



MINUTES OF MEETING

Project:	Ottawa Light Rail – Confederation Line		
Date:	April 27, 2021	Time:	2:00pm – 4:00pm
Location:	Microsoft Teams		
Subject:	Rideau Transit Maintenance – Executive Committee (EC) Meeting		
Present: (EC Members)	Pat DiPasquale (PD) – EllisDon Ramon Villamil (RV) – ACS Philippe Jean (PJ) – SNC Jody Becker (JB) - EllisDon Mark Platteel (MP) – ACS Matt Slade (MS) – RTM/EllisDon Alvaro Muelas (AM) – ACS		
Present: (Senior Officers)	Mario Guerra (MG) – RTM		
Present: (Others)	Tauheed Bhatti (TB) – RTM		
Absent:	Raffaele Trentadue (RT) – ACS		
* 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"> ▪ If no exceptions by end of week, will assume minutes are approved for February & March. - 1.2 Weekly Service Update <ul style="list-style-type: none"> ▪ Very good week, some perfect days. Running at 99.4%, ▪ Alstom starting to recover from 200k inspection, seeing trains from that - 1.3 Reduced Service <ul style="list-style-type: none"> ▪ <div style="border: 1px dashed black; padding: 5px; display: inline-block;">Solicitor Client Privileged</div> - 1.4 Commercial Solution <ul style="list-style-type: none"> ▪ Sent Board copy of presentation that constructor had given. Spoke to Bill, told him not likely RTM will agree without highest CEO's decreeing. They will apply dollar amount to each item from presentation, possible meeting further down road. Will wait to see what next steps are. - 1.5 Alstom Covid Outbreak <ul style="list-style-type: none"> ▪ Covid-19 outbreak in Alstom, 3 contract employees tested positive. Contractor pulled all employees from that shift resulting in Alstom currently being down 13 employees from the Retrofit Team. No impact on service vehicle employees, will have impact on cracked wheels & other projects. Full impact unknown as they still need to isolate even if test is negative. Will know full impact & affects on project by next week - 1.6 Alstom Scope Gaps 	

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	<p>Door Maintenance:</p> <ul style="list-style-type: none"> Looking to table scope gaps, will become an issue later. Looking to bring door maintenance work to RTM, hoping to have costs next week. <p>Track Maintenance:</p> <ul style="list-style-type: none"> Having disagreements on track maintenance. Standards in PA and agreement with Alstom are slightly different, some require additional inspections. Alstom has asked for Variation as result. <p>Switch Heaters:</p> <ul style="list-style-type: none"> Since Alstom maintaining electric switch heaters, to now maintain gas heaters, same as in yard, should be no change in scope, they believe there is. <p>Lubricators:</p> <ul style="list-style-type: none"> Alstom hinted maintenance of lubricators not their scope. Currently lubricating by hand now, filling lubricator instead of by hand should not be different, should have good case. <p>MSF Equipment:</p> <ul style="list-style-type: none"> Should consider putting part or all of MSF equipment maintenance on Alstom. Should consider at least getting them to price it in future. 	
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Agenda Item:	2.0 Finance	Action Items:
Discussion:	<ul style="list-style-type: none"> 2.1 Financial Highlights <ul style="list-style-type: none"> MSP for January & February invoiced to RTG RTM paid for Jan., will be paid for Feb. this week City levied additional deductions of approx. \$160k for Jan. \$115k for Feb. Payment based on old escalation factor, approx. \$300k less each month. Not booking Alstom invoices as come in, accruing based on what we believe should be, being accrued at approx. 80% of RTM's portion. Alstom Maintenance Service Fees YTD equal \$ [Financial Information - Entry] PTD warranty claims based on invoiced expenditures is \$ [Financial Information - Entry] Total receivable outstanding is \$ [Financial Information - Entry] OLRT-C primarily hostler, warranty and YRC cost reimbursement RTG primarily variations, outstanding MSP invoices for Oct. 2020 to Feb 2021. Does not include Jan payment received Total outstanding AP is approx. \$ [Financial Information - Entry] big one is Alstom. Bee-Clean – related to Covid-19 variations. 2.2 Budget Control – March 2021 <ul style="list-style-type: none"> Negative factor for service revenue because combined with lifecycle. Higher in budget due to hostler costs as assumed not to be reimbursed, but invoice every month to OLRT-C On expense side Alstom is negative variance due to escalation factor but upside on revenue side which offsets Operational Expenses [Financial Information - Entry] variance due to Covid-19 variation expense which is offset by variation revenue 2.3 2021 Cashflow Forecast <ul style="list-style-type: none"> Expecting payment from RTG in next few days, then will pay Alstom in April for Jan. & Feb. Ending cash balance almost \$ [Financial Information - Entry] for year Reforecast done for the year, which is favourable Budget assumed \$ [Financial Information - Entry] in Net income, reforecast is estimating \$ [Financial Information - Entry] Major variance is elimination of hostler cost of \$ [Financial Information - Entry] Operational negative variance of [Financial Information - Entry] based on variations for 1st 3 months of year. IT expenses is cyber security of \$ [Financial Information - Entry] General & Admin of [Financial Information - Entry] is all legal Stage 2 of [Financial Information - Entry] based on estimate from SNC 	

	<ul style="list-style-type: none"> - Other Matters <ul style="list-style-type: none"> ▪ 2020 financial statements issued April 9th. 2020 Partnership return finalized, filed by first week of May ▪ Lifecycle invoicing - from RTM's perspective 1st contract month from City's interpretation, April 2021. Expecting ▪ Lifecycle model – revisiting to ensure we understand scope and find savings. Will start to forecast on quarterly basis. ▪ Financial model – 30-year model developed last year. Input assumptions need to be further scrutinized. ▪ Discussion recently re: run from Belfast or separate YCC at Moodie, will have impact regarding mobilization plan. ▪ Stage 2 IDM Services – Only recognizing 0% margin, trying to finalize costs. Main hurdle in finalizing is complexity regarding constructor payout of \$ ▪ Margin for Stage 2 is % in total costs assumes constructor payout. ▪ Current operations margin without fine tuning model, is % and Lifecycle is approx. %. ▪ for Lifecycle is made up of 3 scopes: Alstom, Thales, and RTM. 	
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Agenda Item:	3.0 Human Resources	Action Items:
Discussion:	<ul style="list-style-type: none"> - 3.1 General Update <ul style="list-style-type: none"> ▪ Recruitment: <ul style="list-style-type: none"> ▪ Project Engineer Stage 2 – interview stage ▪ Terminations: <ul style="list-style-type: none"> ▪ 10 snow removal personnel as contract ended. Very successful, should consider doing the same once Bee-Clean contract ends in 2023 ▪ Management Brainstorming Workshop: <ul style="list-style-type: none"> ▪ Identified key issues like workorders, had follow up session & put process together. ▪ April 28th session cancelled as meetings work better if all in same room together. Next workshop will be on managing subcontractors. ▪ HRIS System: <ul style="list-style-type: none"> ▪ First staff bulletin went out April 26th ▪ Staff training begins week of May 18th ▪ Go live date is 1st pay in June, will run parallel to existing system for 2 pay periods ▪ Will help reduce current issues and workload, and will help analyze overtime by department ▪ Federal vs. Provincial: 	
<h2 style="margin: 0;">Solicitor Client Privileged</h2>		

Agenda Item:	4.0 Maintenance	Action Items:
Discussion:	<ul style="list-style-type: none"> - 4.1 Trackwork Update <ul style="list-style-type: none"> ▪ Adding ballast: Meeting this week to finalize dates but likely mid to late June ▪ Rail Wear: <ul style="list-style-type: none"> ▪ Grinding on mainline planned for last 2 weeks of June, requires full shutdown ▪ 2 lubricator systems ordered, May installation <ul style="list-style-type: none"> ▪ Mainline: Located at Hurdman ▪ Yard: will cover curve where derailments occurred. Greasing by hand bi-weekly ▪ (MS) Should get background noise readings before installation. 1 weeks' worth, with noise 	

	<p>meter to have benchmark, then 1 weeks' worth after installation to show reduction in decibels</p> <ul style="list-style-type: none"> ▪ Tamping: <ul style="list-style-type: none"> ▪ Expected during shutdown for grinding ▪ Noise Absorption Blocks at Tunney's: <ul style="list-style-type: none"> ▪ City willing to complete installation of entire section, planned for May (by Remcan) ▪ Alstom is paying, will invoice RTM. They will claim afterwards, and we will pass to OLRT-C. ▪ Re: hiring of 3rd party – developed scope of work, Alstom has reviewed, hoping to have scope done this week and out next week <p>- 4.2 Systems Update</p> <ul style="list-style-type: none"> ▪ TPSS: Functionality issues of disconnect switches preventing Alstom annual maintenance. ▪ SCADA: Software update ready – Pending Build 8 installation. Lots of SCADA issues this week, Alstom not prepared & unsure how to deal with it but agreed to bring in contractors. ▪ CBTC: Build 8 testing & commissioning pending approval by City. Joint preventative maintenance of CBTC equipment (Thales & Alstom) Completed. ▪ PIDS: Software update ready, waiting for City to give agreement. OLRT-C wants to get rid of spotters, part of that is getting procedure in place & software <p>- 4.3 Switch Heaters</p> <ul style="list-style-type: none"> ▪ Steve working with Nicholas for cost estimate, pricing cost of natural gas ▪ Blair Station: Installation of bollards & protectors of gas stub ups ▪ Tremblay: Remove existing tanks. Build meter pad & complete natural gas connections. Landscaping. ▪ On Tracks: Installation of deflectors. Conversion of 5 units from propane to natural gas. Completing ballast & general clean up ▪ Engineering: Preparation of the as-builts ongoing ▪ Some work has been completed, still some engineering required. <p>Stage 2 – E-W Extension</p> <ul style="list-style-type: none"> ▪ IDM: Continue with IDM services, discussed in meetings ▪ Custodial maintenance boundaries: being discussed ▪ Systems Integration Variations: becoming a problem. Aida will provide a more fulsome presentation on Stage 2 in next 2 weeks. ▪ Belfast YCC layout: still in discussion with City regarding yard layout ▪ Moodie LMSF Preliminary Concept of Operations: responded to new comments ▪ EWC variations review: continue to look at variations & submit plans around that ▪ Had workshop last Friday with City and constructor, identified risks such as who does what for system integration. Need City to be clear about expectations, expect variation to be associated ▪ Look Ahead: <ul style="list-style-type: none"> ▪ IDM; continue with design review & site inspections ▪ Moodie LMSF functionality: we want control from Belfast, backup at Moodie. Contractor may see as reason to charge more; City may ask us for money as result. Fallback position is to have YCC at Moodie and Belfast. <p>- 4.3 LRV Updates</p> <ul style="list-style-type: none"> ▪ 200K inspections progressing well ▪ LRV Seasonal Clean program under way, should almost be finished ▪ Several vehicle modifications approved by City in April 	
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	<ul style="list-style-type: none"> ▪ Will see in charts the vehicle availability improvements noted in April. Mean miles between km's improved significantly this month. ▪ After June, everything should be done: 15 + 1, track issues and OCS issues 	
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Agenda Item:	5.0 Performance and Analytics	Action Items:
	<ul style="list-style-type: none"> - 5.1 Paymech processes <ul style="list-style-type: none"> ▪ MSP invoicing cleaned up – alignment between RTM, RTG & City achieved. ▪ Work orders must be classified as accepted or not disputed. Need to get agreement to \$10K cap applied to all system events. ▪ Daily review of new work orders in place - reassignment of KPM workorders followed up by help desk. ▪ Monthly KPM performance improved, most disputes related to KPM's to be resolved with Term Sheet. Meeting on Term Sheet yesterday, still in disagreement with City on couple of issues, follow up tomorrow. ▪ RTM & Alstom re-initiated weekly KPM allocation meeting. Some progress, most end up under CC defect umbrella. ▪ City's position is KPM's apply to 'found in' events. RTM and Alstom disagree. City believes they have right to apply KPI's post, need to figure way to reduce amount. ▪ Discussion: (MG) Trying to plant seeds with City & Alstom for changes to Paymech. PA doesn't address redundancy issues on systems. Redundancy built it to our power system with TPSS. System works if 1 down due to 2 adjacent supply power. PA does not force us to deal with redundancy issue. If TPSS 2 not working, not in violation of KPI, not losing KM's, can risk it & run like that. City not comfortable, want it dealt with. We'll discuss during Paymech discussions as there are issues for us both. - 5.2 Variations <ul style="list-style-type: none"> ▪ Cleaned up internal Variation management process, sending a couple to City this week, with specific tasks assigned to key roles. ▪ Variation enquiries with potential Alstom scope being flowed to Alstom for assessment & pricing, if applicable. <div style="border: 1px dashed black; padding: 5px; text-align: center; font-weight: bold; font-size: 1.2em;"> <p>Solicitor Client Privileged</p> </div> <ul style="list-style-type: none"> ▪ RTM reviewed backlog of Variation Confirmations, have 3 categories: reserved rights, didn't reserve rights, some RTG acted on even though RTM didn't. Where reserved rights, should be fine & paid for those, hopefully retroactively. Where RTG acted without us, we believe RTG is liable if City refuses to pay. Reserved our rights for majority of them. Will provide more details in next week's meeting. ▪ 1st variation has gone to RTG, for additional room built with additional lifecycle and maintenance costs associated, waiting for response from City <ul style="list-style-type: none"> - 5.3 YCC Operations <ul style="list-style-type: none"> ▪ New org chart includes 4 team leads – ensures single point of authority in YCC on each shift, working well ▪ Training for CBTC & SCADA is complete ▪ Final draft of new Yard Operations Manual completed. Met with Alstom, they requested more time to train staff. Roll out is targeted for June 1st ▪ Emphasis continues to be on help desk role in minimizing deductions. Considering breaking away help desk from other functions to allow strict focus. Current issue is 	

	<p>knowledge gap & inconsistency, Knowledge of staff opening work order, which KPM to assign. Issues created when KPM's not assigned when City thinks there should be.</p> <ul style="list-style-type: none"> - YCC UTO Yard <ul style="list-style-type: none"> ▪ OLRT-C thinks Sept. 2021, RTM requested update ▪ RTM having meetings with OLRT-C & Thales to look at functionality. Still have questions regarding CBTC ▪ RTM met with OLRTC & Thales to review UTO yard functionality – sent letter to OLRTC requesting responses to outstanding questions. ▪ Completed training, identified risks, Alstom has participated. Will continue to do DITLO workshops to make sure ready. ▪ Risk example is LRV stop on curve, where 2 derailments occurred. Trying to reduce stops on turn. Need to look at risk, won't have anyone on trains anymore, risk if they derail. ▪ May be delayed past September due to testing, not able to test as much as necessary. Thales is biggest issue, but Thales blaming RTM for not providing access. Not an RTM Issue. - 5.4 HSQE Update <ul style="list-style-type: none"> ▪ Alstom had 3 incidents in 6 days ▪ Significant Incidents <ul style="list-style-type: none"> ▪ 1 Medical Aid: due to physical altercation with another employee. Neither work for us any longer. ▪ Security Events: Trespassers – one on TPSS due to improper closing of door & 2 in snow removal room at Bayview with damage sustained to door. ▪ Rail events: Open panel on LRV 1116 contacted guardrail on elevated platform at MSF. LRV01 contacted fence gate left open. Switch 505 in MSF yard moved while train travelling through switch ▪ Doing safety audit, scope almost done. Trying to combine with other consultants to save money. Followed up with Tammy but will push harder. - HSQE – Quality Management <ul style="list-style-type: none"> ▪ RTM & RTG aligned on QMS documentation production timelines. Target for completion delayed to end of May 2021. ▪ M&R Quality Management Plan updated parallel with Asset Management plan. Draft submitted to City Dec. 31, 2020. Final version to be issued with RTG Quality Manual, should go out soon ▪ ISO compliance (not certification) audit target for Q2 2021 ▪ Alstom not doing well. On agenda for meeting this week with Alstom, with Bob present to document it. Alstom safety lead for North America was here last week, they are hearing us ▪ Two (2) environmental incidents in April 2021 ▪ ECA Monitoring program contracts (MSF, Hurdman, Bayview, Lees) awarded for 2021 ▪ Noise & Vibration monitoring will commence in Q2 ▪ Further discussion with RTG required as to scope split between RTG E&S Director role (not currently filled) & RTM E&S Manager role. RTM prepared scope document for discussion. Need to discuss with Nicholas about sharing costs. ▪ Document Control: RTM & City have aligned on updated document sharing protocols. About 90% of where we need to be with City. 	
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	<ul style="list-style-type: none"> ▪ RTM exploring use of SharePoint to manage various workflows to replace Laserfiche & InTouch Systems as is a better system. Will facilitate tracking of controlled documents, Operating Bulletin reviews/signoff, and sharing documents with external parties. ▪ RTM received large second batch of handover documentation from OLRTC, forwarding relevant documents to Alstom & notified OLRTC of remaining gaps in handover documentation. Done poorly during handover stage, still recovering but making good process. <p>- 5.5 Performance Measures</p> <ul style="list-style-type: none"> ▪ Morning Peak: Few bad days in March: March 19 & 23, not enough vehicles on time in morning for service. ▪ Afternoon Peak: short once and late twice: March 5, 19 & 23 ▪ Lost KM's by Month: Numbers good, very little red. Green increased due to change to 11 trains in service ▪ Number of Lost KM's: Had a lot of good days but bad days (March 5, 19, 23) dragged us down. ▪ Full Day Availability: At 98.8 for March. Since Aug/Sept, above 98% threshold ▪ Morning Peak Availability: Above threshold. Feb morning peak at 94.1, March was 97.6. Improved month over month ▪ Afternoon Peak Availability: Not generally an issue, at 99.2 for March ▪ Monthly Availability: March 23 resulted in 2 system events. March 19th below on AM. Still at 98.8. March 23rd full availability was only 87.1. ▪ Monthly Total Deductions: March lower than Feb for IMIRS & adjusted. Talked to James, need new way to present as July keeps skewing results. Might do rolling 6 months and/or from August ▪ Failure Points: 785 for March, adjusted at about 380. Above thresholds, better than Feb. A lot of effort into work orders to minimize impact. ▪ Previous presentation had rolling 6 month and other charts which were taken out this month, will add back to presentation 	
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Agenda Item:	6.0 Commercial/Legal	Action Items:
Discussion:	<h1>Solicitor Client Privileged</h1>	

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Agenda Item:	7.0 Other Business	Action Items:
<p>Discussion:</p>	<ul style="list-style-type: none"> ▪ Cryoll: Had meeting with SNC Mobility & Recruitment Services, going to take a while. Slow removal due to Covid. SNC going back to Cryoll with conditional offer contingent on work permit & City signing off. Once agreed, we'll start work permit process, likely to take 2 months to sort out. ▪ (MS): Alstom inspection report shows no track issues, even though grinding and tamping required. Concerns about competency of inspectors as City & consultant documents show issues with track. Track inspections not being conducted properly - can't inspect from high rail vehicle, need to walk entire length to inspect track or can lead to serious incidents. (MG)Big concerns with Alstom re: infrastructure & systems. They lack knowledge & resources (guideway techs, high voltage & comms staff) Lack of management to hold staff accountable. Rearranged meetings with Alstom to include Bob so he's aware. Have more resources now with Bombardier. Spoke to Bob, can't get U.S people here due to Covid restrictions. Should subcontract work out, 6 or 7 companies that will do it. ▪ (JB) Should set up another meeting this week & invite Josee Ouellette, Jerome & Suheil. Should also add Josee to Thursday call. (MS) A lot of people in that Thursday meeting. (MG) Lost its detail, may want to refocus better. (JB) Senior team not required on call as responses from day-to-day team can be brought to them. (MG) Have weekly issues meeting with Bob, Alex, Richard, James, Steve, bi-weekly Thursdays and you guys have regular meetings. Goal is to migrate issues to that meeting. Discuss with Jerome and Josee, let me know what you want to do. (JB) Tuesday next week 5pm for meeting with Jerome. 	

END OF MINUTES

Prepared by: Melissa Viner
Reviewed by: Mario Guerra
Distribution: All attendees + Absents

Date of Next Meeting: May 25, 2021

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