose Consortium team includes world-class experience in safety and loss control assessment and

City with financial risk. And after the Consortium’s commercial financing of these upgrades is amortized, the City will be paid lease fees at full market rates on the upgraded infrastructure.

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Moose will finalize insurance arrangements and apply to the Canadian Transportation Agency in January 2016 for a “Certificate of Fitness”. Financing of $50M (suitably scaled financial investment group) for improvements to the Prince of Wales Bridge. Negotiations will be pursued with Ottawa, Gatineau, the Canadian Transportation Agency and other federal stakeholder departments and agencies regarding the bridge upgrade. A “Federal Land Use Application” will be submitted through the NCC.

Phase 2 studies sufficiently advanced, preparatory arrangements for upgrade work on the Prince of Wales Bridge begin. Public relations/marketing communications and events will launch in collaboration with diverse stakeholders.

$500M commercial financing to be arranged for essential railway infrastructure upgrades/enhancements.

$400M commercial financing to be arranged towards core equipment, maintenance facilities, and operational arrangements. Moose to start operations with reconditioned trains. Detailed operational plans finalized. Start-up equipment and facilities prepared.

Moose rail’s inaugural passenger rail service opens for operation July 2017 – Canada’s 150th Anniversary with a $200M annual budget. Moose proceeds with incremental growth in regular operations expenses and revenues.

The Property-Powered Rail® Open Market Development Model Integrating Canada’s Greater National Capital Region


• Moose Consortium plans for positive train control (PTC) and other leading technologies and practices, and will generally exceed the requirements of standards. For example, Moose Consortium is making arrangements with the Railway R&D section of the National Research Council to examine options for enhancing safety at grade level crossings with all-weather retractable bollards, additional visual alerts, and a network of smart sensors. Transport Canada’s “Grade Crossing Improvement Program” funded under the Railway Safety Act contributes to the cost of crossing enhancements.

Moose Consortium’s whole-region service will result in 25,000 fewer cars in downtown Ottawa each day. That translates directly into less congestion on major arterial roads, and more available parking spaces. It also means less demand for Ottawa to build additional Park’n Ride lots serving drivers from surrounding municipalities.

• Whole-region passenger rail will achieve a net carbon emission reduction of 90 tonnes of per day, for the region as a whole, which is more than 20,000 tonnes per year.

• Moose Consortium incorporates Rails-with-Trails in most of our corridor plans. In autumn 2015 Moose provided to the City of Ottawa our “Concept for the Moose Project 125 Consortium Pre-Feasibility Study - Phase 1(a): Prince of Wales Bridge & Lemieux Island Railway Link Improvement Including Pedestrian and Cycling Pathways” by Consortium Member, REMISZ Consulting Engineers. This work provides initial plans and drawings...
detailing our planned rehabilitation, which adds dedicated cycling and pedestrian trails on the west and east sides of the bridge respectively, with a passage over the track on Lemieux Island. This advances the concept initially outlined in a study that the City contracted to McCormick Rankin in 2011 (“POWB North Report,” June 2011, and “POWB South Report,” July 2011). This adaptation of the bridge helps to fulfill the City’s Cycling Plan and enhances the existing National Capital Trails network. Furthermore, Moose Consortium is pleased to say that bicycles will be accommodated in a specified section of every one of its trains.

- Ecological and resource impacts of Moose rail infrastructure development are minimal because our plan relies upon existing railway corridors and bridges.
- Mutual and sustainable benefit with other local and regional businesses, community organizations and public sector bodies.
- Member companies of the Moose Consortium will generate information under “open data” terms to share with all stakeholders in regional transit, so that others can also optimize commercial and public interest investment decisions.

**Moose Consortium’s Request to the City of Ottawa**

Moose Consortium would like to discuss the potential for agreement on the following matters with the City of Ottawa:

- A written, non-binding, non-exclusive expression of interest in the Moose Consortium's concept and emerging plan as a way to strengthen the social vitality and economic resilience of the the City of Ottawa in its role as nucleus of the entire Greater National Capital Region, and in the context of Canada’s 150th Anniversary.
- Market competition and fairness are preserved because the Property-Powered Rail Open Market Development Model remains available to the participation of any company working within the common business arrangements.
- Identification and access to data and documentation that the City may have, or that it can readily generate, which would be useful towards improving the quality and timeliness of modelling, economic feasibility analysis, and investment decisions by business and public sector stakeholders in the development of railway services, based upon the “Property-Powered Rail Open Development Model.”

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"By strengthening our partnership, Ontario and Québec will be better positioned to face the challenges of the new economy. By working more closely together, we will help to grow the economy, attract businesses and investments, and create jobs. I believe our collaboration will benefit not only this region, but Canada as a whole."

— Ontario Premier Kathleen Wynne, *Québec and Ontario Partner to Strengthen Central Canada’s Economy*, News Release, Office of the Premier, August 21, 2014
Prompt and collaborative negotiation of terms under which Moose Consortium would finance and undertake improvements to, and/or maintenance of, City-owned railway infrastructure, which the consortium requires for railway undertakings that are complementary to, but outside the scope or timing of Ottawa’s Transportation Master Plan. First, we seek arrangements with the City for Moose Consortium’s rehabilitation of the Prince of Wales Bridge during the 2016 and spring 2017 construction seasons.

Moose to Finance Improvements to Railway Infrastructure Owned by the City of Ottawa

Much of the railway and corridor infrastructure owned by the City of Ottawa requires significant upgrades which the City cannot be expected to finance in order for Moose Consortium to use. Instead, Moose Consortium proposes to negotiate with the City (and with other railway companies using the track, if any) for arrangements under which the Consortium would plan, finance and carry out all the required upgrades throughout the network to minimum Class 3 safety standards.

Moose Consortium proposes that such costs be accounted for as advance payments from the Consortium to the City, to be recompensed in the form of running rights on City-owned railway tracks, bridges, auxiliary systems and land corridors. Approximately the same amounts as would normally be paid in cash to the City for running rights on these assets at full market rates would be directed instead by Moose towards servicing the principal and interest payments on its commercial financing of the infrastructure upgrades.

Initially 100% of the lease fees that the City would have received from Moose Consortium would be paid “in-kind” by the Consortium in the form of enhancements to City-owned railway infrastructure. This arrangement would continue until the cumulative value of the in-kind fees is equal to the audited cumulative cost of the improvements and maintenance work that Moose Consortium has carried out, including all directly related project design, management, financing, construction, maintenance and administration costs, and any compensation that the Consortium pays to mitigate or offset disruption to other stakeholders.

Under this arrangement, the City of Ottawa bears no infrastructure cost or capital project risk, but it ends up with improved, fully-operational infrastructure, and eventually, a new sustainable revenue stream in cash form once the Consortium’s financing is amortized. The sooner Moose Consortium pays off the financing of these upgrades, the sooner the City will receive cash payments for full running rights on its tracks, subject to any terms and conditions that would be commercially fair and reasonable to the parties. This is a win-win, because this arrangement involves no net financial cost to the Consortium. From the beginning it would be paying its commercial financiers what it would have paid in lease fees for running rights on upgraded track at full market rates. Meanwhile, once these tracks become operational, any other new railway services (e.g. freight companies that may want to operate outside the hours of Moose Consortium passenger service) would pay lease fees to the City of Ottawa as the owner of the upgraded track, beyond what Moose pays the City.
Moose Consortium Inc.

- The Opman Company, Joseph Potvin
- Dr. Bill Pomfret & Assoc., Dr. Bill Pomfret
- REMISZ Consulting Engineers, Wojciech Remisz
- MTBA Associates Inc. Architects, Mark Brandt
- Cameron + Assoc. Management, Paul Cameron
- Limelight Advertising & Design, Peter Gabany
- Wilson-Young & Associates, Ian Garland,
- Business Model Fulcrum, Michael Lachappelle
- Sandelmen Software Works, Michael Richardson
- FirstWatch Consulting, Doug Drever
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