Ottawa Light Rail Commission

Larry Gaul
on Thursday, April 21, 2022

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6   OTTAWA LIGHT RAIL COMMISSION

7   STV - LARRY GAUL

8   APRIL 21st, 2022

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14 --- Held via Zoom Videoconferencing, with all

15 participants attending remotely, on the 21st day

16 of APRIL, 2022, 9:00 a.m. to 12:28 p.m.

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 1   COMMISSION COUNSEL:

 2   Kate McGrann, Co-Lead Counsel Member

 3   Liz McLellan, Litigation Counsel Member

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 5   PARTICIPANTS:

 6   Larry Gaul:  STV Inc.

 7   James Doris and Michael O'Brien

 8   and Theodore Milosevic: Tyr LLP

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10

11   ALSO PRESENT:

12   Leila Heckert, Stenographer/Transcriptionist

13   Elizabeth Deasy, Virtual Technician

14   Talia Gillani, Shadowing Technician

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 1                    INDEX OF EXHIBITS

 2   NO./ DESCRIPTION                              PAGE

 3   1       Curriculum vitae of Mr. Gaul.            7

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

2   LARRY GAUL: AFFIRMED.

3   KATE MCGRANN: Good morning, Mr. Gaul.

4   My name is Kate McGrann. I'm one of the co-lead

5   counsel for the Ottawa Light Rail Transit Public

6   Inquiry.

7   The purpose of today's interview is to

8   obtain your evidence under oath or solemn

9   declaration for use of the Commission's public

10   hearings.

11   This will be a collaborative

12   interview, such that my co-counsel,

13   Ms. McLellan, may intervene to ask certain

14   questions. If the time permits, your counsel

15   may ask follow-up questions at the end of this

16   interview.

17   This interview is being transcribed

18   and the Commission intends to enter this

19   transcript into evidence at the Commission's

20   public hearings either at the hearings or by way

21   of procedural order before the hearing is

22   commenced.

23   The transcript will be posted to the

24   Commission's public website along with any

25   corrections made to it after it is entered into

1   evidence.

2   The transcript, along with any

3   corrections later made to it, will be shared

4   with the Commission's participants and their

5   counsel on a confidential basis before being

6   entered into evidence.

7   You will be given the opportunity to

8   review your transcript and correct any typos or

9   other errors before the transcript is shared

10 with the participants or entered into evidence.

11 Any non-typographical corrections made will be

12 appended to the end of the transcript.

13   Pursuant to section 33(6) of the

14 Public Inquiries Act 2009, a witness at an

15 inquiry shall be deemed to have objected to

16 answer any question asked him or her upon the

17 ground that his or her answer may tend to

18 incriminate the witness or may tend to establish

19 his or her liability to civil proceedings at the

20 instance of the Crown or of any person.

21   And no answer given by a witness at an

22 inquiry shall be used or be receivable in

23 evidence against him or her in any trial or

24 other proceedings against him or her thereafter

25 taking place, other than a prosecution for

1   perjury in giving such evidence.

2   As required by section 33(7) of that

3   Act, you are hereby advised that you have the

4   right to object to answer any question under

5   section 5 of the Canada Evidence Act.

6   If at any point you need to take a

7   break during our interview, please let me know.

8   Mr. Gaul, we asked your counsel to

9   provide us with a copy of your CV in advance of

10   the interview. So I'm just going to show you

11   what we received. Are you able to see the

12   document that I'm sharing my screen?

13   LARRY GAUL: Yes, ma'am.

14   KATE MCGRANN: And I'm just going to

15   scroll through it. I just want to show you it

16   from front to back. It's a two-page document.

17   I'm happy to scroll back through at a speed that

18   allows you to read if you like.

19   But my question for you is do you

20   recognize this document?

21   LARRY GAUL: Yes, I do.

22   KATE MCGRANN: And is this your CV?

23   LARRY GAUL: Yes, ma'am.

24   KATE MCGRANN: Then we'll have that

25   entered into Exhibit 1 to your exhibit [sic].

1   EXHIBIT NO. 1: Curriculum vitae of

2   Mr. Gaul.

3   KATE MCGRANN: I will stop showing

4   that to you now. Would you please provide us

5   with a brief overview of your professional

6   experience as it was relevant to the work that

7   you did on Stage I of the Ottawa Light Rail

8   Transit project?

9   LARRY GAUL: Sure. So my role on

10   Stage I was to provide operational support to

11   the OC Transpo's new rail department. So as per

12   my experience leading up to that, my transit

13   career in public transit spans 35 plus years.

14   The large majority of that time was spent in the

15   rail discipline from rail service planning and

16   scheduling to rail operations.

17   I spent ten years with the Washington

18   DC Metro system. The first couple of years, I

19   was in charge of rail service planning for them.

20   That's for their subway system. And then I

21   moved over into the rail operating department

22   where I ran a yard and storage facility similar

23   to Belfast, and then I was transferred down to

24   the control centre. So I served as an assistant

25   superintendent in their control centre.

1   Then I went to Dallas to join their

2 new light rail startup team, and I spent 20

3 years in Dallas. All 20 years was in the rail

4 group, or rail transportation group, where I

5 initially was setting up and running their new

6 train control centre.

7   And then I was promoted to assistant

8 vice president where I was in charge of the

9 entire rail operating department. And as part

10 of that, I went there as part of the startup

11 team, which was the original section was

12 20 miles, and then over the next, I'm going to

13 say, 15, 16 years, it grew to 85 miles, so I was

14 involved in the design and construction

15 activities and testing and commissioning for the

16 starter systems as well as all the new segments.

17   KATE MCGRANN: And when did you begin

18 working with STV?

19   LARRY GAUL: That would have been in

20 2014. When I left Dallas, I joined STV. It was

21 basically to make a move back to the East Coast

22 where my wife and I are from. And there was a

23 new light railway line under design in Baltimore

24 and so I was hired to provide the same type of

25 support to the Red Line project. Unfortunately,

1   about a year, year and half later a new governor

2   was elected and he cancelled the project.

3   KATE MCGRANN: I understand that you

4   began working on the Ottawa Light Railway

5   Transit project in 2017.   Is that right?

6   LARRY GAUL: The Stage I portion of

7   the Ottawa Light Railway project.   I originally

8   started on Stage II providing the operational

9   support into the design and redrafting of the

10   PSOS for Stage II.

11   KATE MCGRANN: So you were part of the

12   STV team that provided that, sort of, original

13   support to Stage I --

14   LARRY GAUL: No.   No, I was not.

15   KATE MCGRANN: And when did you start

16   working on the Stage II aspect of the project?

17   LARRY GAUL: It was -- oh, Stage II?

18   KATE MCGRANN: Um-hmm.

19   LARRY GAUL: I think it was 2016.

20   KATE MCGRANN: And when you were

21   brought in to assist on the Stage I aspect of

22   the Ottawa Light Rail Transit, what were you

23   brought in to do?

24   LARRY GAUL: It was to provide

25   operational support for Troy Charter's new

1   department, sort of, the rail operating

2   department. And my role was, when I say

3   "operational support," it was to take, sort of,

4   a high-level overview and watch what the group

5   is doing, see where they are. Are they in line

6   with what I believed would be needed in order

7   for them to go into revenue service?

8   So a lot of my work stemmed from

9   taking, revealing, you know, the roles and

10   procedures that they had started working on,

11   reviewing training plans, hiring staffing plans,

12   did they make sense, working with -- at that

13   time it was Joanna Vendetti who was, I think --

14   she wasn't a director, but she was a program

15   manager or something like that.

16   But she was in charge of the rail

17   department at that time working under Troy, and

18   so I was supporting her in various aspects, you

19   know, her role to get started.

20   I did a lot of work, too. I worked

21   closely with Pat Scrimgeour's planning and

22   scheduling department. I did some work -- he

23   also had at that time, I guess, the customer

24   service and the special event planning, so I was

25   helping his team in preparing, you know, various

1   plans and programs that would relate to the rail

2   side.

3   KATE MCGRANN: And in the customer

4   service and special event planning, were you

5   looking at things like what the opening would

6   look like, how you would educate users of the

7   bus system about the light rail system and what

8   their options are, things like that?

9   LARRY GAUL: Not so much on the

10   customer side. It was more special events,

11   opening -- opening day events was one of the big

12   ones. But it was also for, you know, how will

13   they handle the crowds on Canada Day, as an

14   example.

15   KATE MCGRANN: You're looking into the

16   future on days where you would expect the

17   demands on the system to be abnormally high as a

18   result of what's going on, and planning for how

19   to account for that?

20   LARRY GAUL: Correct. Correct. And

21   looking over their plans for when you have a

22   rail service disruption and you need to

23   substitute it with bus service. They had

24   already drafted some plans and I took a look

25   through that and made some comments on those

1   type plans, and provided some guidance from my

2   past experience in my other properties.

3   KATE MCGRANN: When you joined in

4   2017, were there already plans in place about

5   what the opening of the system to revenue

6   service would look like? And by that I mean had

7   the City turned its mind to whether it would

8   start with a limited open, and ramp its way up

9   to full revenue service or whether it wanted to

10   start with full revenue service on day one of

11   opening of the system to the public. Where was

12   the City at in decision-making on that question?

13   LARRY GAUL: From what I recall, the

14   original plan was to always open the full system

15   on the opening day. There was some discussion

16   about -- the only discussion I remember about,

17   sort of, a phased opening was will the buses be

18   all rerouted on opening day, or will the buses

19   continue a couple of weeks in order to, you

20   know, break in the system, allow the customers

21   to get, you know, used to the new rail system

22   and things like that. That's the only type of

23   phased opening I think I ever heard being

24   discussed.

25   KATE MCGRANN: And the rationale for

1   running some, sort of, parallel bus service, as

2   you understood it, was to help the customers?

3   LARRY GAUL: It was, yeah. I mean,

4   that's not unusual in new rail system startups

5   that you don't automatically reroute all the bus

6   lines and feed into the subway or the new light

7   rail line on day one.

8   You usually have a couple weeks period

9   where there's parallel rail and bus service and

10 the customers have a choice at that point.

11   KATE MCGRANN: And in your experience

12 is it usual, as you put it, to open with full

13 service from day one?

14   LARRY GAUL: No. It is not. I had

15 never experienced that. I always, as a rail

16 operator, I always liked the opportunity to have

17 a couple more weeks of running without my full

18 demand on the system yet.

19   KATE MCGRANN: And why is that?

20   LARRY GAUL: Well, in my case, it was

21 for a lot of our extensions, we didn't get a lot

22 of time from the end of construction or end of

23 turn over to when the opening date that had been

24 scheduled previously, we didn't always have a

25 lot of time. Many times it was just a few days

1   to get all of our operators familiar with the

2   new line section and trained properly. So that

3   gave me -- that two-week period always gave me a

4   little bit of extra flexibility.

5   KATE MCGRANN: The time crunch that

6   you described in the extensions that you worked

7   on, I mean, was it the case that you were -- you

8   and the operators had to wait until construction

9   was finished before they could get any time on

10   the line, or did they have an opportunity during

11   testing and commissioning of those extensions to

12   familiarize themselves?

13   LARRY GAUL: No. We always had time

14   during testing and commission. Fortunately, I

15   had a very good testing and commissioning team.

16   It didn't work for me, but they worked for DART

17   and the person running that team was a former

18   operator, you know, rail operator, a manager.

19   And he understood the need for

20   operators to get trained on new line sections.

21   So during the testing and commissioning, once he

22   took over the railroad, once he had all the

23   safety critical tests done, then he would allow

24   us, at times, to get on the system, typically

25   starting at nighttime, and then as his testing

1   progressed and we would -- he would give us more

2   daytime hours as well. But we'd never -- we

3   would never really get to run the full system

4   until they had basically completed the testing

5   and commissioning. We couldn't practice run our

6   revenue service until that time.

7   KATE MCGRANN: On this project, and I

8   will come back to this later during our time

9   together this morning. But on this project we

10   saw a trial running period.

11   Did you have a trial running period on

12   the extensions of the Dallas system that you

13   worked on?

14   LARRY GAUL: Yeah. We didn't call it

15   trial running. But it was very similar to it.

16   It was typically -- typical in the program

17   schedule, there was always a minimum of two

18   weeks of this practice running period that was

19   allocated at the end of the project and before

20   it was turned over to revenue service.

21   KATE MCGRANN: So if we speak about

22   practice running in Dallas, that would be the

23   equivalent to the trial running that we saw here

24   in Ottawa?

25   LARRY GAUL: Yes, I'm sorry, yeah.

1   KATE MCGRANN: And what was the

2 purpose of the practice running periods that you

3 worked on in Dallas? What were they to

4 accomplish?

5   LARRY GAUL: It was basically to

6 operate the new schedule that incorporates the

7 new line section. You know, continuation of the

8 training for the operators, the supervisors, the

9 maintenance staff. And it was, you know, it

10 provided a less, you know, couple weeks'

11 shakedown period, where, if there were problems,

12 you know, the maintainers could go out and

13 address the problems before we're in revenue

14 service.

15   KATE MCGRANN: I've heard reference to

16 something called the "burn in period." Does

17 that phrase mean anything to you?

18   LARRY GAUL: Yeah.

19   KATE MCGRANN: What does it mean?

20   LARRY GAUL: Very similar to what I

21 call a practice period or the trial running for

22 the new system.

23   KATE MCGRANN: In your experience, if

24 I've got this right, when you began working in

25 Dallas, you were working with an entirely new

1   system.

2   LARRY GAUL: Yes.

3   KATE MCGRANN: And that was 20 miles,

4   I think.

5   LARRY GAUL: Twenty miles, yes.

6   KATE MCGRANN: And then over the

7   course of your time there, the system expanded

8   several times and ultimately ends up being over

9   80 miles. Is that right?

10   LARRY GAUL: Yes.

11   KATE MCGRANN: Did you use the same

12   amount of burn in period when you were starting

13   the system from scratch as you did for the

14   expansion periods?

15   LARRY GAUL: No, I don't believe so.

16   I believe we had three, potentially four weeks

17   of time.

18   KATE MCGRANN: And how did you and the

19   team that you were working with determine how

20   long you would need for this burn in period each

21   time you were confronted with a new opening?

22   LARRY GAUL: Well, for the original

23   one, that had been established long before I got

24   there. But it was based on, as I said, the head

25   of our testing and commission program there was

1 a former operating manager who had started up

2 numerous systems prior to that.

3   And he was the one who made sure that

4 period was thrown in the original construction

5 schedule. The two-week period, that was, sort

6 of, the standard going forward from that initial

7 opening through all the other phase openings, if

8 you will.

9   KATE MCGRANN: So jumping from Dallas

10 back to Ottawa. You mentioned that you were

11 working with Troy Charter's group.

12   Would it be fair to say that you were

13 in an oversight and advisory role?

14   LARRY GAUL: Yes. I think that's a

15 good way of putting it.

16   KATE MCGRANN: And was anybody filling

17 that role before you joined? Did you replace

18 someone or step into somebody else's shoes?

19   LARRY GAUL: No. There's another

20 individual that I, sort of, was doing very

21 similar type activity. He was probably more at

22 the higher level, you know. I was working

23 initially with Joanna and directly with her team

24 members. Where this other individual was

25 probably working more with Troy and John.

1   KATE MCGRANN: And who was that?

2   LARRY GAUL: A gentleman named Joe

3   North.

4   KATE MCGRANN: Is he also with STV?

5   LARRY GAUL: He was. He left STV a

6   number of years ago.

7   KATE MCGRANN: And were the two of you

8   working together, he at the level he was working

9   at, you at the level you were working at?

10   LARRY GAUL: Yes.

11   KATE MCGRANN: And then you mentioned

12   when you started, you were working with Joanne's

13   team, did that change over time?

14   LARRY GAUL: Joanna left. And then

15   when -- after she left, then I think it was

16   Duane Duquette who was promoted into her job, so

17   I started working with Duane at that point and

18   probably a little more closely with Troy because

19   I think at that time Troy had -- in order for

20   Troy to focus on rail, I think he -- John

21   reassigned some of his responsibilities so he

22   could focus on rail. So I got to work with Troy

23   quite closely after that as well.

24   KATE MCGRANN: And when you say that

25   John reassigned someone of Troy

1   responsibilities, are you referring to John

2   Manconi?

3   LARRY GAUL: Yes. I'm sorry.

4   KATE MCGRANN: Don't worry about that.

5   And was it the case that -- so you begin working

6   with Joanna, and Joanna is replaced by Duane,

7   and then as Troy's role shifts, you begin to

8   work more closely with Troy.

9   And did that remain the case for the

10   rest of the time that you were working on

11   Stage I?

12   LARRY GAUL: Yes, ma'am.

13   KATE MCGRANN: I've seen reference to

14   a project management team. And it looked like

15   it was housed in the same area that Troy was

16   working.

17   Are you familiar with that name at

18   all?

19   LARRY GAUL: The name rings a bell,

20   but I can't tell you what it was.

21   KATE MCGRANN: Did you sit on any

22   teams, committees, or working groups of the City

23   during the course of your work on Stage I?

24   LARRY GAUL: Teams, committees, or

25   working groups? Well, certainly plenty of

1   working groups. Those were already established

2   working groups within OC Transpo. And some of

3   them might have included RTM staff as well.

4   KATE MCGRANN: I understand that at

5   some point, the City implemented an independent

6   assessment team including members of

7   representatives of STV.

8   Did you have any -- were you part of

9   that team?

10   LARRY GAUL: I recall the team being

11   brought in. But no, I was not part of that

12   team. My --

13   KATE MCGRANN: What was -- sorry. Go

14   ahead.

15   LARRY GAUL: I'm sorry. My experience

16   is more on the operational side where this was

17   more of a technical evaluation team.

18   KATE MCGRANN: I was going to ask you,

19   what did you understand the independent

20   assessment team to be doing. You said they're

21   focusing on technical aspects of the system?

22   LARRY GAUL: As I recall, yes.

23   KATE MCGRANN: Could you be a bit more

24   specific about what you mean by that?

25   LARRY GAUL: Well, now, I'm putting on

1   my thinking cap. I would participate in a line

2   section for a walk-through early on, and there's

3   a -- I can't tell you all the people who is on

4   this. But there are a lot of, sort of, issues

5   that were identified with the catenary

6   foundations or the catenary poles, and things

7   like that, maybe some track concerns as well.

8   And that -- I don't want to say it was

9   a formal report, but there's some type of

10   document that was developed, and it was shared

11   with Troy, and I'm sure it was shared with John.

12   And I think it just got -- I don't want to

13   suggest, but somehow I think that, maybe, caught

14   John's attention and he wanted to have -- he

15   wanted to have some experts come in and take a

16   look.

17   KATE MCGRANN: The document --

18   LARRY GAUL: I think it was about

19   that, yeah.

20   KATE MCGRANN: The document that was

21   developed, do you know who it was developed by?

22   LARRY GAUL: No. I think they -- no.

23   I don't even want to guess. You know, there

24   were members from OC -- from the rail group that

25   were on it, there were members of the OLRTC

 1   group the -- OC Transpo. But I think that group

 2   oversaw the construction. Is that correct? The

 3   OLRTC?

 4   KATE MCGRANN: Yes. That's correct.

 5   LARRY GAUL: I think there were people

 6   from that group.

 7   KATE MCGRANN: When you first started

 8   working on Stage I of the OLRT, what was the

 9   status of the construction? And by that I mean

10   was it on schedule?

11   LARRY GAUL: I think there was -- I'm

12   not sure because I never saw the baseline

13   project schedule. But I know that there was

14   concerns within -- within the OC Transpo team

15   about, you know, delays to the project.

16   KATE MCGRANN: And those are the

17   delays associated with construction?

18   LARRY GAUL: Yes.

19   KATE MCGRANN: Were there any concerns

20   about delays with respect to the City's

21   readiness for revenue service or accepting

22   handover of the system?

23   LARRY GAUL: Not that I ever heard

24   being discussed. And in fact, it's -- no. I

25   just can't recall any type of discussion on

1 that. I think the City -- to be honest, when I

2 got there, ma'am, I was very impressed with how

3 far along the OC Transpo rail ops team was in

4 this program.

5   KATE MCGRANN: So I was going to ask

6 you about that. What was the status of the

7 areas that would fall under your oversight when

8 you joined? Were they where you would expect

9 them to be given the anticipated, I believe it

10 was a May 2018 substantial completion date at

11 that point in time?

12   LARRY GAUL: Again, I was impressed

13 with how far along -- I was not expecting that

14 when I was over there. They had hiring and

15 staffing plans developed, they had their -- now,

16 even though RTG was supposed to develop the

17 operating rulebook, and the SOPs, and things

18 like that, which they did.

19   I don't think it was -- I never saw

20 the original versions, but according to the OC

21 Transpo staff was that they didn't like it, and

22 so they took it upon themselves to redo those

23 SOPs and rules and things like that, the

24 rulebook.

25   I'm just thinking. Even from the

1 service planning side, they had a lot of plans

2 already in place, the bus substitution plan.

3 They were just very far advanced from what I

4 saw.

5   KATE MCGRANN: You said that wasn't

6 what you -- you said they weren't where you

7 expected them to be when you joined. Is that a

8 fair, is that a fair paraphrase?

9   LARRY GAUL: Yeah.

10   KATE MCGRANN: And what were you

11 expecting when you went over?

12   LARRY GAUL: I was expecting them to,

13 you know, be at the beginning stages of

14 developing a lot of these programs.

15   KATE MCGRANN: And why was that what

16 you expected?

17   LARRY GAUL: I don't know. Maybe it

18 was from my past experience that, you know, we

19 were brought in -- in Dallas, we were brought

20 in -- the senior people of the new rail startup

21 team were brought in, like, a year and a half,

22 maybe 16 months before the revenue service date,

23 and we had nothing at that point in time.

24   And so we had to start from scratch,

25 and so we didn't have our hiring plans and

1   staffing plans until probably a year before it.

2   And then we had to go through the recruitment

3   process. I think in OC Transpo, they had

4   already gone through the recruitment for

5   operators and other staff, or they had the

6   program in place and they could do it just as

7   soon as they needed to do it.

8   KATE MCGRANN: You mentioned that RTG

9   had drafted an operating rulebook instead, or

10   operating procedures in the City, did some work

11   redrafting those.

12   To your knowledge were there any

13   issues in terms of getting a final agreement

14   from all the parties involved on the operating

15   handbook or the standard operating procedures?

16   LARRY GAUL: No. Because a lot of the

17   procedures and a lot of the rules and the

18   rulebook would affect the maintenance team. So

19   they had to get their buy-in, and so everything

20   was run through -- was run through the RTM

21   group.

22   KATE MCGRANN: Do you remember if

23   there were any, I'll call them, sticky issues

24   with respect to the work that the City did that

25   took a bit more work to get buy-in from the RTM

1   group?

2   LARRY GAUL: I don't recall. I mean,

3   that probably was, but I can't recall

4   specifically.

5   KATE MCGRANN: Nothing is sticking out

6   to you right now?

7   LARRY GAUL: No.

8   KATE MCGRANN: What aspects of

9   operational readiness took up most of your time

10   in 2017?

11   LARRY GAUL: That was mostly going

12   through their different rules and procedures and

13   other documents, you know, their training plan

14   and their staffing plan, and things like that.

15   That was the majority of my work early.

16   KATE MCGRANN: Any particular

17   considerations required due to the fact that --

18   let me start by saying this. My understanding

19   is that the drivers and the other staff members

20   who were sitting in the control room and things

21   like that, were all new to light rail. Is that

22   right?

23   LARRY GAUL: Can I start at, sort of,

24   the higher level within a rail department?

25   KATE MCGRANN: Absolutely.

1   LARRY GAUL: Starting at, sort of --

2   now Joanne's gone, so it's Duane. Duane has,

3   from what I recall, a lot of freight railroad

4   experience. So he has rail experience. One of

5   his senior, I guess, superintendents, had worked

6   on the Trillium Line for a while before, so he

7   had a general understanding of railroad

8   operation.

9   But then everybody else, I do not

10   believe had any rail experience. Now, maybe

11   some of the original operators came from the

12   Trillium Line. I don't know. But that would

13   seem logical.

14   KATE MCGRANN: So what can you tell me

15   about what the City did to account for the fact

16   that most of the staff working on this project

17   were going to be new to light rail when it

18   opened for revenue service?

19   LARRY GAUL: Well, I'm not sure there

20   was much done for the rail operators because

21   that's not uncommon. And any new startup is to

22   bring over, typically, the bus operators from

23   the agency and they turn into rail, and

24   typically, they really don't have any rail

25   experience. So I don't think there was much

1   done with the operators and maybe the

2   supervisors, the field supervisors.

3   But on the controller side, I think

4   they did a couple of things. One, I recall the

5   controllers going to Toronto to visit -- I think

6   they visited both the Toronto Transit

7   Commission, their rail control centre, as well

8   as there's a Sky Borough [sic] Light Rail

9   system, or something, that uses a similar train

10   control system as what's on the Confed Line.

11   And then, RTM, this was a contractual

12   requirement from what I understand. They were

13   responsible for training the controllers. And

14   they hired -- from what I recall, they hired two

15   former controllers from the Vancouver SkyTrain

16   system who obviously had a lot of experience in

17   a rail type environment, plus they had a lot of

18   experience in the Thales CBTC train control

19   system.

20   So at least they had some really good

21   guidance initially from those two individuals.

22   I think OC Transpo, they brought those two

23   people over to OC Transpo side, after RTM was

24   going to release them.

25   KATE MCGRANN: So you spent 2017

1   largely focused on reviewing documents that had

2   already been prepared.

3   And was the purpose of that review to

4   provide comments with the goals of finalizing

5   those documents?

6   LARRY GAUL: That's correct. I helped

7   them finalize those documents.

8   KATE MCGRANN: And about how long did

9   that take.

10   LARRY GAUL: You know, on and off,

11   probably, I don't know, six months or something.

12   There was a pretty formal internal review

13   process that they had to go through to -- a

14   document control process to finalize these type

15   documents. It had to get, you know, everybody

16   sign off including system safety. And then it

17   went through the document control process, so it

18   was probably six months or so.

19   KATE MCGRANN: I don't think I

20   actually have a sense of when in 2017 you

21   started working on this. Do you recall

22   approximately when in --

23   LARRY GAUL: It would have been made

24   2017, June or July.

25   KATE MCGRANN: So then, the documents

1   that you were reviewing, if it takes about six

2   months, they're finalized by the beginning of

3   2018, in or about that time?

4   LARRY GAUL: Yeah. To the best of my

5   knowledge, yes.

6   KATE MCGRANN: And then --

7   LARRY GAUL: There were probably

8   revisions that were made afterwards when they

9   got some experience. But, yes, the initial

10   drafts, or the initial final documents, if you

11   will.

12   KATE MCGRANN: And you stay on into

13   2019.

14   So once those documents are finalized,

15   what becomes your next area of focus?

16   LARRY GAUL: Once -- really, that's

17   about the time they started testing, or dynamic

18   testing of the system, where they are actually

19   trains out there running. And at that point in

20   time, my focus really focused to, Okay, the

21   operator training program, how is that going?

22   The controller training, how is that going?

23   What's the status of the train -- of the TOCC,

24   the train control equipment, and all their

25   displays and the testing of that? And the

1 training of the controllers on -- oh, yeah, I

2 forgot to mention. They had a simulator, too,

3 that they used to train the controllers on.

4   KATE MCGRANN: What does TOCC stand

5 for?

6   LARRY GAUL: I'm sorry. Transit

7 Operations Control Centre.

8   KATE MCGRANN: This simulator, I can

9 only picture a video game.

10   How many people can be trained on a

11 simulator at one time?

12   LARRY GAUL: Well, there are two

13 simulators from what I remember. One was a

14 train simulator, where the operators could get a

15 feel for operating a train without being on a

16 real train. That was just one at a time.

17   And then the train control -- the

18 Thales train control system had a simulator that

19 the controllers could train on. They could set

20 up different operating scenarios and teach the

21 controllers how to, you know, manage the

22 railroad.

23   KATE MCGRANN: As you become focused

24 on operator and controller training programs at

25 the start of the dynamic testing of the system,

1   were you provided with a schedule, like a

2   testing and commissioning schedule that you

3   could work with, to help you with what you were

4   doing?

5   LARRY GAUL: I think there was a

6   weekly schedule that was produced. And it

7   really would have had to have been because when

8   you are mixing, you know, operating trains in a

9   railroad that's still owned by the testing and

10   commissioning team, then there has to be some

11   well-designed plans to make sure everybody is

12   safe.

13   And I'm sure OC Transpo operating

14   staff needed that -- needed that amount of time

15   to schedule their new operators.

16   KATE MCGRANN: And as you get started

17   on this in 2018, were things sticking to the

18   testing and commissioning schedule that you were

19   aware of?

20   LARRY GAUL: I can't say 100 percent

21   if they were or not.

22   KATE MCGRANN: Do you recall a change

23   to the originally planned substantial completion

24   and revenue service availability dates?

25   LARRY GAUL: I'm sorry. Could you

1   repeat that?

2   KATE MCGRANN: Do you recall that

3   there was a change to the originally planned

4   substantial completion and revenue service

5   availability dates?

6   LARRY GAUL: Yes, I do.

7   KATE MCGRANN: And in your view, did

8   the testing and commissioning schedule have

9   anything to do with that change in those

10   originally planned dates?

11   LARRY GAUL: Oh, I'm sure it did.

12   KATE MCGRANN: Did you have any role

13   in overseeing the testing and commissioning of

14   the system?

15   LARRY GAUL: No. That was all under

16   RTG, or whatever their group's name was.

17   KATE MCGRANN: The City must have been

18   keeping an eye on the testing and commissioning

19   that was being performed by RTG. Am I right?

20   LARRY GAUL: Oh, yes.

21   KATE MCGRANN: And who at the City was

22   tasked with overseeing the testing and

23   commissioning work that RTG was doing?

24   LARRY GAUL: I would imagine it was

25   OLRTC.

1   KATE MCGRANN: OLRTC is the

2   construction subcontractor for RTG.

3   LARRY GAUL: Oh, no. Then it's --

4   gentleman's name, Richard Holder, his group.

5   KATE MCGRANN: And were you receiving

6   updates from Mr. Holder's group or anybody at

7   the City on the progress of testing and

8   commissioning throughout 2018?

9   LARRY GAUL: Oh, I'm sure -- I'm sure

10   we were kept abreast of what was going on and

11   the status of it.

12   KATE MCGRANN: And do you remember

13   whether the testing and commission schedule

14   changed at all through 2018?

15   LARRY GAUL: Well, apparently if there

16   is a delay in the revenue service availability

17   date, the testing commissioning schedule would

18   have had to have slipped.

19   KATE MCGRANN: Yes. But do you

20   remember slippage, like specific areas of

21   slippage as it affected the operator and

22   controller training or otherwise?

23   LARRY GAUL: I want to say that there

24   was a delay in the testing and commissioning,

25   the installation testing and commissioning of

1   some of the train control system elements in the

2   control centre, which is what would have been

3   used for further operator -- or controller

4   training.

5   On the operator's side, I mean, all

6   that they want to do is get out there and

7   operate trains. So it was frustrating I

8   remember for them.

9   KATE MCGRANN: And what about it was

10   frustrating?

11   LARRY GAUL: I guess, a lot of times

12   where they were going to get the track and then

13   at the last minute, they couldn't get the track

14   because of work going on out in the field.

15   KATE MCGRANN: So just so I understand

16   that. Was it the case that there were -- let me

17   backup for a second because I think some context

18   may help me here.

19   At this point in time in 2018, the

20   system is still owned by RTG. Is that right?

21   LARRY GAUL: That's correct.

22   KATE MCGRANN: And so any

23   opportunities for train operators, for example,

24   from, OC Transpo to actually get into a train

25   and operate it, would have to be scheduled

1   through RTG. Is that right?

2   LARRY GAUL: That is correct.

3   KATE MCGRANN: And you mentioned

4   weekly schedules. Would the weekly schedules

5   that you're referring to include or incorporate

6   the planned operator training on the system?

7   LARRY GAUL: From what I recall,

8   that's all that that schedule would include is

9   these are the hours that you can have on the

10   railroad, and whatever restrictions might be in

11   place.

12   KATE MCGRANN: So what's an example of

13   a restriction that might be in place?

14   LARRY GAUL: Well, initially, when

15   they started running, they didn't have a tram

16   control system. So they were operating out

17   there under special, sort of -- we used to call

18   them test role and procedures. So they had

19   separate rules for operating trains when there

20   was no signalling system. And, again, that's

21   just make sure everything stayed safe out there.

22   Another operating restriction might

23   be, instead of from, you know, St. Laurent to

24   Blair, you can only have the yard to St. Laurent

25   or something.

1   KATE MCGRANN: I want to take those

2   one at a time to make sure I understand them.

3   LARRY GAUL: Sure.

4   KATE MCGRANN: If there's no train

5   control system, that sounds to me like you have

6   to manually operate the train.   Is that right?

7   LARRY GAUL: That's correct, yes.

8   KATE MCGRANN: Are there any other

9   indications for the operators when there's no

10   train control system available to them?

11   LARRY GAUL: It was all done under --

12   again, there's special operating rules for these

13   type circumstances.   And it was all done under a

14   track occupancy permit which is issued to a

15   train to operate in this specific area.   And

16   then they went out and they protected that area,

17   they put flags up or something at the limits of

18   that track area.   And that section of track

19   within those limits was for that train and that

20   train only.   No other train could be given

21   authorization to go into that.   I think

22   typically switches are -- they are, sort of,

23   locked in a position where it would not allow

24   another train to go in there.

25   KATE MCGRANN: And then you had

1 mentioned another restriction that I did not

2 write down. Do you remember what was? Oh, it

3 was a limit of availability of the track, I

4 believe.

5   LARRY GAUL: Right. Sort of, limited

6 track limits.

7   KATE MCGRANN: I'm trying to

8 understand the changes to the planned

9 opportunities for the operators to get on a

10 train and actually drive it around.

11   Is it the case that you start with a

12 weekly schedule and then changes are made such

13 that planned opportunities to get on the system

14 are removed, or what changes were you seeing?

15   LARRY GAUL: Well, eventually, as the

16 testing and commissioning program proceeds, you

17 typically get more and more opportunity for

18 track time. When I say "track time," that's

19 time available for operators to go out there and

20 operate the train and get familiar with the

21 vehicle and the alignment.

22   So, you know, that slowly happened.

23 Over time, they got more and more track time,

24 and they had longer hours every -- instead of,

25 maybe, being restricted to overnight hours; they

1 had, you know, some daytime hours as well.

2   KATE MCGRANN: And I'm just reacting

3 to the fact that you said that the operators

4 were frustrated.

5   Was it the case that the planned track

6 time was changing such that they weren't getting

7 as much as was originally envisioned?

8   LARRY GAUL: From what I recall, yes.

9   KATE MCGRANN: And do you remember

10 over what period of time that was taking place?

11   LARRY GAUL: Well, I'm going to say,

12 it extended for a pretty good length of time. I

13 mean, I can't tell you how many months or

14 something. But, I mean, when the schedule

15 slipped, you know, that didn't necessarily mean

16 that there's going to be more track time for the

17 operators.

18   In fact, I think they were stuck on

19 that, you know, overnight hours for a longer

20 period of time, which was frustrating to them,

21 too.

22   KATE MCGRANN: Yes. That's

23 understandable. So when you say that this, sort

24 of, changing to the schedule took place over a

25 period of time, I understand that you can't tell

1 me exactly how long, but just to give me some

2 context, are we talking weeks, are we talking

3 months?

4   LARRY GAUL: I think it was months.

5   KATE MCGRANN: And I want to

6 understand the adjustments that were made to

7 what had been planned to -- we'll start with the

8 operators, their opportunity to operate the

9 train through the system. So the train control

10 system is not available to them for a period of

11 time.

12   Were steps taken to ensure that they

13 got the originally planned number of hours with

14 the train control system in place? Just kind of

15 like tacked onto the end of the training

16 schedule? How was that dealt with?

17   LARRY GAUL: Yeah. I recall that

18 there were requirements in their training plan

19 that said in order for an operator to be

20 certified, they had to achieve X number of hours

21 of train operation, and X number of hours of

22 train operation under the full train control

23 system or with the full train control system.

24   And so in my experience, opening up a

25 new rail system, 12 days was not going to be

1   enough. I said we have to -- we have to allow

2   time, some time before the official start of

3   trial running in order for these operators to go

4   out there and spend time being able to operate

5   the full schedule -- this is outside of

6   training, this is beyond training. Just for

7   them to get comfortable operating the full

8   system with the full service levels that they

9   are going to be operating under revenue service

10   before we go into trial running.

11   KATE MCGRANN: So was it the case when

12   you arrived that the plan was for the operators

13   to complete the required training in order to be

14   certified as operators, and then move into trial

15   running?

16   LARRY GAUL: I didn't see -- when I

17   got there, I didn't see, sort of, this

18   pre-revenue period, practice running period, if

19   you will like we spoke about, the burn in period

20   as you referred to. I didn't see that in the

21   schedule. And I raised that point to, you know,

22   the Troys and Joannas, and everything.

23   And I said somehow, you know, when we

24   get to that point, we've got to give these folks

25   some time to get familiar with what they are

1   going to be expected to do. The controllers as

2   well. Same thing for the controllers as well.

3   KATE MCGRANN: And was that City

4   receptive to that concept that in addition to

5   the required training, before you get to trial

6   running, there's got to be some practice time?

7   LARRY GAUL: Oh, yeah, yeah. The

8   training only says that the individual knows how

9   to operate a train and how to operate a train

10   safely. It doesn't give him or her the exposure

11   to operating a train, you know, with 14 other

12   trains on the line, you know, and having

13   scheduled times in and out of terminals and in

14   and out of stations and opening and closing

15   doors. So this is, sort of, an expanded

16   training program after they become certified.

17   KATE MCGRANN: And so were you able to

18   build that expanded training program into what

19   was already planned?

20   LARRY GAUL: Yeah, eventually we got

21   it. Yeah, we did.

22   KATE MCGRANN: Do you remember when

23   that expanded training program started?

24   LARRY GAUL: I don't recall the exact

25   date. But sometime in 2019, we --

1   KATE MCGRANN: And -- sorry. Go

2   ahead.

3   LARRY GAUL: Sometime in early 2019,

4   we basically had access to the full system. And

5   we were running trains, you know. And we were

6   -- we were trying to simulate full revenue

7   service.

8   It was -- it was kind of difficult

9   because we didn't always get anywhere near the

10   15 trains that were required to go into revenue

11   service, so they had to make do.

12   But that was also the time that we did

13   a lot of the practising of drills and exercises,

14   simulating vehicle problems, simulating other

15   type problems that they were bound to run into

16   once they get into revenue service.

17   KATE MCGRANN: You say that you got to

18   do this - I've noted it down here as a practice

19   period - post-certification practice period --

20   LARRY GAUL: Yeah.

21   KATE MCGRANN: -- in early 2019. I

22   just want to understand whether that practice

23   run period had to shift as a result of changes

24   to other aspects of the schedule related with

25   the program.

1   Was it the case that that had to move?

2   LARRY GAUL: Oh, yeah. That moved

3   along with the construction and testing

4   commissioning delays.

5   KATE MCGRANN: Did you have a sense of

6   what delays in particular forced the practice

7   run period to move forward? Was it

8   construction, was it testing and commission, was

9   it a combination?

10   LARRY GAUL: It was probably a

11   combination.

12   KATE MCGRANN: When you started the

13   practice period in early 2019, looking just at

14   access to the full system, did you reliably get

15   the access that you were promised or that you

16   thought you would get as you moved through the

17   practice run period? Or did you continue to run

18   into changes in the schedule that led to

19   limitations?

20   LARRY GAUL: I think, from what I

21   recall sort of, once we got full access to the

22   system that was pretty consistent that we had.

23   There might have been an exception here or

24   there, but...

25   KATE MCGRANN: But in terms of time on

1   the rail with a fully functioning signalling

2   system, you basically got what you had hoped for

3   and what you had planned for?

4   LARRY GAUL: Yeah, I think so. I

5   mean, at the time training was under the safety

6   group, OC Transpo Safety Group, and I think they

7   were -- they thought it was more than adequate.

8   KATE MCGRANN: I understand that they

9   thought it was more than adequate.

10   Do you know if they got what they had

11   hoped to do? You know, there's adequate and

12   then there's what we plan.

13   LARRY GAUL: Well, you know, for their

14   certification process, they got what they

15   needed; every operator got however X number of

16   hours of operating under, you know, full signal

17   protection.

18   I don't think there was -- I helped

19   draft a practice and capacity plan, which was --

20   really spelling out what would take place in

21   this, sort of, practice period. And it

22   identified some of the requirements for, you

23   know, the condition of the system, here is what

24   OC Transpo will do during this practice period,

25   and here is what RTM's, sort of,

1   responsibilities or expectations were during

2   this period of time.

3   And it also identified the different

4   types of exercises, and things that we would

5   practice, activities that we can expect to occur

6   in revenue service, and we would practice those,

7   you know, randomly. And we'd do it enough --

8   we'd do it often enough for all of those

9   different activities, so we made sure we got all

10   operators involved in some of them. We weren't

11   going to be able to get all operators involved

12   in all of the activities. So there was a pretty

13   good plan spelled out for this.

14   KATE MCGRANN: But was it the case

15   when you drafted the plan -- let me start by

16   asking this question. The practice and -- oh,

17   my gosh, my own writing.

18   LARRY GAUL: Practice and capacity.

19   KATE MCGRANN: Thank you. I can kinda

20   see that that's what I wrote down.

21   The practice and capacity plan, when

22   did you draft that?

23   LARRY GAUL: I don't know. I'd have

24   to look at the document. It would have a date

25   on it.

1   KATE MCGRANN: When you drafted the

2   practice and capacity plan, was it known at that

3   time that not everybody would get to engage in

4   all of the activities that you had planned?

5   LARRY GAUL: I don't know if it's

6   noted in the plan itself. The plan talks to how

7   the process will be carried out.

8   KATE MCGRANN: Did you have to make

9   any adjustments to what was contemplated in the

10   practising capacity plan as a result of delays

11   in the construction and testing and

12   commissioning schedule?

13   LARRY GAUL: No, because that --

14   again, that plan wouldn't have become effective

15   until after we -- they had basically turned the

16   railroad over to us.

17   KATE MCGRANN: Okay. So this practice

18   and capacity plan would be put into action at

19   one point before trial running, after trial

20   running?

21   LARRY GAUL: No. Before trial

22   running, that period before trial running -- you

23   want to experience, you want your operators to

24   have some level of experience before you go into

25   this trial running period, or else you would

1   never be successful in trial run.

2   KATE MCGRANN: So when you say it was

3   to be put in place after they turned the system

4   over to us, what do you mean by that?

5   LARRY GAUL: Well, after they allowed

6   us the full access to the system.

7   KATE MCGRANN: And I'm just trying to

8   understand how -- so, for example, you mentioned

9   that once you get into the practice running

10 period, you didn't get or you didn't

11 consistently get the full number of trains you

12 were expecting to have access to. So just tell

13 me about this. You're expecting to have access

14 to 15 trains.

15   LARRY GAUL: Yeah. At the time, I

16 think the peak period, the morning peak period

17 requirement was 15 trains, 15 two-car trains.

18   KATE MCGRANN: And that was not

19 regularly available to you?

20   LARRY GAUL: Not from the best of my

21 recollection.

22   KATE MCGRANN: And then is that

23 different from what you were expecting heading

24 into the practice running period?

25   LARRY GAUL: Yeah, it was. I would

1   have expected that the full complement of trains

2   would have been up and running and available for

3   our use. That's what we expected in Dallas when

4   I was down there. Those were my expectations.

5   KATE MCGRANN: And were those

6   expectations met in Dallas?

7   LARRY GAUL: Yeah.

8   KATE MCGRANN: When those expectations

9   weren't met in Ottawa, did you need to make

10   adjustments to what you planned for the practice

11   period in order to accommodate the fact that you

12   don't have access to the full number of trains?

13   LARRY GAUL: Yeah, well, I mean, the

14   practice period was really to simulate the full

15   revenue service. So in the morning, trains

16   would be expected to leave the yard at the time

17   that's on the schedule that will be operated.

18   And then they're to operate the schedule all day

19   long with changes in the headways during the

20   days and things like that. So that's what the

21   expectation was.

22   Well, for the majority of the days, I

23   would think, we didn't get the 15 trains, so the

24   control centre had to make their adjustments,

25   and they used their control centre, the train

1   control system to adjust the frequencies of

2   service based on the number of trains they had

3   available.

4   It was actually very good practice for

5   both the operators and the controllers to go

6   through this because at some point in the

7   operating life of this system, there are going

8   to deal with not enough trains, you know,

9   available for morning pull out, and things like

10   that.

11   KATE MCGRANN: And so the controllers

12   have the opportunity to experience that during

13   practice run. From an operator's perspective,

14   it just seems like a basic math, sort of,

15   situation, you expect 15 trains, 15 people are

16   going to get to operate, you don't get 15.

17   So what impact did the train

18   availability in actuality have on the operator's

19   opportunity to practice before heading in?

20   LARRY GAUL: For every train that was

21   scheduled to go out that didn't go out, there

22   was an operator that was sitting around.

23   KATE MCGRANN: So did you lengthen the

24   practice running time to account for the

25   operator's lost time on the trains?

1   LARRY GAUL: I think toward the end of

2   it, of this practice running period, there was

3   some level of a consistency. I don't recall how

4   long that was, where we were getting 15 trains

5   on a pretty consistent basis.

6   KATE MCGRANN: But did you make any

7   adjustments to the length of the plan, or

8   otherwise, to account for the fact that you

9   didn't get the trains you expected throughout

10   practice running period?

11   LARRY GAUL: I don't know. The

12   practice running period was never established to

13   be X number of weeks along. It was just to be:

14   We need time, we need time to prepare. So I

15   can't say that it was shortened, or if it was

16   lengthened.

17   KATE MCGRANN: In your view, did the

18   practice running period ultimately accomplish

19   everything you were hoping to accomplish with

20   that phase?

21   LARRY GAUL: I would have hoped to

22   have had 15 trains for a longer period of time.

23   KATE MCGRANN: And can you be more

24   specific about how much longer you would have

25   wanted to have 15 trains for?

1   LARRY GAUL: Again, I'm just going

2 from my experience in Dallas was -- you know,

3 for the initial system opening, we had four

4 weeks of that practice running. So I would

5 have, you know, the full four weeks of 15 trains

6 would have been nice.

7   KATE MCGRANN: And do you remember

8 approximately what you did get with full 15

9 trains?

10   LARRY GAUL: I have to go back and

11 look at calendars to find out.

12   KATE MCGRANN: If you don't remember,

13 then you can just let me know, but can you give

14 me any sense at all?

15   LARRY GAUL: I'm sorry. Repeat the

16 question again.

17   KATE MCGRANN: I'm trying to

18 understand, you had hoped for four weeks for 15

19 trains, what did you actually get? I understand

20 that you don't remember the exact numbers, but

21 can you give me a general sense?

22   LARRY GAUL: I don't know. Maybe a

23 week. But, again, there was more time than that

24 in the practice period because the operators

25 were still going out there. It just wasn't with

1   15 trains, with some smaller number of trains.

2   KATE MCGRANN: Were there any other

3   aspects of this system that you expected to

4   receive, expected to receive 15 trains, you

5   didn't get them. Any other aspects of the

6   system that you expected to receive in terms of

7   performance, reliability, availability, et

8   cetera, that you didn't get for this practice

9   period that we've been talking about?

10   LARRY GAUL: I don't recall if they

11   had any system-related issues during this

12   practice period. Certainly, they had

13   vehicle-related problems, that's why we weren't

14   getting 15 trains.

15   Early on, they had some zone control

16   problems. Zone controllers are -- they're part

17   of the train control system, and I think there's

18   seven zone controls out there. And each control

19   zone had a controller. And let's just say it's

20   the guts, it's the brains of that section of

21   track for keeping the trains safe.

22   And they had some problems with zone

23   controllers dropping off line, and they had to

24   have maintainers go out there and replace a

25   circuit board or something like that in order to

1   get it back up and running.

2   I'm sure we experienced some of those

3   type problems during this practice period.

4   KATE MCGRANN: And would you expect to

5   see those kinds of problems during the practice

6   period as you are heading into it?

7   LARRY GAUL: Yeah, you kind of hope

8   you do. You kind of hope you flush out some of

9   these problems. On the vehicle side, I mean, a

10   part of operating a railroad is dealing with

11   vehicle-related problems. So it's good that we

12   were seeing some of the vehicle problems. We

13   were getting some experience in overcoming these

14   problems when they happened. So there's a

15   benefit for all of this.

16   KATE MCGRANN: And I come back to the

17   vehicle piece in just a second, assuming I

18   remember too. But with the zone controllers, so

19   you did expect to see the kinds of problems that

20   you ultimately experienced heading into the

21   practice running period with the zone

22   controllers?

23   LARRY GAUL: You know, I've never had

24   any experience with the Thales CBTC train

25   control system. So I never had any experience

1   with these type of zone controllers. So to say

2   I was expecting to see a zone controller failure

3   during this period would not be accurate. It

4   would be -- I would expect there to be some

5   problems associated with the various systems

6   that would pop up, you know, during this period

7   of time.

8   KATE MCGRANN: The zone controller

9   problems that you experienced during the

10 practice run period, were they resolved by the

11 time you reached the end of that period?

12   LARRY GAUL: I think they were

13 resolved before they went into trial running. I

14 don't recall having any zone controller failures

15 during trial running.

16   KATE MCGRANN: Can you help me situate

17 this practice run period with respect to -- I

18 know it happens before trial running. Does it

19 happen before substantial completion is

20 achieved?

21   LARRY GAUL: I don't recall when --

22 when's substantial completion?

23   KATE MCGRANN: It was in May of 2018,

24 I believe. No. I think was post-May of 2018.

25   LARRY GAUL: There were prerequisites

1   to reach substantial or achieve substantial

2   completion. Am I correct?

3   KATE MCGRANN: Yes.

4   LARRY GAUL: Yeah. So I just don't

5   recall when that was achieved.

6   KATE MCGRANN: I'm just trying to

7   understand when it was happening in the grand

8   scheme of things.

9   Did it happen -- do you remember if it

10   concluded -- how far in advance of the start of

11   trial running this practice period concluded?

12   LARRY GAUL: Practice running went

13   right up to the start of trial running.

14   KATE MCGRANN: And did it take place

15   over a month, or was it intermittently over

16   longer than a month?

17   LARRY GAUL: I want to say it was, you

18   know, it was a pretty consistent period of time.

19   I don't think -- I mean, there might have been

20   days within this period that, you know, we had

21   to let them get out on the right of way to do

22   something that interrupted our operations. But

23   I think it was pretty consistent period once it

24   started.

25   KATE MCGRANN: Okay. And I've got

1   down here that it was about a month. But is

2   that right?

3   LARRY GAUL: I don't want to guess on

4   this. I'd have to look at calendars.

5   KATE MCGRANN: If I was going to go

6   and take a look for documents that would let me

7   know how long the practice run period lasted,

8   what documents should I look for?

9   LARRY GAUL: I do recall there was

10 some calendar that was laid out in advance of

11 trial running that, sort of, identified what --

12 this wasn't an operating calendar. This was a

13 calendar, I guess, for John's information

14 about -- where all the things that are going on

15 leading up to whenever this trial running date

16 was set for.

17   And so there some calendar there that

18 lists -- that listed all the different, sort of,

19 drills and exercises that we had planned during

20 this practice running period. That might be the

21 only document I can think of that would give you

22 some general sense on when it started and how

23 long it went.

24   KATE MCGRANN: What about the practice

25 and capacity plan that you drafted? Would I be

1   able to find -- does that exist as a single

2   document or set of documents?

3   LARRY GAUL: Yes, it does.

4   KATE MCGRANN: And would it include

5   the information about the duration of that

6   period, though?

7   LARRY GAUL: I don't believe it

8   includes -- there's any type of duration

9   requirement in it. There might be. I'd have to

10   go back and refresh my memory on it. But I

11   don't think it has any type of duration. It

12   certainly wouldn't have had a start date or an

13   end date because I think that was produced in

14   late 2018, and so we would not have known at

15   that point in time at what point we were going

16   to be given the railroad.

17   KATE MCGRANN: Just due to the

18   uncertainty around the construction the testing

19   and --

20   LARRY GAUL: Yes.

21   KATE MCGRANN: -- schedule?

22   LARRY GAUL: Correct.

23   KATE MCGRANN: Couple more questions

24   about the practice run period before we move off

25   of this topic. With respect to the availability

1   of the trains, you said that the full 15 was not

2   available for a chunk of the time that you are

3   doing trial running.

4   Were they not available because they

5   weren't available to be used at the start of the

6   day, or was it that they weren't available

7   because there were taken out of service

8   throughout the day due to issues that arose?

9   LARRY GAUL: I think it was a

10 combination of both.

11   KATE MCGRANN: And we talked about

12 your expectations about the availability of the

13 number of trains. But with respect to the

14 number and nature of issues that arose through

15 the day, was that also in line with what you

16 expected to see?

17   LARRY GAUL: Yeah, I think so. I

18 mean, even in Dallas, with our brand-new fleet

19 of vehicles, we had a lot of vehicle problems.

20 It's not uncommon for a new system and a new

21 fleet to experience problems. Again, that's one

22 of the purposes of this practice period it's to

23 shake down the equipment, shake down the system,

24 shake down the operators and the controllers,

25 and try and identify these problems before you

1   go into revenue service.

2   So I think it's not uncommon to

3   experience the type of problems that -- or some

4   of the problems that they were experiencing on

5   these railcars.

6   KATE MCGRANN: And I understand that

7   it's not uncommon to experience some of the

8   problems that you were experiencing and the

9   operators were experiencing in the practice run.

10   The totality of the issues that you ran into

11   during the practice run period, did you view

12   that as a normal course and as expected?

13   LARRY GAUL: For a brand-new system, I

14   would say, yes.

15   KATE MCGRANN: And was there enough

16   time built-in to the practice run period and

17   then trial running to address all the issues

18   that were identified through that phase?

19   LARRY GAUL: No. I don't think they

20   got all the issues corrected. There was still

21   some issues that were out there, vehicle-related

22   issues that what I know were still being worked

23   on. Again, a lot of them required fleet

24   modifications, and fleet modifications don't

25   come quickly.

1   KATE MCGRANN: Fair enough.

2   LARRY GAUL: So no, they didn't

3   address all of the problems. Really, I should

4   defer to, you know, somebody that's got more

5   experience in vehicle maintenance for this.

6   KATE MCGRANN: I mean, I'm interested

7   in your view from an operations perspective and

8   preparing for operations perspective.

9   Did you have any concerns at the end

10   of the practice run period that if you proceeded

11   according to schedule, there would be

12   reliability issues once you hit operations?

13   LARRY GAUL: Yeah, I did. I think a

14   lot of people were concerned about that.

15   KATE MCGRANN: And who did you share

16   those concerns with?

17   LARRY GAUL: It was all through the

18   rail operations group. Troy was -- I'm sure he

19   was as concerned about it as I was based on what

20   he was seeing. There was a lot of effort

21   working with OC Trans -- I mean, with RTG to

22   address these problems.

23   I know they brought in some people

24   experienced, some railcar engineers. I know car

25   maintenance people to, sort of, monitor what was

1   going on over at the Belfast maintenance

2   facility, monitor RTG and RTM's performance to

3   see what they were doing, and I guess to try and

4   provide them some guidance on what they need to

5   consider doing or something. But again, I would

6   have to defer that to those individuals.

7   KATE MCGRANN: I'm going to jump

8   around a little bit from topic to topic. But

9   before I move on to a new topic, I just want to

10   check with my colleague, Ms. McClellan.

11   Ms. McClellan, do you have any follow-up

12   questions that you wanted to ask about what

13   we've discussed so far?

14   LIZ MCLELLAN: I don't, no.

15   LARRY GAUL: May I just ask for a

16   five-minute break?

17   KATE MCGRANN: Absolutely. My clock

18   is showing 10:20, so is 10:25 sufficient?

19   LARRY GAUL: That's fine.

20   KATE MCGRANN: Okay. Don't forget to

21   turn off your microphone.

22   LARRY GAUL: Thank you.

23   -- RECESS TAKEN AT 10:19 A.M.

24   -- RESUME AT 10:25 A.M.

25   KATE MCGRANN: Turning from the

1   practice period that we've been discussing, in

2   or around 2017, the City stepped in to guarantee

3   RTG's debt to its long-term creditors in respect

4   of the project.

5   Were you consulted at all about that

6   decision?

7   LARRY GAUL: No, I was not.

8   KATE MCGRANN: Do you know if anybody

9   at STV was consulted about that decision?

10   LARRY GAUL: I can't answer that

11 question.

12   KATE MCGRANN: Were you aware that

13 that was taking place during the time that you

14 were working on the project?

15   LARRY GAUL: I didn't really get into

16 any of the commercial areas of the project.

17   KATE MCGRANN: And I am wondering, for

18 example, whether you saw a change in the kind of

19 information that became available to you in the

20 work that you were doing after that took place?

21   LARRY GAUL: Well, you said that

22 happened in 2017?

23   KATE MCGRANN: I believe that's right.

24   LARRY GAUL: Well, I didn't even come

25 over to Stage I until mid-2017, so I wouldn't

1   have any knowledge of what -- if it happened

2   before that, there's no basis for comparison.

3   KATE MCGRANN: Okay. And so did you

4   see any impact of the project of this City

5   guaranteeing RTG's debt?

6   LARRY GAUL: I probably didn't even

7   know that they had secured RTG's debt.

8   KATE MCGRANN: I believe that you were

9   a member of the Trial Running Review Team. Is

10 that right?

11   LARRY GAUL: I was.

12   KATE MCGRANN: Did you assist in

13 developing the trial running requirements or the

14 tests that were to be applied during that

15 period?

16   LARRY GAUL: The testing, yes, to a

17 degree. I think the trial running -- well, the

18 trial running test plan was an RTG document. It

19 was their responsibility to put that together.

20 Russell -- a gentleman from -- who was, sort of,

21 on loan to OC Transpo from Calgary Transit,

22 Russell Davies, he came in to help out OC

23 Transpo for about six months. And as I recall,

24 he, sort of, took the lead in, sort of,

25 rationalizing what are the trial running

1   requirements going to be based off of what was

2   in the PSOS or the PA, whatever it was.

3   I recall having discussions with Pat

4   Scrimgeour and Troy on, okay, we need to verify

5   headway reliability somehow. And I, sort of,

6   led a discussion with them on coming up with

7   this, I think it's the headway availability or

8   something, component of the scorecard of the

9   trial running requirements. The practice and

10   capacity plan -- let me step back a minute.

11   The requirements within the PSOS for

12   trial running included a lot of things that were

13   not included in the trial running plan. And

14   when I say "a lot of things", I'm talking about

15   the trial running PSOS from, what I recall,

16   required that there be various drills and

17   exercises conducted during that 12-day trial

18   running period.

19   Well, to me, that never made sense

20   because that trial running period should just be

21   reflecting revenue service operation. So the

22   practice and capacity plan that Russell and I

23   drafted, I told you before, I drafted it,

24   Russell had a hand in it as well. But when we

25   drafted it, it was really meant to be a

1   supplement to the trial running plan.

2   So a lot of those things that were

3   required in the PSOS that were to be -- occurred

4   during that 12-day period, they were actually

5   removed from the trial running period but

6   conducted as part of that practice and capacity

7   plan.

8   KATE MCGRANN: A couple of follow-up

9   questions there. Starting with PSOS --

10   LARRY GAUL: I figured there would be.

11   KATE MCGRANN: PSOS is an acronym that

12   you've used a couple of times. Am I right that

13   that's the -- well, actually, what does it mean?

14   Just tell me what it means.

15   LARRY GAUL: You know, I was thinking

16   about that this morning. I just can't -- I

17   can't remember what that acronym means. It's

18   the technical provisions of the contract.

19   KATE MCGRANN: Is it performance

20   specific output specification?

21   LARRY GAUL: That's it, yes.

22   KATE MCGRANN: So we are on the same

23   page with what PSOS means. And then you

24   mentioned that PSOS trial running provisions

25   included drills and exercises that were instead

1   of accounting for them in the trial running

2   period, you account for them in the practice and

3   capacity plan. So that is the period that we

4   were discussing before the break that ran right

5   up to the edge of trial running. Is that right?

6   LARRY GAUL: That's correct, yes.

7   KATE MCGRANN: And what I have seen

8   about the trial running period is that there's a

9   daily evaluation of the performance of the

10 system against a set of preset thresholds that

11 are scored by a team. Have I got this right so

12 far?

13   LARRY GAUL: Well, yes. Scored by the

14 team, yes.

15   KATE MCGRANN: And then the team

16 scoring is ultimately reviewed by the

17 independent certifier who ultimately signs off

18 on whether the scoring is accurate and what

19 happens next.

20   LARRY GAUL: The independent certifier

21 was involved in the scoring of the daily

22 scorecards as well. They were in the room.

23   KATE MCGRANN: So was there a similar

24 evaluation performed on the drills and exercises

25 that were moved from trial running into the

1   practice and capacity planning?

2   LARRY GAUL: No. The drills and

3   exercises is more to get the operators and the

4   maintenance staff familiar with dealing with

5   these type of -- with these type issues that

6   will arise. So there's no scoring mechanism for

7   those. It --

8   KATE MCGRANN: Go on.

9   LARRY GAUL: It was just for the

10 benefit of the operators, the controllers, the

11 maintenance people and sometimes some of the

12 drills included the local emergency response

13 agencies and things like that.

14   But there's nothing -- there's never

15 anything that I can recall about scoring any of

16 those drills and exercises.

17   The practice and capacity plan has

18 examples of, sort of, pass-fail documents on

19 what would constitute a pass for these type of

20 exercises, and what would constitute a failure,

21 and what would happen if there was a classified

22 failure, you know. So that's all included in

23 the plan.

24   KATE MCGRANN: Who was involved in

25 scoring the practice and capacity phase of this,

1   the pass-fail piece?

2   LARRY GAUL: Most of this was under

3   the rail operations superintendents. These were

4   all field exercises that we are talking about.

5   And so they would -- you know, there was a

6   schedule for them, and if they worked it in,

7   they worked it in.

8   But it was really under their regime.

9   I think I witnessed one at the very onset of

10   this, sort of, process. And there was, I

11   believe -- at least I did a write-up on it on my

12   observations on it. And I'm pretty sure that

13   the rail operations team also kept records of

14   every drill and exercise that they conducted.

15   KATE MCGRANN: Was there a threshold

16   or a series of criteria set that would determine

17   ultimately whether the objectives of the

18   practice and capacity plan were achieved from

19   the perspective of the trial running PSOS.

20   So for example, you said there was

21   pass-fails, was there a requirement that you

22   would achieve a certain number of passes in

23   order to successfully complete the practice

24   running period?

25   LARRY GAUL: No, I do not believe so.

1   KATE MCGRANN: What was the purpose of

2   the pass-fail scoring?

3   LARRY GAUL: A lot of them would be,

4   maybe, the operator or the controller needs

5   retraining in something. And so it would -- or

6   maybe it would be we want to rerun this plan

7   because our procedure -- you know, a part of

8   this process is verifying that all your

9   operating procedures and your roles, you know,

10   can handle -- adequately address these type

11   issues that you are going to face.

12   And so maybe it was that now, you

13   know, the procedures need to be changed to

14   reflect how we will really respond based on our

15   experience during that drill.

16   KATE MCGRANN: Was there any provision

17   in the practice and capacity plan to restart

18   aspects of the plan based on the performance

19   that was being recorded or to lengthen the plan

20   based on the results that were being seen?

21   LARRY GAUL: The schedule for these

22   drills and exercises, it was designed such that

23   the drills and exercises would be conducted

24   multiple times, you know, over the course of

25   this practice running period in, and they would

1   be conducted during all different shifts so you

2   try and get as many operators exposed to these

3   different type situations as you possibly can.

4   KATE MCGRANN: And was there a goal to

5   hit a certain level of passes based on the

6   number of times that you ran the drill?

7   LARRY GAUL: To -- no. I don't think

8   there was ever a goal. To be honest, I never

9   really saw the write-ups from the rail

10   operations people. I would certainly -- I spent

11   a lot of time in the control centre and I would

12   certainly hear exercises, drills and exercises

13   going on, you know, out there as I'm monitoring

14   the controllers, you know, management of the

15   railroad, so I would hear them, but I never

16   looked at their documentation.

17   KATE MCGRANN: So just to make sure I

18   understand. Regardless of the outcome from the

19   pass-fail perspective, the practice running

20   period, the practice and capacity plan, practice

21   running period wasn't changed in response to

22   what the results were?

23   LARRY GAUL: No. The practice running

24   period was going to run up to the start of trial

25   running.

1   KATE MCGRANN: Was the trial running

2   team or the independent certifier involved in

3   reviewing the results of the practice running

4   period?

5   LARRY GAUL: No, I don't think any of

6   that got up to the Trial Running Review Team.

7   KATE MCGRANN: And if I was going to

8   go looking for the results of the evaluation of

9   the practice running period, what documents

10   should I look for?

11   LARRY GAUL: Well, certainly if you

12   want results of exercises and drills, I would go

13   to the rail operations team within OC Transpo,

14   or maybe the training group. I'm not sure which

15   one was running it.

16   KATE MCGRANN: And do you know the

17   names of specific documents? Is there and an

18   valuation spreadsheet I should be looking for or

19   a scorecard?

20   LARRY GAUL: No. I mean, the name of

21   -- I think my file name for the practice and

22   capacity plan was CPP. No. PCP. So I think if

23   you searched on that, you would find it.

24   KATE MCGRANN: Coming back to the

25   trial running team, do you remember when this

1 team was formed?

2   LARRY GAUL: Well, it would have been

3 -- let's see. When did we go -- we went into

4 trial running sometime late July, if I recall,

5 July of '19, or early August of '19, one of

6 those two.

7   So I imagine this was formed -- I

8 don't know. Maybe a month in advance of that.

9   KATE MCGRANN: And were you a member

10 from the outset?

11   LARRY GAUL: I believe I was.

12   KATE MCGRANN: You mentioned that

13 (inaudible) Davies was on loan to OC Transpo

14 (inaudible) months was involved rationalizing

15 the trial running --

16   (Reporter interjects due to audio

17 issues.)

18   KATE MCGRANN: Russell Davies. Can

19 everyone hear me, okay? I just want to make

20 sure -- okay. So you had mentioned that Russell

21 Davies was rationalizing trial running

22 requirements from the PSOS. What does that

23 mean?

24   LARRY GAUL: I guess the PSOS wasn't

25 really clear. In my mind, it wasn't really

1   clear on what were the requirements. I don't

2   think it was really clear in other people's

3   minds either. So Russell was trying to go

4   through and pull out, from what I recall,

5   Russell was trying to go in and pull out all the

6   different requirements, and then from those

7   requirements, format it in a way that it made

8   sense.

9   KATE MCGRANN: Would it be fair to say

10   that he was trying to convert the PSOS into an

11   actionable, evaluable, scorable set of

12   criteria --

13   LARRY GAUL: Yes.

14   KATE MCGRANN: -- (inaudible) tell

15   everyone when requirements had been passed?

16   LARRY GAUL: Yes. That's exactly what

17   he was trying to do.

18   (Reporter interjects due to

19   overtalking.)

20   LARRY GAUL: I can hear her fine.

21   LIZ MCLELLAN: Yes, I can hear Kate as

22   well.

23   KATE MCGRANN: Can we go off the

24   record while we're doing this?

25   -- OFF THE RECORD DISCUSSION AT 10:42 A.M.

1   -- RECESS TAKEN AT 10:42 A.M.

2   KATE MCGRANN: So we had been

3   discussing that Mr. Davies is converting the

4   (inaudible) to a set of criteria that everybody

5   can understand that you can score and so that

6   you will know what to do to accomplish to pass

7   the trial running test.   Is that fair?

8   LARRY GAUL: That's what I recall,

9   yes.

10   KATE MCGRANN: And who was working

11   with him on that?

12   LARRY GAUL: I can't answer that

13   question.   I know it would have had to have been

14   coordinated with RTG because they were also

15   members of the plan.   So I don't know.   He may

16   have been working with Troy, but I can't go

17   there because I just don't know.

18   KATE MCGRANN: Did the City have the

19   opportunity to review and comment on what

20   Mr. Davies put together?

21   LARRY GAUL: Oh, yeah.   Most

22   definitely.

23   KATE MCGRANN: Were you involved in

24   that review and comment exercise?

25   LARRY GAUL: No, I do not believe I

1   was.

2   KATE MCGRANN: Do you know who from

3   the City was involved in that?

4   LARRY GAUL: No. But they had to have

5   been. There's no way that that wouldn't have

6   gone through Troy's approval process.

7   KATE MCGRANN: What (inaudible) to

8   prepare the trial readiness review team for

9   (inaudible) the team would be doing throughout

10 the trial running (inaudible?)

11   LARRY GAUL: I'm sorry. Now I'm

12 hearing breakup.

13   KATE MCGRANN: Ms. Heckert, can we go

14 off the record one more second?

15 -- OFF THE RECORD DISCUSSION AT 10:44 A.M.

16 -- RESUME AT 10:45 A.M.

17   KATE MCGRANN: Before that break, I

18 had been asking you what was done to prepare the

19 Trial Running Review Team for the evaluation

20 work that you would be doing throughout the

21 trial running period?

22   LARRY GAUL: Well, from what I recall,

23 we met -- the Trial Running Review Team met a

24 couple of times before the start of trial

25 running to review, discuss, review the

1   scorecard, the process for the data collection

2   that would be used for scoring the scorecard.

3   And then the process, I just said, the process

4   for collecting the data.

5   So we met a couple of times to go over

6   that. The process for collecting the data was a

7   little bit different, depending on what the

8   criteria was, what the metric was that you are

9   measuring. For example, for some of the

10   maintenance and the IMIRS criteria, there was

11   random reviews of work orders. There was random

12   reviews of maintenance activities to make sure

13   that the process was being followed. There were

14   -- there was, like, the headway calculations,

15   they used the ATS system, the Automatic Train

16   Supervising system to collect -- to get the

17   number and of the times that trains actually

18   departed these specific stations during these

19   hours.

20   But they also had people in the field

21   at each one of the stations that were manually

22   recording the times, too, as a backup. So how

23   the data was collected was, it varied by

24   depending on the criteria that we were

25   measuring.

1   All that information was collected and

2   was then given to the Trial Running Review Team.

3   So we didn't collect data. All that we did was

4   we looked at the data that had been collected by

5   these field teams or whoever they might be, and

6   then we assessed: Did it meet the criteria or

7   did it not meet the criteria?

8   KATE MCGRANN: So the ATS, sorry, I

9   think you said what the acronym stood for, but

10 do you mind saying it again?

11   LARRY GAUL: I think the Automatic

12 Train Supervision. I think that's what they

13 call it on the Ottawa system.

14   KATE MCGRANN: And what is that?

15   LARRY GAUL: It's a system that

16 monitors the entire operations of the railroad.

17 So it automatically records things like train

18 arrival, train departure times from stations.

19 So it's an automatic way of collecting that one

20 set of data.

21   KATE MCGRANN: And during the

22 operation, is the ATS part of the operating

23 system?

24   LARRY GAUL: Yes.

25   KATE MCGRANN: Was there any

1   particular reason why there were people also

2   recording the information that you were looking

3   to the ATS for as a backup?

4   LARRY GAUL: No, not that I recall. I

5   think they just wanted another set of eyes.

6   KATE MCGRANN: Was there any concern

7   that the ATS system may not function as expected

8   throughout the trial running period that led to

9   that?

10   LARRY GAUL: No. I don't think that

11 we had experienced any trouble with that system.

12 You know, if there was a glitch and the report

13 generation feature doesn't work for some reason,

14 then you had another set of data that could be

15 used.

16   KATE MCGRANN: Do you remember if

17 there was a resort to the manually collected

18 data at any point in time?

19   LARRY GAUL: You know, we never saw

20 that. All that we saw was the data.

21   KATE MCGRANN: If there was a glitch

22 in the ATS, that's not something the trial

23 running team was made aware of?

24   LARRY GAUL: I'm sure if there was a

25 glitch in the ATS, I would have heard of that

1   through another means, not through the trial

2   running team. But I wasn't worried about a

3   glitch in the ATS. You know, if the report

4   generation feature for some reason didn't run a

5   report or something, that's -- I think that's

6   the only reason that we would have the people

7   out there on the platform.

8   KATE MCGRANN: So the functioning of

9   the ATS was not something that was being tested

10   during the trial running period?

11   LARRY GAUL: No. That had already

12   been tested during testing and commissioning.

13   KATE MCGRANN: Just with reference to

14   the testing and commissioning period, were you

15   at all involved in assessing the results of

16   testing and commissioning?

17   LARRY GAUL: No, I was not.

18   KATE MCGRANN: Were you given

19   information about the results of the testing and

20   commissioning?

21   LARRY GAUL: Not that I can recall.

22   KATE MCGRANN: Based on what you saw

23   during the practice period heading into trial

24   running, did you have a view that the system was

25   facing any particular challenges in achieving

1   the trial running criteria?

2   LARRY GAUL: Well, I think in my mind,

3   the biggest concern was the vehicle reliability

4   because a big portion of the trial running

5   requirements was that the total kilometres

6   operated versus what's scheduled. To me, that

7   was the biggest component of the whole trial

8   running criteria.

9   KATE MCGRANN: And what were the

10   concerns you had about vehicle reliability going

11   into trial running?

12   LARRY GAUL: It was the same concerns

13   we had when we were in that practice running

14   period. You know, as I mentioned before, you

15   know, for a long time, we weren't getting 15

16   trains, so if they didn't give us 15 trains,

17   they weren't going to meet the trial running

18   requirements for the total kilometres operated.

19   KATE MCGRANN: You mentioned the 15

20   train number was affected both by trains

21   available at the beginning of each day and also

22   incidents that occurred throughout the day.

23   Did you have concerns on both fronts

24   as you're heading into trial running?

25   LARRY GAUL: I think there was some

1   concerns on how the yard -- during this whole

2   time, I had some concerns on how the yard was

3   operating. I got the sense that there wasn't a

4   single person in charge of the yard.

5   So the processes that were being

6   employed in the yard seemed to be a little

7   convoluted. From what I recall, there was -- it

8   was broken down into three areas. You had a

9   yard controller, you had Alstom maintenance who

10   was responsible for, sort of, the maintenance of

11   the vehicles, and you had Alstom warranty who

12   was, I hope I get this right, who was

13   responsible for the maintenance of the vehicles

14   prior to them being turned over or something

15   like that.

16   And to me, there didn't seem to be a

17   lot of coordination between the three groups.

18   There didn't seem to be a single person in

19   charge of the yard, which I believe led to their

20   problems getting trains moved around in the yard

21   into the shops so they could be worked on. You

22   know, and coupled that with, in the yard, it was

23   originally designed to be, the term is UTO,

24   Unmanned Train Operation, so it was a fully

25   automatic -- it was designed to be a fully

1   automatic yard.

2   Well, because of work that was going

3   on as part of Stage II, was the expansion of the

4   Belfast yard for future support at Stage II,

5   then they had to add new tracks and new

6   switches, and somehow that affected the train

7   control system in the yard which meant that they

8   could not have had this Unmanned Train Operation

9   in effect.

10   So RTG had to hire what they called

11   hustlers, which were people in the yard that

12   were responsible for movement of trains to and

13   from the handover platform, in and out of the

14   shop, to make the moves -- the train moves

15   within the yard. That was their responsibility.

16   And I'm not sure that they had enough

17   of those hustlers. And, you know, I certainly

18   would have had more if it had been my yard. So

19   I just didn't think it was well-organized, it

20   was running as a well-organized machine. It was

21   certainly different than I had ever been used

22   to.

23   KATE MCGRANN: Did others at the City

24   share your view or your assessment of that?

25   LARRY GAUL: Yes, they did. Our views

1   were shared with RTG or RTM, whoever it was.

2   KATE MCGRANN: Heading into trial

3   running, did you have any concerns about the

4   safety of the system?

5   LARRY GAUL: No.

6   KATE MCGRANN: But with respect to the

7   vehicle reliability, what kind of issues were

8   you seeing at the end of the practice run period

9   that you thought might continue into trial

10   running, were there any?

11   LARRY GAUL: Yeah, there were -- well,

12   I don't know when we saw the door problems. But

13   there was an identified door problem. So

14   there's four main systems on a vehicle: Your

15   air system, your door system, your brake system

16   and your propulsion systems.

17   There's not a vehicle out there that

18   I'm aware of that doesn't have intermittent

19   problems with those four systems to some degree,

20   especially on a new fleet of vehicles. And sure

21   enough, we were having -- sure enough, the

22   majority of the vehicle problems were related to

23   those four basic systems.

24   So, yeah. But that's not unusual. I

25   think I mentioned that previously. That's not

1   unusual for a new system. So yeah, we expected

2   those problems. And they're going to happen in

3   revenue service, they were going to happen in

4   trial running, I knew that. But, you know, I

5   had worked -- but I thought -- that was my

6   entire focus, you know, during the practice

7   running period was to work with RTM and to

8   establish what I refer to as formal

9   troubleshooting, vehicle troubleshooting

10 procedures.

11   And these procedures would be a guide

12 for either the controller to walk an operator

13 through the process for overcoming a vehicle

14 problem.

15   KATE MCGRANN: Yes.

16   LARRY GAUL: Like, if it's a door

17 problem, the door is stuck open, the operator

18 could walk the operator through the process for

19 cutting out that door, closing it and cutting it

20 out. So my goal was, for a long time, even

21 before practice running, was working with RTM to

22 establish these procedures. There was some

23 drawback at first. They weren't -- Alstom

24 really didn't want the operators touching

25 anything.

1   But they finally understood after they

2   had to respond to all these problems that maybe

3   there's some benefit in letting the operators

4   overcome basic problems. So they finally,

5   slowly accepted the idea up to a point. I

6   didn't get everything I was looking for, but we

7   got some.

8   So I think -- I thought that we were

9   pretty prepared for the basic problems to deal

10   with them when they came up, and they did come

11   up in trial running. Occasionally, we had some

12   problems and the operators or the maintenance

13   people were able to resolve them relatively

14   quickly.

15   KATE MCGRANN: So you identified four

16   systems, you've got air, doors, brake and

17   propulsion, right?

18   LARRY GAUL: (Non-verbal response.)

19   KATE MCGRANN: And you mentioned that

20   you would expect at any train system for there

21   to be intermittent issues with those systems

22   along the way. Now, were there air-related

23   issues that remained outstanding as you are

24   heading into trial running?

25   LARRY GAUL: No. There were not. In

1   fact, the air system on these vehicles is minor

2   compared to the other type vehicles where the

3   air drives a number of other, you know,

4   subsystems. On this vehicle, it's just -- I

5   believe it's delegated to just the airbags for

6   the suspension.

7   KATE MCGRANN: Okay. So this isn't

8   air like HVAC, this is a different kind of air?

9   LARRY GAUL: That's correct.

10   KATE MCGRANN: With respect to the

11   doors, was the system experiencing door issues

12   heading into trial running?

13   LARRY GAUL: Yes. They were. I'm

14   trying to remember when the door issue -- there

15   was a pretty major door issue that came up. And

16   it dealt with the sensitive edge of the door.

17   So on the edge of the doors where they close

18   together, there's a sensitive edge on each --

19   it's one leaf or both leaf [sic], but anyway,

20   there's a sensitive edge.

21   And its intent, its purpose is to --

22   if it detects an obstruction, it's supposed to

23   open up the door. Well, the vehicle, the doors

24   were doing that. Their sensitive edge was

25   detecting an obstruction and was reopening. But

1   there was a problem with reclosing the doors.

2   And I can't explain it in the full

3   detail, but it had something to do with the

4   operator was not able to turn the key that

5   should've closed the door, or there was some

6   cabling issue associated with that that was the

7   real driver of this problem. And it took them a

8   while to figure that out, but then the vehicles

9   had to go through a retrofit.

10   And I imagine they've gotten them

11   completed now. But I don't think they had them

12   completed by the time I left the project in late

13   2019.

14   KATE MCGRANN: Focusing on the time

15   period heading into trial running, do you

16   remember if the door issue had come up yet?

17   LARRY GAUL: If it had, I don't recall

18   it. And only because -- the only way we found

19   out about this was because of the sensitive

20   edge, and there weren't a lot of people riding

21   the train. There were some employees riding the

22   trains between stations. So that people --

23   there wasn't a lot of use -- I mean, doors were

24   opening at every station. But there were no

25   real obstructions. So I don't think that this

1   problem was identified until, maybe, we got into

2   revenue service when customers were actually

3   bumping the doors and trying to hold the doors.

4   KATE MCGRANN: Was there any

5   simulation of passenger presence on the train

6   during the practice and capacity -- practice run

7   period?

8   LARRY GAUL: With any simulation of

9   passengers?

10   KATE MCGRANN: Was anything done to,

11 sort of, make the train -- expose the trains to

12 what they would be exposed to once passengers

13 started riding on them in revenue service?

14   LARRY GAUL: No.   I think they had --

15 I think there was an effort to verify that the

16 vehicle could hold the number of people it was

17 supposed to be designed to hold, so checking the

18 capacity of the vehicle.

19   KATE MCGRANN: How is that done?

20   LARRY GAUL: As I recall, this was

21 done in a simulated setting where they had

22 enough people to fill -- they had enough

23 volunteers to fill, like, one module of the

24 train, and if they had enough people -- if that

25 one module accommodated the required number of

1   people, then maybe they went to the next module,

2   or maybe they just -- there was an assumption

3   made that if the largest module could

4   accommodate the largest number of people, then

5   the other modules will be considered, you know,

6   would be acceptable.

7   KATE MCGRANN: And when you say

8   accommodate, is there enough space for everyone

9   to fit on the train?

10   LARRY GAUL: Yeah. You are checking

11 the capacity of the vehicle.

12   KATE MCGRANN: Like the volume

13 capacity?

14   LARRY GAUL: Yeah, the volume

15 capacity.

16   KATE MCGRANN: Were you checking

17 anything else?

18   LARRY GAUL: No.

19   KATE MCGRANN: Do you know if at any

20 point before going into revenue service,

21 anything was done to try to replicate what the

22 trains would go through once they were exposed

23 to passenger service?

24   LARRY GAUL: In terms of?

25   KATE MCGRANN: Passenger behaviour,

1 the kinds of stresses and challenges that would

2 be put on the train.

3   LARRY GAUL: No. You know, when the

4 vehicle is accepted, and I was not part of the

5 vehicle acceptance process. But typically when

6 they are accepted, there will be somebody that

7 would go through each vehicle and check like the

8 sensitive edge on all doors to make sure that

9 everything is functional, functioning when the

10 vehicle is turned over to the owner.

11   So I'm quite confident that that would

12 have been done. But besides other employees who

13 were out there during the trial running, that

14 were being trained, like, the station people and

15 things like that, they were riding the trains a

16 lot back and forth.

17   So besides that, I don't recall any

18 other testing going on that would simulate a

19 revenue service environment.

20   KATE MCGRANN: And would you normally

21 expect to see that?

22   LARRY GAUL: Well, I've certainly

23 never experienced that. I'll put it that way.

24   KATE MCGRANN: That's not something

25 you did in Dallas?

1   LARRY GAUL: No.

2   KATE MCGRANN: Coming back to the --

3   so the door issues -- you believe there were no

4   door issues identified until the train went into

5   revenue service?

6   LARRY GAUL: No. I'm sure we had

7   identified some issues. But, you know, again, I

8   think I need to defer those questions to the

9   maintenance people because they were more

10   closely aligned with it.

11   KATE MCGRANN: I just want to know

12   what you remember seeing from your work in the

13   practice period. And we've discussed that there

14   were challenges with vehicle availability, I

15   just want to know what you saw heading into

16   trial running.

17   LARRY GAUL: Again, the doors weren't

18   -- the doors were opening and closing at

19   stations during the practice running period.

20   And were there reports of a door getting stuck,

21   I'm sure there were. But I don't recall

22   specific incidents.

23   KATE MCGRANN: Maybe we can come at it

24   this way. What did you understand the major

25   challenge to vehicle availability to be during

1   the practice period?

2   LARRY GAUL: Well, you know, they had

3   some propulsion-related problems. I can't

4   provide the details, but there's a lot of --

5   they had to go and replace some component of the

6   propulsion package. So that was one.

7   I just can't -- I don't know. I

8   didn't spend that much time with the maintenance

9   people.

10   KATE MCGRANN: I'm going to ask you

11   some questions about the trial running process

12   and the approach to scoring trial running. So

13   to do that, I'm going to try to share my screen

14   with you again.

15   I am showing you, this is a 31-page

16   document. Right now we are looking at the first

17   page. For starters, can you read this document

18   or do you need me to zoom in?

19   LARRY GAUL: Could you zoom in on it,

20   please? I'm familiar with the document, but it

21   would be nice if you zoomed in.

22   KATE MCGRANN: Tell me, is this

23   sufficient or would you like me to zoom in some

24   more?

25   LARRY GAUL: One more would be good.

1   That's good.

2   KATE MCGRANN: So the first page we're

3   looking at here is a letter from the Altus

4   Group. I'm going to scroll down and show you.

5   It's signed by Monica Sechiari. It says here

6   Director of IC Services from Altus Group

7   Limited. That's the independent certifier. Am

8   I right?

9   LARRY GAUL: I believe, yes.

10   KATE MCGRANN: So this is a letter

11   from Altus to the City of Ottawa. And Rideau

12   Transit Group Partnership who we've been

13   referring to as RTG throughout this interview

14   And the re: line is the "Confederation Line

15   Project (Ottawa Light Rail Transit Project)

16   Validation of Trial Running Acceptance." I'm

17   going to scroll down so you can see the body of

18   the letter. It's three paragraphs.

19   Did you see this letter during the

20   time that you are working on the Ottawa Light

21   Rail Transit project?

22   LARRY GAUL: This is the validation of

23   trial running acceptance. So I imagine this

24   would have been shared with the members of the

25   trial running period, but I can't say that

1   specifically.

2   KATE MCGRANN: I want to ask you some

3   questions about the information in this letter

4   just use it as a reference point for now. If

5   you look at the first paragraph, let me just see

6   if I can highlight this to help. Of course I

7   can't. This letter says that:

8   "Trial running was reviewed on a

9   day-by-day basis by the Trial Running

10   Review Team in accordance with the

11   trial running test procedure

12   (submitted as a final document on

13   July 29, 2019)."

14   Is that an accurate description of the

15   activities of the Trial Running Team as you

16   recall?

17   LARRY GAUL: Yes, I believe so.

18   KATE MCGRANN: This letter goes on to

19   say:

20   "The trial running results were

21   reviewed by the Trial Running Review

22   Team on a daily basis with the

23   preparation of the trial running

24   scorecard."

25   Is that correct?

1   LARRY GAUL: Yes, ma'am.

2   KATE MCGRANN: And then it goes on to

3 say:

4   "And the results agreed and

5   signed off by the members of the Trial

6   Running Review Team."

7   And that's what happened?

8   LARRY GAUL: Yes, ma'am.

9   KATE MCGRANN: I'm going to take you

10 down to the second page of this document. All

11 right. Let's try the third page of this

12 document. There we go. This was a document

13 entitled TRRT, which I believe is the Trial

14 Running Review Team. Is that right?

15   LARRY GAUL: That's correct.

16   KATE MCGRANN: "Conclusion of trial

17 running statement." So I'm going to scroll down

18 and let you take a read through this document.

19 You let me know when you're ready for me to move

20 the document down some more.

21   LARRY GAUL: No. I'm familiar with

22 this document.

23   KATE MCGRANN: And for the purpose of

24 the record that's being taken, this is document

25 COW270758. So in the first paragraph, this

1   document says the trial running period was

2   conducted from July 29th to August 22nd. So 25

3   days. Is that right?

4   LARRY GAUL: That seems like the

5   period of time, yes.

6   KATE MCGRANN: In the second

7   paragraph, it states:

8   "As peak service performance was

9   achieved over several days, the Trial

10   Running Team agreed to reduce the peak

11   service fleet size to 13 from 15

12   trains to accommodate a revised

13   service plan as agreed to by the

14   Parties."

15   Do you know what it means when it says

16 "as peak service performance was achieved over

17 several days," do you know what that's referring

18 to?

19   LARRY GAUL: Well, I think when trial

20 running started that they had -- there was some

21 problems up to the point where they - when I say

22 "they", I'm talking about RTG - asked for the

23 trial running to be paused. And then over -- I

24 think it was paused for a couple of days. And

25 then afterwards, a new service plan was

1   developed that reduced the train count from 15

2   trains to 13 trains.

3   KATE MCGRANN: Do you remember what

4   the problems were that caused RTG to ask for a

5   pause?

6   LARRY GAUL: I think it was vehicle

7   availability issues again.

8   KATE MCGRANN: Do you remember who

9   introduced the new service plan for

10   consideration?

11   LARRY GAUL: No. I can't say.

12   KATE MCGRANN: You can't say whether

13   it was the City or RTG, for example?

14   LARRY GAUL: No. Without making an

15   assumption, no, I can't say with 100 percent

16   certainty.

17   KATE MCGRANN: Do you know if you knew

18   at the time and you have since forgotten?

19   LARRY GAUL: I mean, maybe. Maybe. I

20   remember discussions amongst the Trial Running

21   Review Team about the reduction in the fleet

22   size that's been approved. Whether I knew if

23   this was a request from RTG, or a request from

24   the City, I can't say with 100 percent

25   certainty.

1   KATE MCGRANN: This document says the

2   Trial Running Review Team agreed to reduce the

3   service fleet size.

4   What do you recall about what the

5   Trial Running Review Team discussed and how it

6   came to this agreement?

7   LARRY GAUL: There was discussions

8   about -- maybe I'm mixing up two different

9   levels of discussions. If I recall properly,

10   prior this, sometime well before, they had been

11   -- no. That would be making an assumption

12   again, and I can't recollect 100 percent. So

13   no, I cannot really remember what those

14   discussions were and how this decision was met.

15   KATE MCGRANN: But do you recall if

16   there were discussions about this proposal

17   internal to the City and its advisors?

18   LARRY GAUL: When you say "internal to

19   the City and its advisors."

20   KATE MCGRANN: I mean people involved

21   in the discussion were working on behalf of the

22   City. Like, did the City discuss this amongst

23   itself?

24   LARRY GAUL: Oh, I don't know what

25   happened, you know, at levels above me.

1   KATE MCGRANN: Were you involved in

2   providing any reviews or advice to the City on

3   whether to accept this reduction in peak service

4   size for the trial running period?

5   LARRY GAUL: Would I have accepted it?

6   Was that your question?

7   KATE MCGRANN: Did you give the City

8   any advice on whether it should agree to this

9   reduction?

10   LARRY GAUL: Not that I recall.

11   KATE MCGRANN: What was the role of --

12   what are the trial running team do with this

13   proposal? Did it consider it as a group?

14   LARRY GAUL: Yeah, I'm sure there were

15   discussions about this amongst the trial

16   member -- or Trial Running Review Team. And

17   obviously, according to this, there was a

18   decision made that they would accept this, the

19   lower number of trains.

20   KATE MCGRANN: Did you have a view as

21   to whether this should be accepted and applied

22   to the trial running period?

23   LARRY GAUL: I think my only thought

24   on this, that I recall, is that: Does the 13

25   trains provide the level of capacity that would

 1   be needed to carry the projected demand?

 2   KATE MCGRANN: And what did you

 3   conclude having asked yourself that question?

 4   LARRY GAUL: I think I probably had a

 5   conversation with Pat Scrimgeour over this to

 6   just see would -- would the headways that would

 7   be allowed with 13 trains be enough to carry the

 8   capacity or carry the demand?

 9   KATE MCGRANN: Did you have any

10   concerns that the reduction in fleet size from

11   15 down to 13 would have implications beyond the

12   immediate ability to meet the headway

13   requirements?

14   LARRY GAUL: As an example, could you

15   share something with me?

16   KATE MCGRANN: Sure.   So if you're

17   running with 13 trains and a train runs into an

18   issue, were you worried that agreeing to reduce

19   the fleet size would have an impact on the

20   response time, for example?   The overall

21   reliability of the system.

22   LARRY GAUL: No.   I don't think so.   I

23   mean, the reliability of the system would mainly

24   be affected by slightly -- slightly more crowded

25   trains.   But I think the underlying feature here

1   was that reducing the number of trains increased

2   the spare factor, when I say "spare factor,"

3   increased the number of trains that could be

4   worked on at the same time.

5   So if RTG or RTM was having problems

6   maintaining the equipment and making trains

7   available for service, well, they would have

8   four additional cars that they could potentially

9   be working on during the peak periods, which, to

10   me, in the long run would then, you know, help

11   them address their ongoing vehicle-related

12   problems probably sooner than what they would

13   have if they were forced to put out 15 trains

14   every day.

15   KATE MCGRANN: Did you have -- sorry.

16   Did you ever see them up until this point be

17   able to put out 15 trains a day in any, sort of,

18   reliable way?

19   LARRY GAUL: I would think that the

20   first couple of days of trial running they put

21   out 15 trains. I'd have to see the scorecard.

22   KATE MCGRANN: And the scorecards are

23   attached, they are part of this document. So we

24   will go there.

25   LARRY GAUL: Yeah.

1   KATE MCGRANN: But just coming at this

2   from a practical perspective, if the idea is at

3   the beginning of trial running, you want to see

4   you run 15 trains, and you can't run 15 trains,

5   are the concerns about the reliability of the

6   system?

7   LARRY GAUL: Well, again, there were

8   concerns about the reliability of the equipment.

9   It seems to me this reduction in trains was

10   potentially an effort to help RTM and RTG meet

11   their requirements because it was providing them

12   additional trains that they can work on, on a

13   daily basis.

14   The system had already been proven

15   that -- like, the train control system had

16   already been proven that it can support a

17   15-train operation. That has been verified. So

18   I wasn't concerned about the ability of the

19   system to accommodate 15 trains. It was more

20   the vehicles.

21   KATE MCGRANN: If the idea is to go

22   from no cars in the maintenance service facility

23   to four cars in the maintenance service

24   facilities so RTM could work on them, is that

25   the idea here?

1   LARRY GAUL: Well, the fleet size, if

2   I recall correctly, was 34 cars. So under the

3   service, the planned service-level, it required

4   15 two-car trains. So that's 30 trains. I

5   think there's also a requirement to have a

6   two-car, sort of, spare train on standby, which,

7   in theory would mean that RTM could work on two

8   cars, that's all they would have available to

9   work on during the peak periods, or at least

10 during the a.m. peak period.

11   By reducing the vehicle requirements

12 for mainline service, this potentially allowed

13 them to have six cars available to them to work

14 on. I believe this only applied to the a.m.

15 rush because I think the p.m. rush only required

16 something like 13 trains. The headways were a

17 little bit longer in the p.m. rush than they

18 were in the a.m. rush.

19   KATE MCGRANN: Okay. One more

20 question about this piece I think, and then we

21 can move on. If the idea is when you can

22 provide 15 trains, you will have a 15 two-car

23 setup.

24   LARRY GAUL: Yeah.

25   KATE MCGRANN: You will have one

1   two-car setup in spare.

2   Was there any concern that that one

3   two-car spare would be insufficient if you need

4   to be able to have three two-car setups in

5   maintenance?

6   LARRY GAUL: Was I concerned about it?

7   No. From an operating standpoint, I wasn't

8   concerned about it.

9   KATE MCGRANN: Were you concerned

10   about it from any standpoint?

11   LARRY GAUL: No. I don't believe so.

12   As an operator, if my maintenance group could

13   give me one spare train, I was happy.

14   KATE MCGRANN: Regardless of the

15   performance of the vehicles?

16   LARRY GAUL: Yes. As long as I had

17   one spare train available, I was happy. There's

18   a lot of systems don't have spare trains on

19   standby.

20   KATE MCGRANN: If you look at -- I'm

21   going to move my cursor to help you to see what

22   I'm looking at. We've got:

23   "It was agreed the Average

24   Aggregate Vehicle Kilometre Ratio,

25   (the AAVKR) would result in a pass

1   with the achievement of an AAVKR of

2   96 percent or higher over 9 of 12

3   days, and no three consecutive days

4   below 94 percent."

5   Do you know what led to this

6   adjustment?

7   LARRY GAUL: No. But the statement

8   above, just from where you started reading, it

9   refers back to some document, RFI 0266. I don't

10   know what that document is. So I would really

11   need to see that.

12   KATE MCGRANN: I'm just scrolling

13   down. This shows you the --

14   LARRY GAUL: Yes.

15   KATE MCGRANN: -- name and the

16   agreement. And it looks to me like this

17   represents each member of the Trial Running

18   Review Team agreeing to the adjustments that

19   we've just walked through.

20   LARRY GAUL: I believe so, yeah.

21   KATE MCGRANN: What supported your

22   agreement to these adjustments? Why did you

23   agree to this?

24   LARRY GAUL: Well, I think I just went

25   -- I just discussed it. I felt that there was a

1   benefit, a long-term benefit to providing some

2   opportunities, more vehicle opportunities for

3   RTM to work on.

4   And as I said, I confirmed that the

5   13-car train schedule could meet the demand

6   requirements.

7   KATE MCGRANN: Was there any

8   consideration given the adjustments that

9   everybody in the Trial Running Review Team was

10   asked to agree to, to giving an RTM more time to

11   get the vehicles ready to go before you go into

12   trial running?

13   LARRY GAUL: I think going into trial

14   running was the request of RTG. They said they

15   were ready to go into trial running.

16   KATE MCGRANN: Okay. But was there

17   any consideration given to whether an answer to

18   the issues that are being seen was to either

19   pause trial running for a longer period of time

20   to allow for the provision of 15 trains in a way

21   that they could all go through trial running?

22   LARRY GAUL: I'm sure there were

23   discussions to that effect. But I can't be --

24   you know, I can't pinpoint any specific ones.

25   KATE MCGRANN: Do you recall being

1   involved in any discussions to that effect?

2   LARRY GAUL: Not that I can recall.

3   KATE MCGRANN: Do you recall whether

4   you ever suggested to anybody at the City that,

5   perhaps, more time to get the trains ready to go

6   would be advisable as opposed to adjusting the

7   trial running criteria?

8   LARRY GAUL: Well, I think I shared my

9   feelings, and I think I said this before that I

10 was always concerned about the vehicle

11 reliability issues and going into trial running.

12 To be honest with you, I thought that, you know,

13 the trial running was going to go on for a long

14 period of time because, to be honest, I don't

15 think I expected them to pass, you know, in a

16 short -- to successfully achieve trial running

17 in a success, if you will.

18   KATE MCGRANN: And were these

19 adjustments that were agreed to consistent with

20 your initial expectations that it would take

21 them a long time to pass?

22   LARRY GAUL: Well, the fact that we

23 had a pause after the first three or four days,

24 if I recall properly, that, sort of,

25 substantiated my concerns.

1   KATE MCGRANN: Do you remember if you

2   had a view that as to whether the system would

3   be able to pass if these adjustments were not

4   made to the trial running criteria?

5   LARRY GAUL: I don't recall making a

6   statement like that, that they would never be

7   able to pass if they didn't do this.

8   KATE MCGRANN: So that's not what I

9   asked you, though. Do you recall whether you

10 had a view that -- let me put it this way. You

11 had a view that it would take a very long time

12 or a long time for the system to be able to pass

13 if the criteria remained as they were when you

14 started the trial running?

15   LARRY GAUL: I thought whenever the

16 idea was floated about reducing it to 13 trains

17 and after I got -- after I confirmed that the

18 demand issue would still be satisfied, I

19 probably said, This might be a good idea. I

20 probably agreed with the others that this might

21 be a good idea.

22   KATE MCGRANN: I'm going to take you

23 to the scorecard, the trial running scorecard

24 from the first day of trial running. So this is

25 the trial running scorecard from Monday July

1   29th, 2019, and I just would like you to walk me

2   through each of the main headings over here to

3   help me understand what the purpose of having

4   them on a scorecard is, and what you are looking

5   to measure. So with respect to safety, do you

6   recall how it was determined whether this was a

7   pass or fail?

8   LARRY GAUL: As I recall, the Chief

9   Safety Officer of OC Transpo would meet or talk

10   to his counterpart in RTG and review the

11   previous day's operations to see if there were

12   any safety-related issues. And then they would

13   tell us if they thought this was a pass day or a

14   fail day.

15   KATE MCGRANN: And do you ever recall

16   the Trial Running Review Team having any

17   questions or concerns about whether the

18   assessment of those individuals were sufficient

19   or whether a pass could be granted?

20   LARRY GAUL: No. I don't think we

21   ever questioned any recommendation that they

22   gave us.

23   KATE MCGRANN: And the heading

24   "Operational," we've got "Travel Time (ATO Mode)

25   23 minutes." What does that mean?

1   LARRY GAUL: That would be end to end

2   travel time, meaning how long does it take the

3   train from departing one terminal to arriving at

4   the opposite terminal.

5   KATE MCGRANN: And "ATO Mode" is

6   automatic train operation mode?

7   LARRY GAUL: That's correct.

8   KATE MCGRANN: And what did it take to

9   pass this criteria?

10   LARRY GAUL: Well, the requirement was

11   the 20 -- was the maximum time it could take is

12   23 minutes.

13   KATE MCGRANN: And did that apply to

14   every training shift throughout the day?

15   LARRY GAUL: No. I believe that they

16   took a random sample of five or six trips in

17   each period of the day or -- it was a random

18   sample. Maybe it was ten trips in each period

19   of the day, and looked at the travel time, and

20   averaged all those.

21   KATE MCGRANN: The weekday or weekend

22   depends on the day that the score is being

23   utilized. But for headway 2 out of 4 required

24   for pass. First of all, can you explain what

25   headway is?

1   LARRY GAUL: It's the time that's

2 different -- it's the time between two trains

3 travelling in the same direction measured at a

4 single spot.

5   KATE MCGRANN: Okay. And 3 out of 4

6 required for a pass, I see underneath this

7 heading there's, sort of, four categories,

8 morning westbound arrival at Lees; morning

9 eastbound arrival at Pimisi; afternoon westbound

10 arrivals at Rideau, and afternoon eastbound

11 arrivals at Lyon. Are those the four that are

12 required -- that are referred up here where it

13 says "3 of 4 required for pass"?

14   LARRY GAUL: That's correct.

15   KATE MCGRANN: Then if we come over to

16 the right, there's a table here with three

17 columns. Column one is scheduled number of

18 trains. Column two is actual number trains.

19 And then the third column is a ratio. We've got

20 a row that applies to each of those four

21 categories we just looked at.

22   How does this chart work?

23   LARRY GAUL: So the scheduled number

24 of trains, and let's start with number 1 first

25 as an example: Morning westbound arrival at

1   Lees. So according to the schedule, the

2   operating schedule, during the time period from

3   6:45 to 8:45 in the morning, there are 35 trains

4   that are scheduled to arrive Lees station during

5   that time period.

6   The same applies for all the other

7   locations as well. So it's just taking the

8   number of scheduled trains that are scheduled at

9   those locations during the identified time

10   periods and comparing it to the actual number of

11   trains that arrived at those stations during

12   that time period, and the ratio of the

13   two obviously.

14   KATE MCGRANN: And we see on the

15   left-hand side, these four categories, there is

16   a pass ratio, that's set out for each of those

17   four categories.

18   LARRY GAUL: Yep.

19   KATE MCGRANN: In order to determine

20   whether one passes, you look at the actual ratio

21   and see if it is the same or better than the

22   required ratio?

23   LARRY GAUL: That is correct. Again,

24   it wasn't 100 percent, like, in the top.

25   There's 35 scheduled trains. It was determined

1   that 33 trains during that time period would be

2   considered acceptable. And one of the reasons

3   for that is that typically with the frequency of

4   service in the morning rush hour, you might have

5   the train that's scheduled to arrive Lees at

6   6:45 on the dot, but maybe it got there at 6:44

7   and 50 seconds, well, in theory, that would be

8   considered outside that time limit.

9   KATE MCGRANN: Right. So it looks to

10 me like the criteria for measure here is the

11 ratio of actual trains to scheduled trains as

12 opposed to the headway as between trains. Is

13 that fair?

14   LARRY GAUL: The headway between

15 trains is really what -- how you determine the

16 number of scheduled trains.

17   KATE MCGRANN: But in reality, if the

18 headway, which is supposed to be for -- three

19 minutes and 25 seconds, if you've got, you know,

20 3 minutes followed by -- if the headway moves

21 around a little bit, that doesn't cause a

22 problem in terms of pass-fail here as long as

23 the ratio is at a higher of the requirement.

24   LARRY GAUL: That's correct.

25   KATE MCGRANN: Scrolling down to the

1   next section here under: "Maintenance

2   delivery," there's two headings: "Maintenance

3   practices" and "Demonstration of IMIRS process."

4   With respect to maintenance practices, there's

5   just one box for pass or fail here. So how did

6   the Trial Running Review Team determine whether

7   the maintenance practice was a pass or fail on

8   any day?

9   LARRY GAUL: There were people that

10   were responsible for -- I think it was looking

11   at five random work orders each day and to

12   verify if the maintenance work was performed.

13   And then they would let the Trial Running Review

14   Team know their findings.

15   KATE MCGRANN: And with respect to the

16   demonstration of the IMIRS process. First of

17   all, do you know what IMIRS stands for?

18   LARRY GAUL: The Integrated Management

19   Information and Reporting System, I believe.

20   KATE MCGRANN: And what is that?

21   LARRY GAUL: It's the maintenance

22   management system. It's the record-keeping

23   system that tracks all maintenance activities

24   that schedules all maintenance activities,

25   tracks assets and replacement cycles of assets

1   and things like that.

2   KATE MCGRANN: With respect to inputs

3   into that system, how is information entered

4   into that system?

5   LARRY GAUL: Well, from a vehicle

6   maintenance -- we'll speak to vehicle

7   maintenance. Any maintenance work that has to

8   be done -- well, first, let me start off at the

9   higher level.

10   The vehicles have a regular

11   maintenance requirement. I mean there's a

12   schedule. So the schedule, the maintenance

13   schedule, so for all the different components on

14   the vehicle, would be inputted into the system.

15   And then as -- some of them are based on

16   mileage, and some are based on time.

17   So as it's time for maintenance of a

18   certain component to be done -- to be completed,

19   then it would automatically -- this system would

20   notify the maintainers that maintenance is

21   required on this certain vehicle.

22   And when a maintainer or technician

23   does -- performs any maintenance, they would

24   then record in the system the maintenance that

25   was done, the time it was done, the cost, you

1   know, they capture all the information related

2   to the maintenance of whatever work order they

3   were doing. This system would also generate

4   work orders for technicians, too.

5   KATE MCGRANN: And I think that what

6   you've described is the regular programs or

7   predictable maintenance activities.

8   LARRY GAUL: That's correct.

9   KATE MCGRANN: What about the kind of

10   maintenance activities that are required, you

11   know, from daily usage that can't be programmed

12   because they can't be anticipated? You know

13   they're going to come, but you don't know when.

14   LARRY GAUL: It's kind of like running

15   repairs type. Yeah, well, any work that's

16   performed like that, would be input into this

17   system to capture it.

18   KATE MCGRANN: Would the need for any

19   particular repair be communicated through this

20   system as well? Like, if I'm working on the

21   operations side and I see a problem, do I call

22   it into the system? How do I get it in there?

23   LARRY GAUL: You know, I can't recall

24   if -- well, certainly, on the maintenance side,

25   if maintenance is due, it would generate at

1   least the systems I've been familiar with, the

2   system would generate a work order, and then the

3   supervisor or the maintenance shop, or whatever,

4   he would then assign the work order to a

5   technician or a mechanic.

6   I believe this system is more than

7   just a maintenance management system. I think

8   they also used it for tracking, you know, other

9   issues like other open -- I'm trying to

10   remember. Like, if the control centre was

11   advised of a problem, I don't think they would

12   input anything into IMIRS directly. I think

13   they would call an RTG help desk or RTM help

14   desk, and that help desk would then input the

15   information into this system. So I don't think

16   OC Transpo had any direct access to the system

17   except for maybe report generation.

18   KATE MCGRANN: And with respect to the

19   evaluation of the demonstration of the IMIRS

20   process, do you remember what information is the

21   Trial Running Review Team given to determine

22   pass or fail on this criteria?

23   LARRY GAUL: As I recall, again, this

24   was another process. It was a random base

25   process where someone who was dedicated to this

1   during trial running would randomly select five

2   work orders each day, and then would track the

3   work orders through to make sure the work orders

4   were completed, they were completed fully, they

5   were completed properly. And then we would get

6   a report on those five random work orders.

7   KATE MCGRANN: With respect to the

8   next heading, "Vehicle availability," it says

9   "Aggregate vehicle KM," that's kilometres,

10   right?

11   LARRY GAUL: That's correct.

12   KATE MCGRANN: "Availability ratio,"

13   and then it gives an acronym of AVKR. And then

14   it looks like there's two measures here. "AVKR,

15   minimum daily average." What does that mean?

16   LARRY GAUL: I think that the minimum

17   requirement to pass in this area was that the

18   total number of revenue service kilometres had

19   to equal at least 90 percent of total scheduled

20   revenue service kilometres.

21   KATE MCGRANN: So that's the total

22   number of revenue service kilometres run by all

23   the trains in the system on that day?

24   LARRY GAUL: That's correct.

25   KATE MCGRANN: And with respect to the

1   next heading "AVKR" in brackets "average over 12

2   days," what is that?

3   LARRY GAUL: I think this was that

4   over a 12-day period, that they had to achieve a

5   minimum of 98 percent of the total scheduled

6   kilometres.

7   KATE MCGRANN: Coming to the bottom

8   here, but under the heading "Station", we've got

9   the criteria of availability, what information

10   was given to the Trial Running Review Team to

11   allow you to assess that?

12   LARRY GAUL: I think this was all the

13   station -- all the station entrances had to be

14   opened and accessible for customers at -- I

15   don't know if it was at the start of service

16   time or if it was 15 minutes before the start of

17   service. I just can't recall. But it has to do

18   with station entrances.

19   KATE MCGRANN: And do you remember

20   what kind of information was reported at the

21   Trial Running Review Team on this?

22   LARRY GAUL: No. Somehow, all this

23   information was captured automatically. And I

24   don't recall how that was done. But there would

25   -- I think there was a report that was provided

1   to us that told us what the total station

2   availability was for each day.

3   KATE MCGRANN: Okay. And then I'm

4   going to propose that we treat the next heading

5   as a group. You can let me know if that doesn't

6   work. So customer systems and other major

7   systems, there's a series of systems listed

8   underneath. What kind of information were you

9   provided with to allow you to assess the

10 performance of the systems?

11   LARRY GAUL: Basically, we were just

12 given what the ratio was for the day. Somebody

13 was responsible for reviewing, I believe, it was

14 generated -- their data source was the alarms

15 that come into the control centre. I believe

16 that's how they identified problems with all of

17 these customer systems and other major systems.

18 So I think that was their data source. And then

19 from that, they took the ratio of the

20 availability of these systems.

21   KATE MCGRANN: I'm going to zoom in

22 for one second here just so that you can see the

23 entire page to help us with the explanation of

24 this process. So there's all of the criteria

25 that you just walked me through, and then at the

1   bottom, there's a table for names and

2   signatures. What is this table capturing?

3   LARRY GAUL: The signature is just

4   everyone on the Trial Running Review Team is in

5   concurrence with the findings.

6   KATE MCGRANN: I'm curious about the

7   fact that there's a representative of the

8   independent certifier sitting on the Trial

9   Running Review Team and scoring along with the

10 other members. Is that right?

11   LARRY GAUL: I believe there were,

12 yes.

13   KATE MCGRANN: Kyle Campbell from the

14 Altus Group here.

15   LARRY GAUL: Yep.

16   KATE MCGRANN: And the independent

17 certifier is also certifying the results

18 overall.

19   LARRY GAUL: That's correct.

20   KATE MCGRANN: Have you seen that kind

21 of a setup on other trial running experiences

22 you had had?

23   LARRY GAUL: No. I've never had

24 experience on another P3.

25   KATE MCGRANN: You've never had

 1 experience on another P3 before?

 2   LARRY GAUL: No. I've never gone

 3 through this trial running review process

 4 before.

 5   KATE MCGRANN: And I take it, just to

 6 be clear, does that mean that you haven't dealt

 7 with an independent certifier on the other

 8 projects that you've worked on?

 9   LARRY GAUL: No. I have not.

10   KATE MCGRANN: I'm going to jump ahead

11 in the trial running scorecards here to take you

12 to the trial running scorecard for August 3rd,

13 2019. And I will zoom back in so we can all see

14 what I'm talking about here. There we go. Are

15 you able to read this document okay?

16   LARRY GAUL: Yes, I am.

17   KATE MCGRANN: So under the heading

18 "Vehicle availability," we're looking at the

19 AVKR, the aggregate vehicle kilometre

20 availability ratio. Over on the table under

21 "schedule kilometres," there's a number that

22 typewritten in here of 10,802 kilometres. And

23 then in black pen, it's scratched out and 10,000

24 -- it looks like 10,411 is written in. Do you

25 see that?

1   LARRY GAUL: Yes, ma'am.

2   KATE MCGRANN: And then, do you know

3   why that happened?

4   LARRY GAUL: I think if you go down to

5   the footnotes at the bottom of the page, if you

6   look at footnote number 1, it says:

7   "Vehicle kilometres continued to

8   be validated by Deloitte during trial

9   running and may be subject to change

10   as a result of the Deloitte review."

11   So Deloitte was doing some validation

12   of the scheduled kilometres.

13   KATE MCGRANN: Okay. And when you say

14   "Deloitte was doing evaluation of the scheduled

15   kilometres," do you mean that Deloitte was --

16   let me take a step back.

17   My understanding of scheduled

18   kilometres and the AVKR chart is that it is the

19   number of kilometres that the performance that

20   day is measured against.

21   LARRY GAUL: That's correct.

22   KATE MCGRANN: And so when Deloitte is

23   doing -- sorry. Bear with me. We say "vehicle

24   kilometres continued to be validated during

25   trial running and may be subject to a change,"

1   was it your understanding that Deloitte could

2   change the requirements on an ongoing basis?

3   LARRY GAUL: Again, I don't recall the

4   specifics.   I don't exactly know the role of

5   Deloitte in this.   But I believe because the

6   schedule -- this is scheduled revenue

7   kilometres, okay.   Trains pulling in and out of

8   the yard, well, when they're pulling out of the

9   yard to wherever they first go into service,

10   that's not -- that should not be calculated in

11   the scheduled kilometres because that's supposed

12   to be revenue service only.   So for every train

13   they pull out of the yard, they go someplace on

14   the system to begin their service day, if you

15   will.

16   So the only thing I can think of is

17   that they found some -- some times where, maybe,

18   some of those miles where a train was not

19   actually in revenue service was originally being

20   calculated in the 10,802 number.

21   KATE MCGRANN: If the idea is that

22   Deloitte is adjusting the numbers to ensure that

23   all that's being counted is proper revenue

24   service numbers.   Is that right?

25   LARRY GAUL: That's what I believe,

1   yes.

2   KATE MCGRANN: Wouldn't you expect

3   that change to appear in the actual kilometres

4   reported?

5   LARRY GAUL: I don't know what the

6   basis of this schedule, of the initial scheduled

7   kilometres were. I don't know how that number

8   was generated.

9   KATE MCGRANN: I mean, what I was

10 wondering was whether when the trial running

11 review team agreed to reduce the number of cars

12 required from 15 to 13, whether that would have

13 a related reduction in the number of scheduled

14 kilometres required that day because you've got

15 less cars running, so presumably the system, as

16 a whole, you're running less kilometres.

17   LARRY GAUL: I think you will see that

18 on dates after that pause, and I think you'll

19 also see that in the section above where the

20 headway section, I believe you'll also see where

21 those are reduced from 35 to 33 or something.

22   KATE MCGRANN: Oh, I see it under

23 "weekday headway under the scheduled number of

24 trains"?

25   LARRY GAUL: Right. And I think you

1 will see that the scheduled -- and the scheduled

2 kilometres are reduced as well.

3   KATE MCGRANN: And that's what I was

4 asking, where we see the scheduled kilometres

5 here being reduced from 10,802 to 10,411.

6   Do you know if that's a result of the

7 agreement to take the trains required from 15 to

8 13?

9   LARRY GAUL: No, because I don't think

10 at this time, that requirement, that reduction

11 in trains had occurred yet.

12   KATE MCGRANN: Bear with me while I

13 move around in the document. Always a bit more

14 annoying electronically than with paper. Going

15 back to page 3 for a second.

16   Do you remember when the agreement to

17 make the change to the fleet requirement was

18 made?

19   LARRY GAUL: If you can go down to the

20 very last page in this document.

21   KATE MCGRANN: Yes.

22   LARRY GAUL: So I think it was shortly

23 after that restart, or it happened that day

24 after that restart. But to confirm that, we

25 would need to go back to that specific day

1   scorecard.

2   KATE MCGRANN: So I think it's the

3   8th?

4   LARRY GAUL: Probably the 9th.

5   KATE MCGRANN: So this is the

6   scorecard for Friday August 9th.

7   LARRY GAUL: Okay. So it still has 35

8   trains scheduled. So it happened on that day.

9   KATE MCGRANN: Together, we can scroll

10   through the rest of these dates. Here's August

11   10th. We see 35 trains scheduled in the

12   morning.

13   LARRY GAUL: That's the weekend.

14   KATE MCGRANN: There's no measure of

15   actual number of trains here.

16   Do you know why that is?

17   LARRY GAUL: Because this metrics was

18   for weekdays only. Peak periods, and this is a

19   Saturday.

20   KATE MCGRANN: Sunday, we still see

21   the 35 here. Sunday August 11th.

22   LARRY GAUL: Yep.

23   KATE MCGRANN: And just so while I'm

24   scrolling, what I think we're looking for is a

25   change from the scheduled number of trains from

1   35 --

2   LARRY GAUL: Yes.

3   KATE MCGRANN: So still 35 on Monday

4   August 12th; still 35 on the 13th; 35 on the

5   14th.

6   LARRY GAUL: Maybe it was later than I

7   thought.

8   KATE MCGRANN: So we see a change to

9   30 on Friday August 16th. So does that help you

10 when the agreement was made to reduce the trains

11 from 35 to 33 or 15 to 35 double cars.

12   LARRY GAUL: Certainly, it would have

13 been somewhere -- the decision would have been

14 made somewhere around 14th or 15th of August, I

15 would imagine.

16   KATE MCGRANN: And do you know if when

17 the agreement was made that criteria, the new

18 criteria, was applied from that day forward, or

19 whether it was applied across all of the days of

20 testing that had taken place including those

21 before the date the agreement was made?

22   LARRY GAUL: No. I believe it was

23 only applied from that day forward.

24   KATE MCGRANN: Based on what you saw

25 through the trial running period, were you of

1   the view that a longer burn in period was

2   required to identify and work out any issues

3   that were seen with the vehicles or the system?

4   LARRY GAUL: Yeah. And I think there

5   was, sort of, a post-trial running burn in

6   period. I don't think we went right into

7   revenue service. I can't recall what date

8   revenue service started, but it was in September

9   sometime, I believe.

10   KATE MCGRANN: So I think your answer

11 to that question was, yes. But am I right?

12   LARRY GAUL: Yes. Yes, that was a

13 helpful time period.

14   KATE MCGRANN: And how was it

15 determined -- how was it determined how long

16 that burn in period should be?

17   LARRY GAUL: I can't answer that

18 question. I know once the trial running, once

19 we got through the successful or the completion

20 of trial running, then there was a period of

21 time it was going to take them for, you know,

22 all the paperwork to get completed and for, I

23 guess, is that call revenue service availability

24 date to be awarded? But that revenue service

25 availability date did not necessarily mean

1   that's the day that revenue service was going to

2   start. That just means that the system is ready

3   to go into revenue service. And there's

4   probably some financial considerations tied to

5   that date as well. But I don't know that for a

6   fact.

7   KATE MCGRANN: Okay. In terms of a

8   further burn in period following the completion

9   of the trial running, you mentioned that there

10   was a further burn in period. Am I right?

11   LARRY GAUL: Yeah. From wherever

12   trial running ended to the start of revenue

13   service, we were operating whatever the schedule

14   was at the time every single day like it was

15   normal revenue service.

16   KATE MCGRANN: And was there any

17   continued evaluation of the performance of the

18   vehicles on the system through that burn in

19   period?

20   LARRY GAUL: I imagine we experienced

21   some similar problems. I can't say for certain

22   what those problems were, but it just makes

23   sense -- they were still working on some of the

24   fleet mods, modifications at the time to address

25   some of these problems. So, yeah, it's just --

1   I'm sure we experienced some vehicle problems.

2   KATE MCGRANN: And was there an

3   ongoing evaluation of the problems to help the

4   City in particular understand, this is what the

5   reliability of the vehicles looked like, to help

6   it determine whether to open to public service

7   or not?

8   LARRY GAUL: Oh, yes, there were. And

9   John Manconi had daily afternoon meetings with

10   his team, and many meetings with RTG and RTM on

11   all the different vehicle type problems. There

12   was constant discussions between both groups on

13   where they stood in overcoming these reliability

14   issues. This was a big thing, and John pressed

15   and pressed and pressed RTM on, and RTG, I'm

16   sorry, on getting these vehicles fixed.

17   KATE MCGRANN: This situation, the

18   need for -- the issues with the vehicles, the

19   need to get them fixed, the daily meetings on

20   these topics, is this normal in your experience

21   right before opening to public service?

22   LARRY GAUL: Yeah. As I said before,

23   that all new fleets that I've -- the systems

24   that I've been at as well as other systems I'm

25   familiar with, new fleets have vehicle problems.

1   And many of those vehicle problems

2   are, like, fleet-wide problems. And so if there

3   is a corrective measure found for a fleet-wide

4   problem, it's typically installed in one or two

5   trains and then tested to verify that it

6   addresses the problem. And once it's verified,

7   it would then be applied across the entire

8   fleet.

9   Now, depending on the size of the

10   fleet, that can be a time-consuming process. So

11   most of the discussions I recall from my other

12   property would be -- there would be daily

13   meetings between the maintenance team and the

14   vehicle supplier on where they stood on the

15   vehicle modifications, and working with them on

16   the schedule on -- first of all, they're going

17   to need a vehicle taken out of service in order

18   to perform the fleet or the vehicle

19   modification.

20   So then it will be have to be

21   scheduled with the maintenance managers and

22   things like that. So there's always constant

23   communication between the two groups.

24   KATE MCGRANN: With respect to the

25   number of issues that were present through this

1   post-trial running burn in period, was the

2   number of issues what you would expect for a

3   system like this that's about to go into revenue

4   service?

5   LARRY GAUL: Yeah. I mean, I thought

6   the number of problems that we were experiencing

7   seemed to be high. But I have nothing to base

8   that on. I don't -- I don't know what the

9   problems -- I don't know all the problems and

10   the extent of all the problems down in Dallas.

11   Some of them didn't even affect revenue service.

12   But there were still modifications that needed

13   to be done.

14   So, you know, things like -- I don't

15   think I should go there because I'd be making an

16   assumption here. But they seemed a little high

17   in my mind.

18   KATE MCGRANN: And then with respect

19   to the progress that had been made in fixing

20   those issues, was the progress towards

21   resolution where you would expect it to be for a

22   system that's about to head into revenue

23   service?

24   LARRY GAUL: I can't answer that

25   question because I didn't spend any time at the

1 maintenance facility, you know, talking to the

2 maintenance people.

3   KATE MCGRANN: What was your area of

4 focus during this burn in period in between the

5 completion of trial running and the opening of

6 revenue service?

7   LARRY GAUL: Even before trial running

8 started from practice running, sort of, on, my

9 focus was in the control centre. I was in the

10 control centre every day for something like two

11 and half months watching the operation of the

12 system, watching the controllers, and dealing --

13 during that time, dealing with RTM on developing

14 and refining these troubleshooting guidelines

15 that I mentioned earlier.

16   KATE MCGRANN: And was part of your

17 role during this time assessing operational and

18 maintenance readiness for revenue service?

19   LARRY GAUL: Certainly, the

20 operational readiness for service. The only

21 thing on the maintenance side that I did was

22 occasionally I would go and I would observe

23 trains, I'd observe their preparedness to

24 release trains in the morning for revenue

25 service. And look at -- watch them how they

1   move trains around and things like that. But

2   that was the extent of my involvement on the

3   maintenance side.

4   KATE MCGRANN: As you near the end of

5   the burn in period, what was your view on the

6   operational readiness of the vehicles and the

7   system?

8   LARRY GAUL: Operational readiness of

9   the vehicles and the systems?

10   KATE MCGRANN: Let me put it this way.

11   What was your view on whether passengers were

12   going to experience reliable service when the

13   system opened up for revenue service?

14   LARRY GAUL: Well, I still knew that

15   we were going to experience vehicle problems.

16   My focus at that time was, again, refining these

17   troubleshooting guidelines so we were able to

18   minimize the impact of these problems.

19   KATE MCGRANN: Were there any other

20   options considered to account for the vehicle

21   problems that you saw coming? And by that I

22   mean a staged opening that gradually ramps up to

23   passenger service, anything like that?

24   LARRY GAUL: Not that I recall. But I

25   wasn't involved in -- I was, sort of, stuck in

1   my own little world in the control centre during

2   this period. So I was not nearly involved in

3   all the other decisions and the discussions

4   going on --

5   KATE MCGRANN: Were you --

6   LARRY GAUL: -- as it relates to

7   vehicle reliability.

8   KATE MCGRANN: I'm so sorry. Could

9   you said that again?

10   LARRY GAUL: Yeah. I said I was not

11 involved in nearly all these discussions,

12 especially as they relate to vehicle reliability

13 type issues.

14   KATE MCGRANN: I mean, did you share

15 your views on what, if any, obstacles to

16 reliable service remained as the City was

17 considering when to open to revenue service?

18   LARRY GAUL: I don't know at what

19 point in this program I did, but one of my

20 biggest -- or one of my concerns was, you know,

21 all this practice running and everything else

22 was in relatively warm weather, summer, early

23 fall weather. The previous winter, there was a

24 lot of problems during the testing and

25 commissioning, a lot of snow-related, inclement

1   weather-related problems on the railroad that I

2   know RTM or RTG, I'm sorry, they developed --

3   from those problems, they developed a winter

4   weather action plan, I think it was called, and

5   it identified all the problems they experienced

6   and what their proposed solution was.

7   But we were going to go into revenue

8   service without fully having tested those

9   actions to overcome some of the problems that we

10 had experienced the prior year. So that was a

11 concern of mine. What's going to happen when

12 winter weather sets in?

13   KATE MCGRANN: So you had concerns

14 that the winter -- is it that the winter weather

15 action plan had not been tested?

16   LARRY GAUL: It hadn't been tested,

17 no.

18   KATE MCGRANN: So there were problems

19 that had been identified, but the solutions

20 hadn't been proven to be successful yet.

21   LARRY GAUL: That's correct. I think

22 a lot of the solutions had been implemented. As

23 you said, it hadn't been tested.

24   KATE MCGRANN: And what, if anything,

25 was done to account for that?

1   LARRY GAUL: I mean, there was a

2   couple of presentations that the RTG group made

3   to -- at one of John's daily meetings, senior

4   staff meetings. And it walked through all the

5   new equipment that they had purchased or was on

6   order, snow removal equipment, and all the other

7   improvements they made to their snow response

8   capabilities.

9   So I know there's ongoing

10   presentations made to the City so the City could

11   track the progress.

12   KATE MCGRANN: Was there any plan to

13   implement a testing of the new winter weather

14   action plan once winter weather actually hit?

15   Was there any plan to test that plan outside of

16   revenue service when the opportunity arose?

17   LARRY GAUL: A full-scale plan, I

18   can't say that there was. I know one of the

19   things they had to do was replace the heaters,

20   the switch heaters. And I believe they had

21   replaced a couple by the time we went into

22   revenue service or shortly thereafter.

23   And they were testing those

24   periodically to make sure they were going on. I

25   don't recall any other type of test --

1   full-scale tests that was discussed.

2   KATE MCGRANN: I'm going to stop

3   showing you this 31-page document that we have

4   been through. But before I do that, I think

5   that you told me that you recognize these

6   scorecards. I'm scrolling back up to the top.

7   Do you recognize this document? Have

8   you seen it before?

9   LARRY GAUL: I can't say if I have or

10   not.

11   KATE MCGRANN: And that's with respect

12   to the first page. Is that right?

13   LARRY GAUL: That's correct.

14   KATE MCGRANN: But the trial running

15   conclusion of the trial running statement on

16   page 2, that is your signature on that page?

17   LARRY GAUL: Yes, ma'am.

18   KATE MCGRANN: We'll just leave it as

19   a reference document that we looked at, I

20   suppose. I'm going to stop sharing my screen

21   here.

22   Once going into revenue service, there

23   are a number of issues that take place with

24   respect to, there are breakdowns of the vehicles

25   and things like that.

1   Are you aware -- you're generally

2 aware of that?

3   LARRY GAUL: Yes.

4   KATE MCGRANN: And were you involved

5 in -- did you remain involved in working on

6 Stage I after the system went into revenue

7 service?

8   LARRY GAUL: I was there until early

9 December, I think. So we went into revenue

10 service mid-September, I believe. So I was

11 there for, like, three months or two and a half

12 months, something like that.

13   KATE MCGRANN: And you said that you

14 expected to see issues with the system when you

15 went into revenue service.

16   Were the issues that actually

17 materialized on the system within what you

18 expected to see?

19   LARRY GAUL: I think the biggest

20 surprise after that was the extent of the door

21 problems because that's when passengers were

22 being carried, and the sensitive edges were

23 being tested in a real revenue service

24 environment. So that caught me by surprise.

25   KATE MCGRANN: And what about what it

1 took to identify the cause of these problems?

2 Was that...

3   LARRY GAUL: If I recall properly, it

4 took a few weeks to identify exactly what the

5 cause was and identify potential fixes. This is

6 another area that John really -- John Manconi,

7 I'm sorry, he kept track of these -- of this

8 type -- of this problem. And he had numerous

9 meetings, or RTG folks were called in to a

10 number of his daily meetings to give updates on

11 where they stood on these type problems.

12   KATE MCGRANN: I think you said that

13 the extent of the door problems caught you by

14 surprise. And you said that it's because, I

15 think, it's the introduction of passengers into

16 the system that really led to the identification

17 of that issue?

18   LARRY GAUL: It was. We saw, using,

19 from the control centre, using the CCTV cameras

20 at stations, we saw many, many people try and

21 grab the doors as it was closing to try and

22 reopen the doors so they could get on. And that

23 seemed to be what was causing the big problems,

24 and then as I said before, the operator couldn't

25 -- could go back to try and close the door, but

1   the door close button or switch wasn't working

2   properly.

3   KATE MCGRANN: The time that it took

4   to identify and begin to address that problem,

5   was that -- what was your view of that in terms

6   of what you would have expected?

7   LARRY GAUL: I think -- I recall that

8   we had to share a couple of videos from -- we

9   had to show them some CCTV videos of people who

10   were, you know, just normally, you know, getting

11   hit by the doors, it's closing, and this door

12   problem coming up, which is a normal activity.

13   And then we had to show them that there's other

14   people who were trying to grab hold and open the

15   doors that caused this problem as well. So it

16   took a little while to convince them that there

17   really was a door problem.

18   KATE MCGRANN: Oh, really? What was

19   the initial reaction to -- like, explain to me

20   what that looked like.

21   LARRY GAUL: Well, I think the

22   original -- if I recall, that they were saying

23   this is the way the doors are designed to

24   function. And that's contrary to my experience

25   and other systems, you know, that I've been

1   involved in or aware of. It's not -- that isn't

2   how door systems are typically designed.

3   KATE MCGRANN: Earlier in our

4   discussion, you identified for me four systems

5   that you expect to see issues with. With

6   respect to the brakes, was there any brake

7   issues that were observable while you were still

8   working on the system when it was in revenue

9   service?

10   LARRY GAUL: They were intermittent

11   type brake problems, which is not out of the

12   norm. Those are very -- those a very usual type

13   problems.

14   KATE MCGRANN: Were you involved in

15   any discussions with the City in looking at

16   whether to reduce any aspect of the speed

17   requirements for the trains along the line

18   related to the brake issues?

19   LARRY GAUL: No. The vehicles protect

20   themselves. When they sense a problem with,

21   like, the propulsion or the braking problem,

22   it's going to put it into a restricted mode.

23   It's going to stop the train, and an operator

24   has to -- an operator or a technician has to do

25   something in order to get the train back

1   operating.

2   KATE MCGRANN: To your knowledge, is

3   that the emergency brake that would be doing

4   that?

5   LARRY GAUL: No, not necessarily.

6   Usually, the brake problems occur at a station.

7   For some reason, the operator gets a brake fault

8   on his console and --

9   KATE MCGRANN: That's what was

10   happening on Stage I of the LRT that you saw?

11   LARRY GAUL: Yeah. And same thing

12   with the propulsion side; they get propulsion

13   faults, and some action had to be taken. And it

14   all depends on what type of fault was being

15   displayed that dictated the actions that needed

16   to take to overcome it.

17   KATE MCGRANN: I'm mindful of the

18   time. We've got nine minutes left.

19   LARRY GAUL: Time flies.

20   KATE MCGRANN: It certainly does. The

21   Commission has been asked to look into the

22   commercial and technical circumstances that led

23   to the breakdowns and derailments on Stage I.

24   Are there any areas that, based on

25   your experience with the system, the Commission

1   should be looking into that we didn't discuss

2   this morning?

3   LARRY GAUL: I was not involved in any

4   commercial aspect discussions of this project.

5   I was solely focused on the operational aspects.

6   KATE MCGRANN: How would you describe

7   the relationship between the City and RTG as

8   partners heading into revenue service?

9   LARRY GAUL: I thought it was pretty

10   good.   John had no problem with voicing his

11   discontent, his concerns, his -- sometimes his

12   anger at RTG and RTM.   But at the same time, I

13   think John gave them a lot of assistance.   He

14   offered a lot to help them along.   And I thought

15   it was pretty good from my viewpoint.

16   KATE MCGRANN: To your knowledge, was

17   there any assistance that they asked for that

18   the City did not give?

19   LARRY GAUL: I don't think I can

20   answer that right now.   I'd have to go back

21   through documents or notes.

22   KATE MCGRANN: Part of the

23   Commissioner's mandate is to make

24   recommendations to try to prevent issues like

25   this from happening in the future.

1   Are there any specific recommendations

2   or areas for recommendation that you would

3   suggest be considered?

4   LARRY GAUL: When I'm thinking about

5   Stage II, most of the problems that we had were

6   vehicle reliability problems. The Stage II

7   fleet is going to be delivered long before --

8   the additional cars required for Stage II are

9   going to be delivered long before you go into

10   revenue service on Stage II.

11   By that point in time, I trust that a

12   large majority of the vehicle-related issues

13   will have been solved and any modifications

14   would be included on this new fleet.

15   So I don't think that you're going to

16   have the same type vehicle reliability issues

17   when you open up Stage II as you did on Stage I.

18   KATE MCGRANN: Because you will have

19   had the benefit of running those vehicles for an

20   extended period of time to identify all of he

21   issues?

22   LARRY GAUL: Well, yeah. Two things.

23   One, I think any fleet modification made to the

24   Stage I fleet, will be -- will automatically be

25   applied to the Stage II. So you've had your

1   learning curve, and now you make sure it's

2   applied across the entire expanded fleet. What

3   was the other part of this? Oh, and then

4   they're being delivered so far in advance, I

5   would think that the new Stage II vehicles will

6   be rotated into the service cycle, so you'll

7   have a lot of -- they'll have a lot of operating

8   hours on before you go into Stage II.

9   KATE MCGRANN: Is that part of the

10   burn in process? You run the vehicles and see

11   what happens?

12   LARRY GAUL: Typically, when you get

13   new vehicles, you typically run them. The

14   vehicles are delivered, they go through the

15   basic performance tests. And then you run them

16   for 500 kilometres, 1000 kilometres as a burn

17   in, as a vehicle burn in period. And you try

18   and shake down any obvious problems that the

19   vehicle might encounter. But before then, it

20   goes into revenue service.

21   KATE MCGRANN: I think that,

22   particularly given the time, those are my

23   questions for you today. Mr. Doris, did you

24   have any follow-up questions you wanted to ask?

25   JAMES DORIS: I have no follow-up

1   questions.   Thank you.

2   KATE MCGRANN: Thank you all for your

3   time.   That brings our interview today to a

4   close.

5   Concluded at 12:28 P.M.

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1   REPORTER'S CERTIFICATE

2

3   I, LEILA HECKERT, CVR, Certified

4   Verbatim Reporter, certify;

5

6   That the foregoing proceedings were

7   taken before me at the time and date therein set

8   forth;

9   That the statements of the presenters

10   and all comments made at the time of the meeting

11   were recorded digitally by me;

12   That the foregoing is a certified

13   transcript of my shorthand notes so taken.

14

15   Dated this 22nd day of APRIL, 2022.

16

17

18

19   _____

20   PER: LEILA HECKERT

21   CERTIFIED VERBATIM REPORTER

22

23

24

25

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