

Ottawa Light Rail Commission

Stephen Blais
on Tuesday, May 10, 2022



77 King Street West, Suite 2020
Toronto, Ontario M5K 1A1

neesonsreporting.com | 416.413.7755

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

OTTAWA LIGHT RAIL COMMISSION
CITY OF OTTAWA - STEPHEN BLAIS
MAY 10, 2022

--- Held via Zoom Videoconferencing, with all
participants attending remotely, on the 10th day
of May, 2022, 9:03 a.m. to 11:49 a.m.

1 COMMISSION COUNSEL:

2

3

4 Liz McLellan, Litigation Counsel Member

5 Emily Young, Litigation Counsel Member

6

7

8 PARTICIPANTS:

9

10 Stephen Blais, City of Ottawa

11

12 Peter Wardle and Lauren Gruenberger,

13 Singleton, Urquhart, Reynolds, Vogel LLP

14

15 Francois Landry, KRB Law

16

17

18 ALSO PRESENT:

19

20 Judith Caputo, Stenographer/Transcriptionist

21 Chris Delic, Virtual Technician

22

23

24

25

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

INDEX OF EXHIBITS

NUMBER/DESCRIPTION PAGE NO.

(None).

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

INDEX OF UNDERTAKINGS

The documents to be produced are noted by U/T and
appear on the following pages: 117:3

1 -- Upon commencing at 9:03 a.m.

2

3 STEPHEN BLAIS: AFFIRMED.

4 LIZ McLELLAN: Good morning, Mr. Blais.

5 My name is Liz McLellan, I am Commission Counsel,

6 and I will be conducting your interview today.

7 I'm joined by Emily Young, who is also

8 Commission Counsel. I'm going to read you a brief

9 script and we'll get started.

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, Ms. Young, may intervene

16 to ask certain questions. If time permits, your

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

18 of this interview.

19 This interview is being transcribed,

20 and the Commission intends to enter this transcript

21 into evidence at the Commission's Public Hearings,

22 either at the hearings or by way of procedural

23 order before the hearings commence.

24 The transcript will be posted to the

25 Commission's public website, along with any

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

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

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

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

1 giving such evidence.

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

6 And to confirm, you've been sworn this
7 morning or affirmed, Mr. Blais?

8 STEPHEN BLAIS: Yes, thank you.

9 LIZ McLELLAN: So we will begin your
10 interview.

11 First of all, I understand that you
12 were elected as the MPP for Orléans in February
13 2020 after a by-election, and you are currently a
14 candidate in the provincial election for the riding
15 of Orléans?

16 STEPHEN BLAIS: Yes.

17 LIZ McLELLAN: And you were a
18 Councillor for the Cumberland Ward from 2010 to
19 October 2019?

20 STEPHEN BLAIS: No, I resigned Council
21 in March of 2020, a week or two after the
22 by-election.

23 LIZ McLELLAN: Did you have any
24 involvement in the LRT prior to your election to
25 Council in 2010?

1 STEPHEN BLAIS: Just as a citizen and
2 consultation, public consultation.

3 LIZ McLELLAN: So you attended the
4 public consultations?

5 STEPHEN BLAIS: I believe that I did,
6 yes.

7 LIZ McLELLAN: In what capacity?

8 STEPHEN BLAIS: As a citizen.

9 LIZ McLELLAN: Did you just observe, or
10 were you there representing a citizen group?

11 STEPHEN BLAIS: I was there on my own.
12 I may have spoken or submitted written comments, I
13 don't recall specifics, but certainly I was very
14 aware of what was going on.

15 LIZ McLELLAN: You don't recall
16 comments that you would have made, either written
17 or by way of comments in, say, a public meeting?

18 STEPHEN BLAIS: I don't recall the
19 specifics. I was a critic of the light rail plan
20 before I was elected so they were likely critical
21 comments.

22 (Reporter sought clarification).

23 STEPHEN BLAIS: If there are any
24 written comments, they are likely critical of the
25 plan. I don't recall the specifics, though.

1 LIZ McLELLAN: Why were you critical of
2 the LRT plan?

3 STEPHEN BLAIS: The LRT was not coming
4 to Orléans, despite Orléans having the highest
5 public ridership in the area of the City, and it
6 seemed like a missed opportunity, given that
7 Mr. O'Brien and his Conservative cohorts had ripped
8 up the previous plan and decided to start fresh.

9 It seemed like a missed opportunity to
10 extend the train to the community that had the
11 highest public ridership of OC Transpo.

12 LIZ McLELLAN: So was that your main
13 area of concern, or did you have other areas that
14 you were critical of?

15 STEPHEN BLAIS: That was my primary
16 area of concern. It was also, given Mayor
17 O'Brien's track record on not being realistic with
18 budget numbers, I was concerned that the
19 \$2.1 billion dollars would not be --

20 -- Reporter's Note: (Experienced
21 virtual connection difficulties).

22 LIZ McLELLAN: Let's go back on the
23 record and let's begin from, Mr. Blais, your
24 involvement in public consultations in 2009.

25 STEPHEN BLAIS: So, as I mentioned, I

1 was critical of the plan, because the plan did not
2 include an extension to Orléans, which had largely
3 been the rationale for Larry O'Brien and his
4 conservative counterparts to Council, Bob
5 Chiarelli's first LRT plan was that it didn't go
6 east-west, and Orléans is obviously in the east.

7 There was also significant concern,
8 given Mr. O'Brien's tendency to exaggerate certain
9 financial issues throughout his term as Mayor, that
10 the \$2.1 billion hard construction costs for the
11 train would be real, and could be met.

12 And so I expressed concerns about both
13 those facts. Or concerns.

14 LIZ McLELLAN: So we'll speak about
15 specifically you being the Chair of the Transit
16 Commission and Chair of the Transportation
17 Committee, but first your involvement as a
18 Councillor from 2010 to 2019 on the LRT project.
19 I'd like you to outline how you were involved.

20 STEPHEN BLAIS: Sure. So as a
21 candidate for election in the 2010 cycle, I was by
22 no means the only one with concerns about the light
23 rail program as it stood at that point.

24 I believe the Mayor was also concerned,
25 and so there was an evaluation as to whether or not

1 the \$2.1 billion was realistic.

2 Following that evaluation, I believe it
3 came out that it was going to be something like
4 2.5 or 2.6 billion dollars in real terms, and I
5 don't remember if that was net present value or if
6 that was just construction dollars in 2010. I'd
7 have to go back and take a look, but it was going
8 to be
9 4 or 5 hundred million dollars over what had been
10 promised.

11 So an exercise was undertaken to
12 determine what efficiencies could be sought, or
13 could the program be delivered for the \$2.1 billion
14 figure that had been promised by Mr. O'Brien and
15 his Conservative colleagues over a number of years.

16 That led to the realignment of the
17 downtown tunnel, and there were likely other
18 cost-saving measures, I don't recall all the
19 specifics. But the realignment of the downtown
20 portion was, I believe, the most significant. The
21 tunnel was made more shallow, and that brought the
22 figure back down to the \$2.1 billion range.

23 And so as a member of Council, I would
24 have participated in the various Staff
25 presentations to Council about that process. And

1 deliberated the process to begin the request for --
2 they weren't requests for information, they were
3 the requests for consortiums to come together to
4 qualify, so those requests for qualifications,
5 excuse me, for the process.

6 And then ultimately, when the three
7 consortia were qualified, would have participated
8 in the public discussions at Council about the
9 Staff's ultimate recommendation to go with RTG.

10 LIZ McLELLAN: Okay.

11 STEPHEN BLAIS: And, you know, that's
12 in that timeframe from 2010 to 2014, or when the
13 program, you know, was -- when the contract was
14 signed and the program began.

15 LIZ McLELLAN: And then we'll get into
16 more detail later, but what about 2014 to 2019 or
17 early 2020, as you say.

18 STEPHEN BLAIS: Sure. So actually from
19 late 2014, from December 2014 until December 2018,
20 I was the Chair of the Transit Commission, which is
21 responsible for the service provision of
22 OC Transpo, Ottawa's public transit service.

23 OC Transpo did not have carriage of the
24 LRT file. That rested with the Finance and
25 Economic Development Committee from a construction

1 and contract management perspective, etcetera.

2 Our role at the Transit Commission, as
3 it related to LRT, was about making the changes
4 necessary within the organization, and in
5 particular, within the bus network itself to get
6 ready for the introduction of a multimodal transit
7 service in 2018.

8 So there were, you know, public
9 consultations about bus routes. OC Transpo did a
10 number of envisioning exercises. I participated in
11 one where we met with, you know, citizens, everyday
12 bus riders, employees of OC Transpo, bus drivers,
13 etcetera, to map out the what we called "The
14 Journey".

15 So mapping out the customer journey
16 throughout the process of, you know, getting on a
17 bus in the morning to getting to your destination
18 at the end, to identify the potential pain points
19 of the transition, and try to better understand
20 exactly what our customers went through every day.
21 So there was a series of consultations and meetings
22 about that. Certainly, I participated in many of
23 those.

24 We transformed the bus network to
25 remove the express bus service in anticipation of

1 the train coming online. When we did that, we also
2 significantly reduced fares for suburban bus riders
3 to accommodate the removal of the express bus
4 service. And we were generally preoccupied with
5 transitioning the service to the introduction of
6 the multimodal system.

7 LIZ McLELLAN: You referenced changes
8 within OC Transpo that were required and that the
9 Transit Commission was looking at; what were you
10 referring to?

11 STEPHEN BLAIS: The entire bus network
12 changed through the period of 2014 and 2018. And
13 that was required by the transition of -- there
14 were several stages.

15 First was, the Transitway was coming
16 out of service, because rail construction was going
17 to begin on the Transitway. So there needed to be
18 alternative methods to move people from the entry
19 points of the Transitway in both the east and west
20 into the downtown, without having that dedicated
21 corridor. So there was a series of transitions to
22 the bus service to accommodate that change.

23 There was -- sorry, I'm being told I'm
24 being logged out of my account, if you can give me
25 a moment to re-enter my credentials here.

1 LIZ McLELLAN: Off the record, please.

2 -- OFF THE RECORD DISCUSSION --

3 LIZ McLELLAN: Let's go back on the
4 record.

5 I think you were coming to an end on
6 your answer. You were speaking about different
7 changes that had to happen in OC Transpo, so it
8 changed from a BRT to an LRT.

9 STEPHEN BLAIS: Yes. So we had to make
10 changes to the system to account for the fact that
11 the BRT system on the Transitway would not be in
12 service for a period of several years. So there
13 was that change to routes and schedules that was
14 complicated, and difficult, and challenging for
15 riders and customers for sure.

16 Then the system had to be adapted
17 again, as we prepared to introduce the LRT into
18 service. And that preparation began, or I should
19 say those system changes were made either three
20 months or six months before the anticipated RSA to
21 give some time for the adaptation to happen.

22 And there were some issues about how
23 drivers were scheduled based on their collective
24 agreements, etcetera. And so there was a series of
25 changes to the bus network through there, including

1 the elimination of the express fare for suburban
2 riders.

3 LIZ McLELLAN: And you touched sort of
4 on your role as the Chair of the Transit
5 Commission, but if we can go into more detail on
6 that. So you were appointed the Chair in 2014; is
7 that correct?

8 STEPHEN BLAIS: Yes. Council voted on
9 that in December of 2014.

10 LIZ McLELLAN: Okay. And how was your
11 name put forward for Council to vote for your
12 appointment?

13 STEPHEN BLAIS: After every election,
14 Council appoints a committee that -- I can't
15 remember the name of the committee -- but it's a
16 committee that makes recommendations about
17 appointments to committees.

18 This is a one-time committee that
19 meets, I think, once or twice after every election
20 before Council starts to sit. And so that
21 committee recommended me to be Chair of the Transit
22 Commission, I'm sure as a result of conversations
23 that I had with the Mayor and his Staff.

24 LIZ McLELLAN: And when were you the
25 Chair of the Transit Committee until?

1 STEPHEN BLAIS: Until that same process
2 happened after the 2018 election. So it would have
3 been in December of 2018.

4 LIZ McLELLAN: Who took over for you as
5 Chair?

6 STEPHEN BLAIS: Allan Hubley.

7 LIZ McLELLAN: You spoke a little bit
8 to the role of the Transit Commission, but in terms
9 of relating specifically to the LRT, how does the
10 Transit Commission relate to the operation of the
11 LRT?

12 STEPHEN BLAIS: Well, at the moment,
13 since rail has come into service, LRT is a part of
14 OC Transpo like any other aspect of the public
15 transit system.

16 When I sat on the Transit Commission
17 and was Chair of the Transit Commission, that was
18 not the case. We were preparing to receive LRT,
19 but carriage of the file and supervision of the
20 work, was the Finance and Economic Development
21 Committee.

22 LIZ McLELLAN: And typically, I
23 understand that this may not be applicable to your
24 time as the Chair of the Transit Commission, but if
25 the Transit Commission sees an issue with their

1 scope of work, within their scope of work, what
2 remedies or powers does the Transit Commission have
3 in identifying that issue and resolving it?

4 STEPHEN BLAIS: Well, so the scope of
5 work for any committee is dictated by City Council
6 as a whole. I believe it's in the procedural
7 bylaw, or some bylaw similar to that. But Council
8 dictates which files are the responsibility and
9 within the scope of various committees.

10 That's typically done two times during
11 Council term, immediately after the election, or as
12 a governance review. If I recall, that normally
13 takes place in the first quarter, January to March
14 timeframe.

15 And then there is typically also a
16 midterm governance review which is much smaller,
17 which happens at the midterm to round out any edges
18 or look for smaller opportunities to make
19 improvements. But the larger changes to that are
20 typically handled shortly after the election,
21 because the theory, at least, is that each Council
22 is unto itself, no Council can tell a future
23 Council what to do. And so the new Council
24 basically determines its rules and procedure after
25 every election.

1 LIZ McLELLAN: How are the results of
2 the governance reviews communicated to Council?

3 STEPHEN BLAIS: Typically,
4 Mr. O'Connor, who was the City Clerk at the time,
5 or Ms. Donnelly who was Deputy City Clerk, would do
6 a round of consultations with councillors to see if
7 there were any changes that councillors were
8 looking for. To sometimes do a poll to see which
9 changes were more acceptable to a broader group of
10 people than others. To see if there was any kind
11 of consensus forming through that kind of informal
12 part of the process. And then ultimately, if I
13 recall correctly, ultimately there is a Staff
14 report that comes forward to Council for
15 consideration and Council ultimately decides.

16 LIZ McLELLAN: So are governance review
17 reports an annual thing? And then I think you also
18 spoke to them being midterm, so two years into the
19 current Council's mandate?

20 STEPHEN BLAIS: Well, the practice when
21 I was on Council, was to look at governance twice.
22 A large change after each election, or a potential
23 for a large change after each election, and then a
24 opportunity for a midterm minor course correction.

25 This is sometimes when committee chairs

1 might change, or committee membership might change,
2 and there might be some other rules that were
3 changed to adapt to particularities of what was
4 happening.

5 I'm not a lawyer, so I don't know if
6 there's any legal impediment to governance changes
7 happening outside of those processes, but while I
8 was on Council, those were the main processes or
9 the main timeframes, I should say, and processes to
10 make governance changes.

11 LIZ McLELLAN: So you're no longer the
12 Chair of the Transit Commission as of 2018?

13 STEPHEN BLAIS: Yes.

14 LIZ McLELLAN: And then you become --
15 you win an election in 2020 and became the MPP
16 for Orléans.

17 STEPHEN BLAIS: Yes.

18 LIZ MC LELLAN: Between that time, were
19 you following the work of the Transit Commission?

20 STEPHEN BLAIS: Like all committees of
21 the City of Ottawa, ultimately the work of
22 committees comes to Council. So I was paying
23 attention to the degree at a high level to make
24 decisions at Council about what transit was talking
25 about.

1 I was certainly aware of some of the
2 challenges that were being faced by OC Transpo as a
3 result of the delay in LRT service, because the
4 routes had been changed, as I mentioned, to conform
5 to LRT.

6 LRT was obviously not in service, so
7 that was creating some -- not some, but quite a bit
8 of disruption to bus riders, understandably so.

9 As I mentioned earlier, Orléans has the
10 highest transit ridership of any part of the City.
11 I represent Orléans, so I was keenly aware of the
12 challenges that were being faced by commuters. And
13 so I was certainly aware of those discussions and
14 issues.

15 I could not recall any kind of
16 technical, real technical discussions or changes,
17 you know, in that timeframe, outside of the broader
18 challenges with LRT being behind schedule.

19 LIZ McLELLAN: And can you describe the
20 challenges that you recall?

21 STEPHEN BLAIS: Sure. So as I
22 mentioned, the entirety of the system was
23 redesigned to account for the train being in the
24 Transitway.

25 So as an example, before those

1 transitions, you know, someone who is in Orléans, I
2 could walk to the end of my street or the next
3 major street, hop on a single bus, and be downtown
4 in 45 minutes or 50 minutes having taken one bus to
5 get there.

6 The change that we had made was to
7 reorient those express buses towards the LRT system
8 in a more direct way. And, obviously, we had been
9 planning for there to be a transfer point at, you
10 know, in the east at the terminal station at Blair
11 and west at Tunney's Pasture.

12 So for the period of construction the
13 east end buses were effectively using the Queensway
14 to navigate into the City. Which if you live in
15 Ottawa, you know there's already congestion, so
16 that was very difficult.

17 In the west end, they were taking
18 similar local roads in order to get to Tunney's
19 Pasture. And so there had already been a great
20 deal of frustration on the part of riders for a
21 period of two or three years leading up to
22 delivery.

23 That had been discussed, or baked in as
24 part of the construction process, and you know, I
25 think people were generally willing to accept it as

1 a minor inconvenience in the long-term of the
2 benefit of receiving the train.

3 And so when the delays in delivery
4 continued, there was the, you know, frustration of
5 that process continuing.

6 There had also been a -- there had been
7 a service change anticipating the launch of the
8 train, which I believe happened about three months
9 before the anticipated launch. That was in the
10 absence of the train that was causing frustration,
11 I believe there was overcrowding and delays. I
12 don't remember the nature specifics of that, but
13 there was frustration definitely related to that
14 particular change.

15 And because there was so much
16 uncertainty about what the new delivery date of the
17 train would be, there was hesitancy from OC Transpo
18 to revert back to the old bus model, or the old
19 schedule, I should say, because of the amount of
20 time it takes to work out the schedules for the
21 collective agreement, and how the system is
22 connected and interlined together.

23 The train delays were effectively
24 communicated almost as quarterly delays. And so
25 OC Transpo did not feel that a reversion of that

1 magnitude was worth simply the three months.

2 I think if you were to look at it and
3 knew that it would be almost more than a year
4 delayed, I'm sure that there would have been
5 considerations to changing back, but I wasn't on
6 Transit Commission at that time, so I wasn't part
7 of those discussions. But that's as I understand
8 was the main crux of the big concerns.

9 LIZ McLELLAN: And so from your
10 position as a Councillor, and you were following
11 the situation closely, do you feel that the Transit
12 Commission did a good job in the scope of their
13 mandate during that time?

14 STEPHEN BLAIS: Well, certainly the
15 Transit Commission, as I recall, people were
16 raising various issues of concern.

17 I think hindsight is always 20-20. Had
18 everyone known that the train would miss, I think
19 three subsequent RSAs, if memory serves, I think
20 decisions would have been different. I anticipate
21 Staff recommendations would have been different.
22 But, you know, I wasn't in the day-to-day meetings
23 of the Transit Commission, so I can't really
24 comment on specifics. But it was a very fluid
25 situation, because of the delays to the system.

1 I'm sorry, I can't speak to it after,
2 obviously I left transit. In those first six
3 months of delay, I guess, I was still there and it
4 was very difficult to deal with.

5 LIZ McLELLAN: And you were appointed
6 the Chair of the Transportation Committee in 2018;
7 is that right?

8 STEPHEN BLAIS: Yes.

9 LIZ McLELLAN: And what's the
10 difference in mandate between the Transit
11 Commission and the Transportation Committee?

12 STEPHEN BLAIS: The Transit
13 Commission's mandate is solely the operation of
14 OC Transpo, the Public Transit Agency in Ottawa.

15 While I was there, it was largely a
16 single mode system. We had the old O-train, but
17 ridership on that proportionately was quite small,
18 so it was effectively a bus-only system.

19 The Transit Commission now is a fully
20 multimodal system, and so the dynamics are much
21 different than they are today.

22 The Transportation Committee is
23 responsible for the long-term transportation
24 planning of the City, so the Transportation Master
25 Plan and, generally, transportation policy. So,

1 you know, pedestrian priority versus cyclists
2 versus vehicles as an example.

3 Also, the day-to-day operations of snow
4 clearing, road maintenance, grass maintenance,
5 along the medians and the sides of the roads and
6 the parks and things of that nature.

7 LIZ McLELLAN: Does the Transportation
8 Committee have a role in the oversight of the LRT?

9 STEPHEN BLAIS: A role in the
10 oversight, not directly. Through my time as
11 Chair of the Transit Commission, myself and Keith
12 Egli as Chair of the Transportation Committee were
13 invited to several briefings about LRT. These were
14 not decision-making meetings or oversight, they
15 were informational.

16 Oversight of the LRT project during
17 construction was the Finance and Economic
18 Development Committee.

19 LIZ McLELLAN: Before I move on to
20 another area of discussion, I'm going to check in
21 on my colleague, Ms. Young, to see if she has
22 questions.

23 EMILY YOUNG: I did have one. And I
24 was just wondering what Mr. Blais' view was on the
25 cost reductions that ultimately brought the budget

1 down to 2.1, and whether at the time you still had
2 concerns about whether the budget could be met or
3 whether those were allayed by the realignment of
4 the tunnel and other measures taken?

5 STEPHEN BLAIS: Well, certainly the
6 realignment of the tunnel and the shallowing of the
7 tunnel, we were told by subject matter experts,
8 would reduce significantly the cost of
9 construction.

10 Coupled with the contract that would
11 protect the City from cost overruns, that was
12 eventually sought and achieved, that led me to be
13 supportive of the project.

14 There was also, Council passed a motion
15 to review on a priority basis, the acceleration of
16 light rail to Orléans which alleviated -- well, not
17 alleviated, but addressed my concern in the moment
18 about planning for the future to my community. And
19 the combination of those things allowed me to vote
20 for the project.

21 EMILY YOUNG: So it sounds like a big
22 part of that was the fact that this was going to
23 proceed by public-private partnership that included
24 a fixed price contract?

25 STEPHEN BLAIS: Well, I don't know that

1 the model mattered as much to me as the fact there
2 was a fixed price contract that guaranteed that the
3 risk was on the provider. There may be other
4 procurement models that would do that, but
5 certainly this model did that.

6 And as I said, we had made extensive
7 progress on both discussions with Staff, but also
8 political conversations about the potential
9 extension to Orléans in the next phase of the
10 program. And those things together, allowed me to
11 support the program.

12 LIZ McLELLAN: So do you recall how the
13 budget was initially set? The estimate, the first
14 estimate?

15 STEPHEN BLAIS: Under Larry O'Brien?

16 LIZ McLELLAN: Yes.

17 STEPHEN BLAIS: Sure. It was actually
18 originally \$1.8 billion, this goes back to late
19 2003, early 2004. There was an agreement between
20 Jim Watson, who was the Minister of Consumer
21 Business Services and Regional Minister for Ottawa
22 Provincially. David Pratt, who was the MP for
23 Nepean-Carleton, I believe he was in Cabinet at
24 that stage in the Martin Government and Bob
25 Chiarelli, that Ottawa was going to need light

1 rail, Bob had a vision for it. And there were
2 discussions about how each order of government
3 could put into the proposal all together.

4 That led to, I believe it was
5 400 million each at that point to get it to 1.2, if
6 I recall correctly. And then over time, that
7 ballooned to 1.8.

8 And as you recall, the 2006 mayoralty
9 campaign was largely fought on the original light
10 rail plan, where Larry O'Brien conspired with John
11 Baird and other conservatives to cancel the program
12 after the municipal election.

13 LIZ MC LELLAN: Are you referring to
14 the north-south LRT?

15 STEPHEN BLAIS: Yes.

16 LIZ McLELLAN: Do you recall any other
17 issues with the north-south LRT beyond a political
18 decision?

19 STEPHEN BLAIS: No. It was 100 percent
20 politics. It was an election issue and
21 conservatives didn't like Bob Chiarelli, and Larry
22 O'Brien said he could bring taxes in at zero and he
23 would go east-west and that was the election.

24 -- Reporter's Note: (Experienced
25 virtual connection difficulties).

1 LIZ McLELLAN: So we talked, Mr. Blais,
2 the question about the \$1.8 million estimate and if
3 you recall how that came to be.

4 STEPHEN BLAIS: Yes. So in 2004, there
5 was conversations about Ottawa proceeding with a
6 transition to light rail, the O-train had been a
7 successful, or some believe a successful pilot
8 project.

9 There were conversations, trilateral
10 conversations between the Federal, Provincial and
11 Municipal Governments set out a funding agreement.
12 The agreement was \$400 million each, which would
13 bring it to \$1.2 billion, this was sometime in
14 2004.

15 There was a presentation of the O-train
16 at the Fallowfield Train Station with the Premier
17 and other dignitaries, it's a matter of public
18 record. Through between 2004 and 2006, that cost
19 escalated into 1.8.

20 There was quite a bit of public
21 dialogue about whether or not that was too
22 expensive and/or if the train was going to the
23 right communities. That led to a 2006 mayoralty
24 campaign between Alex Munter, Bob Chiarelli and
25 Larry O'Brien. Larry O'Brien promised to freeze

1 taxes, which he never did. And he promised to hit
2 the reset button the LRT program.

3 Once he won the election, he worked
4 with John Baird, who's the Conservative Member of
5 Parliament for Ottawa West Nepean and Senior
6 Cabinet Minister in the region.

7 I understand that other conservative
8 politicians from South Ottawa were also involved,
9 and they gave the City an option to back out of the
10 funding agreement and effectively killed light
11 rail. It cost the City \$100 million. A
12 \$40 million lawsuit with Siemens, \$60 million in
13 lost investment and Staff time and other cash and
14 expenses, and lost a funding round of \$400 million
15 from senior orders of government.

16 And so that led to Mr. O'Brien -- his
17 first transit plan included, I believe, six or
18 seven rail extensions across the City, including
19 out to Rockland and Alexandria and Brockville. And
20 he had David Collette come in and redo an entire
21 transit plan for the region. That was a giant led
22 balloon and didn't go anywhere. And eventually
23 they came up with the East-West Light Rail Program
24 that has over time, morphed into what is now the
25 Confederation Line.

1 LIZ McLELLAN: When you were elected in
2 2010 the East-West LRT is already an area for
3 discussion for City Council; can you walk us
4 through the development of the 2.1 budget and the
5 reports that went to you during your time in
6 Council?

7 STEPHEN BLAIS: Yeah, sure. So 2.1 was
8 the number that was being used by Mr. O'Brien and
9 his administration towards the end of his term as
10 Mayor, and was largely the discussion point in the
11 election of 2010. There was a great deal of
12 concern as to whether or not -- and he was saying
13 that was the price bottom line, fixed price,
14 etcetera, etcetera.

15 Given that he had failed to achieve his
16 other economic and fiscal promises, there was a
17 great deal of concern that that was not accurate.
18 Either shortly before the election or shortly after
19 the election, it came out that the \$2.1 billion was
20 the -- that annual estimate. So I believe it was
21 either the 2009 or 2010 estimate of cost of
22 construction that year, and did not build in time
23 value of money for real year construction.

24 So ultimately it was realized that the
25 plan would be in the 2.5 or 2.6 billion dollar

1 range. I believe the Mayor had committed to the
2 train, provided that it was actually 2.1. During
3 the election, I believe that was a campaign promise
4 he had made. And so as a result of this
5 escalation, because of the previous Council's
6 failure to accurately communicate costs, an
7 exercise was undertaken to seeing if the program
8 could be delivered for the communicated
9 \$2.1 billion.

10 That work progressed, and eventually we
11 were presented a plan that achieved \$2.1 billion
12 price tag. It included, effectively, the length of
13 the original proposal, reoriented the tunnel in a
14 more direct east-west path through the downtown as
15 opposed to diagonal path, and the tunnel was
16 ultimately much more shallow. And those were, as I
17 understand it, the large changes that the led to
18 the cost control.

19 We then proceeded to do a request for
20 qualifications. That process took place, three
21 consortia ultimately qualified, or were finalists
22 for that; RTG was one of them. I don't remember
23 what the other's names were, but it was typically,
24 you know, Ottawa landmarks and things like that
25 they threw in for their names. And eventually

1 Staff brought us a report recommending RTG as the
2 successful proponent.

3 And there were some reports in there of
4 the various procurement models that Staff would
5 pursue.

6 LIZ McLELLAN: But generally you were
7 concerned that the \$2.1 billion figure was too low.

8 STEPHEN BLAIS: Can you repeat the
9 question?

10 LIZ McLELLAN: Generally you were
11 concerned that the \$2.1 billion estimate or figure
12 was too low?

13 STEPHEN BLAIS: Generally, I was
14 concerned it was too expensive for not achieving a
15 train to Orléans.

16 I was concerned that the original
17 estimate of \$2.1 billion that Larry O'Brien and his
18 Council presented, was not accurate based on their
19 track record of not delivering on what they
20 promised.

21 LIZ McLELLAN: Were you concerned about
22 project risks, or capping costs as a result of the
23 budget?

24 STEPHEN BLAIS: I'm not sure as a
25 result of the budget I was concerned about those

1 things. I was certainly concerned about project
2 risks when you're digging a tunnel, and that's why
3 when the ultimate procurement model was presented
4 of risk transfer to the proponent, that was part of
5 my rationale for being able to support the program.

6 LIZ McLELLAN: So we'll go back to
7 procurement. But in terms of delegation of
8 authority between City Staff to undertake certain
9 decisions, and understanding the authority over the
10 LRT and how that was attributed amongst City Staff,
11 what aspects of the LRT did Council make about the
12 LRT while you were a Councillor?

13 STEPHEN BLAIS: Can you be more
14 specific or refine your question?

15 LIZ McLELLAN: Generally, what types of
16 decision points on the LRT would go to Council?

17 STEPHEN BLAIS: Oh, sure. So we would
18 have approved the environmental assessment and
19 other kind of pre-project work through a Staff
20 report.

21 We would have likely laid out a general
22 framework for which we wanted Staff to pursue the
23 project with high level guidance on, you know,
24 budget and scope of work, etcetera.

25 We would have approved the beginning of

1 a request for qualifications process. We would
2 have approved the model by which they were looking
3 to build; so ultimately, the DBFM model. And
4 ultimately we would have made a decision -- we
5 would have formalized the decision to award the
6 contract based on Staff advice. And all these
7 decisions were based on Staff advice and Staff
8 reports.

9 LIZ McLELLAN: What was your
10 understanding of the environmental assessment and
11 the figures it presented, and the finality of an
12 environmental assessment?

13 STEPHEN BLAIS: So in fairness, this
14 was over a decade ago, so I don't recall many
15 specifics of the environmental assessment.

16 In terms of finality, very few things
17 with environmental assessments are ever final. I
18 know that from my experience working on
19 infrastructure projects. But specifics of that
20 assessment, I don't recall.

21 LIZ McLELLAN: Okay. Are you familiar
22 with the Executive Steering Committee and what it
23 was responsible for?

24 STEPHEN BLAIS: Is this the City's
25 broad Executive Steering Committee, or are you

1 talking about some other committee for light rail?

2 LIZ McLELLAN: The Executive Steering
3 Committee that was struck for the purposes of
4 oversight of the LRT.

5 STEPHEN BLAIS: I have some broad
6 recollection of it. I can probably take guesses as
7 to who was on it. In fairness, I haven't given
8 that a lot of thought in a very long time.

9 LIZ McLELLAN: Did you have any
10 interactions with the Executive Steering Committee
11 meeting, like would they brief Council?

12 STEPHEN BLAIS: I don't recall. We
13 certainly received briefings about light rail,
14 either at Committee or Council, and sometimes in
15 individual meetings. But I don't recall if it was --
16 I rarely remember having a committee meet, we'd
17 often get briefings from Nancy or other officials
18 individually, and sometimes with Staff support.

19 LIZ McLELLAN: For the sake of the
20 record, "Nancy" is Nancy Schepers, correct?

21 STEPHEN BLAIS: That's right, yes.

22 LIZ McLELLAN: What was the Finance and
23 Economic Development Committee responsible for?

24 STEPHEN BLAIS: So the entire light
25 rail program, based on the terms of reference of

1 the Committee, and the governance decisions that
2 Council had made. Finance and Economic Development
3 Committee would be responsible for the entirety of
4 the light rail program.

5 So typically, as a Staff report or a
6 Staff recommendation travels through its process,
7 it's assigned to the responsibility of one of the
8 City of Ottawa's standing committees, and so it
9 would have been assigned to FEDCO. And so all
10 Staff reports relating to light rail would have run
11 up through FEDCO. So a report arrives at FEDCO,
12 with whatever -- it's either an information report
13 or a decision-making report, there is opportunity
14 for Staff to present. If it's in a public meeting,
15 there's an opportunity for members of the public to
16 present. Members of the committee can then ask
17 questions, move motions to amend the report. Other
18 members of Council are allowed to sit in and
19 participate, they simply can't vote at Committee.

20 And so the Committee receives that
21 information, and either receives it as information
22 or makes decisions about certain things and
23 transmits those decisions to Council for an
24 ultimate final decision by all council.

25 LIZ McLELLAN: In terms of the Finance

1 and Economic Development Committee, which its
2 acronym for which is FEDCO, you mentioned
3 councillors are able to sit in.

4 Did you sit in on FEDCO meetings?

5 STEPHEN BLAIS: When I was not a member
6 of FEDCO, I don't recall. But I imagine that I
7 did, but I can't recall specifics.

8 LIZ McLELLAN: So were you a member of
9 FEDCO then?

10 STEPHEN BLAIS: Every time I was a
11 Chair of a committee, I was a member of FEDCO, yes.

12 LIZ McLELLAN: Okay. So were there
13 other standing committees that did work that was
14 related to Stage 1 of the LRT?

15 STEPHEN BLAIS: I believe there were --
16 we updated our Transportation Master Plan in, I
17 think we voted on it in 2014, because that was the
18 plan that allowed us to do Stage 2.

19 So the consultations for that plan
20 would have taken place, I imagine, through 2013 and
21 likely 2012. So, obviously, there was a fair
22 degree of interaction between a Master
23 Transportation Plan for the entire city, and what
24 was happening vis-à-vis light rail.

25 So I'm sure that the Transportation

1 Committee had discussions about how light rail
2 would impact the need for, you know, roads, transit
3 projects, the interaction with sidewalks, bike
4 lanes, and all the other aspects of a system.

5 At some point, the Auditor General was
6 asked to do a number of audits about the
7 Confederation Line program. And so those audits
8 would have been reported in to first the Audit
9 Subcommittee, by process.

10 As I mentioned, the Transit Commission
11 was working on modifying the system to interact
12 with light rail. The Planning Committee would have
13 had some involvement, because there was an exercise
14 to look at how we could do intensification and
15 mixed use planning through the transit corridor of
16 light rail. And so there would have been
17 conversations around -- there was one station
18 downtown where the station was going to be built
19 into the podium of a building. And so I don't know
20 for a fact, but I imagine there were conversations
21 within the planning department about how that would
22 function at a planning level.

23 And, obviously, there was reviews of --
24 there was the review around Blair station for mixed
25 use, and there was reviews around other transit

1 stations for mixed use that would have been at the
2 Planning Committee. And so light rail as the major
3 project in the City, both at the time and
4 historically since Confederation, was dominating
5 much of City work. And aspects that touched onto
6 light rail, were touching almost every other
7 subcommittee, or the work of almost every other
8 standing committee and subcommittee.

9 LIZ McLELLAN: And in terms of the
10 O-train construction office, what was that office's
11 role and responsibility?

12 STEPHEN BLAIS: So as I understand it,
13 they were the office that was responsible for the
14 day-to-day activities of -- in the beginning,
15 managing the procurement process, managing the
16 public meetings that were happening about it, and
17 all of the elements that went into that. That was
18 John -- he went to Metrolinx, I can't remember his
19 last name -- he was the head of that office for
20 sometime, and reported to Nancy Schepers, who was
21 the Deputy City Manager responsible.

22 LIZ McLELLAN: What about the Rail
23 Implementation Office?

24 STEPHEN BLAIS: So the Rail
25 Implementation Office was established, as I

1 remember it, to implement light rail. It was
2 either established as part of the procurement
3 process, or right after the procurement process.
4 And they were to work hand-in-hand with the
5 proponent to ensure that -- well, through the
6 contractual process, and then through the
7 construction process.

8 LIZ McLELLAN: And was there any
9 relationship between the O-train Construction
10 Office and the Rail Implementation Office?

11 STEPHEN BLAIS: I believe there must
12 have been, I don't remember the specifics, though.
13 But it seems to me that there would have been.

14 LIZ McLELLAN: What was your general
15 view on the updates on the LRT that Council
16 received, how frequent were they, the adequacy?

17 STEPHEN BLAIS: That's a tough
18 question. You know, I think once we were informed
19 that the original rail service availability date
20 would be missed, that May 2018 would be missed, I
21 feel that there were quite a few reports to Council
22 after that point. I don't recall how many reports
23 to Council were made about progress leading into
24 that. So it's hard for me to remember the
25 specifics.

1 I had an opportunity to work rather
2 closely with John Manconi at the time, and so it's
3 sometimes difficult for me to separate what I knew
4 because of just conversations versus what was being
5 presented to Council as a whole.

6 LIZ McLELLAN: What about the frequency
7 of your discussions with John Manconi? Were they
8 about how often would you like to be speaking to
9 him? Did you feel that you weren't receiving a lot
10 of updates?

11 STEPHEN BLAIS: I was the Chair of the
12 Transit Commission, so I could speak to John
13 whenever I wanted to really.

14 LIZ McLELLAN: Okay. And then so in
15 terms of procurement, and the selection of the
16 DBFM model, what do you recall about that process?

17 STEPHEN BLAIS: Well, I recall that
18 there were two separate votes, if I recall
19 correctly, or two separate reports.

20 There was the original report which
21 recommended design-build-maintain, and then I
22 believe it had a caveat of, the City was actively
23 still exploring options to guarantee price and
24 avoid risks, etcetera. And then at some point
25 after that, we added the finance element of the

1 procurement process.

2 LIZ McLELLAN: And did you have any
3 concerns about the risks associated with the
4 design-build-finance-maintain or DBFM model?

5 STEPHEN BLAIS: I had the same level of
6 risk that I generally have as a decisionmaker about
7 going into any project in trying to balance the
8 potential risks with the benefits that it provides
9 to the public and to the City as a whole.

10 The way that the contract and the
11 process was described to us, from either City Staff
12 or the Council that was advising us at the time,
13 led me to have a degree of confidence that the City
14 was protector, taxpayers were protected from a cost
15 overrun perspective. And given the long history of
16 light rail, as I mentioned going back to 2003, 2004
17 and kind of the escalating costs that were involved
18 and discussions around it, that gave me a degree of
19 confidence enough to be able to support the
20 program.

21 LIZ McLELLAN: You mentioned risks and
22 benefits. Can you provide background on what you
23 believe the risks versus the benefits were on the
24 DBFM model?

25 STEPHEN BLAIS: Well, I'm not sure if

1 it's related to the model. But the risks of the
2 program were that the costs would escalate
3 astronomically, you know, going back to 2004, it
4 was on \$1.2 billion, and now we were at 2.1, after
5 having just brought it back down from 2.5 or 2.6.

6 So there had been a great deal of
7 public energy and public discussions about the cost
8 of light rail, and whether or not that was
9 something that the City of Ottawa was really able
10 to afford. And so the risk, from my perspective
11 was: Could it be delivered for 2.1 or thereabouts?
12 And how would that, you know, impact taxes, and
13 voter and constituent perception? How would it
14 affect ridership? And, would it consume all
15 available funds that might otherwise be spent on
16 other projects, etcetera.

17 The benefit of rail was that we would
18 have, if the project was not going to stop at
19 simply Stage 1, which I mentioned is already a
20 concern of mine. If it was truly going to be a
21 city building project, then it would have the
22 opportunity to connect the entire city with a
23 modern electric, which is more sustainable, public
24 transit system.

25 And so because of the contractual model

1 that was presented by Staff to Council, as well as
2 the work that had progressed, including Staff
3 support and a Council resolution, to review on an
4 expedited basis accelerating rail construction to
5 Orléans, those things alleviated my most serious
6 concerns about the program, and allowed me to vote
7 for it.

8 LIZ McLELLAN: In 2011, FEDCO directed
9 Staff to look at accelerating the schedule of the
10 LRT. Do you recall the circumstances around that
11 direction from FEDCO?

12 STEPHEN BLAIS: I don't recall all the
13 circumstances. I know there was a desire to see if
14 it could be opened for 2017, which was the
15 Sesquicentennial of Canada, but other than that, I
16 don't recall all the specifics.

17 But my recollection is that there was a
18 desire to have it opened for the 2017 celebrations,
19 if possible.

20 LIZ McLELLAN: Do you know where that
21 direction came from?

22 STEPHEN BLAIS: Well, certainly the
23 Mayor had been talking about Sesquicentennial
24 celebrations, I believe it was part of his election
25 platform, but that's what I know.

1 LIZ McLELLAN: Generally, what type of
2 direction came from either FEDCO or the Mayor on
3 accelerating the schedule?

4 STEPHEN BLAIS: I don't recall -- I
5 don't recall specifics to tell you the truth. I
6 was non-FEDCO at the time, so I just remember the
7 politics.

8 LIZ McLELLAN: You don't recall the
9 Mayor speaking about wanting to have the project
10 done sooner than was initially anticipated?

11 STEPHEN BLAIS: As I mentioned, the
12 Mayor was a proponent of Ottawa celebrating
13 Sesquicentennial, he campaigned on it in the 2010
14 election, and was certainly a champion of it from a
15 tourism and economic development perspective.

16 I believe there was a desire to get the
17 train open and ready for that celebration in the
18 summer of 2017. Other than that, I don't recall
19 any specifics as to why they accelerated other than
20 that.

21 LIZ McLELLAN: You were on FEDCO when
22 Mayor Watson would have been the Chair, I assume.

23 STEPHEN BLAIS: For part of -- Mayor
24 Watson was the Chair his entire tenure. I was on
25 FEDCO from December 2014 onwards.

1 LIZ McLELLAN: In terms of
2 deliberations in FEDCO, as Chair, would Mayor
3 Watson take the lead and then there was
4 discussions? Or how would deliberations shake-out
5 on FEDCO?

6 STEPHEN BLAIS: Generally speaking, the
7 Mayor is the Chair of the Committee. So generally
8 speaking, the Chair is pretty benign. The Chair
9 recognizes people to speak, introduces the Staff
10 who are making a presentation.

11 If there are delegates, calls their
12 names so they can speak; will let them know how
13 much time they have left when they're getting close
14 to their allotted time. And generally moderates
15 the debate or the discussion afterwards with his --
16 there's always a committee clerk that is assisting
17 the Chair of all committees.

18 And then, obviously, as an elected
19 official, he or she has the opportunity to then
20 also ask Staff questions, they vote. They
21 generally referee the order of -- if there are
22 motions to amend the Staff report, they generally
23 referee the order in which those motions are voted
24 on, because the order can sometimes dictate if a
25 second motion is needed or not, you know, depending

1 how the first motion might change the report. And
2 so the Chair acts as the referee of the meeting,
3 effectively.

4 LIZ McLELLAN: And generally during
5 your time on Council, if there were certain
6 campaign promises in municipal elections, was there
7 a particular focus in Committees or on Council on
8 fulfilling those promises?

9 STEPHEN BLAIS: I would think that any
10 elected official is committed to fulfilling their
11 promises. I think that's the nature of being an
12 elected official.

13 LIZ McLELLAN: What about with respect
14 to the OLRT?

15 STEPHEN BLAIS: Well, as I recall, the
16 Mayor's commitment on light rail during the 2010
17 campaign, was that he was committed to it if it
18 achieved \$2.1 billion. I don't recall other
19 commitments he may have made about light rail
20 during that campaign.

21 As I said before, in my campaign and
22 previous, I was concerned about the train price, as
23 well as the fact that it was not coming to Orléans.
24 And so I was preoccupied with addressing those
25 particular elements of my concern, which I believe

1 I was successful in doing.

2 LIZ McLELLAN: Do you recall how the
3 final cost decision on the LRT shook out?

4 STEPHEN BLAIS: What do you mean?

5 LIZ McLELLAN: Do you recall how the
6 final cost of the LRT, that number was arrived at?

7 STEPHEN BLAIS: As I said, Larry
8 O'Brien had promised that the train would be
9 \$2.1 billion. At some point between 2006 and 2010
10 when he presented this version of the plan.

11 It was revealed at some point, either
12 during the election or shortly thereafter, that
13 that was a snapshot in time estimate, and it was
14 not factoring in construction, inflation, the fact
15 that it wouldn't be built -- you know, that there
16 is a planning process and it's actually built,
17 three, four, five years after actually he started
18 talking about it.

19 So the net present value of the -- or
20 the estimated net present value of the contract was
21 going to be closer to 2.5 or 2.6 billion dollars in
22 terms of real cash. And so an exercise was
23 undertaken to see if \$2.1 billion could be
24 achieved.

25 That exercise produced the plan that

1 went to market, and the bids came in at the various
2 prices that they came in at, and Council evaluated
3 based on Staff advice, the successful proponent,
4 and their bid, and what they said would be the cost
5 as part of their bid.

6 LIZ McLELLAN: Do you recall the
7 circumstances around the December 2012 report that
8 went to Council that had a final cost projection of
9 \$2.13 billion?

10 STEPHEN BLAIS: Circumstances, no.

11 LIZ McLELLAN: Do you recall that that
12 was sort of the final number, that it went from 2.1
13 to 2.13?

14 STEPHEN BLAIS: 2.1 and change, sorry.
15 \$30 million in a \$2 billion project is a rounding
16 error.

17 LIZ McLELLAN: Right. So back to
18 procurement.

19 What was your understanding about the
20 City's selection of the vehicles?

21 STEPHEN BLAIS: As I recall, there were
22 three consortia that formed to do a request for
23 qualification. Or there may have been more than
24 three that formed, but the three were qualified to
25 proceed through the procurement process. And each

1 one of the consortia had a different vehicle
2 provider, if I recall correctly. I believe it was
3 Alstom in one, Siemens in another, and Bombardier
4 in a third, I could be mistaken there. And
5 ultimately we were deciding on a complete package
6 of the consortia, as I recall.

7 LIZ McLELLAN: Was there any preference
8 towards one specific vehicle provider?

9 STEPHEN BLAIS: Well, certainly there
10 was a great deal of conversation in trying to build
11 Canadian, which of course was Bombardier at the
12 time.

13 And so in fairness, I think there was a
14 lot of public pressure to choose Bombardier as the
15 vehicle provider. And certainly I think there was
16 a fair bit of criticism after the selection that
17 Bombardier was not the vehicle supplier because
18 they were a Canadian firm.

19 LIZ McLELLAN: And do you have any
20 knowledge about the circumstances around the
21 selection of the Alstom Citadis Spirit for Stage 1?

22 STEPHEN BLAIS: No. Just that it was
23 recommended by our Staff and it was part of the
24 package of the recommendation.

25 LIZ McLELLAN: Generally, what were the

1 specifications that Council thought that they were
2 getting with the Alstom Citadis Spirit vehicle?
3 Were there certain benefits in the selection of
4 that vehicle?

5 STEPHEN BLAIS: Well, as I recall, it
6 was modular, and so there are two vehicles that
7 form one train.

8 The vehicles are also adaptable, so
9 that there is an extra section that can be -- the
10 vehicle can essentially be sawed in half, and a new
11 model could be put into the vehicle to allow the
12 vehicle to grow as our system grows while
13 maintaining the same vehicle.

14 There were, I believe two or three
15 different nose options to the vehicle that each had
16 their own kind of benefits that were going to be
17 part of the evaluation process.

18 The trains can be run as single vehicle
19 trains, or double vehicle trains. And it's been
20 mentioned that would allow the system to grow,
21 which because of the stations within tunnels, that
22 was particularly important, so that we wouldn't
23 have to -- future system growth would not require
24 additional tunnel excavation or tunnel platform
25 additions, those could be sized to the ultimate

1 length of the vehicles.

2 They were electric, which was obviously
3 a important consideration from our environmental
4 perspective. Those are the main points about the
5 vehicle that I recall.

6 LIZ McLELLAN: Do you have any view on
7 the vehicle and how it functioned sitting here
8 today?

9 STEPHEN BLAIS: Well, there's certainly
10 been some challenges with the vehicle at the
11 launch. I rode the train last week, it arrives on
12 time and got me to my destination on time
13 relatively comfortably. But certainly there were
14 challenges at the launch of the system to be sure.

15 LIZ McLELLAN: And what types of
16 challenges were there?

17 STEPHEN BLAIS: Well, there were issues
18 with the sensors on the doors, and so the doors
19 have a sensor in them so that if -- mostly if
20 you're exiting the train, but in both entering and
21 exiting the train, if you've got a backpack string,
22 or a loose shirt, or a dress, the doors have a
23 sensor so that you don't get caught in the train
24 and get pulled behind the train.

25 So as I understand it, the sensor on

1 those doors was perhaps too sensitive, and so
2 you're getting door faults, the trains can't
3 operate with the doors open, so that was leading to
4 trains being stalled on the platform and ultimately
5 delays.

6 There were instances where customers,
7 in an attempt to be polite and allow people to
8 enter or exit the train, customers were using a bit
9 too much force in trying to get the train door to
10 stay open, and that was causing problems with the
11 mechanics of how the door operated.

12 That sensor, you just have to put your
13 hand there and it would keep the door open, but
14 some people were using physical force and that was
15 breaking elements or breaking the sensors on the
16 elements of the doors.

17 This wasn't a vehicle issue, but there
18 was an issue with how the track switches were being
19 heated, and this was causing ice jams, as I recall,
20 as the winter approached.

21 And there were, again, not specific to
22 the vehicles necessarily, but I think people's
23 perceptions tied it to the vehicles, because of the
24 way the buses were arriving at the service, and I
25 think probably because of some of the delays to the

1 trains, for those other reasons I was talking
2 about, many of the vehicles were overcrowded or
3 felt to be overcrowded. This is in part
4 perceptual, and part real.

5 The trains were always designed to have
6 roughly 60 percent of the occupants standing, which
7 I'm not sure was properly communicated during the
8 lead-up exercise, but certainly there were also
9 some very full trains because of challenges that
10 the system was having just getting people to the
11 platforms and getting the timing right.

12 And, obviously, the train issues were
13 creating other backlogs in the system that was, you
14 know, just compounding problems.

15 LIZ McLELLAN: Ms. Young -- sorry, go
16 ahead.

17 STEPHEN BLAIS: Sorry. There was a lot
18 of issues as you can imagine, I likely don't
19 remember all of them.

20 I remember there being some kind of
21 electrical arcing problem between the catenary and
22 the top of the vehicle, so there was some burnout I
23 think in the catenaries. I believe as a result,
24 one of the catenaries might have come down as well,
25 or would've been misaligned at some point.

1 And there were also issues with the
2 train control system, in how the vehicles were
3 communicating with each other. And that ultimately
4 led to issues with how the system communicates with
5 the track switches and the other technology that
6 helps control the system and make it safe.

7 EMILY YOUNG: When those issues were
8 arriving, Mr. Blais, would those be the type of
9 things that would come to the Transit Commission as
10 in charge of overseeing OC Transpo?

11 STEPHEN BLAIS: At that point they
12 should have, yes, because the train was in
13 operation. I wasn't the Chair of the Committee at
14 that point, but I believe those issues were going
15 to Transit Commission at that point, yeah. I
16 think, that's my recollection.

17 EMILY YOUNG: And in your view, did the
18 Transit Commission respond appropriately to those
19 issues?

20 STEPHEN BLAIS: Well, there was a --
21 I'm not sure if there was a special meeting of the
22 Transit Commission, or if it ended up being a joint
23 meeting or full meeting of Council. But we
24 definitely had, at the time -- again, I don't
25 recall if it was called an emergency meeting, but

1 it felt like it was an emergency meeting, in the
2 Council Chambers to bring in the various members of
3 RTG. And I believe some experts from England were
4 there as well that they had brought in to evaluate
5 some of the challenges.

6 This was a public meeting, and so there
7 was definitely a very kind of public airing of
8 grievances and exercise to try to better understand
9 the various technical issues that were happening to
10 cause the problems, you know, understanding the
11 City Councillors are not engineers, or lawyers, or
12 otherwise technical experts, trying to get an
13 understanding of: Did the people running the
14 system know what the problems were? Did they know
15 what was causing the problems? And did they have a
16 plan of action to address the problems? If the
17 answer to those questions was, "yes", you know,
18 what was it?

19 LIZ McLELLAN: Did you feel the answers
20 were sufficient?

21 STEPHEN BLAIS: Some of the answers. I
22 recall a particular line of questioning from me, I
23 was asking about the track switches and whether or
24 not the expert from RTM or RTG thought that the
25 electric track switches were the cause of the

1 issue.

2 He was not committal on that. And I
3 believe -- I stand to be corrected, this is all a
4 matter of public record so you can review it. I
5 believe the expert from England thought it was too
6 early to decide as well.

7 I then proceeded to ask Troy Charter,
8 who worked for OC Transpo, if we had had similar
9 issues on the north-south diesel train. He said,
10 "no." I asked, "why?" He said, "we use gas
11 heaters." And so I, you know, dot to dot, "why not
12 just put gas heaters on the electric train?"

13 And at the time, the folks from RTM,
14 and I believe the experts from England hedged on
15 that. But I believe ultimately that was the
16 solution, was that they installed gas heaters, if I
17 recall correctly. And I believe that has proven
18 itself to be the ultimate fix to that particular
19 problem.

20 And so there is definitely a fair
21 degree of hedging -- and I guess "hedging" is the
22 right word -- from RTG or RTM about the various
23 issues. They definitely didn't want to commit
24 publicly to any strong definitions of what the
25 problems were.

1 LIZ McLELLAN: How did you get that
2 sense that that was the case?

3 STEPHEN BLAIS: Well, that particular
4 example, as one example, and it was just a feeling
5 that you got through the process, that they
6 were -- they did not want to commit publicly to
7 what the problems were.

8 My sense was, because they understood
9 that if the problems were their fault, it would be
10 contractual and commercially -- they would be
11 commercially responsible for it. And so they were
12 trying to, you know, hedge to protect their
13 liability. That was the feeling that I had as a
14 participant in the meeting.

15 LIZ McLELLAN: Sorry, Ms. Young, I cut
16 in on your questions.

17 EMILY YOUNG: Not at all, those are
18 definitely followups I would have asked anyway.

19 Do you feel like the public benefited
20 from those sessions, as well, Mr. Blais?

21 STEPHEN BLAIS: Well, it depends how
22 you define "public benefits."

23 The public had an opportunity to see
24 their elected officials frustrated and upset, and
25 questioning various experts and Staff. And so from

1 that perspective, the public benefited from their
2 elected officials representing them to the various
3 individuals and groups involved.

4 Ultimately, many of the issues that
5 were happening with the train at that time, and
6 that were discussed at that meeting, I believe the
7 majority, if not all those issues, have been
8 resolved. So in the grand scheme, the public
9 benefits with the train that's working properly as
10 it's designed to do.

11 LIZ McLELLAN: Any further questions,
12 Ms. Young?

13 So Mr. Blais, it's up to you, but right
14 now is a good time to take a break in terms of
15 where I'm going with my questioning. So how is a
16 ten-minute break now? Or would you rather wait
17 until 10:30, it's up to you.

18 STEPHEN BLAIS: No, now is fine.

19 LIZ McLELLAN: Okay. So we'll come
20 back at 10:30 then.

21 STEPHEN BLAIS: Sure. Sounds good.

22 LIZ McLELLAN: Mr. Wardle, does that
23 work for you?

24 PETER WARDLE: Are you anticipating
25 you're going to finish before 12?

1 STEPHEN BLAIS: I think so, yes.

2 PETER WARDLE: Just because I have
3 another commitment at 12, it's just a selfish
4 request.

5 LIZ McLELLAN: We will try our very
6 best. I'll keep an eye on time, we will try.

7 PETER WARDLE: Thank you.

8 -- RECESS TAKEN AT 10:19 --

9 -- UPON RESUMING AT 10:31 --

10 LIZ McLELLAN: So, Mr. Blais, before
11 our break you referred to a public meeting where
12 some of the issues with the LRT were discussed with
13 RTG, I believe.

14 Can you please provide some information
15 on the date that that occurred; that meeting?

16 STEPHEN BLAIS: Yeah, I don't recall
17 the exact date, but I believe it would have been in
18 either December of 2019 or January of 2020, because
19 the system was in service. It was definitely
20 winter time because we were talking about ice jams
21 on the track switches.

22 And I stopped participating largely in
23 Council meetings once the writ for my by-election
24 began, which was towards the end of January so
25 that's why I think it would have been January. It

1 could have been February, but that's my
2 recollection.

3 LIZ McLELLAN: And then turning to
4 construction, what was the City's role, City
5 Council's role during construction?

6 STEPHEN BLAIS: During construction,
7 City Council had no role. Formally it was the
8 construction project was owned by RTG. They were
9 fully responsible for it.

10 The rail office was, you know, keeping
11 track of things on, you know, based on the
12 provisions of the contract. But otherwise City
13 Council had made a purchase and we were waiting
14 delivery.

15 LIZ McLELLAN: And in terms of
16 information updates during the construction
17 process, would you say they were regular, they were
18 adequate? How often was Council briefed?

19 STEPHEN BLAIS: I don't recall the
20 regularity of them. We got updates when they were
21 significant construction incidents; there were
22 updates to Council about those.

23 Occasionally there would be a media
24 story that would drive a councillor inquiry into
25 construction. So there would have been a response

1 to those inquiries.

2 And then as I said before, once we
3 received the news that the original RSA would not
4 be met, there were far more frequent updates. I
5 believe those updates generally went to the finance
6 committee and not to Council.

7 But the updates took on an new pace and
8 higher degree of public importance once we knew the
9 RSA wasn't going to be met.

10 LIZ McLELLAN: Okay. So turning to
11 FEDCO, I assume you were on FEDCO for most if not
12 all of construction. What types of updates did you
13 receive at FEDCO?

14 STEPHEN BLAIS: As I said, I don't
15 recall the specifics. At FEDCO generally we
16 received just very kind of high level status
17 updates, as I recall.

18 I believe we probably got a finance
19 update when various milestones of the contract were
20 hit and those milestones led to large sums being
21 released to pay the proponents.

22 In the time before RSA was achieved, I
23 don't recall many construction updates. There may
24 have been some, but I don't recall them.

25 Often the updates were related to the

1 communications program that was going to happen --
2 sorry, I may be confusing Transit Commission, but
3 there were certainly updates about how the
4 communications rollout for light rail would happen,
5 the communications rollout for the transition of
6 the bus routing system.

7 As I said, I believe there were updates
8 to the committee when there were certain
9 construction incidents and when major milestones
10 were achieved and as a result, payments were being
11 made.

12 LIZ McLELLAN: As far as the
13 communication planning, I assume you're getting
14 briefings from City Staff on that. They're
15 identifying issues; you're probably receiving key
16 messages. What were the main issues that were
17 identified in the communications plan rollout?

18 STEPHEN BLAIS: There were several
19 different communications plans. So if you can be
20 more specific?

21 LIZ McLELLAN: Specifically the
22 communication plan that FEDCO would receive, let's
23 say I guess you wouldn't have -- well, you would
24 have been there when the line was in passenger
25 service.

1 But just generally, the different
2 discussions that would happen around communications
3 plans specifically -- RSA dates, missed RSA dates,
4 delays, that kind of thing?

5 STEPHEN BLAIS: Sure. So
6 communications plans around RSA dates and missed
7 RSA dates, I don't believe were publicly presented
8 to FEDCO. They were, I think internal
9 communications, plans, if they were in fact
10 officially plans.

11 Any communications to FEDCO would have
12 been kind of very factual. All FEDCO meetings are
13 public. It would have been here is the date, here
14 is the timeline, here is what we know, etcetera.

15 Communications plans that I was
16 referring to in my earlier comment were more around
17 the communications and marketing plans, as an
18 example, for the route changes, and how we ensured
19 that customers knew about the route changes because
20 they were significant and aggressive changes that
21 would lead to broad-based confusion if they weren't
22 communicated properly. So what is the
23 communications plan for that?

24 What is the communications plan leading
25 up to the delivery of light rail, and so are we

1 going to communicate every milestone, or certain
2 milestones? You know, about what revealing the
3 vehicle? How are we going to show people what the
4 vehicle looks like?

5 We had the demonstration model at
6 Landsdowne Park for a bit as an example. You know,
7 here are the kind of key dates when the various
8 elements of the communications plan might be put
9 into place. Here is the recommendation for a
10 budget for the communications plan, things such as
11 that.

12 In fairness, some of that may have been
13 in private briefings and some may have been in open
14 session. I don't recall the separation there.

15 COURT TECHNICIAN: Sorry to interrupt,
16 I just noticed the court reporter's video had
17 signed off. I just want to confirm that she's
18 still able to hear.

19 LIZ McLELLAN: Let's go off the record,
20 please.

21 -- OFF THE RECORD DISCUSSION --

22 LIZ McLELLAN: Mr. Blais, would the
23 City's internal advisors and Staff advise the
24 communications plan, or was there a third party
25 engaged to do that work?

1 STEPHEN BLAIS: In fairness, I don't
2 recall. Certainly it was presented to me by Staff.
3 There was definitely a marketing or advertising
4 firm that was hired, gray hair, I can't remember
5 his name.

6 But he did a lot of work for the City,
7 so I don't know if he designed the plan or if he
8 just implemented the plan that was designed by
9 bureaucrats. I'm not sure.

10 LIZ McLELLAN: What was the Transit
11 Commission's role during construction?

12 STEPHEN BLAIS: The Transit
13 Commission's role was to get ready for the
14 transition to light rail. So as I discussed
15 earlier, we adjusted the route network to integrate
16 with light rail, we adjusted the fare table and
17 fare policies to eliminate the express fare for
18 similar riders to integrate with light rail.

19 We worked with the, I believe we had
20 the payment gate system, I believe came to the
21 Transit Commission if I recall, so the integration
22 of the payment gate system with the province's
23 Presto card network to ensure that was working
24 properly and fully integrated.

25 And as I mentioned, OC Transpo did a

1 lot of consultations and conversations in
2 discussions with the various stakeholders, riders,
3 Staff, mechanics, bus drivers, etcetera, to
4 understand kind of the whole journey of what needed
5 to happen to prepare for and ultimately be in
6 charge of operating the multimodal system.

7 LIZ McLELLAN: In terms of the
8 information that the Transit Commission received,
9 on the construction process, did you feel it was
10 satisfactory?

11 STEPHEN BLAIS: In fairness, I don't
12 recall if there were any construction updates to
13 the Transit Commission because it did not have
14 carriage of the file from a construction
15 perspective. I believe that most if not all
16 updates went to either FEDCO or Council directly.

17 But all members of the -- all elected
18 members of the commission are of course members of
19 City Council and all Council members can attend.

20 LIZ McLELLAN: You were on FEDCO at the
21 time, so how did you feel of the sufficiency of
22 updates to FEDCO on the construction process?

23 STEPHEN BLAIS: As I said, it's very
24 difficult for me to make that assessment, because I
25 was privy to a fair bit of information outside of

1 FEDCO because of my interactions with John and the
2 team on a pretty regular basis. So it's hard for
3 me to separate what I knew from what instance.

4 I felt like I had a -- at points, and
5 most points, I felt like I had a pretty fair
6 understanding of what was happening. There were
7 other times when perhaps not.

8 So it's difficult for me to be precise
9 about the presentations of FEDCO, I guess is what
10 I'm getting at.

11 LIZ McLELLAN: And how did you feel or
12 what was your perception of the City's role in
13 construction with respect to the level of
14 involvement that the City had, keeping in mind
15 obviously that that was sort of RTG's wheelhouse?

16 But did you feel that the City was
17 involved as much as they could be? Did they take a
18 back seat, as sort of in the client role? What did
19 you feel about the involvement?

20 STEPHEN BLAIS: The City definitely
21 took a client relationship, and often when members
22 of Council would question being more involved, we
23 were told on a number of occasions that if we were
24 to increase our level of involvement, or if we were
25 to provide, you know, direction X or direction A we

1 would take on more risk and we would risk --

2 We, the City would risk not benefiting
3 from the risk avoidance that is built into the
4 contract, that we would take on more and more
5 ownership of it, and the risk avoidances built into
6 the contract would be nullified.

7 LIZ McLELLAN: Who told you that?

8 STEPHEN BLAIS: Staff in answering
9 questions.

10 LIZ McLELLAN: Which City Staff
11 members?

12 STEPHEN BLAIS: I can't recall the
13 specifics. Most of the meetings, there was a
14 plethora of City Staff available to answer our
15 questions.

16 LIZ McLELLAN: And do you remember,
17 were you told that in terms of in Council briefings
18 and FEDCO briefings and meetings? When were you
19 told to not get involved so as to not take on more
20 risk?

21 STEPHEN BLAIS: Yeah. So I don't think
22 we were told not to get involved. I think we were
23 advised that the more involved or the more we tried
24 to micromanage the project, the more risk we would
25 absorb.

1 Staff don't tell us what to do. They
2 just give advice as, you know, their best advice.

3 I believe that that likely happened in
4 both private briefings and in open session. But
5 certainly that was the culture of the program for
6 the entirety of the program.

7 If the more Council tried to or wanted
8 to micromanage various aspects of things, the more
9 risk we would absolve the proponent of and absorb
10 ourselves for taxpayers.

11 LIZ McLELLAN: What were other aspects
12 of the culture during the period of Stage 1?

13 STEPHEN BLAIS: Can you be more
14 specific?

15 LIZ McLELLAN: Well, you reference the
16 fact that more involvement equals potentially
17 absorbing more risk. What were other aspects that
18 you understood at the time that governed council's
19 role and reactions to the construction process?

20 STEPHEN BLAIS: In fairness, I don't
21 know how to really answer that question. I don't
22 maybe understand what you're asking.

23 LIZ McLELLAN: If you understood at the
24 time that you were trying to avoid taking on more
25 risk, because that was something that would lead to

1 the City absorbing more risk or potentially taking
2 on more risk, what were some other things that you
3 knew to be true at the time?

4 STEPHEN BLAIS: I knew that light rail
5 would be a transformational project for our city; I
6 know it was exceedingly expensive and so there was
7 a fair degree of concern about the price, and
8 ensuring that the contract was delivered based on
9 the RSA and the contracted price.

10 It had been communicated to the public
11 as a fixed price, fixed day contract, and so there
12 was a degree of focus on those aspects.

13 And, you know, from my perspective,
14 that we weren't stopping here, that there was going
15 to be more that needed to be done. And the
16 planning for the eventual expansion of the system
17 was critical to the success of the first aspects of
18 the system, which are commonly referred to as the
19 Confederation Line.

20 LIZ McLELLAN: As a member of FEDCO,
21 and I understand you were frequently briefed by the
22 City treasurer, were you aware of any measures that
23 took place to constrain costs and ensure that the
24 City was staying within the \$2.13 billion budget?

25 STEPHEN BLAIS: The entire tunnel

1 alignment was changed pre-procurement. And so the
2 tunnel was originally somewhere between 10 and
3 14 storeys deep, if I recall. It ended up being 3
4 to 4 storeys deep as a result of the alignment
5 change.

6 It was kind of diagonal through the
7 downtown. The tunnel largely runs under Queen
8 Street, if I recall correctly. So those changes
9 were made to constrain costs.

10 Were there other constraint elements?
11 I don't recall, likely there were, others were done
12 pre-procurement as part of that exercise I spoke to
13 you about earlier.

14 LIZ McLELLAN: What City consultants
15 did you understand to be active during the time of
16 construction?

17 STEPHEN BLAIS: On light rail?

18 LIZ McLELLAN: Yes.

19 STEPHEN BLAIS: Boxfish Group was
20 working on it. As I said, there was that marketing
21 firm, if you said the name out loud I could confirm
22 it. I don't remember -- it's on the tip of my
23 tongue, the chap has grey hair, I just can't
24 remember his name.

25 They were doing the marketing and

1 advertising aspects of the rollout. We had our
2 legal counsel, outside legal counsel advising us on
3 a procurement and once the RSA was missed or
4 perhaps before the RSA was missed, either the rail
5 office or The City Manager's office brought in the
6 external consultants.

7 Again, I don't remember his name, but
8 he had worked on the New Jersey rail network, and
9 so he was brought in to advise us as to, you know,
10 provide outside advice on the information we were
11 receiving from RTG and give us his understanding of
12 its accuracy, and if they were overconfident and
13 things of that nature.

14 LIZ McLELLAN: And what was generally
15 communicated to you on that point, in this
16 gentleman's view?

17 STEPHEN BLAIS: In some cases they were
18 exactly where they were. In other cases he thought
19 they were perhaps slightly optimistic. And in
20 other cases, it would come down to the specific
21 elements of testing, or how the next aspects of the
22 process went, before he could provide a real good
23 judgment.

24 And he was giving us, you know, kind of
25 assessment of the information he had before him,

1 but also his expert advice and understanding of
2 generally speaking how certain things go, and what
3 we might expect, etcetera, as we kind of progressed
4 through the next steps.

5 LIZ McLELLAN: And in your view, did
6 the City have the expertise it needed at the time
7 for the construction phase of the project?

8 STEPHEN BLAIS: No, definitely the City
9 did not have the internal expertise, which is why
10 through the rail office and through OC Transpo, and
11 eventually these consultants' expertise was brought
12 in.

13 Michael Morgan was brought in, into OC
14 Transpo. Originally he may have been with the rail
15 office, but he transitioned to OC Transpo to be the
16 head of rail.

17 We had this consultant, as I mentioned,
18 who had worked on the New Jersey system, because
19 Ottawa and OC Transpo in particular, had been a
20 single mode transit agency with buses, they're
21 experts in bus mechanics and bus networks, but
22 certainly did not have much if any rail expertise
23 internally.

24 LIZ McLELLAN: Which City Staff and
25 contractors were the key players during this phase?

1 The construction phase?

2 STEPHEN BLAIS: The entire program
3 or...

4 LIZ McLELLAN: The construction phase.

5 STEPHEN BLAIS: So Kent Kirkpatrick
6 would have been City Manager when construction
7 began. Nancy Schepers would have been Deputy City
8 Manager. John Jennings, I think that's his name,
9 was the head of the rail office, so he was a key
10 player.

11 At some point Chris Swail came into the
12 picture. The Mayor's Staff were always involved in
13 briefings and meetings. As I mentioned, eventually
14 Michael Morgan was brought in.

15 John eventually got a promotion and was
16 no longer just the head of OC Transpo but general
17 manager of all transportation services, so he
18 eventually became much more involved in the
19 construction aspects of the program as well.

20 Anything that John was involved in,
21 Jocelyne Begin was involved in. I would say that
22 those are the key, the key Staff that I'm aware of.

23 LIZ McLELLAN: Who was involved from
24 the Mayor's Staff and what were their positions?

25 STEPHEN BLAIS: So Serge Arpin was

1 certainly involved. He was the Mayor's chief of
2 Staff. Mathieu Gravel was in most meetings.
3 Mathieu, I don't know his formal title, but Mathieu
4 was a senior assistant in the Mayor's office.

5 Robyn Guest was often involved in
6 meetings, I don't remember if Robyn worked directly
7 in the Mayor's office or in The City Manager's
8 office but she was definitely in the executive
9 suites. The Mayor obviously. I believe that's
10 largely it.

11 LIZ McLELLAN: And so if the Mayor
12 couldn't attend meetings often, would his political
13 Staff attend the meetings on his behalf then?

14 STEPHEN BLAIS: Sure, sure.

15 LIZ McLELLAN: And would have
16 substantive recommendations that they would put
17 forward?

18 STEPHEN BLAIS: Yeah, occasionally,
19 they would provide advice, you know, based on their
20 expertise.

21 LIZ McLELLAN: Did they provide --
22 actually I'm okay on that point.

23 Okay, so in your view were there any
24 events or occurrences during the construction that
25 may have caused or contributed to the Stage 1 LRT

1 breakdowns and derailments?

2 STEPHEN BLAIS: Breakdowns and
3 derailments? Well, certainly there were a number
4 of construction incidents during the construction
5 process, at least three that I can recall off the
6 top of my head.

7 I don't know if they're directly
8 related to the breakdowns or derailments
9 specifically. But there were three kind of bigger
10 events that took place.

11 LIZ McLELLAN: What were those three
12 events?

13 STEPHEN BLAIS: There were two
14 sinkholes. There was one on Rideau Street, which
15 was what I call the big one. There had been one a
16 smaller one earlier over kind of in the Nicholas
17 side of the tunnel.

18 And when there was some kind of bridge
19 structure or off ramp that was being demolished as
20 part of the construction, it was being demolished
21 but it fell more suddenly than I think was supposed
22 to happen as part of the demolition.

23 And so that was a point of, you know,
24 alarm or alert, in that day for a day or two, just
25 in terms of, you know, workplace safety and things

1 of that nature.

2 LIZ McLELLAN: What was the City
3 response like when there were construction
4 incidents?

5 STEPHEN BLAIS: So I think it varied
6 based on the severity of the incident. When that
7 bridge structure collapsed, I think in the grand
8 scheme of things it was overall relatively minor
9 but in the moment it seemed like it might be
10 serious.

11 And so there was an escalation having a
12 debriefing and understanding what was going on, and
13 whether, you know, what the impacts might be,
14 etcetera.

15 When the first sinkhole happened, it --
16 I don't really remember the specifics around that
17 to tell you the truth; that's the smaller one.

18 When the bigger one happened, I know it
19 was a major incident, the emergency operations
20 centre was brought up. I was asked to get to City
21 Hall immediately for a briefing on that, which
22 happened in the POC train construction office, or
23 the emergency operations centre.

24 And we were briefed. There was a media
25 conference immediately after the incident, if I

1 recall correctly.

2 RTG was scrambling to hire local
3 construction companies to figure out how to, if I
4 recall correctly, seal the water at first and then
5 fill the hole and make it stable first and then
6 proceed with trying to figure out exactly what
7 happened.

8 LIZ McLELLAN: What was the
9 relationship like with the City and RTG during that
10 time?

11 STEPHEN BLAIS: I can't comment on the
12 entire relationship between the City and RTG. But
13 as I understood, there was a close working
14 relationship between the two, like generally
15 speaking between the City and RTG.

16 But, you know, I didn't personally have
17 any interactions with RTG very often, so I can't
18 comment on more than just there was that client
19 relationship that you would have, same as if you
20 were building a house or some other personal
21 construction project.

22 LIZ McLELLAN: Do you recall when there
23 were concerns that were first raised about RTG's
24 performance?

25 STEPHEN BLAIS: Like construction

1 performance?

2 LIZ McLELLAN: Yes. Or whenever you
3 first started to hear about you know some rumblings
4 about their performance, generally?

5 STEPHEN BLAIS: Sure, yeah.

6 LIZ McLELLAN: When was it?

7 STEPHEN BLAIS: I don't remember the
8 specific date or time, but there was a briefing --
9 there was a briefing in the Mayor's boardroom with
10 myself and the Mayor and likely his Staff were
11 there.

12 Keith Egli, who was the Chair of the
13 Transportation Committee, was there and a number of
14 rail and OC Transpo employees were there. And they
15 gave us a chart basically of different milestones
16 that RTG needed to achieve in order to deliver on
17 time, with a description of, you know, with the
18 title of what the work was, a brief description of
19 what it was.

20 I think there was a column to why is
21 this important for a more layman understanding of
22 what we were talking about. Then there was a
23 colour coded system; green meant they were on
24 track; yellow meant that there might be some
25 slippage on it so it needed to be watched; and red

1 was, it was believed they were behind schedule on
2 those elements. And so we were briefed on that
3 package.

4 LIZ McLELLAN: And these briefings, was
5 there any direction that was given by political
6 staff to City staff or was it more informational?

7 STEPHEN BLAIS: I remember it to be
8 more informational, and question and answer.

9 LIZ McLELLAN: How was direction
10 communicated to City staff from either councillors,
11 the Mayor, and their political Staff; how was it
12 communicated to City staff?

13 STEPHEN BLAIS: Well, almost all
14 direction has to be done by committee or Council as
15 a whole. Certainly most or all substantial
16 direction needs to be given that way. And so in
17 almost all circumstances that's in public session.
18 Occasionally it can be done in private session in
19 camera, but there are strict rules in Ontario about
20 that?

21 For more minor kind of questions, it
22 would be, could be discussed in a briefing and
23 arrived at consensus, or directed there. And, you
24 know, occasionally, on OC Transpo matters, as an
25 example, John might give me a call or send me a

1 text message saying what do you think about this or
2 that? And I would give him my answer.

3 And he would ultimately make the final
4 decision; he was asking me for just my point of
5 view.

6 I imagine others did that, or had that
7 kind of relationship depending on their time on
8 Council, etcetera.

9 LIZ McLELLAN: So were you, as the
10 Chair of the Transit Commission, able to make
11 substantive decisions that you would communicate to
12 John Manconi, sort of right away kind of thing?

13 STEPHEN BLAIS: I wouldn't call them
14 substantive decisions, no.

15 I would ask, are we doing -- for
16 example, are we doing report A at the May meeting
17 versus the June meeting, and could we move it to
18 the June meeting instead or could we accelerate
19 this, that or the other thing.

20 Or I would prefer if, you know, if
21 there was a motion, as an example, that had been
22 adopted by the committee or by Council, preferences
23 in terms of timing in terms of when that might come
24 forward, or when we might do an announcement of it
25 and those kinds of things.

1 In terms of direct operations, John is
2 ultimately responsible for the direct operations of
3 OC Transpo, so I had no real authority to tell him
4 anything about how to operate the system because it
5 was his authority to do that. It was very surface
6 level, you know, cosmetic type of direction.

7 LIZ McLELLAN: What was the process for
8 items arriving on committee agendas?

9 STEPHEN BLAIS: Well, generally there's
10 a work plan devised by the various departments
11 that's presented to their appropriate committee; I
12 believe it's annually.

13 And so the committee receives the work
14 plan from their departments, but Transit Commission
15 is only one department so it was relatively simple
16 process. And the staff then go about doing the
17 work on that work plan.

18 If other motions are approved by
19 committee or counsel in the interim then obviously
20 staff have to factor that into their work plan. If
21 there are federal or provincial announcements that
22 made changes, or you know, as an example, if
23 there's a federal infrastructure program that has a
24 quick deadline and we need to provide a list of
25 projects, that might change the work plan.

1 Ultimately, there is a meeting about a
2 week or two before the committee agenda is made
3 public to review what items will be on the agenda.

4 What reports will be there, how
5 complete those reports are and whether they're
6 ready to actually be made public and go to
7 committee for conversation and decision.

8 The agenda is finalized and then a week
9 before the committee meeting, the agenda is made
10 public, and circulated.

11 LIZ McLELLAN: Who has input into the
12 work plan?

13 STEPHEN BLAIS: All members of Council.

14 LIZ McLELLAN: And are items ever
15 removed from the agenda, like last minute, or does
16 the agenda typically, however it's arrived at,
17 that's how it goes to the committee meeting?

18 STEPHEN BLAIS: No, agenda items can
19 change. A report might not be ready for -- a
20 report might not be finished on time to be reviewed
21 before going on agenda.

22 So there had been experience in the
23 Council before I was elected where reports were
24 routinely removed because at the last minute it
25 wasn't ready or wasn't translated, or any number of

1 reasons.

2 So at least when I was chair, I tried
3 to ensure that the report was ready and it was
4 actually done and the recommendation was clear
5 before we would put it on the agenda.

6 As I said, if some items might be
7 better to be talked about in April, or May or June,
8 the timing of it might be better either from a
9 political perspective or just from an operational
10 perspective.

11 Occasionally if an agenda was
12 particularly heavy and the meeting was anticipated
13 to go long, if there were less consequential items
14 those might be moved to the next meeting to deal
15 with the time management of the meeting.

16 LIZ McLELLAN: What do you mean
17 "politically"?

18 STEPHEN BLAIS: The announcement about
19 the fare table change, should we make that in
20 January or should we make that in February? Right?

21 And so it's a political exercise; it is
22 a communications exercise. We need to ensure
23 people understand it. We need to ensure that
24 people have the opportunity to participate in the
25 process. We need to ensure that we're ready to

1 communicate it properly.

2 So are we ready to do it in January or
3 should it be made in February instead? You know,
4 things of that nature.

5 LIZ McLELLAN: What information was
6 available to Council regarding the nature of the
7 winter testing conducted on the system?

8 STEPHEN BLAIS: I remember we were told
9 that the vehicles were tested by the National
10 Research Council. I remember that the vehicle was
11 used successfully or a model of the vehicle was
12 used successfully in Moscow, which is obviously a
13 cold weather climate.

14 And then those are the two kind of main
15 points about winter testing that I recall.

16 LIZ McLELLAN: What was the conclusion
17 of the National Research Council's assessment of
18 the vehicle?

19 STEPHEN BLAIS: I don't recall
20 specifically what they wrote. But I remember
21 generally the advice that we received from staff
22 was that the vehicle was capable of meeting our
23 needs for winter operations.

24 LIZ McLELLAN: When there were changes
25 to the construction schedule in substantial

1 completion or the RSA dates, who at the City was
2 involved in assessing those changes?

3 STEPHEN BLAIS: When you say
4 "assessing", what do you mean?

5 LIZ McLELLAN: Looking at the
6 circumstances around that change, determining sort
7 of what's next; determining how to interpret it
8 against the Project Agreement, that kind of thing.

9 STEPHEN BLAIS: Sure. So the personnel
10 at the City changed throughout the construction
11 process, the leadership structure of the City
12 changed and so various players would have been
13 involved, I imagine, at various stages.

14 When RSA changed, as an example, there
15 was definitely a briefing with the group of people
16 I described earlier.

17 In terms of construction schedule
18 changes, I think it would depend on the nature of
19 the construction that was happening because
20 certainly there was a fair degree of interaction
21 with our transportation services department, as an
22 example, for traffic detours and things of that
23 nature.

24 And I would imagine a number of
25 officials there were involved. But generally, it

1 was the leadership team in the rail office, the
2 City Manager's office and whatever interactions
3 with either OC Transpo or the transportation
4 department were needed, based on whatever
5 information was being provided.

6 LIZ McLELLAN: And I understand that in
7 or about September 2018, RTG advised that it would
8 not be meeting the November 2nd, 2018, deadline.
9 Aspects of the Project Agreement were carved out;
10 do you recall the circumstances around that?

11 STEPHEN BLAIS: Is this their second
12 missed or their third missed?

13 LIZ McLELLAN: I believe that would be
14 their second missed.

15 STEPHEN BLAIS: They missed the RSA a
16 number of times. I don't recall the specifics
17 around the later RSA misses, other than generally
18 there was an internal view that they were overly
19 optimistic in all of their reschedulings after the
20 first RSA was missed, yeah.

21 LIZ McLELLAN: Are you aware of any
22 outstanding steps, decisions or directions from the
23 City regarding the construction of the system that
24 were not addressed?

25 STEPHEN BLAIS: That were not

1 addressed, or not addressed by the time of launch?

2 LIZ McLELLAN: Both.

3 STEPHEN BLAIS: Well, the system was
4 accepted without 17 vehicles, which as I understood
5 was always part of the plan. So the two -- the
6 four vehicles, two trains, I believe were missing
7 from the final acceptance.

8 And I believe that there were some
9 issues within some of the stations that still
10 needed to be worked out after acceptance. And
11 clearly, once the train was put into operation,
12 there were a number of deficiencies that were
13 identified that needed to be resolved.

14 I don't know the status of the
15 investigations that have taken place into the
16 various incidents that have happened so far and
17 where the investigations are and what outcomes and
18 what changes might need to be made as a result of
19 those.

20 But from my understanding, those are
21 still outstanding. And then obviously I've read
22 that the City and the RTG, RTM are in a legal
23 dispute about various aspects of the final process.

24 LIZ McLELLAN: Are you aware of the
25 circumstances surrounding the manufacturing of the

1 trains?

2 STEPHEN BLAIS: Generally, sure, yeah.

3 LIZ McLELLAN: Are you aware of
4 anything that was outstanding? Are you aware of
5 any issues that arose with the manufacturing of the
6 trains?

7 STEPHEN BLAIS: I believe there were,
8 as I said, two vehicles that were poorly
9 manufactured and weren't ever going to be put into
10 service, which is part of the outstanding issues
11 that I just referenced.

12 The assembling of the trains took place
13 in Ottawa, so I believe at the very beginning at
14 least it was thought that was going slow, because
15 you had to recruit your staff, you had to train
16 them, you basically had an operation up and running
17 from scratch. And I know there was some discussion
18 around the impact that might have had on some of
19 the service reliability issues later.

20 And ultimately the decision was made
21 that we would buy the vehicles for Stage 2 early
22 and that those would be -- I don't recall where
23 they were being assembled, but they were not going
24 to be assembled in Ottawa.

25 LIZ McLELLAN: So before I move over to

1 another area, Ms. Young, do you have any follow up
2 questions for Mr. Blais?

3 EMILY YOUNG: Yes, I wanted to follow
4 up on Mr. Blais's comments about certain
5 councillors apparently being interested in having
6 more involvement in the consortium phase of the
7 project.

8 You mentioned, in general, Council was
9 advised to take more of a back seat. The more you
10 get involved, the more risk you take on.

11 I was curious if you could tell us
12 whether you recall what those aspects of the
13 project were that certain councillors wanted to get
14 more involved in?

15 STEPHEN BLAIS: So at the beginning,
16 this was part of the defined process. There was a
17 Councillors Sponsors Group, I think that was the
18 formal name for it, that was put together to look
19 at things like, the material -- the kind of
20 interior look and design and feel of the vehicles.

21 I believe that after they made the
22 recommendations and those were accepted, there were
23 some things that popped up from time to time that
24 people wanted to, I'll use the word micromanage for
25 lack of a better term.

1 And so I believe we were told that the
2 minimum change order was a million dollars, as an
3 example. So obviously depending on the scope and
4 size of the change you wanted to make, you had to
5 take that into consideration that every change was
6 a million dollars.

7 And then I believe once it became clear
8 that -- or even before that, once there started to
9 be newspaper stories about on-site labour relations
10 issues, and workplace safety issues, and there was
11 some media coverage of that, I believe Council
12 wanted more specific information about those
13 things, but also to manage more explicitly those
14 factors or elements.

15 And, you know, those were clearly work
16 sites that were the responsibility of the vendor,
17 and so, you know, the answer to that we got was
18 about the risk and etcetera.

19 And then as we got closer to RSA or
20 even after we knew RSA was going to be missed,
21 that's when a lot of the conversation about, you
22 know, being more actively involved, you know,
23 taking over the project, replacing certain people
24 if necessary, etcetera, all kind of started to heat
25 up either formally or informally.

1 Sometimes in the public domain,
2 sometimes just, you know, chat around the coffee --
3 around the watercooler, that kind of thing, started
4 to pick up once we knew we were going to miss the
5 first RSA. I think we knew we were going to miss
6 the first RSA about a year, or eight months before,
7 something like that.

8 EMILY YOUNG: When those conversations
9 came up before the first RSA, did you continue to
10 receive the same advice from staff about staying
11 out of it so as not to take on more risk, or did
12 that start to change?

13 STEPHEN BLAIS: No. The advice was
14 always, the more you get yourself directly
15 involved, the more risk you take on. With some of
16 the cosmetic changes, there was a functional
17 cosmetic change inside the vehicles relating to the
18 poles you hold, for example, for riders.

19 John made the decision to make that
20 change, despite the change order cost, because it
21 would be better for riders if there was extra
22 places to hold, as an example.

23 Some of those things were --
24 councillors had other ideas for changes to the
25 internal of the vehicle that, you know, probably

1 would make the vehicle feel better but may not be
2 worth the million dollar it would cost them.

3 And then certainly as the various
4 issues arose either in delivery and then post
5 delivery, you know, conversations about, you know,
6 taking over or taking more aggressive direction and
7 steps etcetera, you know, kind of built up slowly
8 over time to eventual, I understand that City
9 Council had in-camera conversations about what to
10 do next.

11 EMILY YOUNG: And then following up,
12 you mentioned before that when RTG was providing
13 new RSA dates, you had certain consultants that
14 John Manconi had brought into give you advice on
15 the viability of those dates.

16 Would that have been consultants from
17 STV; do you recall?

18 STEPHEN BLAIS: It might be STV. I
19 remember the gentleman in particular. Bigger guy,
20 he's bald -- that's probably not flattering to him.
21 He worked on New Jersey train systems. And he was
22 kind of a constant fixture in our meetings. And
23 I'm sorry, I just don't recall his name.

24 EMILY YOUNG: That's okay. Might it
25 have been Tom Prendergast, or Larry Gaul, just to

1 bring up some STV names. They may not be the right
2 ones.

3 STEPHEN BLAIS: I could pick him out of
4 a lineup; I just don't know his name.

5 LIZ McLELLAN: Fair enough. I just
6 want to ask another question about the meetings
7 that you refer to where you were showed a chart
8 with the color coding green, yellow, red.

9 I was wondering if you could just
10 confirm what meeting that was; was that a formal
11 public meeting or was that some other private ad
12 hoc meeting?

13 STEPHEN BLAIS: It was an ad hoc
14 meeting; it was in the City Manager's boardroom, I
15 believe. I believe we had that meeting twice. And
16 it was myself and the Mayor, Keith Egli, was the
17 Chair of the Transportation Committee. I believe
18 the Mayor likely had political staff there.

19 I don't recall if Kent was still a City
20 Manager or if it had transitioned to Steve at that
21 point, but the City Manager would have been there.
22 The appropriate Deputy City Manager, I imagine
23 would have been there.

24 John, would have been there. As I said
25 any meeting John was in Jocelyne was in, so she

1 would have been there.

2 And there were likely more other on the
3 ground advisors, technical advisors, who were in
4 the meeting. Like I imagine Michael Morgan was
5 there, I don't -- but it was the typical gaggle of
6 people we would gather for expert conversation
7 about what was going on internally.

8 EMILY YOUNG: Do you recall when that
9 took place?

10 STEPHEN BLAIS: As I said, there were
11 two. They were both before RTG missed the first
12 RSA. But I don't recall the specific dates, no.

13 EMILY YOUNG: And you were in those
14 meetings. Was that in your capacity as Chair of
15 the Transit Commission?

16 STEPHEN BLAIS: I imagine. It was an
17 ad hoc meeting, so I was invited and I attended but
18 I presume it's because I was Chair of Transit.

19 EMILY YOUNG: That's all I have, Liz.

20 LIZ McLELLAN: Turning to the trial
21 running period in August 2019, what information was
22 available -- I guess at this time you're no longer
23 the Chair of the Transit Commission.

24 But you're on the Transportation
25 Committee and you're obviously a City Councillor,

1 so what information was available about the
2 approach taken and the standards required to be met
3 during trial running?

4 STEPHEN BLAIS: Do you mean
5 communicated by our staff, or in the media? What
6 do you mean?

7 LIZ McLELLAN: Communicated by staff.

8 STEPHEN BLAIS: So as I recall, staff
9 told us that there needed to be 12 consecutive days
10 of successful trial running. I believe a day was
11 defined by a certain number of consecutive hours,
12 as I recall.

13 And it had to proceed at a certain
14 length of the system. I think there was a ramp up,
15 but I don't recall if that was part of the 12 days,
16 or if that was leading into the 12 days. But that
17 the 12 days of trial running was required before
18 you could have the conversation about acceptance.

19 LIZ McLELLAN: And do you recall any
20 change in the requirements for trial running?

21 STEPHEN BLAIS: As I said, I recall the --
22 I recall the expectation being that there needed to
23 be 12 consecutive days of trial running and I
24 believe ultimately it was decided that there could
25 be 12 days of trial running, but that minor

1 interruptions that were later addressed would be
2 acceptable in terms of not restarting the clock on
3 the 12 days.

4 And so if there was a major
5 interruption, the clock on the 12 days would have
6 to restart but if there was a minor interruption
7 that could be quickly addressed but it would be
8 considered like a pause, I guess, for a lack of a
9 better description.

10 But the 12 consecutive days would not
11 be impacted by that kind of minor interruption that
12 was quickly addressed.

13 LIZ McLELLAN: And when was that change --
14 was that a change from the original information
15 that you received?

16 STEPHEN BLAIS: I remember the
17 conversations always being 12 consecutive days of
18 trial running. But in fairness to nearly the last,
19 for the year and a bit before that point, I had not
20 been in as many detailed briefings about rail
21 operations because my role had changed.

22 And I don't know what conversations
23 took place about, you know, in that intervening
24 time. But my recollection was 12 consecutive days
25 of running.

1 LIZ McLELLAN: And how was the change
2 from the 12 consecutive days communicated to you?

3 STEPHEN BLAIS: I don't recall. I
4 definitely read about it in a newspaper or online.
5 I don't recall if staff communicated that to us in
6 another way.

7 LIZ McLELLAN: Is that surprising to
8 you that you found out about it in the media before
9 being briefed about it as your role as City
10 Councillor?

11 STEPHEN BLAIS: In fairness, I didn't
12 say that I found about it in the media first. I
13 don't recall how I found out about it. I know that
14 I've read about it in the newspaper, but I don't
15 recall how I was informed by staff or if I was
16 informed by staff.

17 LIZ McLELLAN: Are you aware of any
18 discussions with the opening of the system with
19 anything other than full revenue service to allow
20 for a vetting in period?

21 STEPHEN BLAIS: There were
22 conversations as to whether the system could be
23 opened in a, some kind of way for the
24 Sesquicentennial, if it was safe to get people on
25 the train and into the stations and that kind of

1 thing.

2 I believe there was ultimately some
3 kind of visual 3D graphic display in one of the
4 downtown stations as part of the 2017 celebrations.

5 When the transition plan was finalized,
6 there was definitely a lengthy conversation as to
7 for how long the parallel bus service should remain
8 in place and what the benefits or disadvantages of
9 keeping it in place might be and for how long. And
10 just what the staff's opinion of that was.

11 LIZ McLELLAN: What's your
12 understanding of the retrofits that are still
13 required for the trains?

14 STEPHEN BLAIS: I've read in the
15 newspaper some issues relating to, I believe it's
16 the sand that gets dispersed under the wheels as
17 part of the winter traction system. In terms of
18 other retrofits, I'm not fully aware of what the
19 City is talking about right now.

20 LIZ McLELLAN: How would you explain
21 information about system operations as a member of
22 Council?

23 STEPHEN BLAIS: To the public or...

24 LIZ McLELLAN: How are you briefed on
25 it as a member of Council?

1 STEPHEN BLAIS: How are we briefed on
2 it, okay. That's an interesting question.

3 I imagine that there were a number of
4 one-on-one briefings about it, either as scheduled
5 briefings for that effect, or as, you know,
6 sidebars or add-ons to other briefings you might be
7 having at the time and just kind of curiosity
8 taking over.

9 I believe we received -- as I said
10 before, there had been an exercise to change the
11 bus route system in advance of the first RSA to
12 implement the system.

13 So I believe as part of that exercise
14 we were briefed as to what the ultimate kind of
15 look and feel of the system would be at the end
16 when we accepted the train and how the bus network
17 would integrate and interact with that
18 appropriately.

19 So this would have been probably spring
20 of '18, or fall of '18, kind of when we made those
21 bus service changes or when we approved the bus
22 service changes.

23 I'm sure I was in a number of meetings
24 in my office or the Mayor's office just about kind
25 of the ins and outs of how things would work in

1 real life. Because throughout that process, we had
2 done that customer journey exercise I spoke to you
3 about earlier.

4 We had talked about the fare gates and
5 how they would work, what would happen if the
6 Presto machines weren't working. That was
7 happening quite a lot in that timeframe if you'll
8 recall. What the negotiations with the Metrolinx
9 were about Presto. What the conversation was with
10 the gate provider in terms of up service and
11 guaranteeing there would be no revenue loss if the
12 gates were down. And just how that would function
13 at a customer level.

14 Lots of conversations about how the
15 buses would enter and exit the platform areas, how
16 they would stack, how you would have certain routes
17 at certain parts of the platform so that it was
18 easy for customers to navigate to the bus they were
19 trying to get to for their neighbourhood to avoid
20 the long queues in buses you used to see at the
21 Mackenzie King Bridge or on Rideau Street.

22 There were conversations about how the
23 extension of the system in Stage 2 would or would
24 not change things. So those took place in a
25 plethora of either one on one briefings, either at

1 the request of staff or at my request, add-ons to
2 other meetings based on curiosity, and formal
3 presentations to one committee or another.

4 LIZ McLELLAN: How was it decided that
5 OC Transpo would operate the systems/drive the
6 trains?

7 STEPHEN BLAIS: Well, we took operating
8 out of the procurement model, so I presume at that
9 point it was understood that our transit agency
10 would be responsible for operating the system.

11 LIZ McLELLAN: And do you know how that
12 decision was made, or you just knew that the "O"
13 was removed from the DBFOM, and that's when you
14 concluded it was OC Transpo that would operate it?

15 STEPHEN BLAIS: Operating was taken out
16 of procurement, and so I don't believe -- I'm not
17 aware of any other conversation having any other
18 agency run the trains other than OC Transpo.

19 LIZ McLELLAN: Were there any
20 discussions about whether OC Transpo had the
21 requisite experience needed to operate the LRT?

22 STEPHEN BLAIS: I certainly didn't
23 participate in any of those conversations. I think
24 it was generally understood that we did not have
25 the internal expertise, which is why we went out

1 and found out experts to bring into OC Transpo
2 in-house and relied on other consulting experts to
3 help guide us through that process.

4 LIZ McLELLAN: Who set the performance
5 standards for the systems operations?

6 STEPHEN BLAIS: Well, technically
7 Council I believe approves everything, but we would
8 have approved those standards based on the advice
9 of our staff.

10 LIZ McLELLAN: And do you recall those
11 meetings and discussions of staff?

12 STEPHEN BLAIS: Not specifically, no.

13 LIZ McLELLAN: What about in your role
14 as the chair?

15 STEPHEN BLAIS: We certainly had a
16 number of conversations about, you know, the
17 capacity of the vehicle, how many seats were in the
18 vehicle versus how many people would be standing.
19 How often the trains would come? How often could
20 they come, right?

21 There's difference between how you
22 might run them versus what the system is capable of
23 doing.

24 How you would manage the flow of buses
25 in and out of the platforms to avoid crowding and

1 congestion. How the bus network would need to
2 change for stage -- for the first phase versus how
3 it might change for the second phase.

4 There were lots of conversations and
5 discussions about all those things.

6 LIZ McLELLAN: When was information
7 provided to Council and/or the Transit Commission
8 about the training of OC Transpo employees as
9 drivers?

10 STEPHEN BLAIS: At some point we were
11 advised OC Transpo was doing a recruitment process
12 within the pool of drivers. I presume that also
13 included drivers of the older diesel train, to
14 recruit the number of drivers necessary for the
15 system.

16 I understand it was a very competitive
17 process. Driving the train was seen as, you know,
18 kind of an ideal -- an ideal job to have, kind of
19 prestige job. There was a process in place to hire
20 them in and phase them in.

21 And then there was a simulator that was
22 purchased, I believe as part of procurement to
23 train the drivers on the simulator and then
24 eventually transition them into the vehicles
25 themselves.

1 LIZ McLELLAN: Are you aware of the
2 ratio for training and driving in the actual
3 vehicle versus the simulator; was Council briefed
4 on that?

5 STEPHEN BLAIS: I don't recall if we
6 were briefed on that.

7 LIZ McLELLAN: Okay. Was there any
8 discussion about bringing in more experienced
9 operators to operate the trains at the beginning to
10 allow for a phase-in of the drivers that were being
11 trained?

12 STEPHEN BLAIS: Not that I participated
13 in.

14 LIZ McLELLAN: Are you aware of how the
15 drivers' performance was monitored?

16 STEPHEN BLAIS: Not specific details.

17 LIZ McLELLAN: What is your
18 understanding about the nature of the working
19 relationship between OC Transpo and RTM?

20 STEPHEN BLAIS: So RTM maintains the
21 system; they ensure that the vehicles are in good
22 working order and can be put into service during
23 the day.

24 They, you know, maintain the stations
25 and clean the stations to meet certain standards

1 and they effectively provide that service to OC
2 Transpo as part of the long-term contract with the
3 train. Yeah.

4 LIZ McLELLAN: What's your
5 understanding of the working relationship between
6 OC Transpo and RTM?

7 STEPHEN BLAIS: That is how I would
8 describe the working relationship in that they
9 provide OC Transpo those services, and OC Transpo
10 relies on them to provide those services. And when
11 those services aren't provided, adjusts on the fly
12 to meet, to the best of their ability, customer
13 demand.

14 LIZ McLELLAN: There were three weeks
15 of parallel bus service. Do you know how it was
16 decided to do things that way?

17 STEPHEN BLAIS: There were a number of
18 conversations about parallel service and how long
19 it should be. I believe ultimately it was John's
20 decision at an operational level.

21 But there were many conversations about
22 if it should be longer, if it should be shorter,
23 and John would make the ultimate decision, if I
24 remember correctly.

25 LIZ McLELLAN: What consultants did the

1 City have been active in advising the City since
2 operations began about the operation of the system?

3 STEPHEN BLAIS: As I said, there was
4 that chap who worked on the New Jersey system.
5 There was a firm from England that was brought in
6 for that in the winter that first winter when
7 things started going awry. I've read in the
8 newspaper that Boxfish has been involved; that's
9 what I'm aware of.

10 LIZ McLELLAN: Are you aware of any
11 prior issues for Alstom regarding the wheel cracks
12 before the LRT?

13 STEPHEN BLAIS: Sorry, can you say that
14 again?

15 LIZ McLELLAN: Are you aware of any
16 instances for wheels cracking on the Alstom
17 vehicles before the LRT?

18 STEPHEN BLAIS: Not that I recall, no.

19 LIZ McLELLAN: I think we talked about
20 this, but generally who was responsible for
21 communications with the public regarding the LRT
22 during your time as a Councillor?

23 STEPHEN BLAIS: So corporately, it
24 would have been, depended on the nature of the
25 communications. The rail office was generally

1 responsible for doing, you know, public
2 consultations. There was a lot of public meetings,
3 like informational meetings to try to educate
4 people how things would work.

5 There was a lot of public meetings
6 about station design and station integration.
7 Sometimes that got mixed up with Stage 2, because
8 Stage 2 was undergoing planning kind of at the same
9 time as Stage 1 was beginning construction.

10 And then OC Transpo was involved in a
11 fair deal of communications around route network
12 changes, etcetera. And then for major milestones,
13 either myself or the Mayor would make political
14 announcements about major milestones and trying to
15 promote the system, and certainly he and I both
16 took on very public roles in promoting the system.

17 LIZ McLELLAN: Who briefed you for
18 those media availabilities on announcements on the
19 system?

20 STEPHEN BLAIS: Generally I would say
21 the leadership at OC Transpo, so John and Jocelyne.
22 I imagine corporate media relations was there
23 often. I imagine the Mayor's staff was often
24 there. I think it really depended on the nature of
25 the announcement.

1 LIZ McLELLAN: And were you provided
2 with key messages or Q&A documents for those type
3 of announcements?

4 STEPHEN BLAIS: Yes, very often, yes.

5 LIZ McLELLAN: Was there at any time --
6 I think we did speak about this -- a communications
7 plan or strategy for communications from the
8 City/RTG regarding the project? I think you
9 mentioned that the plan would change based on the
10 phase?

11 STEPHEN BLAIS: Yeah there were
12 definitely communications plans for sure based on
13 the elements we were talking about. There was a
14 plan about the route changes for sure. There was a
15 plan about launching the system, for sure.

16 There were -- we did -- I mentioned we
17 brought in a kind of model of what the train would
18 look like at Landsdowne Park so there was a
19 communications plan related to that.

20 And at various points in the project,
21 you know, we were trying to get people excited for
22 the train and also allay their concerns of the
23 construction, de stores and inconveniences that
24 were taking place so at different points in the
25 project there were different plans to address

1 issues that might be popping up or needed to be
2 dealt with.

3 LIZ McLELLAN: How did you see Q&A
4 documents or key messages or the communications
5 plan as time went on in the project and there
6 started to be issues and delays?

7 STEPHEN BLAIS: Well, we would
8 typically get them by e-mail, or we would be
9 presented with like a printout of a PowerPoint deck
10 in a meeting.

11 LIZ McLELLAN: And in terms of how you
12 would be handling questions during media
13 availabilities during your role as a Councillor,
14 how did that change, how did the City's rapid
15 response change?

16 STEPHEN BLAIS: I don't recall a real
17 change, to tell you the truth. Obviously, at some
18 point the tone changed. The Mayor was saying "on
19 time, on budget" quite a bit, that was kind of his
20 schtick. At some point that changed, obviously.

21 And when the first RSA was missed, it
22 was about, you know, we were told by the vendor
23 that it would be about a 3 or 4-month delay, if I
24 recall correctly. And so, you know, a short delay
25 is inconvenient, but you need to get it right.

1 But obviously as the RSA continued to
2 be missed progressing from there, the tone became
3 much more serious and concerned, and much more
4 aggressive in terms of the City's posture of the
5 benefits of the procurement model and the security
6 that taxpayers should feel based on the
7 procurement.

8 LIZ McLELLAN: In terms of payment
9 mechanisms, there were certain payments under the
10 Project Agreement for the maintenance phase that
11 had been made, and there's others that had been
12 held back. What was Council's involvement in
13 making the decision on whether to hold back
14 payments?

15 STEPHEN BLAIS: I don't recall if we
16 were briefed, or if we actively signed off on the
17 reports. Because I believe there was a degree of
18 delegated authority provided to staff on some of
19 those payments.

20 But certainly there were, when the RSA
21 was missed, there was a conversation about stopping
22 payments. I believe there had already been
23 payments stopped as it related to trying to recover
24 costs for the additional bus detours, etcetera,
25 that had to happen.

1 And then of course the balloon payment
2 that is part of the substantial completion was not
3 going to be provided until substantial completion
4 and the City would hold back other milestone and
5 monthly payments until there was resolution about
6 the additional costs as a result of the delays.

7 LIZ McLELLAN: And what was your view
8 on the approach being taken?

9 STEPHEN BLAIS: I doubt that it was the
10 fiscal responsible thing to do, but the contract
11 provided us a degree of security that we were
12 paying for.

13 We were paying for a product and a
14 service. We were not receiving the product and the
15 service. And so it was vendor's responsibility to
16 fulfill their end of the agreement, and I felt no
17 need to pay them until they did.

18 There were conversations about ensuring --
19 despite that friction, trying to maintain a level
20 of working relationship to continue in a
21 vendor-client relationship, given the long-term
22 nature of the relationship.

23 LIZ McLELLAN: At a certain point the
24 City stepped in and guaranteed RTG's long-term debt
25 and stepped into the shoes of the lender.

1 Mr. Wardle advised that it was more of a debt swap.

2 But are you familiar with the
3 circumstances around that decision?

4 STEPHEN BLAIS: Do you recall when that
5 happened?

6 LIZ McLELLAN: I actually don't know
7 exactly when it happened.

8 Ms. Young, I'm not sure if you know
9 either, but I'm aware of the circumstances around
10 what happened.

11 EMILY YOUNG: I assume it would have
12 been around the time that the City negotiated to
13 purchase additional vehicles for Stage 2. But in
14 terms of specific year, unfortunately I do not have
15 that handy.

16 LIZ McLELLAN: Are you familiar with
17 what we're speaking about?

18 STEPHEN BLAIS: Now that you've
19 mentioned it, I have a broad remembering of that,
20 but I don't -- I would need some more contextual
21 information to isolate the memory a little bit
22 more, to tell you the truth.

23 LIZ McLELLAN: The contextual
24 information is that the City is looking at Stage 2,
25 and the Project Agreement and how to move forward

1 with Stage 2, and there are certain changes that
2 need to be made to the Project Agreement.

3 So in terms of avoiding those changes
4 and in terms of avoiding equity infusions that were
5 required, the City decided to step into the shoes
6 of the lender and guarantee RTG's debt.

7 And then more information was provided
8 to City Council as a result of that information.

9 FRANCOIS LANDRY: Were you even a party
10 to these discussions?

11 STEPHEN BLAIS: I certainly remember
12 the presentation to Council. I remember Kent
13 Kirkpatrick made a presentation to Council about
14 purchasing the Stage 2 trains early and there was
15 certainly financial mechanisms as part of that
16 briefing.

17 I don't recall the specifics, though.
18 But I do remember Kent was the City Manager when we
19 bought the additional vehicles for Stage 2, for
20 sure.

21 LIZ McLELLAN: Are you referring to
22 notes?

23 STEPHEN BLAIS: I'm going through a
24 time line, yes.

25 LIZ McLELLAN: Can we please have a

1 copy of the time line you're referring to.

2 STEPHEN BLAIS: Sure.

3 U/T FRANCOIS LANDRY: We'll review and
4 advise.

5 LIZ McLELLAN: You're not aware of the
6 impacts on the City for stepping into the shoes of
7 the lender to RTG?

8 STEPHEN BLAIS: I don't recall in this
9 moment, no.

10 LIZ McLELLAN: Ms. Young, I don't know
11 if you have any questions.

12 EMILY YOUNG: I have a couple of follow
13 ups. And forgive me if this was me just sort of
14 not understanding your evidence, Mr. Blais.

15 But on the point of OC Transpo being
16 the operator and when that decision was made, my
17 understanding was that you said that the
18 procurement was initially presented without a third
19 party operator; is that correct?

20 STEPHEN BLAIS: I recall the original
21 presentation was design-build-maintain was the
22 original recommendation. And there was a caveat in
23 that report, indicating that future recommendations
24 would come forward about finance, relating to
25 providing more security to the City. And that

1 ultimately, a second report came forward with the
2 final design-build-finance-maintain model.

3 I don't recall any real conversations
4 about having someone other than OC Transpo operate
5 the system.

6 EMILY YOUNG: So would you have
7 understood that decision to have been made before
8 Council is presented with those procurement model
9 options?

10 STEPHEN BLAIS: Well, no decision is
11 made before Council makes it. My understanding
12 would be, staff were advising against having an
13 outside operator, because they were not
14 recommending an operator as part of procurement.

15 EMILY YOUNG: Do you think that that
16 was the right decision, looking back?

17 STEPHEN BLAIS: You know, it's hard to
18 say. You know, certainly I think it would have
19 been a challenging political and union environment
20 had the recommendation been to bring in an outside
21 operator.

22 The City had just gone through a major
23 transit strike in 2009, which shut down the City
24 and dramatically and negatively impacted the
25 relationship with residents and damaged the

1 reparation and relationship with OC Transpo.

2 And so I think employee confidence was,
3 I believe, seen to be fairly low coming out of that
4 strike and a lot of work had been done to
5 positively change that relationship and that
6 outcome and that relationship with residents as
7 well.

8 And personally I don't think a report
9 advising to have some outside agency operate it
10 would have been successful, just given that context
11 and the history that had recently been gone
12 through.

13 But in fairness, I was never part of
14 any conversation that seriously looked at that as
15 an option.

16 LIZ McLELLAN: I'm cognizant of
17 Mr. Wardle's -- actually, Ms. Young, are you done
18 with your questions?

19 EMILY YOUNG: Yes.

20 LIZ McLELLAN: Okay. I'm cognizant of
21 Mr. Wardle's time. I just have one last question
22 on public communications.

23 How were media request responses
24 handled?

25 STEPHEN BLAIS: So if I received a

1 media request, to me, I would handle it myself,
2 like, within my office and my staff. I believe
3 that if the City received a media requests they
4 would feed it in to the appropriate office.
5 Occasionally I was asked to respond to those media
6 requests and I imagine other people did at various
7 times as well.

8 LIZ McLELLAN: Did you have to receive
9 approval from City staff or the Mayor's office for
10 the responses that you gave? Or did you seek
11 approval?

12 STEPHEN BLAIS: No.

13 LIZ McLELLAN: Okay.

14 STEPHEN BLAIS: I imagine I often
15 probably checked to ensure certain facts were
16 correct, but never approval.

17 LIZ McLELLAN: Okay. Was there
18 anything else that we did not discuss today that
19 you think that we should have covered?

20 FRANCOIS LANDRY: I don't know if
21 Mr. Blais can answer that. I mean, if you have
22 questions --

23 LIZ McLELLAN: It's just a general
24 question that we asked at the end of every meeting.
25 It's a question of --

1 FRANCOIS LANDRY: I that's your job,
2 not his. He's here to answer your questions.

3 LIZ McLELLAN: We're just trying to
4 gather all the information that we feel witnesses
5 would like to cover.

6 FRANCOIS LANDRY: Fair enough, but
7 whether he feels, whether he knows if you've
8 covered everything, he doesn't know what you know.
9 I mean we're here to answer questions. We've been
10 going at it for almost three hours now.

11 But for him to answer a question
12 whether he knows if you've covered everything, you
13 know, no, he's not going to answer that.

14 LIZ McLELLAN: All we're asking if
15 there's a certain topic that Mr. Blais wanted to
16 speak to. There's nothing else behind it.

17 FRANCOIS LANDRY: I'm sorry, that's a
18 completely different question. You asked initially
19 if there's something that you haven't covered that
20 you should have covered.

21 Now you're saying is there something
22 that he wants to talk about.

23 Mr. Blais is there something you want
24 to talk about?

25 STEPHEN BLAIS: I think that LRT is a

1 transformative project for our city. It will
2 connect our city every corner eventually east,
3 west, south to the downtown which will be
4 fundamental for how our city grows, how we address
5 the climate crisis that we are in, and how we
6 progress to continue to be the world class city
7 that we are and aspire and continue to be.

8 I am very proud of the fact we're able
9 to secure LRT to Orléans as a result of my
10 leadership and work on City Council.

11 FRANCOIS LANDRY: Thank you.

12 LIZ McLELLAN: Part of the Commission's
13 mandate to consider recommendations on what
14 occurred; do you have any recommendations that you
15 would like to provide for the Commissioner's
16 consideration?

17 STEPHEN BLAIS: I'm sorry, I wasn't
18 really prepared to think about that question. So I
19 don't have any off the top of my head, no.

20 LIZ McLELLAN: Okay. Thank you,
21 Mr. Blais, for your time. We can go off record.

22

23 -- Concluded at 11:49 a.m.

24

25

1 REPORTER'S CERTIFICATE

2
3 I, JUDITH M. CAPUTO, RPR, CSR, CRR,
4 Certified Shorthand Reporter, certify;

5 That the foregoing proceedings were
6 taken before me at the time and place therein set
7 forth; at which time the interviewee was put under
8 oath by me;

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

13 That the foregoing is a Certified
14 Transcript of my shorthand notes so taken.

15
16 Dated this 11th day of May, 2022.

17 
18 _____

19 NEESONS, A VERITEXT COMPANY

20 PER: JUDITH M. CAPUTO, RPR, CSR, CRR
21
22
23
24
25

WORD INDEX

< \$ >

\$1.2 29:13 44:4
\$1.8 27:18 29:2
\$100 30:11
\$2 50:15
\$2.1 8:19 9:10
10:1, 13, 22
31:19 32:9, 11
33:7, 11, 17
48:18 49:9, 23
\$2.13 50:9
72:24
\$30 50:15
\$40 30:12
\$400 29:12
30:14
\$60 30:12

< 1 >

1 38:14 44:19
51:21 71:12
77:25 110:9
1.2 28:5
1.8 28:7 29:19
10 1:7 73:2
10:19 61:8
10:30 60:17, 20
10:31 61:9
100 28:19
10th 1:14
11:49 1:15
122:23
117:3 3:16
11th 123:16
12 60:25 61:3
98:9, 15, 16, 17,
23, 25 99:3, 5,
10, 17, 24 100:2
14 73:3
17 90:4
18 102:20

< 2 >

2 38:18 91:21
103:23 110:7, 8
115:13, 24
116:1, 14, 19
2.1 26:1 31:4, 7
32:2 44:4, 11
50:12, 14
2.13 50:13
2.5 10:4 31:25
44:5 49:21

2.6 10:4 31:25
44:5 49:21

2003 27:19
43:16

2004 27:19
29:4, 14, 18
43:16 44:3

2006 28:8
29:18, 23 49:9

2009 5:15 8:24
31:21 118:23

2010 6:18, 25
9:18, 21 10:6
11:12 31:2, 11,
21 46:13 48:16
49:9

2011 45:8
2012 38:21 50:7

2013 38:20
2014 11:12, 16,

19 13:12 15:6,
9 38:17 46:25

2017 45:14, 18
46:18 101:4

2018 11:19
12:7 13:12

16:2, 3 19:12
24:6 41:20

89:7, 8
2019 6:19 9:18

11:16 61:18
97:21

2020 6:13, 21
11:17 19:15

61:18
20-20 23:17

2022 1:7, 15
123:16

2nd 89:8

< 3 >

3 73:3 112:23
33 5:14 6:2
3D 101:3

< 4 >

4 10:9 73:4
400 28:5
45 21:4
4-month 112:23

< 5 >

5 6:4 10:9
50 21:4

< 6 >

6 5:14
60 55:6

< 7 >

7 6:2

< 9 >

9:03 1:15 4:1

< A >

a.m 1:15 4:1
122:23
ability 108:12
absence 22:10
absolve 71:9
absorb 70:25
71:9
absorbing
71:17 72:1
accelerate 83:18
accelerated
46:19
accelerating
45:4, 9 46:3
acceleration
26:15
accept 21:25
acceptable 18:9
99:2
acceptance
90:7, 10 98:18
accepted 90:4
92:22 102:16
accommodate
13:3, 22
account 13:24
14:10 20:23
accuracy 74:12
accurate 31:17
33:18
accurately 32:6
achieve 31:15
81:16
achieved 26:12
32:11 48:18
49:24 63:22
64:10
achieving 33:14
acronym 38:2
Act 5:15 6:3, 5
action 57:16
active 73:15
109:1

actively 42:22
93:22 113:16
activities 40:14
acts 48:2
actual 107:2
ad 96:11, 13
97:17
adapt 19:3
adaptable 52:8
adaptation
14:21
adapted 14:16
added 42:25
additional 52:24
113:24 114:6
115:13 116:19
additions 52:25
add-ons 102:6
104:1
address 57:16
111:25 122:4
addressed
26:17 89:24
90:1 99:1, 7, 12
addressing
48:24
adequacy 41:16
adequate 62:18
adjusted 67:15,
16
adjusts 108:11
administration
31:9
adopted 83:22
advance 102:11
advertising
67:3 74:1
advice 35:6, 7
50:3 71:2
74:10 75:1
77:19 87:21
94:10, 13 95:14
105:8
advise 66:23
74:9 117:4
advised 6:3
70:23 89:7
92:9 106:11
115:1
advising 43:12
74:2 109:1
118:12 119:9
advisors 66:23
97:3
affect 44:14

AFFIRMED 4:3
6:7
afford 44:10
after 5:1 6:13,
21 15:13, 19
16:2 17:11, 20,
24 18:22, 23
24:1 28:12
31:18 41:3, 22
42:25 44:4
49:17 51:16
79:25 89:19
90:10 92:21
93:20
Agency 24:14
75:20 104:9, 18
119:9
agenda 85:2, 3,
8, 9, 15, 16, 18,
21 86:5, 11
agendas 84:8
aggressive
65:20 95:6
113:4
ago 35:14
agreement
22:21 27:19
29:11, 12 30:10
88:8 89:9
113:10 114:16
115:25 116:2
agreements
14:24
ahead 55:16
airing 57:7
alarm 78:24
alert 78:24
Alex 29:24
Alexandria
30:19
alignment 73:1,
4
Allan 16:6
allay 111:22
allayed 26:3
alleviated 26:16,
17 45:5
allotted 47:14
allow 52:11, 20
54:7 100:19
107:10
allowed 26:19
27:10 37:18
38:18 45:6

<p>Alstom 51:3, 21 52:2 109:11, 16 alternative 13:18 amend 37:17 47:22 amount 22:19 and/or 29:22 106:7 announcement 83:24 86:18 110:25 announcements 84:21 110:14, 18 111:3 annual 18:17 31:20 annually 84:12 answering 70:8 answers 57:19, 21 anticipate 23:20 anticipated 14:20 22:9 46:10 86:12 anticipating 22:7 60:24 anticipation 12:25 anyway 59:18 apparently 92:5 appear 3:16 appended 5:12 applicable 16:23 appointed 15:6 24:5 appointment 15:12 appointments 15:17 appoints 15:14 approach 98:2 114:8 approached 54:20 appropriate 84:11 96:22 120:4 appropriately 56:18 102:18 approval 120:9, 11, 16 approved 34:18, 25 35:2 84:18 102:21 105:8</p>	<p>approves 105:7 April 86:7 arcing 55:21 area 8:5, 13, 16 25:20 31:2 92:1 areas 8:13 103:15 arose 91:5 95:4 Arpin 76:25 arrived 49:6 82:23 85:16 arrives 37:11 53:11 arriving 54:24 56:8 84:8 asked 5:17 39:6 58:10 59:18 79:20 120:5, 24 121:18 asking 57:23 71:22 83:4 121:14 aspect 16:14 aspects 34:11 39:4 40:5 71:8, 11, 17 72:12, 17 74:1, 21 76:19 89:9 90:23 92:12 aspire 122:7 assembled 91:23, 24 assembling 91:12 assessing 88:2, 4 assessment 34:18 35:10, 12, 15, 20 68:24 74:25 87:17 assessments 35:17 assigned 37:7, 9 assistant 77:4 assisting 47:16 associated 43:3 assume 46:22 63:11 64:13 115:11 astronomically 44:3 attempt 54:7 attend 68:19 77:12, 13</p>	<p>attended 7:3 97:17 attending 1:14 attention 19:23 attributed 34:10 Audit 39:8 Auditor 39:5 audits 39:6, 7 August 97:21 authority 34:8, 9 84:3, 5 113:18 availabilities 110:18 112:13 availability 41:19 available 44:15 70:14 87:6 97:22 98:1 avoid 42:24 71:24 103:19 105:25 avoidance 70:3 avoidances 70:5 avoiding 116:3, 4 award 35:5 aware 7:14 20:1, 11, 13 72:22 76:22 89:21 90:24 91:3, 4 100:17 101:18 104:17 107:1, 14 109:9, 10, 15 115:9 117:5 awry 109:7 < B > back 8:22 10:7, 22 14:3 22:18 23:5 27:18 30:9 34:6 43:16 44:3, 5 50:17 60:20 69:18 92:9 113:12, 13 114:4 118:16 background 43:22 backlogs 55:13 backpack 53:21 Baird 28:11 30:4 baked 21:23</p>	<p>balance 43:7 bald 95:20 balloon 30:22 114:1 ballooned 28:7 based 14:23 33:18 35:6, 7 36:25 50:3 62:11 72:8 77:19 79:6 89:4 104:2 105:8 111:9, 12 113:6 basically 17:24 81:15 91:16 basis 5:6 26:15 45:4 69:2 began 11:14 14:18 61:24 76:7 109:2 beginning 34:25 40:14 91:13 92:15 107:9 110:9 behalf 77:13 believe 7:5 9:24 10:2, 20 17:6 22:8, 11 27:23 28:4 29:7 30:17 31:20 32:1, 3 38:15 41:11 42:22 43:23 45:24 46:16 48:25 51:2 52:14 55:23 56:14 57:3 58:3, 5, 14, 15, 17 60:6 61:13, 17 63:5, 18 64:7 65:7 67:19, 20 68:15 71:3 77:9 84:12 89:13 90:6, 8 91:7, 13 92:21 93:1, 7, 11 96:15, 17 98:10, 24 101:2, 15 102:9, 13 104:16 105:7 106:22 108:19 113:17, 22 119:3 120:2 believed 82:1</p>	<p>benefit 22:2 44:17 benefited 59:19 60:1 benefiting 70:2 benefits 43:8, 22, 23 52:3, 16 59:22 60:9 101:8 113:5 benign 47:8 best 61:6 71:2 108:12 better 12:19 57:8 86:7, 8 92:25 94:21 95:1 99:9 bid 50:4, 5 bids 50:1 big 23:8 26:21 78:15 bigger 78:9 79:18 95:19 bike 39:3 billion 8:19 9:10 10:1, 4, 13, 22 27:18 29:13 31:19, 25 32:9, 11 33:7, 11, 17 44:4 48:18 49:9, 21, 23 50:9, 15 72:24 bit 16:7 20:7 29:20 51:16 54:8 66:6 68:25 99:19 112:19 115:21 Blair 21:10 39:24 BLAIS 1:6 2:10 4:3, 4 6:7, 8, 16, 20 7:1, 5, 8, 11, 18, 23 8:3, 15, 23, 25 9:20 11:11, 18 13:11 14:9 15:8, 13 16:1, 6, 12 17:4 18:3, 20 19:13, 17, 20 20:21 23:14 24:8, 12 25:9, 24 26:5, 25 27:15, 17 28:15, 19 29:1, 4 31:7 33:8, 13, 24 34:13, 17 35:13, 24 36:5,</p>
---	---	--	--	---

12, 21, 24 38:5,
10, 15 40:12, 24
41:11, 17 42:11,
17 43:5, 25
45:12, 22 46:4,
11, 23 47:6
48:9, 15 49:4, 7
50:10, 14, 21
51:9, 22 52:5
53:9, 17 55:17
56:8, 11, 20
57:21 59:3, 20,
21 60:13, 18, 21
61:1, 10, 16
62:6, 19 63:14
64:18 65:5
66:22 67:1, 12
68:11, 23 69:20
70:8, 12, 21
71:13, 20 72:4,
25 73:17, 19
74:17 75:8
76:2, 5, 25
77:14, 18 78:2,
13 79:5 80:11,
25 81:5, 7 82:7,
13 83:13 84:9
85:13, 18 86:18
87:8, 19 88:3, 9
89:11, 15, 25
90:3 91:2, 7
92:2, 15 94:13
95:18 96:3, 13
97:10, 16 98:4,
8, 21 99:16
100:3, 11, 21
101:14, 23
102:1 104:7, 15,
22 105:6, 12, 15
106:10 107:5,
12, 16, 20 108:7,
17 109:3, 13, 18,
23 110:20
111:4, 11 112:7,
16 113:15
114:9 115:4, 18
116:11, 23
117:2, 8, 14, 20
118:10, 17
119:25 120:12,
14, 21 121:15,
23, 25 122:17, 21
Blais's 92:4
boardroom 81:9
96:14

Bob 9:4 27:24
28:1, 21 29:24
Bombardier
51:3, 11, 14, 17
bottom 31:13
bought 116:19
Boxfish 73:19
109:8
break 60:14, 16
61:11
breakdowns
78:1, 2, 8
breaking 54:15
bridge 78:18
79:7 103:21
brief 4:8 36:11
81:18
briefed 62:18
72:21 79:24
82:2 100:9
101:24 102:1,
14 107:3, 6
110:17 113:16
briefing 79:21
81:8, 9 82:22
88:15 116:16
briefings 25:13
36:13, 17 64:14
66:13 70:17, 18
71:4 76:13
82:4 99:20
102:4, 5, 6
103:25
bring 28:22
29:13 57:2
96:1 105:1
118:20
bringing 107:8
broad 35:25
36:5 115:19
broad-based
65:21
broader 18:9
20:17
Brockville 30:19
brought 10:21
25:25 33:1
44:5 57:4 74:5,
9 75:11, 13
76:14 79:20
95:14 109:5
111:17
BRT 14:8, 11
budget 8:18
25:25 26:2

27:13 31:4
33:23, 25 34:24
66:10 72:24
112:19
build 31:22
35:3 51:10
building 39:19
44:21 80:20
built 39:18
49:15, 16 70:3,
5 95:7
bureaucrats
67:9
burnout 55:22
bus 12:5, 9, 12,
17, 24, 25 13:2,
3, 11, 22 14:25
20:8 21:3, 4
22:18 64:6
68:3 75:21
101:7 102:11,
16, 21 103:18
106:1 108:15
113:24
buses 21:7, 13
54:24 75:20
103:15, 20
105:24
Business 27:21
bus-only 24:18
button 30:2
buy 91:21
by-election 6:13,
22 61:23
bylaw 17:7

< C >
Cabinet 27:23
30:6
call 78:15
82:25 83:13
called 12:13
56:25
calls 47:11
camera 82:19
campaign 28:9
29:24 32:3
48:6, 17, 20, 21
campaigned
46:13
Canada 6:5
45:15
Canadian 51:11,
18
cancel 28:11

candidate 6:14
9:21
capable 87:22
105:22
capacity 7:7
97:14 105:17
capping 33:22
Caputo 2:20
123:3, 20
card 67:23
carriage 11:23
16:19 68:14
carved 89:9
case 16:18 59:2
cases 74:17, 18,
20
cash 30:13
49:22
catenaries
55:23, 24
catenary 55:21
caught 53:23
caused 77:25
caveat 42:22
117:22
celebrating
46:12
celebration
46:17
celebrations
45:18, 24 101:4
centre 79:20, 23
certain 4:16
9:8 34:8 37:22
48:5 52:3 64:8
66:1 75:2 92:4,
13 93:23 95:13
98:11, 13
103:16, 17
107:25 113:9
114:23 116:1
120:15 121:15
certainly 7:13
12:22 20:1, 13
23:14 26:5
27:5 34:1
36:13 45:22
46:14 51:9, 15
53:9, 13 55:8
64:3 67:2 71:5
75:22 77:1
78:3 82:15
88:20 95:3
104:22 105:15
110:15 113:20

116:11, 15
118:18
CERTIFICATE
123:1
Certified 123:4,
13
certify 123:4
Chair 9:15, 16
11:20 15:4, 6,
21, 25 16:5, 17,
24 19:12 24:6
25:11, 12 38:11
42:11 46:22, 24
47:2, 7, 8, 17
48:2 56:13
81:12 83:10
86:2 96:17
97:14, 18, 23
105:14
chairs 18:25
challenges 20:2,
12, 18, 20 53:10,
14, 16 55:9 57:5
challenging
14:14 118:19
Chambers 57:2
champion 46:14
change 13:22
14:13 18:22, 23
19:1 21:6 22:7,
14 48:1 50:14
73:5 84:25
85:19 86:19
88:6 93:2, 4, 5
94:12, 17, 20
98:20 99:13, 14
100:1 102:10
103:24 106:2, 3
111:9 112:14,
15, 17 119:5
changed 13:12
14:8 19:3 20:4
73:1 88:10, 12,
14 99:21
112:18, 20
changes 12:3
13:7 14:7, 10,
19, 25 17:19
18:7, 9 19:6, 10
20:16 32:17
65:18, 19, 20
73:8 84:22
87:24 88:2, 18
90:18 94:16, 24
102:21, 22

110:12 111:14 116:1, 3 changing 23:5 chap 73:23 109:4 charge 56:10 68:6 chart 81:15 96:7 Charter 58:7 chat 94:2 check 25:20 checked 120:15 Chiarelli 27:25 28:21 29:24 Chiarelli's 9:5 chief 77:1 choose 51:14 Chris 2:21 76:11 circulated 85:10 circumstances 45:10, 13 50:7, 10 51:20 82:17 88:6 89:10 90:25 115:3, 9 Citadis 51:21 52:2 citizen 7:1, 8, 10 citizens 12:11 CITY 1:6 2:10 8:5 17:5 18:4, 5 19:21 20:10 21:14 24:24 26:11 30:9, 11, 18 31:3 34:8, 10 37:8 38:23 40:3, 5, 21 42:22 43:9, 11, 13 44:9, 21, 22 57:11 62:4, 7, 12 64:14 67:6 68:19 69:14, 16, 20 70:2, 10, 14 72:1, 5, 22, 24 73:14 74:5 75:6, 8, 24 76:6, 7 77:7 79:2, 20 80:9, 12, 15 82:6, 10, 12 88:1, 10, 11 89:2, 23 90:22 95:8 96:14, 19, 21, 22 97:25 100:9 101:19	109:1 114:4, 24 115:12, 24 116:5, 8, 18 117:6, 25 118:22, 23 120:3, 9 122:1, 2, 4, 6, 10 City/RTG 111:8 City's 35:24 50:20 62:4 66:23 69:12 112:14 113:4 civil 5:19 clarification 7:22 class 122:6 clean 107:25 clear 86:4 93:7 clearing 25:4 clearly 90:11 93:15 Clerk 18:4, 5 47:16 client 69:18, 21 80:18 climate 87:13 122:5 clock 99:2, 5 close 47:13 80:13 closely 23:11 42:2 closer 49:21 93:19 co-counsel 4:15 coded 81:23 coding 96:8 coffee 94:2 cognizant 119:16, 20 cohorts 8:7 cold 87:13 collaborative 4:14 collapsed 79:7 colleague 25:21 colleagues 10:15 collective 14:23 22:21 Collenette 30:20 color 96:8 colour 81:23 column 81:20	combination 26:19 come 11:3 16:13 30:20 55:24 56:9 60:19 74:20 83:23 105:19, 20 117:24 comes 18:14 19:22 comfortably 53:13 coming 8:3 13:1, 15 14:5 48:23 119:3 commence 4:23 commencing 4:1 comment 23:24 65:16 80:11, 18 comments 7:12, 16, 17, 21, 24 92:4 123:10 commercially 59:10, 11 COMMISSION 1:5 2:1 4:5, 8, 20 9:16 11:20 12:2 13:9 15:5, 22 16:8, 10, 16, 17, 24, 25 17:2 19:12, 19 23:6, 12, 15, 23 24:11, 19 25:11 39:10 42:12 56:9, 15, 18, 22 64:2 67:21 68:8, 13, 18 83:10 84:14 97:15, 23 106:7 Commissioner's 122:15 Commission's 4:12, 21, 25 5:5 24:13 67:11, 13 122:12 commit 58:23 59:6 commitment 48:16 61:3 commitments 48:19 committal 58:2 committed 32:1 48:10, 17	Committee 9:17 11:25 15:14, 15, 16, 18, 21, 25 16:21 17:5 18:25 19:1 24:6, 11, 22 25:8, 12, 18 35:22, 25 36:1, 3, 10, 14, 16, 23 37:1, 3, 16, 19, 20 38:1, 11 39:1, 12 40:2, 8 47:7, 16 56:13 63:6 64:8 81:13 82:14 83:22 84:8, 11, 13, 19 85:2, 7, 9, 17 96:17 97:25 104:3 committees 15:17 17:9 19:20, 22 37:8 38:13 47:17 48:7 commonly 72:18 communicate 32:6 66:1 83:11 87:1 communicated 18:2 22:24 32:8 55:7 65:22 72:10 74:15 82:10, 12 98:5, 7 100:2, 5 communicates 56:4 communicating 56:3 communication 64:13, 22 communications 64:1, 4, 5, 17, 19 65:2, 6, 9, 11, 15, 17, 23, 24 66:8, 10, 24 86:22 109:21, 25 110:11 111:6, 7, 12, 19 112:4 119:22 communities 29:23 community 8:10 26:18 commuters	20:12 companies 80:3 COMPANY 123:19 competitive 106:16 complete 51:5 85:5 completely 121:18 completion 88:1 114:2, 3 complicated 14:14 compounding 55:14 concern 8:13, 16 9:7 23:16 26:17 31:12, 17 44:20 48:25 72:7 concerned 8:18 9:24 33:7, 11, 14, 16, 21, 25 34:1 48:22 113:3 concerns 9:12, 13, 22 23:8 26:2 43:3 45:6 80:23 111:22 concluded 104:14 122:23 conclusion 87:16 conducted 87:7 conducting 4:6 Confederation 30:25 39:7 40:4 72:19 conference 79:25 confidence 43:13, 19 119:2 confidential 5:6 confirm 6:6 66:17 73:21 96:10 conform 20:4 confusing 64:2 confusion 65:21 congestion 21:15 106:1 connect 44:22 122:2 connected 22:22
---	---	---	---	--

<p>connection 8:21 28:25 consecutive 98:9, 11, 23 99:10, 17, 24 100:2 consensus 18:11 82:23 consequential 86:13 Conservative 8:7 9:4 10:15 30:4, 7 conservatives 28:11, 21 consider 122:13 consideration 18:15 53:3 93:5 122:16 considerations 23:5 considered 99:8 consortia 11:7 32:21 50:22 51:1, 6 consortium 92:6 consortiums 11:3 conspired 28:10 constant 95:22 constituent 44:13 constrain 72:23 73:9 constraint 73:10 construction 9:10 10:6 11:25 13:16 21:12, 24 25:17 26:9 31:22, 23 40:10 41:7, 9 45:4 49:14 62:4, 5, 6, 8, 16, 21, 25 63:12, 23 64:9 67:11 68:9, 12, 14, 22 69:13 71:19 73:16 75:7 76:1, 4, 6, 19 77:24 78:4, 20 79:3, 22 80:3, 21, 25 87:25 88:10, 17, 19 89:23 110:9 111:23</p>	<p>consultant 75:17 consultants 73:14 74:6 75:11 95:13, 16 108:25 consultation 7:2 consultations 7:4 8:24 12:9, 21 18:6 38:19 68:1 110:2 consulting 105:2 consume 44:14 Consumer 27:20 context 119:10 contextual 115:20, 23 continue 94:9 114:20 122:6, 7 continued 22:4 113:1 continuing 22:5 contract 11:13 12:1 26:10, 24 27:2 35:6 43:10 49:20 62:12 63:19 70:4, 6 72:8, 11 108:2 114:10 contracted 72:9 contractors 75:25 contractual 41:6 44:25 59:10 contributed 77:25 control 32:18 56:2, 6 conversation 51:10 85:7 93:21 97:6 98:18 101:6 103:9 104:17 113:21 119:14 conversations 15:22 27:8 29:5, 9, 10 39:17, 20 42:4 68:1 94:8 95:5, 9 99:17, 22 100:22 103:14, 22 104:23 105:16 106:4</p>	<p>108:18, 21 114:18 118:3 copy 117:1 corner 122:2 corporate 110:22 corporately 109:23 correct 5:9 15:7 36:20 117:19 120:16 corrected 58:3 correction 18:24 corrections 5:1, 4, 12 correctly 18:13 28:6 42:19 51:2 58:17 73:8 80:1, 4 108:24 112:24 corridor 13:21 39:15 cosmetic 84:6 94:16, 17 cost 25:25 26:8, 11 29:18 30:11 31:21 32:18 43:14 44:7 49:3, 6 50:4, 8 94:20 95:2 costs 9:10 32:6 33:22 43:17 44:2 72:23 73:9 113:24 114:6 cost-saving 10:18 Council 6:20, 25 9:4 10:23, 25 11:8 15:8, 11, 14, 20 17:5, 7, 11, 21, 22, 23 18:2, 14, 15, 21 19:8, 22, 24 26:14 31:3, 6 33:18 34:11, 16 36:11, 14 37:2, 18, 23, 24 41:15, 21, 23 42:5 43:12 45:1, 3 48:5, 7 50:2, 8 52:1 56:23 57:2 61:23 62:7, 13, 18, 22</p>	<p>63:6 68:16, 19 69:22 70:17 71:7 82:14 83:8, 22 85:13, 23 87:6, 10 92:8 93:11 95:9 101:22, 25 105:7 106:7 107:3 116:8, 12, 13 118:8, 11 122:10 Councillor 6:18 9:18 23:10 34:12 62:24 97:25 100:10 109:22 112:13 councillors 18:6, 7 38:3 57:11 82:10 92:5, 13, 17 94:24 Council's 18:19 32:5 62:5 71:18 87:17 113:12 COUNSEL 2:1, 4, 5 4:5, 8, 17 5:5 74:2 84:19 counterparts 9:4 couple 117:12 Coupled 26:10 course 18:24 51:11 68:18 114:1 COURT 66:15, 16 cover 121:5 coverage 93:11 covered 120:19 121:8, 12, 19, 20 cracking 109:16 cracks 109:11 creating 20:7 55:13 credentials 13:25 crisis 122:5 critic 7:19 critical 7:20, 24 8:1, 14 9:1 72:17 criticism 51:16 crowding 105:25 Crown 5:20</p>	<p>CRR 123:3, 20 crux 23:8 CSR 123:3, 20 culture 71:5, 12 Cumberland 6:18 curiosity 102:7 104:2 curious 92:11 current 18:19 currently 6:13 customer 12:15 103:2, 13 108:12 customers 12:20 14:15 54:6, 8 65:19 103:18 cut 59:15 cycle 9:21 cyclists 25:1 < D > damaged 118:25 date 22:16 41:19 61:15, 17 65:13 81:8 Dated 123:16 dates 65:3, 6, 7 66:7 88:1 95:13, 15 97:12 David 27:22 30:20 day 1:14 12:20 72:11 78:24 98:10 107:23 123:16 days 98:9, 15, 16, 17, 23, 25 99:3, 5, 10, 17, 24 100:2 day-to-day 23:22 25:3 40:14 DBFM 35:3 42:16 43:4, 24 DBFOM 104:13 de 111:23 deadline 84:24 89:8 deal 21:20 24:4 31:11, 17 44:6 51:10 86:14 110:11 dealt 112:2</p>
--	---	--	---	---

<p>debate 47:15 debriefing 79:12 debt 114:24 115:1 116:6 decade 35:14 December 11:19 15:9 16:3 46:25 50:7 61:18 decide 58:6 decided 8:8 98:24 104:4 108:16 116:5 decides 18:15 deciding 51:5 decision 28:18 34:16 35:4, 5 37:24 49:3 83:4 85:7 91:20 94:19 104:12 108:20, 23 113:13 115:3 117:16 118:7, 10, 16 decisionmaker 43:6 decision-making 25:14 37:13 decisions 19:24 23:20 34:9 35:7 37:1, 22, 23 83:11, 14 89:22 deck 112:9 declaration 4:12 dedicated 13:20 deemed 5:16 deep 73:3, 4 deficiencies 90:12 define 59:22 defined 92:16 98:11 definitely 22:13 56:24 57:7 58:20, 23 59:18 61:19 67:3 69:20 75:8 77:8 88:15 100:4 101:6 111:12 definitions 58:24 degree 19:23 38:22 43:13, 18</p>	<p>58:21 63:8 72:7, 12 88:20 113:17 114:11 delay 20:3 24:3 112:23, 24 delayed 23:4 delays 22:3, 11, 23, 24 23:25 54:5, 25 65:4 112:6 114:6 delegated 113:18 delegates 47:11 delegation 34:7 deliberated 11:1 deliberations 47:2, 4 Delic 2:21 deliver 81:16 delivered 10:13 32:8 44:11 72:8 delivering 33:19 delivery 21:22 22:3, 16 62:14 65:25 95:4, 5 demand 108:13 demolished 78:19, 20 demolition 78:22 demonstration 66:5 department 39:21 84:15 88:21 89:4 departments 84:10, 14 depend 88:18 depended 109:24 110:24 depending 47:25 83:7 93:3 depends 59:21 Deputy 18:5 40:21 76:7 96:22 derailments 78:1, 3, 8 describe 20:19 108:8 described 43:11 88:16 description 81:17, 18 99:9</p>	<p>design 92:20 110:6 design-build- finance-maintain 43:4 118:2 design-build- maintain 42:21 117:21 designed 55:5 60:10 67:7, 8 desire 45:13, 18 46:16 despite 8:4 94:20 114:19 destination 12:17 53:12 detail 11:16 15:5 detailed 99:20 details 107:16 determine 10:12 determines 17:24 determining 88:6, 7 detours 88:22 113:24 Development 11:25 16:20 25:18 31:4 36:23 37:2 38:1 46:15 devised 84:10 diagonal 32:15 73:6 dialogue 29:21 dictate 47:24 dictated 17:5 dictates 17:8 diesel 58:9 106:13 difference 24:10 105:21 different 14:6 23:20, 21 24:21 51:1 52:15 64:19 65:1 81:15 111:24, 25 121:18 difficult 14:14 21:16 24:4 42:3 68:24 69:8 difficulties 8:21 28:25 digging 34:2</p>	<p>dignitaries 29:17 direct 21:8 32:14 84:1, 2 directed 45:8 82:23 direction 45:11, 21 46:2 69:25 82:5, 9, 14, 16 84:6 95:6 123:12 directions 89:22 directly 25:10 68:16 77:6 78:7 94:14 disadvantages 101:8 discuss 120:18 discussed 21:23 60:6 61:12 67:14 82:22 DISCUSSION 14:2 25:20 31:3, 10 47:15 66:21 91:17 107:8 discussions 11:8 20:13, 16 23:7 27:7 28:2 39:1 42:7 43:18 44:7 47:4 65:2 68:2 100:18 104:20 105:11 106:5 116:10 dispersed 101:16 display 101:3 dispute 90:23 disruption 20:8 documents 3:10, 15 111:2 112:4 doing 49:1 73:25 83:15, 16 84:16 105:23 106:11 110:1 dollar 31:25 95:2 dollars 8:19 10:4, 6, 9 49:21 93:2, 6 domain 94:1</p>	<p>dominating 40:4 Donnelly 18:5 door 54:2, 9, 11, 13 doors 53:18, 22 54:1, 3, 16 dot 58:11 double 52:19 doubt 114:9 downtown 10:17, 19 13:20 21:3 32:14 39:18 73:7 101:4 122:3 dramatically 118:24 dress 53:22 drive 62:24 drivers 12:12 14:23 68:3 106:9, 12, 13, 14, 23 107:10, 15 Driving 106:17 107:2 dynamics 24:20</p> <p>< E > earlier 20:9 65:16 67:15 73:13 78:16 88:16 103:3 early 11:17 27:19 58:6 91:21 116:14 east 9:6 13:19 21:10, 13 122:2 east-west 9:6 28:23 30:23 31:2 32:14 easy 103:18 Economic 11:25 16:20 25:17 31:16 36:23 37:2 38:1 46:15 edges 17:17 educate 110:3 effect 102:5 effectively 21:13 22:23 24:18 30:10 32:12 48:3 108:1 efficiencies 10:12</p>
--	---	--	--	--

<p>Egli 25:12 81:12 96:16 elected 6:12 7:20 31:1 47:18 48:10, 12 59:24 60:2 68:17 85:23 election 6:14, 24 9:21 15:13, 19 16:2 17:11, 20, 25 18:22, 23 19:15 28:12, 20, 23 30:3 31:11, 18, 19 32:3 45:24 46:14 49:12 elections 48:6 electric 44:23 53:2 57:25 58:12 electrical 55:21 element 42:25 elements 40:17 48:25 54:15, 16 66:8 73:10 74:21 82:2 93:14 111:13 eliminate 67:17 elimination 15:1 e-mail 112:8 emergency 56:25 57:1 79:19, 23 Emily 2:5 4:7 25:23 26:21 56:7, 17 59:17 92:3 94:8 95:11, 24 97:8, 13, 19 115:11 117:12 118:6, 15 119:19 employee 119:2 employees 12:12 81:14 106:8 ended 56:22 73:3 energy 44:7 engaged 66:25 engineers 57:11 England 57:3 58:5, 14 109:5 ensure 41:5 67:23 72:23</p>	<p>86:3, 22, 23, 25 107:21 120:15 ensured 65:18 ensuring 72:8 114:18 enter 4:20 54:8 103:15 entered 5:1, 6, 11 entering 53:20 entire 13:11 30:20 36:24 38:23 44:22 46:24 72:25 76:2 80:12 entirety 20:22 37:3 71:6 entry 13:18 environment 118:19 environmental 34:18 35:10, 12, 15, 17 53:3 envisioning 12:10 equals 71:16 equity 116:4 error 50:16 errors 5:10 escalate 44:2 escalated 29:19 escalating 43:17 escalation 32:5 79:11 essentially 52:10 establish 5:19 established 40:25 41:2 estimate 27:13, 14 29:2 31:20, 21 33:11, 17 49:13 estimated 49:20 etcetera 12:1, 13 14:24 31:14 34:24 42:24 44:16 65:14 68:3 75:3 79:14 83:8 93:18, 24 95:7 110:12 113:24 evaluate 57:4 evaluated 50:2</p>	<p>evaluation 9:25 10:2 52:17 events 77:24 78:10, 12 eventual 72:16 95:8 eventually 26:12 30:22 32:10, 25 75:11 76:13, 15, 18 106:24 122:2 everyday 12:11 evidence 4:11, 21 5:2, 7, 11, 22 6:1, 5 117:14 exact 61:17 exactly 12:20 74:18 80:6 115:7 exaggerate 9:8 example 20:25 25:2 59:4 65:18 66:6 82:25 83:16, 21 84:22 88:14, 22 93:3 94:18, 22 excavation 52:24 exceedingly 72:6 excited 111:21 excuse 11:5 Executive 35:22, 25 36:2, 10 77:8 exercise 10:11 32:7 39:13 49:22, 25 55:8 57:8 73:12 86:21, 22 102:10, 13 103:2 exercises 12:10 EXHIBITS 3:1 exit 54:8 103:15 exiting 53:20, 21 expansion 72:16 expect 75:3 expectation 98:22 expedited 45:4 expenses 30:14 expensive 29:22 33:14 72:6</p>	<p>experience 35:18 85:22 104:21 Experienced 8:20 28:24 107:8 expert 57:24 58:5 75:1 97:6 expertise 75:6, 9, 11, 22 77:20 104:25 experts 26:7 57:3, 12 58:14 59:25 75:21 105:1, 2 explain 101:20 explicitly 93:13 exploring 42:23 express 12:25 13:3 15:1 21:7 67:17 expressed 9:12 extend 8:10 extension 9:2 27:9 103:23 extensions 30:18 extensive 27:6 external 74:6 extra 52:9 94:21 eye 61:6 < F > faced 20:2, 12 fact 14:10 26:22 27:1 39:20 48:23 49:14 65:9 71:16 122:8 factor 84:20 factoring 49:14 factors 93:14 facts 9:13 120:15 factual 65:12 failed 31:15 failure 32:6 fair 38:21 51:16 58:20 68:25 69:5 72:7 88:20 96:5 110:11 121:6 fairly 119:3</p>	<p>fairness 35:13 36:7 51:13 66:12 67:1 68:11 71:20 99:18 100:11 119:13 fall 102:20 Fallowfield 29:16 familiar 35:21 115:2, 16 fare 15:1 67:16, 17 86:19 103:4 fares 13:2 fault 59:9 faults 54:2 February 6:12 62:1 86:20 87:3 FEDCO 37:9, 11 38:2, 4, 6, 9, 11 45:8, 11 46:2, 21, 25 47:2, 5 63:11, 13, 15 64:22 65:8, 11, 12 68:16, 20, 22 69:1, 9 70:18 72:20 Federal 29:10 84:21, 23 feed 120:4 feel 22:25 23:11 41:21 42:9 57:19 59:19 68:9, 21 69:11, 16, 19 92:20 95:1 102:15 113:6 121:4 feeling 59:4, 13 feels 121:7 fell 78:21 felt 55:3 57:1 69:4, 5 114:16 figure 10:14, 22 33:7, 11 80:3, 6 figures 35:11 file 11:24 16:19 68:14 files 17:8 fill 80:5 final 35:17 37:24 49:3, 6 50:8, 12 83:3 90:7, 23 118:2</p>
--	---	---	---	--

<p>finalists 32:21 finality 35:11, 16 finalized 85:8 101:5 Finance 11:24 16:20 25:17 36:22 37:2, 25 42:25 63:5, 18 117:24 financial 9:9 116:15 fine 60:18 finish 60:25 finished 85:20 firm 51:18 67:4 73:21 109:5 fiscal 31:16 114:10 fix 58:18 fixed 26:24 27:2 31:13 72:11 fixture 95:22 flattering 95:20 flow 105:24 fluid 23:24 fly 108:11 focus 48:7 72:12 folks 58:13 follow 92:1, 3 117:12 followed 3:11 following 3:10, 16 10:2 19:19 23:10 95:11 follow-up 4:17 followups 59:18 force 54:9, 14 foregoing 123:5, 13 forgive 117:13 form 52:7 formal 77:3 92:18 96:10 104:2 formalized 35:5 Formally 62:7 93:25 formed 50:22, 24 forming 18:11 forth 123:7 forward 15:11 18:14 77:17</p>	<p>83:24 115:25 117:24 118:1 fought 28:9 found 100:8, 12, 13 105:1 framework 34:22 Francois 2:15 116:9 117:3 120:20 121:1, 6, 17 122:11 freeze 29:25 frequency 42:6 frequent 41:16 63:4 frequently 72:21 fresh 8:8 friction 114:19 frustrated 59:24 frustration 21:20 22:4, 10, 13 fulfill 114:16 fulfilling 48:8, 10 full 55:9 56:23 100:19 fully 24:19 62:9 67:24 101:18 function 39:22 103:12 functional 94:16 functioned 53:7 fundamental 122:4 funding 29:11 30:10, 14 funds 44:15 future 17:22 26:18 52:23 117:23 < G > gaggle 97:5 gas 58:10, 12, 16 gate 67:20, 22 103:10 gates 103:4, 12 gather 97:6 121:4 Gaul 95:25 general 34:21 39:5 41:14</p>	<p>76:16 92:8 120:23 generally 13:4 21:25 24:25 33:6, 10, 13 34:15 43:6 46:1 47:6, 7, 14, 21, 22 48:4 51:25 63:5, 15 65:1 74:14 75:2 80:14 81:4 84:9 87:21 88:25 89:17 91:2 104:24 109:20, 25 110:20 gentleman 95:19 gentleman's 74:16 giant 30:21 give 13:24 14:21 71:2 74:11 82:25 83:2 95:14 given 5:8, 21 8:6, 16 9:8 31:15 36:7 43:15 82:5, 16 114:21 119:10 giving 6:1 74:24 Good 4:4 23:12 60:14, 21 74:22 107:21 governance 17:12, 16 18:2, 16, 21 19:6, 10 37:1 governed 71:18 Government 27:24 28:2 30:15 Governments 29:11 grand 60:8 79:7 graphic 101:3 grass 25:4 Gravel 77:2 gray 67:4 great 21:19 31:11, 17 44:6 51:10 green 81:23 96:8</p>	<p>grey 73:23 grievances 57:8 ground 5:17 97:3 group 7:10 18:9 73:19 88:15 92:17 groups 60:3 grow 52:12, 20 grows 52:12 122:4 growth 52:23 Gruenberger 2:12 guarantee 42:23 116:6 guaranteed 27:2 114:24 guaranteeing 103:11 guess 24:3 58:21 64:23 69:9 97:22 99:8 guesses 36:6 Guest 77:5 guidance 34:23 guide 105:3 guy 95:19 < H > hair 67:4 73:23 half 52:10 Hall 79:21 hand 54:13 hand-in-hand 41:4 handle 120:1 handled 17:20 119:24 handling 112:12 handy 115:15 happen 14:7, 21 64:1, 4 65:2 68:5 78:22 103:5 113:25 happened 16:2 22:8 71:3 79:15, 18, 22 80:7 90:16 115:5, 7, 10 happening 19:4, 7 38:24 40:16 57:9 60:5 69:6 88:19 103:7 happens 17:17</p>	<p>hard 9:10 41:24 69:2 118:17 head 40:19 75:16 76:9, 16 78:6 122:19 hear 66:18 81:3 Hearings 4:13, 21, 22, 23 heat 93:24 heated 54:19 heaters 58:11, 12, 16 heavy 86:12 hedge 59:12 hedged 58:14 hedging 58:21 Held 1:13 113:12 help 105:3 helps 56:6 hesitancy 22:17 high 19:23 34:23 63:16 higher 63:8 highest 8:4, 11 20:10 hindsight 23:17 hire 80:2 106:19 hired 67:4 historically 40:4 history 43:15 119:11 hit 30:1 63:20 hoc 96:12, 13 97:17 hold 94:18, 22 113:13 114:4 hole 80:5 hop 21:3 hours 98:11 121:10 house 80:20 Hubley 16:6 hundred 10:9 < I > ice 54:19 61:20 ideal 106:18 ideas 94:24 identified 64:17 90:13 identify 12:18</p>
--	--	---	--	---

<p>identifying 17:3 64:15 imagine 38:6, 20 39:20 55:18 83:6 88:13, 24 96:22 97:4, 16 102:3 110:22, 23 120:6, 14 immediately 17:11 79:21, 25 impact 39:2 44:12 91:18 impacted 99:11 118:24 impacts 79:13 117:6 impediment 19:6 implement 41:1 102:12 Implementation 40:23, 25 41:10 implemented 67:8 importance 63:8 important 52:22 53:3 81:21 improvements 17:19 in-camera 95:9 incident 79:6, 19, 25 incidents 62:21 64:9 78:4 79:4 90:16 include 9:2 included 26:23 30:17 32:12 106:13 including 14:25 30:18 45:2 inconvenience 22:1 inconveniences 111:23 inconvenient 112:25 increase 69:24 incriminate 5:18 INDEX 3:1, 13 indicating 117:23 individual 36:15 individually</p>	<p>36:18 individuals 60:3 inflation 49:14 informal 18:11 informally 93:25 information 11:2 37:12, 21 61:14 62:16 68:8, 25 74:10, 25 87:5 89:5 93:12 97:21 98:1 99:14 101:21 106:6 115:21, 24 116:7, 8 121:4 informational 25:15 82:6, 8 110:3 informed 41:18 100:15, 16 infrastructure 35:19 84:23 infusions 116:4 in-house 105:2 initially 27:13 46:10 117:18 121:18 input 85:11 Inquiries 5:15 63:1 inquiry 5:15, 22 62:24 ins 102:25 inside 94:17 installed 58:16 instance 5:20 69:3 instances 54:6 109:16 integrate 67:15, 18 102:17 integrated 67:24 integration 67:21 110:6 intends 4:20 intensification 39:14 interact 39:11 102:17 interaction 38:22 39:3 88:20 interactions 36:10 69:1</p>	<p>80:17 89:2 interested 92:5 interesting 102:2 interim 84:19 interior 92:20 interlined 22:22 internal 65:8 66:23 75:9 89:18 94:25 104:25 internally 75:23 97:7 interpret 88:7 interrupt 66:15 interruption 99:5, 6, 11 interruptions 99:1 intervene 4:15 intervening 99:23 interview 4:6, 10, 14, 18, 19 6:10 interviewee 123:7 introduce 14:17 introduces 47:9 introduction 12:6 13:5 investigations 90:15, 17 investment 30:13 invited 25:13 97:17 involved 9:19 30:8 43:17 60:3 69:17, 22 70:19, 22, 23 76:12, 18, 20, 21, 23 77:1, 5 88:2, 13, 25 92:10, 14 93:22 94:15 109:8 110:10 involvement 6:24 8:24 9:17 39:13 69:14, 19, 24 71:16 92:6 113:12 isolate 115:21 issue 16:25 17:3 28:20 54:17, 18 58:1</p>	<p>issues 9:9 14:22 20:14 23:16 28:17 53:17 55:12, 18 56:1, 4, 7, 14, 19 57:9 58:9, 23 60:4, 7 61:12 64:15, 16 90:9 91:5, 10, 19 93:10 95:4 101:15 109:11 112:1, 6 items 3:11 84:8 85:3, 14, 18 86:6, 13 < J > jams 54:19 61:20 January 17:13 61:18, 24, 25 86:20 87:2 Jennings 76:8 Jersey 74:8 75:18 95:21 109:4 Jim 27:20 job 23:12 106:18, 19 121:1 Jocelyne 76:21 96:25 110:21 John 28:10 30:4 40:18 42:2, 7, 12 69:1 76:8, 15, 20 82:25 83:12 84:1 94:19 95:14 96:24, 25 108:23 110:21 John's 108:19 joined 4:7 joint 56:22 Journey 12:14, 15 68:4 103:2 judgment 74:23 Judith 2:20 123:3, 20 June 83:17, 18 86:7 < K > keenly 20:11 keeping 62:10 69:14 101:9</p>	<p>Keith 25:11 81:12 96:16 Kent 76:5 96:19 116:12, 18 key 64:15 66:7 75:25 76:9, 22 111:2 112:4 killed 30:10 kind 18:10, 11 20:15 34:19 43:17 52:16 55:20 57:7 63:16 65:4, 12 66:7 68:4 73:6 74:24 75:3 78:9, 16, 18 82:21 83:7, 12 87:14 88:8 92:19 93:24 94:3 95:7, 22 99:11 100:23, 25 101:3 102:7, 14, 20, 24 106:18 110:8 111:17 112:19 kinds 83:25 King 103:21 Kirkpatrick 76:5 116:13 knew 23:3 42:3 63:8 65:19 69:3 72:3, 4 93:20 94:4, 5 104:12 knowledge 51:20 known 23:18 knows 121:7, 12 KRB 2:15 < L > labour 93:9 lack 92:25 99:8 laid 34:21 landmarks 32:24 Landry 2:15 116:9 117:3 120:20 121:1, 6, 17 122:11 Landsdowne 66:6 111:18 lanes 39:4 large 18:22, 23 32:17 63:20</p>
---	--	--	---	---

largely 9:2
24:15 28:9
31:10 61:22
73:7 77:10
larger 17:19
Larry 9:3 27:15
28:10, 21 29:25
33:17 49:7
95:25
late 11:19
27:18
launch 22:7, 9
53:11, 14 90:1
launching
111:15
Lauren 2:12
Law 2:15
lawsuit 30:12
lawyer 19:5
lawyers 57:11
layman 81:21
lead 47:3
65:21 71:25
leadership
88:11 89:1
110:21 122:10
leading 21:21
41:23 54:3
65:24 98:16
lead-up 55:8
led 10:16
26:12 28:4
29:23 30:16, 21
32:17 43:13
56:4 63:20
left 24:2 47:13
legal 19:6 74:2
90:22
LELLAN 19:18
28:13
lender 114:25
116:6 117:7
length 32:12
53:1 98:14
lengthy 101:6
level 19:23
34:23 39:22
43:5 63:16
69:13, 24 84:6
103:13 108:20
114:19
liability 5:19
59:13
life 103:1

LIGHT 1:5 7:19
9:22 26:16
27:25 28:9
29:6 30:10, 23
36:1, 13, 24
37:4, 10 38:24
39:1, 12, 16
40:2, 6 41:1
43:16 44:8
48:16, 19 64:4
65:25 67:14, 16,
18 72:4 73:17
lineup 96:4
Litigation 2:4, 5
live 21:14
Liz 2:4 4:4, 5
6:9, 17, 23 7:3,
7, 9, 15 8:1, 12,
22 9:14 11:10,
15 13:7 14:1, 3
15:3, 10, 24
16:4, 7, 22 18:1,
16 19:11, 14, 18
20:19 23:9
24:5, 9 25:7, 19
27:12, 16 28:13,
16 29:1 31:1
33:6, 10, 21
34:6, 15 35:9,
21 36:2, 9, 19,
22 37:25 38:8,
12 40:9, 22
41:8, 14 42:6,
14 43:2, 21
45:8, 20 46:1, 8,
21 47:1 48:4,
13 49:2, 5 50:6,
11, 17 51:7, 19,
25 53:6, 15
55:15 57:19
59:1, 15 60:11,
19, 22 61:5, 10
62:3, 15 63:10
64:12, 21 66:19,
22 67:10 68:7,
20 69:11 70:7,
10, 16 71:11, 15,
23 72:20 73:14,
18 74:14 75:5,
24 76:4, 23
77:11, 15, 21
78:11 79:2
80:8, 22 81:2, 6
82:4, 9 83:9
84:7 85:11, 14

86:16 87:5, 16,
24 88:5 89:6,
13, 21 90:2, 24
91:3, 25 96:5
97:19, 20 98:7,
19 99:13 100:1,
7, 17 101:11, 20,
24 104:4, 11, 19
105:4, 10, 13
106:6 107:1, 7,
14, 17 108:4, 14,
25 109:10, 15,
19 110:17
111:1, 5 112:3,
11 113:8 114:7,
23 115:6, 16, 23
116:21, 25
117:5, 10
119:16, 20
120:8, 13, 17, 23
121:3, 14
122:12, 20
LLP 2:13
local 21:18
80:2
logged 13:24
long 36:8
43:15 86:13
101:7, 9 103:20
108:18
longer 19:11
76:16 97:22
108:22
long-term 22:1
24:23 108:2
114:21, 24
looked 119:14
looking 13:9
18:8 35:2 88:5
115:24 118:16
looks 66:4
loose 53:22
loss 103:11
lost 30:13, 14
lot 36:8 42:9
51:14 55:17
67:6 68:1
93:21 103:7
110:2, 5 119:4
Lots 103:14
106:4
loud 73:21
low 33:7, 12
119:3

LRT 6:24 8:2, 3
9:5, 18 11:24
12:3 14:8, 17
16:9, 11, 13, 18
20:3, 5, 6, 18
21:7 25:8, 13,
16 28:14, 17
30:2 31:2
34:10, 11, 12, 16
36:4 38:14
41:15 45:10
49:3, 6 61:12
77:25 104:21
109:12, 17, 21
121:25 122:9
< M >
machines 103:6
Mackenzie
103:21
made 5:1, 4, 12
7:16 10:21
14:19 21:6
27:6 32:4 35:4
37:2 41:23
48:19 62:13
64:11 73:9
84:22 85:2, 6, 9
87:3 90:18
91:20 92:21
94:19 102:20
104:12 113:11
116:2, 13
117:16 118:7,
11 123:10
magnitude 23:1
main 8:12 19:8,
9 23:8 53:4
64:16 87:14
maintain 107:24
114:19
maintaining
52:13
maintains
107:20
maintenance
25:4 113:10
major 21:3
40:2 64:9
79:19 99:4
110:12, 14
118:22
majority 60:7
making 12:3
47:10 113:13

manage 93:13
105:24
management
12:1 86:15
Manager 40:21
76:6, 8, 17
96:20, 21, 22
116:18
Manager's 74:5
77:7 89:2 96:14
managing 40:15
Manconi 42:2, 7
83:12 95:14
mandate 18:19
23:13 24:10, 13
122:13
manufactured
91:9
manufacturing
90:25 91:5
map 12:13
mapping 12:15
March 6:21
17:13
market 50:1
marketing
65:17 67:3
73:20, 25
Martin 27:24
Master 24:24
38:16, 22
material 92:19
Mathieu 77:2, 3
matter 26:7
29:17 58:4
mattered 27:1
matters 82:24
Mayor 8:16 9:9,
24 15:23 31:10
32:1 45:23
46:2, 9, 12, 22,
23 47:2, 7 77:9,
11 81:10 82:11
96:16, 18
110:13 112:18
mayoralty 28:8
29:23
Mayor's 48:16
76:12, 24 77:1,
4, 7 81:9
102:24 110:23
120:9
MC 19:18 28:13
McLellan 2:4
4:4, 5 6:9, 17,

23 7:3, 7, 9, 15
8:1, 12, 22 9:14
11:10, 15 13:7
14:1, 3 15:3, 10,
24 16:4, 7, 22
18:1, 16 19:11,
14 20:19 23:9
24:5, 9 25:7, 19
27:12, 16 28:16
29:1 31:1 33:6,
10, 21 34:6, 15
35:9, 21 36:2, 9,
19, 22 37:25
38:8, 12 40:9,
22 41:8, 14
42:6, 14 43:2,
21 45:8, 20
46:1, 8, 21 47:1
48:4, 13 49:2, 5
50:6, 11, 17
51:7, 19, 25
53:6, 15 55:15
57:19 59:1, 15
60:11, 19, 22
61:5, 10 62:3,
15 63:10 64:12,
21 66:19, 22
67:10 68:7, 20
69:11 70:7, 10,
16 71:11, 15, 23
72:20 73:14, 18
74:14 75:5, 24
76:4, 23 77:11,
15, 21 78:11
79:2 80:8, 22
81:2, 6 82:4, 9
83:9 84:7
85:11, 14 86:16
87:5, 16, 24
88:5 89:6, 13,
21 90:2, 24
91:3, 25 96:5
97:20 98:7, 19
99:13 100:1, 7,
17 101:11, 20,
24 104:4, 11, 19
105:4, 10, 13
106:6 107:1, 7,
14, 17 108:4, 14,
25 109:10, 15,
19 110:17
111:1, 5 112:3,
11 113:8 114:7,
23 115:6, 16, 23
116:21, 25

117:5, 10
119:16, 20
120:8, 13, 17, 23
121:3, 14
122:12, 20
means 9:22
meant 81:23, 24
measures 10:18
26:4 72:22
mechanics
54:11 68:3
75:21
mechanisms
113:9 116:15
media 62:23
79:24 93:11
98:5 100:8, 12
110:18, 22
112:12 119:23
120:1, 3, 5
medians 25:5
meet 36:16
107:25 108:12
meeting 7:17
36:11 37:14
48:2 56:21, 23,
25 57:1, 6
59:14 60:6
61:11, 15 83:16,
17, 18 85:1, 9,
17 86:12, 14, 15
87:22 89:8
96:10, 11, 12, 14,
15, 25 97:4, 17
112:10 120:24
123:10
meetings 12:21
23:22 25:14
36:15 38:4
40:16 61:23
65:12 70:13, 18
76:13 77:2, 6,
12, 13 95:22
96:6 97:14
102:23 104:2
105:11 110:2, 3,
5
meets 15:19
Member 2:4, 5
10:23 30:4
38:5, 8, 11
72:20 101:21, 25
members 37:15,
16, 18 57:2
68:17, 18, 19

69:21 70:11
85:13
membership
19:1
memory 23:19
115:21
mentioned 8:25
20:4, 9, 22 38:2
39:10 43:16, 21
44:19 46:11
52:20 67:25
75:17 76:13
92:8 95:12
111:9, 16 115:19
message 83:1
messages
64:16 111:2
112:4
met 9:11 12:11
26:2 63:4, 9
98:2
methods 13:18
Metrolinx 40:18
103:8
Michael 75:13
76:14 97:4
micromanage
70:24 71:8
92:24
midterm 17:16,
17 18:18, 24
milestone 66:1
114:4
milestones
63:19, 20 64:9
66:2 81:15
110:12, 14
million 10:9
28:5 29:2, 12
30:11, 12, 14
50:15 93:2, 6
95:2
mind 69:14
mine 44:20
minimum 93:2
Minister 27:20,
21 30:6
minor 18:24
22:1 79:8
82:21 98:25
99:6, 11
minute 85:15, 24
minutes 21:4
misaligned
55:25

missed 8:6, 9
41:20 65:3, 6
74:3, 4 89:12,
14, 15, 20 93:20
97:11 112:21
113:2, 21
misses 89:17
missing 90:6
mistaken 51:4
mixed 39:15, 24
40:1 110:7
mode 24:16
75:20
model 22:18
27:1, 5 34:3
35:2, 3 42:16
43:4, 24 44:1,
25 52:11 66:5
87:11 104:8
111:17 113:5
118:2, 8
models 27:4
33:4
moderates
47:14
modern 44:23
modifying 39:11
modular 52:6
moment 13:25
16:12 26:17
79:9 117:9
money 31:23
monitored
107:15
monthly 114:5
months 14:20
22:8 23:1 24:3
94:6
Morgan 75:13
76:14 97:4
morning 4:4
6:7 12:17
morphed 30:24
Moscow 87:12
motion 26:14
47:25 48:1
83:21
motions 37:17
47:22, 23 84:18
move 13:18
25:19 37:17
83:17 91:25
115:25
moved 86:14

MP 27:22
MPP 6:12 19:15
multimodal
12:6 13:6
24:20 68:6
municipal 28:12
29:11 48:6
Munter 29:24

< N >
names 32:23,
25 47:12 96:1
Nancy 36:17, 20
40:20 76:7
National 87:9,
17
nature 22:12
25:6 48:11
74:13 79:1
87:4, 6 88:18,
23 107:18
109:24 110:24
114:22
navigate 21:14
103:18
nearly 99:18
necessarily
54:22
necessary 12:4
93:24 106:14
needed 13:17
47:25 68:4
72:15 75:6
81:16, 25 89:4
90:10, 13 98:9,
22 104:21 112:1
needs 82:16
87:23
NEESONS
123:19
negatively
118:24
negotiated
115:12
negotiations
103:8
neighbourhood
103:19
Nepean 30:5
Nepean-Carleton
27:23
net 10:5 49:19,
20
network 12:5,
24 13:11 14:25

<p>67:15, 23 74:8 102:16 106:1 110:11 networks 75:21 new 17:23 22:16 52:10 63:7 74:8 75:18 95:13, 21 109:4 news 63:3 newspaper 93:9 100:4, 14 101:15 109:8 Nicholas 78:16 non-FEDCO 46:6 non- typographical 5:12 normally 17:12 north-south 28:14, 17 58:9 nose 52:15 Note 8:20 28:24 noted 3:15 notes 116:22 123:14 noticed 66:16 November 89:8 nullified 70:6 number 10:15 12:10 31:8 39:6 49:6 50:12 69:23 78:3 81:13 85:25 88:24 89:16 90:12 98:11 102:3, 23 105:16 106:14 108:17 NUMBER/DESCR IPTION 3:3 numbers 8:18</p> <p>< O > object 6:4 objected 5:16 O'Brien 8:7 9:3 10:14 27:15 28:10, 22 29:25 30:16 31:8 33:17 49:8 O'Brien's 8:17 9:8</p>	<p>observe 7:9 obtain 4:11 OC 8:11 11:22, 23 12:9, 12 13:8 14:7 16:14 20:2 22:17, 25 24:14 56:10 58:8 67:25 75:10, 13, 15, 19 76:16 81:14 82:24 84:3 89:3 104:5, 14, 18, 20 105:1 106:8, 11 107:19 108:1, 6, 9 110:10, 21 117:15 118:4 119:1 Occasionally 62:23 77:18 82:18, 24 86:11 120:5 occasions 69:23 occupants 55:6 occurred 61:15 122:14 occurrences 77:24 O'Connor 18:4 October 6:19 office 40:10, 13, 19, 23, 25 41:10 62:10 74:5 75:10, 15 76:9 77:4, 7, 8 79:22 89:1, 2 102:24 109:25 120:2, 4, 9 office's 40:10 official 47:19 48:10, 12 officially 65:10 officials 36:17 59:24 60:2 88:25 old 22:18 24:16 older 106:13 OLRT 48:14 one-on-one 102:4 ones 96:2 one-time 15:18 online 13:1 100:4</p>	<p>on-site 93:9 Ontario 82:19 onwards 46:25 open 46:17 54:3, 10, 13 66:13 71:4 opened 45:14, 18 100:23 opening 100:18 operate 54:3 84:4 104:5, 14, 21 107:9 118:4 119:9 operated 54:11 operating 68:6 104:7, 10, 15 operation 16:10 24:13 56:13 90:11 91:16 109:2 operational 86:9 108:20 operations 25:3 79:19, 23 84:1, 2 87:23 99:21 101:21 105:5 109:2 operator 117:16, 19 118:13, 14, 21 operators 107:9 opinion 101:10 opportunities 17:18 opportunity 5:8 8:6, 9 18:24 37:13, 15 42:1 44:22 47:19 59:23 86:24 opposed 32:15 optimistic 74:19 89:19 option 30:9 119:15 options 42:23 52:15 118:9 order 4:23 21:18 28:2 47:21, 23, 24 81:16 93:2 94:20 107:22 orders 30:15 organization 12:4 original 28:9 32:13 33:16</p>	<p>41:19 42:20 63:3 99:14 117:20, 22 originally 27:18 73:2 75:14 Orléans 6:12, 15 8:4 9:2, 6 19:16 20:9, 11 21:1 26:16 27:9 33:15 45:5 48:23 122:9 other's 32:23 O-train 24:16 29:6, 15 40:10 41:9 OTTAWA 1:5, 6 2:10 19:21 21:15 24:14 27:21, 25 29:5 30:5, 8 32:24 44:9 46:12 75:19 91:13, 24 Ottawa's 11:22 37:8 outcome 119:6 outcomes 90:17 outline 9:19 outs 102:25 outside 19:7 20:17 68:25 74:2, 10 118:13, 20 119:9 outstanding 89:22 90:21 91:4, 10 overall 79:8 overconfident 74:12 overcrowded 55:2, 3 overcrowding 22:11 overly 89:18 overrun 43:15 overruns 26:11 overseeing 56:10 oversight 25:8, 10, 14, 16 36:4 owned 62:8 ownership 70:5</p> <p>< P > pace 63:7</p>	<p>package 51:5, 24 82:3 pages 3:16 pain 12:18 parallel 101:7 108:15, 18 Park 66:6 111:18 parks 25:6 Parliament 30:5 part 16:13 18:12 20:10 21:20, 24 23:6 26:22 34:4 41:2 45:24 46:23 50:5 51:23 52:17 55:3, 4 73:12 78:20, 22 90:5 91:10 92:16 98:15 101:4, 17 102:13 106:22 108:2 114:2 116:15 118:14 119:13 122:12 participant 59:14 participants 1:14 2:8 5:5, 11 participate 37:19 86:24 104:23 participated 10:24 11:7 12:10, 22 107:12 participating 61:22 particular 12:5 22:14 48:7, 25 57:22 58:18 59:3 75:19 95:19 particularities 19:3 particularly 52:22 86:12 partnership 26:23 parts 103:17 party 66:24 116:9 117:19 passed 26:14 passenger 64:24 Pasture 21:11,</p>
--	---	--	---	--

<p>19 path 32:14, 15 pause 99:8 pay 63:21 114:17 paying 19:22 114:12, 13 payment 67:20, 22 113:8 114:1 payments 64:10 113:9, 14, 19, 22, 23 114:5 pedestrian 25:1 people 13:18 18:10 21:25 23:15 47:9 54:7, 14 55:10 57:13 66:3 86:23, 24 88:15 92:24 93:23 97:6 100:24 105:18 110:4 111:21 120:6 people's 54:22 percent 28:19 55:6 perception 44:13 69:12 perceptions 54:23 perceptual 55:4 performance 80:24 81:1, 4 105:4 107:15 period 13:12 14:12 21:12, 21 71:12 97:21 100:20 perjury 5:25 permits 4:16 person 5:21 personal 80:20 personally 80:16 119:8 personnel 88:9 perspective 12:1 43:15 44:10 46:15 53:4 60:1 68:15 72:13 86:9, 10 Peter 2:12 60:24 61:2, 7 phase 27:9 75:7, 25 76:1, 4</p>	<p>92:6 106:2, 3, 20 111:10 113:10 phase-in 107:10 physical 54:14 pick 94:4 96:3 picture 76:12 pilot 29:7 place 5:25 17:13 32:20 38:20 66:9 72:23 78:10 90:15 91:12 97:9 99:23 101:8, 9 103:24 106:19 111:24 123:6 places 94:22 plan 7:19, 25 8:2, 8 9:1, 5 24:25 28:10 30:17, 21 31:25 32:11 38:16, 18, 19, 23 49:10, 25 57:16 64:17, 22 65:23, 24 66:8, 10, 24 67:7, 8 84:10, 14, 17, 20, 25 85:12 90:5 101:5 111:7, 9, 14, 15, 19 112:5 planning 21:9 24:24 26:18 39:12, 15, 21, 22 40:2 49:16 64:13 72:16 110:8 plans 64:19 65:3, 6, 9, 10, 15, 17 111:12, 25 platform 45:25 52:24 54:4 103:15, 17 platforms 55:11 105:25 player 76:10 players 75:25 88:12 plethora 70:14 103:25 POC 79:22 podium 39:19 point 9:23 21:9 28:5 31:10 39:5 41:22</p>	<p>42:24 49:9, 11 55:25 56:11, 14, 15 74:15 76:11 77:22 78:23 83:4 96:21 99:19 104:9 106:10 112:18, 20 114:23 117:15 points 12:18 13:19 34:16 53:4 69:4, 5 87:15 111:20, 24 poles 94:18 policies 67:17 policy 24:25 polite 54:7 political 27:8 28:17 77:12 82:5, 11 86:9, 21 96:18 110:13 118:19 politically 86:17 politicians 30:8 politics 28:20 46:7 poll 18:8 pool 106:12 poorly 91:8 popped 92:23 popping 112:1 portion 10:20 position 23:10 positions 76:24 positively 119:5 possible 45:19 post 95:4 posted 4:24 posture 113:4 potential 12:18 18:22 27:8 43:8 potentially 71:16 72:1 PowerPoint 112:9 powers 17:2 practice 18:20 Pratt 27:22 precise 69:8 prefer 83:20 preference 51:7 preferences 83:22 Premier 29:16</p>	<p>Prendergast 95:25 preoccupied 13:4 48:24 preparation 14:18 prepare 68:5 prepared 14:17 122:18 preparing 16:18 pre-procurement 73:1, 12 pre-project 34:19 PRESENT 2:18 10:5 37:14, 16 49:19, 20 presentation 29:15 47:10 116:12, 13 117:21 presentations 10:25 69:9 104:3 presented 32:11 33:18 34:3 35:11 42:5 45:1 49:10 65:7 67:2 84:11 112:9 117:18 118:8 presenters 123:9 pressure 51:14 prestige 106:19 Presto 67:23 103:6, 9 presume 97:18 104:8 106:12 pretty 47:8 69:2, 5 previous 8:8 32:5 48:22 price 26:24 27:2 31:13 32:12 42:23 48:22 72:7, 9, 11 prices 50:2 primary 8:15 printout 112:9 prior 6:24 109:11 priority 25:1 26:15</p>	<p>private 66:13 71:4 82:18 96:11 privy 68:25 problem 55:21 58:19 problems 54:10 55:14 57:10, 14, 15, 16 58:25 59:7, 9 procedural 4:22 17:6 procedure 17:24 proceed 26:23 50:25 80:6 98:13 proceeded 32:19 58:7 proceeding 29:5 proceedings 5:20, 24 123:5 process 10:25 11:1, 5 12:16 16:1 18:12 21:24 22:5 32:20 35:1 37:6 39:9 40:15 41:3, 6, 7 42:16 43:1, 11 49:16 50:25 52:17 59:5 62:17 68:9, 22 71:19 74:22 78:5 84:7, 16 86:25 88:11 90:23 92:16 103:1 105:3 106:11, 17, 19 processes 19:7, 8, 9 procurement 27:4 33:4 34:3, 7 40:15 41:2, 3 42:15 43:1 50:18, 25 74:3 104:8, 16 106:22 113:5, 7 117:18 118:8, 14 produced 3:11, 15 49:25 product 114:13, 14 program 9:23 10:13 11:13, 14 27:10, 11 28:11</p>
---	---	---	--	--

<p>30:2, 23 32:7 34:5 36:25 37:4 39:7 43:20 44:2 45:6 64:1 71:5, 6 76:2, 19 84:23 progress 27:7 41:23 122:6 progressed 32:10 45:2 75:3 progressing 113:2 project 9:18 25:16 26:13, 20 29:8 33:22 34:1, 23 40:3 43:7 44:18, 21 46:9 50:15 62:8 70:24 72:5 75:7 80:21 88:8 89:9 92:7, 13 93:23 111:8, 20, 25 112:5 113:10 115:25 116:2 122:1 projection 50:8 projects 35:19 39:3 44:16 84:25 promise 32:3 promised 10:10, 14 29:25 30:1 33:20 49:8 promises 31:16 48:6, 8, 11 promote 110:15 promoting 110:16 promotion 76:15 properly 55:7 60:9 65:22 67:24 87:1 proponent 33:2 34:4 41:5 46:12 50:3 71:9 proponents 63:21 proportionately 24:17 proposal 28:3 32:13 prosecution 5:25</p>	<p>protect 26:11 59:12 protected 43:14 protector 43:14 proud 122:8 proven 58:17 provide 43:22 61:14 69:25 74:10, 22 77:19, 21 84:24 108:1, 9, 10 122:15 provided 32:2 89:5 106:7 108:11 111:1 113:18 114:3, 11 116:7 provider 27:3 51:2, 8, 15 103:10 provides 43:8 providing 95:12 117:25 province's 67:22 provincial 6:14 29:10 84:21 Provincially 27:22 provision 11:21 provisions 62:12 Public 4:12, 21, 25 5:15 7:2, 4, 17 8:5, 11, 24 11:8, 22 12:8 16:14 24:14 29:17, 20 37:14, 15 40:16 43:9 44:7, 23 51:14 57:6, 7 58:4 59:19, 22, 23 60:1, 8 61:11 63:8 65:13 72:10 82:17 85:3, 6, 10 94:1 96:11 101:23 109:21 110:1, 2, 5, 16 119:22 publicly 58:24 59:6 65:7 public-private 26:23 pulled 53:24 purchase 62:13 115:13</p>	<p>purchased 106:22 purchasing 116:14 purpose 4:10 purposes 36:3 Pursuant 5:14 pursue 33:5 34:22 put 15:11 28:3 52:11 54:12 58:12 66:8 77:16 86:5 90:11 91:9 92:18 107:22 123:7 < Q > Q&A 111:2 112:3 qualification 50:23 qualifications 11:4 32:20 35:1 qualified 11:7 32:21 50:24 qualify 11:4 quarter 17:13 quarterly 22:24 Queen 73:7 Queensway 21:13 question 5:17 6:4 29:2 33:9 34:14 41:18 69:22 71:21 82:8 96:6 102:2 119:21 120:24, 25 121:11, 18 122:18 questioning 57:22 59:25 60:15 questions 4:16, 17 25:22 37:17 47:20 57:17 59:16 60:11 70:9, 15 82:21 92:2 112:12 117:11 119:18 120:22 121:2, 9 queues 103:20 quick 84:24 quickly 99:7, 12</p>	<p>quite 20:7 24:17 29:20 41:21 103:7 112:19 < R > RAIL 1:5 7:19 9:23 13:16 16:13 26:16 28:1, 10 29:6 30:11, 18, 23 36:1, 13, 25 37:4, 10 38:24 39:1, 12, 16 40:2, 6, 22, 24 41:1, 10, 19 43:16 44:8, 17 45:4 48:16, 19 62:10 64:4 65:25 67:14, 16, 18 72:4 73:17 74:4, 8 75:10, 14, 16, 22 76:9 81:14 89:1 99:20 109:25 raised 80:23 raising 23:16 ramp 78:19 98:14 range 10:22 32:1 rapid 112:14 rarely 36:16 ratio 107:2 rationale 9:3 34:5 reactions 71:19 read 4:8 90:21 100:4, 14 101:14 109:7 ready 12:6 46:17 67:13 85:6, 19, 25 86:3, 25 87:2 real 9:11 10:4 20:16 31:23 49:22 55:4 74:22 84:3 103:1 112:16 118:3 realignment 10:16, 19 26:3, 6 realistic 8:17 10:1 realized 31:24</p>	<p>really 23:23 42:13 44:9 71:21 79:16 110:24 122:18 reasons 55:1 86:1 recall 7:13, 15, 18, 25 10:18 17:12 18:13 20:15, 20 23:15 27:12 28:6, 8, 16 29:3 35:14, 20 36:12, 15 38:6, 7 41:22 42:16, 17, 18 45:10, 12, 16 46:4, 5, 8, 18 48:15, 18 49:2, 5 50:6, 11, 21 51:2, 6 52:5 53:5 54:19 56:25 57:22 58:17 61:16 62:19 63:15, 17, 23, 24 66:14 67:2, 21 68:12 70:12 73:3, 8, 11 78:5 80:1, 4, 22 87:15, 19 89:10, 16 91:22 92:12 95:17, 23 96:19 97:8, 12 98:8, 12, 15, 19, 21, 22 100:3, 5, 13, 15 103:8 105:10 107:5 109:18 112:16, 24 113:15 115:4 116:17 117:8, 20 118:3 receivable 5:22 receive 16:18 63:13 64:22 94:10 120:8 received 36:13 41:16 63:3, 16 68:8 87:21 99:15 102:9 119:25 120:3 receives 37:20, 21 84:13 receiving 22:2 42:9 64:15 74:11 114:14</p>
--	--	---	---	---

RECESS 61:8 recognizes 47:9 recollection 36:6 45:17 56:16 62:2 99:24 recommendation 11:9 37:6 51:24 66:9 86:4 117:22 118:20 recommendation s 15:16 23:21 77:16 92:22 117:23 122:13, 14 recommended 15:21 42:21 51:23 recommending 33:1 118:14 record 8:17, 23 14:1, 2, 4 29:18 33:19 36:20 58:4 66:19, 21 122:21 recorded 123:11 recover 113:23 recruit 91:15 106:14 recruitment 106:11 red 81:25 96:8 redesigned 20:23 redo 30:20 reduce 26:8 reduced 13:2 reductions 25:25 re-enter 13:25 refer 96:7 referee 47:21, 23 48:2 reference 36:25 71:15 referenced 13:7 91:11 referred 61:11 72:18 referring 13:10 28:13 65:16 116:21 117:1 refine 34:14	regarding 87:6 89:23 109:11, 21 111:8 region 30:6, 21 Regional 27:21 regular 62:17 69:2 regularity 62:20 relate 16:10 related 12:3 22:13 38:14 44:1 63:25 78:8 111:19 113:23 relating 16:9 37:10 94:17 101:15 117:24 relations 93:9 110:22 relationship 41:9 69:21 80:9, 12, 14, 19 83:7 107:19 108:5, 8 114:20, 21, 22 118:25 119:1, 5, 6 relatively 53:13 79:8 84:15 released 63:21 reliability 91:19 relied 105:2 relies 108:10 remain 101:7 remedies 17:2 remember 10:5 15:15 22:12 32:22 36:16 40:18 41:1, 12, 24 46:6 55:19, 20 67:4 70:16 73:22, 24 74:7 77:6 79:16 81:7 82:7 87:8, 10, 20 95:19 99:16 108:24 116:11, 12, 18 remembering 115:19 remotely 1:14 removal 13:3 remove 12:25 removed 85:15, 24 104:13 reorient 21:7	reoriented 32:13 reparation 119:1 repeat 33:8 replacing 93:23 report 18:14 33:1 34:20 37:5, 11, 12, 13, 17 42:20 47:22 48:1 50:7 83:16 85:19, 20 86:3 117:23 118:1 119:8 reported 39:8 40:20 Reporter 7:22 123:4 Reporter's 8:20 28:24 66:16 123:1 reports 18:17 31:5 33:3 35:8 37:10 41:21, 22 42:19 85:4, 5, 23 113:17 represent 20:11 representing 7:10 60:2 request 11:1 32:19 35:1 50:22 61:4 104:1 119:23 120:1 requests 11:2, 3, 4 120:3, 6 require 52:23 required 6:2 13:8, 13 98:2, 17 101:13 116:5 requirements 98:20 requisite 104:21 reschedulings 89:19 Research 87:10, 17 reset 30:2 residents 118:25 119:6 resigned 6:20 resolution 45:3 114:5 resolved 60:8 90:13 resolving 17:3	respect 48:13 69:13 respond 56:18 120:5 response 62:25 79:3 112:15 responses 119:23 120:10 responsibility 17:8 37:7 40:11 93:16 114:15 responsible 11:21 24:23 35:23 36:23 37:3 40:13, 21 59:11 62:9 84:2 104:10 109:20 110:1 114:10 restart 99:6 restarting 99:2 rested 11:24 result 15:22 20:3 32:4 33:22, 25 55:23 64:10 73:4 90:18 114:6 116:8 122:9 results 18:1 RESUMING 61:9 retrofits 101:12, 18 revealed 49:11 revealing 66:2 revenue 100:19 103:11 reversion 22:25 revert 22:18 review 5:9 17:12, 16 18:16 26:15 39:24 45:3 58:4 85:3 117:3 reviewed 85:20 reviews 18:2 39:23, 25 Reynolds 2:13 Rideau 78:14 103:21 riders 12:12 13:2 14:15 15:2 20:8 21:20 67:18 68:2 94:18, 21	ridership 8:5, 11 20:10 24:17 44:14 riding 6:14 ripped 8:7 risk 27:3 34:4 43:6 44:10 70:1, 2, 3, 5, 20, 24 71:9, 17, 25 72:1, 2 92:10 93:18 94:11, 15 risks 33:22 34:2 42:24 43:3, 8, 21, 23 44:1 road 25:4 roads 21:18 25:5 39:2 Robyn 77:5, 6 Rockland 30:19 rode 53:11 role 12:2 15:4 16:8 25:8, 9 40:11 62:4, 5, 7 67:11, 13 69:12, 18 71:19 99:21 100:9 105:13 112:13 roles 110:16 rollout 64:4, 5, 17 74:1 roughly 55:6 round 17:17 18:6 30:14 rounding 50:15 route 65:18, 19 67:15 102:11 110:11 111:14 routes 12:9 14:13 20:4 103:16 routinely 85:24 routing 64:6 RPR 123:3, 20 RSA 14:20 63:3, 9, 22 65:3, 6, 7 72:9 74:3, 4 88:1, 14 89:15, 17, 20 93:19, 20 94:5, 6, 9 95:13 97:12 102:11 112:21 113:1, 20 RSAs 23:19
--	--	--	--	--

RTG 11:9
32:22 33:1
57:3, 24 58:22
61:13 62:8
74:11 80:2, 9,
12, 15, 17 81:16
89:7 90:22
95:12 97:11
117:7
RTG's 69:15
80:23 114:24
116:6
RTM 57:24
58:13, 22 90:22
107:19, 20 108:6
rules 17:24
19:2 82:19
rumblings 81:3
run 37:10
52:18 104:18
105:22
running 57:13
91:16 97:21
98:3, 10, 17, 20,
23, 25 99:18, 25
runs 73:7

< S >
safe 56:6
100:24
safety 78:25
93:10
sake 36:19
sand 101:16
sat 16:16
satisfactory
68:10
sawed 52:10
schedule 20:18
22:19 45:9
46:3 82:1
87:25 88:17
scheduled
14:23 102:4
schedules
14:13 22:20
scheme 60:8
79:8
Schepers 36:20
40:20 76:7
schtick 112:20
scope 17:1, 4, 9
23:12 34:24
93:3
scrambling 80:2
scratch 91:17
script 4:9
seal 80:4
seat 69:18 92:9
seats 105:17
Section 5:14
6:2, 4 52:9
secure 122:9
security 113:5
114:11 117:25
seek 120:10
selection 42:15
50:20 51:16, 21
52:3
selfish 61:3
send 82:25
Senior 30:5, 15
77:4
sense 59:2, 8
sensitive 54:1
sensor 53:19,
23, 25 54:12
sensors 53:18
54:15
separate 42:3,
18, 19 69:3
separation
66:14
September 89:7
Serge 76:25
series 12:21
13:21 14:24
serious 45:5
79:10 113:3
seriously 119:14
serves 23:19
service 11:21,
22 12:7, 25
13:4, 5, 16, 22
14:12, 18 16:13
20:3, 6 22:7
41:19 54:24
61:19 64:25
91:10, 19
100:19 101:7
102:21, 22
103:10 107:22
108:1, 15, 18
114:14, 15
Services 27:21
76:17 88:21
108:9, 10, 11
Sesquicentennial
45:15, 23 46:13
100:24
session 66:14
71:4 82:17, 18
sessions 59:20
set 27:13
29:11 105:4
123:6
severity 79:6
shake-out 47:4
shallow 10:21
32:16
shallowing 26:6
shared 5:4, 10
shirt 53:22
shoes 114:25
116:5 117:6
shook 49:3
short 112:24
shorter 108:22
Shorthand
123:4, 14
shortly 17:20
31:18 49:12
show 66:3
showed 96:7
shut 118:23
side 78:17
sidebars 102:6
sides 25:5
sidewalks 39:3
Siemens 30:12
51:3
signed 11:14
66:17 113:16
significant 9:7
10:20 62:21
65:20
significantly
13:2 26:8
similar 17:7
21:18 58:8
67:18
simple 84:15
simply 23:1
37:19 44:19
simulator
106:21, 23 107:3
single 21:3
24:16 52:18
75:20
Singleton 2:13
sinkhole 79:15
sinkholes 78:14
sit 15:20 37:18
38:3, 4
sites 93:16
sitting 53:7
situation 23:11,
25
size 93:4
sized 52:25
slightly 74:19
slippage 81:25
slow 91:14
slowly 95:7
small 24:17
smaller 17:16,
18 78:16 79:17
snapshot 49:13
snow 25:3
solely 24:13
solemn 4:11
solution 58:16
sooner 46:10
sorry 13:23
24:1 50:14
55:15, 17 59:15
64:2 66:15
95:23 109:13
121:17 122:17
sort 15:3 50:12
69:15, 18 83:12
88:6 117:13
sought 7:22
10:12 26:12
sounds 26:21
60:21
South 30:8
122:3
speak 9:14
24:1 42:12
47:9, 12 111:6
121:16
speaking 14:6
42:8 46:9 47:6,
8 75:2 80:15
115:17
special 56:21
specific 34:14
51:8 54:21
64:20 71:14
74:20 81:8
93:12 97:12
107:16 115:14
specifically
9:15 16:9
64:21 65:3
78:9 87:20
105:12
specifications
52:1
specifics 7:13,
19, 25 10:19
22:12 23:24
35:15, 19 38:7
41:12, 25 45:16
46:5, 19 63:15
70:13 79:16
89:16 116:17
spent 44:15
Spirit 51:21
52:2
spoke 16:7
18:18 73:12
103:2
spoken 7:12
Sponsors 92:17
spring 102:19
stable 80:5
stack 103:16
Staff 10:24
15:23 18:13
23:21 27:7
30:13 33:1, 4
34:8, 10, 19, 22
35:6, 7 36:18
37:5, 6, 10, 14
43:11 45:1, 2, 9
47:9, 20, 22
50:3 51:23
59:25 64:14
66:23 67:2
68:3 70:8, 10,
14 71:1 75:24
76:12, 22, 24
77:2, 13 81:10
82:6, 10, 11, 12
84:16, 20 87:21
91:15 94:10
96:18 98:5, 7, 8
100:5, 15, 16
104:1 105:9, 11
110:23 113:18
118:12 120:2, 9
Staff's 11:9
101:10
stage 27:24
38:14, 18 44:19
51:21 71:12
77:25 91:21
103:23 106:2
110:7, 8, 9

115:13, 24 116:1, 14, 19 stages 13:14 88:13 stakeholders 68:2 stalled 54:4 stand 58:3 standards 98:2 105:5, 8 107:25 standing 37:8 38:13 40:8 55:6 105:18 start 8:8 94:12 started 4:9 49:17 81:3 93:8, 24 94:3 109:7 112:6 starts 15:20 statements 123:9 station 21:10 29:16 39:17, 18, 24 110:6 stations 40:1 52:21 90:9 100:25 101:4 107:24, 25 status 63:16 90:14 stay 54:10 staying 72:24 94:10 Steering 35:22, 25 36:2, 10 Stenographer/Tra nscriptionist 2:20 stenographically 123:11 step 116:5 STEPHEN 1:6 2:10 4:3 6:8, 16, 20 7:1, 5, 8, 11, 18, 23 8:3, 15, 25 9:20 11:11, 18 13:11 14:9 15:8, 13 16:1, 6, 12 17:4 18:3, 20 19:13, 17, 20 20:21 23:14 24:8, 12 25:9 26:5, 25 27:15, 17 28:15, 19 29:4 31:7	33:8, 13, 24 34:13, 17 35:13, 24 36:5, 12, 21, 24 38:5, 10, 15 40:12, 24 41:11, 17 42:11, 17 43:5, 25 45:12, 22 46:4, 11, 23 47:6 48:9, 15 49:4, 7 50:10, 14, 21 51:9, 22 52:5 53:9, 17 55:17 56:11, 20 57:21 59:3, 21 60:18, 21 61:1, 16 62:6, 19 63:14 64:18 65:5 67:1, 12 68:11, 23 69:20 70:8, 12, 21 71:13, 20 72:4, 25 73:17, 19 74:17 75:8 76:2, 5, 25 77:14, 18 78:2, 13 79:5 80:11, 25 81:5, 7 82:7, 13 83:13 84:9 85:13, 18 86:18 87:8, 19 88:3, 9 89:11, 15, 25 90:3 91:2, 7 92:15 94:13 95:18 96:3, 13 97:10, 16 98:4, 8, 21 99:16 100:3, 11, 21 101:14, 23 102:1 104:7, 15, 22 105:6, 12, 15 106:10 107:5, 12, 16, 20 108:7, 17 109:3, 13, 18, 23 110:20 111:4, 11 112:7, 16 113:15 114:9 115:4, 18 116:11, 23 117:2, 8, 20 118:10, 17 119:25 120:12, 14 121:25 122:17 stepped 114:24,	25 stepping 117:6 steps 75:4 89:22 95:7 Steve 96:20 stood 9:23 stop 44:18 stopped 61:22 113:23 stopping 72:14 113:21 stores 111:23 storeys 73:3, 4 stories 93:9 story 62:24 strategy 111:7 street 21:2, 3 73:8 78:14 103:21 strict 82:19 strike 118:23 119:4 string 53:21 strong 58:24 struck 36:3 structure 78:19 79:7 88:11 STV 95:17, 18 96:1 Subcommittee 39:9 40:7, 8 subject 26:7 submitted 7:12 subsequent 23:19 substantial 82:15 87:25 114:2, 3 substantive 77:16 83:11, 14 suburban 13:2 15:1 success 72:17 successful 29:7 33:2 49:1 50:3 98:10 119:10 successfully 87:11, 12 suddenly 78:21 sufficiency 68:21 sufficient 57:20 suites 77:9 summer 46:18 sums 63:20	supervision 16:19 supplier 51:17 support 27:11 34:5 36:18 43:19 45:3 supportive 26:13 supposed 78:21 surface 84:5 surprising 100:7 surrounding 90:25 sustainable 44:23 Swail 76:11 swap 115:1 switches 54:18 56:5 57:23, 25 61:21 sworn 6:6 system 13:6 14:10, 11, 16, 19 16:15 20:22 21:7 22:21 23:25 24:16, 18, 20 39:4, 11 44:24 52:12, 20, 23 53:14 55:10, 13 56:2, 4, 6 57:14 61:19 64:6 67:20, 22 68:6 72:16, 18 75:18 81:23 84:4 87:7 89:23 90:3 98:14 100:18, 22 101:17, 21 102:11, 12, 15 103:23 104:10 105:22 106:15 107:21 109:2, 4 110:15, 16, 19 111:15 118:5 systems 95:21 105:5 systems/drive 104:5 < T > table 67:16 86:19 tag 32:12 takes 17:13	22:20 talk 121:22, 24 talked 29:1 86:7 103:4 109:19 talking 19:24 36:1 45:23 49:18 55:1 61:20 81:22 101:19 111:13 taxes 28:22 30:1 44:12 taxpayers 43:14 71:10 113:6 team 69:2 89:1 technical 20:16 57:9, 12 97:3 technically 105:6 Technician 2:21 66:15 technology 56:5 tend 5:18, 19 tendency 9:8 ten-minute 60:16 tenure 46:24 term 9:9 17:11 31:9 92:25 terminal 21:10 terms 10:4 16:8 34:7 35:16 36:25 37:25 40:9 42:15 47:1 49:22 60:14 62:15 68:7 70:17 78:25 83:23 84:1 88:17 99:2 101:17 103:10 112:11 113:4, 8 115:14 116:3, 4 tested 87:9 testing 74:21 87:7, 15 text 83:1 theory 17:21 thereabouts 44:11 thing 18:17 65:4 83:12, 19 88:8 94:3 101:1 114:10
--	---	--	---	---

things 25:6 26:19 27:10 32:24 34:1 35:16 37:22 45:5 56:9 62:11 66:10 71:8 72:2 74:13 75:2 78:25 79:8 83:25 87:4 88:22 92:19, 23 93:13 94:23 102:25 103:24 106:5 108:16 109:7 110:4 third 51:4 66:24 89:12 117:18 thought 36:8 52:1 57:24 58:5 74:18 91:14 threw 32:25 tied 54:23 time 4:16 14:21 16:24 18:4 19:18 22:20 23:6, 13 25:10 26:1 28:6 30:13, 24 31:5, 22 36:8 38:10 40:3 42:2 43:12 46:6 47:13, 14 48:5 49:13 51:12 53:12 56:24 58:13 60:5, 14 61:6, 20 63:22 68:21 71:18, 24 72:3 73:15 75:6 80:10 81:8, 17 83:7 85:20 86:15 90:1 92:23 95:8 97:22 99:24 102:7 109:22 110:9 111:5 112:5, 19 115:12 116:24 117:1 119:21 122:21 123:6, 7, 10	timeframe 11:12 17:14 20:17 103:7 timeframes 19:9 timeline 65:14 times 17:10 69:7 89:16 120:7 timing 55:11 83:23 86:8 tip 73:22 title 77:3 81:18 today 4:6 24:21 53:8 120:18 today's 4:10 told 13:23 26:7 69:23 70:7, 17, 19, 22 87:8 93:1 98:9 112:22 Tom 95:25 tone 112:18 113:2 tongue 73:23 top 55:22 78:6 122:19 topic 121:15 touched 15:3 40:5 touching 40:6 tough 41:17 tourism 46:15 track 8:17 33:19 54:18 56:5 57:23, 25 61:21 62:11 81:24 traction 101:17 traffic 88:22 train 8:10 9:11 13:1 20:23 22:2, 8, 10, 17, 23 23:18 29:16, 22 32:2 33:15 46:17 48:22 49:8 52:7 53:11, 20, 21, 23, 24 54:8, 9 55:12 56:2, 12 58:9, 12 60:5, 9 79:22 90:11 91:15 95:21 100:25 102:16	106:13, 17, 23 108:3 111:17, 22 trained 107:11 training 106:8 107:2 trains 52:18, 19 54:2, 4 55:1, 5, 9 90:6 91:1, 6, 12 101:13 104:6, 18 105:19 107:9 116:14 transcribed 4:19 123:12 transcript 4:20, 24 5:3, 9, 10, 13 123:14 transfer 21:9 34:4 transformational 72:5 transformative 122:1 transformed 12:24 Transit 9:15 11:20, 22 12:2, 6 13:9 15:4, 21, 25 16:8, 10, 15, 16, 17, 24, 25 17:2 19:12, 19, 24 20:10 23:6, 11, 15, 23 24:2, 10, 12, 14, 19 25:11 30:17, 21 39:2, 10, 15, 25 42:12 44:24 56:9, 15, 18, 22 64:2 67:10, 12, 21 68:8, 13 75:20 83:10 84:14 97:15, 18, 23 104:9 106:7 118:23 transition 12:19 13:13 29:6 64:5 67:14 101:5 106:24 transitioned 75:15 96:20 transitioning 13:5 transitions 13:21 21:1	Transitway 13:15, 17, 19 14:11 20:24 translated 85:25 transmits 37:23 Transpo 8:11 11:22, 23 12:9, 12 13:8 14:7 16:14 20:2 22:17, 25 24:14 56:10 58:8 67:25 75:10, 14, 15, 19 76:16 81:14 82:24 84:3 89:3 104:5, 14, 18, 20 105:1 106:8, 11 107:19 108:2, 6, 9 110:10, 21 117:15 118:4 119:1 Transportation 9:16 24:6, 11, 22, 23, 24, 25 25:7, 12 38:16, 23, 25 76:17 81:13 88:21 89:3 96:17 97:24 travels 37:6 treasurer 72:22 trial 5:23 97:20 98:3, 10, 17, 20, 23, 25 99:18 trilateral 29:9 Troy 58:7 true 72:3 truly 44:20 truth 46:5 79:17 112:17 115:22 trying 43:7 51:10 54:9 57:12 59:12 71:24 80:6 103:19 110:14 111:21 113:23 114:19 121:3 tunnel 10:17, 21 26:4, 6, 7 32:13, 15 34:2 52:24 72:25 73:2, 7 78:17 tunnels 52:21	Tunney's 21:11, 18 turning 62:3 63:10 97:20 type 46:1 56:8 84:6 111:2 types 34:15 53:15 63:12 typical 97:5 typically 16:22 17:10, 15, 20 18:3 32:23 37:5 85:16 112:8 typos 5:9 < U > U/T 3:15 117:3 ultimate 11:9 34:3 37:24 52:25 58:18 102:14 108:23 ultimately 11:6 18:12, 13, 15 19:21 25:25 31:24 32:16, 21 35:3, 4 51:5 54:4 56:3 58:15 60:4 68:5 83:3 84:2 85:1 91:20 98:24 101:2 108:19 118:1 uncertainty 22:16 undergoing 110:8 understand 6:11 12:19 16:23 23:7 30:7 32:17 40:12 53:25 57:8 68:4 71:22 72:21 73:15 86:23 89:6 95:8 106:16 understandably 20:8 understanding 34:9 35:10 50:19 57:10, 13 69:6 74:11 75:1 79:12 81:21 90:20
--	--	---	--	--

<p>101:12 107:18 108:5 117:14, 17 118:11 understood 59:8 71:18, 23 80:13 90:4 104:9, 24 118:7 undertake 34:8 undertaken 3:10 10:11 32:7 49:23 UNDERTAKINGS 3:13 unfortunately 115:14 union 118:19 update 63:19 updated 38:16 updates 41:15 42:10 62:16, 20, 22 63:4, 5, 7, 12, 17, 23, 25 64:3, 7 68:12, 16, 22 ups 117:13 upset 59:24 Urquhart 2:13</p> <p>< V > value 10:5 31:23 49:19, 20 varied 79:5 various 10:24 17:9 23:16 33:4 50:1 57:2, 9 58:22 59:25 60:2 63:19 66:7 68:2 71:8 84:10 88:12, 13 90:16, 23 95:3 111:20 120:6 vehicle 51:1, 8, 15, 17 52:2, 4, 10, 11, 12, 13, 15, 18, 19 53:5, 7, 10 54:17 55:22 66:3, 4 87:10, 11, 18, 22 94:25 95:1 105:17, 18 107:3 vehicles 25:2 50:20 52:6, 8 53:1 54:22, 23 55:2 56:2 87:9 90:4, 6 91:8, 21 92:20 94:17</p>	<p>106:24 107:21 109:17 115:13 116:19 vendor 93:16 112:22 vendor-client 114:21 vendor's 114:15 VERITEXT 123:19 version 49:10 versus 25:1, 2 42:4 43:23 83:17 105:18, 22 106:2 107:3 vetting 100:20 viability 95:15 video 66:16 Videoconferenci ng 1:13 view 25:24 41:15 53:6 56:17 74:16 75:5 77:23 83:5 89:18 114:7 Virtual 2:21 8:21 28:25 vis-à-vis 38:24 vision 28:1 visual 101:3 Vogel 2:13 vote 15:11 26:19 37:19 45:6 47:20 voted 15:8 38:17 47:23 voter 44:13 votes 42:18</p> <p>< W > wait 60:16 waiting 62:13 walk 21:2 31:3 wanted 34:22 42:13 71:7 92:3, 13, 24 93:4, 12 121:15 wanting 46:9 wants 121:22 Ward 6:18 Wardle 2:12 60:22, 24 61:2, 7 115:1</p>	<p>Wardle's 119:17, 21 watched 81:25 water 80:4 watercooler 94:3 Watson 27:20 46:22, 24 47:3 weather 87:13 website 4:25 week 6:21 53:11 85:2, 8 weeks 108:14 west 13:19 21:11, 17 30:5 122:3 wheel 109:11 wheelhouse 69:15 wheels 101:16 109:16 willing 21:25 win 19:15 winter 54:20 61:20 87:7, 15, 23 101:17 109:6 witness 5:15, 18, 21 witnesses 121:4 won 30:3 wondering 25:24 96:9 word 58:22 92:24 work 16:20 17:1, 5 19:19, 21 22:20 32:10 34:19, 24 38:13 40:5, 7 41:4 42:1 45:2 60:23 66:25 67:6 81:18 84:10, 13, 17, 20, 25 85:12 93:15 102:25 103:5 110:4 119:4 122:10 worked 30:3 58:8 67:19 74:8 75:18 77:6 90:10 95:21 109:4 working 35:18 39:11 60:9 67:23 73:20</p>	<p>80:13 103:6 107:18, 22 108:5, 8 114:20 workplace 78:25 93:10 world 122:6 worth 23:1 95:2 would've 55:25 writ 61:23 written 7:12, 16, 24 wrote 87:20</p> <p>< Y > Yeah 31:7 56:15 61:16 70:21 77:18 81:5 89:20 91:2 108:3 111:11 year 23:3 31:22, 23 94:6 99:19 115:14 years 10:15 14:12 18:18 21:21 49:17 yellow 81:24 96:8 Young 2:5 4:7, 15 25:21, 23 26:21 55:15 56:7, 17 59:15, 17 60:12 92:1, 3 94:8 95:11, 24 97:8, 13, 19 115:8, 11 117:10, 12 118:6, 15 119:17, 19</p> <p>< Z > zero 28:22 Zoom 1:13</p>
---	---	---	---