Ottawa Light Rail Commission

Jean-Louis Ozorak on Monday, May 16, 2022



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6	OTTAWA LIGHT RAIL COMMISSION
7	OLRT CONSTRUCTORS - JEAN-LOUIS OZORAK
8	MAY 16, 2022
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14	Held via Zoom Videoconferencing, with all
15	participants attending remotely, on the 16th day
16	of May, 2022, 9:00 a.m. to 11:05 a.m.
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    COMMISSION COUNSEL:
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    Fraser Harland, Litigation Counsel Member
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    Mark Coombes, Litigation Counsel Member
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    PARTICIPANTS:
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    Jean-Louis Ozorak, OLRT Constructors
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    Jesse Wright,
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    Paliare, Roland, Rosenberg, Rothstein LLP
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    ALSO PRESENT:
18
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    Judith Caputo, Stenographer/Transcriptionist
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    Elizabeth Deasy, Virtual Technician
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3	NUMBER/DESCRIPTION PAGE NO.
4	1: Curriculum Vitae of Jean-Louis Ozorak. 87
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9	* * The following is a list of documents undertaken
10	to be produced or other items to be followed up \ast \ast
11	
12	INDEX OF UNDERTAKINGS
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14	The documents to be produced are noted by U/T and
15	appear on the following pages: (None).
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1 -- Upon commencing at 9:00 a.m. 2 3 JEAN-LOUIS OZORAK: AFFIRMED. 4 FRASER HARLAND: Mr. Ozorak, my name is 5 Fraser Harland, and I am joined by my colleague, 6 Mr. Coombes. We are both counsel for the 7 Commission. 8 I'm going to start by just laying out 9 the parameters for the interview this morning. And 10 then we'll move on to a number of questions that we 11 have for you. 12 So the purpose of today's interview is 13 to obtain your evidence under oath or solemn 14 declaration for use at the Commission's Public 15 Hearings. 16 This will be a collaborative interview, 17 such that my co-counsel, Mr. Coombes, may intervene 18 to ask certain questions. If time permits, your 19 counsel may also ask follow-up questions at the end 20 of the interview. 21 This interview is being transcribed, 22 and the Commission intends to enter this transcript 23 into evidence at the Commission's Public Hearings, 24 either at the hearings or by way of procedural 25 order before the hearings commence.

1 The transcript will be posted to the 2 Commission's public website, along with any 3 corrections made to it after it is entered into 4 evidence. 5 The transcript, along with any 6 corrections later made to it, will be shared with the Commission's participants and their counsel on 7 8 a confidential basis before being entered into 9 evidence. 10 You will be given the opportunity to 11 review your transcript and correct any typos or 12 other errors before the transcript is shared with 13 the participants or entered into evidence. Any 14 non-typographical corrections made, will be 15 appended to the transcript. 16 Pursuant to Section 33 (6) of the 17 Public Inquiries Act 2009: A witness at an inquiry 18 shall be deemed to have objected to answer any 19 question asked of him or her upon the ground that 20 his or her answer may tend to incriminate the 21 witness, or may tend to establish his or her 22 liability to civil proceedings at the instance of 23 the Crown or of any person, and no answer given by 24 a witness at an inquiry shall be used or be 25 receivable in evidence against him or her in any

1 trial or other proceedings against him or her 2 thereafter taking place, other than a prosecution 3 for perjury, in giving such evidence. 4 As required by Section 33 (7) of that 5 Act, you are hereby advised that you have the right б to object to answer any question under Section 5 of 7 the Canada Evidence Act. 8 JEAN-LOUIS OZORAK: Okay. 9 FRASER HARLAND: So if we can begin by 10 just having you explain your education and 11 background that provided you with the skills and 12 experience needed to work on Ottawa's LRT project. 13 JEAN-LOUIS OZORAK: My background is in 14 testing, well, construction and a lot of testing. 15 Basically testing and commissioning was where I 16 spent most of my career. 17 And, you know, I was just fortunate 18 enough to be on this project, having some testing 19 background and some construction knowledge. So not 20 an expert in rail car vehicles, but I did have the 21 want to do it, you know. 22 FRASER HARLAND: So the testing 23 commissioning that you had done previously, was 24 that related to rail projects or other types --25 JEAN-LOUIS OZORAK: No, no it was all

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1	construction related. So we're talking about
2	commercial construction.
3	FRASER HARLAND: Okay. And what's your
4	educational background?
5	JEAN-LOUIS OZORAK: Mechanical
6	engineering technologist, from Algonquin College.
7	FRASER HARLAND: I just want to share a
8	document with you.
9	Can you see that?
10	JEAN-LOUIS OZORAK: Yeah.
11	FRASER HARLAND: Do you recognize that
12	document?
13	JEAN-LOUIS OZORAK: Yes.
14	FRASER HARLAND: That's your CV, I take
15	it?
16	JEAN-LOUIS OZORAK: Yes, it is.
17	FRASER HARLAND: Can you affirm that
18	this is a recent and complete version of your CV?
19	I'll scroll through the second page so you can see
20	it.
21	JEAN-LOUIS OZORAK: This is the most
22	recent that I have. I believe it dates back to
23	2019.
24	FRASER HARLAND: Okay. If we look here
25	on the second page of that CV, there is a number of

1 positions you've held related to Ottawa's LRT, so I 2 want to go through those briefly with you. 3 JEAN-LOUIS OZORAK: Okay. 4 FRASER HARLAND: So June 2014 to 5 September 2014 you were the commissioning manager, 6 but it looks like this was on a Trillium line. So 7 is that separate from Stage 1 of Ottawa's LRT 8 project? 9 JEAN-LOUIS OZORAK: Yes, that is 10 completely separate. That is with EllisDon and it 11 was basically commissioning signalling system 12 changes that were made to the Trillium line. 13 FRASER HARLAND: Okay. And the 14 signalling system in that case, that was different 15 from the Thales system being used? 16 JEAN-LOUIS OZORAK: Oh, absolutely. 17 This is, you know, the red and green signals that 18 you see along the railway line making sure that if 19 a train is in the certain area of the network, that 20 the signalling aspect would either go yellow, green 21 or red, depending on what it needed to. 22 FRASER HARLAND: Okay. And then we see 23 here from September 2014 to March 2016, you were 24 the mechanical electrical manager; is that right? 25 JEAN-LOUIS OZORAK: Yeah.

1	FRASER HARLAND: And then March 2016 to
2	December 2018, the area coordinator and acting
3	operations manager on the LRT project.
4	JEAN-LOUIS OZORAK: Correct.
5	FRASER HARLAND: And then,
6	December 2018 to the present you are the rolling
7	stock quality manager?
8	JEAN-LOUIS OZORAK: Correct.
9	FRASER HARLAND: As the rolling stock
10	quality manager, do you have anything to do with
11	Stage 1 vehicles or is it only Stage 2 vehicles? I
12	notice on your CV it says Stage 2.
13	JEAN-LOUIS OZORAK: It's Stage 2. I
14	was brought in at the end of Stage 1 to assist with
15	Joseph Manconi, generating punchlists, doing
16	inspections. It was a learning experience for me
17	at the time, Stage 1. You know, to get me ready
18	for helping out more on Stage 2 vehicles.
19	FRASER HARLAND: So you did have some
20	involvement with the Stage 1 vehicles?
21	JEAN-LOUIS OZORAK: I did, yeah.
22	FRASER HARLAND: Are you still in this
23	role? You said the CV isn't current so
24	JEAN-LOUIS OZORAK: Yeah, yeah I still
25	am.

1	FRASER HARLAND: And for those last
2	three positions, it says that you're an employee of
3	OLRT-C? Are you technically still an employee of
4	EllisDon that's been seconded to OLRT-C, or how
5	does that work?
6	JEAN-LOUIS OZORAK: Yes, I am, I work
7	with EllisDon, still.
8	FRASER HARLAND: So I'm going to have
9	you explain each of these roles in a bit more
10	detail as we move through the interview, but I'll
11	do that as we get to some questions that sort of
12	are related to the work that it looks like you did
13	in each one.
14	JEAN-LOUIS OZORAK: Okay.
15	FRASER HARLAND: So I will stop sharing
16	that document.
17	One of the first things I was wanting
18	to get your perspective on is the location of
19	construction for the first two LRVs; do you know
20	what the original plan was for where LRV1 and LRV2
21	would be constructed?
22	JEAN-LOUIS OZORAK: I only found out
23	during the construction process that LRV1 was being
24	built in Hornell and LRV2 was being assembled here
25	in Ottawa.
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1	I don't know if there was a different
2	original plan to that. I couldn't tell you.
3	FRASER HARLAND: Okay. Did you have a
4	sense of whether it was better for, was there a
5	difference between LRV1 and LRV2, or was it better
6	for one of them to be built in Hornell versus
7	Ottawa? What is your perspective on that?
8	JEAN-LOUIS OZORAK: That's quite a big
9	question. I wouldn't know. If I refer to the
10	schedule, or was it another process on the LRVs and
11	Hornell because they always had an established
12	facility?
13	But maybe I'm assuming maybe to keep up
14	with Canadian content, we've agreed to have one in
15	Hornell to set up the process and have the rest of
16	them built here? I'm just speculating.
17	FRASER HARLAND: Okay. Maybe we can
18	talk about the MSF and that will help us with this.
19	We saw from September 2014 to March 2016 you were
20	the mechanical electrical manager?
21	JEAN-LOUIS OZORAK: Yes.
22	FRASER HARLAND: Can you explain that
23	role to us in a little more detail?
24	JEAN-LOUIS OZORAK: Yeah, basically
25	building the MSF 1 at 805 Belfast, I was

1 responsible for coordinating all the mechanical 2 electrical contractors. 3 We had Alstom mechanical, Spark 4 electrical. We had Viking doing sprinkler systems. 5 We had Vipond putting in fire alarms systems. 6 Basically, all those types of trades 7 other than structural or architectural I would 8 manage to make sure we would get things, you know, 9 built in the sequential order and hopefully have it 10 ready on time. 11 FRASER HARLAND: Who are you reporting 12 to in that role at the time? 13 JEAN-LOUIS OZORAK: I was reporting to 14 Kent Disley. 15 FRASER HARLAND: Can you spell his last name for me? 16 17 JEAN-LOUIS OZORAK: D-I-S-L-E-Y. 18 FRASER HARLAND: And I take it to do 19 this work you would have been spending time in the 20 MSF? 21 JEAN-LOUIS OZORAK: Yes, we were --22 well we were at the old 805 Belfast, which is an 23 old OC Transpo building while we were building the 24 MSF. 25 When the MSF building was built enough

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1	to the point where we needed to tear down the old
2	805 Belfast, we moved into the new MSF under
3	construction.
4	FRASER HARLAND: In broad terms, would
5	you say the MSF was a suitable facility for train
6	construction?
7	JEAN-LOUIS OZORAK: Yeah, I would think
8	so, comparing it to what I saw in Hornell when we
9	visited it.
10	We visited Hornell to see how the
11	platform electrical and compressed air systems
12	needed to be implemented, prior to bringing the
13	platforms here in Ottawa. I would say so; it would
14	have been suitable for that.
15	FRASER HARLAND: How would the two
16	compare if you were able to see the two? What
17	would the differences have been? What was the
18	differences here?
19	JEAN-LOUIS OZORAK: Different way of,
20	different path for getting from one assembly
21	station to the next, but really it would have no
22	impact on assembling the vehicles.
23	FRASER HARLAND: Okay. And we
24	discussed how the second LRV2 was built in Ottawa.
25	It's my understanding, and you don't need to

1	confirm it, but it's my understanding the original
2	plan was that both LRV2s sorry, both LRV1 and
3	LRV2 would have been built in Hornell, and
4	eventually LRV2 was actually built in the MSF.
5	Were you aware at the time of there
6	being a need to have the MSF ready for Alstom
7	earlier than had originally been planned?
8	JEAN-LOUIS OZORAK: There were
9	discussions about that during construction. They
10	wanted to move in sooner. There must have been
11	conversations in the background on, you know, how
12	to approach this project properly.
13	All I know is that we tried to do so
14	and I think we were successful in a lot of cases.
15	FRASER HARLAND: So that was going to
16	be my next question is the extent to which OLRT-C
17	was able to provide the facility earlier for
18	Alstom? Do you know?
19	JEAN-LOUIS OZORAK: Yeah, we were able
20	to allow them to come in under I don't know how it
21	got set up, but there was an agreement for them to
22	build vehicles when the building was still
23	considered a construction site. I don't know how
24	this gets set up, but it did.
25	FRASER HARLAND: I understand that the

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1	handover between the MSF maybe wasn't quite what
2	was expected. There seemed like there was some
3	kind of special arrangement to allow Alstom to
4	operate; were you aware of that?
5	JEAN-LOUIS OZORAK: Yeah, there was
6	I don't know all the details but I do know there
7	was a special agreement. It was supposed to be
8	handed over to them completely but we couldn't,
9	probably because we were still considered a
10	construction site at the time.
11	But we basically made arrangements for
12	them to be able to do so. And then all their staff
13	had to get trained to be able to work on a
14	construction site, wear hardhats, you know, all the
15	safety, all the PPE, and just understanding how to
16	work on a construction site.
17	FRASER HARLAND: So would it be fair to
18	say that wasn't an ideal environment, or those
19	weren't ideal circumstances for train construction
20	if it's still a construction site?
21	JEAN-LOUIS OZORAK: Not 100 percent
22	ideal, but I would say that it was sufficient.
23	FRASER HARLAND: Do you have a sense of
24	if this had an impact on Alstom's work, the fact
25	that the MSF wasn't fully complete at the time that

1 they began their construction in the facility? 2 JEAN-LOUIS OZORAK: Well, I'm sure 3 you're aware that there was a litigation between 4 OLRT-C and Alstom, so I quess there were 5 differences of opinions and of whether it was okay 6 for them to work there or not. 7 I didn't really get involved in that, 8 other than, you know, trying to defend the fact 9 that we were in fact ready for them to assemble 10 vehicles on the facility. 11 FRASER HARLAND: So, from your 12 perspective, the facility was --13 JEAN-LOUIS OZORAK: It was acceptable 14 for them to perform their work, yes. 15 FRASER HARLAND: Okay. And so you 16 spoke a bit about how you were involved in 17 installing and commissioning mechanical and 18 electrical systems. 19 Did this include the power systems in 20 the MSF? 21 JEAN-LOUIS OZORAK: Slightly. We had 22 another fellow on site that was more of an expert 23 on high voltage distribution. And he's now with 24 the Kiewit extension. 25 But in that, I just helped coordinate

1	if they needed to dig trenches or whatever, or
2	[indecipherable] a slab, you know, make sure that
3	they would have time to do that before the slab was
4	poured. So I helped with the coordination on that
5	side. But as far as high voltage distribution,
6	that was basically left up to an expert.
7	FRASER HARLAND: Who was that at the
8	time?
9	JEAN-LOUIS OZORAK: His name was Bruce
10	Ferguson.
11	FRASER HARLAND: As I understand,
12	Mr. Ferguson was perhaps more involved with that
13	than you, but are you able to explain for us the
14	kind of power and the different types of power
15	systems that Alstom would have needed at the time
16	in the MSF to work on construction?
17	JEAN-LOUIS OZORAK: Yeah, they needed
18	1,500-volt DC distribution from the overhead power
19	and to the stinger system. And the stinger system
20	is like an on board plug that you would connect
21	right into an outlet on the roof of the car.
22	And it was important for them to get
23	that system operational for them to do the testing
24	portion of their vehicles.
25	FRASER HARLAND: So there's two types
1	

1	of power: One is the overhead catenary, through
2	the pantograph, and the second is a stinger system?
3	JEAN-LOUIS OZORAK: Yes.
4	FRASER HARLAND: Is the stinger system
5	used only in the maintenance facility?
6	JEAN-LOUIS OZORAK: Yes, yes,
7	absolutely. You can't move vehicles with the
8	stinger system.
9	FRASER HARLAND: Okay.
10	JEAN-LOUIS OZORAK: It's a cable,
11	basically that you plug into an outlet on the roof
12	so that you can turn the vehicle on and do a
13	certain amount of testing.
14	FRASER HARLAND: Am I right that there
15	were some issues in terms of making power
16	availability and the timing of that for Alstom's
17	work?
18	JEAN-LOUIS OZORAK: There were some
19	frustrations there. I don't remember exactly how
20	much delay there was, or if there was any.
21	FRASER HARLAND: But you said there
22	were some frustrations. Can you give any more
23	detail on that? I understand it's a long time ago.
24	JEAN-LOUIS OZORAK: One of the
25	frustrations would have been understanding

1	1500 volts DC in Canada; it's never been done
2	before. So there is no regulations for 1500 volts
3	DC. Hydro One didn't know how to deal with it. So
4	it was something that we had to work hard on when
5	making sure that it came in.
6	But, again, the details on that are
7	mostly with Bruce Ferguson.
8	FRASER HARLAND: Were there issues with
9	the fuses and blown fuses as construction was going
10	on?
11	JEAN-LOUIS OZORAK: Yup, yup.
12	FRASER HARLAND: Can you explain that
13	to us a little?
14	JEAN-LOUIS OZORAK: I don't know what
15	the outcome of that was, but I do know that there
16	were fuses blowing in those panels. And the fuses
17	are there as a safety measure, if they blew there
18	must have been a reason for it.
19	Good thing they blew. There was a
20	reason for it, then, you know, it had to be a known
21	issue. I don't know what the outcome was, though.
22	FRASER HARLAND: Are you able to speak
23	to whether this was an issue with how Alstom was
24	doing their work, or was it an issue on the
25	infrastructure side? Do we know what the cause was

1 for these blown fuses? 2 JEAN-LOUIS OZORAK: There was hearsay. 3 I wasn't directly involved with blown fuses. Steve Nadon was and Bruce a little bit while he was still 4 5 here. 6 There was discussion about how the 7 vehicles were being brought in to the bay. But 8 really, I don't know what the outcome was. 9 FRASER HARLAND: Okay. Do you know if 10 there was ever a replacement of the types of fuses 11 used or a change made in the infrastructure to try 12 and address this issue? 13 JEAN-LOUIS OZORAK: I don't know what 14 the outcome is, no. 15 FRASER HARLAND: You said you're not 16 aware of whether this caused delay, or you can't 17 speak to the amount of delay? 18 It obviously caused JEAN-LOUIS OZORAK: 19 If you come into a building and the us delay. 20 fuses start blowing, you have to order more fuses. 21 They might not have been on hand -- again, I'm 22 speculating. 23 They might not have been on hand --24 they may have taken a week to get. I don't know. 25 There would have been delays, but no catastrophic

1 delays. 2 FRASER HARLAND: Okay. I also 3 understand there was an electrical fire or near 4 miss of electrical fire at the MSF at one point; do 5 you have any recollection of that? 6 JEAN-LOUIS OZORAK: There's something 7 in the back of my head; it's been so long and it 8 was not a critical issue. I don't remember what 9 the details were. 10 FRASER HARLAND: Okay. Presumably, you 11 know, if it had caused serious issues this would be 12 something that would probably stick in your memory? 13 JEAN-LOUIS OZORAK: Oh, yes. 14 FRASER HARLAND: Do you recall any 15 other power issues that Alstom was experiencing in 16 the MSF? 17 JEAN-LOUIS OZORAK: No, not off the top 18 of my head. 19 FRASER HARLAND: What was your 20 perspective on Alstom's workers? Were there enough 21 workers to do the work that they needed to in the 22 Did they have the personnel that they needed? MSF? 23 JEAN-LOUIS OZORAK: I honestly don't 24 know. 25 I'm not experienced in managing a

1 production facility, so I can't answer that. 2 FRASER HARLAND: Okay. And do you have 3 any knowledge of whether the workers had the 4 experience that was needed? 5 There's been some -- I mean, I think 6 some people who have been concerned that the MSF 7 was a brand new facility with brand new workers 8 that might create problems as far as the 9 construction process goes. 10 Are you familiar with that --11 JEAN-LOUIS OZORAK: Here's my take on 12 There's -that, sorry. Here is my take on this. 13 Alstom would have had a management team that knows 14 what they're doing. They would have had to do 15 that. 16 As far as the workers are concerned, 17 they would have had to train them. You know, in 18 general, there's a lot of people available or 19 qualified people -- I'm going to say experienced 20 people, to build rail vehicles, just because of the 21 boom in LRT. There's a boom, everyone wants to 22 build them now. So where do we get the people? 23 Yes, I heard stories about people who 24 used to work at Lowes, and now they're assembling 25 vehicles. They used to work as framers or

1 drywallers, and now they're assembling the 2 vehicles. 3 It was up to the management to make 4 sure they had proper processes in place and proper 5 training in place for them to do it. Again, I'm 6 not a production quy, I'm not a production manager, 7 but this is what I hear, and this is hearsay. 8 FRASER HARLAND: Okay. In hindsight, 9 it sounds like from your perspective the MSF was a 10 suitable enough facility for train construction? 11 JEAN-LOUIS OZORAK: Suitable enough, 12 yeah. 13 FRASER HARLAND: In an ideal world you 14 think it would have been better for trains to be 15 built in an established Alstom facility? 16 JEAN-LOUIS OZORAK: Yes, absolutely. 17 FRASER HARLAND: Can you elaborate on 18 that? 19 JEAN-LOUIS OZORAK: This is my opinion. 20 I would say that if you had an established facility 21 that built railcars and you had, you know, a 22 management team that was used to dealing with 23 railcars in that area, and workers that were used 24 to building railcars in that area, that it probably 25 would have gone a little bit easier on the project.

1	It would have been easier for us to
2	build the MSF, and have it ready for the project if
3	the vehicles would have been built off site. But
4	that's my opinion only.
5	FRASER HARLAND: Okay. And are you
6	able to speak to why that didn't happen? Do you
7	have any sense of that?
8	JEAN-LOUIS OZORAK: This is just what I
9	heard. The Mayor wanted it that way; he wanted to
10	bring jobs to Ottawa.
11	But, again, this is just what I've
12	heard. I'm not an expert on that.
13	FRASER HARLAND: No, understood. What
14	about the test track? Did you have involvement
15	with the test track at all that was connected to
16	the MSF?
17	JEAN-LOUIS OZORAK: Yeah, as part of T
18	and C, we were also responsible for turning certain
19	areas over for testing. So I've heard that test
20	track had to be turned over to T and C for testing
21	to allow Alstom to test their vehicles. And there
22	was some difficulty there getting that ready.
23	FRASER HARLAND: What were those
24	difficulties?
25	JEAN-LOUIS OZORAK: Maybe perhaps

1	delays in track work installation, but most of the
2	difficulties I would say would be to get the OCS
3	completed, which would have cascaded from track
4	work delays it's, it's building a project, right?
5	It's very, very, very difficult to build a project
6	on time, a project of this nature.
7	FRASER HARLAND: So what was the test
8	track supposed to look like, and what ended up
9	happening?
10	JEAN-LOUIS OZORAK: The test track,
11	from what I hear, was supposed to be from Blair to
12	just beyond Cyville.
13	How it was split was with the power
14	section, but it can power up the OCS in different
15	sections. So we had to protect that section, so we
16	basically put fencing beyond the OCS section at
17	both ends so that we can shut the fence in bring
18	a vehicle in, shut the fence, power the OCS and
19	test the vehicle.
20	FRASER HARLAND: And so you so what
21	you've just described, that's what actually
22	happened with the test track?
23	JEAN-LOUIS OZORAK: Yes, that's what
24	happened.
25	FRASER HARLAND: And was there a delay

1	in providing that?
2	JEAN-LOUIS OZORAK: Yeah. Not a huge
3	delay, but I would say there was a delay in
4	providing that.
5	FRASER HARLAND: That was related to
6	the power in
7	JEAN-LOUIS OZORAK: Just construction
8	completion. It wasn't ready to be used as a
9	testing facility at the time we were hoping that it
10	would be. And I don't remember how much delay that
11	was, but there was delay.
12	FRASER HARLAND: And what kind of
13	implications would that have had for Alstom?
14	JEAN-LOUIS OZORAK: Couldn't test their
15	vehicles on any higher than 15 kilometres per hour.
16	FRASER HARLAND: Do you know if there
17	were issues with the test track in terms of access
18	for either Alstom or for anyone else who needed to
19	use the test track?
20	JEAN-LOUIS OZORAK: It was a very
21	difficult thing to coordinate. As an area
22	coordinator, if you remember my CV, my job was to
23	make sure that test track was safe for testing
24	vehicles, which means that if there were any
25	contractors doing any work, we had to physically go

1	and, what we call sweep the area, to make sure all
2	the contractors were out, first of all.
3	And that the track and OCS were safe
4	for use, and that the fences were locked. And then
5	we could run a vehicle.
6	And then when the testing was done, we
7	had to bring the vehicle back and deenergize, and
8	then cancel all permits and give new permits for
9	contractors to come in and do the work.
10	So it was a daily routine.
11	FRASER HARLAND: What company was
12	involved in doing the sweep and the permitting?
13	Was there a time when the test track was just
14	sitting unused because of some of these
15	requirements?
16	JEAN-LOUIS OZORAK: Yes, there were
17	times, but we had to make it safe; that was our
18	number one priority. We had to make sure everyone
19	was safe, every day. That was our number one task.
20	Everyone had to go home at the end of the day.
21	FRASER HARLAND: Do you know how much
22	time Alstom generally had on the test track in a
23	given day, how much time would they be able to have
24	given these processes that were in place?
25	JEAN-LOUIS OZORAK: I'm searching my

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1	memory here because that was years ago. I think
2	they were allowed to go from 8:00 a.m. to 6:00 p.m.
3	in most cases, but it changed. It wasn't always
4	the same; it was depending on the requirements.
5	If we needed to get in with the
6	construction crew for an entire weekend, we would
7	not allow any testing. We would have the
8	construction crew there for the entire weekend. It
9	changed on a weekly basis and that's what we
10	coordinated.
11	There were delays to getting Alstom
12	there on some days, there were. Because we had to
13	make sure all the contractors were out. We had to
14	make sure that the area was swept.
15	And it took, we would sweep by hand at
16	first and then got a high rail vehicle and started
17	sweeping with the high rail vehicle; a couple of
18	hours it took to get these things in place.
19	But for the most part, Alstom had, you
20	know, 4 to 8 hours of testing, I believe, if I
21	remember correctly, when they needed it.
22	FRASER HARLAND: Do you know if that's
23	what they were expecting? Or were they expecting
24	to have more or
25	JEAN-LOUIS OZORAK: There was

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1	discussions about that. That was basically above
2	and beyond my scope of work. My scope of work was
3	to make sure that the area was safe for them to
4	test. Or safe for contractors to come in and do
5	their work.
6	FRASER HARLAND: And do you have a
7	sense of whether this access issue with the test
8	track had downstream effects in terms of schedule
9	for Alstom's testing and commissions schedule?
10	JEAN-LOUIS OZORAK: I would say minimal
11	but it did have an impact.
12	FRASER HARLAND: At this stage of the
13	project, and we're going to get to testing and
14	commissions later. But in this sort of early stage
15	in the MSF, did you see other challenges that
16	Alstom was having, either as a result of the MSF
17	itself, or on its end related to suppliers,
18	quality, anything like that?
19	JEAN-LOUIS OZORAK: Yeah, I at the time
20	I wasn't really involved with Alstom other than
21	getting the facility ready for them.
22	FRASER HARLAND: Okay. Are you able to
23	speak to the vehicle design itself, and whether the
24	Citadis Spirit can be considered a proven vehicle?
25	JEAN-LOUIS OZORAK: That's a tough

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1	question. I don't have the experience to compare
2	the Citadis to other vehicles. I can say that this
3	is not like assembling a hundred thousand Toyotas,
4	you know, it's a small fleet. That's pretty much
5	all I can say. I don't have the experience to
6	qualify that.
7	FRASER HARLAND: Just so I understand,
8	what do you mean it's not like assembling a hundred
9	thousand Toyotas?
10	JEAN-LOUIS OZORAK: When you're
11	assembling a hundred thousand Toyotas, you've done
12	it. The assembly line is there and it works. You
13	got to look at vehicle assembly as almost a custom
14	built scenario because you're starting from vehicle
15	zero, sorry, vehicle 1, and you haven't proven the
16	assembly.
17	And again, hearsay, I'd hear, they
18	struggled with vehicles on the Boston line, they've
19	struggled with vehicles on other projects as well.
20	FRASER HARLAND: Are you aware of
21	specific issues in terms of suppliers or parts or
22	anything like that?
23	JEAN-LOUIS OZORAK: Not specific, no.
24	FRASER HARLAND: In terms of vehicle
25	design, do you know how much the Citadis model from

1	Europe had to be modified to meet either North
2	American standards or the requirements of the
3	Project Agreement?
4	JEAN-LOUIS OZORAK: I don't know enough
5	about that, no.
б	FRASER HARLAND: So you started to
7	explain it a little bit to us, but can you give us
8	a bit more detail on the role that you filled from
9	March 2016 to December 2018 as area coordinator and
10	acting operations manager?
11	JEAN-LOUIS OZORAK: Yes, so this is
12	where I was involved with handing out permits and
13	coordinating the contractors on site. That was
14	generally my duty.
15	Acting operations manager came as I was
16	helping coordinate the staff, and just, you know,
17	sometimes review documentation as, you know,
18	assisting the actual commissioning manager and
19	reviewing documentation.
20	So there were talk about making the
21	operations manager, but it never happened. The
22	project needed me as an area coordinator so I
23	stayed in the role of area coordinator.
24	All this to say that it was just
25	coordinating contractors on site and vehicle

1 testing in a safe manner. 2 FRASER HARLAND: So you're literally 3 coordinating where people are --4 JEAN-LOUIS OZORAK: Correct. 5 FRASER HARLAND: -- are moving, that 6 kind of thing? 7 JEAN-LOUIS OZORAK: Yeah, yeah. So if 8 a vehicle is being tested on the test track, no 9 contractors are allowed to get in there. We had 10 specific training to all contractors coming to the 11 OLRT-C site to that effect. They had to deal with 12 their area coordinator, and it was very well marked 13 off what areas needed to be coordinated with the 14 area coordinator. 15 If it was a T&C area it had to be 16 coordinated with one of us we had a team of area 17 coordinators working daytime, nighttime and 18 overnight so... 19 FRASER HARLAND: Your CV makes 20 reference to T&C territory. I take it that means 21 testing and commissioning territory? 22 JEAN-LOUIS OZORAK: You got it. 23 FRASER HARLAND: What exactly is that 24 territory; what does that mean? 25 So if the JEAN-LOUIS OZORAK:

1	construction is done to a point where we can start
2	testing, then we would have a handover from
3	construction to T&C, to testing and commissioning.
4	This is where the area coordinator
5	would start taking control of that area. Because
6	we would have testing going on and then on the
7	other hand you'd have contractors going on, so
8	you'd essentially basically have to coordinate
9	between the two to make sure that everyone was
10	safe.
11	FRASER HARLAND: And those doing
12	testing, I guess that could be is that Alstom or
13	Thales, or depends on the testing done? Who is
14	doing the testing.
15	JEAN-LOUIS OZORAK: It could have been
16	testing the OCS system when we first turned it on.
17	Any testing that involved safety aspects,
18	contractors that were not allowed to come in within
19	three metres of the OCS while it was energized.
20	This is what we made sure was implemented.
21	FRASER HARLAND: Okay. So you would
22	have been involved, I assume, in helping coordinate
23	train moves in the MSF as well?
24	JEAN-LOUIS OZORAK: Yes, yes.
25	FRASER HARLAND: Who was responsible

1	for the train moves?
2	JEAN-LOUIS OZORAK: Well, at first,
3	OLRT-C was, but it came to a point where there were
4	so many moves that we transferred responsibility to
5	Alstom. Alstom just they needed to move a lot
6	of trains, and we didn't have the staff to do it.
7	FRASER HARLAND: Can you tell me a
8	little bit more about how that happened and why the
9	change happened?
10	JEAN-LOUIS OZORAK: Well, originally
11	OLRT-C's opinion was that one train had to be moved
12	three times. One out of production into testing,
13	and from testing to sorry. Production to train
14	wash, from train wash to testing and from testing
15	to the shed. And that would complete the move for
16	one vehicle.
17	Anyone learns, right? We send it to
18	the train wash, and there's a couple of leaks, so
19	we have to send it back to get the leaks fixed and
20	then send it back to train wash, then send it to
21	testing, couple of things fail, then send it back.
22	There was a lot of trial issues that
23	had to be sorted out. Like I said, it's not a
24	production line vehicle. It's not like we're
25	building Toyotas sorry, it's not like they are

1 building Toyotas. So they had to sort out a lot of 2 issues, which led to a lot more train moves than we 3 anticipated. 4 It came to a point where we couldn't, 5 we just didn't have the resources to move these б trains around, 20 train moves a day. Which 7 basically also counted for getting trains out of 8 the way to move another train into the shed, and it 9 was just a lot. A lot to handle. 10 FRASER HARLAND: Do you know how that 11 original three-train moves per train had been 12 determined? 13 JEAN-LOUIS OZORAK: Yeah, I think it 14 was our management team. Again, I'm speculating. 15 FRASER HARLAND: At least in hindsight, 16 was that a reasonable number or... 17 JEAN-LOUIS OZORAK: No. No, not when 18 you're building vehicles. 19 FRASER HARLAND: And that goes partly 20 to what you were saying about how issues are going 21 to be discovered at various stages? 22 JEAN-LOUIS OZORAK: Correct. 23 FRASER HARLAND: On the line 24 particularly, when you're not doing the 100,000 25 Toyotas, as you put it.

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1	JEAN-LOUIS OZORAK: Yeah, yeah.
2	FRASER HARLAND: You have to move
3	things back and forth and from one stage to another
4	multiple times instead of from just one to the next
5	to the next?
6	JEAN-LOUIS OZORAK: Correct.
7	FRASER HARLAND: Do you think it would
8	have been simpler to just have Alstom in charge of
9	train moves from the very beginning?
10	JEAN-LOUIS OZORAK: Yes. But I didn't
11	set it up so yeah, probably.
12	FRASER HARLAND: And was this according
13	to the contracts? Do you know how that scope of
14	work was originally
15	JEAN-LOUIS OZORAK: I don't know. I
16	was the guy that was put in charge of moving the
17	trains.
18	We had a support team that was an
19	actual Alstom support team, we had 8 to 12 people
20	from Alstom at various times in the they were
21	supposed to be with OLRT-C for training purposes.
22	They ended up being seconded to
23	OLRT-C for moving trains. Pretty much the entire
24	team was just moving trains, so we had to put a end
25	to that.

1 There were power techs involved that 2 were moving trains so we had to think about what 3 was going on and really put a process in place that 4 Because for our team to do it, it wasn't worked. 5 working. 6 FRASER HARLAND: Were there any 7 derailment in the MSF as a result of train moves? 8 JEAN-LOUIS OZORAK: Yeah, there was a 9 few. 10 FRASER HARLAND: Can you tell us what 11 you remember about that? 12 JEAN-LOUIS OZORAK: One of them, it was 13 the last day before Christmas, and it was an error 14 by the operator going -- actually, he didn't derail 15 the train; he derailed the car mover. And we put 16 the car mover back -- no, I can't think of anything 17 else, during, no. There were incidents, but no 18 derailments. 19 FRASER HARLAND: Do you know what the 20 cause of those, of that would have been? That was 21 operator error or --22 JEAN-LOUIS OZORAK: Yeah, operator 23 error. 24 FRASER HARLAND: I understand that 25 there's been issues in the MSF with derailments

1	related to tight curves and the lack of greasing?
2	Is that at all something that you can tell us
3	about?
4	JEAN-LOUIS OZORAK: I've heard of it.
5	I know where it's happened, but I'm not involved in
6	that to tell you what's going on and what's being
7	done about it.
8	FRASER HARLAND: Is that something
9	that's happened later; is this at a different time
10	than when you were involved in the train moves?
11	JEAN-LOUIS OZORAK: Yeah, yeah we were
12	already in the if I remember correctly, we were
13	already in revenue service but don't quote me on
14	that.
15	FRASER HARLAND: Did you have any
16	involvement in systems integration? Was that
17	something you were involved in in your role as the
18	area coordinator?
19	JEAN-LOUIS OZORAK: No.
20	FRASER HARLAND: Do you know who was
21	responsible for systems integration of the rolling
22	stock and the signalling system?
23	JEAN-LOUIS OZORAK: First thing that
24	comes to mind is Roger Schmidt.
25	FRASER HARLAND: And he would have been
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1 OLRT-C? Was that an OLRT-C responsibility? 2 JEAN-LOUIS OZORAK: Yes, he was. 3 FRASER HARLAND: What about for overall 4 systems integration on the project? So including, 5 you know the power systems, the track, all of that 6 integration. Who was responsible for that? 7 JEAN-LOUIS OZORAK: I'm thinking Roger 8 Schmidt on that one as well. 9 FRASER HARLAND: Do you have any 10 knowledge of EJV, the engineering joint venture 11 being involved in systems integration and there 12 being a question of responsibility there? 13 JEAN-LOUIS OZORAK: I knew that EJV was 14 writing testing documentation for system 15 integration. But I would say Steve Nadon would be 16 more aware of that. 17 FRASER HARLAND: Are you aware of 18 interfacing issues between Alstom and Thales in 19 terms of their schedule and the requirements that 20 they had to fulfill in order to have their two 21 systems interface properly? 22 JEAN-LOUIS OZORAK: There's 23 coordination between the two. 24 FRASER HARLAND: How did that work, to 25 your knowledge?

1 JEAN-LOUIS OZORAK: At the time, as an 2 area coordinator, I wasn't involved with that. 3 FRASER HARLAND: Did you have any 4 interaction with an individual by the name of 5 Jacques Bergeron, who was doing integration work? 6 JEAN-LOUIS OZORAK: Yes, I knew 7 Jacques. 8 FRASER HARLAND: Do you know anything 9 about the timing of when he was brought on the 10 project and why he was brought on at that time as 11 opposed to at the beginning of the project? 12 JEAN-LOUIS OZORAK: I can't speak to 13 that, no. 14 FRASER HARLAND: Okay. Maybe we can 15 speak a bit more about testing and commissioning, 16 particularly in your role as area coordinator. So 17 what types of testing were you primarily involved 18 in? 19 JEAN-LOUIS OZORAK: I was able to drive 20 trains as well as an area coordinator. Because of 21 the lack of resources, we didn't have enough people 22 So I trained myself -- well, I got to do so. 23 trained as an operator by Alstom. 24 But my knowledge was basically 25 listening to what they needed as far as the test is

1 concerned. If they needed me to go 50 kilometres 2 per hour, and then slow to full service brake or 3 That is the emergency brake, I would just do that. 4 extent of my knowledge on those tests. 5 FRASER HARLAND: Do you know if those 6 were for validation testing, serial testing, integration testing, the differences between those? 7 8 JEAN-LOUIS OZORAK: I know the 9 differences but some of it was integration testing, 10 some of it was validation testing, you know, it all 11 depended -- all depends what they needed. 12 So that was as a train FRASER HARLAND: 13 driver. Were you involved with the testing and 14 commissioning process outside of actually driving 15 trains? 16 JEAN-LOUIS OZORAK: No, no. As an area 17 coordinator, I would just basically do the area 18 coordinator duties. If they needed an operator on 19 a certain date and I could allow myself to do so, I 20 would. 21 FRASER HARLAND: So your CV says that 22 you are responsible for implementing roles and 23 processes related to testing and commissioning 24 activities. Can you explain what that means a 25 little more?

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1	JEAN-LOUIS OZORAK: Okay. So rules and
2	processes were basically accessing and contacting
3	the area coordinator for access, and how to do so
4	with either a telephone or radio. And making sure
5	that every contractor that was coming to our site
6	had the proper training. And you had to do it.
7	FRASER HARLAND: Okay. Were you
8	involved at all in designing those rules and
9	processes or were you just making sure they were
10	followed appropriately?
11	JEAN-LOUIS OZORAK: Making sure they
12	were followed.
13	FRASER HARLAND: With validation
14	testing, I understand that ideally you would
15	validate an entire design or validate one vehicle
16	before you move on to serial production; is that
17	your understanding as well?
18	JEAN-LOUIS OZORAK: Yeah, there's, you
19	know, there's serial testing and there's type
20	testing which is a just a slight difference. With
21	the type test, you only need to do that test on one
22	vehicle to prove that design. If it's serial
23	testing, then the testing needs to be done on all
24	vehicles.
25	FRASER HARLAND: And with the type

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1	testing, is that something that ideally you would
2	do you would finish type testing before moving
3	on to serial production and serial testing? Do you
4	have knowledge of that?
5	JEAN-LOUIS OZORAK: Not enough to
6	comment on.
7	FRASER HARLAND: Okay. Do you know how
8	it the timing of the various types of testing
9	operated on this project?
10	THE WITNESS: No.
11	JEAN-LOUIS OZORAK: No.
12	FRASER HARLAND: When you were involved
13	in the train driving for the various types of
14	testing, what was your sense of how well testing
15	was going, how efficiently it was proceeding, that
16	kind of thing?
17	JEAN-LOUIS OZORAK: I was not really
18	aware because my primary duty was to get the train
19	was to move the train for the test. And that in
20	itself, is enough to keep someone busy, just to
21	make sure that they, you know, whatever they need,
22	it is done properly because there's a certain way
23	these vehicles need to be handled, right?
24	I don't know whether the tests were
25	going well or not. I couldn't speak to that.

1 Okay. Do you have any FRASER HARLAND: 2 knowledge of winter testing, whether there was 3 specific winter testing done for the trains? 4 JEAN-LOUIS OZORAK: I know they sent 5 one vehicle to the National Research Council for 6 some cold weather testing. I knew of that because 7 we had to move half of LRV3 off the facility for someone to send it to the National Research 8 9 Council. That's the extent of my knowledge on 10 that. 11 FRASER HARLAND: And was there any 12 winter testing done actually on the main line, to 13 your knowledge? 14 JEAN-LOUIS OZORAK: Not to my 15 Could have been. I don't know. knowledge. 16 FRASER HARLAND: You mentioned that you 17 were brought on as a train driver partly due to 18 lack of resources; is that what you said? 19 JEAN-LOUIS OZORAK: Yes. It was partly 20 due to lack of resources and also due to the fact 21 I really wanted to understand that I'm a rail fan. 22 how these vehicles worked and I wanted the 23 opportunity to drive them. 24 FRASER HARLAND: So generally, who 25 provides test drivers? Was that usually Alstom

1	providing personnel for that or OLRT-C?
2	JEAN-LOUIS OZORAK: Alstom provided the
3	test drivers that were trained under OLRT-C to do
4	the tests.
5	It was OLRT-C's responsibility to do a
6	certain amount of these tests, so Alstom trained
7	some of their staff that were reporting to OLRT-C
8	to test these vehicles, and in the process I was
9	trained as an operator as well.
10	FRASER HARLAND: Was there a concern
11	about lack of resources at the time? Was that
12	having an impact on any other parts of the project?
13	JEAN-LOUIS OZORAK: Yes, there was a
14	concern about lack of resources.
15	FRASER HARLAND: Can you explain that a
16	little more, please?
17	JEAN-LOUIS OZORAK: Just to have the
18	amount of people do what needed to be done on the
19	project, it never seemed to be enough. Even area
20	coordinators, we fought to get area coordinators on
21	the project.
22	FRASER HARLAND: Was that primarily on
23	OLRT-C's side that there was an issue with this, or
24	were there other organizations involved in the
25	project as well?

1	JEAN-LOUIS OZORAK: I know we had a
2	hard time getting area coordinators. That's all I
3	can say to that. I don't know about the rest of
4	the project.
5	FRASER HARLAND: Was this something
6	that you felt OLRT-C management was aware of?
7	JEAN-LOUIS OZORAK: Aware of? Yeah, I
8	don't know. Just basically my opinion was we
9	needed more people and I kept on asking for more
10	people. What was going on to that effect, I don't
11	know. It was just one of my concerns.
12	FRASER HARLAND: Is that still a
13	concern that you have, as.
14	JEAN-LOUIS OZORAK: No.
15	FRASER HARLAND: As quality manager?
16	JEAN-LOUIS OZORAK: No.
17	FRASER HARLAND: So what was the phase
18	in the project where this felt like more of a
19	problem?
20	JEAN-LOUIS OZORAK: During T&C.
21	FRASER HARLAND: During T&C.
22	JEAN-LOUIS OZORAK: Yeah.
23	FRASER HARLAND: Okay. Did you have a
24	sense that the testing schedule was compressed at
25	all because of earlier schedule delays? Was that

1	something that you were aware of?
2	JEAN-LOUIS OZORAK: No.
3	FRASER HARLAND: A different topic.
4	Did you have you would have heard of the
5	sinkhole on Rideau Street, I presume?
6	JEAN-LOUIS OZORAK: Yes.
7	FRASER HARLAND: Was that something
8	that you saw had an impact on testing and
9	commissioning work, or other work that you were
10	doing on the project?
11	JEAN-LOUIS OZORAK: I wasn't involved
12	with anything due to the sinkhole. I would say
13	that it delayed us getting that area to T&C,
14	definitely. Sorry, I'm just searching my memory
15	banks here.
16	And Rideau Station being delayed was
17	delaying T&C as well. Just the completion of
18	Rideau Station, which more than likely was impacted
19	by the sinkhole.
20	FRASER HARLAND: And when you say
21	delaying T&C, what more specifically was being
22	delayed as a result there?
23	JEAN-LOUIS OZORAK: Well, just getting
24	the area completed to the point where we could
25	start testing.

1 FRASER HARLAND: And testing which 2 systems? Were there any particular systems that 3 were most delayed as a result? 4 JEAN-LOUIS OZORAK: Not one system more 5 than another. Any testing could only commence when 6 the area was turned over to T&C. Whether it was 7 OCS vehicles, fire alarms, anything that had to be 8 tested. Tunnel ventilation, I would say. 9 FRASER HARLAND: And in your 10 experience, were trains meant to be tested along 11 the whole of the main line, along the entire 12 quideway? Was that something that needed to be 13 done? 14 JEAN-LOUIS OZORAK: My opinion is, yes, 15 it does need to be tested along the whole guideway. 16 FRASER HARLAND: The sinkhole would 17 have had an impact on that presumably? 18 JEAN-LOUIS OZORAK: Yes. 19 FRASER HARLAND: Is that something that 20 was done, that testing along the entire guideway 21 was able to happen? 22 JEAN-LOUIS OZORAK: Testing along the 23 entire guideway did happen. 24 FRASER HARLAND: Was it sufficient in 25 your view?

1 JEAN-LOUIS OZORAK: I can't comment on 2 that. 3 FRASER HARLAND: And then in December 4 of 2018, you moved to the position of rolling stock 5 quality manager. Can you tell us a bit more about 6 that role, please? 7 JEAN-LOUIS OZORAK: Yeah, so I was 8 brought on to help Joe Manconi, generate punchlists 9 on vehicles that were being accepted, and basically 10 it was a learning experience for me at the time. 11 And the punchlist consisted of items 12 such as scratches and dents on the vehicles, cuff 13 marks on seats and bulkheads. It's just a number 14 of items that are noted during an inspection and 15 during testing as well, if something was tested and 16 didn't meet criteria, then it was over on the 17 punchlist until they came up with a solution and 18 cleaned up punchlists. 19 FRASER HARLAND: And is that the same 20 kind of work you're doing for Stage 2 vehicles? 21 JEAN-LOUIS OZORAK: Yes. I'm doing 22 that on Stage 2 vehicles. 23 FRASER HARLAND: Can you explain to me 24 the interaction or the difference between the 25 punchlist and the minor deficiencies list?

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1	JEAN-LOUIS OZORAK: The minor
2	deficiency list is based on the punchlists. And
3	also based on the independent certifier's
4	deficiency list provided at the time of prior to
5	revenue service.
6	FRASER HARLAND: Is it a combination of
7	the punchlists and independent certifier; is that
8	how it's created?
9	JEAN-LOUIS OZORAK: Correct.
10	FRASER HARLAND: Is there anything else
11	on that list that you're aware of?
12	JEAN-LOUIS OZORAK: No.
13	FRASER HARLAND: Okay. In terms of the
14	punchlists, did it seem like a normal number of
15	well, how many items are we talking about for each
16	train at the time when you're creating the
17	punchlist?
18	JEAN-LOUIS OZORAK: Approximately 100
19	items.
20	FRASER HARLAND: And that's for every
21	train?
22	JEAN-LOUIS OZORAK: Per vehicle, yeah,
23	yeah. Some of them are the same items repeated on
24	the fleet. Some of them were particular to the
25	vehicle itself.

1	FRASER HARLAND: Was this a did this
2	seem like a normal number for a punchlist at that
3	time of construction? Was it a concerning number
4	for OLRT-C? What was your view of how many you
5	were dealing with?
6	JEAN-LOUIS OZORAK: I can't compare it
7	to any other project. From what I understood, what
8	I was told, is that this was normal.
9	FRASER HARLAND: Okay. And then Alstom
10	has to complete punchlist items. Are ones that
11	they complete prior to revenue service, those don't
12	end up on the minor deficiencies list, I presume?
13	JEAN-LOUIS OZORAK: Correct. Anything
14	prior to revenue service must absolutely be
15	completed prior to allowing that vehicle to roll.
16	If it's a safety concern then it has to be done
17	prior to revenue service, it has to be done prior
18	to revenue service.
19	FRASER HARLAND: And you recall
20	particular items like that that raised safety
21	concerns that needed to be addressed prior to
22	revenue service?
23	JEAN-LOUIS OZORAK: Yes. The camera,
24	the platform camera situation, which was mitigated
25	by putting spotters at every station.

1 FRASER HARLAND: Any other issues that 2 you recall? 3 JEAN-LOUIS OZORAK: Nothing comes to 4 mind. That's the big one. 5 FRASER HARLAND: And the minor 6 deficiencies list, how was that supposed to work? 7 What's the process there? 8 JEAN-LOUIS OZORAK: So Alstom is to 9 work on these deficiencies, to let OLRT-C know that 10 the deficiencies have been completed. And OLRT-C 11 would go and inspect the item that was deemed 12 completed, and either approve it or not approve it. 13 [Virtual connection difficulties]. 14 [Whereupon, the court reporter read 15 back a portion of the record]. 16 JEAN-LOUIS OZORAK: Sorry. 17 FRASER HARLAND: If we could just have 18 you repeat your answer about how the minor 19 deficiencies list worked, sorry to ask you to do 20 that. 21 JEAN-LOUIS OZORAK: That's okay. So 22 Alstom would fix the deficiency, and advise OLRT-C, 23 and OLRT-C would have the opportunity to go and 24 inspect this deficiency which we typically do -- we 25 inspect every deficiency that's been fixed and

1 either approve the completion, or not agree with it 2 and have Alstom do it. 3 And if we do approve, then we would 4 give the City the opportunity to also come in and 5 look at the deficiency list. 6 FRASER HARLAND: And was there a 7 timeframe that the list, minor deficiencies list 8 was supposed to be resolved or completed by? 9 JEAN-LOUIS OZORAK: Yes. 10 FRASER HARLAND: What was that? 11 JEAN-LOUIS OZORAK: Six months. 12 FRASER HARLAND: And what's -- what's 13 the status of the list? Well, first of all, did 14 that happen, and if not, where are we today? 15 JEAN-LOUIS OZORAK: It did not happen. 16 We are dealing with it. 17 FRASER HARLAND: Can you elaborate? 18 JEAN-LOUIS OZORAK: One of our 19 frustrations -- it's one of our things we're trying 20 to close off with Alstom, and to be honest with you 21 it's frustrating. 22 They promised to have it done in six 23 months and they didn't. 24 FRASER HARLAND: And do I understand 25 you're still dealing with issues on the minor

1 deficiencies list? 2 JEAN-LOUIS OZORAK: Yes, we are. 3 FRASER HARLAND: Are any of those 4 issues causing concerns about the reliability of 5 the trains or the system for you? 6 JEAN-LOUIS OZORAK: No, they are not. 7 FRASER HARLAND: What kind of items are 8 left on the list that need to be resolved? 9 JEAN-LOUIS OZORAK: Scratches and 10 dents. 11 FRASER HARLAND: Why is it taking so 12 long for these issues to be resolved, to your 13 understanding? 14 The vehicles are in JEAN-LOUIS OZORAK: 15 revenue service and that's the primary function of 16 these vehicles. So getting them parked to address 17 all issues is complicated. 18 FRASER HARLAND: So it's a vehicle 19 access issue primarily? Is that ... 20 JEAN-LOUIS OZORAK: I would say that, 21 primarily, yes. 22 FRASER HARLAND: And do some of the 23 issues we discussed about the MSF have any role in 24 creating access issues? 25 JEAN-LOUIS OZORAK: There are access

1 issues at the MSF because the MSF is being used for revenue service as well. 2 3 FRASER HARLAND: Are you aware of a 4 term sheet that was signed prior to revenue 5 service? Is that something you're familiar with? 6 JEAN-LOUIS OZORAK: No. 7 FRASER HARLAND: And is it fair to say 8 that there were a number of deferred retrofits that 9 Alstom didn't complete prior to revenue service; do 10 you have knowledge of that? 11 JEAN-LOUIS OZORAK: There may have been 12 some, yes. 13 FRASER HARLAND: Do you have any sense 14 of whether this put additional pressure on 15 maintenance, and if maintenance was dealing with 16 more than might have been anticipated earlier in 17 the project? 18 JEAN-LOUIS OZORAK: I don't. I'd say 19 no to that. 20 FRASER HARLAND: Can you explain why? 21 JEAN-LOUIS OZORAK: Because maintenance 22 has priority over production. So maintenance, if 23 they need to maintain a vehicle, if they need to 24 keep things rolling that's the priority of everyone 25 on the project.

1	FRASER HARLAND: Sir, can you explain
2	that relationship between production and
3	maintenance a little bit more for me so I make sure
4	I understand?
5	JEAN-LOUIS OZORAK: Yeah, the question
6	is not 100 percent clear.
7	FRASER HARLAND: Well, you said that
8	maintenance is given priority over construction.
9	So are these different entities that are involved
10	in construction and maintenance?
11	JEAN-LOUIS OZORAK: Yes, there are two
12	different groups at Alstom. There's the Alstom
13	production group and Alstom maintenance group. And
14	Alstom maintenance has priority.
15	FRASER HARLAND: So if Alstom
16	maintenance needs to do something, they have
17	priority over Alstom construction?
18	JEAN-LOUIS OZORAK: Absolutely.
19	FRASER HARLAND: So does that go to
20	partly why the minor deficiencies list hasn't been
20 21	partly why the minor deficiencies list hasn't been completed; would you think?
21	completed; would you think?
21 22	completed; would you think? JEAN-LOUIS OZORAK: Partly. Yes.

1	retrofits, the punchlists, any other issues that
2	were unresolved going into revenue service?
3	JEAN-LOUIS OZORAK: Well, here's the
4	thought. The maintenance team, even though they're
5	focusing on the keeping the system going, they are
6	dealing with we are dealing with production
7	vehicles that are on this site as well that are
8	brought in from Brampton and they are tested on the
9	main line.
10	So any movement of these vehicles in
11	the yard might impact maintenance. They might
12	because you know obviously if they weren't there,
13	then they would be one less thing for maintenance
14	to contend with. But Alstom's production is there.
15	FRASER HARLAND: And you mentioned
16	vehicles coming in from Brampton. I understand
17	that at a certain point, Alstom decided to move its
18	production for Stage 2 to Brampton; do you know
19	when that was?
20	JEAN-LOUIS OZORAK: I don't remember
21	the date.
22	FRASER HARLAND: But it was after
23	revenue service, I presume?
24	JEAN-LOUIS OZORAK: Yes, it was.
25	Because they started with LRV47 in Brampton.

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1	FRASER HARLAND: Do you know why that
2	move was made from MSF to Brampton?
3	JEAN-LOUIS OZORAK: I don't know
4	offhand. I can speculate, though.
5	FRASER HARLAND: What was your
6	perspective or OLRT-C's perspective on Alstom doing
7	that? Was that something that was helpful for
8	Stage 2 and maintenance, or did it create concerns
9	for you? What's your perspective there?
10	JEAN-LOUIS OZORAK: My perspective is
11	that it would have been helpful for the project.
12	FRASER HARLAND: Can you explain that?
13	JEAN-LOUIS OZORAK: Because we could
14	turn this facility over to maintenance and not be a
15	vehicle production area.
16	FRASER HARLAND: But you said there's
17	still some production activities happening in the
18	MSF. Can you just explain that a little more so I
19	understand, please?
20	JEAN-LOUIS OZORAK: Yeah, the
21	production activities is when the vehicle comes up
22	from Brampton. It comes from two halves, it gets
23	reassembled and it does do its dynamic testing,
24	they do the dynamic testing here in Ottawa.
25	So there are some movements from

1 delivery to the shed, and for dynamic testing and inside for fixing certain items on the punchlist, 2 3 because there are punchlists generated for the 4 Stage 2 vehicles as well. 5 FRASER HARLAND: And dynamic testing is 6 happening at the same time as regular service? 7 JEAN-LOUIS OZORAK: Some of it does. 8 But it's mitigated. The preliminary dynamic testing occurs in engineering hours. So we go out 9 10 once revenue is shut down. 11 And we're parked, so we don't -- early 12 enough so we don't affect the launch in the 13 morning. And some dynamic testing is allowed to 14 go, like there's a burn-in on the vehicle that's 15 allowed to go from 8:00 p.m. on, because and that's 16 based on revenue service... 17 [Court Reporter intervenes for 18 clarification]. 19 JEAN-LOUIS OZORAK: So something in the 20 back of my mind saying we shouldn't be talking 21 about Stage 2 here because it's a Stage 1 inquiry, 22 but I'll give you the information anyway. 23 The system is not busy from 8:00 p.m. 24 on; it's when they have the least amount of 25 vehicles. So actually, no. Let me rephrase.

1 Off peak burn-in is allowed to go from 8:00 p.m. on, because, again, there's less people 2 3 taking the transit at that time. There are test 4 decals and door barriers on these test vehicles. 5 And they basically follow a revenue 6 vehicle very closely so that there's no people on 7 the platform trying to get on the vehicle that they 8 can't get on. 9 So this is allowed to go for Stage 2. 10 FRASER HARLAND: And you're right. The 11 focus is absolutely on Stage 1. The reason I'm 12 asking the questions is to make sure I understand 13 if there's an impact on Stage 1 and the operation 14 of the vehicles from Stage 2 activities. 15 So that's where those questions are 16 coming from. Related to that, you mentioned a 17 burn-in that the Stage 2 vehicles undertake. Do 18 you know if that was a requirement for the Stage 1 19 vehicles? 20 JEAN-LOUIS OZORAK: No, the Stage 1 21 vehicles, there was more kilometres put on the 22 vehicles, just for testing in general. I think we 23 had an average of 4,000 kilometres per vehicle, by 24 the time we were done testing all of them. 25 But basically Stage 2, it was decided

1 because it was industry standard, to burn-in at a 2 thousand kilometres. 3 I just want to make FRASER HARLAND: 4 sure I understand that. I understand there would 5 have been many kilometres put on the Stage 1 6 vehicles as they were going through all of the 7 testing, including type testing. 8 But would they have had a thousand 9 kilometres or more put on them once they were ready 10 for service? 11 JEAN-LOUIS OZORAK: Yes. 12 FRASER HARLAND: The Stage 1 vehicles 13 would have had that? 14 JEAN-LOUIS OZORAK: I would think so. 15 FRASER HARLAND: Just so I understand, 16 with Stage 2 burn-in that's the time it happens, 17 right? The vehicle has been determined to be ready 18 and then it goes through this 1,000-kilometre 19 burn-in period; is that right? 20 JEAN-LOUIS OZORAK: Correct, yes. 21 FRASER HARLAND: You think the same 22 thing would have happened for the Stage 1 vehicles? 23 JEAN-LOUIS OZORAK: Stage 1 had more 24 kilometres put on. 25 FRASER HARLAND: And again I understand

1	that, but I guess my question is, did they get the
2	same number of kilometres that the Stage 2 burn-in
3	vehicles are getting at the time that the trains
4	were actually determined to be ready for service,
5	if you understand my question?
6	JEAN-LOUIS OZORAK: Yes, I understand
7	the question. When revenue service commenced, I'm
8	going to say that all vehicles had definitely had
9	more than a thousand kilometres.
10	FRASER HARLAND: Okay. I think now
11	might be a good time to take a break, so we can
12	take a 15-minute break and come back around 10:30.
13	JEAN-LOUIS OZORAK: Okay.
14	RECESS TAKEN AT 10:14
15	UPON RESUMING AT 10:30
16	FRASER HARLAND: Mr. Ozorak, you've
17	explained the role of quality manager to us. I
18	just want to ask you a couple of more questions
19	about that role.
20	So you explained how you inspected
21	vehicles for the punchlist; is that right?
22	JEAN-LOUIS OZORAK: Yes.
23	FRASER HARLAND: And that would have
24	been for the purpose of accepting the vehicle?
25	JEAN-LOUIS OZORAK: Correct.
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1 FRASER HARLAND: Okay. 2 JEAN-LOUIS OZORAK: But just to be 3 clear. Joseph was the lead on this, and I 4 generated the punchlist at the time. It was a 5 learning experience for me. 6 FRASER HARLAND: That was Joseph 7 Manconi? 8 JEAN-LOUIS OZORAK: Yes. 9 FRASER HARLAND: Is there a role for 10 the quality manager outside of the acceptance 11 process? Are there routine inspections done, or 12 anything like that? 13 JEAN-LOUIS OZORAK: On the maintenance 14 side? 15 FRASER HARLAND: On maintenance or construction side? Just in terms of Alstom's work 16 17 I guess in general? 18 JEAN-LOUIS OZORAK: They have their own 19 quality team with their own quality processes. 20 FRASER HARLAND: Okay. I just wanted 21 to make sure I understood. So the quality 22 manager's role is really most involved at that 23 acceptance process? 24 I just didn't know if there was any 25 other ways that quality is being inspected and

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1	managed, if there are sort of yeah, regular
2	inspections of Alstom's construction line?
3	I'm not sure, you know, what would be
4	permitted by Alstom. I just want to make sure I
5	understand where it is this role is focused in
6	terms of the train construction?
7	JEAN-LOUIS OZORAK: Okay, so our role
8	starts as quality manager at the acceptance
9	process. When the vehicle is ready to be accepted
10	it's completed its assembly.
11	FRASER HARLAND: You do provisional
12	acceptance and then there's a final acceptance
13	that's conducted by the City; do I have that right?
14	JEAN-LOUIS OZORAK: Correct, and we
15	co-ordinate those efforts?
16	FRASER HARLAND: What happens between
17	provisional and final acceptance, if anything?
18	JEAN-LOUIS OZORAK: Between provisional
19	and final, yes, there is the integration testing.
20	FRASER HARLAND: Okay. So provisional
21	is to say, as far as Alstom is concerned and as far
22	as OLRT-C is concerned, a vehicle is ready to
23	operate. And then at final acceptance, it's to
24	sort of say it has operated on the system
25	successfully; is that fair?

1 JEAN-LOUIS OZORAK: Correct. In a 2 nutshell. 3 FRASER HARLAND: I wanted to ask, did 4 you have any involvement in trial running? 5 JEAN-LOUIS OZORAK: I did not. Other 6 than coordinating the efforts of allowing trial 7 running to occur as an area coordinator. If they 8 were done with trial running at a certain time of 9 day, we would allow contractors to come in. 10 FRASER HARLAND: Okay. So it was 11 continuing to play that role of facilitating access 12 to the line for testing or for contractors? 13 JEAN-LOUIS OZORAK: Correct. 14 FRASER HARLAND: Okay. But you didn't 15 have involvement or awareness of criteria for trial 16 running, or how trial running was going, anything 17 like that? 18 No, I did not. JEAN-LOUIS OZORAK: 19 FRASER HARLAND: And were you aware of 20 any issues that maintenance was experiencing during 21 trial running? 22 JEAN-LOUIS OZORAK: No, I did not have 23 those details, nor did I have the time to get into 24 those details or to ask for those details. T'm 25 busy enough with what I had to do.

1 FRASER HARLAND: Fair enough. 2 In terms of revenue service, in your 3 view were the trains ready for revenue service? 4 JEAN-LOUIS OZORAK: I'm assuming, I 5 don't know, it wasn't my role at the time. 6 FRASER HARLAND: And we spoke a bit 7 about this before, but was it your view or was it 8 understood that RTM was inheriting or accepting a 9 system that was in greater need of maintenance than 10 might have been anticipated or planned for? 11 JEAN-LOUIS OZORAK: I have no, nothing 12 to compare to as another project; I don't have that 13 experience. 14 FRASER HARLAND: Do you know how Alstom 15 maintenance performed after RSA? 16 JEAN-LOUIS OZORAK: No. 17 FRASER HARLAND: And you mentioned that 18 Alstom maintenance, and I don't know if we call 19 them Alstom rolling stock, or Alstom construction, 20 that these are two different entities, correct? 21 JEAN-LOUIS OZORAK: Correct. 22 FRASER HARLAND: Did you have any 23 understanding of what the relationship between 24 those two entities looked like? Were they at odds 25 with one another, competing with one another,

1 working well together? What was your sense of 2 that? 3 JEAN-LOUIS OZORAK: I can't really 4 comment on that because I'm not there with them. 5 FRASER HARLAND: Okav. You mentioned 6 that the priority, if there is a -- if there needs 7 to be one, in terms of the two entities, the 8 priority would be given to maintenance; is that 9 right? 10 JEAN-LOUIS OZORAK: That's my 11 understanding. 12 FRASER HARLAND: Would that have an 13 impact on Alstom's ability to complete retrofits; 14 do you think? 15 JEAN-LOUIS OZORAK: It might. 16 FRASER HARLAND: And what would the 17 implications of that be for the trains and for the 18 system? 19 JEAN-LOUIS OZORAK: Just to have floor 20 space to perform the work. 21 Floor space is given to Alstom 22 maintenance as a priority. 23 FRASER HARLAND: And so the 24 construction team wouldn't have the floor space is 25 what you're saying?

1JEAN-LOUIS OZORAK: In some cases,2yeah, because it's prioritized.

FRASER HARLAND: And a number of these retrofits in the minor deficiency list, are these being completed over a warranty period; or is that for work that shows up during revenue service that hadn't been accounted for prior?

⁸ JEAN-LOUIS OZORAK: Yeah, it's supposed ⁹ to be completed during the warranty period. But ¹⁰ the warranty period, in my understanding, is two ¹¹ years and we've gone beyond that already. So, ¹² commercially, I don't know how that gets handled.

On what my involvement with these minor deficiencies is to, whenever Alstom report that they're done in certain deficiencies, myself and my colleagues would go, or my colleagues would go and inspect and see if we're satisfied with the work. As far as the whole getting it done, getting complete, it's beyond me.

FRASER HARLAND: Okay. And do you have any understanding or knowledge of there being a significant number of work orders from the City to maintenance? This may be outside of your scope, but I just want to make sure I cover off all the key issues with you. Т

1	JEAN-LOUIS OZORAK: I know there are
2	work orders being generated and closed, that's I
3	don't know. I don't get involved with that side of
4	things.
5	FRASER HARLAND: And what about issues
6	with spare parts for maintenance? Has there been
7	any issues with that in terms of having the parts
8	that are required in order to get trains back on
9	the main line for service?
10	JEAN-LOUIS OZORAK: Yeah, I don't get
11	involved with that.
12	[Virtual connection difficulties].
13	[Whereupon, the court reporter read
14	back a portion of the record].
15	FRASER HARLAND: Go back on record.
16	Mr. Ozorak, I'd expect that as revenue
17	service commenced, and there was a transfer of
18	various maintenance requirements from OLRT-C to
19	RTM, that OLRT-C began to wind down in a certain
20	respect as an organization; is that a fair
21	assessment?
22	JEAN-LOUIS OZORAK: Yeah, that's not
23	something I was involved with. I would say that
24	yes, once things were transferred over, that OLRT-C
25	backed out of it and they still are.

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1	FRASER HARLAND: Did you have any sense
2	of whether that happened too quickly or whether
3	there were issues that needed to be taken care of
4	by OLRT-C that weren't being finished because the
5	organization was essentially no longer there? Do
6	you have any understanding of that?
7	JEAN-LOUIS OZORAK: Yeah, I'm going to
8	give you my opinion on this. No, OLRT-C is still
9	active on Stage 1 completion. So I would say that,
10	no, they did not wind down too early. But that's
11	my opinion.
12	FRASER HARLAND: Yeah, understood.
13	For some train projects, they implement
14	what's called a soft start or a progressive start
15	to revenue service. Do you have any opinion on
16	whether or not doing that would have been
17	beneficial in this project?
18	JEAN-LOUIS OZORAK: The topic did come
19	up with a soft start. But what would have been
20	included in the soft start? That's a whole other
21	discussion.
22	I mean, would you have would the
23	City have appreciated a soft start with the
24	downtown stations to Blair and not to Tunney's? I
25	don't think it would have worked on this project.

1 When you say the topic FRASER HARLAND: did come up, how did it come up and what was your 2 3 knowledge of it, of that discussion? 4 JEAN-LOUIS OZORAK: It was just 5 overhearing discussions about possibly running б service from Rideau Station to Blair, at least 7 getting people into town, and it was me overhearing 8 these conversations in meetings. 9 I don't know where it went -- obviously 10 it went nowhere because it never happened. But my 11 opinion is that it wouldn't have worked because you 12 couldn't drop everyone off at Rideau Station and 13 expect them to find their way to the downtown, 14 Ottawa downtown core. It wouldn't have worked, so 15 that's just my opinion. 16 (Reporter sought clarification). 17 FRASER HARLAND: So on your CV as area 18 coordinator you were responsible for coordinating 19 requirements with RTM operations? Can you explain 20 what that would have involved for us, please. 21 JEAN-LOUIS OZORAK: Well, I see there's 22 well some... so it's basically again it was 23 coordinating work and we did get involved with RTM 24 operations, with the control room. And this is, 25 yeah, they did take over -- okay, so this is more I

1 would say with the control room. 2 Because RTM was operating the yard 3 control room, the YCC they called it. We had to 4 coordinate with them because at some point they 5 took over certain areas and we had to start 6 coordinating with them. 7 FRASER HARLAND: Sorry, they were 8 operating, you said the yard control room? 9 JEAN-LOUIS OZORAK: Yeah, the yard 10 control room which is currently how it operates. 11 RTM operates the yard control room, and so they 12 operate the yard and at the time, they were 13 training to do that. So this is where we were 14 coordinating with them. 15 FRASER HARLAND: Okay. And the yard 16 was designed to be operated using automatic train 17 control; is that right? 18 JEAN-LOUIS OZORAK: Yes. 19 FRASER HARLAND: And is that up and 20 running now, or what's the status of that? 21 JEAN-LOUIS OZORAK: It is not up and 22 running yet. 23 FRASER HARLAND: Has that had any 24 implications for the project that you've seen? 25 JEAN-LOUIS OZORAK: Yes. OLRT had to

1 support that aspect by hiring, or by allowing 2 Alstom to hire yard hostlers to move vehicles 3 around. 4 FRASER HARLAND: And that's equipment 5 for the purpose of moving vehicles? 6 JEAN-LOUIS OZORAK: Yard hostlers are 7 people that are moving the equipment, instead of 8 the unattended train operation, go on your keyboard and press train XY, to go to the handle. 9 Now it's 10 actually people moving these until the testing gets 11 finalized and integrated. 12 FRASER HARLAND: Just so I understand, 13 you said the yard's control room. So are there two 14 separate control rooms, one for the main line and 15 one for the yard? 16 JEAN-LOUIS OZORAK: Correct. OTC is 17 the main line and YCC is the yard. 18 FRASER HARLAND: Did you have any 19 involvement with the main line control room and the 20 operators there? 21 JEAN-LOUIS OZORAK: We did, actually we 22 did at the time, because the main line control used 23 to be at 805 Belfast until they moved into their 24 own facility. I'm not sure where it is, but it's 25 down Belfast Road a little ways.

1	FRASER HARLAND: Did you have any
2	knowledge or awareness of the handover between
3	OLRT-C and RTM for maintenance work?
4	JEAN-LOUIS OZORAK: No.
5	FRASER HARLAND: And you weren't
б	involved during the information handover in terms
7	of maintenance manuals and other key documentation
8	that was being transferred from one organization to
9	the other?
10	JEAN-LOUIS OZORAK: I just heard that
11	it was happening. I did not get involved with
12	that.
13	FRASER HARLAND: What interaction, if
14	any, did you have with the operator, OC Transpo?
15	JEAN-LOUIS OZORAK: OC Transpo, at the
16	time, it was basically allowing their operators to
17	take permits to go and test vehicles after a
18	certain when they were trained when they had
19	trained operators, we would interact with their
20	trained operators to allow them to take vehicles to
21	the main line to test them.
22	FRASER HARLAND: And they were testing
23	or they were training?
24	JEAN-LOUIS OZORAK: Testing/training.
25	It was part of their training, I would say, that

1	they would drive these vehicles in real life.
2	FRASER HARLAND: How did their training
3	work? Who was responsible for their training?
4	JEAN-LOUIS OZORAK: I don't know. I
5	can't speak to that. The City.
6	FRASER HARLAND: Was it your view that
7	the operator was ready for revenue service? They
8	had received sufficient training and were ready to
9	operate the system?
10	JEAN-LOUIS OZORAK: I can't speak to
11	that, no.
12	FRASER HARLAND: Are you aware of any
13	difficulties that were caused between two different
14	work order systems, one that was used by the City
15	and a different system used by Alstom and Alstom
16	maintenance?
17	JEAN-LOUIS OZORAK: I'm not involved in
18	that. I hear there's work orders; that's pretty
19	much the extent of it.
20	FRASER HARLAND: I understand there was
21	a significant change in management in OLRT-C around
22	2018; were you aware of that change?
23	JEAN-LOUIS OZORAK: There's been change
24	in project directors, four or five times, but
25	that's it.

1 FRASER HARLAND: Do you know why the 2 changes in project directors was happening? 3 It could have JEAN-LOUIS OZORAK: No. 4 been personal. It could have been -- I have no 5 idea. 6 FRASER HARLAND: Did those changes have 7 an impact on your work? 8 JEAN-LOUIS OZORAK: No. 9 FRASER HARLAND: You didn't discern any 10 difference in what you were needing to do or in 11 what was going on in your organization in the 12 project direction? 13 JEAN-LOUIS OZORAK: None whatsoever. 14 FRASER HARLAND: Did you have any sense 15 that there changes in the relationships between 16 OLRT-C and Alstom under different project 17 directors? 18 JEAN-LOUIS OZORAK: No. 19 FRASER HARLAND: Did you notice any 20 changes around May 2018 when revenue service, the 21 original revenue service date, was missed? 22 JEAN-LOUIS OZORAK: No. 23 FRASER HARLAND: You would have been 24 aware of that date, though, the revenue service 25 date?

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1	JEAN-LOUIS OZORAK: I was.						
2	FRASER HARLAND: And was there a sense						
3	within the organization that having missed that						
4	date was a problem, or that there was additional						
5	pressure to get the work done after that time?						
6	JEAN-LOUIS OZORAK: There was a sense						
7	of urgency, but there's always been a sense of						
8	urgency on this project.						
9	FRASER HARLAND: Did you know of any						
10	mitigation measures that were undertaken by OLRT-C						
11	at the time in order to try and meet the next						
12	revenue service date?						
13	JEAN-LOUIS OZORAK: No, I wasn't						
14	involved at that level.						
15	FRASER HARLAND: And so you didn't feel						
16	any heightened sense of urgency or demands from						
17	May 2018 going forward in your work, pressure from						
18	management or other colleagues?						
19	JEAN-LOUIS OZORAK: Not an increase in						
20	pressure. The pressure was there from day one.						
21	FRASER HARLAND: And what does that						
22	pressure look like? Just describe that for me,						
23	please.						
24	JEAN-LOUIS OZORAK: It's an everyday						
25	challenge, right? It's an everyday challenge to						

1 make sure that everything is done. 2 And the pressure could vary from 3 getting building occupancy, or to -- you know, 4 somebody wanting to get a vehicle tested and us 5 having to try and to make it happen safely without 6 contradicting our skill set, violating any of our 7 rules that were implemented. 8 FRASER HARLAND: Did you have any 9 awareness that if OLRT-C missed that revenue 10 service date in May 2018, that they would owe 11 liquidated damages to RTG for the time it took for 12 them to pass? 13 JEAN-LOUIS OZORAK: Yeah, that's above 14 my pay grade. 15 FRASER HARLAND: So that issue wouldn't 16 have changed your day-to-day work at any time after 17 revenue service? 18 JEAN-LOUIS OZORAK: No. 19 FRASER HARLAND: And the financial 20 impact on OLRT-C of missing revenue service, that's 21 not something you were aware or were dealing with, 22 I take it. 23 JEAN-LOUIS OZORAK: I wasn't dealing 24 with it. I was aware of it, but I wasn't dealing 25 with it. My daily tasks were daunting enough. Ι

1	didn't need to get involved at that level and it						
2	wasn't my job to do so.						
3	FRASER HARLAND: So as you, I think are						
4	probably aware, the Commission's mandate is to look						
5	at the commercial and technical circumstances that						
6	led to breakdowns and derailments on the main line						
7	and for the system.						
8	I just wanted to speak to you a bit						
9	about those specifically and any knowledge that you						
10	might have about those.						
11	So there was a first derailment in						
12	August of 2021. What's your knowledge of that						
13	incident?						
14	JEAN-LOUIS OZORAK: Only that the						
15	report has finally been provided on that, and there						
16	are certain aspects that still need to be sorted						
17	out, like wheel-flange lubrication and that's the						
18	one that comes to mind. That's the better way to						
19	do it.						
20	FRASER HARLAND: What was the issue						
21	with that first derailment, to your knowledge?						
22	JEAN-LOUIS OZORAK: I can't speak to						
23	I don't know what the issue was. It derailed. And						
24	now they're pointing at actually, they're						
25	pointing at the track design and wheel-flange						

1	lubrication. So I don't enough about it to comment						
2	on this any further.						
3	FRASER HARLAND: As quality director, I						
4	mean, having two derailments that may have						
5	something to do with Alstom's quality, does that						
6	impact your role at all? Or what was the effect of						
7	having these derailments on the work that you were						
8	doing?						
9	JEAN-LOUIS OZORAK: The effect of						
10	having the derailment was significant because we						
11	couldn't go test on the main line, testing of our						
12	Stage 2 vehicles on the main line. And this is how						
13	we got impacted on Stage 2.						
14	But other than that, no, it had no						
15	other impact.						
16	FRASER HARLAND: And the reason for						
17	that was that they had to shut the system down for						
18	a period of time?						
19	JEAN-LOUIS OZORAK: Correct.						
20	FRASER HARLAND: Do you have any						
21	knowledge of the second derailment that happened in						
22	September of 2021?						
23	JEAN-LOUIS OZORAK: I do have						
24	knowledge.						
25	FRASER HARLAND: What do you know about						

1	that? What can you tell us?						
2	JEAN-LOUIS OZORAK: Only what I heard						
3	is that it was an operator error, about torquing						
4	some bolts.						
5	FRASER HARLAND: And from OLRT-C's						
6	side, did you have any involvement in responding to						
7	that issue or working to ensure that Alstom's						
8	processes were modified as necessary to address						
9	those issues?						
10	JEAN-LOUIS OZORAK: Not involved. Not						
11	in my scope of work.						
12	FRASER HARLAND: What about the wheel						
13	flats that I understand were seen on some of the						
14	trains? Do you have any knowledge of that or						
15	involvement in that?						
16	JEAN-LOUIS OZORAK: I hear that they're						
17	happening. Why they're happening, it is being						
18	sorted out by someone else.						
19	FRASER HARLAND: That would be the same						
20	for the cracked wheels?						
21	JEAN-LOUIS OZORAK: Yeah. Yeah.						
22	They've implemented a change to the wheels.						
23	They've removed some bolts and inserted some						
24	plastic plugs to make sure that these wheel cracks						
25	didn't occur.						

1 And they're inspecting every vehicle 2 before they go out on the main line to make that 3 there are no wheel cracks. As to how they do that, 4 that's not mine to worry about, because they're 5 revenue vehicles, but I hear it's happening. 6 When you say "they"? FRASER HARLAND: 7 RTM. RTM would be JEAN-LOUIS OZORAK: 8 the ones that's looking at that. 9 FRASER HARLAND: We spoke briefly but 10 in terms of Stage 2, the vehicles are now being 11 maintained in Brampton. 12 Is it your view that that would have 13 been a better model for the project as a whole to 14 have vehicles constructed out of that facility? 15 JEAN-LOUIS OZORAK: Yeah, you said 16 maintained so that kind of -- it did not maintain 17 in Brampton. I want to make sure we're 100 percent 18 clear. 19 FRASER HARLAND: That's my mistake. Ι 20 certainly meant constructed. 21 So let me state the sentence again for 22 the purposes of record. For Stage 2, Alstom 23 eventually set up a production facility in Brampton 24 for some of the Stage 2 vehicles. 25 And my question is whether it would

1	have been a better model for the project as a whole				
2	and for Stage 1 to have the trains built out of				
3	that production facility?				
4	JEAN-LOUIS OZORAK: My opinion is yes.				
5	You want to build a vehicle in a production				
6	facility. It would have helped the project along				
7	with not having to worry about turning this into a				
8	production facility, then turning it back into a				
9	maintenance facility.				
10	And if, you know, in the railway world,				
11	I guess you would want the vehicle built in a				
12	production facility. Same as back to your Toyota,				
13	right. You'd want that built in a Toyota plant.				
14	FRASER HARLAND: Other than scheduling,				
15	do you have any knowledge of the impact that not				
16	having a separate production facility had on the				
17	project?				
18	JEAN-LOUIS OZORAK: I'm sorry, I'm just				
19	not 100 percent with the question. In terms of				
20	FRASER HARLAND: You're saying it would				
21	have been better for the project and you've				
22	explained a bit. I guess I'm trying to understand				
23	what is it that you saw on the project that created				
24	issues or difficulties that you might not have had				
25	if there was a dedicated production facility?				

Τ

1	JEAN-LOUIS OZORAK: Yeah, it would have					
2	been it would have reduced the amount of					
3	movement we had in the yard because the vehicles					
4	would have come, would have been delivered, up to a					
5	certain extent tested.					
6	Because they do perform some testing in					
7	the plant in Brampton, water tests and serial					
8	testing. So that would have had a definite					
9	positive impact on the construction of the project					
10	here in Ottawa if we didn't have to contend with					
11	any of that.					
12	FRASER HARLAND: We spoke of the					
13	burn-in period which was a change to the testing					
14	undertaken between Stage 1 and Stage 2.					
15	Have there been any other changes to					
16	the testing and commissioning requirements between					
17	Stage 1 and Stage 2 to your knowledge?					
18	JEAN-LOUIS OZORAK: No, no the burn-in					
19	had to be established because there was no set					
20	markers. I don't think there was a set mark in the					
21	Stage 1. There was a trial running protocol and					
22	there were criterias that were set out, but I					
23	wasn't involved with it.					
24	All I know is that when we came to					
25	Stage 2, we had to establish the criteria. And					

1 this is where Joseph came in with his 30 years of 2 experience in rail instruments that 1000 kilometres 3 should do. 4 FRASER HARLAND: Are there any other 5 differences you've seen between Stage 1 and Stage 2, 6 or any lessons that you feel had been learned by 7 OLRT-C between Stage 1 and Stage 2? 8 JEAN-LOUIS OZORAK: Nothing comes to 9 mind. 10 FRASER HARLAND: Just while I review my 11 notes, I'm going to ask my colleague Mr. Coombes if 12 he has any other questions for you. 13 JEAN-LOUIS OZORAK: Okay. 14 MARK COOMBES: I don't have any other 15 questions for the witness. 16 FRASER HARLAND: Just a final couple of 17 questions, Mr. Ozorak. 18 As I said, the Commission's mandate is 19 to look into the commercial and technical 20 circumstances that led to the breakdowns and 21 derailments. Are there any topics or areas that we 22 haven't discussed today that you think the 23 Commission should be looking at in its work? 24 JEAN-LOUIS OZORAK: No, it's covered 25 the fact that the, you know, it would have been

1 better to have the vehicles assembled in an actual 2 vehicle production facility. Which was my big 3 thing. I think it would have helped the project a 4 lot. 5 Other than that, based on 6 conversations, you know, I'm exposed to a lot of 7 this stuff during my workdays, this project is no 8 worse than other projects around the world. 9 FRASER HARLAND: And a related 10 question, and you may feel you already answered it, 11 but the Commissioner's been asked to make 12 recommendations to prevent similar issues going 13 forward. 14 And so do you have any specific 15 recommendations that you would suggest for the 16 Commissioner's recommendation and his 17 consideration? One might be related to the MSF, 18 but do you have any other recommendations that you 19 might make? 20 JEAN-LOUIS OZORAK: No, no I think 21 overall it was, you know, project went well. As 22 well as you can expect. It is a complicated 23 project and no, I have no other recommendations. 24 Ms. Wright, do you FRASER HARLAND: 25 have any follow up for the witness?

1	JESSE WRIGHT: No, no questions for me,
2	thanks.
3	FRASER HARLAND: We can go off record.
4	
5	EXHIBIT NO. 1: Curriculum Vitae of
6	Jean-Louis Ozorak.
7	
8	Concluded at 11:05 a.m.
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1	REPORTER'S CERTIFICATE				
2					
3	I, JUDITH M. CAPUTO, RPR, CSR, CRR,				
4	Certified Shorthand Reporter, certify;				
5	That the foregoing proceedings were				
6	taken before me at the time and place therein set				
7	forth; at which time the interviewee was put under				
8	oath by me;				
9	That the statements of the presenters				
10	and all comments made at the time of the meeting				
11	were recorded stenographically by me and				
12	transcribed at my direction;				
13	That the foregoing is a Certified				
14	Transcript of my shorthand notes so taken.				
15					
16	Dated this 17th day of May, 2022.				
17	Dated this 17th day of May, 2022.				
18					
19	NEESONS, A VERITEXT COMPANY				
20	PER: JUDITH M. CAPUTO, RPR, CSR, CRR				
21					
22					
23					
24					
25					

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