



22 July 2019

City of Ottawa
O-Train Construction
110 Laurier Avenue West,
Ottawa, ON, K1P 1J1
Mail Code: 23-10

Our Reference:	RTG-OTT-00-0-LET-0854
RTM Reference:	RTM-RTG-18-0-LET-0044
Project Agreement Reference(s):	Section 10.4(c) and Schedule 9 - Key Individuals

Attention: Michael Morgan
Director, O-Train Construction Office

Subject: Key Individual Replacement – Vehicle Maintenance Manager

Dear Mr. Morgan:

Please refer to the attached correspondence as notification that Rideau Transit Maintenance would like to formally nominate Mr. Richard France as the new Vehicle Maintenance Manager, a Schedule 9 Key Individual, as replacement for Mr. Alban Houssin.

Enclosed you will find Mr. France's Curriculum Vitae for your review. Given Mr. France's strong background in Engineering and Project Management of Railway Systems, we are confident that he is a more than capable candidate.

In accordance with Section 10.4(c) of the Project Agreement, we are kindly seeking your approval for the replacement of this Schedule 9 Key Individual, at your earliest convenience.

Should you have questions or require any additional information, please do not hesitate to contact us.

Kind regards,

Peter Lauch, P. Eng.

CEO

Rideau Transit Group General Partnership

cc.: Gary Craig, Claudio Colaiacovo, Richard Holder, Lorne Gray – OTC
Claude Jacob, Tom Pate, Alex Turner – RTM
Matthew Slade, William Coleman, Tyler Miehe, Gonzalo Gomeza, Bill McCormick, Chris Woodmass – OLRT-C



Rideau Transit Maintenance
805 Belfast Road
Ottawa, ON
K1G0Z4

July 19, 2019

Mr. Peter Lauch
Chief Executive Officer
Rideau Transit Group
1545 Carling Ave, Suite #406
Ottawa, ON K1Z 8P9

RTM Letter No:	RTM-RTG-18-0-LET-0044	OPEN
Replying To:	N/A	
Reference:	Schedule 9, Section 10.4(c)	REFERENCE

Subject: Schedule 9 – Key Individual – Project Manager – Subcontractor Alstom

Dear Mr. Lauch,

Please accept this correspondence as notification that Rideau Transit Maintenance General Partnership would like to formally nominate Mr. Richard France as the new Project Manager for Alstom Maintenance, a Schedule 9 Key Individual, as the replacement for Mr. Alban Houssin. Mr. France has a strong background in Engineering and Project Management of Railway systems.

Enclosed you will find Mr. France's Curriculum Vitae for your review.

RTM is confident that Mr. France is a well-qualified replacement for Alban Houssin, in particular as concerns the roles and responsibilities of the Alstom Maintenance Project Manager.

Mr. France's Master degree in Engineering Management, supplemented with his relevant work experience in project, resource, design and contract management allow a seamless transition into the role.

In accordance with Section 10.4(c) of the Project Agreement, we are kindly seeking your approval for the replacement of this Schedule 9 Key Individual, at your earliest convenience.

Should you have any questions or require additional information, please do not hesitate to contact me.

Regards,

Claude Jacob, P. Eng
General Manager
Rideau Transit Maintenance

RICHARD FRANCE MSc, BEng

CANADIAN & IRISH NATIONAL

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richard.france@alstomgroup.com

PERSONAL PROFILE

- ❖ Possesses a valuable blend of management skills, natural leadership and organisational experience.
- ❖ Naturally assumes the responsibilities for planning, organising, controlling, and leading teams and projects.
- ❖ Strong commercial awareness and sense of business goals and objectives.
- ❖ Desire to assertively gain recognition, status, and prestige through personal and team achievements.
- ❖ Strongly self-sufficient, enthusiastic, goal-oriented, self-motivated and a motivator of others.
- ❖ Excellent skills in delegation, dissemination of information, collaboration, and persuasion.
- ❖ Committed to achieving high quality and efficiency whilst maintaining focus on value for money.

EMPLOYMENT HISTORY

Dublin Project Manager

July 2017 – June 2019

Alstom Transport Ireland

Red Cow, Dublin, Ireland

Accomplishments

- Managed Dublin maintenance projects and mobilized to support changes following significant expansion to Dublin Luas light rail network consisting of the opening of 6 km of track, 13 new tram stops, 2 new electrical substations, 1 new depot, 7 new longer trams, and expansion to existing depot to support longer trams.
- Reorganised vehicle operations team to better focus delivery of preventative maintenance exams whilst also managing corrective maintenance, modification and overhauls programs.
- Supporting tender team bidding for future Operator / Maintainer contract for control of Luas Light Rail Network.

Responsibilities

- Reports to Dublin Customer & Operations Director, and is responsible for full Quality, Cost, and Delivery of Alstom's three 10 year maintenance contracts on the Dublin Luas Trams & Infrastructure (VMC1, VMC2, IMC)
- Leads the Project Team of approximately 165 employees consisting of Operations, Engineering, Quality, Supply Chain, Finance, and Health & Safety, as well as external consortium partners.
- Sets strategy for Dublin Projects and ensures functional heads establish objectives in line with the strategy. Ensures key project stakeholders are aligned toward project goals.
- Accountable for the proper implementation of the companies policies, processes, and procedures by all stakeholders (internal & external) including suppliers and contractors.
- Reports to senior executives, the situation of the project in terms of Profit and Loss and its KPIs during sector project reviews and ensures that critical aspects identified in reviews are proactively and professionally addressed.

Dublin Engineering Manager – Vehicles & Infrastructure

Aug 2014 – July 2017

Alstom Transport Ireland

Red Cow, Dublin, Ireland

Accomplishments

- Combined vehicle and infrastructure engineering departments and created and new structure to support the needs of the Dublin Business. Appointed lead engineers to cover different teams within engineering department.
- In addition to Engineering Manager role , successfully Project Managed 900k Overhaul of Dublin Citadis 401 Trams (mid-life/ 15 year overhaul).
- Championed pilot to use ipads with ESRI GIS software, and iformbuilder software to lean infrastructure maintenance processes.
- Managed for various improvement projects made to the Dublin Luas trams and infrastructure: digital saloon CCTV upgrade, rear view upgrade, energy saving modifications involving super capacitors, CO2 sensor/ heat and vent controllers, remote communications system, PID upgrades, Vossloh blocks retrofit, rail defect repairs.

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Responsibilities

- Reporting to Dublin Project Manager, responsible for all engineering matters in Ireland for Alstom.
- Engineering Manager of all Dublin Luas maintenance contracts (VMC1, VMC2, IMC2).
- Develop and implement the engineering strategic plan in line with organisational, business, and functional levels within Alstom.
- Initiate actions to prevent the occurrence of safety related incidents, quality issues, and non-conformities.
- Chair quarterly reviews with CRR (Compliance Railway Regulation), the Irish safety authority to review progress with safety related incident investigations and support in regular CRR audits.
- Manage teams to deliver performance initiatives to improve availability, reliability, maintenance improvement, and cost reductions.

Vehicle Engineering Manager – Dublin Citadis Trams, LRT

Aug 2011 – Aug 2014

*Alstom Transport Ireland**Red Cow, Dublin, Ireland*

Accomplishments

- Lead investigation into axle cracking issue which was listed globally on Alstom's top ten safety related issues. Managed technical studies to support risk assessment, and implemented mitigation program under approval from Railway Safety Commission for Ireland to allow cracked axles to be used in passenger service.
- Restructured maintenance plan to carry out exams based on periodicity rather than balanced model. Lead the reorganization which led to significant availability, reliability, quality improvements.
- Produced technical study and gained approval through Irish safety authority (CRR), to extend the trams shortest exam periodicity from 10k km to 15k km thereby considerably reducing the labour resource requirements to deliver the maintenance plan.
- Implemented improvements to engineering change control and defect and concession management processes as undertaken by Dublin project.
- Restored and organized project technical documentation. Introduced IT solutions to improve accessibility to technical information.

Responsibilities

- Defined engineering plan for closing out open technical issues and organized relevant teams.
- Acted as main technical liaison to customer, infrastructure maintenance team, and suppliers.
- Supported operations with provision of technical training and support to ensure maintenance tasks are fully understood and carried out correctly.
- Liaised with Rolling Stock Product Line to gain support on technical issues and provide return of experience on Citadis trams maintained in Dublin.

Acting Engineering Systems Manager – Jubilee Line (London Underground)

Jan 2011 – Aug 2011

*Alstom Transport Ltd. (Metro)**Stratford, London, UK*

Accomplishments

- Managed engineering team leading up to termination of maintenance contract and simultaneously supported Alstom in additional activities to minimize financial losses when closing down project.
- Sustained team focus on normal day-to-day issues that arose during train maintenance during a period of job uncertainty and shifting company loyalties.
- Supported condition assessment of trains as part of the termination to the contract.
- Carried out thorough investigation into quality issue with Jubilee Line gearboxes.

Responsibilities

- Ensured the efficient closure of the maintenance contact without jeopardizing passenger safety or train reliability.
- Gathered technical information to support contractual negotiations during the termination of the project.
- Prepared business cases for various technical proposals.

Professional and academic references available upon request.

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- Supported Supply Chain/ Materials Management with MRP to optimize stock levels in accordance with maintenance requirements and reliability (JIT, EOQ).
- Reviewed Life Cycle Cost (LCC) of maintenance to provide prediction of spending for remaining seven years of current contract.
- Investigated hazardous incidents & safety concerns, carried out audits, and perform occupational & product risk assessments.

Rolling Stock Systems Engineer – Jubilee Line (London Underground) <i>Alstom Transport Ltd. (Metro)</i>	July 2007 – Dec 2010 <i>Stratford, London, UK</i>
Component Technical Engineer – Diesel Engine Design <i>Ford Motor Company</i>	Nov 2005 – July 2007 <i>Dagenham, London, UK</i>
English Teacher (while studying Mandarin) <i>Hess Educational Organization</i>	March 2004 – March 2005 <i>Taipei, Taiwan</i>
Chemical Process Operator (Fixed Term) <i>Grace Chemicals</i>	May – Sept. 2002 & 2003 <i>Montreal, Canada</i>
Road Engineer (Fixed Term) Lanark County Roads Department	May – Sept. 2001 & 2002 Perth, Canada

EDUCATION

MSc Engineering Management (part-time) <i>Brunel University</i> Dissertation: <i>Challenges of Evaluating Crack Propagation in Railway Axles: Case Study Example of Dublin Luas</i>	Awarded Aug 2014 <i>Uxbridge, London, UK</i>
Bachelor of Engineering – Mechanical <i>McGill University</i>	Awarded Dec 2003 <i>Montreal, Canada</i>

LANGUAGES, CERTIFICATIONS, & TRAINING

French & Mandarin (intermediate), Polish (beginner) Six Sigma Green Belt, Hazardous Incident 'Core Investigator' APM Introductory Certificate Global 8D, DFQ, Lean,	Failure Mode & Effects Analysis, GD&T Geometric Dimensioning & Tolerancing, Project scheduling (PERT & CPM analysis) Enterprise Resource Planning Software (SAP) Experimental Design (DOE), Test Methodology
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