



MINUTES OF MEETING

Project:	Ottawa Light Rail – Confederation Line		
Date:	August 31, 2021	Time:	2:00pm – 4:00pm
Location:	Microsoft Teams		
Subject:	Rideau Transit Maintenance – Executive Committee (EC) Meeting		
Present: (EC Members)	Pat DiPasquale – EllisDon Mark Platteel – ACS Matt Slade – RTM/EllisDon Ramon Villamil – ACS Raffaele Trentadue – ACS Alvaro Muelas – ACS Tania Seely - RTM		
Present: (Senior Officers)	Mario Guerra (MG) – RTM		
Present: (Others)	Tauheed Bhatti (TB) – RTM		
Absent:	Philippe Jean (PJ) – SNC Jody Becker – EllisDon		
* Attended partial meeting			

MINUTES:

Agenda Item:	1.0 Introduction	Action Items:
Discussion:	<ul style="list-style-type: none"> ▪ 1.1 Approval of Previous Minutes <ul style="list-style-type: none"> ▪ Need approval for June & July minutes ▪ 1.2 Weekly Service Update <ul style="list-style-type: none"> ▪ Not good, had evacuation this morning. Month not looking good, likely mid to high 70's for availability, most of service payment will be gone. 	
Agenda Item:	2.0 Finance	Action Items:
Discussion:	<ul style="list-style-type: none"> ▪ 2.1 Financial Highlights <ul style="list-style-type: none"> ▪ Alstom Maintenance Fees accrued YTD is \$ [redacted] as per RTM understanding of contract regarding escalation factor. Deductions based on payments so far (Jan – June), July based on 90% estimation for the deductions flow down to Alstom. \$ [redacted] flowed down to Alstom out of \$ [redacted] ▪ Expenses without warranty claim #'s have come down from \$ [redacted] a couple of weeks ago to \$ [redacted]. Should be below \$ [redacted] in 2-3 weeks. ▪ Total outstanding accounts receivable as at July 31st was \$ [redacted] (typo on slide). ▪ What we put on invoices & what City assessing is pretty close, delta between the two is \$ [redacted] <small>Financial Information - Entity</small> Have been short paid from Jan-June due to escalation factor, that delta is approx. \$ [redacted], about \$ [redacted] per month. 	

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	<ul style="list-style-type: none"> ▪ 2.2 Budget Control – July 2021 <ul style="list-style-type: none"> ▪ Operational Expenses \$ [redacted] negative variance due to variations for Covid-19, offset by Variation's revenue. ▪ Savings in salaries mostly due to charging YRC staff back to OLRT-C, about \$ [redacted] per year. Charged client back for WSIB for 2019 & 2020. Also have vacant positions. ▪ We don't get paid for 2 months; Alstom won't get paid for 4 months. ▪ 2.3 2021 Cashflow Forecast (with/without Esc Delta) <ul style="list-style-type: none"> ▪ July money coming in September, \$ [redacted]. The \$ [redacted] is escalation delta. October & November, we don't get paid. Not paid in August due to timing issues. ▪ From 2021 perspective, we're impacted negatively, but 2022 budget shows positive impact for next year. We don't pay Alstom for January 2022, so we keep that money for 2022. ▪ 2.4 2022 Budget <ul style="list-style-type: none"> ▪ Version was circulated to partners finance teams. ▪ Deductions based on Jan-Jun actuals. ▪ [redacted]% markup is assuming \$ [redacted] constructor payout. ▪ Variance with Hostlers based on assumption that UTO be fully functional at year end, so Hostlers not needed next year. ▪ Mobilization on par with last year. Stage 2 IDM – for 2019-2020 assumed [redacted]% markup, for 2022 we assume [redacted]% markup based on previous slide. ▪ 2.5 Cashflow <ul style="list-style-type: none"> ▪ Union Impact projections based on limited information that we have. ▪ Costs for Pension Plan and Health & Dental benefits will definitely increase. ▪ WSIB reimbursement still there. ▪ If we accept Union's proposal based on information we have right now, we are at -1% for Stage 1. ▪ Upside from Variations not included. 	<p>Ali to send budget files to Board</p> <p>Tania to check if retroactive to date Union certified</p>
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Agenda Item:	3.0 Human Resources	Action Items:
Discussion:	<p>3.1 General Update</p> <ul style="list-style-type: none"> ▪ Recruitment: <ul style="list-style-type: none"> ▪ Labourers: 4th was hired, starts September 10th but then one resigned, back down to 3. ▪ Snow Removal/General Labourer – 10 personnel to be hired. Will work November 15th, 2021 - April 15th 2022. ▪ HRIS System: <ul style="list-style-type: none"> ▪ Still 2 modules remaining: 1) Recruitment 2) Performance over next 2-3 months ▪ Union: <ul style="list-style-type: none"> ▪ Had meeting today, uneventful. Want to resolve team Lead/Supervisor issue. Won't talk about anything else until resolved. They will elect steward, then meet with us regarding Supervisors ▪ Other: <ul style="list-style-type: none"> ▪ Melissa being trained to back up Joan on payroll/human resources 	

Agenda Item:	4.0 Maintenance	Action Items:
Discussion:	<ul style="list-style-type: none"> ▪ 4.1 Track <ul style="list-style-type: none"> ▪ Wheel to Rail Interface Study started with National Research Council. They requested documentation which has been sent ▪ Still have TSR's in effect at 6 locations. Welded one joint last week, hoping to weld more over a couple of weeks to get rid of TSR's in place. ▪ Rail Neutral Temperature – working with City to increase to 25C. Plan is to keep working with City on Risk Assessment and be in position to do work Spring 2022. ▪ Mott McDonald did additional survey in MSF Yard which is now completed. - 4.3 Systems <ul style="list-style-type: none"> ▪ Final Assessment Report by EllisDon complete and being reviewed. Will hopefully have actions coming from it soon. ▪ SCADA – Pending Build 8 installation. Build 8 is latest software from CBTC. Looking to install weekend of September 11-12. ▪ PIDS – Software update ready, pending Build 8 installation. ▪ CCTV – Indigo Vision Software required. Product of bad handover from OLRT-C to us. Software is about 3 versions behind where needs to be. Need to figure out what happened during handover. - 4.4 LRV Updates <ul style="list-style-type: none"> ▪ New LRV added – LRV 41. ▪ Derailment August 8th due to axle bearing failure. ▪ Fleet check is ongoing, restored partial services August 14th ▪ Initially had 10 single Units unavailable but 4 have now been repaired of ones that failed bearing criteria. ▪ Will take about 6 weeks to restore LRV's to full revenue service and get all the cars through the system. 	

Agenda Item:	5.0 Performance and Analytics	Action Items:
	<ul style="list-style-type: none"> ▪ 5.1 Maintenance Performance Workflows <ul style="list-style-type: none"> ▪ Workflow initiative started to identify gaps and be better prepared to monitor Alstom and other subs. ▪ First one will be Station custodial maintenance because City counsellors upset over cleanliness of stations. Will be the one to test, then will develop others later on. ▪ 5.2 Cybersecurity <ul style="list-style-type: none"> ▪ Received the EllisDon network assessment and are reviewing. ▪ Reviewing cybersecurity report from City with EllisDon, from both technical and PA requirement. ▪ Discussions ongoing with City. We will look at what PA calls for, what City is asking for, then issue Variation to get paid differential. Includes money already paid through penetration tests. ▪ Told City will not do any more penetration tests until paid for previous ones. ▪ 5.3 Paymech processes <ul style="list-style-type: none"> ▪ City's stance that \$10K cap applies to Work Orders only, still an issue. We believe should be all deductions. ▪ Re-assigned KPM work orders followed up by Help Desk on ongoing basis. Working well as numbers have gone down significantly. Need Alstom on side to do better & GSI needs tweaking also. ▪ Meeting weekly with Alstom to review Dispute Ledger with City and allocate deductions. Need Alstom management to be on side as very slow at providing information. 5.4 Variations <ul style="list-style-type: none"> ▪ Continue to get better, Alstom started providing estimates but can improve on timeliness. 	

	<ul style="list-style-type: none"> ▪ Have completed pricing on 10 out of the 17 backlog Variations. ▪ Discussing approach to backdating Variations. City has not said no. Expecting City will pay us for ones where we reserved our rights. ▪ 5.5 YCC Operations <ul style="list-style-type: none"> ▪ New Yard Operations Manual effective July 12th. ▪ Alstom going to overhaul procedures but ensure they line up with RTM manual. ▪ 1st KPM Guidebook issued to help the help desk in terms of what KPM should be used when opening work orders. ▪ UTO Yard – OLRT-C has said December for completion. Continue to review functionality tests, have sent letters to OLRT-C with yard infrastructure questions. ▪ Once UTO complete, will still need Hostlers to bring vehicles in/out of shop but will be paid by Alstom. The 3 additional YRC staff will be reduced but then need to start thinking about Stage 2. ▪ To keep controllers at OLRT-C expense, can argue continual delay in Stage 2 trains necessitates additional controllers as trains must be moved manually in yard. ▪ 5.6 HSQE Update <ul style="list-style-type: none"> ▪ Incidents: <ul style="list-style-type: none"> ▪ Rail-Related – Sanding panel doors broke off LRV 29 and LRV 32 while in service. ▪ Lost Time Injury – OC Transpo vehicle hit Alstom vehicle resulting in worker hospitalization. ▪ Modified Work – Worker twisted ankle, another aggravated wrist. ▪ Medical Aid – Worker pulled back muscle lifting railcar coupler. ▪ Security – passenger chased worker through station, another worker let patron through without paying. ▪ Safety Interaction Program – Still low at 46%. Linked to bonus payments so if not completed, bonus is impacted ▪ Safety audit conducted August 16th – 19th, being reviewed, then will be issued to Board. ▪ HSQE – Quality Management <ul style="list-style-type: none"> ▪ RTM & RTG aligned on QMS documentation production timelines. Target for completion delayed to the end of August 2021. ▪ M&R Quality Management Plan updated parallel with Asset Management plan. Draft submitted to City Dec. 31, 2020. Final version to be submitted August 2021. ▪ ISO compliance (not certification) audit target for Q3 2021 ▪ HSQE – Environmental Management. <ul style="list-style-type: none"> ▪ 2 environmental incidents in July – unknown dry substance spill in wash bay pump room, and oil spill on track at Tunney's. ▪ 2nd phase of monitoring program beginning August 2021. ▪ Noise & Vibration monitoring to commence in Q3. ▪ Environmental audit conducted August 16th-19th which we failed miserably. Need to speak to RTG as they have yet to name Environmental Director and as result, lots has not been done. Report must go to City as PA requirement so need to figure out action plan on items before we send it. Report will also be sent to Board. ▪ Document Control: <ul style="list-style-type: none"> ▪ RTM & City continue to work on sharing on information. ▪ Initial development & testing of SharePoint site completed. Looking to replace Laserfiche by year's end as SharePoint is free. SharePoint is also more user friendly. ▪ Alstom & RTM notified OLRT-C of several remaining gaps in handover documentation 	<p>Tania to note we may want to write letter</p>
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	<ul style="list-style-type: none"> ▪ 5.7 Performance Measures <ul style="list-style-type: none"> ▪ Numbers will be pretty good for July. ▪ Availability – AM – late a few times but had spare just about every day except July 1st and 20th. ▪ Daily Lost KM – were running well until last 2 days of July. New car, LRV 41 failed numerous times resulting in lost KM's. ▪ Monthly Availability – 99.9% full day availability. ▪ Open Service Requests – this is the backlog. Ended month higher than we started the month. Need to target and prioritize going forward. 	
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Agenda I	6.0 Commercial/Legal	Action Items:
Discussion:	<p>Solicitor Client Privileged</p>	

Agenda Item:	7.0 Other Business	Action Items:
Discussion:	<h1>Litigation Privileged</h1>	<p data-bbox="1263 289 1446 338">Mario to mention to Nicolas</p> <p data-bbox="1263 821 1455 951">Will have pre-meeting Friday at 11:30am to come up with common RTM position</p> <p data-bbox="1263 1213 1466 1293">James to help with justifying some of the numbers</p>

END OF MINUTES

Prepared by: Melissa Viner
Reviewed by: Mario Guerra
Distribution: All attendees + Absents
Date of Next Meeting: September 28, 2021