

April 28 – 29, 2020 | One King West Hotel | Toronto, ON

# 6<sup>TH</sup> ANNUAL URBAN TRANSIT INFRASTRUCTURE

Connecting Industry Leaders to Build Stronger Networks

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# Comprehensive transit project reviews from across North America

As Canada's population continues to climb at a steady pace, transit networks in urban areas are struggling to keep up. Fueled by a surge of government investments in recent years, the focus is on building, expanding and maintaining these systems to meet the growing demand for service.

The **6th Annual Urban Transit Infrastructure Forum** unites transit leaders from across the country and beyond to discuss hot-button issues and trends that are supporting and disrupting the industry. Get direct access to key market players involved in the procurement, design, construction and operation of major transit projects and empower yourself through a wealth of knowledge straight from the experts. Don't miss this opportunity to join the conversation to ensure you're planning and building for a future that's fast approaching.

## WHO YOU WILL MEET

The conference brings together public and private sectors to discuss critical issues, network and share expertise...

### With:

- > CEOs
- > Presidents
- > Senior Vice Presidents/  
Vice Presidents
- > Directors
- > Project Managers

### From:

- > Government Agencies
- > Transit Authorities
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- > Solution Experts
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As well as Partners, Regional and National Leaders from Law Firms and Consulting Companies

## Check out our western event!

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General Manager  
**CDPQ Infra**


 Paul Buck  
Manager, Transit  
Operations  
**City of Belleville**


 Hamish Campbell  
Country Lead, Canada  
**Via On-Demand Transit**

 Jeffrey Casello  
Professor, School of  
Planning and Department  
of Civil and Environmental  
Engineering  
**University of Waterloo**

 Jerry Che  
Manager, Rapid Transit  
**City of Mississauga**

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Partner  
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Canada Research Chair in  
Disruptive Transportation  
Technologies and Services  
and Assistant Professor  
in Transportation  
Engineering  
**Ryerson University**


 TJ Flynn  
Manager, Community  
Relations, ION  
**Region of Waterloo**

 Marc Fortin  
Assistant Deputy Minister  
– Program Operations  
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Founder, Inventor  
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Finance  
**Infrastructure Ontario**

 Patrick Koch  
Manager, Risk, Analytics  
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
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 Asif Kurji  
Coordinator, Strategic  
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 Daniel Petrozziello  
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Executive Director  
and CEO  
**Canadian Urban Transit  
Research and Innovation  
Consortium (CUTRIC)**

 Aditya Ramesh  
Project Manager – Electric  
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Practice Leader  
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**Mott MacDonald**

 Kevin Yeung  
Transport Planner  
**Arup**


 Arsalan Zargar  
Senior Vice-President  
– Project Delivery  
**Infrastructure Ontario**

## Pre-Conference Workshops

Monday, April 27

9:00am - 12:00pm (Registration opens at 8:30am)

### Workshop A Anatomy of a P3: Contracts 101


 Catherine Doyle, Partner, **Blake, Cassels & Graydon LLP**  
Mark Johnson, Partner, **Blake, Cassels & Graydon LLP**

P3 transit projects involve multiple stakeholders with varying interests and priorities that can be difficult to balance. Ensuring that a contractual agreement is successfully negotiated, structured and drafted is half the battle and it's important to get it right. Navigate the complexities at every step of the process to ensure a high return on investment and that projects are completed on schedule with fewer delays. Assess the types of risk that could occur and plan accordingly with every member of the project team on the same page.

\* Workshop A can be applied towards 3 hours of the annual Continuing Professional Development (CPD) required by the Law Society of Ontario.

1:00pm - 3:00pm (Registration opens at 12:30pm)

### Workshop B Financing a Public Infrastructure Transit Project

 Chris Killer, Director, Transaction Finance, **Infrastructure Ontario**  
Rowan Mills, Transaction Advisory Practice Leader, **Arup**

How does financing work for transit projects? Explore how it all comes together with government-supported programs and initiatives, private financing procurement and public procurement. Gain insight on financing structures and review the following topics: the practice in Ontario with completion and availability payments, leveraging the use of public financing to attract new private financing, as well as financing tools and mechanisms used globally and opportunities at home.

\* A light lunch will be served to those attending Workshops A & B.

**NEW!**



3:30pm - 7:30pm (Registration opens at 3:00pm)

### Workshop C Executive Roundtable – Sector Challenges and Solutions

Led by a group of senior executives and government agency representatives, this interactive deep dive session will explore how sector participants might meaningfully respond to key challenges currently facing urban transit and other public infrastructure projects in Canada.

\* Space is limited; experienced sector representatives encouraged to attend.

Topics include: effective project governance and how to establish and maintain constructive working relationships between the public and private sector; and the need for a possible recalibration to the allocation of project risks and responsibilities under contracting models currently in use in Canada.

## Main Conference Day One

Tuesday, April 28

7:30 Continental Breakfast and Registration

8:30

### Opening Remarks from the Co-Chair

 Andrew Macklin, Managing Editor, **ReNew Canada**


8:45

### Keynote

 Laurie Scott, Minister, **Ontario Ministry of Infrastructure**

9:00

### Updates from Ministry of Infrastructure

 Marc Fortin, Assistant Deputy Minister – Program Operations, **Infrastructure Canada**

Hear how the federal government is working with provinces and municipalities to invest in transit initiatives across the country. Infrastructure Canada has approved billions of dollars for new infrastructure projects to prepare for growth, improve mobility and ensure communities are connected in more complete ways.

- Why now? Factors leading to an urgent need to invest in efficient and sustainable public transit
- How will funding be allocated to municipalities? How much has been distributed and what's up for grabs?
- What are the current and future goals and how will they be prioritized?

9:30

**Q&A**

### Ontario Line Action Plan

 Arsalan Zargar, Senior Vice President – Project Delivery, **Infrastructure Ontario**

Richard Tucker, Subway Program Director, **Metrolinx**

Kinga Surma, Associate Minister, **Ontario Ministry of Transportation**

**MODERATOR:** Edward Ng, Partner, **Ernst & Young, Infrastructure Advisory**

Meet key players involved in bringing this ambitious project to fruition. This session will offer details on the proposed 15-kilometre transit route, including highlights of the business case to the federal government and answers to burning questions on estimated costs and timelines.

- How did we get here? The need for a relief line to alleviate overcrowding on the subway system and work done up to this point
- What are some of the key considerations for the project structure and scope? Is the timeline realistic?
- What is being done now to prepare for and de-risk the project?

10:15 Networking Refreshment Break

10:45


### Assessing Market Capacity as Projects Pick Up Speed

 Senior Representative, **Metrolinx**

The Ontario government has allocated major funding toward new transit for Toronto as part of the province's commitment to delivering the largest rapid transit expansion in the city's history. Learn how Metrolinx plans to transform service across the GTHA through priorities outlined in the 2019-20 Metrolinx Plan and 2041 Regional Transportation Plan (RTP).

- Hear the latest on major transit projects leading the charge, including the Eglinton Crosstown LRT, Finch West LRT, Hurontario LRT, Scarborough Subway Extension, YRT/Viva Bus Rapid Transit, and GO Transit expansion
- With all these projects on the horizon, how will they be prioritized and what are the risks associated with market capacity?

## Vaughan Metropolitan Centre and Building the "Perfect City"

 Christina Napoli, Senior Planner, Infrastructure and Development, **York Region Rapid Transit Corporation**

Rose Suppa, Director, Infrastructure and Development, **York Region Rapid Transit Corporation**

By 2031, Vaughan's future central business district will be booming with a projected 25,000 residents and upwards of 11,000 jobs as part of the city's vision to build a cultural and tourism hub around its subway station. York Region Rapid Transit Corporation will discuss the Vaughan Metropolitan Centre, including lessons learned in delivering a rapid transit system from procurement to facilities with a focus on development and community transformation.

12:00 Networking Luncheon

## TOD and Strategic Planning to Transform Urban Spaces

 David Kuperman, Manager, Transportation Planning for North York District in City Planning, **City of Toronto**

Chris Robertson, Assistant Director of City-Wide and Regional Planning, Long-Range and Strategic Planning Division, **City of Vancouver**

Jason Thorne, General Manager of Planning and Economic Development, **City of Hamilton**

Leslie Woo, Chief Development Officer, **Metrolinx**

**MODERATOR:** Antonio Gómez-Palacio, Principal, **Dialog**

Transit-oriented development is a planning and design strategy that consists of promoting urban development that is compact, mixed-use, pedestrian- and bicycle-friendly and closely integrated with mass transit by clustering jobs, housing, services, and amenities around public transport stations.

This session will provide different perspectives on how to prioritize transit and achieve better integration between transit stations and surrounding context.

## Dreaming of the REM: Progress and Next Steps in Quebec

 Jean-Marc Arbaud, General Manager, **CDPQ Infra**

Construction of the Réseau express métropolitain, the largest public transit project to be undertaken in Quebec in five decades, is currently underway in Montreal. The new automated light rail network is expected to make moving around the city much easier with the first trains expected to start operating as early as 2021.

- Status update on construction work completed thus far; challenges and lessons learned
- A breakdown of project components, including costs and anticipated economic benefits

2:45 Networking Refreshment Break

“The event content and networking aspects were great.”

– Business Development Director, **Morrison Hershfield Limited**

## Hydrogen Homecoming: FCEB Technology Innovation in Canada

 Aditya Ramesh, Project Manager - Electric Bus and Coach Bus, **Canadian Urban Transit Research and Innovation Consortium (CUTRIC)**

This presentation will cover hydrogen as an empowering mobility solution and other green initiatives that are putting the environment at the forefront of transit thinking.

- Hydrogen generation and fueling requirements for a zero-emissions future – The bipartite model in Mississauga
- Operational and economic benefits of hydrogen fuel cell power systems – a SWOT analysis
- European and USA-based hydrogen fuel cell electric bus initiatives and innovative fuelling solutions


## How the City of Mississauga Hopes to Break the Mold in BRT

 Jerry Che, Manager, Rapid Transit, **City of Mississauga**

Mississauga has a rapid transit program that consists of three bus rapid transit corridors: Downtown Mississauga Terminal and Transitway Connection (the missing link at Square One), Dundas BRT and Lakeshore BRT. These systems have approved budgets (\$28 million) to undergo Environmental Assessment and Preliminary Design studies. Learn how the projects will be tackled to provide more reliable and efficient transit to residents.

- The city's vision to be more transit-oriented with lessons learned from the Hurontario LRT approach
- Uniqueness of each project and collaboration with Metrolinx, private landowner and neighbouring municipalities
- Investing in Canada Infrastructure Program (ICIP) funding opportunity for construction

## BRT vs. LRT: Find the Right Fit for Your City

 Jeffrey Casello, Professor, School of Planning and Department of Civil and Environmental Engineering, **University of Waterloo**  
Asif Kurji, Coordinator, Strategic Transit Planning, **City of Calgary**  
Christopher MacKechnie, Public Transit Service Planner, **Long Beach Transit (US)**  
Kevin Yeung, Transport Planner, **Arup**

Cities around the world have been planning and building bus rapid transit or light rail transit as an integral part of their transit networks. These systems have varying characteristics, which can influence the effectiveness of BRT or LRT in moving people and shaping communities. This session will explore and compare BRT and LRT systems from across Canada (BRT in York Region, Mississauga, Ottawa, Winnipeg and Calgary; and LRT in Ottawa, Toronto, Waterloo, Calgary and Edmonton) and international examples (United States and Germany) under different lenses.

- Operational characteristics and customer experience (e.g. speed, reliability, comfort and capacity)
- Financial impact (e.g. capital, operations and maintenance costs)
- Corridor and network ridership
- Broader impacts on the city, such as new development and the environment

5:00 Closing Remarks from Chair and Conference Adjourns

5:15 Networking Reception 


# Main Conference Day Two

## Wednesday, April 29

7:45 Continental Breakfast and Registration


8:30

### Opening Remarks from the Co-Chair

 Robert Pattison, Senior Vice President, Commercial Resolutions, Infrastructure Ontario

8:40 **KEYNOTE**


### The Role of P3s in the Transit World

 Mark Romoff, President and CEO, The Canadian Council for Public-Private Partnerships

As transit investment dramatically increases over the coming decade, P3s continue to be viewed as the optimal vehicle to deliver these large and complex infrastructure projects. Hear about the benefits of using the P3 model and how governments and private industry can navigate the complexities and issues facing the sector.

9:10 **PANEL**

### Managing Utilities, Environmental Issues and Unforeseen Risk

 Chris Gill, Civil Structures / Access Network Manager, Bell Canada

Tara Kuuskman, Transit Planning Supervisor, Capital Development and Delivery, **Enbridge Gas Distribution**

Michael Paddags, Project Manager, Yonge Street BRT, **York Region Rapid Transit Corporation**

Daniel Petrozziello, Transit Project Manager, Capital Development and Delivery, **Enbridge Gas Distribution**

Marty Venalainen, Director, Transaction Legal, **Infrastructure Ontario**

Terry Wallace, President, **LEA Consulting Ltd.**


**MODERATOR:** Patrick Dolan, Counsel, **Borden Ladner Gervais LLP**

Transit projects can be a complex web to untangle, particularly when it comes to relocating existing utilities, including power, gas and water infrastructure. The goal is to get the work done with the least amount of negative impact on the existing area, but it can get messy when it comes to balancing the interests of contractors and utility companies with conflicting priorities.

- Understand how utilities work and the challenges they face in prioritizing and resourcing as they navigate the ever-changing direction of projects
- Managing risk when it comes to building infrastructure in densely populated areas near residences, schools and recreational facilities (excavation and construction process)

10:10

### Alliance Contracting an Alternative to P3 Delivery in Canada?

 David Wright, Rail and Transit Practice Leader – North America, **Mott MacDonald**

With the growing interest in alliance contracts, this session will investigate the differences between the experience of alliance contracts in markets such as Australia and UK, and how it might be relevant to the Ontario rail market.

- When would the benefits to alliancing be applied and will it replace P3?
- Has the experience elsewhere been all positive or are we just riding the crest of a new wave?

10:40 Networking Refreshment Break

11:10

### Technology and Financial Innovation in Canadian Transit: Why Carbon Taxes Won't Solve This Alone but Road Pricing Might

 Josipa Petrunić, CEO and Executive Director, **Canadian Urban Transit Research and Innovation Consortium (CUTRIC)**

Carbon pricing in the form of direct taxes or indirect market-based carbon costs is slowly taking hold across this country. In several jurisdictions, including in Ontario, funds generated from carbon pricing mechanisms have been used to invest in low-carbon green technologies, such as electric high speed rail and buses. While an important step in the fight against climate change, carbon pricing has its limits in usefulness. This session will explore the need for Canadians to adopt a new standard of living and habitation based on road pricing (toll roads and per kilometre pricing) in order to radically reduce transportation emissions.

11:40

### Putting Safety First When Expanding Transit Systems

 Patrick Koch, Manager, Risk, Analytics and Emergency Planning, **Metro Vancouver Transit Police**

The safety of transit users and operators is a top priority, particularly when it comes to planning for an expanded transit system. Transit authorities and those tasked with ensuring a safe journey on transit (police, security, etc.) must take into account each new station's location and design (access points, lighting, security cameras, existing crime rates) and required resources to respond to high volumes of passengers using these new transit routes (personnel, facilities, vehicles). Learn best practices and methods of preparation when anticipating future passenger and system growth.

12:10 Networking Luncheon

1:10 **PANEL**

### Comparing Delivery Models for Transit Projects

 Michael Lindsay, President of Project Delivery, **Infrastructure Ontario**

Tom Middlebrook, Senior Vice President - Strategic Business Development, **Dragados Canada**

Phil Verster, President and CEO, **MetroInx**

**MODERATOR:** Bruce McCuaig, Vice President, Canada Transit Sector Market Lead, **AECOM**

This panel will discuss and debate the suitability of various P3 (e.g. DBF, DBFM) and non-P3 (e.g. DB, DBB, IPD) model types for a variety of transit projects.

- What are the benefits and potential risks? Which model offers the best life-cycle value while at the same time adhering to goals and timelines?
- Understand what goes into choosing the right approach and how to avoid common pitfalls
- Determine the best procurement method for your project from design phase to operations and maintenance
- Is P3 still the right delivery model for large-scale transit projects or can it be improved to make it more attractive?

## VENUE INFORMATION

HOTEL **One King West Hotel**

ADDRESS **1 King Street West, Toronto, ON, M5H 1A1**

ONLINE **CanadianInstitute.com/UrbanTransit/Venue**

2:00

## Implementing Light Rail Transit in Canada's Capital

 Richard Holder, Manager of Rail Infrastructure, Rail Construction Program, **City of Ottawa**

Ottawa's transit landscape is undergoing significant transformation. In 2019, the city entered a new transit era when replacing bus rapid transit in the downtown core with the O-Train Confederation Line. By 2025, the O-Train system is anticipated to more than triple in length from 20.5 km to 64 km of rail as part of the Stage 2 Light Rail Transit Project. This session will cover Ottawa's ongoing journey of constructing major LRT projects.

- Ottawa's transit evolution from BRT to LRT
- Challenges of constructing LRT in an active BRT system
- Trial running, operational running and launching a line at full capacity

2:40 Networking Refreshment Break

2:55 **PANEL**


## On-Demand Transit and the Next Generation of Public Mobility

 Paul Buck, Manager, Transit Operations, **City of Belleville**  
 Hamish Campbell, Country Lead, Canada, **Via On-Demand Transit**  
 Remi Desa, CEO, **Pantonium Inc.**  
 Bilal Farooq, Canada Research Chair in Disruptive Transportation Technologies and Services and Assistant Professor in Transportation Engineering, **Ryerson University**  
 Robert Salewytch, Program Manager – Transit Services, **Regional Municipality of Niagara**

Building on last year's discussion on Mobility-as-a-Service (MaaS), on-demand transit and first mile/last mile, this session will delve deeper into smart mobility solutions and their impact on transit. Discover how municipalities and companies are leveraging technology to transform public transit delivery and increase ridership by providing users with key services and need-to-know information at their fingertips.

3:45


## Bracing for the Impact of Autonomous Vehicles

 Tommaso Gecchelin, Founder, Inventor and CTO, **NEXT Future Transportation inc.**

Major transit projects tend to have long lead times from feasibility, design through to deployment, while technology continues to accelerate. This creates a divide between pragmatic solutions for the present day and the reality that those ideas may not be relevant tomorrow. This session will highlight the potential for emerging technologies, particularly autonomous vehicles, to disrupt current long-term plans to build transit. Are LRT and BRT the right way to go? How much time do we have to prepare for this new wave?

4:15 **FIRESIDE CHAT**

## Public Engagement and Stakeholder Buy-In for Projects

 TJ Flynn, Manager, Community Relations, ION, **Region of Waterloo**  
 Kris Jacobson, Director, LRT Project Office, **City of Hamilton**  
 Brendon Simon, Project Manager, ION Rapid Transit, **Region of Waterloo**  
**MODERATOR:** Chris Swail, Vice President, Infrastructure, **Comtech Group**

From municipal staff and policy-makers to residents and members of the business community, transit projects require everyone pulling in the same direction to move forward successfully. Gain practical advice for connecting and consulting with stakeholders to achieve seamless community integration for projects.


- Lessons learned from first year of operations for the ION, importance of communicating the build phase and development success to the community and next steps in public consultation to keep things running smoothly toward Stage 2
- Tools and techniques on initiating and maintaining stakeholder engagement through a decade of planning, design and construction of Edmonton's Valley Line LRT
- Sorting the noise from the signal: public and stakeholder engagement during uncertain times – the Hamilton LRT experience

5:00 Closing Remarks from Chair and Conference Concludes

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April 28 – 29, 2020 | One King West Hotel | Toronto, ON

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# URBAN TRANSIT INFRASTRUCTURE

*Connecting Industry Leaders to Build Stronger Networks*

## This Year's Highlights:

- Discover the **Ministry of Infrastructure's** priorities and how funding will be allocated in the coming years
- Hear **Metrolinx's** long-term vision for the **Greater Toronto and Hamilton Area** and updates on projects everyone is talking about
- Tap into how the **City of Belleville** and **Niagara Region** are leveraging technology to improve services and boost ridership
- Glean wisdom from lessons learned on major transit projects, including the **REM in Montreal, ION in Waterloo, Valley Line West in Edmonton, Green Line in Calgary and Ottawa's Confederation Line**
- Learn firsthand about the challenges and opportunities in **transit-oriented development** from municipalities who've been there, including **Toronto, Vancouver and York Region**