

Ottawa Light Rail Commission

Mayor Jim Watson
on Thursday, April 28, 2022



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6	OTTAWA LIGHT RAIL COMMISSION
7	CITY OF OTTAWA - MAYOR JIM WATSON
8	APRIL 28, 2022
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15	--- Held via Zoom Videoconferencing, with all
16	participants attending remotely, on the 28th day of
17	April, 2022, 1:00 p.m. to 4:00 p.m.
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1 COMMISSION COUNSEL:

2 Kate McGrann, Co-Lead Counsel Member

3 Carly Peddle, Litigation Counsel Member

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6 PARTICIPANTS:

7 Mayor Jim Watson: City of Ottawa

8 Peter Wardle, Betsy Segal: Singleton Urquhart

9 Reynolds Vogel LLP

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11 Also Present:

12 Deana Santedicola, Stenographer/Transcriptionist

13 Talia Gillani, Virtual Technician

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INDEX OF EXHIBITS

NO. DESCRIPTION PAGE/LINE NO.

[No Exhibits Marked]

* * The following is a list of documents undertaken
to be produced, items to be followed up on, or
questions refused * *

INDEX OF UNDERTAKINGS

The documents to be produced are noted by U/T and
appear on the following page/line: 64:18, 117:21,
129:5

INDEX OF REFUSALS

The questions/requests refused are noted by R/F and
appear on the following pages: 120:1

1 -- Upon commencing at 1:00 p.m.

2

3 MAYOR JIM WATSON; Affirmed.

4 KATE McGRANN: Good afternoon, Mr.

5 Watson. My name is Kate McGrann. I'm one of the
6 co-lead Counsel of the Ottawa Light Rail Transit
7 Public Inquiry. I'm joined by my colleague, Carly
8 Peddle, who is another member of the Commission's
9 Counsel team.

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 may intervene to ask
16 certain questions. If time permits, your counsel
17 may ask follow-up questions at the end of this
18 interview. This interview is being transcribed,
19 and the Commission intends to enter this transcript
20 into evidence at the Commission's public hearings
21 either at the hearings or by way of procedural
22 order before the hearings commence.

23 The transcript will be posted to the
24 Commission's public website, along with any
25 corrections made to it, after it is entered into

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

6 You will be given the opportunity to
7 review your transcript and correct any typos or
8 other errors before the transcript is shared with
9 the participants or entered into evidence.

10 Any non-typographical corrections made
11 will be appended to the transcript.

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

25 As required by section 33(7) of that

1 Act, you are hereby advised that you have the right
2 to object to answer any question under Section 5 of
3 the Canada Evidence Act.

4 If at any point during the interview
5 you need to take a break, just let us know and we
6 will pause the recording.

7 MAYOR JIM WATSON: Okay.

8 KATE McGRANN: Mr. Watson, would you
9 begin by providing us with a brief description of
10 your professional experience and background.

11 MAYOR JIM WATSON: Going back how far?

12 KATE McGRANN: As it relates to your
13 work as Mayor of the City of Ottawa.

14 MAYOR JIM WATSON: Well, I was elected
15 as a City Councillor in 1991, got re-elected in
16 1994, and then elected as Mayor of the old City of
17 Ottawa in 1997 until 2000, and then I became
18 President of a Crown corporation, a federal Crown
19 corporation, the Canadian Tourism Commission, for
20 about three years, and then was a journalist and a
21 columnist and a television host for a brief period
22 of time, then became a member of provincial
23 parliament and a Cabinet Minister in three
24 different portfolios from 2003 to 2010 and then
25 sought to return to municipal government and was

1 re-elected in 2010, 2014, and 2018 as Mayor.

2 KATE McGRANN: And can you describe
3 your history with Ottawa's Light Rail Transit
4 Project?

5 MAYOR JIM WATSON: Yes, it went through
6 many different twists and turns, as you may or may
7 not know with previous Mayors. And there was the
8 north-south option that was originally proposed by
9 one former Mayor and that was rejected by Federal
10 Government, and then a new proposal came forward by
11 my predecessor, Mr. O'Brien, that would go
12 east-west, and I defeated him in the election and
13 brought forward the proposal that staff had been
14 working on with some modifications to the depth of
15 the tunnel, and it was brought before Council and
16 passed unanimously by Council. And construction
17 began while I was Mayor, and the system opened, as
18 you know, a little while ago, back in September
19 2019.

20 KATE McGRANN: Did you have any
21 reservations about the east-west line when it was
22 first introduced?

23 MAYOR JIM WATSON: I did. I was
24 concerned both as a Minister at the time that we
25 saw it switch from north to south and that cost

1 about \$36 million and set back the program by
2 several years, and then I was also -- I had
3 concerns about the tunnel, the cost of it, the
4 safety aspects of it, and was assured during the
5 process that those issues were not a significant
6 concern. The company that we had hired had
7 extensive experience in tunnelling. And aside from
8 the sinkhole, the tunnel portion actually went very
9 well.

10 KATE McGRANN: The concerns you
11 expressed about the switch away from the
12 north-south line, other than the financial
13 implications of that change, did you have any other
14 reservations about the east-west line flowing from
15 the original north-south proposal?

16 MAYOR JIM WATSON: Well, if I recall
17 correctly, the north-south proposal did not bring
18 the system underground. It stayed on the surface.
19 And I did have concerns about that because I knew
20 that we had reached capacity on the surface on
21 Slater and Albert, for instance, at about 8,000
22 cars an hour in and out of the downtown core --
23 sorry, 8,000 buses an hour, or trips, and the train
24 going underground would give us about 24,000
25 capacity.

1 So the concern I had with north-south,
2 and I think probably the Federal Government had as
3 well, which is one of the reasons why they pulled
4 the funding or didn't support the funding, was
5 because, you know, one of the problems was the
6 congestion in the downtown core. How do we get
7 more buses on Slater and Albert. And if you know
8 the Mackenzie King Bridge, you would often get
9 pictures of, literally as far as the eye could see,
10 buses bumper to bumper on that bridge trying to get
11 people out of the downtown core.

12 So it is 8,000 passengers, not 8,000
13 buses an hour, and now we have capacity of 24,000
14 people an hour in and out of the downtown core
15 because of the tunnel.

16 KATE McGRANN: With respect to the
17 tunnel, so you mentioned concerns about safety, and
18 I understand that those concerns were addressed by
19 someone that you retained to work on the tunnel.
20 Could you tell me a little bit more about that.

21 MAYOR JIM WATSON: Sorry, can you
22 repeat that question?

23 KATE McGRANN: You mentioned that you
24 had concerns about the tunnel proposed for the
25 east-west line, and I think you said the concerns

1 were twofold: one, safety with respect to that
2 tunnel?

3 MAYOR JIM WATSON: Well, you know, I am
4 not a tunnel expert by any means, but the plan
5 called for digging a tunnel relatively deep and
6 then under the Rideau Canal, and I was concerned
7 about whether that was doable, and also whether we
8 would get Federal Government permission because the
9 tunnel would be coming close to a number of
10 significant government buildings such as the Prime
11 Minister's office and whether, from a security
12 point of view, that would be allowed.

13 But I was reassured, when the winning
14 proponent came forward, that they had the
15 expertise, that this was a relatively small, short
16 tunnel, about 2 and a half kilometres, versus
17 tunnels all over the world, whether it is the Big
18 Dig in Boston or, you know, the Chunnel in England
19 and France, that this was quite doable.

20 So my concerns were laid to rest.

21 KATE McGRANN: And you say that you
22 were reassured when the proponent came forward. Is
23 that a reference to RTG?

24 MAYOR JIM WATSON: Yes. They were the
25 winning bid.

1 KATE McGRANN: Were you able to become
2 more comfortable with the notion of a tunnel before
3 the City proceeded through the RFP process looking
4 for a private partner who would construct the
5 tunnel?

6 MAYOR JIM WATSON: Yeah, I recall, you
7 know, when I first got elected, I received numerous
8 briefings on a lot of issues, and you know,
9 obviously, LRT was one of them, and our staff
10 brought me through the process and I felt quite
11 comfortable with tunnelling. And I knew that we
12 needed to have a tunnel in the downtown core,
13 because it would otherwise defeat the purpose of
14 bringing light rail transit to make it more
15 efficient for passengers and to prevent some of the
16 massive traffic jams that were caused by so many
17 buses trying to get through a relatively small
18 corridor in the downtown every rush hour, morning
19 and afternoon.

20 KATE McGRANN: You also mentioned, I
21 believe, concerns about the cost of the tunnel; is
22 that right?

23 MAYOR JIM WATSON: Well, I was
24 concerned about the cost of the project. I wanted
25 to make sure that it would remain in budget because

1 I knew that we only had not a traditional
2 one-third, one-third, one third with the other two
3 orders of government, but a cap of 600 million
4 federally and 600 million provincially and the rest
5 would be borne by the Ottawa taxpayers.

6 So I wanted to make sure that, you
7 know, whatever proponent was chosen through the RFP
8 process that it was within the affordability
9 envelope of the City of Ottawa, which it was.

10 KATE McGRANN: At any point did you
11 have any specific concerns about the costs
12 associated with the tunnel proposed?

13 MAYOR JIM WATSON: No, just general in
14 nature, what it was going to cost. I think -- I
15 believe, and I stand to be corrected, it was, I
16 think, about 500 million of the total 2.1 billion,
17 but again, I stand to be corrected on that number.
18 But I recall that, and this was many years ago, but
19 it was, you know, an expensive part of the overall
20 package.

21 KATE McGRANN: And how did you become
22 comfortable with the costs associated with the
23 tunnel?

24 MAYOR JIM WATSON: Well, I became
25 comfortable with the bid that was put in, that it

1 was within the realm of our affordability plan and
2 our long range financial plan, so it fit into the
3 \$2.1 billion. So that is one of the reasons why I
4 voted for it, as did every member of Council at
5 that vote.

6 KATE McGRANN: With respect to the
7 budget that was set for the project, my
8 understanding is that by 2009 there is a \$2.1
9 billion budget set for the project; is that right?

10 MAYOR JIM WATSON: Yes.

11 KATE McGRANN: And is that the budget
12 that was carried through for the project through
13 the procurement and into the Project Agreement?

14 MAYOR JIM WATSON: Yeah, the total
15 ended up being 2.1 billion, correct.

16 KATE McGRANN: When you became Mayor,
17 did the City take a second look at that budget that
18 had already been set?

19 MAYOR JIM WATSON: I don't recall.
20 When we voted obviously for it, that was the price
21 tag and it was a fixed price contract so, you know,
22 I am sure there were a series of meetings over the
23 course of leading up to analyzing the bids, but the
24 staff brought forward the bid that they felt was
25 the best bid and it met our ability to keep the

1 project on budget at 2.1 billion.

2 KATE McGRANN: Okay, and that is RTG's
3 bid in response to the City's RFP?

4 MAYOR JIM WATSON: That's correct.

5 KATE McGRANN: Before taking the
6 project to RFP, what was done to get you and other
7 members of Council comfortable that the budget was
8 sufficient for the project?

9 MAYOR JIM WATSON: Well, I think there
10 were some adjustments made to the depth and the
11 specific location of the tunnel that brought the
12 budget into line with the \$2.1 billion. I believe
13 it was work done by Nancy Schepers, who was the
14 previous Deputy City Manager, who had
15 responsibility for the project, that it was going
16 to be significantly deeper in the downtown core,
17 and they had just -- they moved the placement of
18 the tunnel farther, I think -- I guess it is
19 farther south to be roughly under Queen Street, I
20 think.

21 KATE McGRANN: The changes were made to
22 the alignment and the depth of the tunnel; is that
23 right?

24 MAYOR JIM WATSON: Yes.

25 KATE McGRANN: And was the purpose of

1 those changes to bring the anticipated cost of the
2 tunnel within the City's budget?

3 MAYOR JIM WATSON: Yes.

4 KATE McGRANN: Do you know of any other
5 changes that were made to the plans for the project
6 to bring the project within the City's budget?

7 MAYOR JIM WATSON: I don't recall any.
8 There may have been some other minor ones, but this
9 one was the most significant, I think, but again,
10 you know, through value engineering, I'm not sure
11 if other savings were made along the way.

12 KATE McGRANN: Did anyone working on
13 the project before it went out to RFP express any
14 concerns that the budget was not sufficient to
15 achieve what the City wanted to do with the
16 project?

17 MAYOR JIM WATSON: Not to me, no.

18 KATE McGRANN: To your knowledge, were
19 those concerns expressed?

20 MAYOR JIM WATSON: I don't recall
21 anyone expressing them, because when the bid came
22 in, it was a fixed price bid at \$2.1 billion, which
23 was the price that staff had been advising us was
24 the estimate to complete Phase 1 of the LRT.

25 KATE McGRANN: And were there any

1 concerns about value engineering that may be done
2 by the City's chosen private partner in order to
3 complete the project, given the budget that was
4 set?

5 MAYOR JIM WATSON: Sorry, were there
6 any concerns?

7 KATE McGRANN: Yes.

8 MAYOR JIM WATSON: Not that I am aware
9 of.

10 KATE McGRANN: I would like to ask you
11 some questions about the involvement of
12 Infrastructure Ontario in Stage 1 of the Light Rail
13 Transit Project. To your knowledge, when was
14 Infrastructure Ontario's involvement first
15 contemplated?

16 MAYOR JIM WATSON: I can't -- I can
17 recall in 2010 during the municipal election I
18 indicated that I would like to have -- I believe I
19 used Infrastructure Ontario as an agent to assist
20 us in the procurement process.

21 So my understanding was that they were
22 involved with the procurement process and offered
23 advice to our staff. And I don't recall meeting
24 with anyone from Infrastructure Ontario. I may
25 have but, you know, it would have been 15 years ago

1 or so. But they were brought in, I believe, to
2 assist with the procurement of the contract, and I
3 also believe that was really the end of their role
4 and responsibility.

5 KATE McGRANN: You mentioned that you
6 supported their involvement. Why was that?

7 MAYOR JIM WATSON: Well, I think it is
8 always good to have an extra set of eyes. Even
9 though Infrastructure Ontario did not have
10 significant train experience, they had significant
11 experience with large infrastructure projects, and
12 I thought it would be helpful to get that fresh set
13 of eyes to look at the process and the contracts.

14 KATE McGRANN: And so they are working
15 on the project as an advisor to the City; that
16 right?

17 MAYOR JIM WATSON: I believe that would
18 be the best way to characterize it.

19 KATE McGRANN: And did you understand
20 that role to be different than the role that
21 Infrastructure Ontario normally plays in the
22 projects it works on?

23 MAYOR JIM WATSON: No, I thought they
24 offered, you know, a wide range of services to help
25 partners, in this case the City of Ottawa, with the

1 procurement.

2 KATE McGRANN: Now, you mentioned that
3 Infrastructure Ontario did not have train
4 experience. To your knowledge, what did the City
5 do to arm itself with the light rail experience
6 necessary to embark on a project like this?

7 MAYOR JIM WATSON: Well, as you know,
8 whether it is myself or the City Manager or even
9 the General Manager of Transit Services, we did not
10 have the technical expertise to build or design a
11 railway, so a number of experts from around the
12 world were contracted as consultants and hired to
13 work in the Rail Office. I remember seeing -- I
14 actually asked this question some time ago, knowing
15 that we did not have rail experience, nor would any
16 city building a railway for the first time have
17 that kind of experience, where did we go to get
18 these people, and I remember receiving a list of
19 individuals and projects that they had worked on
20 around the world, rail projects, both light and
21 heavy rail projects.

22 So that gave me a greater sense of
23 comfort that our staff wisely chose
24 internationally-regarded train experts to help with
25 both the procurement and the implementation of the

1 project.

2 KATE McGRANN: And do you know what
3 steps the City took to assess its needs for that
4 kind of expert assistance?

5 MAYOR JIM WATSON: I am not aware of
6 that.

7 KATE McGRANN: I think that you
8 answered this question already, but just in case,
9 do you recall if Infrastructure Ontario ever
10 interacted directly with Council as a whole as it
11 was considering options for moving the project
12 forward?

13 MAYOR JIM WATSON: I don't recall that
14 that happened. They may have come to a committee
15 meeting at one point as a resource, but I don't
16 remember if they actually did that or not or if
17 they were dealing just at the staff level.

18 KATE McGRANN: With respect to the
19 selection of the delivery model, and by that I am
20 referring to the decision to proceed by way of
21 design/build/finance/maintain, I would like to ask
22 you some questions about the decisions made about
23 the finance component.

24 Do you recall who was involved in
25 advising the City about the inclusion of the

1 finance component of the delivery model and the
2 quantum of financing that should be engaged?

3 MAYOR JIM WATSON: No, it was really,
4 you know, staff would bring forward the
5 recommendations, which was the
6 design/build/maintain and finance.

7 Politicians would not be involved in
8 the granular aspect of that decision. You know, my
9 recollection was that staff brought that forward as
10 the best option, and it was presented to Committee
11 and Council in a public consultations audit, and a
12 decision was reached to go that route.

13 KATE McGRANN: Do you recall any
14 consideration by Council of different amounts of
15 private lending or private financing to be included
16 in that model?

17 MAYOR JIM WATSON: I am not aware of
18 that, no.

19 KATE McGRANN: Are you aware of any
20 advice from IO or any other advisors as to what
21 amount of financing should be sought from private
22 lenders over the course of this project?

23 MAYOR JIM WATSON: No. Really, the
24 system, as we have it in any municipality, is that
25 the senior staff deal with consultants and deal

1 with the advice from consultants, and they take
2 that along with their own perspective and put it in
3 a report and it comes to Committee and Council.

4 So we would not be involved really at
5 the front end. We would be involved at the back
6 end making the final decision.

7 KATE McGRANN: With respect to the
8 selection of OC Transpo as the operator of the
9 system, to your knowledge what options were
10 considered for operating Stage 1 of the Ottawa
11 Light Rail Transit System?

12 MAYOR JIM WATSON: Well, I assume by
13 the private sector, but it was always my intention
14 from the start that it would be OC Transpo that
15 would be operating the system because they were
16 currently at the time operating one train system,
17 the O-Train, as well as the bus system, and I think
18 it made the most sense that the bus company and the
19 train company run the new train system as well as
20 the existing train and the buses and Para Transpo.

21 KATE McGRANN: Okay, and help me
22 understand why that made the most sense to you.

23 MAYOR JIM WATSON: Well, OC Transpo had
24 been running a train system for several years. It
25 was working quite well. As well, they had the bus

1 system which we knew were going to be
2 interconnecting with the spine of the LRT system
3 from Tunney's down to Blair Station.

4 And I think most people just assumed
5 that they would take responsibility for the
6 operation of that system, and that was the
7 recommendation that came from staff, and I
8 supported that.

9 KATE McGRANN: Do you remember what
10 factors weighed in favour of staff's recommendation
11 to select OC Transpo as the operator?

12 MAYOR JIM WATSON: Not specifically.
13 Asking me now, I would say because they have the
14 expertise in running one train system as well as
15 the bus system, and they had the infrastructure in
16 place, whether it is the fare system, special
17 consoles for safety, fare inspectors, and so on, as
18 well as the administrative overhead to run the bus
19 company that was already in place. So it didn't,
20 you know, for me seem to make much sense that we
21 would have one train system and one bus company run
22 by OC Transpo and then another train system in the
23 same City run by someone else, that there had to be
24 that connectivity and, you know, using the shared
25 resources I think made it more efficient as well.

1 KATE McGRANN: Did the union, ATU Local
2 279, have any influence in the decision to select
3 OC Transpo as the operator?

4 MAYOR JIM WATSON: Well, they certainly
5 were supportive of OC Transpo running the system,
6 and obviously their membership, ATU, would be
7 members of the staff of the train. Whether they
8 had any direct influence, they certainly lobbied
9 members of Council that that would make the most
10 sense.

11 But at the end of the day, I thought it
12 made sense regardless of ATU's involvement, that it
13 just made sense for those individuals to run the
14 system so we didn't have two different operators
15 running two different systems.

16 KATE McGRANN: Now, you mentioned that
17 OC Transpo was already operating one train line at
18 the time that the decision to begin the Stage 1
19 project begins. What was your belief about what
20 benefits or experience would be drawn from OC
21 Transpo's experience as that rail operator for
22 Stage 1?

23 MAYOR JIM WATSON: Well, it was -- you
24 know, it is a train system, but it is different.
25 It is diesel versus electric, but it is still the

1 principle of a train system which, you know, we
2 knew would be an integral part of connecting
3 north-south with east-west, because Bayview Station
4 was the station at the start of the north-south
5 line. So for instance, if you were living downtown
6 or as far east as Blair Station and you went to
7 Carleton University, you would hop on the train,
8 the LRT at Blair, and then come to Bayview,
9 transfer on to the O-Train, and that would bring
10 you to Carleton.

11 So one of the things that I was quite
12 enthusiastic about was to have all four
13 post-secondary institutions connected by rail, and
14 obviously now Ottawa U is very well-served with
15 LRT. Carleton will again be served by the O-Train.
16 It is under construction now. As you know, it is
17 part of Phase 2. And Algonquin College would be
18 also part of LRT Phase 2, which is under
19 construction. And then the eastern portion, Trim
20 Road, is where the Centre des métiers, which is the
21 La Cité, the French college, a carpentry and skills
22 trades centre is located just across from Highway
23 174.

24 So with Phase 1 and 2, it connects all
25 four post-secondary institutions, and we have a

1 U-Pass system, so it made good sense to offer them
2 a very high level of service.

3 KATE McGRANN: To your knowledge, were
4 plans for the construction and implementation of
5 Stage 1, did they take into account the fact that
6 the operation of a light rail system would be a new
7 endeavour for the City?

8 MAYOR JIM WATSON: Sorry, could you
9 repeat that again? There was something I didn't
10 quite hear.

11 KATE McGRANN: Do you know what
12 planning was done to account for the fact that the
13 City would be new to operating this light rail
14 transit system?

15 MAYOR JIM WATSON: Well, you know, it
16 obviously is a different system, a different train.
17 It is electric-driven versus diesel-driven, the
18 existing O-Train, but it is a train system, and the
19 train system is -- I was very comfortable with the
20 12 and a half kilometres and I think the 12 or 13
21 stations that make up Phase 1 and, you know,
22 equally excited about Phase 2 coming on board that
23 will see significant growth of the east end, west
24 end and south end.

25 So they are not the same train system.

1 The drivers have to be trained differently, but
2 they still are part of the OC Transpo family.

3 KATE McGRANN: Right, and I guess my
4 question is what, to your knowledge, was done to
5 provide time for the operators and controllers on
6 the new system to prepare to operate it?

7 MAYOR JIM WATSON: Well, there was a
8 very extensive training process. I remember
9 visiting the simulator that they had, which drivers
10 had to go through and they had to have so many
11 hours of training. And as you know, because there
12 were so many delays with LRT, they had more time to
13 train than most other people. So I had great
14 confidence in the training program, the equipment
15 and the simulator that they were using, and as I
16 said, you know, I think they had worked very well.
17 There had been no significant problems from an
18 operator's point of view since the system launched.

19 KATE McGRANN: You mentioned as a
20 result of delay that there was more time to train.
21 Can you speak to whether that training experience
22 followed what was originally planned in terms of
23 time to use the full system, time to use the full
24 system in different weather conditions, things like
25 that?

1 MAYOR JIM WATSON: Yeah, I would not be
2 able to answer that pretty detailed question about
3 the training of employees. That is something that
4 would not come to my attention.

5 KATE McGRANN: Do you know whether the
6 delays in the construction of the system translated
7 into more training hours for the operators of the
8 system and the controller of the system?

9 MAYOR JIM WATSON: Well, you would have
10 to check with the train company, but I think
11 logically I would suggest the answer is yes because
12 there is time available. We don't want the drivers
13 to become rusty, if there is a long gap between
14 when their training ended and the system was
15 supposed to start up, and obviously the start-up
16 date was pushed back on at least three occasions.

17 KATE McGRANN: To your knowledge, were
18 the drivers and operators actually offered more
19 training time than was originally planned?

20 MAYOR JIM WATSON: I don't know that
21 for sure, but I think it is a safe assumption that
22 they would have been because otherwise they would
23 be, you know, sitting around waiting for the train
24 system to start.

25 So I don't know if any of them went

1 back to, you know, their old bus route in the
2 interim, but certainly I was assured that the
3 training they received was above adequate to ensure
4 a safe system.

5 KATE McGRANN: Now, in the approach
6 that the City took, the operations and the
7 maintenance are being offered by two different
8 parties. So the City is operating, as we
9 discussed; the City's private partner is in charge
10 of maintenance. That additional interface that is
11 introduced, separate parties providing operations
12 and maintenance, what assessment, to your
13 knowledge, did the City do of that additional
14 interface and what would be required to make it
15 function properly?

16 MAYOR JIM WATSON: I am not aware of
17 what was done.

18 KATE McGRANN: And do you know if that
19 interface was something that the City considered as
20 it planned for trial-running or revenue service?

21 MAYOR JIM WATSON: Again, that would be
22 something that would not necessarily come to my
23 attention.

24 KATE McGRANN: With respect to the
25 geo-technical risk that was transferred to the

1 private partner as part of the Project Agreement,
2 can you describe to me how the City came to decide
3 to take the approach that it took with respect to
4 transferring that risk?

5 MAYOR JIM WATSON: Well, again, I
6 wouldn't be able to give you a technical answer to
7 that except as the head of the Corporation, we
8 wanted to minimize risk to taxpayers, and obviously
9 there was -- any time you are tunnelling, there is
10 a greater risk than doing something on the surface,
11 and to transfer that responsibility to the private
12 sector helps to protect the taxpayers because the
13 cost is borne by the private consortium and not by
14 the City.

15 KATE McGRANN: And in looking at making
16 that decision, did the City consider any potential
17 downside risks to the project that came from that
18 risk transfer?

19 MAYOR JIM WATSON: Excuse me, again, I
20 wouldn't have a specific. I could only speculate
21 that one of the issues would be that they look at
22 the balance sheet in terms of what the potential
23 risk is if there was a problem with the tunnel and
24 what that would cost taxpayers.

25 So, you know, I think that the transfer

1 of the risk to the private sector made sense from
2 an economic point of view for the --

3 KATE McGRANN: Sorry, go ahead.

4 MAYOR JIM WATSON: For the City of
5 Ottawa.

6 KATE McGRANN: Other than the financial
7 factor, which you have described, were there any
8 other factors that weighed in favour of
9 transferring that risk to the private partner?

10 MAYOR JIM WATSON: There may have been,
11 but I am not aware of what they would specifically
12 be.

13 KATE McGRANN: Are you aware of anyone
14 working for or advising the City raising any
15 questions or concerns about the transfer of that
16 risk in its entirety to the private partner?

17 MAYOR JIM WATSON: I am not aware of
18 anyone that brought that to my attention, no.

19 KATE McGRANN: Now, I believe that in
20 2011 you gave some directions to speed up the
21 process for the project; is that right?

22 MAYOR JIM WATSON: I don't recall that.
23 I was anxious obviously to see the project
24 completed, but I am not sure what context that
25 would have been made in, whether it was at a

1 meeting or not. It could have been a question
2 asking how we are doing on the progress of the
3 system.

4 KATE McGRANN: Do you recall asking
5 staff to look into accelerating the project in any
6 way?

7 MAYOR JIM WATSON: Again, I don't
8 recall that, and I may have had the discussion
9 about the timelines and so on, but I can't recall
10 specifically directing staff to speed it up.

11 KATE McGRANN: Could you speak to me
12 about the approach that the City took to oversight
13 of the project?

14 MAYOR JIM WATSON: Well, there was
15 regular updates by City staff to FEDCO, which is
16 the Committee I Chair. FEDCO is the Finance and
17 Economic Development Committee. And so we received
18 regular updates, as did the Transit Commission, but
19 the responsibility for construction actually was
20 with FEDCO, not with the Transit Commission, which
21 was responsible for operating.

22 KATE McGRANN: So when you say that the
23 responsibility for construction was with FEDCO,
24 what do you mean by that?

25 MAYOR JIM WATSON: Well, any project in

1 the City of Ottawa has to have a host committee
2 that it reports to, and so all of the construction
3 for LRT reported to FEDCO as opposed to the
4 Transportation Committee or the Transit Commission.

5 KATE McGRANN: And then how did FEDCO
6 go about fulfilling its oversight obligations for
7 the project?

8 MAYOR JIM WATSON: Well, through
9 regular meetings, questions by members of the
10 Committee, public delegations that would appear,
11 the standard practice of accountability through the
12 Committee system. And then if any changes had to
13 be made, FEDCO would report back to Council. Full
14 Council.

15 KATE McGRANN: When you say FEDCO would
16 report back to Council on changes made, what kind
17 of changes would require a report from FEDCO to
18 Council?

19 MAYOR JIM WATSON: Again, unless -- I
20 suspect probably if there was a significant change
21 in the finances of the project, which I don't
22 recall ever came up because it was a fixed price
23 contract. So it may have just gone up to Council
24 as an information item, but every member of Council
25 was always invited to FEDCO to ask any questions

1 that they had.

2 KATE McGRANN: And do you recall any
3 specific changes on this project that FEDCO was
4 required to report to Council?

5 MAYOR JIM WATSON: I don't recall any.

6 KATE McGRANN: Who is FEDCO receiving
7 regular reports from?

8 MAYOR JIM WATSON: On this project or
9 on any project?

10 KATE McGRANN: Yes.

11 MAYOR JIM WATSON: On this --

12 KATE McGRANN: Sorry, no, no, on this
13 project.

14 MAYOR JIM WATSON: Yeah, well, it would
15 be ultimately the City Manager or the General
16 Manager of Transportation Services, so Steve
17 Kanellakos and John Manconi, and their colleagues
18 from the Rail Office.

19 KATE McGRANN: And what in particular
20 were they reporting to FEDCO on?

21 MAYOR JIM WATSON: Really, just general
22 updates on progress that was being made on the
23 project. It was -- you know, I think it was our
24 largest infrastructure project, and we wanted to
25 ensure that as much information was made available

1 to both members of Council and the public through
2 these updates.

3 KATE McGRANN: Are you aware of an
4 approach taken -- bear with me for one second. Are
5 you aware of the existence of a list called the
6 "Go/No-Go List"?

7 MAYOR JIM WATSON: I know that at
8 briefings that I had with the City Manager and the
9 General Manager of Transportation there was a sheet
10 produced on a regular basis, and I am not sure how
11 frequently it was produced, but it showed all of
12 the different outstanding issues, and they were
13 assigned a green, yellow and red dot. Red was
14 concern; yellow was in the middle between no
15 problems and concern; and green was the issue was
16 proceeding as it was expected to be.

17 KATE McGRANN: And I think you said
18 that you saw that document in meetings with the
19 City Manager and the General Manager of
20 Transportation; is that right?

21 MAYOR JIM WATSON: Yeah, it was getting
22 into sort of more the granular in terms of what
23 areas the City had expressed concern about and
24 other areas that they did not have concern about.

25 KATE McGRANN: And were those meetings

1 held on a regular basis?

2 MAYOR JIM WATSON: No, I wouldn't call
3 them regular. It was almost as needed. You know,
4 as you got closer to the project, obviously you had
5 more meetings, but it was not, you know, every
6 Monday of -- or the first Monday of every month.
7 It was, you know, as needed and more of an ad hoc
8 basis.

9 KATE McGRANN: Do you remember
10 when -- and I am not asking for a date, but when in
11 the life of the project you first saw the Go/No-Go
12 List?

13 MAYOR JIM WATSON: I could not tell you
14 that. It was so many years ago. Do you mind if I
15 just take a bathroom break?

16 KATE McGRANN: That is no problem. It
17 is 1:43. We'll come back at 5 to 2:00.

18 MAYOR JIM WATSON: Okay, I'll just keep
19 my system on here.

20 KATE McGRANN: Yes, don't forget to
21 mute yourself.

22 PETER WARDLE: You can just mute
23 yourself, Mayor Watson.

24 -- RECESSED AT 1:44 P.M.

25 -- RESUMED AT 1:47 P.M.

1 KATE McGRANN: Before the break, we
2 were discussing the no/no-go list, and I think that
3 you mentioned that you had seen it in meetings with
4 the City Manager and the General Manager of
5 Transportation.

6 MAYOR JIM WATSON: Correct.

7 KATE McGRANN: Once that list had been
8 shown to you, did it become part of those meetings
9 with the City Manager and the General Manager of
10 Transportation as you had them going forward?

11 MAYOR JIM WATSON: Yes, generally there
12 would be an updated version of that every month or
13 so.

14 KATE McGRANN: And what was your
15 understanding of why the items that had been placed
16 on that list had been chosen?

17 MAYOR JIM WATSON: Well, it was based
18 on the observations by our staff and our
19 consultants as to where we were falling behind and
20 where we were exceeding expectations. So, you
21 know, it gave us sort of a bit of a dashboard
22 snapshot of where we had to -- where the consortium
23 had to pick up the pace and others that we had a
24 comfort level with that were not going to be a
25 problem.

1 KATE McGRANN: All right. So the
2 colour coding of green, yellow, red that you
3 described acted as an indicator of where attention
4 was needed and where things were progressing as
5 planned?

6 MAYOR JIM WATSON: That's correct.

7 KATE McGRANN: With respect to the
8 items that are being evaluated, though, do you know
9 how those items were selected or why they were
10 selected to be on the Go/No-Go List?

11 MAYOR JIM WATSON: Well, I think they
12 were the ones that were the most pressing. You
13 know, obviously the ones on the red list were the
14 ones that were of most concern, and then the others
15 just gave us a sense that the yellow, you know,
16 could fall into red or could fall into green
17 depending on what progress was made, and the green
18 was things are going well, just to give us an idea
19 of, you know, how the project was proceeding and
20 timelines and so on.

21 KATE McGRANN: And was that list, the
22 Go/No-Go List, used as a reference point all the
23 way up to the launch of the system, for public
24 service, I mean?

25 MAYOR JIM WATSON: For revenue service?

1 KATE McGRANN: Yes.

2 MAYOR JIM WATSON: Probably, yeah. I
3 can't recall the last time I saw one of those
4 lists, but I am sure it was up until the launch of
5 the system, because obviously you wouldn't need the
6 colour code system after it was launched.

7 KATE McGRANN: Do you remember if you
8 ever saw a copy of that list where every item was
9 green?

10 MAYOR JIM WATSON: Again, I don't
11 recall, but, you know, as you got closer to the
12 launch, you would see more and more green because
13 obviously green meant that it was ready to go.

14 KATE McGRANN: You say that you would
15 see more and more green. Is it your recollection
16 that as you got closer to launch you saw more and
17 more green on that Go/No-Go List?

18 MAYOR JIM WATSON: Again, I am not sure
19 if my memory serves me well on one or two
20 documents, but I am assuming -- perhaps I am wrong,
21 but I am assuming that as we got closer to the date
22 that there were many green spots because the system
23 was ready to launch, and if we had all these red
24 dots, then the system was not ready to launch.

25 KATE McGRANN: Okay, I understand the

1 assumption you are making, and maybe you have
2 answered this, but just do you remember seeing what
3 you have assumed that you would have seen?

4 MAYOR JIM WATSON: I don't recall that,
5 no.

6 KATE McGRANN: Other than the Go/No-Go
7 List, were there other tracking documents or
8 reference points that were used on an ongoing basis
9 to communicate the status of the construction on
10 the system or its progress?

11 MAYOR JIM WATSON: Well, you know, I
12 think probably when we had those meetings with the
13 transit staff and myself, and I believe Mr.
14 Kanellakos and Mr. Manconi, and there would be
15 other people in the room that had role and
16 responsibility for the oversight of the project,
17 that they would give us other information above and
18 beyond just, you know, one little snippet of a red
19 dot or a green dot, that there would be other
20 background documents and so on.

21 But again, for the purpose of those
22 meetings, it was -- I focussed on the three-colour
23 chart to see where we had to pick up or the
24 consortium had to pick up its pace to make sure
25 that we were meeting our deadlines.

1 KATE McGRANN: Was the Go/No-Go List
2 also used in the updates to FEDCO?

3 MAYOR JIM WATSON: Again, I don't
4 recall what documentation was brought to FEDCO,
5 but, you know, generally there was fairly thorough
6 discussion of where things stood, often a series of
7 memos that would go out between FEDCO meetings, so
8 there was a fair amount of information that went to
9 members of Council and the public.

10 KATE McGRANN: And did you feel that
11 the nature of the information provided to FEDCO was
12 sufficient to allow FEDCO to complete its oversight
13 of the project?

14 MAYOR JIM WATSON: Yes, because, you
15 know, above and beyond any written material, the
16 staff were there to answer any questions, that
17 often would have, you know, thorough Q and A
18 sessions to assure members of FEDCO and Council and
19 the public what was going well and where we needed
20 to pick up the pace.

21 KATE McGRANN: Could you speak to the
22 role of the Executive Steering Committee in the
23 project?

24 MAYOR JIM WATSON: I can't speak to
25 that, no. I was not part of it. It was a

1 staff-driven organization, not -- politicians were
2 not on it.

3 KATE McGRANN: Did you have an
4 understanding of what the purpose of that committee
5 was?

6 MAYOR JIM WATSON: Well, it was to
7 oversee the implementation of the system, of the
8 LRT system.

9 KATE McGRANN: Did the Executive
10 Steering Committee ever provide updates to FEDCO?

11 MAYOR JIM WATSON: Well, you know,
12 again, part of the Executive Steering Committee was
13 John Manconi and Steve Kanellakos, so they wear
14 several hats. So while it may not have been the
15 Executive Steering Committee appearing before
16 FEDCO, it was the two most prominent members of
17 that committee that would answer questions.

18 KATE McGRANN: Could you speak to how
19 members of City Council received updates about the
20 process of the construction of the project?

21 MAYOR JIM WATSON: Usually through
22 memos or through an item on the agenda at FEDCO.

23 KATE McGRANN: Was there any regular
24 reporting to Council on a quarterly basis or
25 anything like that on the progress of the project?

1 MAYOR JIM WATSON: Well, you know, over
2 the course of the project, because it was many
3 years, there probably were dozens, if not hundreds,
4 of memos that were issued to members of Council. I
5 think, you know, John Manconi and Steve Kanellakos
6 did a very good job of providing as much
7 information in a timely fashion as they could to
8 FEDCO and, you know, the memos would go to
9 everyone, not just members of FEDCO, all members of
10 Council.

11 KATE McGRANN: So we have spoken about
12 sources of information for you about the project
13 being FEDCO and then your meetings with the City
14 Manager and the General Manager of Transportation,
15 which were held on an as-needed basis.

16 Any other sources of information for
17 you about the project as it was going through the
18 construction phase?

19 MAYOR JIM WATSON: No, not that I am
20 aware of. My primary contact obviously was the
21 City Manager. He is the one employee that is a
22 direct report to all Councils, so I would have
23 received most of that information from the City
24 Manager, who at the time was Kent Kirkpatrick, who
25 has since for health reasons has left the

1 organization.

2 KATE McGRANN: And following his
3 departure, did you receive the same kinds of
4 updates from Mr. Kanellakos?

5 MAYOR JIM WATSON: Yes.

6 KATE McGRANN: The City's overseeing
7 construction being done by RTG and its
8 subcontractors, what was your understanding of the
9 nature and frequency of RTG's provision of
10 information to the City?

11 MAYOR JIM WATSON: Well, any
12 information, their conduit was to staff, not to the
13 politicians, and any information that was relevant
14 and should be seen by Council was channelled
15 through the City Manager's office to Council.

16 KATE McGRANN: Okay. I understand that
17 that's how the information got to Council. What
18 was your understanding of how often and what kind
19 of information RTG was providing to staff?

20 MAYOR JIM WATSON: Well, again, you
21 know, it would -- a lot of it would be as a result
22 of that three-coloured system where it was, you
23 know, green, red and yellow. That was information
24 either provided by the consortium or that was
25 just -- you know, where there was a slow-down, for

1 instance, or some concern about the railcars
2 themselves, that would have been Alstom reporting
3 to RTG that would report to our staff that would
4 report to members of Council.

5 KATE McGRANN: Okay, so the
6 colour-coded information on the Go/No-Go List was
7 informed at least at times by information provided
8 by RTG; that was your understanding?

9 MAYOR JIM WATSON: Yeah, that or, you
10 know, obviously just general observation. If, you
11 know, they were supposed to have so many vehicles
12 ready by such and such a date and they weren't
13 ready, obviously, you know, you didn't have to be
14 told that if it was, you know, staring you in the
15 face. So, you know, I don't know if there was a
16 formal process to get that information up, but
17 obviously RTG had an obligation to keep the City,
18 as the customer, up to date in terms of their
19 progress and timelines and so on.

20 KATE McGRANN: At any point during the
21 construction of the system did you become aware of
22 any concerns with the accuracy of the information
23 that RTG was providing to the City?

24 MAYOR JIM WATSON: Again, you know, a
25 lot of the information that would be coming from

1 RTG to the City would not necessarily make its way
2 up to the political level, so I can't really answer
3 that because I don't have any recollection of that.

4 KATE McGRANN: For example, information
5 that RTG was providing to the City about its
6 anticipated ability to meet deadlines, any concerns
7 about the accuracy of that information? We know
8 that several deadlines were missed.

9 MAYOR JIM WATSON: Yeah, I think, you
10 know, as the deadlines were missed, I think there
11 was more skepticism on the part of the City and
12 members of Council as to whether this, you know,
13 latest new revenue service availability date was
14 going to be met or not.

15 So there was that element of skepticism
16 because we had been down the path before, and they
17 had not lived up to their obligation to provide us
18 the service at the -- you know, the original RSA
19 date that was changed I think three times, if I am
20 not mistaken. It was altered three times.

21 KATE McGRANN: When had that element of
22 skepticism first entered your view of the
23 information that RTG was providing to the City?

24 MAYOR JIM WATSON: It is a good
25 question, but I really, you know, can't recall

1 exactly when, in what year. I think one of the
2 challenges with living through COVID is the years
3 sort of blend together and you try to remember, Did
4 that take place in 2021 or 2019.

5 You know, it probably was a gradual and
6 heightened level of discomfort or frustration that
7 the system was not going to launch on the date it
8 was scheduled to launch because there were clearly
9 a number of issues that had not been resolved
10 leading up to that.

11 KATE McGRANN: I believe that the first
12 contemplated revenue service availability date was
13 May 24th, 2018. Had you grown skeptical of the
14 information that RTG was providing to the City by
15 that date?

16 MAYOR JIM WATSON: Yeah, I think, you
17 know, skeptical or more concerned. You know, my
18 preoccupation was I didn't want to have a system
19 that was going to be launched prematurely that was
20 unsafe. I would rather have a safe system
21 operating as opposed to let's rush to meet this
22 date, because there were consequences obviously to
23 the consortium because they are not getting any
24 revenue because they are still building the system,
25 that it affects them and their bottom line.

1 But, you know, I was very clear with
2 our City Manager and Manager of Transit Services
3 that, at the end of the day, safety had to trump
4 everything else. And, you know, while I was
5 frustrated and a lot of people were upset with the
6 fact that, you know, we hadn't met the RSA -- or
7 they hadn't met the RSA date, my -- as I said, my
8 number one priority was to make sure that if we
9 were going to run the system, it had to be signed
10 off by the Independent Safety Advisor and we
11 weren't going to put a train system out there if we
12 didn't have full confidence in its safety.

13 KATE McGRANN: Was there anything that
14 happened as the original RSA date approached that
15 triggered the concern in you about the safety of
16 the system that led to you having these
17 conversations?

18 MAYOR JIM WATSON: No, but, you know,
19 just common sense would tell you that if, you know,
20 something is rushed, things could fall between the
21 cracks and you end up with a system that is not
22 safe. You know, and the last thing we wanted to do
23 with a new system is to have a series of accidents
24 or mishaps. You know, that happened, for instance,
25 in Kitchener when they launched their LRT system.

1 I think in the first week they had four collisions.
2 They were not a segregated system, but you know,
3 the last thing we wanted to do was to have any kind
4 of a mishap that would put the public's life in
5 danger.

6 KATE McGRANN: And so what did the City
7 do to action your instructions that safety needed
8 to be the top priority overtop of everything else?

9 MAYOR JIM WATSON: Well, you know, they
10 want on to miss two more RSA dates which gave them
11 more time to fix the problems that were not
12 addressed and, you know, with time comes the
13 ability to actually solve these problems before we
14 hand -- before they hand over the keys to OC
15 Transpo.

16 I think it was August 2019 that the RSA
17 was met, and then it was I think September of that
18 year that the system started up and running with
19 the full service.

20 KATE McGRANN: So RTG proceeds to miss
21 two more dates, but my question for you was what
22 did the City do to action your instructions that
23 safety needed -- was more important than everything
24 else and needed to be the concern that drove the
25 approach to the system?

1 MAYOR JIM WATSON: Well, I am assuming
2 that that message would get through to the
3 consortium by City staff, and the City staff
4 obviously kept a very close eye on what progress
5 was being made and where they were falling behind.

6 And, you know, it was our
7 responsibility and the City's responsibility to put
8 pressure on the company to meet its obligations,
9 but first and foremost to make sure that when you
10 handed over the keys, the system was safe and
11 secure.

12 KATE McGRANN: You mentioned, I
13 believe, that the Independent Safety -- it was
14 either Auditor or Advisor. Can you help me out
15 there?

16 MAYOR JIM WATSON: Yeah, the
17 Independent Safety -- I think it was called
18 Officer, if I am not mistaken.

19 KATE McGRANN: And what did you
20 understand the Independent Safety Officer's role to
21 be?

22 MAYOR JIM WATSON: Well, to sign off
23 that the system that was being handed over to us
24 was one hundred percent compliant with all rules,
25 regulations, laws, and that it was safe and ready

1 to accept passengers.

2 KATE McGRANN: And did you understand
3 the compliance with rules, regulations and laws to
4 be a different exercise than evaluating the safety
5 of the system, or did you think he was doing
6 something beyond evaluating compliance with rules,
7 regulations and laws?

8 JIM WATSON: Well, again, I don't think
9 I'm qualified to answer that. Someone, you know,
10 from the Rail Office could tell you specifically
11 legally what their role and responsibility was, but
12 it was generally viewed as signing off on it being
13 a safe and secure system.

14 KATE McGRANN: And I am not asking you
15 to articulate what any documents around his role
16 would say. I just want to understand what you
17 understood his role to be.

18 MAYOR JIM WATSON: Yeah, well, I --

19 KATE McGRANN: So did you understand
20 him to be doing anything beyond looking at
21 compliance with rules, regulations and laws?

22 MAYOR JIM WATSON: Well, my
23 understanding was, you know, that that individual
24 had the final authority to say that the system was
25 safe or not safe, and we received, you know,

1 basically the thumbs up that it was a safe system,
2 and that is when we went into revenue service in
3 September of 2019.

4 KATE McGRANN: Other than missing
5 deadlines, what challenges, if any, were you aware
6 of that RTG faced during the construction of the
7 system?

8 MAYOR JIM WATSON: Sorry, I didn't
9 catch that.

10 KATE McGRANN: No problem. Other than
11 missing deadlines, which you have already
12 identified, what challenges, if any, are you aware
13 of that RTG was facing in the construction of the
14 system?

15 MAYOR JIM WATSON: Well, you know,
16 missing the deadlines was a combination of -- I
17 don't know specifically, but, you know, a number of
18 problems, whether it was with the trains, the
19 catenary or the line itself. So I wouldn't be able
20 to tell you specifically.

21 There were obviously more issues that
22 we had to deal with once the system was up and
23 running, and when we started to see problems after
24 the first couple of weeks of service, that is
25 where -- you know, that was the second phase of the

1 concerns we had. The first phase was obviously the
2 missing of the deadlines and so on. And then once
3 it was up and running, the numerous problems in the
4 first year that we experienced in terms of
5 reliability and dependability of the system, and
6 that is when on a number of occasions I brought in
7 all of the heads of the organizations and the
8 companies that make up the consortium to express my
9 profound disappointment and frustration over the
10 number of stoppages and there was the issue of the
11 catenary that got caught, you know, the door issue
12 that, you know, eventually got resolved, things
13 like that.

14 So, you know, I expressed what I think
15 was the frustration of the public, who were very
16 excited about looking forward to the train system,
17 and you know, the first few weeks actually went
18 quite well. People were impressed with the system
19 when it was working. And then we had a series of
20 challenges, particularly that New Year's Eve, I
21 guess, of 2019 and going into 2020 where the system
22 stopped, that added to the public's frustration and
23 anger.

24 You know, now, fast forward, and
25 obviously we have turned a corner and there is a

1 significant improvement. We are at I think a 99
2 percent on-time service, but at the time I felt it
3 was important as Mayor of the organization to bring
4 in the heads of the organizations, including the
5 President of Alstom and the others that make up the
6 consortium, to really lay down my complete
7 disappointment and frustration and anger that they
8 were not giving us the system and the service that
9 we were paying for. And they heard loud and clear
10 my displeasure.

11 We had probably I think over the course
12 of the last several years, I would have had two or
13 three or maybe four of those, you know,
14 come-to-Jesus moment meetings with the consortium
15 who, quite frankly, you know, at one of those
16 meetings indicated that they -- that this project
17 was causing their companies great grief because
18 this was becoming a national story in the national
19 media.

20 And so it was an embarrassment to those
21 companies and, you know, they fully understood they
22 had to do much better.

23 KATE McGRANN: With respect to the
24 construction phase, what issues were you aware of
25 that were impeding the process of construction? So

1 you mentioned trains, catenary issues and issues
2 with the line. Any other issues?

3 MAYOR JIM WATSON: With the train
4 system itself?

5 KATE McGRANN: With the construction of
6 the project. Any other issues that you were aware
7 of that were impeding the construction of the
8 project?

9 MAYOR JIM WATSON: Well, as you know,
10 we had the sinkhole, which was June 8th of 2016,
11 and that was obviously a setback, you know, and
12 there was lots of finger-pointing.

13 But at the end of the day, you know,
14 the City was found not to be responsible for that,
15 but that would have slowed down the process to a
16 certain degree.

17 In terms of other construction issues,
18 not really. You know, we saw pretty good progress
19 with the building of the stations, the laying of
20 the track and so on. I don't recall any
21 significant issues with respect to the built
22 infrastructure. It was pretty -- I don't want to
23 oversimplify it, but it was laying track for 12 and
24 a half kilometres, building I think about 13
25 stations, which in and of itself are major

1 construction projects, but I don't recall any other
2 major construction challenges.

3 The challenges came when, you know, we
4 started running the trains on the system.

5 KATE McGRANN: And speak to me about
6 what you were aware of in terms of the challenges
7 encountered when the trains started running on the
8 system.

9 MAYOR JIM WATSON: Well, I guess a
10 couple of things. You know, things that -- you
11 know, probably two different buckets of lists, ones
12 that can be and were resolved relatively quickly,
13 and others that were more far reaching.

14 So, for instance, you know, people
15 getting in and the doors were not like you have in
16 an elevator where, if you walk through the door
17 while it is closing, it opens back up again. It
18 would close and then you would have to have a
19 mechanic come and restart the system, which would
20 then backlog the system for -- you know, it could
21 be upwards of 20 or 30 or 40 minutes.

22 There were issues with the quality I
23 think of the sand that was being thrown out to put
24 grit on the tracks so that the tracks wouldn't
25 slip. It was the wrong mixture that was used, that

1 we were told that it was clogging and it wasn't
2 doing the work it was supposed to do.

3 There was, you know, things like the
4 signage or the information display boards that
5 often would not be accurate. You know, it would
6 say, you know, 23,000 minutes until the next train.
7 There were issues in the cabs of the -- the
8 drivers' cabs where the heat and the air
9 conditioning system did not seem to be adequate.

10 And then there were issues with the
11 switches where they were originally mostly
12 electric, if I recall correctly, and they were
13 jamming, particularly in the winter months, so they
14 had to be converted over to propane or natural gas
15 so that they would not freeze and stop the train
16 system in its tracks.

17 So there were, you know, a lot of
18 different issues. I think one of the areas -- you
19 know, I have been asked in the past, you know, what
20 would you do differently? I think one of the big
21 challenges we had was the Can-con requirements, the
22 Canadian content requirements by the Province, that
23 a certain percentage of the project had to be
24 Canadian content. And for the trains that meant
25 setting up an entire assembly line from scratch to

1 build these trains, and I think we have seen the
2 number of problems with a number of trains. It
3 just didn't make any sense for us to go and -- or
4 for the consortium to go and build an assembly line
5 and then have to bring in all these skilled
6 tradespeople, which there weren't a lot of them in
7 Ontario because you don't build that many train
8 systems.

9 And then what ended up happening was
10 you would have a situation where, you know, a lot
11 of the trains had a number of defects, and then,
12 you know, I think what happened for Stage 2 is they
13 just decided to move the assembly line to Brampton,
14 so we didn't even get the benefit in Phase 2 of the
15 jobs that were going to be created.

16 So I think that was one example where,
17 you know, there were a series of problems with the
18 Alstom trains, and I suspect, if you look closely,
19 you'll probably see that it was probably not the
20 greatest idea to actually start up your own
21 assembly line for our train system because there
22 seemed to be a lot of problems with the trains.

23 Now, having said that, as you
24 fast-forward, they did deal with them
25 systematically. The doors were -- there was more

1 leeway and flexibility given to the doors. And
2 then there was the ability for the conductor or the
3 operator to actually start and restart the train on
4 his or her own as opposed to waiting for a mechanic
5 to come in that could take 20 or 25 minutes.

6 And then they have got things like the
7 boards fixed and they have got the heating system
8 fixed and they have got the switches.

9 So they did a lot of work, but, you
10 know, these deficiencies should not have been as
11 prominent. You know, we understood, and I said all
12 along, that there are always going to be -- if you
13 build a new system like this, if you go to any
14 train system around the world, there are always
15 problems because it is, you know, not like buying a
16 car off the lot. This is a very specific, a very
17 high-tech vehicle, and, you know, it is a once in a
18 several generations that you get a chance to build
19 a railway system in an urban settings like
20 Ottawa's.

21 KATE McGRANN: So we will come to the
22 passenger service issues that were experienced. I
23 had misunderstood. I thought when you said the
24 issues started to present themselves when the
25 trains started running, you were referring to the

1 point during construction at which there was a test
2 track and you could actually run the train on parts
3 of the system and things like that.

4 So with respect to the construction
5 phase, before you get to substantial completion,
6 trial running, revenue service availability, within
7 construction, what, if any, issues are you aware of
8 that were encountered other than the sinkhole?

9 MAYOR JIM WATSON: Again, I am just
10 trying to think back. That was many years ago. I
11 can't recall any significant construction issues
12 pre-testing of the vehicles. I know -- I'll just
13 add one thing.

14 I know that there were some concerns
15 about some sections of track that left -- created
16 quite a noise issue, particularly people in the
17 Hintonburg area that were complaining when the
18 testing was done. There was a fairly large curve
19 in the track that created quite a loud noise that
20 was ricocheting off apartment buildings. I think
21 they did some work to grind it down to solve that.
22 But that was one issue I remember from the
23 construction phase that was brought to my
24 attention.

25 KATE McGRANN: As the system goes into

1 testing and commissioning -- and first of all, I
2 will say do you know what I am referring to when I
3 use the phrase "testing and commissioning"?

4 MAYOR JIM WATSON: Yes.

5 KATE McGRANN: And what is your
6 understanding of what that involves?

7 MAYOR JIM WATSON: Well, it basically
8 was running the train back and forth to test it
9 out, first with no passengers and then with
10 passengers.

11 KATE McGRANN: What is your
12 understanding of how long the testing and
13 commissioning phase of the project lasted?

14 MAYOR JIM WATSON: Well, I think over
15 the span of a month there was a requirement to have
16 something like I think 9 or 12 days of testing with
17 no major issue.

18 And again, this is really a little bit
19 vague from my recollection, but I think there was a
20 requirement to meet sort of 96 or some percent of
21 the time to get a pass, and I think originally that
22 number was 98. It was brought down to 96 because
23 it was not required in the original contract.

24 But I am not entirely familiar with how
25 that scoring system worked, but you know, again, my

1 understanding that the Independent Certifier signed
2 off on the testing regime.

3 KATE McGRANN: So before you enter that
4 trial running phase that you just described, are
5 you aware of any requirements for the system to be
6 tested, aspects of the system to be tested
7 individually, to be tested as they work together,
8 in advance of substantial completion?

9 MAYOR JIM WATSON: Yeah, I would not be
10 aware of that.

11 KATE McGRANN: Do you recall whether
12 you received any updates on how the system was
13 performing in advance of substantial completion?

14 MAYOR JIM WATSON: It may have been in
15 passing with the City Manager, but I can't recall
16 having a formal briefing on it. We would have
17 obviously had meetings to discuss the progress that
18 was being made because obviously we wanted to see
19 the system ready for revenue service.

20 KATE McGRANN: Do you recall that RTG
21 applied once for substantial completion and did not
22 achieve it?

23 MAYOR JIM WATSON: I do recall that,
24 yes.

25 KATE McGRANN: What kind of information

1 was provided to you about the application that was
2 made and why it wasn't successful?

3 MAYOR JIM WATSON: Again, that was a
4 number of years ago. I can't recollect exactly
5 what were the specifics, but I am assuming that it
6 would have been a series of concerns that the City
7 had that they did not want to take ownership of the
8 system until all of the bugs were ironed out.

9 And, you know, I think that was
10 really -- I can't recall exactly what the specifics
11 on that matrix were, but obviously it would have
12 been a concern that the system was not ready for
13 passengers at that point. And that is why staff
14 objected to the request.

15 KATE McGRANN: So you had an
16 understanding that there were a number of bugs that
17 needed to be worked out at the time that RTG first
18 applied for substantial completion?

19 MAYOR JIM WATSON: Yeah, because the
20 staff would not have obviously taken ownership of
21 the system if they were not a hundred percent
22 satisfied of the safety and efficiency and
23 reliability of the system.

24 KATE McGRANN: Now, you have told us
25 that you have had meetings with the heads of the

1 companies that form your private partner to express
2 dissatisfaction. At the time that RTG applies for
3 substantial completion, several dates have already
4 been missed. Did you reach out to the private
5 partner at that point in time for a discussion
6 about the progress and the failure to meet
7 substantial completion?

8 MAYOR JIM WATSON: You know, as I
9 mentioned, I had I think a combination of, you
10 know, three or four meetings over a number of
11 years. You know, I think the bulk of those calls,
12 conference calls -- were conference calls because
13 of COVID obviously. But the bulk of those calls
14 were after the system opened and we started to see
15 a series of problems with the trains.

16 Again, if memory serves me correctly,
17 there was not as many beforehand as there were
18 after the system was up and running.

19 KATE McGRANN: Do you remember if you
20 had a call like that before substantial completion
21 was achieved?

22 MAYOR JIM WATSON: I don't recall. I
23 could have, but again, I don't recall whether I did
24 before. I certainly know I did after substantial
25 completion.

1 KATE McGRANN: Do you have a record of
2 those calls, when they took place and who attended?

3 MAYOR JIM WATSON: It would probably be
4 in my calendar, you know, going back over a couple
5 of years. You know, anything I would go to was
6 usually plopped in a calendar in my agenda, so I
7 would have those meetings recorded somewhere. No,
8 there weren't minutes. It was a verbal
9 presentation and a Q and A session and an
10 opportunity for the heads of those companies that
11 made up the consortium to explain why they were not
12 delivering what we had ordered.

13 KATE McGRANN: Would you review your
14 calendar and let us know after this interview when
15 those discussions took place?

16 JIM WATSON: Yes, let me just make a
17 note.

18 U/T PETER WARDLE: That is fine. We can do
19 that.

20 MAYOR JIM WATSON: Okay.

21 KATE McGRANN: Did you have any
22 concerns after RTG failed to achieve substantial
23 completion on its first application about the
24 status of the system or the performance of what had
25 been created?

1 MAYOR JIM WATSON: Yes, obviously I had
2 concern because, you know, deadlines were missed,
3 presented and missed on I think three occasions.
4 So I had great concern over that because we wanted
5 to have a system that we could be proud of, that it
6 would be launched on day one.

7 And we recognized that there were going
8 to be some challenges along the way, you know,
9 whether it is a medical emergency, you know, a wind
10 storm knocks down some of the catenary, but, you
11 know, those things -- you can't control things like
12 that, but the reliability of the system should have
13 been much, much greater than it was when we first
14 launched in September of 2019.

15 KATE McGRANN: Okay, my question was
16 specifically focussed on the first application for
17 substantial completion, though, which preceded the
18 launch in September of 2019.

19 So focussing on the time frame of the
20 first application for substantial completion, did
21 you have any concerns about the status of the
22 system and the performance of the system?

23 MAYOR JIM WATSON: Well, I did, because
24 obviously staff were recommending not to accept
25 substantive completion, so I am sure at the time

1 they would have given me a list of their concerns.
2 Off the top of my head, I can't remember what they
3 were back then, but obviously our staff and our
4 consultants who had expertise in these matters
5 recommended that we not accept substantial
6 completion because obviously there were a number of
7 issues.

8 KATE McGRANN: Do you recall making
9 reference to the Go/No-Go List at the time of the
10 first application for substantial completion and
11 what it was reporting to you?

12 MAYOR JIM WATSON: I don't have any
13 recollection of that at that time, no.

14 KATE McGRANN: Do you have any
15 knowledge of the independent assessment team that
16 the City pulled together to assist in its oversight
17 work as the construction drew to a close and the
18 project moved towards revenue service?

19 MAYOR JIM WATSON: Yeah, I vaguely
20 recall that there was a team set up, but I don't
21 have a lot of information. They would have
22 reported directly to staff and not the politicians.

23 KATE McGRANN: Did they ever report
24 directly to you -- sorry, did they ever brief you?
25 Did you ever have any direct interactions with

1 them?

2 MAYOR JIM WATSON: Not that I can
3 recall, no.

4 KATE McGRANN: And did you understand
5 what work specifically they were doing?

6 MAYOR JIM WATSON: Again, I can only
7 assume, because I don't believe I had any direct
8 contact with the group, that they were there to
9 analyze and monitor and report on the status of the
10 system.

11 But again, I don't believe I ever had
12 any meetings with them, so I wouldn't be in a
13 position to answer that.

14 KATE McGRANN: To your knowledge, were
15 they doing any work in assessing the readiness of
16 the system for revenue service?

17 MAYOR JIM WATSON: Again, you know, at
18 that level, I don't think it would come up to
19 political level at all.

20 KATE McGRANN: So their views or advice
21 were not shared with you, for example, by the City
22 Manager or the General Manager of Transportation in
23 the ad hoc meetings you were having?

24 MAYOR JIM WATSON: It may have, but I
25 can't recall specifically anything coming from

1 those -- that particular group to staff. But not
2 to say it didn't happen, but I just don't have a
3 recollection of that.

4 KATE McGRANN: Did you ever hear that
5 the test track that was to be made available during
6 the construction phase was delayed or that not all
7 of the test track was available?

8 MAYOR JIM WATSON: I don't have any
9 information on that.

10 KATE McGRANN: To your understanding,
11 what winter testing was done on the system?

12 MAYOR JIM WATSON: Well, just from
13 memory, there was -- I believe the trains were
14 tested in the NRC wind tunnel out by the airport
15 and passed those tests. And then they would have
16 been doing some testing on the tracks themselves
17 over the course of the cold weather months.

18 KATE McGRANN: Which cold weather
19 months did you believe they were doing testing on
20 the actual truck?

21 MAYOR JIM WATSON: I have no idea when
22 that would have taken place.

23 KATE McGRANN: Are you aware of any
24 winter testing that was done outside of the NRC
25 testing?

1 MAYOR JIM WATSON: No, I remember at
2 one point one member of Council -- a member of
3 Council, and I can't remember who it was, asked
4 about, you know, Alstom's customer base in other
5 cold countries, and the answer came back that they
6 listed a number of, you know, cold weather
7 countries where their train systems were working
8 and working quite fine. So I think that was --
9 they were trying to get a sense of the history of
10 the company and whether they were just in warm
11 weather climates or they could be tested and used,
12 and I think Switzerland might have been one country
13 that was using Alstom trains.

14 KATE McGRANN: Okay, but in terms of
15 your knowledge about the testing that was done of
16 Ottawa's Stage 1 LRT, were you aware of any winter
17 testing?

18 MAYOR JIM WATSON: Well, there was
19 testing I think in all four seasons. I don't know
20 when that would have taken place, but closer to the
21 handover, I suppose.

22 I remember seeing trains at Tunney's
23 before the system was operational, just because I
24 lived near there, that saw trains, you know, going
25 back and forth in the west end. So it was winter.

1 I can't remember which month it was, but it was
2 winter and the trains seemed to be running.

3 I think there was one train that had
4 stalled for some time during the testing that was
5 near Tunney's that people thought, you know, why is
6 this train still there. I think there was some
7 mechanical problem with it. But I recall this,
8 personally visualizing and seeing the trains being
9 tested in both cold and warm weather.

10 KATE McGRANN: And were you ever
11 advised of the results of any winter testing on the
12 actual system?

13 MAYOR JIM WATSON: Not that I am aware
14 of, no. There may have been a memo that came from
15 staff, but that would have been three or four years
16 ago, and I don't recall.

17 KATE McGRANN: Was it your belief when
18 the system was launched to public revenue service
19 that it had gone through actual testing in winter
20 conditions?

21 MAYOR JIM WATSON: Yes.

22 KATE McGRANN: And other than what you
23 knew about the NRC testing and the trains that you
24 saw near Tunney's Station in the winter, any other
25 basis for your belief that testing had been done on

1 the system in winter conditions?

2 MAYOR JIM WATSON: It may have been in
3 correspondence or a memo from staff, but I can't
4 think of a specific. I just, you know, saw the
5 trains running in snow conditions myself and that
6 was at the testing stage before there was customer
7 service -- or revenue service.

8 KATE McGRANN: Before I move on to my
9 next area of focus, I just want to check with my
10 co-Counsel, Ms. Peddle, do you have any follow-up
11 questions? I didn't hear that, but I think that
12 was a no.

13 CARLY PEDDLE: Yes, it was a no. Thank
14 you.

15 KATE McGRANN: With respect to trial
16 running, and you have already spoken a little bit
17 about this phase of the project, what did you
18 understand the purpose of the trial running of the
19 system to be?

20 MAYOR JIM WATSON: That the system was
21 ready to go under revenue service.

22 KATE McGRANN: So did you understand
23 that it served to test whether the system was ready
24 to go into revenue service?

25 MAYOR JIM WATSON: Well, I think it was

1 to -- you know, if it -- it needed to pass that in
2 order to start revenue service in September of
3 2019.

4 KATE McGRANN: Okay. So I understand
5 that it needed to pass in order to go into revenue
6 service. Did you think that the trial running
7 phase was intended to test the readiness of the
8 system?

9 MAYOR JIM WATSON: Well, I think the
10 reliability of the system and the readiness, I
11 suppose, yes.

12 KATE McGRANN: And what is your
13 understanding of the source of the criteria that
14 was used to evaluate the system during the trial
15 running period?

16 MAYOR JIM WATSON: I would have no
17 knowledge of that.

18 KATE McGRANN: So you didn't understand
19 where the criteria came from?

20 MAYOR JIM WATSON: Well, it is not a
21 question of understanding. I don't think, you
22 know, at my level, which is the, you know, you are
23 in the crow's nest looking out 30,000 feet, I would
24 not be involved in that level of detail. You know,
25 staff really act as a conduit from the consortium

1 to staff, and staff would brief me and other
2 members of Council as to what is going on, but not
3 get into the minutia of, you know, what the
4 criteria, the scoring system and so on are.

5 KATE McGRANN: Did you understand that
6 trial running was testing to see whether the system
7 was complying with any aspects of the Project
8 Agreement, for example?

9 MAYOR JIM WATSON: I can't answer that,
10 but I assume that makes sense. It probably would
11 be one of the criteria.

12 KATE McGRANN: What did you believe it
13 would take for the system to pass the trial running
14 phase?

15 MAYOR JIM WATSON: Again, I am not an
16 expert. I would not be able to offer you any kind
17 of substantive comment in terms of what the
18 specifics are. I rely on the recommendation of the
19 staff, and staff assured me that in August of 2019,
20 RSA would start and we would have a couple of weeks
21 to get up and running. And I think it was
22 September 19th, if I am not mistaken, that
23 the -- or September -- I should know this because
24 it was a big day. September 14th I think was the
25 day that we started the passenger service, or it

1 was the launch the next day was the -- for open to
2 the public.

3 KATE McGRANN: The trial running is, to
4 your understanding, you have got to pass it in
5 order to open to revenue service, right?

6 MAYOR JIM WATSON: That is my
7 understanding based on the advice given to me from
8 staff, correct.

9 KATE McGRANN: And did you understand
10 that the performance of the system was being
11 evaluated on a daily basis?

12 MAYOR JIM WATSON: I assumed it was,
13 yes.

14 KATE McGRANN: You didn't know whether
15 it was being evaluated on a daily basis or not at
16 the time?

17 MAYOR JIM WATSON: Well, it was being
18 done on a daily basis. I just assumed that it
19 would be monitored on a daily basis because they
20 had to meet certain criteria in a certain number of
21 days. So again, I don't believe that I got a daily
22 update necessarily from staff.

23 KATE McGRANN: I mean, did you view the
24 trial running phase as a sort of critical phase for
25 the system as you are trying to get to revenue

1 service?

2 MAYOR JIM WATSON: Yeah, it was one of
3 the last hurdles that had to be overcome, correct.

4 KATE McGRANN: You said you were
5 meeting with the City Manager and the General
6 Manager of Transportation on an as-needed basis.
7 Did the frequency of those meetings increase during
8 the trial running period?

9 MAYOR JIM WATSON: I don't know about
10 the trial running period, but they would have
11 increased over, you know, the couple of months
12 leading up to RSA and leading up to the opening of
13 the system for sure, because we are getting
14 down --

15 KATE McGRANN: I just want to make
16 sure -- sorry, go ahead.

17 MAYOR JIM WATSON: Sorry, we were
18 getting down to the wire in terms of the system
19 being ready and available for revenue service, so
20 obviously the closer we got to that particular
21 date, the more often, you know, I would be meeting
22 with the City Manager.

23 KATE McGRANN: Did you have any
24 knowledge of what it would take for the system to
25 pass trial running while trial running was taking

1 place?

2 MAYOR JIM WATSON: Yeah, there were
3 criteria that were laid out. I can't recall what
4 they are now three year later, but, you know, it
5 was a series of tests that had to be done over a
6 period of days and there was a formula that was, I
7 believe, part of the Project Agreement to determine
8 whether it was ready to be handed over for RSA.

9 So at the end of the day, the staff
10 brought forward a recommendation after the trial
11 run, and the recommendation was to move ahead to
12 RSA and then ultimately open the system in
13 September.

14 KATE McGRANN: Okay, so tests that had
15 to be done over a period of a couple of days. How
16 long did you believe that --

17 JIM WATSON: I think it was over --

18 KATE McGRANN: -- trial running took
19 place for?

20 MAYOR JIM WATSON: I believe it was 12
21 days. It was a requirement for 12 days.

22 KATE McGRANN: And do you have a sense
23 of how long the trial running phase ran for?

24 MAYOR JIM WATSON: Not off the top of
25 my head, I don't know, no. I know there was some

1 challenges and they had to reset the clock again
2 when some issues came up. So it was not a straight
3 12 days. I think it went longer because there were
4 periods where they had to go back to square one
5 because they were not satisfied with the
6 performance.

7 KATE McGRANN: With respect to the
8 challenges that were encountered during trial
9 running, what was your understanding of what those
10 challenges were?

11 MAYOR JIM WATSON: Well, it was
12 reliability, if something went wrong where the
13 system failed to operate, I suppose there were a
14 whole series of different criteria on a checklist.
15 I wouldn't have had -- I wouldn't have been privy
16 to that, but bottom line was if the train stopped
17 running and there was a problem with it, then
18 obviously they would have to reset and go back and
19 do it the next day.

20 KATE McGRANN: And do you remember
21 inquiring into what the problems were?

22 MAYOR JIM WATSON: Well, I am sure we
23 were told at the time what the problems were, but
24 again, this is several years ago. I don't know
25 specifically what the issues were, whether they

1 were catenary issues or switch issues or the -- I
2 can't recall the technical term, but the brain of
3 the train talking to the control headquarters, you
4 know, a range of different issues.

5 But bottom line was if the train
6 failed, then obviously they would have to start
7 over again.

8 KATE McGRANN: Do you recall asking or
9 finding out if the challenges that presented
10 themselves had been fixed?

11 MAYOR JIM WATSON: Well, again, I am
12 assuming that staff would have given me and other
13 members of Council that information. I know at one
14 point there was a memo that went out, I think from
15 John Manconi, with respect to the status of the
16 testing. But the specifics, I would not be able to
17 tell you that.

18 KATE McGRANN: Did you have any
19 concerns that the testing had to be restarted due
20 to issues that were encountered with respect to the
21 plan to go to revenue service as soon as the test
22 had been passed?

23 MAYOR JIM WATSON: Yes, I did.

24 KATE McGRANN: Could you tell me about
25 those, please.

1 MAYOR JIM WATSON: Well, the fact that
2 they had to reset on a number of occasions
3 concerned me, that we were not ready to receive the
4 system.

5 And then obviously more tests were
6 done, and at the end of the day, staff were
7 satisfied that they could accept the system as
8 substantially complete and start revenue service
9 and start the train system.

10 So obviously, you know, because the
11 system -- because the testing did not go as well,
12 they had to keep resetting and, you know, looking
13 for improvements. And ultimately, when they came
14 to me with the final decision that they were ready
15 to go with RSA I think in August of that year, I
16 wanted to make sure that -- a hundred percent sure
17 that they were satisfied that the system we were
18 getting was going to be safe and secure and
19 reliable, and staff assured me that was the case.
20 And we launched the system on September 14th.

21 KATE McGRANN: What can you tell me
22 about the communication or communications that you
23 described where you say you let staff know that you
24 want to be a hundred percent sure that the system
25 is safe and reliable? How did they assure you?

1 MAYOR JIM WATSON: Well, based on their
2 consultants and the Independent Certifier and their
3 owned advice, I suspect they all had input into
4 that decision because they knew I would be asking
5 about is the system safe and secure.

6 KATE McGRANN: With respect to the
7 Independent Certifier, what did you understand that
8 role to be?

9 MAYOR JIM WATSON: Well, that they are
10 an independent oversight as to whether the system
11 was ready to start receiving passengers.

12 KATE McGRANN: And what did you believe
13 them to be doing in order to provide that
14 certification?

15 MAYOR JIM WATSON: I can only assume
16 that they would have a checklist of criteria that
17 were required in order to give their certification.
18 I don't know what -- you know, the extent of what
19 that certification checklist would be, but I was
20 satisfied when the staff came forward with their
21 recommendation to me that we were ready to start
22 RSA in August 2019 and launched the system in
23 September 2019.

24 KATE McGRANN: With respect to the
25 checklist that you believe the Independent

1 Certifier was working with --

2 MAYOR JIM WATSON: Well, let me just
3 clarify that. I don't know if he had a checklist.
4 I am just assuming that he had a whole series of
5 measures that were required in order to get his or
6 her signature, and that would then be brought to
7 our staff who would then bring the recommendation
8 to me.

9 KATE McGRANN: Did you think that the
10 Independent Certifier was doing anything other than
11 or in addition to checking to see if the system
12 complied with requirements set out in the Project
13 Agreement or agreed to between the City and its
14 partner?

15 MAYOR JIM WATSON: I would not have
16 that level of detail. I don't know.

17 KATE McGRANN: But you didn't know at
18 the time?

19 MAYOR JIM WATSON: No, because the
20 Independent Certifier does not report to me. He
21 reports to staff and staff report to me. As you
22 know, there is a hierarchy in any bureaucracy. And
23 you know, I am not an expert in running a train
24 system. I need to rely on the professional
25 expertise of our staff and our consultants who have

1 been brought in. And I can push hard and ask
2 questions and make sure that I feel comfortable,
3 but at the end of the day, no one on our Council
4 has the expertise to determine whether we can move
5 forward with a train system in a safe and secure
6 fashion except those people who have that skill
7 set, and they bring that recommendation up through
8 the chain of command and ultimately a decision is
9 made by -- in this case, really it is by the City
10 Manager who has the final responsibility for
11 sign-off, but he would have obviously shared his
12 opinion with me.

13 KATE McGRANN: And I am just trying to
14 understand what assurance you took from the
15 Independent Certifier's certification of revenue
16 service availability. What did that mean to you?

17 MAYOR JIM WATSON: It meant that the
18 system was ready to go.

19 KATE McGRANN: And when you say it was
20 ready to go, could you just help me understand what
21 that means?

22 MAYOR JIM WATSON: Well, that it would
23 be ready for revenue service and we could launch
24 the system with basically I guess, you know,
25 roughly three weeks between RSA and the launch of

1 the system, I think the end of August to September
2 2019, and then the next three weeks of parallel
3 service with both the original bus system and the
4 train system up and running.

5 KATE McGRANN: Did you take the
6 Independent Certifier's certification as a
7 certification that the system would run reliably
8 when open to public service?

9 MAYOR JIM WATSON: Again, I -- you
10 know, I can't recall. I can't recall all of the
11 duties and responsibilities and so on of the
12 independent certifier, but I think that is a safe
13 assumption that that individual is signing off and
14 it means that the system is ready to go and it
15 could be operated in a safe fashion.

16 KATE McGRANN: And I am asking about
17 reliability. Like why did you believe when you
18 opened up to public service that the system would
19 operate reliably?

20 MAYOR JIM WATSON: Well, because it had
21 gone through a testing system and, you know, the
22 City had accepted RSA in August and, in essence,
23 the keys were handed over to the City and, you
24 know, our staff recommended a launch date of
25 September 14th as being realistic, and that was the

1 date that was chosen and that we launched.

2 KATE McGRANN: Do you know the purpose
3 of staff's recommendation to launch on September
4 14th as opposed to earlier?

5 MAYOR JIM WATSON: Well --

6 PETER WARDLE: Sorry, I am not sure I
7 understand that question. Can you repeat the
8 question?

9 KATE McGRANN: Sure. I'll try to
10 repeat it in a way that is clearer. So staff
11 recommend that the system should open up on
12 September 14th.

13 MAYOR JIM WATSON: Right.

14 KATE McGRANN: Revenue service
15 availability is confirmed on August 31st of 2019?

16 MAYOR JIM WATSON: Yes.

17 KATE McGRANN: So why --

18 PETER WARDLE: It is actually August
19 30th.

20 KATE McGRANN: Oh, thank you, Peter.
21 August 30th of 2019. Why did staff recommend that
22 you not open until September 14th? Why not
23 earlier, for example, September 7th or September
24 10th?

25 MAYOR JIM WATSON: Well, again, my

1 recollection from that time was that the staff at
2 OC Transpo needed a few weeks to do everything from
3 thorough cleaning to, you know, putting labels on
4 the train and the posters inside, getting the
5 stations ready.

6 So there was always an understanding
7 that there would be a gap of about two and a half,
8 three weeks, to allow staff to do all of the kinds
9 of wrap-around services that were required in order
10 to make sure that the system could launch properly
11 on the 14th.

12 KATE McGRANN: And during that time
13 between revenue service availability and the public
14 launch of the system, in addition to all of the
15 tasks that you just identified that staff were
16 doing, do you know if the trains were being run
17 throughout that time?

18 MAYOR JIM WATSON: I don't know if they
19 were or not.

20 KATE McGRANN: And did you receive
21 updates on the readiness of the system post revenue
22 service availability as you are moving towards
23 public launch?

24 MAYOR JIM WATSON: I am sure I did at
25 the time. I don't recall what specifically I would

1 have been briefed on except, you know, if there
2 were any problems of any kind. But I think my
3 understanding was -- and staff could collaborate
4 this, is that that period was really to allow the
5 handover to the OC Transpo staff, because up until
6 that point, it was RTG that was -- had carriage of
7 the vehicles and the system, and that there was
8 that period of time needed to do some of these
9 wrap-around services over that three-week period.

10 KATE McGRANN: Are you familiar with
11 the list referred to as the Minor Deficiencies
12 List?

13 MAYOR JIM WATSON: Yes, I am.

14 KATE McGRANN: And what do you know
15 about the minor deficiencies list?

16 MAYOR JIM WATSON: Not much except as
17 it says it was a series of minor deficiencies I
18 think that needed to be corrected on the system. I
19 can't give you a specific example because I would
20 not have been privy to seeing that list, but I was
21 I am sure, you know, verbally told about it at some
22 point.

23 And you know, I don't think, if memory
24 serves me well, I was overly concerned about
25 something with the word "minor deficiencies" in it.

1 If it was a major deficiencies list, I would be
2 more inquisitive and interested, but my
3 understanding this was probably a series of small
4 items that had to be fixed. Similar to when you
5 buy a new home, you go through a new home
6 inspection and you list those areas that have to be
7 resolved and you make sure that the consortium
8 fixes them.

9 KATE McGRANN: The home inspection
10 analogy that you just drew, is that an analogy of
11 yours, or is that an analogy that was used to
12 explain the Minor Deficiencies List to you by
13 somebody else?

14 MAYOR JIM WATSON: No, it was mine.

15 KATE McGRANN: Have you ever seen the
16 Minor Deficiencies List?

17 MAYOR JIM WATSON: Not that I am aware
18 of, no.

19 KATE McGRANN: Has anybody ever
20 explained to you what "minor" means in the context
21 of the minor deficiencies list?

22 MAYOR JIM WATSON: I don't recall that
23 they did, no.

24 KATE McGRANN: Did you understand that
25 there continued to be items on the Minor

1 Deficiencies List after revenue service
2 availability was achieved?

3 MAYOR JIM WATSON: Again, I don't know
4 the sequence of when that list came out versus the
5 RSA, so I couldn't answer that properly.

6 KATE McGRANN: Were you aware that
7 there were items on the Minor Deficiencies List
8 that continued into revenue service?

9 MAYOR JIM WATSON: I can only assume
10 that that is correct, but I don't have any evidence
11 to that.

12 KATE McGRANN: Did you know at the time
13 that the Minor Deficiencies List had items on it as
14 the City headed into revenue service?

15 MAYOR JIM WATSON: I am not aware of
16 that, no.

17 KATE McGRANN: You spoke a little bit
18 about changes made to the criteria during the trial
19 running period. When did you become aware that
20 changes were going to be made to that criteria?

21 MAYOR JIM WATSON: Well, I don't have
22 the specific date. It would have been sometime in
23 that period during the testing. I can't recall the
24 specific dates from a few years ago.

25 KATE McGRANN: Did you have any

1 concerns about what the public's opinion would be
2 if the criteria for the test was changed part of
3 the way through the test?

4 MAYOR JIM WATSON: Sorry, what was the
5 first part of the question?

6 KATE McGRANN: Did you have any
7 concerns about what the public opinion would be if
8 the test criteria was changed part of the way
9 through the test?

10 MAYOR JIM WATSON: Not that I recall,
11 no.

12 KATE McGRANN: And did you have any
13 concerns that the test criteria were being replaced
14 with criteria that was not as stringent as what was
15 started out with?

16 MAYOR JIM WATSON: No, I didn't have a
17 concern about that.

18 KATE McGRANN: What was your
19 understanding as to the reason for the change in
20 the test trial running criteria?

21 MAYOR JIM WATSON: Again, I can't
22 recall what the rationale was. That would be
23 something you would have to ask Mr. Manconi.

24 KATE McGRANN: Were you surprised that
25 the criteria was being changed part of the way

1 through the test?

2 MAYOR JIM WATSON: I wouldn't say
3 surprised. Again, from recollection, I believe
4 there were -- there was -- my understanding was
5 that the criteria that were established were much
6 higher than what was the norm and that they
7 adjusted it accordingly.

8 But in terms of the specifics of, you
9 know, where there was a fail point and not, that is
10 something you would have to ask staff.

11 KATE McGRANN: When you say that the
12 criteria was higher than the norm, what is the norm
13 that you are referring to?

14 MAYOR JIM WATSON: I think the
15 industry-wide standard I was told.

16 KATE McGRANN: Do you recall what the
17 industry-wide standard was?

18 MAYOR JIM WATSON: No.

19 KATE McGRANN: Do you remember who told
20 you about the industry-wide standard?

21 JIM WATSON: It was most probably
22 Mr. Manconi.

23 KATE McGRANN: It sounds to me like you
24 are guessing. Do you recall who told you about the
25 industry-wide standard?

1 MAYOR JIM WATSON: Well, he was the one
2 that was heading the organization and would be
3 making those calls and dealing with RTG. So I
4 could only assume of all the people who have their
5 hand on the LRT file, it would have been him that
6 would have told me about that. But again, that was
7 many years ago, and I don't -- I can't give you a
8 certainty of a hundred percent that that's what
9 happened.

10 KATE McGRANN: When you say that the
11 criteria was higher than the norm, did you
12 understand that the change meant that the system
13 was now being tested against an industry standard?

14 MAYOR JIM WATSON: Again, I don't have
15 the knowledge to properly answer that question.

16 KATE McGRANN: I am just trying to
17 understand what you were told about the change.

18 MAYOR JIM WATSON: Well, again, from my
19 recollection, it was based on the fact that the
20 criteria that was established, that I don't believe
21 was in the original Project Agreement, was
22 significantly higher than the industry norm, and it
23 was adjusted accordingly.

24 KATE McGRANN: And did you understand
25 that it was adjusted to reflect the industry norm?

1 MAYOR JIM WATSON: At the time I
2 probably was told that, but again, I don't have
3 that information. But I can't recall, because it
4 was several years ago.

5 KATE McGRANN: Were you aware that
6 there was an agreement to reduce the required
7 number of trains during the trial running period
8 peak times from 15 trains to 13 trains?

9 MAYOR JIM WATSON: Sorry, something has
10 just come on my -- the computer is about to
11 restart. I don't know what that means.

12 PETER WARDLE: That would be bad.

13 MAYOR JIM WATSON: It says "restart or
14 snooze". Any idea what I should do here? I guess
15 snooze hopefully.

16 KATE McGRANN: Perhaps we'll go off the
17 record for a second.

18 [Discussion Off The Record.]

19 -- RECESSED AT 3:01 P.M.

20 -- RESUMED AT 3:02 P.M.

21 KATE McGRANN: So when we took that
22 break to address that computer issue, I was asking
23 you, were you aware there was a change to the
24 required number of trains to be run during the
25 morning and afternoon peak period from 15 trains

1 down to 13 trains?

2 MAYOR JIM WATSON: Yeah, I believe I
3 was informed of that at the time.

4 KATE McGRANN: And what was the reason
5 for that change?

6 MAYOR JIM WATSON: I don't recall what
7 the reason was. I certainly recall that it
8 was -- it went from 15 to 13.

9 KATE McGRANN: Did that change spark
10 any concern in you about the readiness of the
11 system for revenue service?

12 MAYOR JIM WATSON: Again, looking back,
13 at that time I am not sure if that would have been
14 a concern. I wanted to make sure that we had
15 reliability and we had enough backup capacity that
16 the system lived up to its roughly four- to
17 five-minute service that it was.

18 KATE McGRANN: Okay, and with respect
19 to reliability, was the concept that 15 trains
20 could not be provided a concern to you?

21 MAYOR JIM WATSON: It was a concern,
22 but given the fact that we had, you know, parallel
23 service for the first three weeks, it didn't really
24 become an issue because there was excess capacity
25 on the train because people would still keep the

1 parallel bus service going, instead of getting off,
2 for instance, at Tunney's Pasture in the west or
3 Blair Station in the east.

4 KATE McGRANN: So the fact that there
5 would be parallel bus service for three weeks
6 addressed all of your concerns about the
7 reliability of the system arising from the change
8 in the number of trains from 15 to 13?

9 MAYOR JIM WATSON: Well, not
10 necessarily relieve me of my concerns, but, you
11 know, staff indicated that the system could work
12 well with 13 trains and I accepted their advice.

13 KATE McGRANN: Did you believe that 15
14 trains would be delivered by the time the parallel
15 bus service ended?

16 MAYOR JIM WATSON: Yes.

17 KATE McGRANN: And why did you believe
18 that?

19 MAYOR JIM WATSON: Well, because they
20 were already a year late, and one has to assume
21 that it gave them a little bit more buffer time
22 with the three-week parallel service and it would
23 give them that time to make sure that we had the
24 full fleet available.

25 KATE McGRANN: Did anybody tell you

1 that the 15 trains would be available by the time
2 the three weeks of parallel service ended?

3 MAYOR JIM WATSON: I don't recall, no.

4 KATE McGRANN: Can you speak to the
5 term sheet that was entered into around the time
6 that revenue service availability was achieved?

7 MAYOR JIM WATSON: Sorry, the term
8 sheet?

9 KATE McGRANN: I believe there was a
10 term sheet agreed to by the City and RTG around the
11 time that revenue service availability was
12 certified.

13 MAYOR JIM WATSON: Yeah, I don't -- I
14 don't recall seeing a term sheet.

15 KATE McGRANN: Do you know why parallel
16 bus service was run for three weeks as opposed to a
17 different length of time?

18 MAYOR JIM WATSON: I don't know why
19 three weeks was chosen. I suspect, you know, there
20 was cost considerations. You know, at some point
21 you have to get people off the bus and on to the
22 train in order to meet financial projections, but I
23 don't know why three weeks was chosen as opposed to
24 five or six weeks.

25 I suppose in hindsight that would have

1 been probably less pressure on the system to have
2 the parallel service longer, but three weeks was
3 recommended by staff and we accepted that.

4 KATE McGRANN: To your knowledge, was
5 an opening that was less than full and complete
6 public service ever considered by the City or
7 suggested by RTG?

8 MAYOR JIM WATSON: Sorry, can you
9 repeat that, please?

10 KATE McGRANN: Are you aware of
11 any -- let's try it this way. Are you aware of any
12 suggestion by RTG that the system should open at
13 less than full public service?

14 MAYOR JIM WATSON: I believe, and
15 again, I stand to be corrected, but I believe there
16 was a request from RTG to operate a partial system,
17 and I can't recall what the partial meant, whether
18 it was -- that it wouldn't stop at every station or
19 wouldn't have as many trains. But my understanding
20 was that staff rejected that; if we are going to
21 launch it, we are not going to have a partial
22 service.

23 KATE McGRANN: Do you remember when
24 approximately that request was made?

25 JIM WATSON: I don't. It wouldn't have

1 been made to me. It would have been made to staff.

2 KATE McGRANN: Do you remember when you
3 became aware that the request had been made to
4 staff?

5 MAYOR JIM WATSON: I don't recall the
6 specific date, no.

7 KATE McGRANN: And other than that
8 request from RTG to run a partial service, are you
9 aware of any other requests to open with less than
10 full revenue service to the public?

11 MAYOR JIM WATSON: I am not aware of
12 any. There may have been, but I am personally not
13 aware.

14 KATE McGRANN: To your knowledge, did
15 the City ever consider opening the system with less
16 than full public service?

17 MAYOR JIM WATSON: I don't recall that
18 that was ever brought to my attention as a decision
19 point or an option.

20 KATE McGRANN: Even if it wasn't
21 brought to your attention as a decision point or an
22 option, is it something that you learned about or
23 heard about?

24 MAYOR JIM WATSON: Do you know
25 specifically what they were asking for? Was it a

1 partial service or fewer trains?

2 KATE McGRANN: I don't. I am asking
3 you. I don't have anything specific in mind. I am
4 just trying to understand whether it was ever
5 considered by the City.

6 MAYOR JIM WATSON: Yeah, not that I am
7 aware of. The only point I was made aware of was
8 the -- I believe the request to have a partial
9 opening, which we rejected.

10 KATE McGRANN: And the rejection of
11 that partial opening, was that a decision made by
12 staff I think you said?

13 MAYOR JIM WATSON: The rejection was
14 made by staff, correct.

15 KATE McGRANN: And were you consulted
16 or involved at all in that decision?

17 MAYOR JIM WATSON: I don't recall if I
18 was. I may have been told, and I would have
19 supported the staff decision because we weren't
20 going to accept a partial system when we were
21 paying for a full system.

22 KATE McGRANN: If arrangements could be
23 made such that you weren't paying for a full system
24 when partial service started, would that have made
25 a difference to you?

1 MAYOR JIM WATSON: Sorry, could you
2 repeat that?

3 KATE McGRANN: I believe that you said
4 that you would not have been in favour of accepting
5 a partial system when you were paying for a full
6 system.

7 MAYOR JIM WATSON: Correct.

8 KATE McGRANN: Would it have made a
9 difference to you if you weren't paying for the
10 full system when you opened with partial service?

11 MAYOR JIM WATSON: No, because --

12 KATE McGRANN: So, for example, you
13 don't make the -- sorry, go ahead.

14 MAYOR JIM WATSON: Yeah, no, I wouldn't
15 have supported that because it is a disservice to
16 the passengers. You know, we may save some money
17 because it is a partial system, but the passengers
18 would suffer as a result of a partial system.

19 And to be honest, I don't know what
20 their definition of a partial opening would be. Is
21 it, you know, only so many stations? And it would
22 create such chaos, I think, to have -- you know, if
23 you have every second station, then you would have
24 to have a bus system that would be a mini parallel
25 system to get those people from, you know -- to

1 their next destination.

2 So I don't think it made any sense.

3 KATE McGRANN: Were you given any of
4 the details of what the partial system operation
5 would look like?

6 MAYOR JIM WATSON: Not that I can
7 recall. That is why I was in my last answer not
8 sure what exactly a partial system opening would
9 be. You know, it just didn't seem to be -- you
10 know, if we are going to hit the ground and be
11 proud of a system that we have put a lot of tax
12 dollars into, we wanted to make sure it was fully
13 open.

14 You know, it is one thing to have a few
15 little issues, you know, with respect to the
16 washrooms or the escalator or something like that,
17 but to have, you know, only a portion of the system
18 open didn't make any sense logistically and
19 certainly financially.

20 KATE McGRANN: If beginning with a
21 partial system, so only parts of the system open,
22 would have led to more reliable service, do you
23 think that is something that the City would have
24 considered?

25 MAYOR JIM WATSON: Again, it is sort of

1 a speculative question. I don't know what the
2 answer to that would be. I can just tell you my
3 own personal opinion, that I would not have
4 accepted a partial system, because what guarantee
5 do we have that it is going to be more reliable at
6 a partial status versus full open status.

7 KATE McGRANN: Could you describe your
8 view of the relationship with RTG over the
9 construction phase of the project.

10 MAYOR JIM WATSON: Probably a good word
11 to describe it is frustrating, lots of, you know,
12 promises made and unfortunately a lot of those
13 promises did not come to fruition.

14 I think there was sort of a healthy
15 conflict between customer and supplier. You know,
16 I think we put a lot of pressure on the consortium
17 to perform and to deliver what we were paying for,
18 and I think they were obviously frustrated because
19 we -- you know, on many occasions, both -- you
20 know, on many occasions we held back funding
21 because they didn't meet the criteria and so on.

22 So I think, you know, it is like any
23 major project, you are not going to be completely
24 in tune with your supplier or your contractor.
25 There is always going to be that healthy tension.

1 And, you know, again, every time I met with
2 executives, they were all very apologetic and they
3 understood this was a frustration for our residents
4 and they understood that they were not living up to
5 their end of the bargain and, you know, they
6 admitted on a number of occasions this is, you
7 know -- I think Alstom admitted they didn't bring
8 their A team to our project and, as a result, I
9 think our riders and taxpayers suffered as a result
10 of them not giving us enough attention to deal with
11 some pretty basic challenges with the system.

12 KATE McGRANN: You referred to a
13 customer and supplier relationship. Was that your
14 view of the relationship between the City and RTG?

15 MAYOR JIM WATSON: Yeah, we were the
16 customer. We were buying a train system. And they
17 were the supplier, and it was up to them to -- or
18 up to the contract that they signed with us to meet
19 certain milestones, which unfortunately for many
20 occasions they did not meet that benchmark.

21 KATE McGRANN: Did you see the City
22 having any role as a partner to RTG in the
23 construction or delivery of this project?

24 MAYOR JIM WATSON: Well, it is a good
25 question. I think, you know, in a big project like

1 this you want the customer, namely the OC team and
2 the transportation team and our consultants, to
3 work well with RTG because it is in our collective
4 interests that when this system opens we both have
5 skin in the game.

6 And, you know, I think we tried our
7 very best over the years to be helpful, but we were
8 also very demanding because we were being let down
9 and we were not satisfied with the performance of
10 our supplier.

11 KATE McGRANN: You mentioned that --
12 you described the relationship as characterized by
13 frustration. Was it like that from the very outset
14 of construction, or did it grow into that sort of
15 feeling over time?

16 MAYOR JIM WATSON: Yeah, the latter
17 part of your question. It was over time. You
18 know, the first period of time, whether that is the
19 first year or whatever, you know, I don't recall
20 seeing a whole lot of tension because it was just
21 the beginning of the project and, you know, we were
22 quite excited about milestones. You know, when the
23 two sides of the tunnel met, that was a big deal
24 and, you know, we started to see the first track
25 being laid and the first catenary line and so on.

1 So I think there was a lot of hope and
2 optimism that this was going to be a very great
3 project for our City, which I still believe it is.
4 And as I said earlier, we have really turned the
5 corner on the last six months or so.

6 But at the very beginning of the
7 system -- or at the very beginning of the
8 construction, I don't believe, you know, we had any
9 information that there were going to be the number
10 of problems that we eventually encountered with the
11 consortium because I think there was a sense of
12 optimism and excitement when you saw the work that
13 was being done and how complicated this project is.

14 And, you know, when the first station
15 started to get built and people started seeing this
16 network across east-west, there was this sense of
17 pride that, you know, we had finally entered the
18 league of big cities that has a mass transit
19 system.

20 KATE McGRANN: And with respect to the
21 promises that were made but not kept, other than
22 the deadlines, which we have already spoken about,
23 were there other promises made that were not kept?

24 MAYOR JIM WATSON: I would have to
25 think about that. You know, the biggest one were

1 the timelines, because that had a ripple effect for
2 everything else.

3 So, you know, I am trying to remember
4 if there were other issues. There may have been,
5 but, you know, they would be pretty minute compared
6 to the timelines to get the system up and running
7 because that had repercussions for, you know,
8 funding to RTG, for our customer base, our
9 transition from a basically bus-only business to a
10 bus-train system, which I think as John Manconi
11 used to remind us was the largest conversion from
12 bus to train in North America. So it was all in
13 built-up areas, plus a two and a half kilometre
14 tunnel.

15 KATE McGRANN: Can you speak to the
16 City's decision to guarantee RTG's debt to its
17 creditors on the project?

18 MAYOR JIM WATSON: I don't have any
19 information on that. It probably would have gone
20 through FEDCO, but again, that would have been
21 several years ago and I don't have any information
22 to enlighten you.

23 KATE McGRANN: Sorry, I missed the last
24 part of what you said.

25 MAYOR JIM WATSON: I don't have any

1 information to enlighten you on that topic.

2 KATE McGRANN: Do you recall that that
3 is a decision that the City made?

4 MAYOR JIM WATSON: I believe so. I
5 don't know if it was made by Council or by staff
6 with delegated authority, but I believe it was made
7 but I am not sure where the decision-making took
8 place on that.

9 KATE McGRANN: Do you recall being
10 briefed or aware of the reasons for that decision?

11 MAYOR JIM WATSON: I don't recall, no.

12 KATE McGRANN: Do you recall being
13 provided with any information whatsoever about that
14 decision or its implications?

15 MAYOR JIM WATSON: I, again, don't
16 recall. You know, a lot goes through my desk on a
17 daily basis, and unfortunately, I don't have the
18 recollection of the details on that.

19 KATE McGRANN: Do you recall anything
20 about it?

21 MAYOR JIM WATSON: I don't, no.

22 KATE McGRANN: You shared this
23 information about --

24 PETER WARDLE: Sorry, can we take a
25 five-minute break at this point?

1 KATE McGRANN: Yes, that is just fine.
2 Is five minutes sufficient for everybody?

3 PETER WARDLE: Maybe a little longer,
4 if that is possible.

5 KATE McGRANN: I am thinking of our
6 court reporter. So it is 3:20 now, and shall we
7 come back at 3:30?

8 PETER WARDLE: Sure.

9 MAYOR JIM WATSON: Sure.

10 KATE McGRANN: Just a reminder to mute
11 your microphones before you leave.

12 -- RECESSED AT 3:20 P.M.

13 -- RESUMED AT 3:28 P.M.

14 KATE McGRANN: So I want to ask you
15 some questions about revenue service and the
16 experience of the public launch and afterwards, but
17 before I do that, I just want to check quickly with
18 my co-counsel, Ms. Peddle, do you have any
19 follow-up questions?

20 CARLY PEDDLE: No, I don't. Thank you.

21 KATE McGRANN: Mr. Watson, would you
22 describe the experience of the public launch and
23 the first couple of weeks of revenue service and
24 then what changed?

25 MAYOR JIM WATSON: The actual event

1 itself on September 14th?

2 KATE McGRANN: I want to --

3 MAYOR JIM WATSON: Well, it was --

4 KATE McGRANN: Go ahead.

5 MAYOR JIM WATSON: Yeah, I think it was
6 a very happy, positive occasion. We had Minister
7 Mulroney representing the Province. We could have
8 no federal representatives because we were in the
9 writ period from the Federal Government, but we had
10 good -- most of our members of Council and people
11 who had been working on the project, a number of
12 students who had won a contest to be on the first
13 train, lots of interest, and the launch went off
14 very well.

15 And again, my recollection, I believe
16 the next couple of weeks went relatively well. I
17 think people were impressed with the train, the
18 stations. It was the first time obviously that
19 anyone had gone through the tunnel.

20 So there was a lot of optimism and
21 positivity. And then obviously it started to go
22 downhill after -- I can't recall the first couple
23 of incidents. I think we had a lot of door issues
24 because I think people were not used to dealing
25 with these doors, and they thought they were like

1 elevators and that they would open if you put your
2 hand in them.

3 So that caused a lot of problems, and
4 the problem multiplies itself when one train is
5 down and you go around and then it takes time to do
6 that, and you end up with double the number of
7 people on a platform, which becomes very dangerous,
8 in my point of view, that, you know, the train
9 takes 600 people a train, with four cars together
10 to complete one train. And, you know, if you miss
11 one, that is another 600 people that are trying to
12 cram into -- or 1200 people trying to cram into a
13 train that only fits 600.

14 So there was lots of frustration, and I
15 think, you know, there was a little bit of a
16 reservoir of goodwill that, well, this is new and
17 these things will, you know, get fixed. And some
18 of them were and some of them lingered on.

19 And as I said, I think it was the end
20 of the year at New Year's Eve where the system --
21 and I can't remember why it collapsed, but it
22 obviously did. And then, you know, we had -- you
23 know, we went through cycles. We started to have
24 some really good service, and then obviously the
25 two back to back wheel issues, the derailments took

1 place.

2 And then after that, we brought in a
3 safety consultant and really helped turn around the
4 system where, you know, as I said, we were
5 averaging I think in the last five, six, seven
6 months 99 percent service.

7 So it has gone like a bit of a roller
8 coaster in terms of it started well, went downhill,
9 came back up, went downhill again, came back up,
10 once you have been in service, then the
11 derailments, and now it has come back, but that
12 can't be sustainable from a credibility point of
13 view or from a point of view of customer
14 reliability.

15 So I feel more confident today
16 obviously in the system because I think we have
17 kept the feet to the fire of RTG to get the system
18 that we paid for.

19 KATE McGRANN: With respect to the
20 issues that were encountered before the two
21 derailments, and we'll talk about those in a
22 minute, but before we get there, the issues that
23 were encountered along the way - and you had
24 mentioned door issues, issues with the sanding on
25 the tracks, the issues with the drivers' cabs,

1 issues with the switches - do you have a view as to
2 what contributed to some or all of those issues?

3 MAYOR JIM WATSON: No, I don't have the
4 technical expertise to answer that except to say
5 that, you know, things like the door are
6 understandable to a layperson and can be fixed.

7 You know, the -- I can't remember the
8 pull -- the "T" something, the TC system, you know,
9 that was the --

10 PETER WARDLE: Yeah, the computer-based
11 train control system.

12 MAYOR JIM WATSON: Yeah, the CTBC, or
13 something like that. It was obviously not
14 functioning, and they had to do a number of
15 different changes on that.

16 There was the catenary that got ripped
17 off, one section. I can't recall where that was.
18 I think it was near the east end.

19 So there were a number of problems,
20 some of them relatively small that could be
21 resolved, others more systemic that needed changes,
22 the computer programming, for instance; and others,
23 you know, that should have been thought through in
24 terms of not using electricity for the switches but
25 using natural gas or propane, which is more

1 effective, to make sure that the switch could not
2 freeze.

3 KATE McGRANN: So with respect to the
4 switches, is it your view that it should have been
5 apparent that that would be an issue from the
6 outset?

7 MAYOR JIM WATSON: It should have been,
8 based on the fact that we are a cold climate and
9 they have these similar train sets all over the
10 world in cold climates, so I am not sure why they
11 would have put in electricity, whether that was a
12 cost-saving measure. But obviously, it did not
13 work properly because we just had too many frozen
14 switches.

15 I am glad to say that this past winter,
16 I think we had, you know, maybe one or two the
17 whole winter, so I think -- you know, the good
18 thing is, in fairness to RTG, they discover the
19 problem and then they go about fixing it, but, you
20 know, the problem was theirs to start with, so they
21 are fixing their own work, but at least it is
22 getting fixed and trying to bring back more
23 credibility to the system, which suffered greatly.

24 KATE McGRANN: Other than the switches,
25 were there any other issues that you thought should

1 have been thought through more carefully from the
2 start?

3 MAYOR JIM WATSON: I would have to
4 think about that, to be honest. I know, for
5 instance, during the first heavy snowfall, there
6 was, you know, a lot of -- not a lot of attention
7 given to some of the stations and they became
8 slippery, and I know -- I believe one woman fell
9 and broke her arm. You know, again, that is not a
10 technical issue, but it is common sense. You have
11 got to have the necessary salt and grit, you know,
12 in the stations so someone who is rushing to get
13 the train doesn't slip and hurt themselves.

14 And I am sure, you know, given some
15 time, I could think of other things that came up.

16 But -- you know, and sometimes RTG was
17 very, you know, accommodating and recognized they
18 had to pick up their game and -- you know, and I am
19 trying to think of other times where, you know, it
20 becomes more of an argument with them trying to get
21 things done. And I know, you know, Mr. Manconi and
22 others would often come back into meetings with me
23 with a sense of frustration with RTG. You know, I
24 know, for instance, you know, John was
25 responsible -- one of his duties years ago was the

1 snow operations in Nepean, and he would say, You
2 have to be prepared. You have the front-end
3 loaders ready at Tunney's Pasture so that the buses
4 don't get stuck, you know, doing the loop-around
5 the Tunney's LRT station. You know, the first big
6 snowfall, I don't think they had that equipment
7 ready. So guess what? Chaos with buses, you know,
8 with poor traction blocking the whole system up.

9 So, you know, I think there is that
10 level of frustration on the part of our staff and
11 certainly the public and myself and my colleagues.

12 KATE McGRANN: I understand that you
13 can't speak to the technical causes of any of these
14 particular issues. The Commission has been asked
15 to look at the commercial and technical
16 circumstances that led to them. Do you have
17 any -- do you have a view, sort of stepping up one
18 level of abstraction, of what may have contributed
19 to circumstances in which these kind of issues
20 could occur?

21 MAYOR JIM WATSON: No, you know, I look
22 at, for instance, the second derailment, and my
23 understanding was it was 12 bolts that were not
24 properly secured that caused that derailment. So
25 at the end of the day, it was a human error and

1 human errors, you know, whether they are the staff
2 are not getting the proper training in maintenance
3 issues or things are slipping between the cracks,
4 you know, ultimately the responsibility for
5 maintenance - and they are paid well for it and
6 they have a long-term contract with us, I think 30
7 years - is that it is in their best interest to
8 make sure that this system continues to improve and
9 we don't fall back to the last couple of years
10 where it was very inconsistent up and down in terms
11 of reliability.

12 KATE McGRANN: Did the relationship
13 between the City and RTG change when the project
14 moved from the construction phase into the revenue
15 service phase?

16 MAYOR JIM WATSON: I really am not
17 qualified to answer that because I would not have
18 had regular contacts with RTG or RTM. That would
19 have been done at the staff level. I know there
20 were -- you know, when I had conversations with
21 John and Steve and others, there is always a level
22 of frustration, you know, where we would say, Well,
23 we told you to do this and you didn't do it and now
24 we are suffering the consequences.

25 But I wouldn't have had any really

1 ongoing contact with RTG or RTM. And they had some
2 changes in leadership. You know, there was
3 obviously a concern that we had with the competency
4 of certain positions and, you know, at least one or
5 two people were, as part of the Project Agreement,
6 were dismissed or moved out of the operation
7 because they were clearly not living up to the
8 professional expectations that we had for them.

9 KATE McGRANN: And who are those
10 people?

11 MAYOR JIM WATSON: Well, there was one
12 individual. I think he was in charge of the
13 maintenance. I don't recall his name, but there
14 was a provision in the contract that we could ask
15 for people to be replaced. And then there were
16 other people. The head of RTG and RTM changed from
17 the start to where they are now, so there were
18 changes in leadership. And, you know, some of them
19 left I believe on their own accord; others I think
20 were asked to leave.

21 You know, there was a gentleman from
22 Spain who was brought in at the beginning, and then
23 he went, I believe, back to Spain.

24 So there were some changes in
25 leadership, and, you know, as the President of

1 Alstom told us, you know, he admitted he did not
2 bring the A team to this project and I think we
3 suffered the consequences.

4 KATE McGRANN: A couple of questions
5 about that. Am I right in understanding that the
6 City relied on a provision in the Project Agreement
7 to ask that someone be dismissed from the project?

8 MAYOR JIM WATSON: Yes.

9 KATE McGRANN: And what role was that
10 person dismissed from, or do you remember their
11 name?

12 MAYOR JIM WATSON: Well, it was someone
13 who had responsibility for maintenance, so I can't
14 recall. Peter I am sure can ask our staff and we
15 can give you that person's name. I don't recall
16 the name. I don't believe I have ever met the
17 person. But I believe he was the head of
18 maintenance for RTM.

19 KATE McGRANN: If we could get that
20 name, that would be helpful.

21 U/T PETER WARDLE: Yeah, I am not -- this
22 is not information I am aware of, so I'll have to
23 look into it.

24 KATE McGRANN: The communication from
25 the President of Alstom that you referenced where

1 he advised that Alstom did not bring their A game,
2 can you tell me about that communication?

3 MAYOR JIM WATSON: Well, it was either
4 a phone call -- I think it was probably a phone
5 call, or the time he flew in from France to speak
6 to us. So I don't recall the specific date, but it
7 was sometime after the service was launched. And
8 they did, to their credit, they started --

9 KATE McGRANN: And --

10 MAYOR JIM WATSON: Sorry, they did, to
11 their credit, start bringing more people. You
12 know, it is a worldwide company. They have vice
13 presidents all over the place, so they brought some
14 more senior people in, and my understanding is -
15 you would have to confirm with staff - that things
16 have improved because we put some pressure on them
17 to get more of the A team helping us out because it
18 is becoming a financial burden to that company
19 because, you know, we are holding back money when
20 they are not performing and then that hurts their
21 bottom line.

22 KATE McGRANN: So the two to four
23 meetings with representatives of the heads of the
24 consortium that you mentioned, in your view, were
25 those effective?

1 MAYOR JIM WATSON: I think in the short
2 term everyone sort of realized we were fed up and,
3 you know, it is like anything, you know, I think
4 they went out and said we are going to do better.
5 And we would see spurts of better performance, and
6 then, you know, back to some of the old ways where,
7 you know, we would not be able to get out the full
8 15 trains because of problems in the yard or there
9 was a bump between two trains.

10 So, you know, it acted as a quick
11 catalyst to get, you know, some immediate
12 improvements, and then they would go back to some
13 of their bad ways. You know, so that was one of
14 the frustrations.

15 KATE McGRANN: With respect to the
16 deductions made to the maintenance payments - I
17 will be careful here because I know that there is
18 litigation surrounding this - to your knowledge,
19 did the City consider whether deductions past a
20 certain point would be counterproductive in
21 achieving the goal of reliable revenue service?

22 PETER WARDLE: I don't think I am going
23 to let the witness answer that question.

24 KATE McGRANN: Okay, could you just
25 explain the basis for your objection?

1 R/F PETER WARDLE: I think this is an area
2 where the City has been receiving advice from
3 Counsel, including the Mayor, so I am going to
4 refuse it.

5 THE VIDEO TECHNICIAN: Just for the
6 record, I was kicked off of Zoom because I am
7 having some internet issues. So I think I
8 missed -- I was kicked off around about 3:40, so I
9 probably missed up to four or five minutes before
10 and after. I just got back in at 3:44, so there
11 was a portion that it didn't record obviously
12 because I was off Zoom.

13 KATE McGRANN: Can we go off the record
14 for a second.

15 THE VIDEO TECHNICIAN: Sure.

16 [Discussion Off The Record.]

17 KATE McGRANN: With respect to the
18 derailments, can you speak to the City's experience
19 of the first derailment and then the efforts made
20 to bring the system back online after that
21 derailment?

22 MAYOR JIM WATSON: What specifically
23 would you like to know?

24 KATE McGRANN: I would like to know
25 what you understand the cause to be and your view

1 of the response by the partners to the derailment.

2 MAYOR JIM WATSON: Yeah, I am not sure
3 what the first derailment cause was or whether that
4 was actually ever fully determined, and I don't
5 believe we received the TSB report at this point.
6 I stand to be corrected.

7 The second derailment, obviously more
8 serious. It brought the system -- it took the
9 system out for several weeks. And my understanding
10 is that it was human error that did not properly
11 connect 12 bolts to a -- I think it was a bit of a
12 pan that holds oil, and it came loose and affected
13 the train's wheels jumping the track.

14 KATE McGRANN: And what is your view of
15 the response to each of those derailments by RTG?

16 MAYOR JIM WATSON: Well, you know, it
17 took a long time to get the system back up and
18 running, but, you know, I had indicated to our City
19 staff that I wanted to make sure one hundred
20 percent that lessons learned, that we do not have
21 another derailment that could be much more
22 dangerous. Fortunately, no one was injured on
23 either of these derailments.

24 So, you know, certainly a level of
25 frustration I had, which you could multiply by a

1 hundred that the public had, that we had to bring
2 back our one bus service, which is not the best
3 alternative, but we were able to continue operating
4 a system, but again, it was not the train system.
5 It was a back-up bus system.

6 So, you know, there was great
7 frustration, and, you know, after the first one, it
8 was, Here we go again.

9 And so, you know -- I think, you know,
10 I found it frustrating that RTG were still having
11 these problems in the maintenance facility and
12 there seemed to be some disconnect between what
13 people were supposed to be doing and what they
14 actually did or didn't do in the case of, you know,
15 a multibillion dollar system that is shut down
16 because, you know, one person didn't properly
17 follow the process that was laid out for them in
18 the maintenance yard to make sure that these bolts
19 are properly tightened and the --

20 KATE McGRANN: When you say the system
21 was -- sorry, I didn't mean to interrupt you. Go
22 ahead.

23 MAYOR JIM WATSON: No, no, go ahead.

24 KATE McGRANN: When you say the system
25 was down for a long time or it took a long time to

1 bring it back online, are you referring to the
2 period following the second derailment?

3 MAYOR JIM WATSON: Yes, yeah, and we
4 had to get the all-clear sign from TSB, so you
5 know, it wasn't just a question of, you know, RTG,
6 or RTM in this case, the maintenance. But, you
7 know, it stayed on the track for a very long period
8 of time and then it was moved and then they were
9 able to open up, you know, limited service to get
10 people back on the train. But that was several
11 weeks, if I recall correctly.

12 KATE McGRANN: And you have spoken a
13 little bit about the quality of service since
14 re-opening after the second derailment. What is
15 your view about how the service has been since
16 re-opening?

17 MAYOR JIM WATSON: Well, it has been a
18 significant improvement on the service. There have
19 been very few disruptions. You know, I get a daily
20 update from the Manager, the GM of OC Transpo, of
21 the number of trains that are out, you know, and it
22 has been ranging from I think 15 to 17 for the last
23 several months and we haven't had a major problem.
24 I don't believe we have had to implement our one
25 service at all.

1 There have been one or two trains that
2 have stalled, but we have done a work-around which
3 means that the train service continues. It is just
4 maybe a little later by two minutes. And, you
5 know, we are fortunate now because ridership is
6 down significantly because of COVID and people not
7 working in the downtown core. And I know, for
8 instance, last week I took the train twice from one
9 end of the City to the other, very good service, no
10 problems at all.

11 And I think if you checked the OC
12 Transpo Twitter account, you'll see very few
13 challenges in the last five to seven months.

14 KATE McGRANN: And how is the working
15 relationship between the City and RTG on a
16 day-to-day basis, to your knowledge?

17 MAYOR JIM WATSON: Well, you know, we
18 have a new General Manager, Renée Amilcar, and, you
19 know, I haven't -- I don't see her as often as I
20 used to see John Manconi because obviously John
21 spent a lot of time on the construction, which I
22 had an interest in, but my understanding is when I
23 spoke with Renée, she seems to have developed a
24 positive relationship. She is a tough task master
25 to make sure that they continue to improve and we

1 don't have these issues that flare up and put at
2 risk the credibility of the system.

3 KATE McGRANN: And do you have a sense
4 of how RTG is responding to her?

5 MAYOR JIM WATSON: I really don't. You
6 know, I don't have really any contact with RTG or
7 RTM except when we have these come-to-Jesus
8 meetings that I have talked about. So I really
9 don't have any contact daily or otherwise. It is
10 really at the staff level.

11 KATE McGRANN: And are you hearing any
12 reporting back from staff on the nature of their
13 relationship and the course of the operations?

14 MAYOR JIM WATSON: Well, you know, if
15 you put aside the lawsuits, you know, I haven't
16 heard of any conflicts, but I don't
17 necessarily -- you know, I think if it was a
18 serious enough conflict, it would be brought to my
19 attention. But you know, we have legal proceedings
20 ongoing, so we are limited in terms of what we can
21 say and what we can do, and as I said, I would not
22 normally have any contact with RTG and particularly
23 now, but these items are before the Courts.

24 KATE McGRANN: To your knowledge, has
25 the City made any changes in its approach to Stage

1 2 of the project as a result of its experience on
2 Stage 1?

3 MAYOR JIM WATSON: Well, there was, you
4 know, a Lessons Learned Report that was
5 commissioned, you know, things like we have got,
6 you know, an employee monitoring the progress of
7 the trains being assembled at Brampton, for
8 instance, on the ground making sure that we stick
9 to deadlines and quality control and so on.

10 And, you know, I think there are
11 probably lots of different things that they
12 were -- that they are able to learn lessons from of
13 what not to do and what went well. Again, staff
14 would be in a better position to give you
15 specifics, but, you know, I can -- we don't want to
16 make the same mistakes.

17 I think the challenge that we have with
18 Phase 2 of LRT is a combination of construction
19 inflation, the pandemic and supply chain issues
20 that are affecting every major construction project
21 in the world. So, you know, we did a tour last
22 week -- or earlier this week on the east end where
23 they started to lay the rail. The east end
24 actually looks like it is going to be on schedule.
25 The western portion is going to be delayed by

1 several months, as is the southern portion, but you
2 know, we are talking more, I believe, you know,
3 months and months as opposed to years and years.

4 So, you know, there is a lot of work to
5 do, but I am seeing it -- you know, where I live,
6 there is a station five minutes from my house, so I
7 have been watching it be constructed for the last
8 year or two, and you know, I try to tour around
9 different parts of the system in the south end,
10 east and west.

11 And we are making good progress, but,
12 you know, COVID has also caused a number of labour
13 shortages trying to get people to come to work and
14 people having to self-quarantine for now five days
15 if they are testing positive, so that is causing
16 some challenges with lack of labour.

17 KATE McGRANN: The Lessons Learned
18 Report that you mentioned, is that a report that
19 was authored by Deloitte and Boxfish?

20 MAYOR JIM WATSON: I don't recall who
21 did that.

22 KATE McGRANN: Do you recall what the
23 subject matter of the report was? Was it the
24 procurement period or more?

25 MAYOR JIM WATSON: Again, I am sure we

1 could get you a copy of the report. I don't off
2 the top of my head recollect what specifics were in
3 it.

4 KATE McGRANN: Do you recall when it
5 was published?

6 MAYOR JIM WATSON: Well, I think it was
7 sometime within the last six months or so.

8 KATE McGRANN: Mr. Wardle, Ms. Segal,
9 can you help the witness with respect to the report
10 that he is referring to?

11 PETER WARDLE: I don't think I can. I
12 am familiar with the Lessons Learned Report with
13 respect to Stage 1. There have been various
14 reports with respect to Stage 2, but I am not sure
15 I am -- I think what we'll have to do is speak to
16 the Mayor and figure out exactly what he is
17 referring to.

18 MAYOR JIM WATSON: There are also a
19 number of Auditor General -- City Auditor General
20 reports on procurement as well that actually looked
21 at it objectively and found that we followed all
22 the processes that were required. So that
23 information is also publicly available.

24 KATE McGRANN: Okay, thank you for
25 that. And, Mr. Wardle, if you would speak with the

1 Mayor, and if there is another report that -- there
2 is a report other than the Deloitte one that I am
3 aware of, it would be helpful if you could let us
4 know.

5 U/T PETER WARDLE: Yes, thank you.

6 MAYOR JIM WATSON: It may be that one,
7 I am not sure, but I can certainly follow up with
8 Peter.

9 KATE McGRANN: Thank you. I have two
10 questions left for you. Let me just check with my
11 co-counsel before I dive into them. Ms. Peddle,
12 did you have any follow-up questions?

13 CARLY PEDDLE: I don't.

14 KATE McGRANN: The Commission has been
15 asked to look into the commercial and technical
16 circumstances that led to the breakdowns and
17 derailments on Stage 1. Are there any areas that
18 you would suggest that we be looking at that we
19 haven't discussed today?

20 MAYOR JIM WATSON: Well, you know, I
21 raised the issue of the Canadian content rules,
22 whether that can be adjusted so that -- you know, I
23 understand the concept, you want to create as many
24 jobs in Ontario as possible, but it just seemed to
25 make no sense that we would have this requirement

1 to set up from scratch the assembly line in essence
2 for trains where we really didn't have any
3 expertise in that. So I think that would be
4 something to look at and see if that kind of
5 stringent requirement can be more flexible so that
6 the next time there is a major project like this,
7 we are making sensible choices in terms of how to
8 procure it as opposed to, you know, getting us set
9 up on an assembly line which ends up being shut
10 down after a few years and shipped off to Brampton.

11 KATE McGRANN: And any other areas that
12 you think the Commission should consider in its
13 investigation into the causes of the breakdowns and
14 derailments?

15 MAYOR JIM WATSON: No, I would be
16 interested in, you know, the rationale for the
17 Province having an inquiry. You know, was there
18 anything that they needed from us. We had no
19 contact with the Minister, for instance, or any of
20 her officials during the entire construction period
21 of the Phase 1 or of the procurement process on
22 Phase 2, so, you know, it would be interesting to
23 determine, you know, what are they concerned with
24 that we can do a better job at.

25 KATE McGRANN: And the Commissioner has

1 also been asked to make recommendations to try to
2 avoid issues like this from happening in the
3 future. Are there any specific recommendations or
4 areas of recommendations that you think you should
5 be considering in that work?

6 MAYOR JIM WATSON: I would have to give
7 some thought to that in terms of recommendations.
8 I don't want to just simply give you something off
9 the top of my head. I think it requires more
10 thought.

11 KATE McGRANN: Okay. That is the end
12 of the questions that I have for you today.

13 Mr. Wardle, did you have any follow-up
14 questions?

15 PETER WARDLE: I don't, thank you.
16 Thank you, Mayor Watson.

17 MAYOR JIM WATSON: Yes, no, I
18 appreciate it.

19 KATE McGRANN: Thank you for your time.

20 MAYOR JIM WATSON: Thank you for your
21 questions and good luck with your work.

22 KATE McGRANN: I think we may have some
23 spelling questions from our court reporter, so
24 we'll just go off the record and see if we can help
25 out here.

1 MAYOR JIM WATSON: Okay.

2

3 -- Adjourned at 4:00 p.m.

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1 REPORTER'S CERTIFICATE

2
3 I, DEANA SANTEDICOLA, RPR, CRR,
4 CSR, Certified Shorthand Reporter, certify:

5 That the foregoing proceedings were
6 taken before me at the time and place therein set
7 forth;

8 That the statements of the
9 presenters and all comments made at the time of the
10 meeting were recorded stenographically by me and
11 were thereafter transcribed;

12 That the foregoing is a true and
13 certified transcript of my shorthand notes so
14 taken.

15
16
17
18 Dated this 28th day of April, 2022.

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20 

21 _____
22 NEESONS, A VERITEXT COMPANY,

23 PER: DEANA SANTEDICOLA, RPR, CRR, CSR
24
25

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