

Ottawa Light Rail Commission

Duane Duquette
on Tuesday, May 17, 2022



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6	OTTAWA LIGHT RAIL COMMISSION
7	CITY OF OTTAWA - DUANE DUQUETTE
8	MAY 17, 2022
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14	--- Held via Zoom Videoconferencing, with all
15	participants attending remotely, on the 17th day
16	of May, 2022, 9:00 a.m. to 12:02 p.m.
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1 COMMISSION COUNSEL:

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3 Emily Young, Litigation Counsel Member

4 Anthony Imbesi, Litigation Counsel Member

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7 PARTICIPANTS:

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9 Duane Duquette, City of Ottawa

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11 Jesse Gardner and Lauren Gruenberger,

12 Singleton, Urquhart, Reynolds, Vogel LLP

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17 ALSO PRESENT:

18

19 Judith Caputo, Stenographer/Transcriptionist

20 Alicia Sims, Virtual Technician

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24

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INDEX OF EXHIBITS

NUMBER/DESCRIPTION

PAGE NO.

1: Curriculum Vitae of Duane Duquette.

9

* * The following is a list of documents undertaken
to be produced or other items to be followed up * *

INDEX OF UNDERTAKINGS

The documents to be produced are noted by U/T and
appear on the following pages: (None).

1 -- Upon commencing 9:00 a.m.

2

3

4 DUANE DUQUETTE: AFFIRMED.

5 EMILY YOUNG: To start today,

6 Mr. Duquette, I'll just give a brief introduction

7 that will give you some information about the

8 parameters of the interview, and then we'll get

9 into it.

10 The purpose of today 's interview is to

11 obtain your evidence under oath or solemn

12 declaration for use at the Commission's Public

13 Hearings.

14 This will be a collaborative interview,

15 such that my co-counsel, Mr. Imbesi, may intervene

16 to ask certain questions. If time permits, your

17 counsel may also ask follow-up questions at the end

18 of this interview.

19 The interview is being transcribed, and

20 the Commission intends to enter this transcript

21 into evidence at the Commission's Public Hearings,

22 either at the hearings or by way of procedural

23 order before the hearings commence.

24 The transcript will be posted to the

25 Commission's public website, along with any

1 corrections made to it after it is entered into
2 evidence.

3 The transcript, along with any
4 corrections later made to it, will be shared with
5 the Commission's participants and their counsel on
6 a confidential basis before being entered into
7 evidence.

8 You will be given the opportunity to
9 review your transcript and correct any typos or
10 other errors before the transcript is shared with
11 the participants or entered into evidence. Any
12 non-typographical corrections made, will be
13 appended to the transcript.

14 Pursuant to Section 33 (6) of the
15 Public Inquiries Act 2009: A witness at an inquiry
16 shall be deemed to have objected to answer any
17 question asked of him or her upon the ground that
18 his or her answer may tend to incriminate the
19 witness, or may tend to establish his or her
20 liability to civil proceedings at the instance of
21 the Crown or of any person, and no answer given by
22 a witness at an inquiry shall be used or be
23 receivable in evidence against him or her in any
24 trial or other proceedings against him or her
25 thereafter taking place, other than a prosecution

1 for perjury, in giving such evidence.

2 As required by Section 33 (7) of that
3 Act, you are hereby advised that you have the right
4 to object to answer any question under Section 5 of
5 the Canada Evidence Act.

6 To let you know, throughout this
7 interview, if you need a break at any point please
8 let us know and we will take one. We usually will
9 take one around 10:30 anyway, hopefully that suits
10 you.

11 DUANE DUQUETTE: Good.

12 EMILY YOUNG: To start, Mr. Duquette,
13 I'm going to put the CV that your counsel provided
14 up on the screen.

15 DUANE DUQUETTE: Okay.

16 EMILY YOUNG: Can you see that?

17 DUANE DUQUETTE: Yes.

18 EMILY YOUNG: It looks like the CV
19 might not be quite up-to-date; is that right?

20 DUANE DUQUETTE: That's correct. I
21 haven't looked for a job in five years.

22 EMILY YOUNG: Fair enough. I haven't
23 updated mine in a while either, so I understand.

24 Can you tell us about your rail
25 experience prior to working for the City in

1 relation to the Ottawa LRT project?

2 DUANE DUQUETTE: Absolutely. I was
3 hired on as a conductor for Canadian Pacific
4 Railway, I spent a short time as conductor, that's
5 doing groundwork.

6 I then progressed to a supervisor's
7 position, which is an entry-level manager. Then
8 train master, then terminal train master. Terminal
9 train master, manager of Alyth. Alyth is Canada's
10 largest yard.

11 I'm not sure how familiar you are with
12 the rail industry, but the rail industry, what
13 happens is, trains come in from a bunch of
14 different directions, just to oversimplify it, we
15 bust them up, and then rebuild new ones and send
16 them out in four different directions. That's very
17 high level, but that's what we did. We had diesel
18 shops, as well as car shops, and then of course
19 operations.

20 We generally controlled every area from
21 Calgary to Field, British Columbia; up to Red Deer,
22 Alberta, Lethbridge and Medicine Hat.

23 EMILY YOUNG: As terminal train master,
24 you were overseeing the yard in which that work was
25 taking place?

1 DUANE DUQUETTE: That is correct.

2 EMILY YOUNG: And you worked for CP,
3 that started in 2008 and lasted until when?

4 DUANE DUQUETTE: Until I joined the
5 City in 2017.

6 EMILY YOUNG: Did you have any
7 experience before joining the City working on
8 public-private partnerships?

9 DUANE DUQUETTE: No.

10 EMILY YOUNG: Is there any other
11 education, training or experience before your work
12 for the City that related to your role with the
13 City or prepared you for that role? Aside from
14 what we've already discussed, your rail experience.

15 DUANE DUQUETTE: I believe it's listed
16 under there. Most of my experience prior to that
17 would have been management experience in
18 restaurants.

19 Oddly enough, working for transit
20 system, that customer service experience has been
21 invaluable.

22 EMILY YOUNG: Can you explain that a
23 little bit?

24 DUANE DUQUETTE: Well, the public
25 transit is actually a mesh of railway and customer

1 service. So the experience I gained as a manager
2 of a restaurant, has taught me a lot about
3 satisfying customer needs, understanding and
4 addressing their issues, and going forward that
5 way.

6 My experience in rail taught me the
7 nuts and bolts, if you would, of the industry.

8 EMILY YOUNG: Thank you. I'll take
9 down your CV there.

10 And madam reporter, if we can make that
11 the first exhibit. Thank you.

12 EXHIBIT NO. 1: Curriculum Vitae of
13 Duane Duquette.

14 EMILY YOUNG: So you started with the
15 City in 2017. What was your role then?

16 DUANE DUQUETTE: I was hired on as the
17 program manager of rail operations.

18 EMILY YOUNG: And it sounds like you
19 were probably hired because of your previous
20 experience working in rail?

21 DUANE DUQUETTE: That is correct.

22 EMILY YOUNG: And how long were you in
23 the program manager role, Mr. Duquette?

24 DUANE DUQUETTE: Approximately, two
25 years.

1 EMILY YOUNG: And what role did you
2 transition to after that?

3 DUANE DUQUETTE: Director of Rail
4 Operations.

5 EMILY YOUNG: And how long were you in
6 that role?

7 DUANE DUQUETTE: Until about January of
8 this year. So three years'ish, two and a half,
9 three years. Sorry. Right before we launched
10 until about January of this year.

11 EMILY YOUNG: And then you moved into
12 the role of Acting Chief Safety Officer for a time;
13 is that correct?

14 DUANE DUQUETTE: That is correct. And
15 I currently employ the Deputy Chief Safety Officer
16 position.

17 EMILY YOUNG: Okay. And Brandon
18 Richards was in the Chief Safety Officer role
19 before you; is that right?

20 DUANE DUQUETTE: Prior to me taking the
21 position, that is correct. Upon his departure,
22 they asked me to act while they searched out a new
23 chief.

24 EMILY YOUNG: In going back to your
25 first role from 2017 to 2019 as program manager of

1 rail operations. Could you describe your
2 responsibilities and duties in that role?

3 DUANE DUQUETTE: Certainly. Again, at
4 a high level, of course, but the primary duties for
5 those first two years is, we were recruiting rail
6 operators, and then also establishing procedures
7 and rules for the railway.

8 So writing up the SOPs, writing up the
9 rule book. And then, of course, extensive hiring
10 of rail operators, rail supervisors, station
11 attendants, that sort of thing. They actually came
12 a little bit later, but assisted with the
13 onboarding of the controllers, any rail
14 operations-type personnel.

15 EMILY YOUNG: When you were onboarding
16 the controllers and operators, would you also have
17 been overseeing their training?

18 DUANE DUQUETTE: No. Training was done
19 with a different department.

20 EMILY YOUNG: What department?

21 DUANE DUQUETTE: Training.

22 EMILY YOUNG: Okay.

23 DUANE DUQUETTE: I believe at the time,
24 it may have had -- right now we call it "SRTD",
25 Safety, Reliability, Training and Development. But

1 I can't remember exactly the title of the
2 department, and they do tend to change every couple
3 of years.

4 EMILY YOUNG: Is that department still
5 within OC Transpo?

6 DUANE DUQUETTE: Yes.

7 EMILY YOUNG: So it would have been
8 overseen at the time by John Manconi?

9 DUANE DUQUETTE: I guess everything is
10 overseen by John Manconi. But the Chief Safety
11 Officer at the time was Jim Hopkins. So it would
12 have fell under his portfolio. And Greg Davis was
13 the manager. I apologize, I can't remember, he was
14 a program manager or a manager, regardless, he was
15 the one in charge of that.

16 EMILY YOUNG: And can you tell me how
17 your role changed once you moved into the Director
18 of Rail Operations position?

19 DUANE DUQUETTE: Absolutely. So that's
20 when I transitioned from strictly looking at rail
21 as an operational position, to overseeing, at that
22 time, the contracts department and the trains and
23 systems department.

24 This happened about two months prior to
25 launch.

1 EMILY YOUNG: And what does the
2 contracts department do?

3 DUANE DUQUETTE: They work with the
4 contracts department at RTM/RTG -- apologies,
5 whichever one you want to refer to it as -- and
6 oversee like the daily, I don't know. The daily
7 back and forths, whether work gets done, or work
8 doesn't get done, if penalties are applied, that
9 sort of thing.

10 EMILY YOUNG: Okay. So contract
11 management, I guess?

12 DUANE DUQUETTE: Absolutely.

13 EMILY YOUNG: Okay. And what was the
14 other branch that you mentioned?

15 DUANE DUQUETTE: Trains and systems.

16 EMILY YOUNG: Is that more technical?

17 DUANE DUQUETTE: Absolutely.

18 EMILY YOUNG: Can you explain that a
19 little bit more?

20 DUANE DUQUETTE: Yes. So it actually
21 differs from like my experience at CP, where we
22 have our own like our own engineering department,
23 where they physically do the work. Because the
24 project is a P3, our trains and systems department
25 is more of audit-type function. I don't know if

1 that's the exact type term, but what they do is,
2 they would oversee them. We don't have anybody
3 that goes out there and pounds spikes, or adjusts
4 the OCS. But we do have people in our department
5 that would look to ensure that RTM or slash RTG is
6 doing the work that is required.

7 EMILY YOUNG: Okay. So is that mainly
8 looking at, once you go into operations, are they
9 maintaining the trains, the track, the OCS, that
10 kind of thing?

11 DUANE DUQUETTE: That's correct.

12 EMILY YOUNG: Okay. So we'll get into
13 that a little bit more later.

14 Could you speak about your mandate on
15 Chief Safety Officer and now Deputy Safety Officer?

16 DUANE DUQUETTE: What do you mean by
17 "mandate"?

18 EMILY YOUNG: What's your role?

19 DUANE DUQUETTE: Okay. So as a Chief
20 Safety Officer, again, overseeing the safety
21 reliability -- sorry, safety, regulatory,
22 compliance and training.

23 So again, to simplify that, we have
24 training, safety and regulatory departments that
25 feed into the Chief Safety Officer at the time. So

1 those three departments would basically be managed
2 by myself for those couple of months.

3 Since then, in the last month, we've
4 also brought SCU, which is our Special Constable
5 Units into the safety department, and now they
6 report directly to me as well.

7 EMILY YOUNG: And could you tell me who
8 you were reporting to in each of your successive
9 roles?

10 DUANE DUQUETTE: Certainly. As program
11 manager, I was hired by Michael Morgan. However, I
12 only reported to him for -- and I can't tell you
13 exactly, it was a month or two, it was a very short
14 time period, after he quickly transitioned over to
15 the construction side, RTC. A different name at
16 the time, but that's what it is, rail construction
17 program.

18 After that, it was Joanna Venditti, she
19 was the Director of Rail Operations, I reported to
20 her for about two years. Upon her departure, I
21 took over her position, and I reported to Troy
22 Charter.

23 As the Chief Safety Officer, I reported
24 directly to Renée Amilcar, our current GM. And
25 then as the deputy, I report to Paul Treboutat --

1 I'm not great with the last name -- but he is the
2 Chief Safety Officer.

3 EMILY YOUNG: Is it Treboutat?

4 DUANE DUQUETTE: That sounds correct,
5 yes. Sorry.

6 EMILY YOUNG: We might both be
7 pronouncing it wrong, but hopefully we have it
8 probably right.

9 DUANE DUQUETTE: I was trying to avoid
10 mispronouncing it.

11 EMILY YOUNG: Well, luckily for us only
12 the spelling shows up on the transcript.

13 DUANE DUQUETTE: Perfect.

14 EMILY YOUNG: So we don't have to worry
15 about that.

16 As a Chief Safety Officer and Deputy,
17 what powers do you have to make decisions about
18 safety on the line?

19 DUANE DUQUETTE: As a Chief Safety
20 Officer, I suppose you have ultimate power. You
21 have the ability to stop anything. But for that
22 matter, all employees at OC Transpo are empowered
23 to escalate any safety issues. So whether Chief
24 Safety Officer to an operator.

25 EMILY YOUNG: As Chief Safety Officer,

1 are you saying you have the authority to shut down
2 service?

3 DUANE DUQUETTE: Absolutely. Whether
4 it be bus, rail or para.

5 EMILY YOUNG: Are you able to do things
6 that are short of that, less drastic than shutting
7 down the service?

8 DUANE DUQUETTE: Oh, absolutely. If
9 there's any multiple different levels that you
10 would -- honestly, the shutting down of operations,
11 you know, that would be a difficult decision to
12 make. Even from a safety perspective, because you
13 have to remember, people rely on the
14 transportation. So there's actually a safety
15 element to shutting things down, too.

16 When you shut things down, people are
17 left stranded. You know, you come into stations,
18 if your train is not coming every five minutes --
19 it's not as big a deal during the pandemic, but
20 prior to the pandemic, every three minutes
21 600 people are coming into that station. They
22 continue to crowd, that becomes a safety concern
23 unto itself as well.

24 EMILY YOUNG: So what other -- sorry.

25 DUANE DUQUETTE: I was just

1 reiterating, during the pandemic that was less of a
2 concern because ridership went down.

3 EMILY YOUNG: So what are some of the
4 tools at your disposal that are less severe than
5 shutting down the line?

6 DUANE DUQUETTE: One of the tools we
7 employed most of the time is correspondence with
8 one another, with our contractor.

9 We also, through those correspondence,
10 we can request quite a bit in regards to
11 information, but then also corrective actions
12 determined on those sort of things.

13 We can also employ audits. We go in
14 and do audits to ensure that they're complying,
15 which we've done a couple of those as well.

16 I'm trying to think here. And then of
17 course for the most part, however, the reality of
18 it is, is we'd get together with our partners and
19 we try to work with them to determine if there was
20 an issue. Workaround, that sort of thing.

21 EMILY YOUNG: Okay. Are you able to
22 tell me about the kinds of audits that you've
23 undertaken in your safety role?

24 DUANE DUQUETTE: To be quite honest, in
25 the safety role, I was only in that position for

1 about three months, and then I've been the deputy
2 or -- three or four months, three and a half. And
3 I've only been the deputy for about a month, so
4 nothing was generally initiated by myself.

5 So there has been some audits. I know
6 most recently, like we even did an audit -- we had
7 a third party do an audit of our training programs;
8 we've had, you know, you look at TRA, that's a type
9 of audit on their return to service, that's one
10 that's ongoing right now.

11 And then their maintenance
12 capabilities, that sort of thing. Those are the
13 ones that are primarily going on right now.
14 There's been several that have probably been done
15 before me, but again, I've only been in the
16 position for a short amount of time.

17 EMILY YOUNG: Fair enough. We're only
18 asking you what you know, sitting where you are
19 today.

20 Are you able to share any of the
21 results of the third-party audit of the training?
22 Were there any issues that were identified?

23 DUANE DUQUETTE: To be honest with you,
24 I don't really have the information in front of me.

25 And that was a -- like we have -- that

1 was actually, I believe, an audit of our internal
2 training on bus. So I don't know if it's relevant
3 to what you're looking for.

4 I don't know.

5 EMILY YOUNG: We are more interested in
6 LRT, yes. You're right about that.

7 ANTHONY IMBESI: Who would have
8 performed that audit?

9 DUANE DUQUETTE: I believe the
10 gentleman's name is Ron Hopkins through STV.

11 EMILY YOUNG: And then the TRA review
12 of the return to service plan, that we're aware of.
13 You said that's still ongoing?

14 DUANE DUQUETTE: That is correct. I
15 don't think it would be termed as an audit, it's
16 now just a return to service where they monitor to
17 ensure progress, and then we're given reports on
18 that, or updates on that.

19 EMILY YOUNG: So they started by
20 reviewing the return to service plan, and now
21 they're looking at whether RTM is implementing that
22 plan; is that right?

23 DUANE DUQUETTE: That is correct.
24 They're also looking at other stuff, including like
25 from more of a safety perspective, they are looking

1 at their SMS system.

2 EMILY YOUNG: Is that "Safety
3 Management System"?

4 DUANE DUQUETTE: That is correct.

5 EMILY YOUNG: Okay. And had they
6 identified any concerns in relation to their SMS?

7 DUANE DUQUETTE: Yes. Primarily, that
8 it hadn't been updated, I guess, since launch of
9 service.

10 EMILY YOUNG: And how was that
11 identified? Was that TRA who identified that?

12 DUANE DUQUETTE: I would only be
13 speculating. Again, that happened before I came
14 in. Since I've come in, I know that we've been
15 monitoring their progress to get it up to date.
16 Through TRA.

17 EMILY YOUNG: You mentioned that there
18 had also been an audit of RTM's maintenance
19 capabilities. Can you explain what that is?

20 DUANE DUQUETTE: I'm not sure if I --
21 I'm trying to think here. I'm wondering if I
22 misspoke.

23 I mean, we do continuous oversight of
24 their maintenance. And I apologize if I used the
25 term incorrectly. So the trains and systems

1 department goes in on a regular basis and takes a
2 look at what they've done, the documentation
3 they've provided.

4 Oh, and, actually, I believe STV and --
5 sorry, TRA. There's so many acronyms here. But
6 they've also done the -- they've looked to see --
7 the TRA is continuing to see -- and I wish I had
8 the paper in front of me, it would be easier to get
9 the terminology -- but their maintenance practices,
10 to see if they're trending towards what they refer
11 to as a "highly reliable organization". So there
12 is a component to TRA's work that would be
13 classified, I suppose, as an audit of their
14 maintenance, yes.

15 EMILY YOUNG: And that type of
16 oversight you were talking about, the trains and
17 systems department looking at their maintenance,
18 has that been going on since service started?

19 DUANE DUQUETTE: For the most part,
20 yes. It's grown since first launch. And it's
21 become more extensive as time has gone on, and
22 then, yeah. It's just grown.

23 EMILY YOUNG: And why has it grown?

24 DUANE DUQUETTE: I believe one of the
25 things we identified early, was that we needed more

1 oversight of the contractor.

2 To put it into perspective, you know,
3 when we launched, the concept was to, you know,
4 take a look at what they did last week to ensure,
5 you know, the I's were dotted and the T's were
6 crossed, to the point where now we have to make
7 sure that they're tightening bolts, because at
8 points it seems like they couldn't do that. So
9 that's quite a shift in required resources.

10 EMILY YOUNG: So it sounds like what
11 you're describing is sort of, at the start of
12 service, the perspective of OC Transpo and your
13 department is that you're dealing with a maintainer
14 who is reliable, is going to fulfill their
15 obligations, and then over time you've sort of lost
16 trust in their ability to do that?

17 DUANE DUQUETTE: I would say that's
18 accurate, yes.

19 EMILY YOUNG: Did you have any
20 involvement at all in the procurement or design
21 phases of the project?

22 DUANE DUQUETTE: No.

23 EMILY YOUNG: Have you encountered any
24 challenges or issues in your work that suggested to
25 you that it would have been helpful to have

1 OC Transpo involved earlier on in the design phase
2 in their operator role?

3 DUANE DUQUETTE: I'm not sure what you
4 mean. I apologize, I'm...

5 EMILY YOUNG: No, no, that's fine. I
6 don't know that I've explained that clearly.

7 I guess the question is, whether any
8 issues have come up that have made you think, oh,
9 the way that this was set up or designed, maybe
10 isn't the most sensible. And if we had had input
11 in that at an earlier stage, it might have
12 mitigated that issue or avoided that problem? The
13 answer may be, no; it may be, yes; I'm just asking.

14 DUANE DUQUETTE: Yeah, not
15 specifically. And to my knowledge, OC Transpo, I
16 mean, through the rail construction program or
17 whatever it was labelled at the time, did have, you
18 know, regular input as to what was going on there.
19 And they did design reviews, you know, at multiple
20 different stages. So there was input there.

21 And what they didn't have, and again, I
22 wasn't there, but my understanding is, for whatever
23 expertise they didn't have in-house, they used
24 contractors and stuff to help build up that
25 knowledge base.

1 EMILY YOUNG: Do you have any view
2 about whether there was sufficient planning for the
3 overall integration of the system? Like how the
4 whole of it would work together?

5 DUANE DUQUETTE: What do you mean, like
6 what system specifically? Or are we just talking
7 the system in like with the bus system, or are we
8 talking about specific like the SCADA or -- I'm not
9 sure you what you mean.

10 Like rail system with the bus system,
11 OC Transpo, pardon the term, but it planned that
12 one to death. We have a habit of over planning --
13 well, that's not the proper term -- but we plan to
14 -- we extensively plan here at OC Transpo.

15 So quite a bit, like with the
16 integration of the rail system, the bus system,
17 that was well-thought-out.

18 EMILY YOUNG: I'm thinking more of the
19 integration of the different aspects of the rail
20 system.

21 So the vehicles with the track, with
22 the stations and passengers, you know, RTM working
23 with OC Transpo, and also engaging with OLRT-C as
24 well, so just how the whole fits together, whether
25 you've noticed any issues in that regard?

1 DUANE DUQUETTE: Not really. When the
2 system is working, it works quite well.

3 EMILY YOUNG: And in your view, the
4 issues, or the times when the system doesn't work,
5 aren't a result of integration issues as between
6 all the parts of the rail system?

7 DUANE DUQUETTE: Not in my opinion, but
8 I'm also not a systems engineer.

9 So from a layman's perspective, they
10 seem to work together.

11 EMILY YOUNG: Did you have any
12 involvement in the construction process?

13 DUANE DUQUETTE: No. I guess the only
14 thing is, you know, provided operators for testing
15 and commissioning. But that's after the
16 construction process was done so yeah.

17 EMILY YOUNG: Have you heard of a third
18 party called "SEMP"?

19 DUANE DUQUETTE: Sounds familiar. Is
20 that the safety something...

21 EMILY YOUNG: Yes. And I'm not going
22 to know the proper term, either.

23 DUANE DUQUETTE: Is that the safety
24 certifier?

25 EMILY YOUNG: They're not a safety

1 certifier, there was an independent safety auditor
2 as well. But they did work on looking at the
3 safety and I think what they called "systems
4 engineering".

5 DUANE DUQUETTE: No direct knowledge.
6 But I mean, obviously, you know, it's not a very
7 big company, you hear and see things. You know
8 what I mean? Titles and stuff.

9 EMILY YOUNG: Are you aware of the
10 independent safety auditor and their involvement?

11 DUANE DUQUETTE: Again, only from a
12 high level, or a distant level at the time -- I
13 mean, now I would be very much involved with them.
14 But at the time, it was not really part of my work.
15 I was aware there was one.

16 EMILY YOUNG: Okay. When you were --
17 you mentioned that in your first role, 2017 to 2019
18 program manager, you were doing work on standard
19 operating procedures and rules and things like
20 that.

21 In that work, were you looking at
22 safety requirements when drafting those things?

23 DUANE DUQUETTE: The safety plays an
24 element in all that type of work, absolutely.

25 And we work with the safety department,

1 and in specific, we work with actually the Chief
2 Safety Officer during that, Jim Hopkins played a
3 large role in it as well.

4 EMILY YOUNG: The reason that I ask is
5 because -- although perhaps you weren't as aware of
6 it from your end, I understand that the independent
7 safety auditor was looking at things like the
8 standard operating procedures and rules that were
9 being put in place for operations.

10 DUANE DUQUETTE: It doesn't surprise
11 me. That's probably where Jim Hopkins involvement
12 came in, it was a large part of it, yeah.

13 EMILY YOUNG: How do you update
14 operating procedures and training to account for
15 changes that are made to trains and software and
16 things like that?

17 DUANE DUQUETTE: So if anything like
18 was immediate, we can issue what's called a
19 "bulletin". There's two different ways to -- okay.
20 There's two different ways to communicate things
21 out. One is a communication and then one is a
22 bulletin.

23 Communications are just for general
24 information. You know, Canada Day is coming up,
25 we're going to need extra stuff, blah, blah, blah.

1 Bulletins are rules effecting, or
2 procedural effecting. When a bulletin comes out,
3 it goes out to the entire operations. Everybody in
4 an operational position is required to sign off
5 that they've seen it, and it's just a mandate of
6 your position. So that's how you do an immediate
7 change.

8 If it's a less immediate change, we
9 have what we call a "Rule Book Committee". But
10 it's a committee that meets on a regular basis and
11 once a year, basically, takes all these bulletins,
12 if they're still in effect, and brings them into
13 either the procedures or into the rules. And then
14 we re-issue the procedures and/or reissue the rule
15 book with those integrated into it.

16 EMILY YOUNG: And so those are the ways
17 that you would communicate those changes to, for
18 example, operators and controllers?

19 DUANE DUQUETTE: Operators, controllers
20 and to our contractors. Anybody working on the
21 railway is required to understand, read and
22 understand.

23 EMILY YOUNG: Would there ever be
24 additional training provided when there was a
25 change?

1 DUANE DUQUETTE: Absolutely, if
2 required. If the change was substantial enough
3 and, primarily, that would probably be just, you
4 know, a risk assessment would be done, and would
5 say that, you know, that's one of the mitigations
6 to bring it up to an acceptable level of risk.

7 EMILY YOUNG: Are you aware of whether
8 that has happened yet, since service began?

9 DUANE DUQUETTE: I'm trying to think.
10 Well, I can tell you for certain,
11 bulletins have been issued, that's a definite. But
12 you're referring to the rules, correct?

13 EMILY YOUNG: I'm referring to an
14 instance where you issue a bulletin, or change the
15 rules, and you decide that we need to give
16 everybody some additional training right now as
17 well on this change.

18 DUANE DUQUETTE: I apologize, I can't --
19 maybe if we, you know, if I go back over the last
20 three years. But off the top of my head, I can't
21 think one way or another, I apologize.

22 EMILY YOUNG: That's no problem at all.
23 So I just want to speak a little bit
24 about the delegated authority framework for safety
25 at the City.

1 DUANE DUQUETTE: All right.

2 EMILY YOUNG: Our understanding is that
3 Transportation Canada has delegated regulatory
4 authority to the City by way of an agreement.

5 DUANE DUQUETTE: Uhm-hmm.

6 EMILY YOUNG: Do you know why this is
7 necessary?

8 DUANE DUQUETTE: I don't know. I mean,
9 "why" is a bit of an odd question. I can tell you
10 that I believe it was done because most transit
11 systems in this country are self-regulated.

12 So it would actually almost be, you
13 know, singling out Ottawa as not.

14 EMILY YOUNG: So this sort of thing is
15 typical for municipal rail?

16 DUANE DUQUETTE: That is correct.

17 EMILY YOUNG: Are you aware of the
18 contents of the agreement between the City and
19 Transportation Canada?

20 DUANE DUQUETTE: Not the specifics.

21 EMILY YOUNG: Do you know who would
22 have devised the regulations of the agreement and
23 negotiated it?

24 DUANE DUQUETTE: Not specifically.

25 Again, that would be well prior to me

1 arriving here. I mean, I know where I can find it
2 right now, my regulatory department can pull it up
3 quite quickly and get me the information. That's
4 how it works now.

5 But, you know, what happened -- and I
6 would assume that that probably happened, you know,
7 the talks happened quite a bit a while ago. I
8 would assume it had City legal and such, as well as
9 some safety elements to it, but I would only be
10 theorizing.

11 EMILY YOUNG: Fair enough.

12 Do you have any understanding of how
13 the regulations that applied at the City are
14 different from the Federal regulations?

15 DUANE DUQUETTE: Again, not specifics.
16 And what I can tell you is, when it comes to like
17 rules and stuff, we actually mimic -- rules,
18 regulations, whatever you want to refer to them --
19 we actually mimic the best practices. Whether it's
20 either the Federally regulated or other railways.

21 I'm very well aware of how we went
22 about designing that. Like when it came to the
23 rule books, and again back to your procedures and
24 such.

25 They were all -- we did even site

1 visits to other rail, municipal railways.

2 As well, we have our own Trillium Line
3 here, which is CROR managed, which is what I am far
4 more familiar with. Well, when I hired on anyways,
5 so I was more familiar with it. Now I've helped to
6 work on our rule book, so I'm actually probably
7 more familiar with that now.

8 But the CROR, which is the Federal
9 Railway Rule Book, Canadian Rail Operating Rules.
10 That's owned by Transport Canada. Each railway in
11 Canada goes into it, it's an extensive, extensive
12 book, and takes what rules apply to them.

13 Like on our Trillium Line, we don't
14 apply any of the dangerous goods, or special
15 dangerous, because we don't transport dangerous
16 goods or special dangerous, so those ones would be
17 omitted. But passenger service, those would be
18 forefront for us.

19 EMILY YOUNG: Are there any other ways
20 in which you sought to mimic best practices when
21 you're putting together your rule book?

22 You mentioned doing site visits,
23 looking at the Federal rules that you've just
24 alluded to, are there any other --

25 DUANE DUQUETTE: Yeah, we looked at the

1 rules books of various other municipal railways.

2 EMILY YOUNG: And what were you looking
3 for? Like how would you assess whether something
4 is something that you want to take on in Ottawa?

5 DUANE DUQUETTE: First off, it would be
6 best practices. And then on top of that, we also
7 brought in a lot of consultants, as well, to assist
8 that have been through this before.

9 STV played a large role. Joe North,
10 Larry Gaul, these gentlemen acted as subject matter
11 experts, as well, to assist us with that. And
12 again, Jim Hopkins with his extensive experience in
13 Vancouver, which has a similar operating system.

14 So you know, myself from freight
15 railway, there's also Joseph North, your Larry
16 Gaul, who have extensive experience in other
17 municipal railways. And then Jim Hopkins, who has
18 extensive experience in the same controls systems
19 that we employ here on this railway. And then
20 various other voices came into play as well.

21 EMILY YOUNG: So, sort of in the next
22 phase of things, implementation, can you speak
23 about who implements the rule book, the
24 regulations, in the course of their work?

25 DUANE DUQUETTE: You mean like who

1 signs off on it? Or who uses it?

2 EMILY YOUNG: Who uses it, who's
3 putting it into practice?

4 DUANE DUQUETTE: Operators,
5 controllers, anybody that works front line on the
6 railway.

7 EMILY YOUNG: And is RTM and Alstom
8 Maintenance, are they also doing that?

9 DUANE DUQUETTE: Anybody that's worked
10 on the railway is required, yes, to follow those
11 same rules.

12 EMILY YOUNG: And they're all trained
13 on those things before they begin, presumably?

14 DUANE DUQUETTE: That is correct.

15 EMILY YOUNG: Were you also working on
16 the safety training when you were developing those
17 rules?

18 DUANE DUQUETTE: See, it's an odd
19 question because there's no specific safety
20 training, but everything involves an element of
21 safety, right?

22 The rail industry is a highly regulated
23 industry, and one of the first things I learnt, you
24 know, and something you try and impart on everybody
25 and you try to think of when you're working to

1 design these things or when you're working to vet
2 them, is railway rules -- and I apologize, but
3 they're written in blood, and there's a reason why
4 they're in place.

5 So every rule, every procedure, has an
6 element of safety to it. I mean, we're dealing
7 with large pieces of steel moving at high speeds;
8 everything has an element of safety.

9 EMILY YOUNG: For sure. And so, given
10 that it sounds like the folks who were creating the
11 safety rules were not the same people that were
12 doing the training, were the safety people -- I'm
13 going to use the word "audited," that's probably
14 not the right word -- were they auditing or looking
15 at that training to make sure that it was properly
16 reflecting all of the safety-related rules?

17 DUANE DUQUETTE: So, that's not
18 accurate. Jim Hopkins was the head of the safety
19 department and he was a large part of the rules and
20 procedures.

21 EMILY YOUNG: Okay.

22 DUANE DUQUETTE: And training,
23 actually, like -- and that's one of the reasons why
24 he was there, because both safety and training
25 reported to him as Chief Safety Officer. So there

1 was a large element of safety being involved there.

2 EMILY YOUNG: And so would Jim Hopkins,
3 he's overseeing that, does he have people who are
4 looking in detail at all of the training
5 requirements? Or would he do that directly?

6 DUANE DUQUETTE: That you'd have to
7 speak with him directly. But I can tell you as
8 well, like, from our perspective, we also, like,
9 because the project was delayed, we vetted this --
10 I know we did working groups; like, we did, what
11 are they being referred to as? Table tops. We did
12 other, you know, drills and exercises. But we also
13 did, just when we had the opportunity, we had
14 operators look through these -- operators,
15 controllers, and the people that had some
16 familiarity with the system, look through these and
17 provide their feedback. And then, if required, we
18 made adjustments.

19 EMILY YOUNG: And if you come up with
20 any adjustments that are required now, you would
21 either incorporate those by issuing a bulletin or
22 by incorporating them at the year-end review?

23 DUANE DUQUETTE: Depending on the
24 requirements of, like, what comes up. If it was
25 something that was required immediately, it would

1 be a bulletin.

2 If it was something that wasn't
3 required immediately, like, you know, a procedure
4 to sweep the train a different way or something
5 like that -- "sweep" is just a walk-through of the
6 train to make sure that there's no passengers still
7 on it before you bring it to the yard -- you know,
8 maybe something like that. And I'm just
9 hypothesizing here. Maybe something like that
10 could wait until the yearly review, but if it was
11 something immediate, it would be a bulletin and put
12 in place immediately, as soon as the bulletin can
13 be written and put in place.

14 EMILY YOUNG: What kind of ongoing
15 training do those who are working on the line have?
16 Do they have refreshers every so often, tests,
17 things like that?

18 DUANE DUQUETTE: Yeah. I don't have
19 the curriculum for the refreshers in front of me,
20 but they're required to do a refresher every year,
21 16 hours per operator. Of course, I don't know
22 specifically because they never reported to me.

23 EMILY YOUNG: Who did they report to?

24 DUANE DUQUETTE: They report to,
25 presently, it's Joel Lemieux, and then up to Troy.

1 EMILY YOUNG: The 16 hours, is that
2 driving the train? What would that look like?

3 DUANE DUQUETTE: No. These are things
4 that -- driving the train, there's other things for
5 driving the train. We actually, as part of our
6 SMS, our safety management system, we have a
7 requirement for every operator to drive the train
8 in ATPM, which is the manual mode.

9 So I don't know how familiar you are
10 with our trains, but they actually drive
11 themselves; it's a computer-based train control.
12 For the most part, the operators are there
13 primarily as a security and safety function.
14 Really, this is the exact same control system --
15 actually, it's an updated control system from the
16 one that's working in Vancouver for the last 20,
17 30 years, driverless. So the whole purpose of the
18 drivers is a safety and security function.

19 Now, having said that, we found them to
20 be incredibly valuable on the train, and it would
21 be foolish for us not to keep up their skill set to
22 be able to drive in a manual mode if, for whatever
23 reason, it's required. Train breaks down, you
24 can't take it in a controlled mode back to the
25 yard, they still need to keep up that skill set.

1 There's a requirement on a monthly
2 basis for every operator, I believe, to have a one
3 hour per month of manual driving, or it could be
4 two flips, which works out to be, like, about
5 56 minutes, but that's...

6 EMILY YOUNG: Close enough.

7 DUANE DUQUETTE: Yeah.

8 EMILY YOUNG: You mentioned that you
9 found that having the operators on the train,
10 despite using the CBTC system, has been very
11 valuable. Can you speak a bit more about that?

12 DUANE DUQUETTE: Certainly. One of the
13 site visits we did prior to launch was to
14 Vancouver, specifically because they have such a
15 similar system to ours from a computer-based
16 control system.

17 We discussed it with them and they
18 chose to take their staff -- and for the most part,
19 they have a -- they have a similar staffing, you
20 know, ratio, if you would, miles traveled to amount
21 of people employed. However, they've chosen to put
22 theirs on the platform and ours are in the actual
23 trains.

24 What we found is because the trains
25 haven't always been as reliable as we'd like, it's

1 beneficial to have the operators in position
2 already; whereas, in Vancouver, they would have to
3 hold the train, they have the risk of people
4 pulling the emergency releases, that sort of thing.
5 Whereas, what we found is having an operator on the
6 train A) gives us somebody directly in a position
7 to do troubleshooting; and then, B) if the
8 situation gets worse, there's somebody already in
9 position that can assist with any kind of, if it's
10 required to, you know, remove passengers from the
11 train or any of that sort of thing. Or, for the
12 very basics, just to be able to communicate with
13 the passengers: "Standby," you know, "there's just
14 a train with an issue ahead of us. We'll be moving
15 shortly."

16 We found, you know, from those bunch of
17 varied perspectives, it's been really beneficial to
18 have them actually in position on the train. It
19 turned out to be a very good decision.

20 EMILY YOUNG: So they've been able to
21 do kind of the initial layer of troubleshooting and
22 dealing with issues as they arise?

23 DUANE DUQUETTE: Absolutely.

24 It's unfortunate all the focus is on
25 the negativity with this rail line, but, actually,

1 the operations have been kind of a good news story
2 that kind of got glossed over.

3 EMILY YOUNG: And have you found that
4 the operators have been able to work well with RTM
5 and Alstom Maintenance in coordinating response to
6 issues like that, like, when there's a person on
7 the train that's responding? And then I guess, if
8 they're not able to troubleshoot, fix the problem,
9 would then a maintenance person come in?

10 DUANE DUQUETTE: Now that's the way it
11 works. And there's been an evolution. We've gone
12 through a couple of different things.

13 At first, there was times where there
14 was actually an Alstom tech stationed in the
15 control room. So, if the train had issues, the
16 Alstom tech could actually come on the radio and
17 help guide them through it while somebody is being
18 dispatched as well.

19 We've evolved to the point where our
20 controllers actually take that position now. We've
21 developed quite a bit of troubleshooting manuals
22 and provided training to the controllers, as well
23 as the operators, so that they can, you know, guide
24 them through step by step. We've found it works
25 really well because, when you're in one of those

1 situations and you have a train full of passengers,
2 sometimes you get a bit nervous, and if you have
3 that calm voice from control being able to guide
4 you step by step, we've found it to be very
5 beneficial. And it's reduced, you know, some of
6 the trouble, some of the problems.

7 That's what I mean by operations, it's
8 kind of an unsung hero in this whole system. We've
9 been able to adapt very quickly and, honestly, you
10 know, solve a lot of problems.

11 EMILY YOUNG: And so that the move
12 towards that approach, having controllers come
13 online, speak to passengers, and having those
14 troubleshooting manuals in place for them, that has
15 developed since service started?

16 DUANE DUQUETTE: So, the controllers
17 wouldn't speak to passengers. The operators would
18 speak to passengers.

19 The controllers would provide guidance
20 to the operator while they're doing
21 troubleshooting. A lot of the troubleshooting --
22 and you've got to think of it like this, it's a
23 small room, it could be dark. There's a cabinet
24 that you got to go in. So you've got toggle
25 breakers that are required for brake faults and

1 stuff like that. And so, instead of having a book
2 and trying to flip through it and have your light,
3 you have somebody on the radio, "All right, now go
4 to this switch, toggle it twice." And I'm
5 oversimplifying it but I'm trying to give you a
6 picture as to why that's beneficial.

7 And, yes, it was a growth. At first,
8 you know, the concept was we were buying a fully
9 automated system, shouldn't have to worry about too
10 much.

11 Now, anybody that's worked in the rail
12 industry, myself included, would tell you
13 mechanical things break down. It doesn't matter
14 how well maintained, how many things, there's too
15 many variables, things are going to break down.
16 You're best to prepare for those things.

17 We didn't expect the level that we
18 have, and we've adapted to it. And, again, we've
19 been very successful.

20 EMILY YOUNG: Would you say you were
21 prepared for, I guess, a lower level of those types
22 of breakdowns?

23 DUANE DUQUETTE: Absolutely.

24 EMILY YOUNG: And has there been any
25 evolution in how the operators and controllers have

1 interacted with the maintenance techs and
2 maintenance staff when responding to issues on the
3 line?

4 DUANE DUQUETTE: Yeah. Like I said, at
5 one point there was an Alstom tech right in the
6 TOCC. I can't specifically remember when they were
7 moved, when the controllers took over that
8 capacity, but definitely in that sense.

9 In the field, not a lot's changed. You
10 know, the techs get dispatched and, by the time
11 they get there, the operator already either has the
12 issue solved or it's something beyond their
13 capacity.

14 There are certain faults that the train
15 can display that they can't be done by resets or
16 can't be done by -- it's a fairly sophisticated
17 system. Sometimes a technician has to physically
18 plug their laptop in and go in and rectify some
19 issues. And that's something the operators could
20 never do and will never be able to do.

21 EMILY YOUNG: Have there been any
22 issues encountered with the interfaces between
23 OC Transpo's control of the trains on the line and
24 what I understand to be RTM's control of the trains
25 in the yard, sort of handing over control between

1 those two?

2 DUANE DUQUETTE: Generally not. I
3 mean, we've had -- I think there's been a couple of
4 rules infractions where it's just somebody
5 exceeding their authority. You know, you were told
6 that you can come to here, and they went five feet
7 beyond it. Yeah, each one of those were addressed
8 as issues.

9 There was one incident where I believe
10 a controller removed the joint region of authority
11 and they've been -- well, I don't know how much I
12 can disclose, but they've been -- that issue has
13 been addressed. But there's definitely nothing
14 systemic. It's actually been a very, very clean
15 interaction between the two, and that was
16 established well before we went into operations.

17 EMILY YOUNG: And how was that
18 established?

19 DUANE DUQUETTE: Through, again, these
20 procedures, the rule books, and then a lot of
21 meetings, honestly, you know. And then documenting
22 the meetings in this form of procedures.

23 EMILY YOUNG: And those meetings and
24 the process of developing the procedures would have
25 included RTG/RTM?

1 DUANE DUQUETTE: Absolutely. In fact,
2 actually, when I talked about developing the SOPs,
3 a lot of the material came from RTG/RTM, and they
4 had a delegate that worked with us. I'm not going
5 to be able to remember -- or maybe I can. Tom Pate
6 was one of them, Murray Hill, and then Matt
7 Boisvenue, something, a Matt gentleman --
8 apologies. Those were their primary three that
9 work with us as well when it came to these
10 procedures and stuff, and they were the RTG's
11 representatives. They were a full-time partner in
12 that development.

13 EMILY YOUNG: Do you remember any
14 significant disagreements between OC Transpo and
15 the RTG side when you were working on developing
16 those procedures?

17 DUANE DUQUETTE: Nothing significant,
18 no. I mean, there's -- you've got to remember,
19 when you have about six or eight different people
20 from different backgrounds, all rail-related,
21 someone might think this way is better than that
22 way. But I don't remember any significant, you
23 know -- not that I was part of.

24 EMILY YOUNG: So, back to the
25 regulatory framework that we were talking about,

1 are you familiar with what the City's reporting
2 obligations to Transportation Canada are?

3 DUANE DUQUETTE: The City's reporting,
4 yeah, they're the same as any other railway.

5 EMILY YOUNG: And what does that
6 involve?

7 DUANE DUQUETTE: Oh, sorry, I thought --
8 my apologies. I was thinking TSB, Transport
9 Canada. Sorry, my apology.

10 It would be the same as anybody else.
11 And, actually, Transport Canada, I can't tell you.
12 I imagine it's quite similar to everybody else.
13 But, yes, we develop a report once a year, based
14 on, you know, safety and operations, and deliver
15 that to Transport Canada.

16 EMILY YOUNG: Are you familiar with any
17 sort of auditing requirement as well?

18 DUANE DUQUETTE: Yeah. We're required
19 to audit our SMS and, again, I'd go to my
20 regulatory -- I apologize, I don't -- I write
21 things down for a reason, right? Things are
22 written in a book, rules, for a reason. But, yes,
23 there is a requirement to audit our SMS. I'd have
24 to check on the regulatory -- I believe it's every
25 three years.

1 EMILY YOUNG: I think that's our
2 understanding, too, so we'll go with that.

3 Has the City completed any of those
4 audits yet?

5 DUANE DUQUETTE: On our SMS? I know
6 we've done it on the Trillium Line, which we've
7 been -- which is shut down now. And then,
8 actually, I believe we -- I believe there was one
9 done on ours, but, again, that was prior to me
10 coming to the safety department.

11 EMILY YOUNG: Okay.

12 DUANE DUQUETTE: And I'm only
13 hypothesizing, I apologize. Yeah, I shouldn't
14 really speak because I'm just guessing.

15 EMILY YOUNG: Okay. And so then you
16 wouldn't necessarily be aware of any issues that
17 that first audit might have identified?

18 DUANE DUQUETTE: No. Again, my role
19 would have been significantly different at that
20 time.

21 EMILY YOUNG: How does your role relate
22 to the role of the regulatory monitor and
23 compliance officer, Sam Berrada?

24 DUANE DUQUETTE: The RMCO is
25 independent of us. For the most part, he meets

1 with us on a regular basis. He asks us for
2 documentation. We provide him whatever
3 documentation he requests. We also help arrange
4 site visits and that sort of thing. But, for the
5 most part, and it's designed this way on purpose,
6 it's at arm's length. He is an independent
7 individual that decides what he wants to monitor or
8 audit -- again, I apologize if I use the term
9 incorrectly -- but he decides what he wants to look
10 at.

11 We provide whatever documentation, we
12 provide a liaison to RTG at times. And then, of
13 course, he has action items. We fulfil those
14 action items if they're directed at us. And we
15 also work with RTG/RTM to try to get them to fulfil
16 their requirements as well.

17 EMILY YOUNG: Can you give us a sense
18 of what an action item might look like?

19 DUANE DUQUETTE: Yeah. I'm trying to
20 think. Honestly, we've done fairly well, from the
21 City's perspective, we've been very well prepared,
22 and I know we have lists and lists of them when we
23 go to meetings. But there is lists of them that
24 would go to meetings with RTG. Oh, one thing, the
25 track inspections, their documentation, I think,

1 wasn't as complete as what he would expect.

2 So that would have been an action item
3 that they're required to have better documentation
4 for when they do track inspections for stuff like
5 heat. The reason I can remember that, it came up
6 just last week, we had a heat wave, so that was one
7 of the things, so...

8 EMILY YOUNG: Is he mainly looking at
9 your documentation?

10 DUANE DUQUETTE: Oh, he does site
11 visits as well. But, again, those site visits are
12 primarily RTG. We don't -- I mean, he's more than
13 welcome to come and take a look at the operations.
14 And, again, I think he did one of safety -- or not
15 of safety, of training, but that would have been
16 prior to me coming over to this department, and I
17 couldn't tell you what kind of physical interaction
18 he had here.

19 Most of the ones I've been aware of
20 since I've been here, he's been over, dealing with
21 RTG when it looks for, like, track and OCS
22 maintenance and that sort of stuff.

23 A large portion of it, it begins with
24 the documentation. I guess much the same as your
25 process, right? You look at the documentation.

1 EMILY YOUNG: We definitely look at
2 plenty of documents.

3 How would you describe your
4 understanding of what his job is? Like, what is he
5 assessing?

6 DUANE DUQUETTE: I see him as a checks
7 and balances. I see him as for, you know -- and I
8 have a gift for simplifying things, if you would.

9 I see him as our version of Transport
10 Canada, if you would. To a mild degree, not
11 completely. There's -- you know what I mean?
12 There's differences there. But I see him providing
13 that type of level of checks and balances. He's an
14 over -- he's a regulatory oversight, if you would,
15 that provides an independent lens. So those of us
16 that are involved in the day-to-day minutia are
17 reminded of things we may overlook and stuff like
18 that.

19 EMILY YOUNG: Would you agree that the
20 City is the actor that's responsible for ensuring
21 the safety of the system?

22 DUANE DUQUETTE: Yes and no. I mean,
23 like, I go back, everybody's responsibility is
24 safety when it comes to that sort of thing. But
25 having said that, I mean, with this system, there's

1 a lot of things that were engineered safety
2 mechanisms.

3 Case in point, one of our disruptions
4 were actually engineered safety -- "mechanisms" is
5 not quite the right word -- but engineering safety
6 assurances and what have you.

7 So, I mean, the safety element is
8 shared by a lot of people. On a day-to-day basis,
9 the safety of the operators, absolutely. The
10 safety of the passengers, yes, we play a large
11 part. But the partner plays a part as well;
12 everybody is required to play a part when it comes
13 to safety.

14 EMILY YOUNG: And what would you say
15 are sort of the limits of the City's safety work?
16 Like, where does that stop and someone else's
17 responsibility come in?

18 DUANE DUQUETTE: Again, I think it's
19 just a difference in ideology. And I apologize,
20 but safety never stops. Like, I'm not trying to be
21 clichéd here. And if anybody ever recognizes a
22 safety concern, it's their responsibility to either
23 fix it or report it and get it fixed. And it's
24 that simple, whether it's the City, whether it's
25 the maintainer, whether it's anybody, supervisor,

1 operator, controller, myself, anybody.

2 EMILY YOUNG: Are there certain spheres
3 within which one organization -- I guess maybe a
4 way to reframe it would be, where one organization
5 is responsible for safety versus another? So, you
6 know, the safety of the maintenance work, is that
7 RTM that's responsible? Or would you still
8 consider the City to be kind of above that,
9 overseeing and having the role of making sure that
10 they're doing maintenance safely?

11 DUANE DUQUETTE: I say it's a
12 partnership. But, I mean, I'm not sure if this is
13 where you're going, I mean, primarily they run the
14 yard, so... And they have their own safety
15 department and, again, their own SMS for their
16 employees, which is supposed to basically mirror
17 ours. Like, they run the MSF. They run the
18 maintenance crews. They provide them their
19 training. They provide them their certification,
20 that sort of thing. So, if that's what you're
21 referring, there is that separation.

22 Again, ultimately, I just don't see the
23 separation that way. I see it more of a level
24 where everybody is responsible for safety; if they
25 see something, say something.

1 EMILY YOUNG: Fair enough. The
2 question is just sort of trying to get at, on a
3 day-to-day basis, who is making sure the system is
4 actually operated safely, and it sounds like you're
5 saying everyone.

6 DUANE DUQUETTE: Absolutely. I mean,
7 again, we ensure that the operators are doing the
8 safe thing, that, you know, controllers are taking
9 the safest course of action, and we empower all our
10 employees to speak up.

11 It's never happened in rail, but I
12 believe it's happened on the bus side, where we've
13 had work refusals for unsafe conditions. So there
14 is that element with OC Transpo that everybody
15 knows that they're empowered to stop something if
16 they can.

17 Now, having said that, none of my
18 employees or none of OC's employees turns the bolts
19 in the garage, nor do we have a supervisor or
20 anybody there. So, ultimately, it would be them
21 responsible for that minutia, but they should be
22 empowered the exact same way as we are. And if it
23 was to come out and we saw something we didn't
24 like, we wouldn't take it.

25 EMILY YOUNG: And what would you do in

1 response to seeing something that you didn't like
2 from a safety perspective?

3 DUANE DUQUETTE: I don't know that it's
4 ever happened from a safety perspective in that
5 respect, but we've refused vehicles for -- and that
6 term makes it sound bad. But, you know, we have
7 not accepted vehicles because, you know, it can be
8 something as trivial as the floors aren't clean or
9 there's a crack in the windshield. You know what I
10 mean? And there is established criteria for that,
11 but we have the ability to refuse vehicles if we
12 want.

13 EMILY YOUNG: So when you refuse a
14 vehicle, you are potentially saying, "You can't put
15 this into service until you've solved the issue
16 we've identified"?

17 DUANE DUQUETTE: That is correct.

18 EMILY YOUNG: When you say that the
19 criteria for refusing a vehicle are all set out, is
20 that in the Project Agreement or somewhere else?

21 DUANE DUQUETTE: Refresh, Matt would be
22 the best to go to that, but yeah. So the VMOS is
23 "Vehicle Minimum Operating Standards," that would
24 when it's on the line. I can't recall if it's in
25 the PA or if it's -- it probably stems from the PA

1 one way or another, but vehicles must be ready for
2 service at that -- there's two different things.
3 If something happens during service, we have what's
4 called a VMOS, a Vehicle Minimum Operating
5 Standards. There are certain things that are
6 acceptable that can go, continue on in service.

7 For example, one of the doors, you
8 know, we have seven doors per train, per LRV. So,
9 if one of the doors is -- for whatever reason, has
10 to get isolated, well, that train doesn't have to
11 be immediately removed, right?

12 However, if it came to the handover
13 platform in the morning and that door wasn't
14 working, we would not take it.

15 EMILY YOUNG: Because that would be
16 something you would expect to have been fixed
17 overnight?

18 DUANE DUQUETTE: That is correct.

19 EMILY YOUNG: Do you know how the VMOS
20 would have been devised?

21 DUANE DUQUETTE: I know it's been
22 updated. I know how it's been updated because I'm
23 aware of that, but the actual devising of it, I
24 don't have the specifics. But I know it's been
25 updated with a joint effort through, again, our

1 train and systems team and then Alstom/RTG.

2 EMILY YOUNG: Okay. So it's sort of --
3 the updates at least have been negotiated or
4 agreed, kind of?

5 DUANE DUQUETTE: Agreed.
6 "Negotiation," I don't think is the right word.

7 EMILY YOUNG: Okay.

8 DUANE DUQUETTE: Agreed.

9 EMILY YOUNG: Okay. And you mentioned
10 that RTM or Alstom Maintenance safety management
11 system should look like OC Transpo's safety
12 management system. Can you explain why that is and
13 whether OC Transpo was involved in doing work on
14 RTM's SMS?

15 DUANE DUQUETTE: We're not involved in
16 doing work on their SMS, and it comes from --
17 again, I apologize because I'm a person that --
18 books are written for people like me; I go back to
19 them to refer to them. But it would come -- it
20 comes from the contract. I don't remember the
21 particular verbiage that's written is what I'm
22 trying to get at. But it does come from the
23 Project Agreement contract, that they are required
24 to -- again, I'm going to oversimplify it, but
25 they're required to be in line with our safety

1 management system.

2 EMILY YOUNG: So is there anything that
3 OC Transpo would have done to ensure the system was
4 safe when it entered into service that we haven't
5 already talked about?

6 DUANE DUQUETTE: I mean, I think we've
7 touched on a lot. There's a lot there. You
8 mentioned the independent safety certifier, that's
9 what my understanding was, that was their primary
10 position or primary job. That would have been a
11 big one.

12 I know, like I said, there was quite a
13 bit of that design review, so that a lot of the
14 safety systems would have been -- a lot of safety
15 risks were intended to be designed out because
16 that's your -- when it comes to eliminating safety
17 concerns, an engineered solution is always the
18 preferable one.

19 And then there was a hazard review
20 where they did -- I know that was primarily Jim and
21 Troy, but offered some, you know, subject matter
22 expertise on that sort of thing as well.

23 I think we've touched on most of it, I
24 guess.

25 EMILY YOUNG: You mentioned that I

1 guess it's always better to design or engineer a
2 safety risk out of the system.

3 DUANE DUQUETTE: Yes.

4 EMILY YOUNG: But my understanding, and
5 correct me if I'm wrong, is that if you can't do
6 that or you're too late in the project to do that,
7 then you would mitigate the risk through standard
8 operating procedure or rule or something like that?

9 DUANE DUQUETTE: That's correct, yup.
10 If it can't be -- it's not just a matter of later
11 stuff; sometimes things can't get engineered out.
12 Sometimes it's just a procedure that's a better way
13 to do it. Or sometimes, and not my personal
14 favourite, but sometimes training, additional
15 training -- you know what I mean -- can be a bit of
16 a mitigation. But, again, that falls to, you know,
17 a procedure or a work instruction which would
18 accompany that, so, yeah.

19 EMILY YOUNG: Do you recall whether you
20 had to do a lot of that when preparing the standard
21 operating procedures going into service? Were
22 there a lot of safety risks that you were
23 mitigating through the SOPs?

24 DUANE DUQUETTE: No, I don't actually
25 recall a lot. In fact, coming from a freight rail

1 system, I actually found that the level of
2 engineered solutions was high on this. In fact,
3 it's one of the things that drew me to this
4 project.

5 From my position as a manager in
6 freight railway -- anyways, one of the big things
7 is crossings. I've reported to a lot of crossing
8 incidents; they're horrible. No crossings here.
9 You know what I mean? GIDS system. And like I
10 mentioned earlier, some of our disruptions are
11 actually -- a lot of the times, they're actually an
12 engineered safety solution that's actually
13 producing -- that's causing the disruptions.

14 A lot of our systems, when they -- and
15 I'm going to simplify it here, but if the train was
16 a big computer, right? And it's a highly
17 intelligent computer, a lot of systems talking to
18 one another. And if, for whatever reason, it
19 doesn't recognize the commands or it doesn't
20 recognize this or something just seems abnormal,
21 even the slightest, it defaults to stop. It puts
22 the brakes on, and that's when you need a
23 technician to come in and actually plug into the
24 system and diagnose why. That's one where the
25 operators couldn't do the reset, couldn't do a

1 simple reset.

2 If it's just a regular default, they
3 can do a reset. But if it's a safety mechanism
4 that's, you know, couplers, whatever, we've had a
5 couple of variety of other things where it might
6 not even be an unsafe situation, but as soon as the
7 train recognizes the situation where they don't --
8 the computer recognizes or identifies a situation
9 where they don't have complete understanding or it
10 doesn't fall within those specific guidelines that
11 it's been programmed, it defaults to the safest
12 course of action, which is stop.

13 EMILY YOUNG: So an emergency brake,
14 basically?

15 DUANE DUQUETTE: You got it,
16 absolutely.

17 It doesn't always have to be emergency.
18 That would be if it's in motion. If it's stopped,
19 it would just apply the brake.

20 It's the same as an emergency brake,
21 but when you put the term "emergency brake,"
22 everybody thinks of the grinding halt. It would
23 apply all the brakes, if it's already just stopped
24 and it just has a command it doesn't recognize.

25 EMILY YOUNG: When you're developing

1 those standard operating procedures, how do you
2 identify the safety risks that need to be mitigated
3 through the SOPs?

4 DUANE DUQUETTE: A lot of that work was
5 done prior. There were certain things that were
6 identified prior through various working groups in
7 the design phase and that sort of thing. Hazard
8 assessments, that sort of thing. That was all on
9 -- a lot of that was identified prior.

10 Now, I can't tell you specifically,
11 there might have been one or two that came up while
12 we were still designing, and I don't recall how it
13 would have been communicated to us. But the
14 primary would have been in the design phase, where
15 they identified risks that had to be mitigated
16 through procedure.

17 EMILY YOUNG: Are you aware of the
18 operator safety case that I understand would have
19 been provided to the independent safety auditor?

20 DUANE DUQUETTE: Again, it wasn't my
21 primary function at the time. I'm aware it
22 existed. I have high level -- and I don't even
23 know if I have high level understanding of it, but
24 I have an understanding of it. But, again, not my
25 primary role at the time.

1 EMILY YOUNG: Could you give us your
2 high level understanding?

3 DUANE DUQUETTE: Yeah, sure. It's from
4 an operator safety case. It's just that this
5 system, through either, you know, engineered safety
6 mechanisms or procedure is deemed safe to operate.
7 I think that's pretty high level, isn't it?

8 EMILY YOUNG: No problem.

9 Do you know who prepared that for OC
10 Transpo?

11 DUANE DUQUETTE: No. And here's the
12 thing you have to remember. When we were in, like,
13 prior to operations, there was a lot of different
14 consultants and parties involved, and there was
15 tons on the RCP side that I have -- you know, I'd
16 see occasionally in meetings here or there, but no
17 real knowledge of, you know, even their titles, if
18 you would, a lot of consultants on the RCP side. I
19 would imagine, like everything -- for that case,
20 everything came through RCP, Rail Construction
21 Program; that's what they're called now. But,
22 anyways, yeah, until the operations of the system,
23 everything was under RCP's mandate.

24 EMILY YOUNG: Are you aware from a
25 document called something like "operation

1 restrictions document"?

2 DUANE DUQUETTE: Not off the top of my
3 head. If you could show it to me, I might be able
4 to know what it is.

5 EMILY YOUNG: I don't have it on hand,
6 but my understanding of what it was is something
7 that was created at the start of service that
8 outlined certain restrictions in operations that
9 were necessary for system safety.

10 DUANE DUQUETTE: Do you have any
11 examples or...? Or I guess it doesn't matter.
12 You're the one asking questions, I apologize.

13 EMILY YOUNG: No, that's totally fair.
14 I mean, you have to know what I'm asking you
15 questions about.

16 I can't give you any more detail. So
17 if you're not aware of it, then that's fine and
18 then that's the answer.

19 DUANE DUQUETTE: Not off the top of my
20 head, no.

21 Again, we have a regulatory department
22 and everything that could research everything and
23 bring it up.

24 EMILY YOUNG: So, I think we have
25 talked quite a bit about what role OC Transpo fills

1 now in ensuring the system is safely operated.

2 We've talked about the safety
3 management system. We've talked about some of the
4 audits that your department does.

5 Is there anything else that you can
6 tell us about, in terms of what OC Transpo does to
7 make sure the system is operated safely?

8 DUANE DUQUETTE: I mean, we do have
9 regular meetings with RTG, our partners at RTG, the
10 monthly joint workplace health and safety
11 committee, where we -- where RTG/RTM brings forward
12 their safety metrics and OC Transpo brings forward
13 their safety metrics as discussed on a monthly
14 basis; that's one of the elements we do. Our
15 safety department works with theirs in, you know,
16 providing them copies of our SMS and stuff like
17 that. But aside from that, nothing else that I can
18 think of specifically.

19 EMILY YOUNG: And the SMS is something
20 that -- it sounds like it's kind of being worked on
21 all the time. Can you explain to us how that
22 operates?

23 DUANE DUQUETTE: Yeah, it's updated
24 once per year. And what it is, the updates once
25 per year aren't -- they're not an extensive

1 overhaul but it's a readjustment of your targets
2 and initiatives, primarily. If there's something
3 lacking in the SMS or if there's something that's
4 an error or something like that, you definitely go
5 in and edit it.

6 One of the primary things that we're
7 working on is our updates of targets and
8 initiatives. And what we do with that is basically
9 we take our data, our metrics, from the year
10 previous for a lot of your, like -- it depends what
11 you're looking at. Some of it's your -- you're
12 taking your data for all your, you know, your
13 accidents and injuries, customer accidents,
14 employee injuries, these sort of things, and you're
15 setting targets to improve upon what you did last
16 year.

17 But then you're also setting targets
18 and initiatives for the stuff that you believe is
19 essential to the safe operations; like I mentioned
20 before, an hour of ATPM drive time. We have
21 compliance tests. Okay, there's some. It's not
22 directly from the safety department, but it's part
23 of our SMS project.

24 The compliance tests, our operations
25 department, supervisors and superintendents, are

1 required to go out and basically observe the
2 operators for rules compliance. And they have --
3 and I don't have the number in front of me, but
4 they have X amount of compliance tests they have to
5 do per person, and I believe it's on a monthly
6 basis.

7 So the SMS is a large portion of that.
8 And what we do is, on a yearly basis, we review to
9 see, is this enough? Is it not enough? Should we
10 be focusing elsewhere? That sort of thing.

11 Until you do your, like, I believe we
12 discussed it was a three-year audit, you wouldn't
13 do a lot of overhauling. On a yearly basis, it
14 would mostly be an adjustment of your targets and
15 initiatives.

16 EMILY YOUNG: I think I understand what
17 you mean by targets, but could you explain what
18 initiatives might look like?

19 DUANE DUQUETTE: Well, that's your
20 ATPM. So the targets are basically your -- so
21 targets could be anything, but a lot of the targets
22 are your, you know, accidents and injuries and
23 stuff like that. You're looking to have better
24 results year after year.

25 Your initiatives and stuff that I was

1 talking about, like your ATPM drive time would be
2 one, your compliance testing would be another,
3 these are the initiatives that you put in place to
4 try and reduce those numbers. So they work
5 together.

6 I hope I'm explaining that properly.

7 EMILY YOUNG: Yes.

8 DUANE DUQUETTE: So your initiatives
9 are what you put in place to try and reduce the
10 metrics that, you know, to achieve your targets.

11 EMILY YOUNG: Yeah, that makes sense,
12 then. Thank you.

13 Do you have any examples of
14 initiatives, other than the ones that you've given?

15 DUANE DUQUETTE: Those are two of the
16 big ones. I mean, actually, those refresher
17 courses, they're actually part of our initiatives
18 too. The 16 hours, that's another one of the
19 initiatives. Compliance test, ATPM drive time,
20 there's about eight or so, and I apologize, the
21 rest escape me right at the moment but there are
22 more.

23 Oh, oversight, the trains and system,
24 how many times they do an oversight of the line,
25 that stuff, track walks.

1 EMILY YOUNG: Have you increased that?

2 DUANE DUQUETTE: I would have to check,
3 but I believe, yes, it was increased. Or,
4 actually, I don't think it was in the first one.
5 It was incorporated in the second one, so that's an
6 increase into itself. That's one thing, you know,
7 it is a greenfield operation, so there has been
8 some adjustments over the last couple of years.

9 EMILY YOUNG: Do you recall why that
10 was increased?

11 DUANE DUQUETTE: I think it just has to
12 do with the reliability of the system.

13 EMILY YOUNG: So, in terms of the
14 safety standards investigating and reporting, that
15 is done by the Chief Safety Officer's department.

16 Our understanding is that there are
17 sort of two sides to it. You have proactive safety
18 assessments like audits.

19 DUANE DUQUETTE: Yup.

20 EMILY YOUNG: Is there anything else
21 that you would consider to be a sort of proactive
22 safety assessment?

23 DUANE DUQUETTE: Apologies, I'm just
24 trying to think. I mean, we do -- like, we do
25 safety bulletins and stuff. We, of course, have

1 our workplace health and safety committees.

2 A lot of these are your proactive
3 elements, you know, workplace health and safety
4 committees, drive a lot, these type things. So
5 those would be your proactive, so, yeah, safety
6 bulletins, safety messaging, that sort of thing,
7 and then your workplace health and safety
8 committees.

9 EMILY YOUNG: And what do you do in the
10 way of post-incident investigations?

11 DUANE DUQUETTE: Incidents are
12 investigated, reported upon, and then, if required,
13 which most of the time they are because action
14 items will come out of that, and then we would
15 follow up the action items to completion.

16 EMILY YOUNG: And when you say
17 "reported," would that be to the TSB usually?

18 DUANE DUQUETTE: It depends on the
19 nature of the incident, but most things would get
20 reported to the TSB, correct.

21 But that's most rail-related things. I
22 mean, safety goes across the gamut. TSB doesn't
23 care if somebody slips on the tile, but we do,
24 right? So there is a difference. So maybe even
25 not mostly; in fact, we probably have more slips on

1 tiles than we actually have incidents on the rail,
2 do you know what I mean?

3 EMILY YOUNG: And then the action items
4 are those things that you're devising and
5 implementing internally?

6 DUANE DUQUETTE: Depends on what it is,
7 like what the actual, what we're investigating is.
8 Some things, if they're under our mandate, yes. If
9 not, they would be done, you know, with whatever
10 partner is required.

11 Again, it's not strictly rail. We have
12 the bus and everything else, too, right? So
13 there's across the whole system.

14 EMILY YOUNG: So is it possible that
15 you would be working with RTG/RTM on some of those
16 action items?

17 DUANE DUQUETTE: Absolutely. And the
18 person we generally work with over there is Tammy
19 Lévesque. She's their -- I apologize, I don't know
20 her exact title, but she's their safety manager.

21 EMILY YOUNG: Are there any of these
22 that you can recall off the top of your head,
23 action items implemented in conjunction with
24 RTG/RTM?

25 DUANE DUQUETTE: I can't recall any

1 that -- well, none of them have been done in the
2 last, like, three, four months since I've been
3 here. I would -- I go back to the tile, actually
4 because, oddly enough, that was a large thing here.

5 The tiles in the downtown tunnel, when
6 we first opened, when they got wet, they were
7 extremely slippery. And in conjunction with RTM,
8 we had them apply a coating, and they're required
9 to put the coating back on every five years, that
10 actually, you know, makes it less slippery, for
11 lack of a better way.

12 Another thing, too, like, there's been
13 a couple places where people have gotten injured
14 slipping on a steel plate. You know, Ottawa gets
15 pretty cold and icy in the winter, you know. One,
16 there's been a steel plate, I believe at Hurdman,
17 that wasn't identified early. It was identified.
18 We required, you know, I believe it's referred to
19 as "tack tape" put on it now on a regular basis,
20 and then it has to be regularly maintained as well.

21 EMILY YOUNG: What would you do if you
22 had set an action item and you thought that RTG and
23 RTM weren't really implementing it to your
24 satisfaction?

25 DUANE DUQUETTE: And it depends on the

1 level of it, but you'd start off with letters,
2 regular meetings, and then eventually get to the --
3 what's it referred? A nonconformance. And then,
4 ultimately, if it was -- it got to an extreme
5 level, like I said, the Chief Safety Officer has
6 the ability to shut things down.

7 EMILY YOUNG: Okay. Within your
8 current department, do you have a team that deals
9 with regulatory compliance, quality control and
10 assurance?

11 DUANE DUQUETTE: Yeah.

12 EMILY YOUNG: And is that a relatively
13 new team?

14 DUANE DUQUETTE: Yes.

15 EMILY YOUNG: Can you speak a bit about
16 what -- how the team has developed and sort of what
17 state it's in now?

18 DUANE DUQUETTE: So, I can speak to it
19 a bit. Again, timelines, I'm not exact, but it's
20 probably about two years ago or a year ago,
21 something to that effect. And again during COVID
22 time, it kind of melds as well. But it was after
23 launch. There was document control people. I
24 actually -- as a Director of Rail Operations, I had
25 one of the document control people under me, Donna

1 Lynn -- what's her name? She's since retired.

2 It's not important, but anyways...

3 So, myself, and I believe bus did the
4 same, provided a couple of employees to the safety
5 department so they can develop this that were in
6 line with the -- what the safety regulatory and
7 compliance department does.

8 So, yeah, from my department, in
9 operations, it was a document control person. You
10 know, the bus may have given other people. But
11 anyways, brought them altogether. A program was
12 developed to basically, yeah, monitor their
13 compliance, in particular when it comes to
14 regulatory, whether it be Transport Canada. I
15 mean, we don't have strict Transport Canada
16 oversight, but even from a PA perspective. And
17 then, you know, TSB still plays a part here.

18 And then we also have our other line as
19 well, the Trillium Line, where Transport Canada
20 does play a large portion on that. And then
21 there's all of bus, which has a whole gamut of
22 regulations, whether it's your licensing from the
23 Ontario Government. Because we travel over the
24 Gatineau Bridge, it's over to Gatineau, from the
25 Federal Government for our buses. So a whole gamut

1 of regulations, whether it be Provincial, Federal,
2 even municipal, and down to the Project Agreement.

3 EMILY YOUNG: Do you know whether the
4 team was -- were they contemplated from the start
5 of service or was that something where it was felt
6 after service began that there was more need for
7 oversight of regulatory compliance?

8 DUANE DUQUETTE: I apologize, I don't
9 know. I was not part of the discussion. I just
10 had to give somebody up.

11 EMILY YOUNG: Do you know whether that
12 also involves work doing quality control and
13 assurance?

14 DUANE DUQUETTE: It depends on what
15 quality you're looking for. Quality of
16 documentation, yes, but not quality of actual work.
17 Like, these are office work -- like, this is office
18 work, this isn't, you know, inspecting track or
19 anything like that.

20 EMILY YOUNG: I understand that Brandon
21 Richards, I think, created something called a
22 safety order.

23 DUANE DUQUETTE: Yup.

24 EMILY YOUNG: In the time that you have
25 been the Chief Safety Officer and Deputy Safety

1 Officer, have you made any of these safety orders?

2 DUANE DUQUETTE: No.

3 EMILY YOUNG: We might have talked
4 about this already, but --

5 DUANE DUQUETTE: Oh, and just to
6 actually put that into perspective, as a deputy, I
7 wouldn't. That would fall on the chief.

8 EMILY YOUNG: Confederation Line safety
9 meetings, are those the types of meetings that we
10 have already been discussing?

11 DUANE DUQUETTE: Yeah, that would be
12 your -- I believe I called them the joint health
13 and safety meeting.

14 EMILY YOUNG: And those are held?

15 DUANE DUQUETTE: Monthly.

16 EMILY YOUNG: Monthly, okay. And who
17 would be present at those meetings?

18 DUANE DUQUETTE: It was varied, but
19 myself, the Chief Safety Officer. Like, I was
20 there for the last three months hosting it. Prior
21 to that, as the Director of Rail Operations, I
22 attended, as well as Troy, the Director of Transit,
23 from our side.

24 From RTG's side, they've had turnover
25 of employees, but it's been attended -- the

1 consistent would be their safety manager is
2 definitely there. But they've also had turnover of
3 employees so, I mean, they've had various people at
4 different times. They've even had a gentleman, Tom
5 Pate, who just passed away, like, he was there for
6 quite a while.

7 James Messel was there on a regular
8 basis. Since I came into the safety department,
9 it's been initiated, we've requested, and it's been
10 okayed, I guess, by RTG that Alstom will actually
11 have a place at the table going forward as well
12 now, but they haven't in the past.

13 EMILY YOUNG: Why did you request
14 Alstom being involved there?

15 DUANE DUQUETTE: Just because they're
16 the ones that actually manage the people doing the
17 work. I think there's value -- yeah, I believe
18 there's a lot of value in the people actually doing
19 the work getting a say and getting involved. I'm a
20 firm believer in that.

21 And, yeah, same reason why, you know,
22 we had the operators and the controllers look
23 through the SOPs and stuff like that. People that
24 are doing the work should have a say.

25 EMILY YOUNG: And I imagine it might

1 also make your ability to communicate with them a
2 bit more direct and efficient?

3 DUANE DUQUETTE: I'm hopeful.

4 EMILY YOUNG: Are you aware at all of
5 OC Transpo's involvement in the testing and
6 commissioning process? So, before operations, when
7 the system was going through.

8 DUANE DUQUETTE: I have knowledge of
9 it, yeah, not extensive, but I think I mentioned it
10 before. I was, as the program manager of rail
11 operations, I was required to provide the
12 operators.

13 EMILY YOUNG: Okay. And are you aware
14 of delays that occurred in the testing and
15 commissioning process?

16 DUANE DUQUETTE: Not the specifics but,
17 yes, there was delays.

18 EMILY YOUNG: Were there any
19 implications of that that you saw?

20 DUANE DUQUETTE: What do you mean,
21 implications?

22 EMILY YOUNG: Compression of the
23 testing process, maybe issues with receiving
24 documents, any kinds of issues you can think of.

25 DUANE DUQUETTE: No. Actually, I saw

1 it more from the other side. I actually saw it
2 from the side that, you know, we had longer to
3 train people. We had more exposure to more
4 failures, which, even to this day, our senior
5 operators can coach some of our junior operators to
6 things that they would rarely see on the line
7 because of that exposure. So, yeah, no, I saw it
8 from the other perspective. It actually gave us
9 advantages, the delays.

10 EMILY YOUNG: Was there a lot of
11 competition for operator time and track time?

12 DUANE DUQUETTE: There was competition,
13 yeah. There was, you know, competition, scheduling
14 -- it had to be scheduled and we didn't always get
15 what we wanted, sometimes we got more when we
16 didn't want it, but we tried to adapt.

17 EMILY YOUNG: And you felt that, in the
18 end, you were able to adapt and...

19 DUANE DUQUETTE: Like I said,
20 ultimately -- and, again, I'm not speaking from the
21 training department here, I'm speaking from the
22 operations department. I felt it gained us a lot
23 of exposure, a lot more exposure, and gained us a
24 lot of extra time out there which, you know, if it
25 would -- if it had gone quicker, we wouldn't have

1 had that extra time and that extra exposure.

2 EMILY YOUNG: Did you have any
3 involvement in the winter testing that took place?

4 DUANE DUQUETTE: How do you mean
5 involved? Again, my involvement, I managed the
6 operators, so I was -- I provided operators for it
7 all, whether it was winter or summer.

8 EMILY YOUNG: Yes. I guess the
9 question is really, were you aware of the results
10 of any winter testing that took place?

11 DUANE DUQUETTE: I wasn't really aware
12 of many of the results, to be quite honest. At the
13 time I -- yeah, you have to remember, we -- and I'm
14 just trying to be as straightforward as possible.
15 As program manager of rail operations, there was
16 actually an operating line as well as this line.
17 You know, I'm not out searching for other people's
18 work, sorry. You know?

19 EMILY YOUNG: Not at all. So I think
20 it actually might be a good time to take a break,
21 if that suits you, Mr. Duquette.

22 DUANE DUQUETTE: That's good. When
23 would you like us back?

24 EMILY YOUNG: In 15 minutes.

25 DUANE DUQUETTE: Sounds good.

1 EMILY YOUNG: Okay, we can go off the
2 record.

3 -- RECESS TAKEN AT 10:33 A.M. --

4 -- UPON RESUMING AT 10:47 A.M. --

5 ANTHONY IMBESI: Just if I may, before
6 you continue, Emily.

7 I just had a follow-up question for
8 you, Mr. Duquette. You were talking about, during
9 the testing and commissioning, it was your role to
10 provide the drivers or the operators to perform the
11 testing and commissioning.

12 Was there ever an issue from OC
13 Transpo's side in being able to provide a
14 sufficient number of drivers or just to provide
15 sufficient training to the drivers to ensure that
16 there was an appropriate number of trained
17 operators to engage in the testing and
18 commissioning at the times required?

19 DUANE DUQUETTE: No. And, in fact, we
20 had more operators than what they needed most of
21 the time.

22 We'd actually put operators, additional
23 operators, on the trains to allow for extra breaks
24 and stuff like that.

25 ANTHONY IMBESI: Okay, thank you.

1 EMILY YOUNG: And Mr. Duquette, when
2 you were working on the hiring the operators and
3 other staff, is it correct that the operators you
4 were hiring would have previously only had bus
5 experience, except for those who might have worked
6 on the Trillium Line?

7 DUANE DUQUETTE: That's correct. And I
8 can't recall specifically if there -- there
9 probably was some that came from the Trillium Line.
10 We brought in 80-plus operators. But that is
11 correct, we drew from the bus operator pool.

12 EMILY YOUNG: Was that a result mainly
13 of labour reasons, I guess, you can call it?

14 DUANE DUQUETTE: I believe so. Again,
15 and I feel bad because I keep saying that was
16 before me, but, again, that decision was before me.
17 This is the mandate I was given when I came in.
18 These were the -- yeah, so I believe so, though it
19 was probably a result of labour negotiations.

20 EMILY YOUNG: Did you find that the
21 fact that most of the new operators had only done
22 bus work before presented any particular challenges
23 or issues when you were training them up?

24 DUANE DUQUETTE: No, not really. And,
25 again, I didn't do the training. But, from my

1 perspective, actually, you can look at it two
2 different ways: oh, they don't have the
3 experience; or yeah, they don't have the bad habits
4 either.

5 So we were able to train them from a
6 greenfield operations and train them in the right
7 way to do things, as opposed to those existing bad
8 habits.

9 Like, we have that problem on the bus,
10 right? Because people have been driving their cars
11 for 10, 15 years, their arm's up here, they're
12 holding the steering wheel down here. We were able
13 to come in and say, no, this is the way to do it,
14 right from the get-go, so it actually -- it helps
15 in that respect.

16 EMILY YOUNG: Do you recall when the
17 training process was completed for the operators?

18 DUANE DUQUETTE: We're continuing to
19 train right now. We actually have an ongoing
20 training all the time, so it never ends. And, like
21 I said, there are refreshers.

22 It never really ended. Even once we --
23 like, once we had enough operators to run the
24 system, we have what we call a contingency pool of
25 operators. And these are, you know, so that if

1 ever, you know -- and we've had to use some of them
2 during COVID.

3 Whenever you have an incident like
4 this, where you have a draw on the operators or
5 operators leave, for whatever reasons, or whatever
6 the case may be, you can bring people up, and
7 without needing the full six weeks or eight weeks
8 of training, they can be refreshed in a week and
9 brought up to speed to be operators again. And we
10 try to keep that around 12. And just with
11 attrition, it's been -- you know, we're required to
12 train on a regular basis.

13 EMILY YOUNG: And fair enough, you
14 know, on your answer that training is never
15 complete.

16 I would reframe the question to: When
17 were you ready to go into operations, from the
18 perspective of your operators being ready and
19 trained?

20 DUANE DUQUETTE: I don't remember the
21 exact date, but it would have been prior to
22 substantial completion.

23 EMILY YOUNG: And so that allowed you
24 some time, I suppose, to practice once you were
25 ready?

1 DUANE DUQUETTE: Yeah. I don't know
2 that it was a great deal, but, like -- so the way
3 we did it is, I mean, there was various cohorts so
4 not all 80 were trained at once.

5 Some of them, like, the first two
6 cohorts were onboarded quite a bit in advance, like
7 probably two years prior to operating. So they
8 were trained for quite some time. But the last
9 cohort, I believe -- and, again, I don't have the
10 date in front of me -- but they would have been
11 done shortly before substantial completion.

12 But to that point, yeah, with the other
13 operators, we did technical drills the whole time,
14 making sure that their skill set was up and trying
15 to get them exposed to things that they wouldn't
16 see on a regular basis.

17 EMILY YOUNG: Were you a participant
18 in, or aware of, trial running and how that
19 proceeded?

20 DUANE DUQUETTE: You mean by "trial
21 running," like, the 14 days or...

22 EMILY YOUNG: Yeah, that phase of the
23 process.

24 DUANE DUQUETTE: Yes, I sat in for Troy
25 on two occasions.

1 EMILY YOUNG: Okay. And was OC
2 Transpo, to your knowledge, involved in developing
3 the parameters for trial running?

4 DUANE DUQUETTE: I believe so. But,
5 again, not my mandate, but I believe we were --
6 well, and I apologize, here is where I get a little
7 bit -- it probably was just RCP, and OC Transpo may
8 have had some involvement. But we have a mandate
9 here, it's one city, one team, right? So the lines
10 get blurred.

11 EMILY YOUNG: Do you recall any changes
12 being made to the criteria for trial running?

13 DUANE DUQUETTE: I do believe there was
14 one, but I don't recall the specifics around it.
15 Again, I wouldn't have been part of that
16 decision-making process.

17 EMILY YOUNG: Did you feel that the
18 trial running process provided a good assessment of
19 operational readiness?

20 DUANE DUQUETTE: To the best of my
21 knowledge, yes.

22 EMILY YOUNG: Was there any of the
23 scoring that would have related to the performance
24 of operators and controllers that you remember?

25 DUANE DUQUETTE: Not during trial

1 running. They would have been scored; like, they
2 have exams, so they have -- and it's not just one
3 exam at the end, there's various checks and
4 balances along the way. You have to achieve a
5 certain amount of hours, you have to achieve a
6 certain -- there's tests on signals; there's tests
7 on rules; there's tests on procedures, there's
8 tests on that; and then there is, of course,
9 there's the final exam. So I don't believe there
10 was any in trial running, but there definitely was
11 checks and balances when it came to the training
12 systems.

13 EMILY YOUNG: Would that testing have
14 occurred prior to trial running for most operators?

15 DUANE DUQUETTE: Yes.

16 EMILY YOUNG: And can you sort of, when
17 you say you sat in on the trial running process for
18 Mr. Charter on a couple of days, can you describe
19 what you would have done in that respect? What did
20 the day look like?

21 DUANE DUQUETTE: Yeah. Well, it wasn't
22 a day. It was a meeting the following day to
23 discuss the day before. And if I recall correctly,
24 I mean, it wasn't, you know, hours upon hours. It
25 would have been a half hour to an hour and we would

1 have just assessed the previous day's results.

2 EMILY YOUNG: And would you have
3 assessed them together, or would different people
4 be responsible for different aspects of the score?

5 DUANE DUQUETTE: To my recollection, it
6 was all of us together in a room assessing it.

7 There was input provided by various
8 groups, right? There was -- if I recall correctly,
9 RCP, Rail Construction Program, had different
10 people out there checking certain systems and stuff
11 like that. So they fed us information. And, yeah,
12 control would have also given us information on the
13 actual operations; planning would have given us
14 information on, you know, whether they achieved
15 their times and stuff like that.

16 So, it would have -- other groups would
17 have fed into it, but I don't believe it was -- the
18 assessment wasn't done in isolation, like kind of
19 what you were saying there.

20 EMILY YOUNG: Okay. And do you
21 remember what the possible results were for each
22 day?

23 DUANE DUQUETTE: Like, the days I was
24 there?

25 EMILY YOUNG: Well, in general terms,

1 what could be the assessment of each day? I'm
2 thinking along the lines of pass-fail-repeat or
3 those -- the options.

4 DUANE DUQUETTE: Yeah.

5 EMILY YOUNG: And was there anyone in
6 those meetings who kind of had the final say about
7 what the day would be?

8 DUANE DUQUETTE: I believe they -- I
9 don't know if it was a final say of the day. The
10 engineer of record, I think, may have had to have
11 final sign-off, but other than that, no.

12 EMILY YOUNG: When you were in those
13 meetings, do you recall disagreements arising about
14 whether a day or an aspect of a day was a pass or a
15 fail?

16 DUANE DUQUETTE: No disagreements;
17 discussions, but no disagreements.

18 EMILY YOUNG: And who would have been
19 in those meetings, aside from Mr. Charter and/or
20 you? I assume Mr. Manconi was in the meetings, or
21 was he --

22 DUANE DUQUETTE: No.

23 EMILY YOUNG: No?

24 DUANE DUQUETTE: I can't speak for any
25 of the other days. I only sat in for Troy for two

1 days on the weekend so he could get a break. It
2 was a long process.

3 But I can't speak for the other days,
4 But maybe he was there on the weekdays. I don't
5 know. I got the weekend duty on the B squad.

6 EMILY YOUNG: Do you remember who else
7 was there?

8 DUANE DUQUETTE: Yeah. Not everybody,
9 but I remember Richard Holder, Larry Gaul. I
10 believe Tom Pate was there. I'm trying to remember
11 if Matt Slade was there from the other side.

12 There's the engineer who I don't
13 remember his name. But probably about eight
14 people'ish, eight to ten.

15 EMILY YOUNG: Do you remember
16 OC Transpo having any concerns about how trial
17 running was going?

18 DUANE DUQUETTE: What do you mean?

19 EMILY YOUNG: Concerns about, you know,
20 whether the system would be able to pass, meet the
21 criteria, or concerns that, you know, it wasn't
22 ready.

23 DUANE DUQUETTE: Nothing to that -- I
24 know there were a couple of fails at the beginning,
25 so those were obvious concerns. Beyond that, no.

1 EMILY YOUNG: Do you know what the
2 response to those failures was like?

3 DUANE DUQUETTE: No, I'm afraid not.

4 EMILY YOUNG: And when it was
5 completed, was, to your knowledge, OC Transpo
6 satisfied that the system was ready to go?

7 DUANE DUQUETTE: To my knowledge, yes.

8 EMILY YOUNG: Do you have any awareness
9 of a pretrial running process?

10 DUANE DUQUETTE: Again, anything that
11 involved an operator, I would have -- I would have
12 had some element of knowledge to, because they were
13 all under my, you know, purview or mandate.

14 So anything that would have involved an
15 operator, I would have had at least some knowledge
16 of.

17 EMILY YOUNG: Do you know what the
18 purpose of the pretrial running phase was?

19 DUANE DUQUETTE: No. Do you mean
20 like...

21 EMILY YOUNG: My understanding is that
22 it allowed certain kind of incidents and scenarios
23 to be run so that it could be checked before trial
24 running.

25 DUANE DUQUETTE: Okay. Yeah, I mean,

1 absolutely. There's -- like, we did a lot of
2 technical drills, that type of stuff, and even ones
3 that involved external partners, and then a lot of
4 familiarization with, like, the stakeholders in the
5 City, like the hearing impaired, visually impaired.
6 We provided a lot of them with tours of the
7 stations, getting them to know the accessibility
8 features on the vehicles, getting them to know the
9 features of the station and stuff like that. And
10 not strictly to those two groups. There was -- I
11 mean, OPS, OFS -- I apologize for going too
12 quickly. That's Ottawa Police Services, Ottawa
13 Fire Services, EMS, Emergency Services.

14 So, pretty much anybody that has a
15 group in Ottawa, we tried to make sure that they
16 got some familiarity in those times, and then again
17 during the -- I mean, you've got to remember
18 there's quite a few different stakeholders in the
19 City of Ottawa, a city of this size, so that also
20 flowed into -- or overflowed into the -- after the
21 trial running, when we were -- we had a couple of
22 weeks of just dry running there, that's not the
23 term we used for it, but soft opening, dry run.

24 EMILY YOUNG: So, between the end of
25 trial running and the start of operations?

1 DUANE DUQUETTE: Correct. And we did a
2 lot of -- like, from my perspective, both of those
3 two times were fairly similar, a lot of, you know,
4 technical drills, a lot of looking to see --
5 validating our SOPs, to make sure that they're as
6 accurate as they could be, validating anything like
7 that. And then giving exposures to external
8 groups, and actually to even internal groups.

9 Up until that three weeks prior to --
10 like, after the trial running, up until that three
11 weeks, you know, none of the bus operators of our,
12 you know, thousand-plus bus operators had much
13 exposure to it. So -- and they were going to, you
14 know, need to talk to customers, so made it
15 available to them to get some exposure and that
16 sort of stuff.

17 EMILY YOUNG: And you mentioned
18 validating SOPs. What would that look like?

19 DUANE DUQUETTE: Just like -- so, we've
20 had a -- and not just our SOPs. Ottawa Fire
21 Services, OPS. We had one where we simulated a
22 breakdown in the tunnel, where OFS had to come and
23 assist us and take a passenger with a mobility
24 device off the train back to the station, that type
25 of stuff.

1 EMILY YOUNG: So, is it kind of like
2 running the SOPs in practice to see how they work
3 and whether they're missing any kind of like
4 instructions or pieces?

5 DUANE DUQUETTE: Absolutely. And we
6 actually -- we continue -- like, SOPs are a living
7 document. You're continuously trying to improve.
8 Any time we have an incident, we do a debrief, and
9 to see if there's ways to improve it, see if
10 there's any way we can adjust it to make ourselves
11 better in the future. We're in a constant process
12 of continuous improvement. And that's what good
13 organizations do.

14 EMILY YOUNG: When you were in the --
15 around the time of trial running, did you feel that
16 there was pressure to get to revenue service at
17 that point?

18 DUANE DUQUETTE: I mean, did I feel any
19 pressure being applied to me? No. But did I feel
20 that the project had to get to a finish line at
21 some point? Yes.

22 I mean, anybody in the City would tell
23 you that.

24 EMILY YOUNG: Do you think that had any
25 effect on how those final steps went, trial running

1 and then post trial running, pre-service?

2 DUANE DUQUETTE: I don't believe so.
3 All I can answer is for myself, and they had no
4 effect on me.

5 EMILY YOUNG: Are you familiar with the
6 minor deficiencies list that RTG and the City
7 entered into before substantial completion?

8 DUANE DUQUETTE: Again, not the
9 specifics, but I am aware of a minor deficiency
10 list.

11 EMILY YOUNG: Is that something that
12 you would have reviewed at the time it was being
13 prepared?

14 DUANE DUQUETTE: I would have probably
15 provided some input towards it, yes.

16 EMILY YOUNG: Do you have a
17 recollection of what kind of input you would have
18 been providing?

19 DUANE DUQUETTE: Not specifics. Again,
20 I apologize for this. I'm not very good at
21 remembering stuff three years ago. I've always
22 been up on the mandate. You know, a manager told
23 me once: You don't have to know everything off the
24 top of your head; you just have to know where to
25 find it.

1 Do you want me to go find the main line
2 deficiencies list? I can probably do it, you know,
3 quickly, but to recollect it three years ago,
4 specifics, I mean, I think -- wayside cameras, I
5 believe that -- that one comes to mind because it's
6 still forefront, so I know that one specifically.
7 But there's probably a lot more on there that I
8 would know as soon as I looked at it, but...

9 EMILY YOUNG: That's no problem. On
10 the wayside cameras, is that forefront because it's
11 still an issue?

12 DUANE DUQUETTE: It's actually being --
13 we're discussing it right now to remove it, but
14 yes.

15 EMILY YOUNG: Sorry. To remove it from
16 the minor deficiencies list, or to remove it as a
17 requirement; what do you mean by that?

18 DUANE DUQUETTE: To have the -- has it
19 progressed to the point where, I guess, yes, would
20 it be removed from the deficiencies list? They
21 were able to mitigate it with -- I don't know if
22 you're familiar with it -- we call them a couple of
23 things, but the CamCom spotters, or the
24 whistleblowers.

25 EMILY YOUNG: I'm not, but I don't

1 think we need to get into that.

2 It sounds like you've been involved, at
3 least to some extent, in assessing whether items on
4 that list have been fulfilled since going into
5 service.

6 DUANE DUQUETTE: Not so much in the
7 fulfillment. I'm playing a little bit of a part in
8 this one, but anything else would have been mostly
9 held by RCP. That's part of their -- they own the
10 main line deficiency lists, because it's a
11 deficiency from construction. They handed over the
12 keys at operations; everything was theirs up until
13 then.

14 EMILY YOUNG: Have any of the
15 deficiencies represented an obstacle to operations,
16 or impeded your ability to conduct operations in
17 any way?

18 DUANE DUQUETTE: Not specifically.
19 Like, I go back to these wayside cameras. I mean,
20 without the mitigation, we couldn't have operated,
21 but, with mitigation, we are able to operate
22 safely.

23 EMILY YOUNG: And would the mitigation
24 have been something that was established or agreed
25 at the time it was put on the minor deficiencies

1 list?

2 DUANE DUQUETTE: I would have thought
3 prior, but, yeah, around the same time.

4 EMILY YOUNG: Right. So it's something
5 that, as you said, you need it to operate. So,
6 obviously, it's not going to be on the list unless
7 you have another way of dealing with the issue?
8 Okay.

9 DUANE DUQUETTE: Well, we wouldn't
10 operate if there wasn't another way to mitigate it.
11 It might still be on the list. Like, there's
12 probably some things on the list that don't require
13 mitigation, like maybe, you know, one of the
14 bathrooms isn't working properly in St. Laurent.
15 That one doesn't require mitigation, but anything
16 operational would have required mitigation to
17 operate.

18 EMILY YOUNG: Are you familiar with the
19 term sheet that RTG and the City entered into
20 before revenue service availability?

21 DUANE DUQUETTE: Vaguely. I'm far more
22 familiar with -- and, again, I need to look at them
23 because I don't have that kind of memory, but more
24 familiar with the ones afterwards. But the one
25 prior, I just have knowledge of.

1 EMILY YOUNG: I mean, I'm sure you
2 would have knowledge of aspects of it, like the
3 requirement for 15 trains in peak service being
4 downgraded to 13. I'm sure that's something that
5 you would have known about.

6 DUANE DUQUETTE: Absolutely, because I
7 provide the staffing for it, so absolutely.

8 EMILY YOUNG: Would you have --

9 DUANE DUQUETTE: But then again, I
10 wouldn't have been aware of, like, the negotiations
11 or anything.

12 EMILY YOUNG: Okay. Would you have
13 been consulted as part of that, do you know?

14 DUANE DUQUETTE: No. At the time, I
15 just took the direct decision right before we
16 launched. Like I said, I've been involved in the
17 ones past that; I have a lot more knowledge. I
18 would have been involved in some of those, but not
19 the one prior.

20 EMILY YOUNG: Can you explain what the
21 ones past that were? What are you referring to
22 there?

23 DUANE DUQUETTE: Well, we've had ones
24 for -- during COVID, where we reduced our service
25 during COVID. We have those.

1 There's been-- again, there's been --
2 I think there's even one right now in place for the
3 return to service after the derailments, stuff like
4 that. There's a couple of more, I don't have them
5 in front of me, but those are the ones I'm
6 referring to.

7 EMILY YOUNG: Okay. And those are all
8 negotiated between the City and RTG?

9 DUANE DUQUETTE: That's correct. From
10 the City's perspective, depending on the nature of
11 the term sheet, it would be depending on whether
12 RCP gets involved, or Rail Construction Program
13 gets involved as well. But for the most part, it
14 would be OC Transpo on behalf of the City with RTG.

15 EMILY YOUNG: And were you personally
16 involved in the negotiations for those term sheets
17 that you've mentioned?

18 DUANE DUQUETTE: I wouldn't label
19 myself as a negotiator. I would label myself as a
20 subject matter expert.

21 EMILY YOUNG: Okay. Fair enough.

22 Do you have any view or sense of why
23 the City agreed to go into service with the 13
24 instead of 15 trains at peak service?

25 DUANE DUQUETTE: Not really. I can

1 tell you why now, like during the last two years,
2 we haven't had -- like, we've agreed to have less
3 service because -- and that's just because of COVID
4 and the ridership. At the launch, no, I don't know
5 the specifics.

6 EMILY YOUNG: Do you think that that
7 decision caused any difficulties at the start of
8 service?

9 DUANE DUQUETTE: No, not that I can
10 recall. The bigger difficulties would have been
11 the reliability of the vehicles caused
12 difficulties. I don't know that 13 versus 15 --
13 you know, you'd have to crunch the numbers to see
14 if we could handle it, but that would have been all
15 vetted through the planning department anyways, to
16 see if 13 could handle the ridership.

17 EMILY YOUNG: Okay. So that analysis
18 would have had to have been done for the City to
19 agree to have the 13 trains in service?

20 DUANE DUQUETTE: I can only assume. I
21 know if I was part of the negotiations, I would
22 have asked for it, but that's -- I can't -- sorry.

23 EMILY YOUNG: Do you have any views on
24 what caused the project to be delayed?

25 DUANE DUQUETTE: I thought it was just

1 construction delays.

2 EMILY YOUNG: And based on what you've
3 told us about what you've done in your role, it
4 sounds like the answer to this is probably no, but
5 did you have any involvement in looking at these
6 schedules that RTG provided in the lead-up to RSA?

7 DUANE DUQUETTE: No. Schedules would
8 have all been gone through RCP. We would have been
9 made aware of them after the fact, but all of that
10 would have been, again, through Rail Construction
11 Program, Michael Morgan and Richard Holder's group.

12 EMILY YOUNG: Were there any issues
13 relating to the transfer of documents to OC Transpo
14 or RTM in the lead-up to revenue service?

15 DUANE DUQUETTE: Not that I recall.

16 I mean, they take a while, but, yeah.
17 I come from the private sector, where you can do
18 things a little bit quicker, whereas this way, when
19 you have to vet them through people, it usually
20 takes seven or eight days, it takes a bit longer.

21 EMILY YOUNG: Do you think that the
22 preparation that went into the interfaces that
23 would be involved at the start of operations, that
24 we've talked about a little bit, between OC
25 Transpo, RTM, Alstom, do you think there was

1 sufficient preparation for those interfaces to run
2 smoothly?

3 DUANE DUQUETTE: Can you be more
4 specific on which interfaces? I mean, I don't
5 recall any of them not being planned out well.

6 EMILY YOUNG: Yeah. I mean, that
7 sounds like an answer.

8 DUANE DUQUETTE: Yeah, yeah.

9 EMILY YOUNG: And we did talk a little
10 bit about the interface between operators and
11 between the maintenance staff in responding to
12 issues and how they would work together in doing
13 that.

14 DUANE DUQUETTE: No. So, no, I don't
15 -- the system is pretty clean. The operators
16 report to the control centre, the control centre
17 reports to RTM, RTM dispatched the maintainers,
18 depending on what the issue is.

19 EMILY YOUNG: And that process was all
20 set out before you started?

21 DUANE DUQUETTE: That process was, yes.

22 EMILY YOUNG: Do you have any knowledge
23 of the discussions about the possibility of a soft
24 opening, also known as a vetting-in period?

25 DUANE DUQUETTE: I've heard the term

1 "soft opening," and I actually kind of thought that
2 that's what that three weeks prior to us -- and we
3 may have used some other term for it, but that's
4 what that three weeks was.

5 It was for us to allow us to, from our
6 perspective, to allow exposure to those other
7 groups, and to -- you know, we did conduct a couple
8 more drills and stuff like that. But --

9 EMILY YOUNG: Okay. And would you say
10 that -- sorry?

11 DUANE DUQUETTE: No, that's all I've...

12 EMILY YOUNG: Is it, in your
13 experience, typical to have that kind of soft
14 opening in rail projects?

15 DUANE DUQUETTE: This would be my first
16 municipal rail project. Having said that, from the
17 freight world, no. Once the contractor signs off
18 on it that it's built, and the engineers have
19 signed off that it's good, we're running trains;
20 that's what we paid for.

21 EMILY YOUNG: Do you think that having
22 a longer period than you did would have done
23 anything to help avoid some of the issues that were
24 later encountered?

25 DUANE DUQUETTE: Not really.

1 EMILY YOUNG: Were you aware of any
2 discussions about the possibility of having a
3 shadow operator at the start of operations, so to
4 help OC Transpo?

5 DUANE DUQUETTE: First time I've heard
6 that term. Maybe I've heard it under a different
7 term but I -- no.

8 EMILY YOUNG: Did you or OC Transpo
9 have any concerns about readiness going into
10 operations?

11 DUANE DUQUETTE: What do you mean?

12 EMILY YOUNG: General concerns about
13 the readiness, or issues that you had seen that you
14 thought might come up?

15 DUANE DUQUETTE: There's always
16 concerns about certain things, but we were assured
17 everything would be ready by launch.

18 EMILY YOUNG: When you say "we were
19 assured," who was reassuring you?

20 DUANE DUQUETTE: It would have been --
21 like, RTG would have been the voice, but we speak
22 through RTG, right? Like, RCP -- again, sorry, so
23 many acronyms.

24 Yeah, we -- RTG -- RCP holds the
25 contract. We go through RCP. And RTG would have

1 been the voice saying, "Yeah, no, we're ready,
2 we're ready."

3 EMILY YOUNG: In hindsight, do you
4 think that RTM was ready to conduct maintenance
5 going into service?

6 DUANE DUQUETTE: In hindsight, no.

7 EMILY YOUNG: Did you have any ability
8 to assess their readiness to go into maintenance,
9 leading up to that time?

10 DUANE DUQUETTE: Not directly, no. I
11 mean, we -- you're privy to all the information as
12 to what's going on on the system. Like I said, any
13 concerns, we would have raised to RCP, and the
14 answer we got from RTG consistently is, "We'll be
15 ready for revenue service, we'll be ready for
16 revenue service."

17 EMILY YOUNG: Was trial running kind of
18 one mechanism that you had to assess whether RTM
19 was ready to maintain?

20 DUANE DUQUETTE: I would say yes. Yup.

21 EMILY YOUNG: Did any concerns arise
22 about their ability to do maintenance from that
23 process?

24 DUANE DUQUETTE: Not that I can recall.

25 EMILY YOUNG: So, OC Transpo, I think

1 -- and correct me if I'm wrong -- uses the IMIRS,
2 or I-M-I-R-S system, to log issues and defects; is
3 that right?

4 DUANE DUQUETTE: Well, RTG uses the
5 IMIRS system. That is the system to log defects,
6 though. But we did, prior to launch, and I guess
7 for the first couple of months, but after that
8 it's, I think, since November -- I recall this one
9 correctly a little bit more because it was one of
10 the first projects I was working on was the
11 handover for them to use.

12 EMILY YOUNG: And that's November 2019?

13 DUANE DUQUETTE: Yeah. We launched in
14 2019, so it would have been the November, right,
15 like a couple of months right after we launched,
16 correct.

17 EMILY YOUNG: And what was the reason
18 for the handover?

19 DUANE DUQUETTE: They were always
20 supposed to be doing it.

21 EMILY YOUNG: Why weren't they doing it
22 initially?

23 DUANE DUQUETTE: I don't have that
24 answer.

25 EMILY YOUNG: And so, at the -- in the

1 lead-up to operations and at the start, was it then
2 OC Transpo that was determining how to categorize
3 an issue in that system? So, for example, as
4 urgent, as safety-critical?

5 DUANE DUQUETTE: It was us doing the
6 inputting, that is correct. However, when it comes
7 to categorizing, there's a daily meeting between
8 the two contracts teams, and that's where you would
9 hammer out the issues.

10 EMILY YOUNG: And was that in place
11 from the beginning?

12 DUANE DUQUETTE: Yup. Having said
13 that, well, RTG turned over their staff a couple of
14 times.

15 EMILY YOUNG: When did the City start
16 using the IMIRS system to input information?

17 DUANE DUQUETTE: I couldn't tell you
18 specifically, but it would have been prior to
19 launch, until about that November. At least a
20 couple of months.

21 EMILY YOUNG: And at that time, was it
22 the case that there were City staff who were sort
23 of riding the line and looking for issues?

24 DUANE DUQUETTE: Not -- like, during
25 the trial running, like I mentioned earlier, RCP,

1 Rail Construction Program, had a group that were
2 out there, you know, testing stuff, like e-tels and
3 stuff like that, you know, your emergency
4 telephones, your f-tels, your fire telephones,
5 elevators, escalators.

6 But I -- if I recall, like, that was --
7 those were discussed in meetings. That was
8 actually part of the -- to my knowledge, part of
9 the trial running requirements.

10 EMILY YOUNG: Okay. And would those
11 have been put into IMIRS and then translated into
12 penalties, or was that prior to that process?

13 DUANE DUQUETTE: No. They -- well,
14 they wouldn't have been penalties at that point,
15 because the penalties didn't apply until revenue
16 service. But they would have been inputted to
17 IMIRS to facilitate a work order so that RTG would
18 know what's wrong and what to fix. But the
19 penalties wouldn't have applied until revenue
20 service began.

21 EMILY YOUNG: Did RTG and Alstom have
22 any concerns about the City's approach to inputting
23 work orders into IMIRS at the start of service?

24 DUANE DUQUETTE: Not at the start of
25 service, no.

1 EMILY YOUNG: Shortly after or at any
2 time?

3 DUANE DUQUETTE: Yeah, shortly after.
4 That's also one of the reasons why they wanted to
5 take it back over in that November. And we had no
6 arguments with it, because it was always supposed
7 to be their duties to do anyways. They had some
8 concerns, yeah, but they also had various different
9 contract managers that agreed with our
10 interpretations in these daily meetings. So...

11 EMILY YOUNG: What were the nature of
12 their concerns?

13 DUANE DUQUETTE: To this point, some of
14 them are -- even to this day, we have discussions
15 on it because we have daily meetings: Is that a
16 safety concern? Is that not a safety concern?
17 Because different ones require different response
18 times and then rectification times. Of course,
19 anything safety-related is far more punitive than
20 something that's not.

21 But, again, daily meetings since the
22 beginning of service, and that was their ability --
23 and there's an entire mechanism in there to deal
24 with this. Again, they weren't very good at it at
25 the beginning, yeah.

1 EMILY YOUNG: Why do you think they
2 weren't very good at it at the beginning?

3 DUANE DUQUETTE: I think it's because
4 they had a turnover of a couple of contract
5 supervisors within the first couple of months.

6 EMILY YOUNG: And what is the mechanism
7 that you're referring to, to deal with those
8 disputes, it sounds like?

9 DUANE DUQUETTE: Yeah. So, the daily
10 operating meeting, it gets brought to a meeting.
11 The way the PA is set up, we don't -- the City
12 doesn't dispute things. We can have things
13 amended, because we're the owner, and then they
14 have to dispute it, if they disagree with it.

15 Now, if they disagree with it, then it
16 gets escalated to a weekly meeting. If it can't be
17 agreed upon on a weekly meeting, then it gets
18 escalated to a monthly maintenance meeting. And at
19 every different level, you're dealing with
20 different levels of decision-makers, if you would.

21 EMILY YOUNG: So they -- it sounds
22 like, based on what you're saying, they thought
23 that the City was perhaps too keen to categorize
24 things as safety issues?

25 DUANE DUQUETTE: They actually don't --

1 they don't care about the safety issues. They care
2 about the dollars. They would actually agree to us
3 -- they would agree to things in principle, and
4 then, as soon as they saw the dollar figure, "Oh,
5 no." So it wasn't the categorization; it's the
6 dollar figure that came from it that they don't
7 like.

8 EMILY YOUNG: So they felt that the
9 penalties being imposed were too punitive?

10 DUANE DUQUETTE: I would say yes, but
11 that would be their position.

12 EMILY YOUNG: And do you recall whether
13 there were a lot of penalties being imposed in the
14 first few weeks of service, when I understand
15 things were actually running quite smoothly?

16 DUANE DUQUETTE: There was -- I'd have
17 to take a look. There's definitely penalties being
18 imposed, but you got to remember, though, that --
19 and we didn't just buy a train, we bought 13
20 stations; we bought a bunch of other things. So,
21 you know, trains can run all they want, but if
22 there's broken glass and our passengers have to
23 walk over broken glass, that's a safety concern
24 from one of the panels. So, I've heard that
25 argument from them, but I -- that's selective, from

1 my perspective.

2 EMILY YOUNG: And what about the
3 argument that I understand that they might have
4 made that the volume of work orders and the
5 categorization, which requires a certain time
6 response, has impeded their ability to focus on
7 things that they think are more important from a
8 maintenance perspective?

9 DUANE DUQUETTE: I say they're -- this
10 is opinion-based, but they weren't staffed
11 properly. They seemed to want to make a profit
12 from day one, as opposed to run a system reliably.

13 EMILY YOUNG: So, in your view, at the
14 start of service, they did not have sufficient
15 staff?

16 DUANE DUQUETTE: That is my opinion,
17 yes.

18 EMILY YOUNG: And did OC Transpo or the
19 City communicate those types of concerns to RTM,
20 either in the lead-up to service or at start of
21 service?

22 DUANE DUQUETTE: In the lead-up, it
23 would have been RCP. And like I said, the response
24 we always got was, "Don't worry, we'll be ready for
25 service; don't worry, we'll be ready for service."

1 Since then, we have communicated it
2 several times.

3 EMILY YOUNG: And has their staffing
4 changed over time?

5 DUANE DUQUETTE: It has. We've seen
6 different ebbs and flows, if you would. Usually
7 when something happens, they do seem to staff up
8 for a little bit, but then it seems to fall on the
9 wayside again afterwards.

10 I will give credit, though, after the
11 two derailments, they have seemed to have staffed
12 up and we are trending in a good direction, but
13 that still has to be sustained.

14 EMILY YOUNG: And is that part of the
15 reason that you have TRA monitoring them?

16 DUANE DUQUETTE: Absolutely.

17 EMILY YOUNG: So, what's your view of
18 RTM's maintenance performance in general?

19 DUANE DUQUETTE: Again, I don't believe
20 they were properly staffed.

21 EMILY YOUNG: Do you think that the
22 City or OC Transpo could have done anything more,
23 in terms of oversight or pushing them, that might
24 have helped prevent some of the issues?

25 DUANE DUQUETTE: Well, it's a

1 double-edged sword there, because -- could we have
2 done more oversight? You know, in hindsight,
3 perhaps. But the -- the mandate at the time was to
4 try and work cooperatively with them to come to a
5 solution together. And it's ironic, because now
6 we're criticized for not doing that. So it doesn't
7 -- either/or here -- but, hindsight, you could say
8 perhaps, but I think we did quite a bit at the time
9 to try and work with them to make this work
10 properly, but we were not given the same level of
11 cooperations from the other side.

12 EMILY YOUNG: Just going back to IMIRS,
13 one more question on that point.

14 Did the OC Transpo staff who were
15 entering information follow any policies when they
16 were doing that, or any kinds of guidelines?

17 DUANE DUQUETTE: I can't -- again, this
18 would have been at the beginning of my mandate, or,
19 like, when I came into the director's position, but
20 I know they were given feedback from the daily
21 operating meetings. Our contract supervisor at the
22 daily operating meetings would take back feedback
23 from RTG/RTM.

24 Again, a lot of -- I think a lot of it
25 results from the fact that they had two different

1 contract supervisors during those couple of months.
2 Both of them, I believe, were relieved of duty, and
3 then they brought in somebody that didn't have much
4 contract experience, and -- yeah, and made it more
5 difficult.

6 EMILY YOUNG: Were there meetings and
7 discussions with RTM in the lead-up to service
8 about how the IMIRS and penalty process was going
9 to work?

10 DUANE DUQUETTE: There was definitely
11 meetings. We were definitely inputting stuff and
12 they -- what you have to remember is this is their
13 system. This is their system, their design, so
14 when you put stuff in, and it outputted what it
15 outputted, it was their design, and there's
16 definitely meetings because, yes, that feedback was
17 being provided to the control even prior to revenue
18 service.

19 Like I said, at OC Transpo, we
20 overplanned, if you would. So we were definitely
21 doing regular meetings with their contract
22 supervisor, and that feedback was getting back to
23 the controllers.

24 EMILY YOUNG: So, if they were, I
25 think, surprised in any way by the way that the

1 City was inputting information into IMIRS and
2 assessing or bringing their view on penalties to
3 the meetings, sounds like you think they probably
4 shouldn't have been because it was their system
5 that they designed?

6 DUANE DUQUETTE: Correct.

7 EMILY YOUNG: Are you familiar with
8 something called a "Maintenance and Rehabilitation
9 Plan"?

10 DUANE DUQUETTE: Maintenance and
11 Rehabilitation Plan? Yes, I do know the title, but
12 you'd have to give me a bit of context, and then
13 I'd probably remember exactly what it is. But I do
14 definitely know the title.

15 EMILY YOUNG: Yeah. My understanding
16 is that it's a quite-encompassing document that
17 sort of makes sure stations are maintained
18 properly, things like that.

19 DUANE DUQUETTE: Okay, yeah. Yup.
20 That would have been one of the requirements from
21 RTG, absolutely.

22 EMILY YOUNG: And is that -- what do
23 you mean a "requirement from RTG"?

24 DUANE DUQUETTE: Well, they're supposed
25 to submit their Maintenance and Rehabilitation

1 Plans, whether it be for stations, track, OCS, any
2 of the elements of the system.

3 And then that's actually what our
4 trains and systems department then would go back to
5 see.

6 So -- and, again, I'll oversimplify it,
7 because that's what I'm good at -- but they provide
8 us with what they believe the criteria is, whether
9 it be a cleaning regime, whether it be a track
10 inspection, whether it be an OCS inspection, and
11 then we go back and validate the fact that they're
12 doing what they said they would do. That's an
13 oversimplified version, but that's what it is.

14 And that's what we anticipated our
15 level of required oversight, right from the
16 beginning, would have been that.

17 EMILY YOUNG: Would have been your
18 getting their plans and then your checking to see
19 that they're implementing their plans?

20 DUANE DUQUETTE: Absolutely. We get
21 their plans and then check to see that they're
22 doing what they said they would do.

23 EMILY YOUNG: But it's been -- you've
24 found that you've had to do more than that? Is
25 that what you're suggesting?

1 DUANE DUQUETTE: Well, like I said,
2 we've gotten to the point where we question their
3 ability to tighten bolts. You know, we've had one
4 derailment for it and another incident with a --
5 another incident, like two incidents in the last
6 year, where bolts weren't tightened properly. We
7 never anticipated having to have that level of
8 oversight, nor should we.

9 EMILY YOUNG: In terms of when the City
10 is checking to see whether they're implementing
11 their maintenance and rehabilitation plan, for
12 example, is it OC Transpo staff who are going out
13 in the field to make sure they're doing that?

14 DUANE DUQUETTE: It's not always out in
15 the field. A lot of it is documentation review,
16 right? Because every type of work in the field --
17 but there is definitely a field element to it.

18 But a lot of it comes to documentation
19 review. They're required to -- like, even if you
20 do a track inspection, the IMIRS system isn't just
21 to implement work orders. It's also to track
22 maintenance and stuff like that. So they have a
23 requirement to input what type of maintenance
24 they're doing and what the results were. And then
25 it would be for us to go back and check to make

1 sure it was inputted properly, what the results
2 were, and then, if there was any outcome of it, if
3 the actions were followed up.

4 And then there would definitely be site
5 visits.

6 EMILY YOUNG: Okay.

7 DUANE DUQUETTE: Depending what you're
8 talking about. Some of them are cleanliness, some
9 of them are track.

10 EMILY YOUNG: Those are OC Transpo
11 staff who were doing those checks?

12 DUANE DUQUETTE: Yes. Part of the
13 trains and systems teams primarily.

14 EMILY YOUNG: Okay.

15 DUANE DUQUETTE: I mean, having said
16 that, I mean, we -- at the City, we can get reports
17 from the public, right? They can call in on the
18 phone saying there's garbage on the platform,
19 washroom isn't clean.

20 EMILY YOUNG: And was that, then,
21 something that you would put into IMIRS to
22 communicate it with RTM?

23 DUANE DUQUETTE: We wouldn't put it in
24 anymore, but, yes, we would relay it to them to be
25 put in, yes.

1 EMILY YOUNG: Okay, got it.

2 So, would you have had involvement in
3 responding to the various issues that have arisen
4 in the system over the past few years?

5 DUANE DUQUETTE: Possibly. If you give
6 me the issues, I can tell you what my involvement
7 was.

8 EMILY YOUNG: Sure. The door problems,
9 in the start of service.

10 DUANE DUQUETTE: Yeah, I definitely
11 would have had input on that.

12 EMILY YOUNG: Can you explain what OC
13 Transpo did to respond to those issues?

14 DUANE DUQUETTE: I don't remember the
15 specifics on that, but -- sorry.

16 Okay, response? One of the things is
17 we actually -- we -- and to this day we still
18 haven't made the doors automated. Per the design,
19 now, they've had -- now, part of that, though,
20 isn't on them entirely because of COVID, so it's
21 been prolonged. The resolution to the door issue
22 came during COVID, where we were not prepared to
23 introduce another touch point.

24 But prior to that, we would have the
25 doors automatically open and close so that they

1 wouldn't have to -- so that passengers wouldn't
2 have to handle them, because they were defaulting
3 overly sensitive. Now, that's not very -- that's
4 not the best thing when it comes to Ottawa climate.
5 And that's not part of what our original design
6 was, you know. I mean, 14 doors opening in minus
7 30 weather makes it cold.

8 EMILY YOUNG: Are you still, then,
9 waiting for the ultimate solution to that issue?

10 DUANE DUQUETTE: No. I believe that
11 one -- I would have to double check, but I believe
12 that issue specifically has been resolved. And
13 like I said, though, the change hasn't been made,
14 though, in the last year, and don't quote me on the
15 date because it's probably been about the last
16 year, but the change hasn't been made to put them
17 back to manual because OPHS, I believe we even -- I
18 believe we even consulted with them; the
19 introduction of another touch point during COVID
20 was not recommended.

21 EMILY YOUNG: And what about the switch
22 failures?

23 DUANE DUQUETTE: What specifically?
24 There's switch heaters and then switches.

25 EMILY YOUNG: If you could speak about

1 your knowledge of both issues and how they've been
2 resolved.

3 DUANE DUQUETTE: Okay. For the most
4 part, the switch heater issues have been resolved.
5 And here's this thing. Like I had mentioned
6 earlier, any mechanical device, there's going to be
7 a failure rate. That's just any industry. It
8 doesn't matter what, if you're rail or anything
9 else.

10 At the beginning, the switch heaters
11 that they had designed, the electric switch
12 heaters, were not fit for purpose for Ottawa
13 winters.

14 Since then, they've made modifications.
15 In the west, they've added extra duct work to the
16 electric switch heaters and then also had it heat
17 traced, and this has given us better working switch
18 heaters in the west.

19 Now, also, those ones in the west have
20 a certain level of protection from the elements.
21 They're either in the trench, under a bridge, those
22 sort of things, so they're not as exposed.

23 In the east, there are no amount of
24 modifications that you put on the electric switch
25 heaters that would have made them fit for purpose.

1 So, through back and forth, if you would, we --
2 they had to put in gas switch heaters, which are
3 industry norms in Canada.

4 EMILY YOUNG: So they've just changed
5 over the type of switch heater?

6 DUANE DUQUETTE: Yeah. And then,
7 originally, they even -- originally, they put them
8 in as propane because they couldn't get the gas
9 lines in from -- I think it's ENMAX, but, anyway,
10 the gas supplier. So, the first year, we put them
11 in as propane, and the next summer, they were
12 switched over to natural gas.

13 EMILY YOUNG: What about the issue that
14 arose with wheel flats? Has that been largely
15 resolved?

16 DUANE DUQUETTE: I believe it's been
17 largely resolved. Again, in the rail industry,
18 wheel flats is part of the industry. That happens.
19 The frequency at which it was happening, no. But,
20 for the most part, that's been resolved.

21 EMILY YOUNG: And what did you
22 understand to be the cause of the overly frequent
23 wheel flats?

24 DUANE DUQUETTE: Again, you'd probably
25 want to reference with the trains and systems

1 department, but, to my knowledge, a lot of it was
2 -- go back to a computer-based control system, a
3 lot of the adjustments were made in the programming
4 and the profiles that stop the trains from
5 emergency braking to the level at which they were.

6 To put it into context, there were
7 certain areas where it's such a minor margin for
8 error, that as soon as the train profile goes
9 beyond it, it would emergency brake. And this is,
10 again, another one of those engineer's safety
11 mechanisms which, you know, it displays how much--
12 what level of safety there was on the system, and
13 it's another one of the ones I was describing. But
14 because the profiles weren't refined enough, they
15 had excessive wheel flats.

16 Having said that, that would be -- it
17 would be your expectation, in any greenfield
18 operations, to have to refine those profiles within
19 the first couple of years.

20 EMILY YOUNG: And those are speed
21 profiles?

22 DUANE DUQUETTE: Speed profiles,
23 primarily, yes. And braking profiles. I mean,
24 they go hand in hand, right?

25 EMILY YOUNG: Was there any issue in

1 RTM's ability to mitigate that problem, in the
2 sense of, like, lathing or trueing the wheels?

3 DUANE DUQUETTE: Absolutely. I don't
4 even think their, you know, lathe was working for a
5 considerable amount of time. Don't quote me for
6 how long, but their lathe wasn't even working.

7 Plus, I feel like -- I don't -- it's a
8 bit subjective, but, again, I don't believe they
9 had the right proper staffing and training on their
10 side to operate the equipment, or to do it
11 properly, or to even assess the profiles.

12 EMILY YOUNG: Is a wheel lathe, would
13 that be considered, like, a fundamental piece of
14 rail maintenance equipment?

15 DUANE DUQUETTE: Absolutely. Like I
16 said, you're going to get wheel flats on any
17 system. You're replacing wheels on a regular
18 basis, but not to this frequency.

19 EMILY YOUNG: And what can you tell me
20 about the issue with cracked wheels or cracking
21 wheels?

22 DUANE DUQUETTE: Again, that was
23 handled more by Brandon, but I can -- you know, I
24 know what it was. The one bolt was being put in
25 too difficult, it was causing additional stress,

1 and then under, you know, operations or whatever,
2 these wheels were cracking. I know that we worked
3 with them to devise a -- or to come up with a way
4 to replace them, and I know that they missed
5 regular goals, target dates, to the point where
6 Brandon had to say enough is enough, and these
7 wouldn't be allowed on the system, even with your
8 regular inspections, because they at that point had
9 missed multiple due dates.

10 EMILY YOUNG: So that was Brandon
11 Richards' decision?

12 DUANE DUQUETTE: I believe so.

13 EMILY YOUNG: And it was, sounds like,
14 a decision that was made to try and incent them to
15 move the process along?

16 DUANE DUQUETTE: Yeah. I'd only be
17 guessing, so I don't really... I was just going to
18 say it's probably more of a result of missing the
19 dates, which I guess you could theorize that way,
20 but you miss multiple commitments.

21 EMILY YOUNG: What about the issue to
22 deal with track buckling? Do you have knowledge of
23 that?

24 DUANE DUQUETTE: Yup. So, any system
25 -- again, any railway, that you are going to

1 experience heat and cold contractions. It's metal,
2 right? It's the same -- I go back how it was
3 explained to me.

4 Whenever you drive over a bridge, and
5 you know how when you're hitting an overpass, you
6 feel that bump when you're coming on and off? They
7 actually have expansion and compression joints so
8 that the bridge can expand and contract during
9 different weather conditions.

10 Well, the same is true with continuous
11 welded rail. It's going to expand and contract in
12 different weather conditions. To that end, that's
13 -- when you get periods of extreme heat on our
14 railway, and on every railway in Canada, you impose
15 speed restrictions so that people can be more
16 diligent, because that's when it's going to happen.
17 It can happen in cold, too, but it's far more
18 frequent in the heat.

19 What happens more in the cold is you
20 get -- you don't get the compression, you don't get
21 them compressing in, you get them actually pulling
22 apart. So you get a pull-apart, where a weld is,
23 where the weld will fill and they'll pull apart.
24 Again, expected on any railway, but not to the
25 frequency we have on 12 and a half kilometres.

1 EMILY YOUNG: Do you have an
2 understanding of the cause of the overly frequent
3 track issues?

4 DUANE DUQUETTE: Again, well, you
5 probably want to talk to an engineer when it comes
6 to that sort of thing. I have a layman's
7 knowledge, from a railway perspective.

8 Either they were installed incorrectly,
9 either the rail neutral temperature, so they
10 weren't installed at the right temperature, or they
11 were -- or there is an error in the design. But
12 you'd want to talk to an engineer to get to the
13 specifics, and that's what I would expect.

14 EMILY YOUNG: Has that been resolved
15 yet, through mitigation, or is that ongoing?

16 DUANE DUQUETTE: It's -- there's some
17 things have been mitigated. They've developed a
18 better plan for doing it. But even to this date,
19 they're continuing -- they haven't -- it hasn't
20 been finalized, no. They're doing even tests this
21 -- I think in the next two weeks, they're supposed
22 to be going out and doing some more tests on the
23 track, to find out what they believe the rail
24 neutral temperature should be. I think it's
25 scheduled for June.

1 EMILY YOUNG: Are there any other
2 issues that come to mind in that vein? I guess
3 they're all kind of somewhat technical issues?

4 DUANE DUQUETTE: There's been various
5 technical issues over the time. I mean, we had
6 issues with the OCS in the beginning. There was
7 the track, and we've had issues with vehicles.

8 EMILY YOUNG: And of those issues,
9 which have been resolved?

10 DUANE DUQUETTE: A great deal of the
11 vehicle -- the issues -- the vehicles are becoming
12 more reliable, definitely. The switch heaters have
13 been improved. The switches, again, we still have
14 some faults, but for the most part, you know, knock
15 on wood, I believe those are resolved.

16 There are still ongoing discussions
17 with the OCS, because we've had further failures
18 just this fall.

19 And then the track, like I mentioned,
20 we are still having ongoing discussions towards the
21 rail neutral temperature, and then the wheel
22 profile, rail-wheel interface, and that sort of
23 stuff.

24 EMILY YOUNG: When those types of
25 issues are arising, who is it on the City's end

1 that's writing letters and corresponding with RTM
2 and RTG in trying to resolve them?

3 DUANE DUQUETTE: So, it depends on what
4 the actual issue is. If it's a deficiency from
5 construction, it would be our Rail Construction
6 Program. If it's a deficiency after revenue
7 service, it would be the contracts department
8 through OC Transpo.

9 EMILY YOUNG: Okay. So through OC
10 Transpo, meaning -- would Mr. Charter or yourself
11 be a person who's writing a letter?

12 DUANE DUQUETTE: Yes. The primary
13 signature is Troy Charter, and then, depending on
14 the nature of the issue, sometimes the Chief Safety
15 Officer signs off on it, that sort of thing, but it
16 would be primarily -- your three primary people
17 would be Troy, the Chief Safety Officer, and then
18 Michael Morgan from his side.

19 EMILY YOUNG: And do you feel that the
20 approach between the City and RTG/RTM has been
21 collaborative in resolving these issues? What's
22 your sense of that relationship?

23 DUANE DUQUETTE: I believe some work --
24 some of it has been definitely collaborative and
25 we've made some good grounds. I mean, we talked

1 about the doors, we talked about the switches, we
2 talked about the switch heaters, that type of
3 stuff. So, definitely, some of it has been
4 collaborative and we've made progress.

5 I'm a results-oriented person, and
6 we've already discussed a couple of things I've
7 mentioned that I don't believe have moved forward
8 enough. But, I mean, we still work together with
9 them, to the best of our abilities.

10 EMILY YOUNG: Can you describe your
11 involvement in responding to the August 2021
12 derailment?

13 DUANE DUQUETTE: That would have been
14 the one at -- that was the first one, right? And
15 the second one was September? Yeah, I was one of
16 the initial responders. I got the call. So, at
17 the time I was Director of Rail Operations,
18 everything -- any delay over five minutes on the
19 rail line, I always required a phone call for. And
20 so this definitely, I would have got the call from
21 the TOCC, and then I would have escalated to Troy,
22 Troy would have escalated to John; at the same time
23 he's escalating to John, I would have been calling
24 Brandon and making arrangements.

25 Then I believe Troy, Brandon and myself --

1 and I believe Matt Pieters might have been there as
2 well -- we all met at Tunney's to take a look at
3 the issue and start investigating.

4 EMILY YOUNG: And once you were there,
5 you met, you saw the scene. What did you do next?

6 DUANE DUQUETTE: We went -- we
7 discussed with all -- like, I guess with the RTG
8 counterparts. Don't quote me but I believe it
9 might have been Tom Pate at that time, or it might
10 have been Steve Nadon, but those are two of their
11 primary managers when it comes to this sort of
12 things, discussed what the next steps are. What
13 happened, what the preliminary findings are, and
14 then what the next steps are.

15 EMILY YOUNG: What were the preliminary
16 findings at that point?

17 DUANE DUQUETTE: The belief at that
18 point was it was just a switch derailment, because,
19 due to its location in the rail industry -- and
20 don't quote me on these as exact, but most -- I was
21 going to say nine out of ten but -- I can't give
22 you an exact number, but most derailments and that
23 happen at switches. And it makes sense. That's
24 where your most variables are, that's where your
25 moving parts are.

1 So initial thoughts were it had
2 something to do with the switch, and it wasn't
3 believed to be vehicle-specific. But, again, you
4 don't come to a final conclusion there either. You
5 just take a look at your information and you make
6 your best assessment possible.

7 But one of the priorities is to, you
8 know, remove the vehicle so that you can do a more
9 fulsome deep dive, and then -- on both the track
10 and the vehicle and any other elements of what
11 could have contributed.

12 EMILY YOUNG: And has there been a
13 final determination made for the cause of that
14 derailment?

15 DUANE DUQUETTE: Yes and no. An
16 overheated bearing is what caused it. What caused
17 the overheated bearing is still -- we're still
18 awaiting those answers.

19 EMILY YOUNG: And would the TSB have
20 been notified as well when --

21 DUANE DUQUETTE: Absolutely.

22 EMILY YOUNG: Yes. And the TSB was
23 obviously undertaking an investigation. Was the
24 City also doing the same thing concurrently?

25 DUANE DUQUETTE: We would have

1 investigated the situation, yes.

2 EMILY YOUNG: And at what point did you
3 make the decision to shut down service? Was that
4 when you arrived on site after the derailment
5 happened?

6 DUANE DUQUETTE: No. Like I said, the
7 initial assessment was, you know, they didn't know
8 that it was -- it could have been a systemic issue.
9 Like I said, the early indicators is it was right
10 at a switch, it was -- you know what I mean, so...

11 But once they started moving the
12 vehicle and they discovered that it was the
13 bearing, that's when the decision was made to stop,
14 because that's when it was -- this could be a
15 systemic issue.

16 EMILY YOUNG: And what was the process
17 for determining when the line was ready to go back
18 into service?

19 DUANE DUQUETTE: On that one, I'm not
20 as familiar. That one, you'd want to talk to
21 Brandon. I can go back and look. I'm definitely
22 -- I was probably, you know, part of some of the
23 meetings. But off the top of my head, I don't
24 remember that one. I have a lot more knowledge
25 about the second one.

1 EMILY YOUNG: Okay. Well, that's fine.
2 We'll talk about the second one.

3 On the first one, is the reason Brandon
4 would be knowledgeable because it was mainly a
5 determination about whether things were safe to
6 start up again?

7 DUANE DUQUETTE: Absolutely.

8 EMILY YOUNG: And so could you sort of
9 go through the same exercise in respect of the
10 second one? Like, how did you hear about it, what
11 did you do once you went to site?

12 DUANE DUQUETTE: Again, same type
13 situation. I would have been informed by TOCC,
14 made the phone calls. And, again, I'd have to take
15 a look at my logs to see who I called first, but
16 generally it's to Troy first, that's who I escalate
17 to, and then to Brandon. Or it could be vice
18 versa, but, either way, it would have been the two
19 of them.

20 And then made my way to the site, and
21 then -- at which point met up with -- Brandon was
22 definitely there, Matt Pieters was there, and I
23 also believe that Rob Johnson from TSB met us there
24 as well at some point during that one.

25 EMILY YOUNG: And what was the

1 assessment of the cause of that derailment?

2 DUANE DUQUETTE: That one required a
3 little -- well, you can see that there was
4 components laying on the ground. But having said
5 that, there was also some other damage to some of
6 the other infrastructure, to a switch and stuff
7 like that. So it wasn't like -- and here's the
8 deal. You don't want to make -- you want to get it
9 right.

10 But, you know, with the two
11 derailments, one after another, there's definitely
12 some sort of an issue that needed to be looked into
13 more in-depth before we continued on.

14 EMILY YOUNG: And when was the decision
15 made to stop service?

16 DUANE DUQUETTE: I don't recall off the
17 top of my head, but it would have been shortly
18 thereafter.

19 EMILY YOUNG: Do you remember what the
20 process was for determining that the system was
21 ready to go back into service?

22 DUANE DUQUETTE: Yeah. That's where we
23 involved TRA as a consultant, if you would, to help
24 us with determining the return-to-service plan, to
25 see if the checks and balances put in place by

1 ourselves and primarily, I guess, by
2 Alstom/RTG/RTM, were adequate to return to service
3 safely. A lot of that had to do with maintenance
4 because that was -- again, this is where the bolts
5 weren't tightened.

6 EMILY YOUNG: And do you think that the
7 system could have been returned to service any more
8 quickly? Or was all of that time required to be
9 sure that it was good to go?

10 DUANE DUQUETTE: I don't know
11 specifically. I mean, perhaps things could be done
12 quicker, but I don't think RTG was ready. Like,
13 even when we launched, they had only, like, seven
14 trains available. Like, when we relaunched, they
15 only had seven or eight trains. So I don't believe
16 that they were ready. So I would say -- I mean, if
17 it was a -- if it was a different maintainer,
18 possibly, but with the maintainer we had, no. They
19 weren't ready.

20 EMILY YOUNG: And after the derailment,
21 was part of the reason for that that you got the
22 sense that there was a need for more maintenance to
23 be done?

24 DUANE DUQUETTE: On the vehicles?

25 EMILY YOUNG: I guess mainly on the

1 vehicles, if these are issues with the vehicles.

2 DUANE DUQUETTE: I don't think it was a
3 matter of more. But to that point, I mean, as part
4 of the mitigation, there is additional inspections.
5 This isn't -- this wasn't -- I don't believe it was
6 a result of not enough maintenance on the vehicles.
7 It was a result of not enough checks and balances,
8 or systems in place, or management of the
9 maintenance.

10 EMILY YOUNG: Okay. So you discovered
11 that better management and systems governing the
12 maintenance was required?

13 DUANE DUQUETTE: And, actually,
14 "systems" probably isn't the right word. It's
15 probably more supervision. It's better maintenance
16 practice and supervision of the maintainers. Like,
17 even on the floor, more supervisors.

18 EMILY YOUNG: And is that accounted for
19 in the return-to-service plan?

20 DUANE DUQUETTE: There is -- yes, there
21 has been part of the return-to-service plan that
22 would -- for quality checks, if you would, that are
23 required.

24 EMILY YOUNG: Do you think that the
25 operators and controllers were sufficiently trained

1 to respond to the derailments?

2 DUANE DUQUETTE: Yes. I actually have
3 a lot of confidence in our operators and
4 controllers. They've been, like I've said, the
5 unsung heros of this whole three year operations.
6 And we continually do things to improve their skill
7 set.

8 We have -- oh, back to the SMS, part of
9 our initiatives is actually technical drills. We
10 insist that they all, you know, take part in these
11 technical drills, just for this type of occasions.

12 Technical drills aren't, you know, how
13 do you stop at a platform? It's for these type of
14 occasions, you know, the things that you don't see
15 on a daily basis. So, yes, absolutely, they were
16 trained.

17 EMILY YOUNG: And after the
18 derailments, did you implement any new or different
19 training?

20 DUANE DUQUETTE: I can't recall, I
21 apologize.

22 I mean, any type of thing, we do a
23 debrief afterwards. And if we find there's gaps,
24 like I said, we try to identify gaps and then, you
25 know, make a plan to address those gaps.

1 There definitely would have been one on
2 this, but I don't have it in front of me to tell
3 you what was the result.

4 EMILY YOUNG: Did they have to do any
5 additional training before service started up
6 again?

7 DUANE DUQUETTE: I'm trying to think.
8 I can't recall, I apologize.

9 EMILY YOUNG: That's no problem.

10 DUANE DUQUETTE: It wouldn't have been
11 extensive. Like, nobody was going through a
12 three-day course or nothing. If there was
13 something, it would have been, you know, smaller.

14 EMILY YOUNG: Are you aware of any
15 incidents similar to the overheating that caused
16 the first derailment occurring on Alstom trains
17 elsewhere in the world?

18 DUANE DUQUETTE: Yeah, every other rail
19 system in Canada. Like, not transit system, but
20 every freight rail system has hotbox detectors,
21 which are put in place to monitor bearings for
22 overheating, for that specific purpose. And there
23 are rules around those detectors.

24 EMILY YOUNG: But that hasn't been put
25 in place on this system?

1 DUANE DUQUETTE: It was RTM/RTG, again,
2 committed to looking into it. But to the best of
3 my knowledge, they have made zero progress on it.
4 We have brought it up on a couple of occasions.

5 EMILY YOUNG: So that's an open
6 question, then, with those?

7 DUANE DUQUETTE: Yes. But to that
8 point, other transit systems don't have them, so
9 maybe it's my background in freight that leads me
10 there.

11 EMILY YOUNG: Do you have any views on
12 what might have caused or contributed to the
13 breakdowns and derailments?

14 DUANE DUQUETTE: Well, the second one
15 was quality; they didn't tighten the bolts.

16 The first one is an overheated bearing,
17 but like I said, we're still waiting on the root
18 cause, as to what caused the bearing to overheat.

19 EMILY YOUNG: You think there were any
20 other broader systemic factors, or just those that
21 you've mentioned?

22 DUANE DUQUETTE: There's a lot of
23 commercial discussion on there, where -- we hear a
24 lot of commercial discussion. I know there's
25 arguments between Alstom and RTG as to root cause,

1 and I believe that's probably why it's been so long
2 for us to get it, but I would just be guessing.
3 I'm not an engineer, I apologize.

4 EMILY YOUNG: Okay. The Commission has
5 been asked to look into the commercial and
6 technical circumstances leading to the breakdowns
7 and derailments on Stage 1.

8 Are there any areas you think the
9 Commission should be looking into that we haven't
10 discussed this morning?

11 DUANE DUQUETTE: No. I think we
12 covered quite a bit of it.

13 My biggest takeaway is I didn't believe
14 -- well, I don't believe they were properly
15 staffed.

16 EMILY YOUNG: And the Commissioner has
17 also been asked to make recommendations to try and
18 avoid issues like this from happening again. Are
19 there any specific recommendations or areas of
20 recommendations that you suggest should be
21 considered? Perhaps other than increased staffing,
22 which I take it might be one that you would
23 recommend.

24 DUANE DUQUETTE: It's a difficult
25 question. I mean, when you're dealing with

1 projects, P3 projects, it's just a difficult
2 question, because you can't document every possible
3 concern. We already have a document that's umpteen
4 thousand pages. So, yeah, requiring more staffing,
5 that type of stuff, but nothing specific beyond
6 that.

7 EMILY YOUNG: Mr. Imbesi, do you have
8 anything to follow up on or add?

9 ANTHONY IMBESI: No, I don't. Thank
10 you.

11 EMILY YOUNG: Does Mr. Duquette's
12 counsel have any questions?

13 JESSE GARDNER: No, thank you.

14 EMILY YOUNG: Okay. I think we can go
15 off the record.

16 Thank you very much, Mr. Duquette.

17

18 -- Concluded at 12:02 p.m.

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1 REPORTER'S CERTIFICATE

2
3 I, JUDITH M. CAPUTO, RPR, CSR, CRR,
4 Certified Shorthand Reporter, certify;

5 That the foregoing proceedings were
6 taken before me at the time and place therein set
7 forth; at which time the interviewee was put under
8 oath by me;

9 That the statements of the presenters
10 and all comments made at the time of the meeting
11 were recorded stenographically by me and
12 transcribed at my direction;

13 That the foregoing is a Certified
14 Transcript of my shorthand notes so taken.

15
16 Dated this 18th day of May, 2022.

17 
18 _____

19 NEESONS, A VERITEXT COMPANY

20 PER: JUDITH M. CAPUTO, RPR, CSR, CRR
21
22
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25

WORD INDEX

< 1 >

1 3:4 9:12
144:7
10 84:11
10:30 6:9
10:33 82:3
10:47 82:4
12 85:10 129:25
12:02 1:16
145:18
13 100:4
101:23 102:12,
16, 19 113:19
14 86:21 123:6
15 81:24 84:11
100:3 101:24
102:12
16 38:21 39:1
69:18
17 1:8
17th 1:15
18th 146:16

< 2 >

20 39:16
2008 8:3
2009 5:15
2017 8:5 9:15
10:25 27:17
2019 10:25
27:17 108:12, 14
2021 133:11
2022 1:8, 16
146:16

< 3 >

30 39:17 123:7
33 5:14 6:2

< 5 >

5 6:4
56 40:5

< 6 >

6 5:14
600 17:21

< 7 >

7 6:2

< 8 >

80 86:4

80-plus 83:10

< 9 >

9 3:4
9:00 1:16 4:1

< A >

a.m 1:16 4:1
82:3, 4
abilities 133:9
ability 16:21
23:16 56:11
74:6 79:1
98:16 107:7, 22
111:22 114:6
120:3 127:1
abnormal 61:20
Absolutely 7:2
12:19 13:12, 17
17:3, 8 27:24
30:1 41:23
44:23 47:1
53:9 55:6
62:16 72:17
93:1 95:5
100:6, 7 115:16
118:21 119:20
127:3, 15
135:21 137:7
141:15
acceptable 30:6
57:6
accepted 56:7
accessibility
93:7
accidents 67:13
68:22
accompany
60:18
account 28:14
accounted
140:18
accurate 23:18
36:18 94:6
achieve 69:10
88:4, 5
achieved 89:14
acronyms 22:5
106:23
Act 5:15 6:3, 5
10:22
acted 34:10
Acting 10:12
action 50:13, 14,
18 51:2 55:9

62:12 71:13, 15
72:3, 16, 23
73:22
actions 18:11
121:3
actor 52:20
actual 40:22
57:23 72:7
76:16 89:13
132:4
adapt 43:9
80:16, 18
adapted 44:18
add 145:8
added 124:15
additional 29:24
30:16 60:14
82:22 127:25
140:4 142:5
address 141:25
addressed 46:7,
13
addressing 9:4
adequate 139:2
adjust 95:10
adjustment
68:14
adjustments
37:18, 20 70:8
126:3
adjusts 14:3
advance 86:6
advantages 80:9
advised 6:3
AFFIRMED 4:4
afraid 92:3
after 5:1 10:2
15:14, 18 26:15
68:24 74:22
76:6 93:20
94:10 101:3
103:9 108:7, 15
111:1, 3 115:10
132:6 136:4
138:11 139:20
141:17
ago 32:7 74:20
96:21 97:3
agree 52:19
102:19 113:2, 3
agreed 58:4, 5,
8 98:24 101:23
102:2 111:9
112:17

agreement 31:4,
18, 22 56:20
58:23 76:2
ahead 41:14
Alberta 7:22
Alicia 2:20
allow 82:23
105:5, 6
allowed 85:23
92:22 128:7
alluded 33:24
Alstom 35:7
42:5, 14, 16
45:5 58:10
78:10, 14
103:25 110:21
142:16 143:25
Alstom/RTG
58:1

Alstom/RTG/RTM
139:2
altogether 75:11
Alyth 7:9
amended 112:13
Amilcar 15:24
amount 19:16
40:20 68:4
88:5 124:23
127:5
analysis 102:17
and/or 29:14
90:19
answers 135:18
Anthony 2:4
20:7 82:5, 25
145:9
anticipated
119:14 120:7
anybody 14:2
29:20 35:5, 9
44:11 48:10
53:21, 25 54:1
55:20 93:14
95:22
anymore 121:24
anyway 6:9
125:9
anyways 33:4
61:6 64:22
75:2, 11 102:15
111:7
apart 129:22, 23
apologies 13:4
47:8 48:8 70:23

apologize 12:13
21:24 24:4
30:18, 21 36:2
48:20 49:13
50:8 53:19
58:17 65:12
69:20 72:19
76:8 87:6
93:11 96:20
141:21 142:8
144:3
apology 48:9
appear 3:15
appended 5:13
applied 13:8
32:13 95:19
110:19
apply 33:12, 14
62:19, 23 73:8
110:15
approach 43:12
110:22 132:20
appropriate
82:16
Approximately
9:24
area 7:20
areas 126:7
144:8, 19
argument
113:25 114:3
arguments
111:6 143:25
arisen 122:3
arising 90:13
131:25
arm's 50:6
84:11
arose 125:14
arrange 50:3
arrangements
133:24
arrived 136:4
arriving 32:1
Aside 8:13
66:17 90:19
asked 5:17
10:22 102:22
144:5, 17
asking 19:18
24:13 65:12, 14
asks 50:1
aspect 90:14
aspects 25:19
89:4 100:2

<p>assess 34:3 107:8, 18 127:11 assessed 89:1, 3 assessing 52:5 89:6 98:3 118:2 assessment 30:4 70:22 87:18 89:18 90:1 135:6 136:7 138:1 assessments 63:8 70:18 assist 34:7, 11 41:9 94:23 assisted 11:12 assume 32:6, 8 90:20 102:20 assurance 74:10 76:13 assurances 53:6 assured 106:16, 19 ATPM 39:8 67:20 68:20 69:1, 19 attendants 11:11 attended 77:22, 25 attending 1:15 attrition 85:11 audit 19:6, 7, 9, 21 20:1, 8, 15 21:18 22:13 48:19, 23 49:17 50:8 68:12 audited 36:13 auditing 36:14 48:17 auditor 27:1, 10 28:7 63:19 audits 18:13, 14, 22 19:5 49:4 66:4 70:18 audit-type 13:25 August 133:11 authority 17:1 30:24 31:4 46:5, 10 automated 44:9 122:18 automatically 122:25</p>	<p>availability 99:20 available 94:15 139:14 avoid 16:9 105:23 144:18 avoided 24:12 awaiting 135:18 aware 20:12 27:9, 15 28:5 30:7 31:17 32:21 49:16 51:19 57:23 63:17, 21 64:24 65:17 79:4, 13 81:9, 11 86:18 96:9 100:10 103:9 106:1 142:14 awareness 92:8 < B > back 10:24 13:7 30:19 32:23 39:24 47:24 52:23 58:18 73:3, 9 81:23 94:24 98:19 111:5 116:12, 22 117:22 119:4, 11 120:25 123:17 125:1 126:2 129:2 136:17, 21 138:21 141:8 background 143:9 backgrounds 47:20 bad 56:6 83:15 84:3, 7 balances 52:7, 13 88:4, 11 138:25 140:7 base 24:25 based 48:13 103:2 112:22 basically 15:1 29:11 54:16 62:14 67:8 68:1, 20 75:12 basics 41:12 basis 5:6 22:1 29:10 40:2</p>	<p>50:1 53:8 55:3 66:14 68:6, 8, 13 73:19 78:8 85:12 86:16 127:18 141:15 bathrooms 99:14 bearing 135:16, 17 136:13 143:16, 18 bearings 142:21 becoming 131:11 began 30:8 76:6 110:20 beginning 91:24 109:11 111:22, 25 112:2 116:18 119:16 124:10 131:6 begins 51:23 behalf 101:14 belief 134:17 believe 8:15 11:23 20:1, 9 22:4, 24 31:10 40:2 46:9 48:24 49:8 55:12 67:18 68:5, 11 70:3 73:16, 18 75:3 77:12 78:17 83:14, 18 86:9 87:4, 5, 13 88:9 89:17 90:8 91:10 96:2 97:5 115:19 117:2 119:8 123:10, 11, 17, 18 125:16 127:8 128:12 130:23 131:15 132:23 133:7, 25 134:1, 8 137:23 139:15 140:5 144:1, 13, 14 believed 135:3 believer 78:20 beneficial 41:1, 17 43:5 44:6 Berrada 49:23 best 32:19 33:20 34:6</p>	<p>44:16 56:22 87:20 123:4 133:9 135:6 143:2 better 47:21 51:3 60:1, 12 68:23 73:11 95:11 124:17 130:18 140:11, 15 big 17:19 27:7 59:11 61:6, 16 69:16 bigger 102:10 biggest 144:13 bit 8:23 11:12 13:19 14:13 18:10 25:15 30:23 31:9 32:7 40:11 42:21 43:2 59:13 60:15 65:25 74:15, 19 79:2 86:6 87:7 98:7 103:18, 20, 24 104:10 108:9 115:8 116:8 118:12 127:8 144:12 blah 28:25 blood 36:3 blurred 87:10 Boisvenue 47:7 bolt 127:24 bolts 9:7 23:7 55:18 120:3, 6 139:4 143:15 book 11:9 29:9, 15 33:6, 9, 12, 21 34:23 44:1 48:22 books 32:23 34:1 46:20 58:18 bought 113:19, 20 brake 43:25 62:13, 19, 20, 21 126:9 brakes 61:22 62:23 braking 126:5, 23 branch 13:14</p>	<p>Brandon 10:17 76:20 127:23 128:6, 10 133:24, 25 136:21 137:3, 17, 21 break 6:7 44:13, 15 81:20 91:1 breakdown 94:22 breakdowns 44:22 143:13 144:6 breakers 43:25 breaks 39:23 82:23 Bridge 75:24 124:21 129:4, 8 brief 4:6 bring 30:6 38:7 65:23 85:6 bringing 118:2 brings 29:12 66:11, 12 British 7:21 broader 143:20 broken 113:22, 23 brought 15:4 34:7 75:11 83:10 85:9 112:10 117:3 143:4 buckling 128:22 build 24:24 built 105:18 bulletin 28:19, 22 29:2 30:14 37:21 38:1, 11, 12 Bulletins 29:1, 11 30:11 70:25 71:6 bump 129:6 bunch 7:13 41:16 113:20 bus 17:4 20:2 25:7, 10, 16 55:12 72:12 75:3, 10, 21 83:4, 11, 22 84:9 94:11, 12 buses 75:25</p>
--	---	--	--	---

<p>bust 7:15 buy 113:19 buying 44:8</p> <p>< C ></p> <p>cabinet 43:23 Calgary 7:21 call 11:24 29:9 83:13 84:24 97:22 121:17 133:16, 19, 20 called 26:18 27:3 28:18 57:4 64:21, 25 76:21 77:12 118:8 137:15 calling 133:23 calls 137:14 calm 43:3 CamCom 97:23 cameras 97:4, 10 98:19 Canada 6:5 28:24 31:3, 19 33:10, 11 48:2, 9, 11, 15 52:10 75:14, 15, 19 125:3 129:14 142:19 Canada's 7:9 Canadian 7:3 33:9 capabilities 19:12 21:19 capacity 45:8, 13 Caputo 2:19 146:3, 20 car 7:18 care 71:23 113:1 cars 84:10 Case 53:3 63:18 64:4, 19 85:6 109:22 categorization 113:5 114:5 categorize 109:2 112:23 categorizing 109:7 caused 102:7, 11, 24 135:16 142:15 143:12,</p>	<p>18 CBTC 40:10 centre 104:16 certain 4:16 30:10 45:14 54:2 57:5 63:5 65:8 88:5, 6 89:10 92:22 106:16 114:5 124:20 126:7 Certainly 11:3 15:10 40:12 CERTIFICATE 146:1 certification 54:19 Certified 146:4, 13 certifier 26:24 27:1 59:8 certify 146:4 challenges 23:24 83:22 change 12:2 29:7, 8, 25 30:2, 14, 17 123:13, 16 changed 12:17 45:9 115:4 125:4 changes 28:15 29:17 87:11 charge 12:15 Charter 15:22 88:18 90:19 132:10, 13 check 48:24 70:2 119:21 120:25 123:11 checked 92:23 checking 89:10 119:18 120:10 checks 52:6, 13 88:3, 11 121:11 138:25 140:7, 22 Chief 10:12, 15, 18, 23 12:10 14:15, 19, 25 15:23 16:2, 16, 19, 23, 25 28:1 36:25 70:15 74:5 76:25 77:7, 19 132:14, 17 chose 40:18 chosen 40:21</p>	<p>circumstances 144:6 CITY 1:7 2:9 6:25 8:5, 7, 12, 13 9:15 30:25 31:4, 18 32:8, 13 49:3 52:20 53:24 54:8 87:9 93:5, 19 95:22 96:6 99:19 101:8, 14, 23 102:18 109:15, 22 112:11, 23 114:19 115:22 118:1 120:9 121:16 132:20 135:24 City's 48:1, 3 50:21 53:15 101:10 110:22 131:25 civil 5:20 classified 22:13 clean 46:14 56:8 104:15 121:19 cleaning 119:9 cleanliness 121:8 clearly 24:6 clichéd 53:21 climate 123:4 Close 40:6 122:25 coach 80:5 coating 73:8, 9 co-counsel 4:15 cohort 86:9 cohorts 86:3, 6 cold 73:15 123:7 129:1, 17, 19 collaborative 4:14 132:21, 24 133:4 Columbia 7:21 come 7:13 17:17 21:14 24:8 37:19 42:9, 16 43:12 46:6 51:13 53:17 55:23 58:19, 22 61:23 71:14 84:13</p>	<p>94:22 103:17 106:14 116:4 128:3 131:2 135:4 comes 29:2 32:16 37:24 52:24 53:12 58:16, 20 59:16 75:13 97:5 109:6 120:18 123:4 130:5 134:11 coming 17:18, 21 28:24 49:10 51:16 60:25 129:6 command 62:24 commands 61:19 commence 4:23 commencing 4:1 comments 146:10 commercial 143:23, 24 144:5 COMMISSION 1:6 2:1 4:20 144:4, 9 Commissioner 144:16 commissioning 26:15 79:6, 15 82:9, 11, 18 Commission's 4:12, 21, 25 5:5 commitments 128:20 committed 143:2 Committee 29:9, 10 66:11 committees 71:1, 4, 8 communicate 28:20 29:17 41:12 79:1 114:19 121:22 communicated 63:13 115:1 communication 28:21 Communications 28:23</p>	<p>company 27:7 146:19 competition 80:11, 12, 13 complete 51:1 62:9 85:15 completed 49:3 84:17 92:5 completely 52:11 completion 71:15 85:22 86:11 96:7 compliance 14:22 49:23 67:21, 24 68:2, 4 69:2, 19 74:9 75:7, 13 76:7 complying 18:14 component 22:12 components 138:4 compressing 129:21 Compression 79:22 129:7, 20 computer 61:16, 17 62:8 computer-based 39:11 40:15 126:2 concept 23:3 44:8 concern 17:22 18:2 53:22 111:16 113:23 145:3 concerns 21:6 59:17 91:16, 19, 21, 25 106:9, 12, 16 107:13, 21 110:22 111:8, 12 114:19 Concluded 145:18 conclusion 135:4 concurrently 135:24 conditions 55:13 129:9, 12 conduct 98:16 105:7 107:4 conductor 7:3, 4</p>
---	--	--	---	---

<p>Confederation 77:8 confidence 141:3 confidential 5:6 conjunction 72:23 73:7 consider 54:8 70:21 considerable 127:5 considered 127:13 144:21 consistent 78:1 consistently 107:14 Constable 15:4 constant 95:11 construction 15:15, 16 24:16 26:12, 16 64:20 89:9 98:11 101:12 103:1, 10 110:1 132:5 consultant 138:23 consultants 34:7 64:14, 18 consulted 100:13 123:18 contemplated 76:4 contents 31:18 context 118:12 126:6 contingency 84:24 continually 141:6 continue 17:22 57:6 82:6 95:6 continued 138:13 continuing 22:7 84:18 130:19 continuous 21:23 95:12 129:10 continuously 95:7 contract 13:10 58:20, 23 106:25 111:9 112:4 116:21</p>	<p>117:1, 4, 21 129:8, 11 contractions 129:1 contractor 18:8 23:1 105:17 contractors 24:24 29:20 contracts 12:22 13:2, 4 109:8 132:7 contributed 135:11 143:12 control 39:11, 14, 15 40:16 42:15 43:3 45:23, 24, 25 74:9, 23, 25 75:9 76:12 89:12 104:16 117:17 126:2 controlled 7:20 39:24 controller 46:10 54:1 controllers 11:13, 16 29:18, 19 35:5 37:15 42:20, 22 43:12, 16, 19 44:25 45:7 55:8 78:22 87:24 117:23 140:25 141:4 controls 34:18 cooperations 116:11 cooperatively 116:4 coordinating 42:5 copies 66:16 correct 5:9 6:20 8:1 9:21 10:13, 14, 21 14:11 16:4 20:14, 23 21:4 30:12 31:16 35:14 56:17 57:18 60:5, 9 71:20 83:3, 7, 11 94:1 101:9 108:1, 16 109:6 118:6</p>	<p>corrections 5:1, 4, 12 corrective 18:11 correctly 88:23 89:8 108:9 correspondence 18:7, 9 corresponding 132:1 COUNSEL 2:1, 3, 4 4:17 5:5 6:13 145:12 counterparts 134:8 country 31:11 couple 12:2 15:2 18:15 42:12 46:3 62:5 70:8 73:13 75:4 88:18 91:24 93:21 97:22 101:4 105:7 108:7, 15 109:13, 20 112:4, 5 117:1 126:19 133:6 143:4 couplers 62:4 course 7:18 11:4, 9 18:17 34:24 38:21 50:13 55:9 62:12 70:25 88:8 111:18 142:12 courses 69:17 covered 144:12 COVID 74:21 85:2 100:24, 25 102:3 122:20, 22 123:19 CP 8:2 13:21 crack 56:9 cracked 127:20 cracking 127:20 128:2 created 65:7 76:21 creating 36:10 credit 115:10 crews 54:18 criteria 56:10, 19 87:12 91:21</p>	<p>119:8 criticized 116:6 CROR 33:3, 8 crossed 23:6 crossing 61:7 crossings 61:7, 8 crowd 17:22 Crown 5:21 CRR 146:3, 20 crunch 102:13 CSR 146:3, 20 current 15:24 74:8 currently 10:15 Curriculum 3:4 9:12 38:19 customer 8:20, 25 9:3 67:13 customers 94:14 CV 6:13, 18 9:9 < D > daily 13:6 109:7 111:10, 15, 21 112:9 116:20, 22 141:15 damage 138:5 dangerous 33:14, 15, 16 dark 43:23 data 67:9, 12 date 21:15 85:21 86:10 123:15 130:18 Dated 146:16 dates 128:5, 9, 19 Davis 12:12 day 1:15 28:24 80:4 88:20, 22, 23 89:22 90:1, 7, 9, 14 111:14 114:12 122:17 146:16 days 86:21 88:18 89:23 90:25 91:1, 3 103:20 day's 89:1 day-to-day 52:16 53:8 55:3</p>	<p>deal 17:19 86:2 111:23 112:7 128:22 131:10 138:8 dealing 23:13 36:6 41:22 51:20 99:7 112:19 144:25 deals 74:8 death 25:12 debrief 95:8 141:23 decide 30:15 decides 50:7, 9 decision 17:11 41:19 83:16 100:15 102:7 128:11, 14 136:3, 13 138:14 decision-makers 112:20 decision-making 87:16 decisions 16:17 declaration 4:12 deemed 5:16 64:6 deep 135:9 Deer 7:21 default 62:2 defaulting 123:2 defaults 61:21 62:11 defects 108:2, 5 deficiencies 96:6 97:2, 16, 20 98:15, 25 deficiency 96:9 98:10, 11 132:4, 6 definite 30:11 definitely 45:8 46:13 52:1 67:4 78:2 88:10 113:17 117:10, 11, 16, 20 118:14 120:17 121:4 122:10 131:12 132:24 133:3, 20 136:21 137:22 138:11 142:1 degree 52:10 delay 133:18</p>
---	--	--	---	--

<p>delayed 37:9 102:24</p> <p>delays 79:14, 17 80:9 103:1</p> <p>delegate 47:4</p> <p>delegated 30:24 31:3</p> <p>deliver 48:14</p> <p>department 11:19, 20 12:2, 4, 22, 23 13:2, 4, 22, 24 14:4 15:5 22:1, 17 23:13 27:25 32:2 36:19 49:10 51:16 54:15 65:21 66:4, 15 67:22, 25 70:15 74:8 75:5, 7, 8 78:8 80:21, 22 102:15 119:4 126:1 132:7</p> <p>departments 14:24 15:1</p> <p>departure 10:21 15:20</p> <p>Depending 37:23 101:10, 11 104:18 121:7 132:13</p> <p>depends 67:10 71:18 72:6 73:25 76:14 132:3</p> <p>Deputy 10:15 14:15 15:25 16:16 19:1, 3 76:25 77:6</p> <p>derailment 120:4 133:12 134:18 135:14 136:4 138:1 139:20 142:16</p> <p>derailments 101:3 115:11 134:22 138:11 141:1, 18 143:13 144:7</p> <p>describe 11:1 52:3 88:18 133:10</p> <p>describing 23:11 126:13</p>	<p>design 23:20 24:1, 19 36:1 59:13 60:1 63:7, 14 117:13, 15 122:18 123:5 130:11</p> <p>designed 24:9 50:5 59:15 118:5 124:11</p> <p>designing 32:22 63:12</p> <p>despite 40:10</p> <p>detail 37:4 65:16</p> <p>detectors 142:20, 23</p> <p>determination 135:13 137:5</p> <p>determine 18:19</p> <p>determined 18:12</p> <p>determining 109:2 136:17 138:20, 24</p> <p>develop 48:13 75:5</p> <p>developed 42:21 43:15 74:16 75:12 130:17</p> <p>developing 35:16 46:24 47:2, 15 62:25 87:2</p> <p>Development 11:25 47:12</p> <p>device 94:24 124:6</p> <p>devise 128:3</p> <p>devised 31:22 57:20</p> <p>devising 57:23 72:4</p> <p>diagnose 61:24</p> <p>diesel 7:17</p> <p>difference 53:19 71:24</p> <p>differences 52:12</p> <p>different 7:14, 16 11:19 15:15 17:9 24:20 25:19 28:19, 20 32:14 38:4 42:12 47:19, 20</p>	<p>49:19 57:2 64:13 78:4 84:2 89:3, 4, 9 93:18 106:6 111:8, 17 112:19, 20 115:6 116:25 129:9, 12 139:17 141:18</p> <p>differs 13:21</p> <p>difficult 17:11 117:5 127:25 144:24 145:1</p> <p>difficulties 102:7, 10, 12</p> <p>diligent 129:16</p> <p>direct 27:5 79:2 100:15</p> <p>directed 50:14</p> <p>direction 115:12 146:12</p> <p>directions 7:14, 16</p> <p>directly 15:6, 24 37:5, 7 41:6 67:22 107:10</p> <p>Director 10:3 12:17 15:19 74:24 77:21, 22 133:17</p> <p>director's 116:19</p> <p>disagree 112:14, 15</p> <p>disagreements 47:14 90:13, 16, 17</p> <p>disclose 46:12</p> <p>discovered 136:12 140:10</p> <p>discuss 88:23</p> <p>discussed 8:14 40:17 66:13 68:12 110:7 133:6 134:7, 12 144:10</p> <p>discussing 77:10 97:13</p> <p>discussion 76:9 143:23, 24</p> <p>discussions 90:17 104:23 106:2 111:14 117:7 131:16, 20</p>	<p>dispatched 42:18 45:10 104:17</p> <p>display 45:15</p> <p>displays 126:11</p> <p>disposal 18:4</p> <p>dispute 112:12, 14</p> <p>disputes 112:8</p> <p>disruptions 53:3 61:10, 13</p> <p>distant 27:12</p> <p>dive 135:9</p> <p>document 64:25 65:1 74:23, 25 75:9 95:7 118:16 145:2, 3</p> <p>documentation 22:2 50:2, 3, 11, 25 51:3, 9, 24, 25 76:16 120:15, 18</p> <p>documenting 46:21</p> <p>documents 3:9, 14 52:2 79:24 103:13</p> <p>doing 7:5 14:6 27:18 33:22 35:8 36:12 43:20 54:10 55:7 58:13, 16 76:12 78:16, 18, 24 104:12 108:20, 21 109:5 116:6, 16 117:21 119:12, 22 120:13, 24 121:11 130:18, 20, 22 135:24</p> <p>dollar 113:4, 6</p> <p>dollars 113:2</p> <p>Donna 74:25</p> <p>door 57:13 122:8, 21</p> <p>doors 57:7, 8, 9 122:18, 25 123:6 133:1</p> <p>dotted 23:5</p> <p>double 123:11</p> <p>double-edged 116:1</p> <p>downgraded</p>	<p>100:4</p> <p>downtown 73:5</p> <p>drafting 27:22</p> <p>drastic 17:6</p> <p>draw 85:4</p> <p>drew 61:3 83:11</p> <p>drills 37:12 86:13 93:2 94:4 105:8 141:9, 11, 12</p> <p>drive 39:7, 10, 22 67:20 69:1, 19 71:4 129:4</p> <p>driverless 39:17</p> <p>drivers 39:18 82:10, 14, 15</p> <p>driving 39:2, 4, 5 40:3 84:10</p> <p>dry 93:22, 23</p> <p>DUANE 1:7 2:9 3:4 4:4 6:11, 15, 17, 20 7:2 8:1, 4, 9, 15, 24 9:13, 16, 21, 24 10:3, 7, 14, 20 11:3, 18, 21, 23 12:6, 9, 19 13:3, 12, 15, 17, 20 14:11, 16, 19 15:10 16:4, 9, 13, 19 17:3, 8, 25 18:6, 24 19:23 20:9, 14, 23 21:4, 7, 12, 20 22:19, 24 23:17, 22 24:3, 14 25:5 26:1, 7, 13, 19, 23 27:5, 11, 23 28:10, 17 29:19 30:1, 9, 18 31:1, 5, 8, 16, 20, 24 32:15 33:25 34:5, 25 35:4, 9, 14, 18 36:17, 22 37:6, 23 38:18, 24 39:3 40:7, 12 41:23 42:10 43:16 44:23 45:4 46:2, 19 47:1, 17 48:3, 7, 18 49:5, 12, 18, 24 50:19 51:10 52:6, 22 53:18</p>
---	--	--	---	--

54:11 55:6 56:3, 17, 21 57:18, 21 58:5, 8, 15 59:6 60:3, 9, 24 62:15 63:4, 20 64:3, 11 65:2, 10, 19 66:8, 23 68:19 69:8, 15 70:2, 11, 19, 23 71:11, 18 72:6, 17, 25 73:25 74:11, 14, 18 76:8, 14, 23 77:2, 5, 11, 15, 18 78:15 79:3, 8, 16, 20, 25 80:12, 19 81:4, 11, 22, 25 82:19 83:7, 14, 24 84:18 85:20 86:1, 20, 24 87:4, 13, 20, 25 88:15, 21 89:5, 23 90:4, 8, 16, 22, 24 91:8, 18, 23 92:3, 7, 10, 19, 25 94:1, 19 95:5, 18 96:2, 8, 14, 19 97:12, 18 98:6, 18 99:2, 9, 21 100:6, 9, 14, 23 101:9, 18, 25 102:9, 20, 25 103:7, 15 104:3, 8, 14, 21, 25 105:11, 15, 25 106:5, 11, 15, 20 107:6, 10, 20, 24 108:4, 13, 19, 23 109:5, 12, 17, 24 110:13, 24 111:3, 13 112:3, 9, 25 113:10, 16 114:9, 16, 22 115:5, 16, 19, 25 116:17 117:10 118:6, 10, 19, 24 119:20 120:1, 14 121:7, 12, 15, 23 122:5, 10, 14 123:10, 23 124:3 125:6, 16, 24 126:22 127:3, 15, 22 128:12, 16, 24	130:4, 16 131:4, 10 132:3, 12, 23 133:13 134:6, 17 135:15, 21, 25 136:6, 19 137:7, 12 138:2, 16, 22 139:10, 24 140:2, 13, 20 141:2, 20 142:7, 10, 18 143:1, 7, 14, 22 144:11, 24 duct 124:15 due 128:9 DUQUETTE 1:7 2:9 3:4 4:4, 6 6:11, 12, 15, 17, 20 7:2 8:1, 4, 9, 15, 24 9:13, 16, 21, 23, 24 10:3, 7, 14, 20 11:3, 18, 21, 23 12:6, 9, 19 13:3, 12, 15, 17, 20 14:11, 16, 19 15:10 16:4, 9, 13, 19 17:3, 8, 25 18:6, 24 19:23 20:9, 14, 23 21:4, 7, 12, 20 22:19, 24 23:17, 22 24:3, 14 25:5 26:1, 7, 13, 19, 23 27:5, 11, 23 28:10, 17 29:19 30:1, 9, 18 31:1, 5, 8, 16, 20, 24 32:15 33:25 34:5, 25 35:4, 9, 14, 18 36:17, 22 37:6, 23 38:18, 24 39:3 40:7, 12 41:23 42:10 43:16 44:23 45:4 46:2, 19 47:1, 17 48:3, 7, 18 49:5, 12, 18, 24 50:19 51:10 52:6, 22 53:18 54:11 55:6 56:3, 17, 21 57:18, 21 58:5, 8, 15 59:6 60:3, 9, 24 62:15 63:4, 20 64:3,	11 65:2, 10, 19 66:8, 23 68:19 69:8, 15 70:2, 11, 19, 23 71:11, 18 72:6, 17, 25 73:25 74:11, 14, 18 76:8, 14, 23 77:2, 5, 11, 15, 18 78:15 79:3, 8, 16, 20, 25 80:12, 19 81:4, 11, 21, 22, 25 82:8, 19 83:1, 7, 14, 24 84:18 85:20 86:1, 20, 24 87:4, 13, 20, 25 88:15, 21 89:5, 23 90:4, 8, 16, 22, 24 91:8, 18, 23 92:3, 7, 10, 19, 25 94:1, 19 95:5, 18 96:2, 8, 14, 19 97:12, 18 98:6, 18 99:2, 9, 21 100:6, 9, 14, 23 101:9, 18, 25 102:9, 20, 25 103:7, 15 104:3, 8, 14, 21, 25 105:11, 15, 25 106:5, 11, 15, 20 107:6, 10, 20, 24 108:4, 13, 19, 23 109:5, 12, 17, 24 110:13, 24 111:3, 13 112:3, 9, 25 113:10, 16 114:9, 16, 22 115:5, 16, 19, 25 116:17 117:10 118:6, 10, 19, 24 119:20 120:1, 14 121:7, 12, 15, 23 122:5, 10, 14 123:10, 23 124:3 125:6, 16, 24 126:22 127:3, 15, 22 128:12, 16, 24 130:4, 16 131:4, 10 132:3, 12, 23 133:13 134:6, 17 135:15, 21, 25 136:6, 19	137:7, 12 138:2, 16, 22 139:10, 24 140:2, 13, 20 141:2, 20 142:7, 10, 18 143:1, 7, 14, 22 144:11, 24 145:16 Duquette's 145:11 duties 11:2, 4 111:7 duty 91:5 117:2 < E > earlier 24:1, 11 61:10 109:25 124:6 early 22:25 73:17 136:9 easier 22:8 east 124:23 ebbs 115:6 edit 67:5 education 8:11 effect 29:12 74:21 95:25 96:4 effecting 29:1, 2 efficient 79:2 effort 57:25 either/or 116:7 electric 124:11, 16, 24 element 17:15 27:24 35:20 36:6, 8 37:1 53:7 55:14 92:12 120:17 elements 32:9 66:14 71:3 119:2 124:20 135:10 elevators 110:5 eliminating 59:16 else's 53:16 emergency 41:4 62:13, 17, 20, 21 93:13 110:3 126:5, 9 Emily 2:3 4:5 6:12, 16, 18, 22 7:23 8:2, 6, 10, 22 9:8, 14, 18, 22 10:1, 5, 11,	17, 24 11:15, 20, 22 12:4, 7, 16 13:1, 10, 13, 16, 18 14:7, 12, 18 15:7 16:3, 6, 11, 14, 25 17:5, 24 18:3, 21 19:17 20:5, 11, 19 21:2, 5, 10, 17 22:15, 23 23:10, 19, 23 24:5 25:1, 18 26:3, 11, 17, 21, 25 27:9, 16 28:4, 13 29:16, 23 30:7, 13, 22 31:2, 6, 14, 17, 21 32:11 33:19 34:2, 21 35:2, 7, 12, 15 36:9, 21 37:2, 19 38:14, 23 39:1 40:6, 8 41:20 42:3 43:11 44:20, 24 45:21 46:17, 23 47:13, 24 48:5, 16 49:1, 11, 15, 21 50:17 51:8 52:1, 19 53:14 54:2 55:1, 25 56:13, 18 57:15, 19 58:2, 7, 9 59:2, 25 60:4, 19 62:13, 25 63:17 64:1, 8, 24 65:5, 13, 24 66:19 68:16 69:7, 11 70:1, 9, 13, 20 71:9, 16 72:3, 14, 21 73:21 74:7, 12, 15 76:3, 11, 20, 24 77:3, 8, 14, 16 78:13, 25 79:4, 13, 18, 22 80:10, 17 81:2, 8, 19, 24 82:1, 6 83:1, 12, 20 84:16 85:13, 23 86:17, 22 87:1, 11, 17, 22 88:13, 16 89:2, 20, 25 90:5, 12, 18, 23 91:6, 15, 19 92:1, 4, 8, 17, 21
---	---	---	---	---

93:24 94:17 95:1, 14, 24 96:5, 11, 16 97:9, 15, 25 98:14, 23 99:4, 18 100:1, 8, 12, 20 101:7, 15, 21 102:6, 17, 23 103:2, 12, 21 104:6, 9, 19, 22 105:9, 12, 21 106:1, 8, 12, 18 107:3, 7, 17, 21, 25 108:12, 17, 21, 25 109:10, 15, 21 110:10, 21 111:1, 11 112:1, 6, 21 113:8, 12 114:2, 13, 18 115:3, 14, 17, 21 116:12 117:6, 24 118:7, 15, 22 119:17, 23 120:9 121:6, 10, 14, 20 122:1, 8, 12 123:8, 21, 25 125:4, 13, 21 126:20, 25 127:12, 19 128:10, 13, 21 130:1, 14 131:1, 8, 24 132:9, 19 133:10 134:4, 15 135:12, 19, 22 136:2, 16 137:1, 8, 25 138:14, 19 139:6, 20, 25 140:10, 18, 24 141:17 142:4, 9, 14, 24 143:5, 11, 19 144:4, 16 145:7, 11, 14 employ 10:15 18:13 34:19 employed 18:7 40:21 employee 67:14 employees 16:22 54:16 55:10, 18 75:4 77:25 78:3 empower 55:9 empowered	16:22 55:15, 22 EMS 93:13 encountered 23:23 45:22 105:24 ended 84:22 ends 84:20 engage 82:17 engaging 25:23 engineer 26:8 60:1 90:10 91:12 130:5, 12 144:3 engineered 53:1, 4 59:17 60:11 61:2, 12 64:5 engineering 13:22 27:4 53:5 engineers 105:18 engineer's 126:10 ENMAX 125:9 ensure 14:5 18:14 20:17 23:4 55:7 59:3 82:15 ensuring 52:20 66:1 enter 4:20 entered 5:1, 6, 11 59:4 96:7 99:19 entering 116:15 entire 29:3 111:23 entirely 122:20 entry-level 7:7 equipment 127:10, 14 error 67:4 126:8 130:11 errors 5:10 escalate 16:23 137:16 escalated 112:16, 18 133:21, 22 escalating 133:23 escalators 110:5 escape 69:21 essential 67:19 establish 5:19	established 46:16, 18 56:10 98:24 establishing 11:6 e-tels 110:2 eventually 74:2 Everybody 29:3 30:16 35:24 48:12 53:12 54:24 55:14 62:22 91:8 everybody's 52:23 evidence 4:11, 21 5:2, 7, 11, 23 6:1, 5 evolution 42:11 44:25 evolved 42:19 exact 14:1 39:14 55:22 72:20 74:19 85:21 134:20, 22 exactly 12:1 15:13 118:13 exam 88:3, 9 example 29:18 57:7 109:3 120:12 examples 65:11 69:13 exams 88:2 exceeding 46:5 excessive 126:15 exercise 137:9 exercises 37:12 exhibit 9:11, 12 EXHIBITS 3:1 existed 63:22 existing 84:7 expand 129:8, 11 expansion 129:7 expect 44:17 51:1 57:16 130:13 expectation 126:17 expected 129:24 experience 6:25 8:7, 11, 14, 16, 17, 20 9:1, 6, 20 13:21 34:12, 16,	18 83:5 84:3 105:13 117:4 129:1 expert 101:20 expertise 24:23 59:22 experts 34:11 explain 8:22 13:18 21:19 58:12 66:21 68:17 100:20 122:12 explained 24:6 129:3 explaining 69:6 exposed 86:15 124:22 exposure 80:3, 7, 23 81:1 94:13, 15 105:6 exposures 94:7 extensive 11:9 22:21 33:11 34:12, 16, 18 66:25 79:9 142:11 extensively 25:14 extent 98:3 external 93:3 94:7 extra 28:25 80:24 81:1 82:23 124:15 extreme 74:4 129:13 extremely 73:7 < F > facilitate 110:17 fact 47:1 60:25 61:2 71:25 82:19 83:21 103:9 116:25 119:11 factors 143:20 fail 90:15 fails 91:24 failure 124:7 failures 80:4 92:2 123:22 131:17 Fair 6:22 19:17 32:11 55:1	65:13 85:13 101:21 fairly 45:16 50:20 94:3 fall 62:10 77:7 115:8 131:18 falls 60:16 familiar 7:11 26:19 33:4, 5, 7 39:9 48:1, 16 96:5 97:22 99:18, 22, 24 118:7 136:20 familiarity 37:16 93:16 familiarization 93:4 faults 43:25 45:14 131:14 favourite 60:14 features 93:8, 9 fed 89:11, 17 Federal 32:14 33:8, 23 75:25 76:1 Federally 32:20 feed 14:25 feedback 37:17 116:20, 22 117:16, 22 feel 83:15 87:17 95:15, 18, 19 127:7 129:6 132:19 feet 46:6 fell 12:12 felt 76:5 80:17, 22 113:8 Field 7:21 45:9 120:13, 15, 16, 17 figure 113:4, 6 fill 129:23 fills 65:25 final 88:9 90:6, 9, 11 95:25 135:4, 13 finalized 130:20 find 32:1 83:20 96:25 97:1 130:23 141:23 findings 134:13, 16 fine 24:5 65:17 137:1 finish 95:20
---	--	--	---	--

Fire 93:13
94:20 110:4
firm 78:20
fit 124:12, 25
fits 25:24
fix 42:8 53:23
110:18
fixed 53:23
57:16
flats 125:14, 18,
23 126:15
127:16
flip 44:2
flips 40:4
floor 140:17
floors 56:8
flowed 93:20
flows 115:6
focus 41:24
114:6
focusing 68:10
folks 36:10
follow 35:10
71:15 116:15
145:8
followed 3:10
121:3
following 3:9,
15 88:22
follow-up 4:17
82:7
foolish 39:21
forefront 33:18
97:6, 10
foregoing 146:5,
13
form 46:22
forth 125:1
146:7
forths 13:7
forward 9:4
66:11, 12 78:11
133:7
found 39:19
40:9, 24 41:5,
16 42:3, 24
43:4 61:1
119:24
framework
30:24 47:25
freight 34:14
60:25 61:6
105:17 142:20
143:9

frequency
125:19 127:18
129:25
frequent 125:22
129:18 130:2
front 19:24
22:8 35:5
38:19 68:3
86:10 101:5
142:2
f-tels 110:4
fulfil 50:13, 15
fulfill 23:14
fulfilled 98:4
fulfillment 98:7
full 43:1 85:7
full-time 47:11
fully 44:8
fulsome 135:9
function 13:25
39:13, 18 63:21
fundamental
127:13
future 95:11

< G >
gained 9:1
80:22, 23
gamut 71:22
75:21, 25
gaps 141:23, 24,
25
garage 55:19
garbage 121:18
Gardner 2:11
145:13
gas 125:2, 8, 10,
12
Gatineau 75:24
Gaul 34:10, 16
91:9
general 28:23
89:25 106:12
115:18
generally 7:20
19:4 46:2
72:18 137:16
gentleman 47:7
78:4
gentleman's
20:10
gentlemen 34:10
get-go 84:14
GIDS 61:9
gift 52:8

give 4:6, 7
30:15 44:5
50:17 64:1
65:16 76:10
115:10 118:12
122:5 134:21
given 5:8, 21
20:17 36:9
69:14 75:10
83:17 89:12, 13
116:10, 20
124:17
gives 41:6
giving 6:1 94:7
glass 113:22, 23
glossed 42:2
GM 15:24
goals 128:5
Good 6:11
41:19 42:1
81:20, 22, 25
87:18 95:12
96:20 105:19
111:24 112:2
115:12 119:7
132:25 139:9
goods 33:14, 16
governing
140:11
Government
75:23, 25
great 16:1 86:2
131:10
greenfield 70:7
84:6 126:17
Greg 12:12
grinding 62:22
ground 5:17
138:4
grounds 132:25
groundwork 7:5
group 93:15
103:11 110:1
groups 37:10
63:6 89:8, 16
93:10 94:8
105:7
grown 22:20, 22,
23
growth 44:7
Gruenberger
2:11
guess 12:9
13:11 21:8
24:7 26:13

42:7 44:21
51:24 54:3
59:24 60:1
65:11 78:10
81:8 83:13
97:19 108:6
128:19 131:2
134:7 139:1, 25
guessing 49:14
128:17 144:2
guidance 43:19
guide 42:17, 23
43:3
guidelines
62:10 116:16

< H >
habit 25:12
habits 84:3, 8
half 10:8 19:2
88:25 129:25
halt 62:22
hammer 109:9
hand 65:5
126:24
handed 98:11
handing 45:25
handle 102:14,
16 123:2
handled 127:23
handover 57:12
108:11, 18
happen 129:16,
17 134:23
happened 12:24
21:13 30:8
32:5, 6, 7 55:11,
12 56:4 134:13
136:5
happening
125:19 144:18
happens 7:13
57:3 115:7
125:18 129:19
Hat 7:22
hazard 59:19
63:7
head 30:20
36:18 65:3, 20
72:22 96:24
136:23 138:17
health 66:10
71:1, 3, 7 77:12
hear 27:7
137:10 143:23

heard 26:17
104:25 106:5, 6
113:24
hearing 93:5
Hearings 4:13,
21, 22, 23
heat 51:5, 6
124:16 129:1,
13, 18
heater 124:4
125:5
heaters 123:24
124:10, 12, 16,
18, 25 125:2
131:12 133:2
Held 1:14
77:14 98:9
help 24:24
42:17 50:3
105:23 106:4
138:23
helped 33:5
115:24
helpful 23:25
helps 84:14
hero 43:8
heros 141:5
high 7:17 11:4
27:12 36:7
61:2 63:22, 23
64:2, 7
highly 22:11
35:22 61:16
Hill 47:6
hindsight 107:3,
6 116:2, 7
hired 7:3 9:16,
19 15:11 33:4
hiring 11:9
83:2, 4
hitting 129:5
hold 41:3
Holder 91:9
Holder's 103:11
holding 84:12
holds 106:24
honest 18:24
19:23 81:12
honestly 17:10
43:9 46:21
50:20
hope 69:6
hopeful 79:3
hopefully 6:9
16:7

<p>Hopkins 12:11 20:10 28:2, 11 34:12, 17 36:18 37:2 horrible 61:8 hosting 77:20 hotbox 142:20 hour 40:3 67:20 88:25 hours 38:21 39:1 69:18 88:5, 24 Hurdman 73:16 hypothesizing 38:9 49:13</p> <p>< I > icy 73:15 identified 19:22 21:6, 11 22:25 49:17 56:16 63:6, 9, 15 73:17 identifies 62:8 identify 63:2 141:24 ideology 53:19 imagine 48:12 64:19 78:25 Imbesi 2:4 4:15 20:7 82:5, 25 145:7, 9 IMIRS 108:1, 5 109:16 110:11, 17, 23 116:12 117:8 118:1 120:20 121:21 I-M-I-R-S 108:2 immediate 28:18 29:6, 8 38:11 immediately 37:25 38:3, 12 57:11 impaired 93:5 impart 35:24 impeded 98:16 114:6 implement 120:21 141:18 implementation 34:22 implemented 72:23 implementing 20:21 72:5</p>	<p>73:23 119:19 120:10 implements 34:23 implications 79:19, 21 important 75:2 114:7 impose 129:14 imposed 113:9, 13, 18 improve 67:15 95:7, 9 141:6 improved 131:13 improvement 95:12 incent 128:14 incident 46:9 71:19 85:3 95:8 120:4, 5 incidents 61:8 71:11 72:1 92:22 120:5 142:15 included 44:12 46:25 including 20:24 incorporate 37:21 incorporated 70:5 incorporating 37:22 incorrectly 21:25 50:9 130:8 increase 70:6 increased 70:1, 3, 10 144:21 incredibly 39:20 incriminate 5:18 independent 27:1, 10 28:6 49:25 50:6 52:15 59:8 63:19 in-depth 138:13 INDEX 3:1, 12 indicators 136:9 individual 50:7 industry 7:12 9:7 35:22, 23 44:12 124:7</p>	<p>125:3, 17, 18 134:19 information 4:7 18:11 19:24 28:24 32:3 89:11, 12, 14 107:11 109:16 116:15 118:1 135:5 informed 137:13 infractions 46:4 infrastructure 138:6 in-house 24:23 initial 41:21 133:16 135:1 136:7 initially 108:22 initiated 19:4 78:9 initiatives 67:2, 8, 18 68:15, 18, 25 69:3, 8, 14, 17, 19 141:9 injured 73:13 injuries 67:13, 14 68:22 input 24:10, 18, 20 89:7 96:15, 17 109:16 120:23 122:11 inputted 110:16 121:1 inputting 109:6 110:22 117:11 118:1 Inquiries 5:15 inquiry 5:15, 22 insist 141:10 inspecting 76:18 inspection 119:10 120:20 inspections 50:25 51:4 128:8 140:4 installed 130:8, 10 instance 5:20 30:14 instruction 60:17 instructions 95:4 integrated 29:15</p>	<p>integration 25:3, 16, 19 26:5 intelligent 61:17 intended 59:15 intends 4:20 interacted 45:1 interaction 46:15 51:17 interested 20:5 interface 104:10 131:22 interfaces 45:22 103:22 104:1, 4 internal 20:1 94:8 internally 72:5 interpretations 111:10 intervene 4:15 interview 4:8, 10, 14, 18, 19 6:7 interviewee 146:7 introduce 122:23 introduction 4:6 123:19 invaluable 8:21 investigated 71:12 136:1 investigating 70:14 72:7 134:3 investigation 135:23 investigations 71:10 involve 48:6 involved 24:1 27:13 37:1 52:16 58:13, 15 64:14 78:14, 19 81:5 87:2 92:11, 14 93:3 98:2 100:16, 18 101:12, 13, 16 103:23 138:23 involvement 23:20 26:12 27:10 28:11 79:5 81:3, 5 87:8 103:5 122:2, 6 133:11 involves 35:20</p>	<p>76:12 ironic 116:5 I's 23:5 isolated 57:10 isolation 89:18 issue 18:20 24:12 28:18 30:14 41:14 45:12 46:12 56:15 82:12 97:11 99:7 104:18 109:3 122:21 123:9, 12 125:13 126:25 127:20 128:21 132:4, 14 134:3 136:8, 15 138:12 issued 30:11 issues 9:4 16:23 19:22 23:24 24:8 25:25 26:4, 5 41:22 42:6, 15 45:2, 19, 22 46:8 49:16 79:23, 24 83:23 103:12 104:12 105:23 106:13 108:2 109:9, 23 112:24 113:1 115:24 122:3, 6, 13 124:1, 4 130:3 131:2, 3, 5, 6, 7, 8, 11, 25 132:21 140:1 144:18 issuing 37:21 item 50:18 51:2 73:22 items 3:10 50:13, 14 71:14, 15 72:3, 16, 23 98:3</p> <p>< J > James 78:7 January 10:7, 10 Jesse 2:11 145:13 Jim 12:11 28:2, 11 34:12, 17 36:18 37:2 59:20 Joanna 15:18</p>
--	--	--	--	--

<p>job 6:21 52:4 59:10 Joe 34:9 Joel 38:25 John 12:8, 10 133:22, 23 Johnson 137:23 joined 8:4 joining 8:7 joint 46:10 57:25 66:10 77:12 joints 129:7 Joseph 34:15 Judith 2:19 146:3, 20 June 130:25 junior 80:5</p> <p>< K ></p> <p>keen 112:23 keys 98:12 kilometres 129:25 kind 14:10 38:14 41:9, 21 42:1, 2 43:8 51:17 54:8 58:4 66:20 74:22 89:18 90:6 92:22 95:1, 3 96:17 99:23 105:1, 13 107:17 131:3 kinds 18:22 79:24 116:16 knock 131:14 knowledge 24:15, 25 27:5 64:17 79:8 87:2, 21 92:5, 7, 12, 15 99:25 100:2, 17 104:22 110:8 124:1 126:1 128:22 130:7 136:24 143:3 knowledgeable 137:4 known 100:5 104:24 knows 55:15</p> <p>< L ></p>	<p>label 101:18, 19 labelled 24:17 labour 83:13, 19 lack 73:11 lacking 67:3 laptop 45:18 large 28:3, 12 34:9 36:7, 19 37:1 51:23 53:10 68:7 73:4 75:20 largely 125:14, 17 largest 7:10 Larry 34:10, 15 91:9 lasted 8:3 late 60:6 lathe 127:4, 6, 12 lathing 127:2 launch 12:25 21:8 22:20 40:13 74:23 102:4 106:17 108:6 109:19 launched 10:9 23:3 100:16 108:13, 15 139:13 Lauren 2:11 Laurent 99:14 layer 41:21 laying 138:4 layman's 26:9 130:6 leading 107:9 144:6 leads 143:9 lead-up 103:6, 14 109:1 114:20, 22 117:7 learnt 35:23 leave 85:5 left 17:17 legal 32:8 Lemieux 38:25 length 50:6 lens 52:15 Lethbridge 7:22 letter 132:11 letters 74:1 132:1 level 7:17 11:4 27:12 30:6</p>	<p>44:17, 21 52:13 54:23 61:1 63:22, 23 64:2, 7 74:1, 5 112:19 116:10 119:15 120:7 124:20 126:5, 12 levels 17:9 112:20 Lévesque 72:19 liability 5:20 liaison 50:12 licensing 75:22 LIGHT 1:6 44:2 limits 53:15 lines 87:9 90:2 125:9 listed 8:15 lists 50:22, 23 98:10 Litigation 2:3, 4 living 95:6 LLP 2:12 location 134:19 log 108:2, 5 logs 137:15 long 9:22 10:5 91:2 127:6 144:1 longer 80:2 103:20 105:22 looked 6:21 22:6 33:25 97:8 138:12 looking 12:20 14:8 20:3, 21, 24, 25 22:17 27:2, 21 28:7 33:23 34:2 36:14 37:4 51:8 67:11 68:23 76:15 94:4 103:5 109:23 143:2 144:9 looks 6:18 51:21 lost 23:15 lot 9:2 34:7 43:10, 21 46:20 47:3 53:1, 8 59:7, 13, 14 60:20, 22, 25 61:7, 11, 14, 17 63:4, 9 64:13,</p>	<p>18 67:10 68:13, 21 71:2, 4 78:18 80:10, 22, 23, 24 93:1, 3, 6 94:2, 3, 4 97:7 100:17 113:13 116:24 120:15, 18 126:1, 3 136:24 139:3 141:3 143:22, 24 lot's 45:9 lower 44:21 LRT 7:1 20:6 LRV 57:8 luckily 16:11 Lynn 75:1</p> <p>< M ></p> <p>madam 9:10 made 5:1, 4, 12 24:8 28:15 37:18 77:1 87:12 94:14 103:9 114:4 117:4 122:18 123:13, 16 124:14, 25 126:3 128:14 132:25 133:4 135:13 136:13 137:14, 20 138:15 143:3 146:10 main 97:1 98:10 maintain 107:19 maintained 44:14 73:20 118:17 maintainer 23:13 53:25 139:17, 18 maintainers 104:17 140:16 maintaining 14:9 maintenance 19:11 21:18, 24 22:9, 14, 17 35:8 42:5, 9 45:1, 2 51:22 54:6, 10, 18 58:10 104:11 107:4, 8, 22 112:18 114:8</p>	<p>115:18 118:8, 10, 25 120:11, 22, 23 127:14 139:3, 22 140:6, 9, 12, 15 making 54:9 55:3 86:14 133:24 manage 78:16 managed 15:1 33:3 81:5 management 8:17 13:11 21:3 39:6 58:10, 12 59:1 66:3 140:8, 11 manager 7:7, 9 9:1, 17, 23 10:25 12:13, 14 15:11 27:18 61:5 72:20 78:1 79:10 81:15 96:22 managers 111:9 134:11 Manconi 12:8, 10 90:20 mandate 14:14, 17 29:5 64:23 72:8 83:17 87:5, 8 92:13 96:22 116:3, 18 manual 39:8, 22 40:3 123:17 manuals 42:21 43:14 margin 126:7 master 7:8, 9, 23 material 47:3 Matt 47:6, 7 56:21 91:11 134:1 137:22 matter 16:22 34:10 44:13 59:21 60:10 65:11 101:20 124:8 140:3 meaning 132:10 mechanical 44:13 124:6 mechanism 62:3 107:18 111:23 112:6</p>
--	---	--	---	--

<p>mechanisms 53:2, 4 64:6 126:11</p> <p>Medicine 7:22</p> <p>meet 91:20</p> <p>meeting 77:13 88:22 109:7 112:10, 16, 17, 18 146:10</p> <p>meetings 46:21, 22, 23 50:23, 24 64:16 66:9 74:2 77:9, 17 90:6, 13, 19, 20 110:7 111:10, 15, 21 116:21, 22 117:6, 11, 16, 21 118:3 136:23</p> <p>meets 29:10 49:25</p> <p>melds 74:22</p> <p>Member 2:3, 4</p> <p>memory 99:23</p> <p>mentioned 13:14 21:17 27:17 33:22 40:8 58:9 59:8, 25 61:10 67:19 79:9 94:17 101:17 109:25 124:5 131:19 133:7 143:21</p> <p>mesh 8:25</p> <p>messaging 71:6</p> <p>Messel 78:7</p> <p>met 134:2, 5 137:21, 23</p> <p>metal 129:1</p> <p>metrics 66:12, 13 67:9 69:10</p> <p>Michael 15:11 103:11 132:18</p> <p>mild 52:10</p> <p>miles 40:20</p> <p>mimic 32:17, 19 33:20</p> <p>mind 97:5 131:2</p> <p>mine 6:23</p> <p>Minimum 56:23 57:4</p> <p>minor 96:6, 9 97:16 98:25 126:7</p> <p>minus 123:6</p>	<p>minutes 17:18, 20 40:5 81:24 133:18</p> <p>minutia 52:16 55:21</p> <p>mirror 54:16</p> <p>mispronouncing 16:10</p> <p>missed 128:4, 9</p> <p>missing 95:3 128:18</p> <p>misspoke 21:22</p> <p>mitigate 60:7 97:21 99:10 127:1</p> <p>mitigated 24:12 63:2, 15 130:17</p> <p>mitigating 60:23</p> <p>mitigation 60:16 98:20, 21, 23 99:13, 15, 16 130:15 140:4</p> <p>mitigations 30:5</p> <p>mobility 94:23</p> <p>mode 39:8, 22, 24</p> <p>modifications 124:14, 24</p> <p>moment 69:21</p> <p>monitor 20:16 49:22 50:7 75:12 142:21</p> <p>monitoring 21:15 115:15</p> <p>month 15:3, 13 19:3 40:3</p> <p>monthly 40:1 66:10, 13 68:5 77:15, 16 112:18</p> <p>months 12:24 15:2 19:1, 2 73:2 77:20 108:7, 15 109:20 112:5 117:1</p> <p>Morgan 15:11 103:11 132:18</p> <p>morning 57:13 144:10</p> <p>motion 62:18</p> <p>move 43:11 128:15</p> <p>moved 10:11 12:17 45:7 133:7</p>	<p>moving 36:7 41:14 134:25 136:11</p> <p>MSF 54:17</p> <p>multiple 17:9 24:19 128:9, 20</p> <p>municipal 31:15 33:1 34:1, 17 76:2 105:16</p> <p>Murray 47:6</p> <p>< N ></p> <p>Nadon 134:10</p> <p>natural 125:12</p> <p>nature 71:19 101:10 111:11 132:14</p> <p>necessarily 49:16</p> <p>necessary 31:7 65:9</p> <p>needed 22:25 82:20 138:12</p> <p>needing 85:7</p> <p>needs 9:3</p> <p>NEESONS 146:19</p> <p>negativity 41:25</p> <p>negotiated 31:23 58:3 101:8</p> <p>Negotiation 58:6</p> <p>negotiations 83:19 100:10 101:16 102:21</p> <p>negotiator 101:19</p> <p>nervous 43:2</p> <p>neutral 130:9, 24 131:21</p> <p>new 7:15 10:22 74:13 83:21 141:18</p> <p>news 42:1</p> <p>nonconformance 74:3</p> <p>non- typographical 5:12</p> <p>norms 125:3</p> <p>North 34:9, 15</p> <p>noted 3:14</p> <p>notes 146:14</p>	<p>noticed 25:25</p> <p>notified 135:20</p> <p>November 108:8, 12, 14 109:19 111:5</p> <p>number 68:3 82:14, 16 134:22</p> <p>NUMBER/DESCR IPTION 3:3</p> <p>numbers 69:4 102:13</p> <p>nuts 9:7</p> <p>< O ></p> <p>object 6:4</p> <p>objected 5:16</p> <p>obligations 23:15 48:2</p> <p>observe 68:1</p> <p>obstacle 98:15</p> <p>obtain 4:11</p> <p>obvious 91:25</p> <p>OC 12:5 16:22 23:12 24:1, 15 25:11, 14, 23 45:23 47:14 55:14 58:11, 13 59:3 64:9 65:25 66:6, 12 79:5 82:12 87:1, 7 91:16 92:5 101:14 103:13, 24 106:4, 8 107:25 109:2 114:18 115:22 116:14 117:19 120:12 121:10 122:12 132:8, 9</p> <p>occasionally 64:16</p> <p>occasions 86:25 141:11, 14 143:4</p> <p>occurred 79:14 88:14</p> <p>occurring 142:16</p> <p>OCS 14:4, 9 51:21 119:1, 10 131:6, 17</p> <p>OC's 55:18</p> <p>odd 31:9 35:18</p> <p>Oddly 8:19</p>	<p>73:4</p> <p>offered 59:21</p> <p>office 76:17</p> <p>Officer 10:12, 15, 18 12:11 14:15, 20, 25 15:23 16:2, 16, 20, 24, 25 28:2 36:25 49:23 74:5 76:25 77:1, 19 132:15, 17</p> <p>Officer's 70:15</p> <p>OFS 93:11 94:22</p> <p>okayed 78:10</p> <p>OLRT-C 25:23</p> <p>omitted 33:17</p> <p>onboarded 86:6</p> <p>onboarding 11:13, 15</p> <p>ones 7:15 19:13 33:16 51:19 69:14, 16 78:16 93:2 99:24 100:17, 21, 23 101:5 111:17 124:19 126:13</p> <p>ongoing 19:10 20:13 38:14 84:19 130:15 131:16, 20</p> <p>online 43:13</p> <p>Ontario 75:23</p> <p>open 122:25 143:5</p> <p>opened 73:6</p> <p>opening 93:23 104:24 105:1, 14 123:6</p> <p>operate 64:6 98:21 99:5, 10, 17 127:10</p> <p>operated 55:4 66:1, 7 98:20</p> <p>operates 66:22</p> <p>operating 27:19 28:8, 14 33:9 34:13 56:23 57:4 60:8, 21 63:1 81:16 86:7 112:10 116:21, 22</p>
--	---	--	--	--

<p>operation 64:25 70:7</p> <p>operational 12:21 29:4 87:19 99:16</p> <p>operations 7:19 9:17 10:4 11:1 12:18 14:8 15:19 17:10 28:9 29:3 42:1 43:7 46:16 48:14 51:13 64:13, 22 65:8 67:19, 24 74:24 75:9 77:21 79:6, 11 80:22 81:15 84:6 85:17 89:13 93:25 98:12, 15, 16 103:23 106:3, 10 109:1 126:18 128:1 133:17 141:5</p> <p>operations-type 11:14</p> <p>operator 16:24 24:2 38:21 39:7 40:2 41:5 43:20 45:11 54:1 63:18 64:4 80:11 83:11 92:11, 15 106:3</p> <p>operators 11:6, 10, 16 26:14 29:18, 19 35:4 37:14 39:12 40:9 41:1 42:4, 23 43:17 44:25 45:19 53:9 55:7 61:25 68:2 78:22 79:12 80:5 81:6 82:10, 17, 20, 22, 23 83:2, 3, 10, 21 84:17, 23, 25 85:4, 5, 9, 18 86:13 87:24 88:14 94:11, 12 104:10, 15 140:25 141:3</p> <p>OPHS 123:17</p> <p>opinion 26:7 114:16</p>	<p>opinion-based 114:10</p> <p>opportunity 5:8 37:13</p> <p>opposed 84:7 114:12</p> <p>OPS 93:11 94:21</p> <p>options 90:3</p> <p>order 4:23 76:22 110:17</p> <p>orders 77:1 110:23 114:4 120:21</p> <p>organization 22:11 54:3, 4</p> <p>organizations 95:13</p> <p>original 123:5</p> <p>originally 125:7</p> <p>OTTAWA 1:6, 7 2:9 7:1 31:13 34:4 73:14 93:12, 15, 19 94:20 123:4 124:12</p> <p>outcome 121:2</p> <p>outlined 65:8</p> <p>outputted 117:14, 15</p> <p>overall 25:3</p> <p>overflowed 93:20</p> <p>overhaul 67:1</p> <p>overhauling 68:13</p> <p>overheat 143:18</p> <p>overheated 135:16, 17 143:16</p> <p>overheating 142:15, 22</p> <p>overlook 52:17</p> <p>overly 123:3 125:22 130:2</p> <p>overnight 57:17</p> <p>overpass 129:5</p> <p>overplanned 117:20</p> <p>oversee 13:6 14:2</p> <p>overseeing 7:24 11:17 12:21 14:20 37:3 54:9</p>	<p>overseen 12:8, 10</p> <p>oversight 21:23 22:16 23:1 52:14 69:23, 24 75:16 76:7 115:23 116:2 119:15 120:8</p> <p>oversimplified 119:13</p> <p>oversimplify 7:14 58:24 119:6</p> <p>oversimplifying 44:5</p> <p>owned 33:10</p> <p>owner 112:13</p> <p>< P ></p> <p>p.m 1:16 145:18</p> <p>P3 13:24 145:1</p> <p>PA 56:25 75:16 112:11</p> <p>Pacific 7:3</p> <p>pages 3:15 145:4</p> <p>paid 105:20</p> <p>pandemic 17:19, 20 18:1</p> <p>panels 113:24</p> <p>paper 22:8</p> <p>para 17:4</p> <p>parameters 4:8 87:3</p> <p>pardon 25:11</p> <p>part 18:17 22:19 27:14 28:12 36:19 39:5, 12 40:18 47:23 49:25 50:5 53:11, 12 67:22 69:17 75:17 76:9 87:15 98:7, 9 100:13 101:13 102:21 110:8 115:14 121:12 122:19 123:5 124:4 125:18, 20 131:14 136:22 139:21 140:3, 21 141:8, 10</p>	<p>participant 86:17</p> <p>participants 1:15 2:7 5:5, 11</p> <p>particular 58:21 75:13 83:22</p> <p>parties 64:14</p> <p>partner 47:11 53:11 72:10</p> <p>partners 18:18 66:9 93:3</p> <p>partnership 54:12</p> <p>partnerships 8:8</p> <p>parts 26:6 134:25</p> <p>party 19:7 26:18</p> <p>pass 90:14 91:20</p> <p>passed 78:5</p> <p>passenger 33:17 94:23</p> <p>passengers 25:22 38:6 41:10, 13 43:1, 13, 17, 18 53:10 113:22 123:1</p> <p>pass-fail-repeat 90:2</p> <p>Pate 47:5 78:5 91:10 134:9</p> <p>Paul 15:25</p> <p>peak 100:3 101:24</p> <p>penalties 13:8 110:12, 14, 15, 19 113:9, 13, 17 118:2</p> <p>penalty 117:8</p> <p>people 14:4 17:13, 16, 21 36:11, 12 37:3, 15 40:21 41:3 47:19 53:8 58:18 73:13 74:23, 25 75:10 78:3, 16, 18, 23 80:3 84:10 85:6 89:3, 10 103:19 129:15 132:16</p> <p>people'ish 91:14</p> <p>people's 81:17</p>	<p>Perfect 16:13</p> <p>perform 82:10</p> <p>performance 87:23 115:18</p> <p>performed 20:8</p> <p>period 15:14 104:24 105:22</p> <p>periods 129:13</p> <p>perjury 6:1</p> <p>permits 4:16</p> <p>person 5:21 42:6, 9 58:17 68:5 72:18 75:9 132:11 133:5</p> <p>personal 60:13</p> <p>personally 101:15</p> <p>personnel 11:14</p> <p>perspective 17:12 20:25 23:2, 12 26:9 37:8 50:21 56:2, 4 75:16 77:6 80:8 84:1 85:18 94:2 101:10 105:6 114:1, 8 130:7</p> <p>perspectives 41:17</p> <p>phase 24:1 34:22 63:7, 14 86:22 92:18</p> <p>phases 23:21</p> <p>phone 121:18 133:19 137:14</p> <p>physical 51:17</p> <p>physically 13:23 45:17</p> <p>picture 44:6</p> <p>piece 127:13</p> <p>pieces 36:7 95:4</p> <p>Pieters 134:1 137:22</p> <p>place 5:25 7:25 28:9 36:4 38:12, 13 43:14 69:3, 9 78:11 81:3, 10 101:2 109:10 138:25 140:8 142:21, 25 146:6</p> <p>places 73:13</p>
--	--	--	--	---

<p>plan 20:12, 20, 22 25:13, 14 118:9, 11 120:11 130:18 138:24 140:19, 21 141:25 planned 25:11 104:5 planning 25:2, 12 89:13 102:15 Plans 119:1, 18, 19, 21 plate 73:14, 16 platform 40:22 57:13 121:18 141:13 play 34:20 53:10, 12 75:20 played 28:2 34:9 playing 98:7 plays 27:23 53:11 75:17 plenty 52:2 plug 45:18 61:23 Plus 127:7 point 6:7 23:6 42:19 45:5 53:3 86:12 95:17, 21 97:19 110:14 111:13 116:13 120:2 122:23 123:19 128:5, 8 134:16, 18 136:2 137:21, 24 140:3 143:8 points 23:8 Police 93:12 policies 116:15 pool 83:11 84:24 portfolio 12:12 portion 51:23 68:7 75:20 position 7:7 10:16, 21 12:18, 21 15:21 18:25 19:16 29:4, 6 41:1, 6, 9, 18 42:20 59:10 61:5 113:11 116:19</p>	<p>possibility 104:23 106:2 possible 72:14 81:14 89:21 135:6 145:2 Possibly 122:5 139:18 post 96:1 posted 4:24 post-incident 71:10 potentially 56:14 pounds 14:3 power 16:20 powers 16:17 practice 35:3 85:24 95:2 140:16 practices 22:9 32:19 33:20 34:6 preferable 59:18 preliminary 134:13, 15 preparation 103:22 104:1 prepare 44:16 prepared 8:13 44:21 50:21 64:9 96:13 122:22 preparing 60:20 PRESENT 2:17 77:17 presented 83:22 presenters 146:9 presently 38:25 pre-service 96:1 pressure 95:16, 19 presumably 35:13 pretrial 92:9, 18 pretty 64:7 73:15 93:14 104:15 prevent 115:24 previous 9:19 67:10 89:1 previously 83:4 primarily 19:13 21:7 30:3 39:13 51:12 54:13 59:20</p>	<p>67:2 121:13 126:23 132:16 139:1 primary 11:4 47:8 59:9, 10 63:14, 21, 25 67:6 132:12, 16 134:11 principle 113:3 prior 6:25 8:16 10:20 12:24 17:20 31:25 40:13 49:9 51:16 63:5, 6, 9 64:13 77:20 85:21 86:7 88:14 94:9 99:3, 25 100:19 105:2 108:6 109:18 110:12 117:17 122:24 priorities 135:7 private 103:17 privy 107:11 proactive 70:17, 21 71:2, 5 problem 24:12 30:22 42:8 64:8 84:9 97:9 127:1 142:9 problems 43:6, 10 122:8 procedural 4:22 29:2 procedure 36:5 38:3 60:8, 12, 17 63:16 64:6 procedures 11:6 27:19 28:8, 14 29:13, 14 32:23 36:20 46:20, 22, 24 47:10, 16 60:21 63:1 88:7 proceeded 86:19 proceedings 5:20, 24 146:5 process 26:12, 16 46:24 51:25 79:6, 15, 23 84:17 86:23 87:16, 18 88:17 91:2 92:9 95:11 104:19,</p>	<p>21 107:23 110:12 117:8 128:15 136:16 138:20 procurement 23:20 produced 3:10, 14 producing 61:13 profile 126:8 131:22 profiles 126:4, 14, 18, 21, 22, 23 127:11 profit 114:11 program 9:17, 23 10:25 12:14 15:10, 17 24:16 27:18 64:21 75:11 79:10 81:15 89:9 101:12 103:11 110:1 132:6 programmed 62:11 programming 126:3 programs 19:7 progress 20:17 21:15 133:4 143:3 progressed 7:6 97:19 project 7:1 13:24 23:21 37:9 56:20 58:23 60:6 61:4 67:23 76:2 95:20 102:24 105:16 projects 105:14 108:10 145:1 prolonged 122:21 pronouncing 16:7 propane 125:8, 11 proper 25:13 26:22 127:9 properly 36:15 69:6 99:14 114:11 115:20 116:10 118:18</p>	<p>120:6 121:1 127:11 144:14 prosecution 5:25 protection 124:20 provide 37:17 43:19 50:2, 11, 12 54:18, 19 79:11 82:10, 13, 14 100:7 119:7 provided 6:13 22:3 26:14 29:24 42:22 63:19 75:4 81:6 87:18 89:7 93:6 96:15 103:6 117:17 provides 52:15 providing 52:12 66:16 96:18 Provincial 76:1 Public 4:12, 21, 25 5:15 8:24 121:17 public-private 8:8 pull 32:2 129:23 pull-apart 129:22 pulling 41:4 129:21 punitive 111:19 113:9 purpose 4:10 39:17 50:5 92:18 124:12, 25 142:22 Pursuant 5:14 purview 92:13 pushing 115:23 put 6:13 23:2 28:9 38:11, 13 40:21 56:14 62:21 69:3, 9 73:9, 19 77:6 82:22 98:25 110:11 117:14 121:21, 23, 25 123:16 124:24 125:2, 7, 10 126:6 127:24</p>
---	---	--	---	---

138:25 142:21,
24 146:7
puts 61:21
putting 33:21
35:3

< Q >

quality 74:9
76:12, 15, 16
140:22 143:15
question 5:17
6:4 24:7 31:9
35:19 55:2
81:9 82:7
85:16 116:13
120:2 143:6
144:25 145:2
questions 4:16,
17 65:12, 15
145:12
quicker 80:25
103:18 139:12
quickly 15:14
32:3 43:9
93:12 97:3
139:8
quite 6:19
18:10, 24 23:9
25:15 26:2
32:3, 7 42:21
48:12 53:5
59:12 65:25
78:6 81:12
86:6, 8 93:18
113:15 116:8
144:12
**quite-
encompassing**
118:16
quote 123:14
127:5 134:8, 20

< R >

radio 42:16
44:3
RAIL 1:6 6:24
7:12 8:14 9:6,
17, 20 10:3
11:1, 5, 10, 13
12:18, 20 15:16,
19 17:4 24:16
25:10, 16, 19
26:6 31:15
33:1, 9 35:22
41:25 44:11

55:11 60:25
64:20 72:1, 11
74:24 77:21
79:10 81:15
89:9 101:12
103:10 105:14,
16 110:1 124:8
125:17 127:14
129:11 130:9,
23 131:21
132:5 133:17,
19 134:19
142:18, 20
rail-related
47:20 71:21
Railway 7:4
8:25 11:7
29:21 33:9, 10
34:15, 19 35:6,
10 36:2 48:4
61:6 128:25
129:14, 24 130:7
railways 32:20
33:1 34:1, 17
rail-wheel
131:22
raised 107:13
rarely 80:6
rate 124:7
ratio 40:20
RCP 64:15, 18,
20 87:7 89:9
98:9 101:12
103:8 106:22,
24, 25 107:13
109:25 114:23
RCP's 64:23
read 29:21
readiness 87:19
106:9, 13 107:8
readjustment
67:1
ready 57:1
85:17, 18, 25
91:22 92:6
106:17 107:1, 2,
4, 15, 19 114:24,
25 136:17
138:21 139:12,
16, 19
real 64:17
reality 18:17
really 19:24
26:1 27:14
39:14 41:17

42:25 49:14
73:23 81:9, 11
83:24 84:22
101:25 105:25
128:17
reason 28:4
36:3 39:23
48:21, 22 51:5
57:9 61:18
78:21 108:17
115:15 137:3
139:21
reasons 36:23
83:13 85:5
111:4
reassuring
106:19
rebuild 7:15
recall 56:24
60:19, 25 63:12
70:9 72:22, 25
83:8 84:16
87:11, 14 88:23
89:8 90:13
102:10 103:15
104:5 107:24
108:8 110:6
113:12 138:16
141:20 142:8
receivable 5:23
receiving 79:23
RECESS 82:3
recognize 61:19,
20 62:24
recognizes
53:21 62:7, 8
recollect 97:3
recollection
89:5 96:17
recommend
144:23
recommendation
s 144:17, 19, 20
recommended
123:20
record 82:2
90:10 145:15
recorded 146:11
recruiting 11:5
rectification
111:18
rectify 45:18
Red 7:21
reduce 69:4, 9

reduced 43:5
100:24
refer 13:5
22:10 32:18
58:19
reference
125:25
referred 37:11
73:18 74:3
referring 30:12,
13 54:21
100:21 101:6
112:7
refine 126:18
refined 126:14
reflecting 36:16
reframe 54:4
85:16
Refresh 56:21
refreshed 85:8
refresher 38:20
69:16
refreshers
38:16, 19 84:21
refusals 55:13
refuse 56:11, 13
refused 56:5
refusing 56:19
regard 25:25
regardless
12:14
regards 18:10
regime 119:9
region 46:10
regular 22:1
24:18 29:10
50:1 62:2 66:9
73:19 74:2
78:7 85:12
86:16 117:21
127:17 128:5, 8
regularly 73:20
regulated 32:20
35:22
regulations
31:22 32:13, 14,
18 34:24 75:22
76:1
regulatory
14:21, 24 31:3
32:2 47:25
48:20, 24 49:22
52:14 65:21
74:9 75:6, 14
76:7

Rehabilitation
118:8, 11, 25
120:11
reissue 29:14
re-issue 29:14
reiterating 18:1
relate 49:21
related 8:12
87:23
relating 103:13
relation 7:1
21:6
relationship
132:22
relatively 74:12
relaunched
139:14
relay 121:24
releases 41:4
relevant 20:2
Reliability 11:25
14:21 70:12
102:11
reliable 22:11
23:14 40:25
131:12
reliably 114:12
relieved 117:2
rely 17:13
remember 12:1,
13 17:13 45:6
47:5, 13, 18, 22
51:5 58:20
64:12 81:13
85:20 87:24
89:21 91:6, 9,
10, 13, 15 93:17
113:18 117:12
118:13 122:14
136:24 138:19
remembering
96:21
reminded 52:17
remotely 1:15
remove 41:10
97:13, 15, 16
135:8
removed 46:10
57:11 97:20
Renée 15:24
replace 128:4
replacing 127:17
report 15:6, 25
38:23, 24 48:13
53:23 104:16

<p>reported 15:12, 19, 21, 23 36:25 38:22 61:7 71:12, 17, 20 reporter 9:10 146:4 REPORTER'S 146:1 reporting 15:8 48:1, 3 70:14 reports 20:17 104:17 121:16 representatives 47:11 represented 98:15 request 18:10 78:13 requested 78:9 requests 50:3 require 99:12, 15 111:17 required 6:2 14:6 23:9 29:4, 21 30:2 35:10 37:17, 20, 25 38:3, 20 39:23 41:10 43:25 48:18 51:3 53:12 58:23, 25 68:1 71:12 72:10 73:8, 18 79:11 82:18 85:11 99:16 119:15 120:19 133:19 138:2 139:8 140:12, 23 requirement 39:7 40:1 48:17, 23 97:17 100:3 118:23 120:23 requirements 27:22 37:5, 24 50:16 110:9 118:20 requires 114:5 requiring 145:4 research 65:22 reset 61:25 62:1, 3 resets 45:15 resolution 122:21 resolve 132:2</p>	<p>resolved 123:12 124:2, 4 125:15, 17, 20 130:14 131:9, 15 resolving 132:21 resources 23:9 respect 56:5 84:15 88:19 137:9 respond 122:13 141:1 responders 133:16 responding 42:7 45:2 104:11 122:3 133:11 response 42:5 56:1 92:2 111:17 114:6, 23 122:16 responsibilities 11:2 responsibility 52:23 53:17, 22 responsible 52:20 54:5, 7, 24 55:21 89:4 rest 69:21 restaurant 9:2 restaurants 8:18 restrictions 65:1, 8 129:15 result 26:5 83:12, 19 128:18 140:6, 7 142:3 results 19:21 68:24 81:9, 12 89:1, 21 116:25 120:24 121:1 results-oriented 133:5 RESUMING 82:4 retired 75:1 return 19:9 20:12, 16, 20 101:3 139:2 returned 139:7 return-to-service 138:24 140:19, 21 revenue 95:16 99:20 103:14 107:15, 16</p>	<p>110:15, 19 117:17 132:6 review 5:9 20:11 37:22 38:10 59:13, 19 68:8 120:15, 19 reviewed 96:12 reviewing 20:20 reviews 24:19 Reynolds 2:12 Richard 91:9 103:11 Richards 10:18 76:21 128:11 ridership 18:2 102:4, 16 riding 109:23 risk 30:4, 6 41:3 60:2, 7 risks 59:15 60:22 63:2, 15 RMCO 49:24 Rob 137:23 role 8:12, 13 9:15, 23 10:1, 6, 12, 18, 25 11:2 12:17 14:18 18:23, 25 24:2 27:17 28:3 34:9 49:18, 21, 22 54:9 63:25 65:25 82:9 103:3 roles 15:9 Ron 20:10 room 42:15 43:23 89:6 root 143:17, 25 RPR 146:3, 20 RSA 103:6 RTC 15:15 RTG 14:5 47:15 50:12, 24 51:12, 21 66:9 73:22 78:10 96:6 99:19 101:8, 14 103:6 106:21, 22, 24, 25 107:14 108:4 109:13 110:17, 21 118:21, 23 132:2 134:7 139:12 143:25</p>	<p>RTG/RTM 46:25 47:3 50:15 66:11 72:15, 24 116:23 132:20 RTG's 47:10 77:24 RTM 14:5 20:21 25:22 35:7 42:4 54:7 58:10 73:7, 23 103:14, 25 104:17 107:4, 18 114:19 117:7 121:22 132:1 RTM/RTG 13:4 143:1 RTM's 21:18 45:24 58:14 115:18 127:1 rule 11:9 29:9, 14 32:23 33:6, 9, 21 34:23 36:5 46:20 60:8 rules 11:7 27:19 28:8 29:1, 13 30:12, 15 32:17 33:9, 12, 23 34:1 35:11, 17 36:2, 11, 16, 19 46:4 48:22 68:2 88:7 142:23 run 54:13, 17 84:23 92:23 93:23 104:1 113:21 114:12 running 86:18, 21 87:3, 12, 18 88:1, 10, 14, 17 91:17 92:9, 18, 24 93:21, 22, 25 94:10 95:2, 15, 25 96:1 105:19 107:17 109:25 110:9 113:15</p>	<p>safest 55:9 62:11 Safety 10:12, 15, 18 11:25 12:10 14:15, 20, 21, 24, 25 15:5, 23 16:2, 16, 18, 19, 23, 24, 25 17:12, 14, 22 18:23, 25 20:25 21:2 26:20, 23, 25 27:1, 3, 10, 22, 23, 25 28:2, 7 30:24 32:9 35:16, 19, 21 36:6, 8, 11, 12, 18, 24, 25 37:1 39:6, 13, 18 48:14 49:10 51:14, 15 52:21, 24 53:1, 4, 5, 7, 9, 10, 13, 15, 20, 22 54:5, 6, 14, 24 56:2, 4 58:10, 11, 25 59:8, 14, 16 60:2, 22 61:12 62:3 63:2, 18, 19 64:4, 5 65:9 66:2, 10, 12, 13, 15 67:22 70:14, 15, 17, 22, 25 71:1, 3, 5, 6, 7, 22 72:20 74:5 75:4, 6 76:22, 25 77:1, 8, 13, 19 78:1, 8 111:16 112:24 113:1, 23 126:10, 12 132:14, 17 safety-critical 109:4 safety-related 36:16 111:19 Sam 49:23 sat 86:24 88:17 90:25 satisfaction 73:24 satisfied 92:6 satisfying 9:3 SCADA 25:8 scenarios 92:22 scene 134:5</p>
--	--	--	---	--

scheduled 80:14 130:25	136:3, 18 138:15, 21	similar 34:13 40:15, 19 48:12 94:3 142:15	46:4 71:23 76:10 117:3	91:3 106:21 123:25
schedules 103:6, 7	139:2, 7 142:5	simple 53:24 62:1	somewhat 131:3	speaking 80:20, 21
scheduling 80:13	Services 93:12, 13 94:21	simplify 14:23 61:15	soon 38:12 62:6 97:8 113:4 126:8	Special 15:4 33:14, 16
score 89:4	set 24:9 39:21, 25 56:19 73:22	simplifying 52:8	sophisticated 45:16	specific 25:8 28:1 35:19 62:10 104:4 142:22 144:19 145:5
scored 88:1	86:14 104:20 112:11 141:7 146:6	Sims 2:20	SOPs 11:8 47:2 60:23 63:3 78:23 94:5, 18, 20 95:2, 6	specifically 24:15 25:6 31:24 38:22 40:14 45:6 63:10 66:18 83:8 97:6 98:18 109:18 123:12, 23 139:11
scoring 87:23	setting 67:15, 17	simulated 94:21	Sorry 10:9 14:21 16:5 17:24 22:5 48:7, 9 81:18 97:15 102:22 105:10 106:22 122:15	specifics 31:20 32:15 57:24 79:16 87:14 96:9, 19 97:4 102:5 122:15 130:13
screen 6:14	severe 18:4	Singleton 2:12	sort 11:11 13:9 18:12, 20 19:12 23:11, 15 31:14 34:21 41:4, 11 45:25 48:17 50:4 51:22 52:24 53:15 54:20 55:2 58:2 59:22 63:7, 8 67:14 68:10 70:17, 21 71:6 74:16 88:16 94:16 109:22 118:17 124:22 130:6 131:22 132:15 134:11 137:8 138:12	speculating 21:13
SCU 15:4	shadow 106:3	singling 31:13	sought 33:20	speed 85:9 126:20, 22 129:15
searched 10:22	share 19:20	site 32:25 33:22 40:13 50:4 51:10, 11 121:4 136:4 137:11, 20	sound 56:6	speeds 36:7
searching 81:17	shared 5:4, 10 53:8	sitting 19:18	sounds 9:18 16:4 23:10 26:19 36:10 55:4 66:20 81:25 98:2 103:4 104:7 112:8, 21 118:3 128:13	spelling 16:12
Section 5:14 6:2, 4	sheet 99:19 101:11	situation 41:8 62:6, 7, 8 136:1 137:13	spent 7:4	spheres 54:2
sector 103:17	sheets 101:16	situations 43:1	spikes 14:3	spotters 97:23
security 39:13, 18	shift 23:9	size 93:19	squad 91:5	SRTD 11:24
selective 113:25	shops 7:18	skill 39:21, 25 86:14 141:6	staff 40:18 45:2 83:3 104:11 109:13, 22 114:15 115:7 116:14 120:12 121:11	staffed 114:10 115:11, 20 144:15
self-regulated 31:11	short 7:4 15:13 17:6 19:16	Slade 91:11	stage 24:11	
SEMP 26:18	Shorthand 146:4, 14	slash 14:5		
send 7:15	shortly 41:15 86:11 111:1, 3 138:17	slightest 61:21		
senior 80:4	show 65:3	slippery 73:7, 10		
sense 45:8 50:17 69:11 101:22 127:2 132:22 134:23 139:22	shows 16:12	slipping 73:14		
sensible 24:10	shut 17:1, 16 49:7 74:6 136:3	slips 71:23, 25		
sensitive 123:3	shutting 17:6, 10, 15 18:5	small 43:23		
separation 54:21, 23	side 15:15 47:15 55:12 64:15, 18 77:23, 24 80:1, 2 82:13 91:11 116:11 127:10 132:18	smaller 142:13		
September 133:15	sides 70:17	smoothly 104:2 113:15		
service 8:20 9:1 17:2, 7 19:9 20:12, 16, 20 21:9 22:18 23:12 30:8 33:17 43:15 56:15 57:2, 3, 6 59:4 60:21 65:7 76:5, 6 95:16 98:5 99:20 100:3, 24 101:3, 23, 24 102:3, 8, 19 103:14 107:5, 15, 16 110:16, 20, 23, 25 111:22 113:14 114:14, 20, 21, 25 117:7, 18 122:9 132:7	sign 29:4	SMS 21:1, 6 39:6 48:19, 23 49:5 54:15 58:14, 16 66:16, 19 67:3, 23 68:7 141:8		
	signals 88:6	soft 93:23 104:23 105:1, 13		
	signature 132:13	software 28:15		
	signed 105:19	solemn 4:11		
	significant 47:14, 17, 22	solution 59:17 61:12 116:5 123:9		
	significantly 49:19	solutions 61:2		
	sign-off 90:11	solve 43:10		
	signs 35:1 105:17 132:15	solved 45:12 56:15		
		somebody 41:6, 8 42:17 44:3		

144:7 stages 24:20 stakeholders 93:4, 18 standard 27:18 28:8 60:7, 20 63:1 Standards 56:23 57:5 70:14 Standby 41:13 start 4:5 6:12 23:11 65:7 74:1 76:4 93:25 102:7 103:23 106:3 109:1, 15 110:23, 24 114:14, 20 122:9 134:3 137:6 started 8:3 9:14 20:19 22:18 43:15 104:20 136:11 142:5 state 74:17 statements 146:9 station 11:10 17:21 93:9 94:24 stationed 42:14 stations 17:17 25:22 93:7 113:20 118:17 119:1 steel 36:7 73:14, 16 steering 84:12 stems 56:25 Stenographer/Tra nscriptionist 2:19 stenographically 146:11 step 42:24 43:4 steps 95:25 134:12, 14 Steve 134:10 stop 16:21 53:16 55:15 61:21 62:12 126:4 136:13 138:15 141:13	stopped 62:18, 23 stops 53:20 story 42:1 straightforward 81:14 stranded 17:17 stress 127:25 strict 75:15 strictly 12:20 72:11 93:10 stuff 20:24 24:24 27:8 28:25 32:17 44:1 47:10 51:4, 22 52:17 60:11 66:16 67:18 68:23, 25 69:25 70:25 78:23 82:24 89:10, 15 93:2, 9 94:16, 25 96:21 101:3 105:8 110:2, 3 117:11, 14 120:22 131:23 133:3 138:6 145:5 STV 20:10 22:4 34:9 subject 34:10 59:21 101:20 subjective 127:8 submit 118:25 substantial 30:2 85:22 86:11 96:7 successful 44:19 successive 15:8 sufficient 25:2 82:14, 15 104:1 114:14 sufficiently 140:25 suggest 144:20 suggested 23:24 suggesting 119:25 suits 6:9 81:21 summer 81:7 125:11 superintendents 67:25	supervision 140:15, 16 supervisor 53:25 55:19 116:21 117:22 supervisors 11:10 67:25 112:5 117:1 140:17 supervisor's 7:6 supplier 125:10 suppose 16:20 22:13 85:24 supposed 54:16 108:20 111:6 118:24 130:21 surprise 28:10 surprised 117:25 sustained 115:13 sweep 38:4, 5 switch 44:4 123:21, 24 124:4, 10, 11, 16, 17, 24 125:2, 5 131:12 133:2 134:18 135:2 136:10 138:6 switched 125:12 switches 123:24 131:13 133:1 134:23 sword 116:1 system 8:20 21:1, 3 25:3, 6, 7, 10, 16, 20 26:2, 4, 6 34:13 37:16 39:6, 14, 15 40:10, 15, 16 43:8 44:9 45:17 52:21, 25 55:3 58:11, 12 59:1, 3 60:2 61:1, 9, 24 64:5, 22 65:9 66:1, 3, 7 69:23 70:12 72:13 79:7 84:24 91:20 92:6 104:15 107:12 108:2, 5 109:3, 16 114:12 117:13 118:4 119:2 120:20 122:4	126:2, 12 127:17 128:7, 24 138:20 139:7 142:19, 20, 25 systemic 46:14 136:8, 15 143:20 systems 12:23 13:15, 24 21:25 22:17 26:8 27:3 31:11 34:18 58:1 59:14 61:14, 17 88:12 89:10 119:4 121:13 125:25 140:8, 11, 14 143:8 < T > Table 37:11 78:11 tack 73:19 takeaway 144:13 takes 22:1 29:11 33:12 103:20 talk 94:14 104:9 130:5, 12 136:20 137:2 talked 47:2 59:5 65:25 66:2, 3 77:3 103:24 132:25 133:1, 2 talking 22:16 25:6, 8 47:25 61:17 69:1 82:8 121:8 talks 32:7 Tammy 72:18 tape 73:19 target 128:5 targets 67:1, 7, 15, 17 68:14, 17, 20, 21 69:10 taught 9:2, 6 team 58:1 74:8, 13, 16 76:4 87:9 teams 109:8 121:13 tech 42:14, 16 45:5 technical 13:16 86:13 93:2 94:4 131:3, 5	141:9, 11, 12 144:6 Technician 2:20 45:17 61:23 techs 45:1, 10 telephones 110:4 temperature 130:9, 10, 24 131:21 tend 5:18, 19 12:2 term 14:1 21:25 25:11, 13 26:22 50:8 56:6 62:21 93:23 99:19 101:11, 16 104:25 105:3 106:6, 7 termed 20:15 terminal 7:8, 23 terminology 22:9 terms 66:6 70:13 89:25 115:23 120:9 test 69:19 testing 26:14 69:2 79:5, 14, 23 81:3, 10 82:9, 11, 17 88:13 110:2 tests 38:16 67:21, 24 68:4 88:6, 7, 8 130:20, 22 theirs 40:22 66:15 98:12 theorize 128:19 theorizing 32:10 thing 11:11 13:9 14:10 18:20 19:12 26:14 31:14 41:4, 11 50:4, 24 52:24 54:20 55:8 59:22 63:7, 8 64:12 68:10 70:6 71:6 73:4, 12 123:4 124:5 130:6 132:15 135:24 141:22
---	---	---	---	---

<p>things 17:5, 15, 16 18:12 22:25 27:7, 19, 22 28:7, 16, 20 34:22 35:13, 23 36:1 38:17 39:3, 4 42:12 44:13, 14, 15, 16 48:21 51:7 52:8, 17 53:1 57:2, 5 60:11 61:3, 6 62:5 63:5 67:6, 14 71:4, 19, 21 72:4, 8 74:6 80:6 84:7 86:15 97:23 99:12 103:18 106:16 112:12, 24 113:3, 15, 20 114:7 118:18 122:16 124:22 130:17 133:6 134:12 137:5 139:11 141:6, 14</p> <p>thinking 25:18 48:8 90:2</p> <p>thinks 62:22</p> <p>third 19:7 26:17</p> <p>third-party 19:21</p> <p>thought 48:7 73:22 99:2 102:25 105:1 106:14 112:22</p> <p>thoughts 135:1</p> <p>thousand 145:4</p> <p>thousand-plus 94:12</p> <p>three-day 142:12</p> <p>three-year 68:12</p> <p>tighten 120:3 143:15</p> <p>tightened 120:6 139:5</p> <p>tightening 23:7</p> <p>tile 71:23 73:3</p> <p>tiles 72:1 73:5</p> <p>time 4:16 7:4 10:12 11:23 12:8, 11, 22 14:25 15:14, 16 18:7 19:16 22:21 23:15 24:17 27:12, 14</p>	<p>45:10 49:20 63:21, 25 66:21 67:20 69:1, 19 71:13 74:22 76:24 80:11, 24 81:1, 13, 20 82:21 84:20 85:24 86:8, 13 95:8, 15 96:12 98:25 99:3 100:14 106:5 107:9 109:21 111:2 114:5 115:4 116:3, 8 127:5 131:5 133:17, 22 134:9 139:8 146:6, 7, 10</p> <p>timelines 74:19</p> <p>times 26:4 42:13 50:12 61:11 69:24 78:4 82:18 89:15 93:16 94:3 109:14 111:18 115:2</p> <p>title 12:1 72:20 118:11, 14</p> <p>Titles 27:8 64:17</p> <p>TOCC 45:6 133:21 137:13</p> <p>today 4:5, 10 19:19</p> <p>toggle 43:24 44:4</p> <p>told 46:5 96:22 103:3</p> <p>Tom 47:5 78:4 91:10 134:9</p> <p>tons 64:15</p> <p>tools 18:4, 6</p> <p>top 30:20 34:6 65:2, 19 72:22 96:24 136:23 138:17</p> <p>tops 37:11</p> <p>totally 65:13</p> <p>touch 122:23 123:19</p> <p>touched 59:7, 23</p> <p>tours 93:6</p> <p>TRA 19:8 20:11 21:11, 16</p>	<p>22:5, 7 115:15 138:23</p> <p>traced 124:17</p> <p>track 14:9 25:21 50:25 51:4, 21 69:25 76:18 80:11 119:1, 9 120:20, 21 121:9 128:22 130:3, 23 131:7, 19 135:9</p> <p>train 7:8, 9, 23 17:18 38:4, 6 39:2, 4, 5, 7, 11, 20, 23 40:9 41:3, 6, 11, 14, 18 42:7, 15 43:1 45:14 57:8, 10 58:1 61:15 62:7 80:3 84:5, 6, 19 85:12 94:24 113:19 126:8</p> <p>trained 35:12 82:16 85:19 86:4, 8 140:25 141:16</p> <p>training 8:11 11:17, 18, 21, 25 14:22, 24 19:7, 21 20:2 28:14 29:24 30:16 35:16, 20 36:12, 15, 22, 24 37:4 38:15 42:22 51:15 54:19 60:14, 15 80:21 82:15 83:23, 25 84:17, 20 85:8, 14 88:11 127:9 141:19 142:5</p> <p>trains 7:13 12:22 13:15, 24 14:9 21:25 22:16 28:15 39:10 40:23, 24 45:23, 24 69:23 82:23 100:3 101:24 102:19 105:19 113:21 119:4 121:13 125:25 126:4 139:14, 15 142:16</p>	<p>transcribed 4:19 146:12</p> <p>transcript 4:20, 24 5:3, 9, 10, 13 16:12 146:14</p> <p>transfer 103:13</p> <p>transit 8:19, 25 31:10 77:22 142:19 143:8</p> <p>transition 10:2</p> <p>transitioned 12:20 15:14</p> <p>translated 110:11</p> <p>Transpo 12:5 16:22 23:12 24:1, 15 25:11, 14, 23 47:14 55:14 58:13 59:3 64:10 65:25 66:6, 12 87:2, 7 91:16 92:5 101:14 103:13, 25 106:4, 8 107:25 109:2 114:18 115:22 116:14 117:19 120:12 121:10 122:13 132:8, 10</p> <p>Transport 33:10, 15 48:8, 11, 15 52:9 75:14, 15, 19</p> <p>transportation 17:14 31:3, 19 48:2</p> <p>Transpo's 45:23 58:11 79:5 82:13</p> <p>TRA's 22:12</p> <p>travel 75:23</p> <p>traveled 40:20</p> <p>Trebutat 15:25 16:3</p> <p>trench 124:21</p> <p>trending 22:10 115:12</p> <p>trial 5:24 86:18, 20 87:3, 12, 18, 25 88:10, 14, 17 91:16 92:23 93:21, 25 94:10 95:15, 25 96:1</p>	<p>107:17 109:25 110:9</p> <p>Trillium 33:2, 13 49:6 75:19 83:6, 9</p> <p>trivial 56:8</p> <p>trouble 43:6</p> <p>troubleshoot 42:8</p> <p>troubleshooting 41:7, 21 42:21 43:14, 21</p> <p>Troy 15:21 38:25 59:21 77:22 86:24 90:25 132:13, 17 133:21, 22, 25 137:16</p> <p>true 129:10</p> <p>trueing 127:2</p> <p>trust 23:16</p> <p>trying 16:9 18:16 21:21 30:9 44:2, 5 50:19 53:20 55:2 58:22 70:24 81:14 86:14 91:10 95:7 132:2 142:7</p> <p>T's 23:5</p> <p>TSB 48:8 71:17, 20, 22 75:17 135:19, 22 137:23</p> <p>tunnel 73:5 94:22</p> <p>Tunney's 134:2</p> <p>turned 41:19 109:13</p> <p>turnover 77:24 78:2 112:4</p> <p>turns 55:18</p> <p>type 14:1 19:8 22:15 27:24 52:13 71:4 93:2 94:24 120:16, 23 125:5 133:2 137:12 141:11, 13, 22 145:5</p> <p>types 44:21 77:9 114:19 131:24</p>
--	--	--	---	---

typical 31:15
105:13
typos 5:9

< U >
U/T 3:14
Uhm-hmm 31:5
ultimate 16:20
123:9
ultimately 54:22
55:20 74:4
80:20
umpteen 145:3
understand
6:23 28:6
29:21, 22 45:24
63:18 68:16
76:20 113:14
114:3 125:22
understanding
9:3 24:22 31:2
32:12 49:2
52:4 59:9 60:4
62:9 63:23, 24
64:2 65:6
70:16 92:21
118:15 130:2
undertaken 3:9
18:23
undertaking
135:23
UNDERTAKINGS
3:12
unfortunate
41:24
Units 15:5
unsafe 55:13
62:6
unsung 43:8
141:5
update 28:13
updated 6:23
21:8 39:15
57:22, 25 66:23
updates 20:18
58:3 66:24 67:7
up-to-date 6:19
urgent 109:4
Urquhart 2:12
uses 35:1, 2
108:1, 4

< V >
Vaguely 99:21
validate 119:11

validating 94:5,
6, 18
valuable 39:20
40:11
value 78:17, 18
Vancouver
34:13 39:16
40:14 41:2
variables 44:15
134:24
varied 41:17
77:18
variety 62:5
various 34:1, 20
63:6 78:3 86:3
88:3 89:7
111:8 122:3
131:4
vehicle 56:14,
19, 23 57:4
131:11 135:8,
10 136:12
vehicles 25:21
56:5, 7, 11 57:1
93:8 102:11
131:7, 11
139:24 140:1, 6
vehicle-specific
135:3
vein 131:2
Venditti 15:18
verbiage 58:21
VERITEXT
146:19
versa 137:18
version 52:9
119:13
versus 54:5
102:12
vet 36:1 103:19
vetted 37:9
102:15
vetting-in
104:24
vice 137:17
**Videoconferenci
ng** 1:14
view 25:1 26:3
101:22 114:13
115:17 118:2
views 102:23
143:11
Virtual 2:20

visits 33:1, 22
40:13 50:4
51:11 121:5
visually 93:5
Vitae 3:4 9:12
VMOS 56:22
57:4, 19
Vogel 2:12
voice 43:3
106:21 107:1
voices 34:20
volume 114:4

< W >
wait 38:10
waiting 123:9
143:17
walk 113:23
walks 69:25
walk-through
38:5
wanted 80:15
111:4
wants 50:7, 9
washroom
121:19
wave 51:6
ways 28:19, 20
29:16 33:19
84:2 95:9
wayside 97:4,
10 98:19 115:9
weather 123:7
129:9, 12
website 4:25
week 23:4 51:6
85:8
weekdays 91:4
weekend 91:1, 5
weekly 112:16,
17
weeks 85:7
93:22 94:9, 11
105:2, 4 113:14
130:21
weld 129:22, 23
welded 129:11
well-thought-out
25:17
west 124:15, 18,
19
wet 73:6
wheel 84:12
125:14, 18, 23

126:15 127:12,
16 131:21
wheels 127:2,
17, 20, 21 128:2
whichever 13:5
whistleblowers
97:24
windshield 56:9
winter 73:15
81:3, 7, 10
winters 124:13
wish 22:7
witness 5:15,
19, 22
wondering
21:21
wood 131:15
word 36:13, 14
53:5 58:6
140:14
work 7:24 8:11
13:3, 7, 23 14:6
18:19 22:12
23:24 25:4
26:4, 10 27:2,
14, 18, 21, 24, 25
28:1 33:6
34:24 42:4
47:9 50:15
53:15 54:6
55:13 58:13, 16
60:17 63:4
69:4 72:18
76:12, 16, 17, 18
78:17, 19, 24
81:18 83:22
95:2 104:12
110:17, 23
114:4 116:4, 9
117:9 120:16,
21 124:15
132:23 133:8
Workaround
18:20
worked 8:2
35:9 44:11
47:4 66:20
83:5 128:2
working 6:25
8:7, 19 9:20
25:22 26:2
29:20 35:15, 25
36:1 37:10
38:15 39:16
47:15 57:14

63:6 67:7
72:15 83:2
99:14 108:10
124:17 127:4, 6
workplace
66:10 71:1, 3, 7
works 26:2
32:4 35:5 40:4
42:11, 24 66:15
world 105:17
142:17
worry 16:14
44:9 114:24, 25
worse 41:8
write 48:20
writing 11:8
132:1, 11
written 36:3
38:13 48:22
58:18, 21
wrong 16:7
60:5 108:1
110:18

< Y >
yard 7:10, 24
38:7 39:25
45:25 54:14
yeah 22:22
24:14 26:16
28:12 33:25
38:18 40:7
45:4 46:7 48:4,
18 49:13 50:19
56:22 60:18
64:3, 22 66:23
69:11 71:5
74:11 75:8, 12
77:11 78:17, 21
79:9 80:7, 13
81:13 83:18
84:3 86:1, 12,
22 88:21 89:11
90:4 91:8
92:25 99:3
103:16 104:6, 8
106:24 107:1
108:13 111:3, 8,
25 112:9 117:4
118:15, 19
122:10 125:6
128:16 133:15
138:22 142:18
145:4

year 10:8, 10
29:11 38:20
48:13 66:24, 25
67:9, 16 68:24
74:20 120:6
123:14, 16
125:10 141:5
year-end 37:22
yearly 38:10
68:8, 13
years 6:21
9:25 10:9 11:5
12:3 15:20
30:20 39:17
48:25 70:8
73:9 74:20
84:11 86:7
96:21 97:3
102:1 122:4
126:19
years'ish 10:8
Young 2:3 4:5
6:12, 16, 18, 22
7:23 8:2, 6, 10,
22 9:8, 14, 18,
22 10:1, 5, 11,
17, 24 11:15, 20,
22 12:4, 7, 16
13:1, 10, 13, 16,
18 14:7, 12, 18
15:7 16:3, 6, 11,
14, 25 17:5, 24
18:3, 21 19:17
20:5, 11, 19
21:2, 5, 10, 17
22:15, 23 23:10,
19, 23 24:5
25:1, 18 26:3,
11, 17, 21, 25
27:9, 16 28:4,
13 29:16, 23
30:7, 13, 22
31:2, 6, 14, 17,
21 32:11 33:19
34:2, 21 35:2, 7,
12, 15 36:9, 21
37:2, 19 38:14,
23 39:1 40:6, 8
41:20 42:3
43:11 44:20, 24
45:21 46:17, 23
47:13, 24 48:5,
16 49:1, 11, 15,
21 50:17 51:8
52:1, 19 53:14

54:2 55:1, 25
56:13, 18 57:15,
19 58:2, 7, 9
59:2, 25 60:4,
19 62:13, 25
63:17 64:1, 8,
24 65:5, 13, 24
66:19 68:16
69:7, 11 70:1, 9,
13, 20 71:9, 16
72:3, 14, 21
73:21 74:7, 12,
15 76:3, 11, 20,
24 77:3, 8, 14,
16 78:13, 25
79:4, 13, 18, 22
80:10, 17 81:2,
8, 19, 24 82:1
83:1, 12, 20
84:16 85:13, 23
86:17, 22 87:1,
11, 17, 22 88:13,
16 89:2, 20, 25
90:5, 12, 18, 23
91:6, 15, 19
92:1, 4, 8, 17, 21
93:24 94:17
95:1, 14, 24
96:5, 11, 16
97:9, 15, 25
98:14, 23 99:4,
18 100:1, 8, 12,
20 101:7, 15, 21
102:6, 17, 23
103:2, 12, 21
104:6, 9, 19, 22
105:9, 12, 21
106:1, 8, 12, 18
107:3, 7, 17, 21,
25 108:12, 17,
21, 25 109:10,
15, 21 110:10,
21 111:1, 11
112:1, 6, 21
113:8, 12 114:2,
13, 18 115:3, 14,
17, 21 116:12
117:6, 24 118:7,
15, 22 119:17,
23 120:9 121:6,
10, 14, 20 122:1,
8, 12 123:8, 21,
25 125:4, 13, 21
126:20, 25
127:12, 19

128:10, 13, 21
130:1, 14 131:1,
8, 24 132:9, 19
133:10 134:4,
15 135:12, 19,
22 136:2, 16
137:1, 8, 25
138:14, 19
139:6, 20, 25
140:10, 18, 24
141:17 142:4, 9,
14, 24 143:5, 11,
19 144:4, 16
145:7, 11, 14
yup 60:9 70:19
76:23 107:20
109:12 118:19
128:24

< Z >

zero 143:3
Zoom 1:14