

Ottawa Light Rail Commission

Matt Pieters
on Wednesday, May 11, 2022



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

neesonsreporting.com | 416.413.7755

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OTTAWA LIGHT RAIL COMMISSION
CITY OF OTTAWA - MATT PIETERS
MAY 11, 2022

--- Held via Zoom Videoconferencing, with all
participants attending remotely, on the 11th day of
May, 2022, 9:00 a.m. to 12:00 p.m.

1 COMMISSION COUNSEL:

2 Carly Peddle, Litigation Counsel Member

3 Fraser Harland, Litigation Counsel Member

4

5 PARTICIPANTS:

6 Matt Pieters: City of Ottawa

7 Jesse Gardner, Lauren Gruenberger: Singleton

8 Urquhart Reynolds Vogel LLP

9

10 Also Present:

11 Deana Santedicola, Stenographer/Transcriptionist

12 Talia Gillani, Virtual Technician

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INDEX OF EXHIBITS

NO.	DESCRIPTION	PAGE/LINE NO.
1	Curriculum Vitae of Matt Pieters, May 2022.....	7:18

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

INDEX OF UNDERTAKINGS

The documents to be produced are noted by U/T and appear on the following page/line: 100:16

INDEX OF REFUSALS

The questions/requests refused are noted by R/F and appear on the following pages: [None]

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

2
3 MATT PIETERS; AFFIRMED.

4 CARLY PEDDLE: Mr. Pieters, I am a
5 member of the Commission Counsel team for the
6 Public Inquiry into Stage 1 of Ottawa's Light Rail
7 Transit System.

8 I am joined by my colleague who is also
9 part of the Commission Counsel team, Mr. Harland.

10 The purpose of today's interview is to
11 obtain your evidence under oath or solemn
12 declaration for use at the Commission's public
13 hearings.

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

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

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

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

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

25 As required by section 33(7) of that

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

4 Mr. Pieters, if you need to take a
5 break at any point during the interview, just let
6 me know and we'll stop the recording.

7 And just so everyone is aware, we'll
8 take a break about halfway through the interview,
9 so you can expect that.

10 Mr. Pieters, if you could just outline
11 briefly your relevant training and experience as it
12 relates to Ottawa's Light Rail Transit Project.

13 MATT PIETERS: So training and
14 experience? So experience, I came on board, I am a
15 systems person, so I understand the different
16 systems when it comes to access, control, cameras,
17 emergency telephones, all of that, and I was
18 brought on for my systems experience that I have
19 had over I don't even know how many years, but it
20 dates well back before coming to the City of
21 Ottawa.

22 So they asked me to join as part of
23 that, and then I have built on that over the years
24 with trains and the systems, or the maintenance
25 side of it aspect, I guess.

1 CARLY PEDDLE: I am going to show you a
2 document, if I can find it. Do you recognize this
3 document?

4 MATT PIETERS: Yes.

5 CARLY PEDDLE: And what is it?

6 MATT PIETERS: So that is a -- I will
7 call it a CV. It is not one that I would use. It
8 is one that I actually had to complete for this
9 process. I don't have an up-to-date one, so I had
10 put together some information to bring it up to
11 today's speed, if you will.

12 CARLY PEDDLE: Okay, and this is the CV
13 you provided to the Commission?

14 MATT PIETERS: Correct.

15 CARLY PEDDLE: Okay, thank you very
16 much. I am going to mark that as Exhibit 1 for
17 this interview.

18 EXHIBIT NO. 1: Curriculum Vitae
19 of Matt Pieters, May 2022.

20 CARLY PEDDLE: If you could please
21 provide a brief overview of what your role was
22 intending to do. I know you said you were in
23 systems, but if you could just give an outline of
24 your various roles throughout the years, that would
25 be helpful.

1 MATT PIETERS: Sure. So when I -- you
2 mean dating back to when I started with the City,
3 or just as in relation to light rail?

4 CARLY PEDDLE: As it relates to light
5 rail.

6 MATT PIETERS: So they asked me to join
7 the -- it was called at the time MMTP, Multimodal
8 Transformation Program, to be a program lead for
9 the trains and systems project and for the TOCC
10 integration project.

11 So from there, that built into ensuring
12 that, you know, the systems operationally met what
13 we needed to do from an OC Transpo perspective.
14 That was sitting through different meetings and,
15 you know, following up with our constructor, if you
16 will. At the time they were called O-Train
17 Construction, I believe it is. Now they are RCP,
18 Rail Construction Program. So they were the lead
19 on construction, and we would provide any comments
20 or feedback to them as part of the reviewing of
21 documents or design elements of the different
22 systems.

23 That also was part of the TOCC, which
24 is our Transit Operations Control Centre, and we
25 had to perform construction to expand for the

1 integration of light rail, which we did not
2 previously have at Transit. So the room had to be
3 expanded, construction done, and then ensure that
4 all of those systems were put into the TOCC for use
5 by Transit staff.

6 From there, that turned into moving to
7 the operations side, if you will. I say
8 "operations". I am part of the operations team,
9 but it is really oversight on maintenance of the
10 different elements of the system, whether that is
11 vehicles, that is stations, that is cleanliness,
12 you know, maintaining of those overarching systems
13 and then working with our contracts team to -- you
14 know, if there is anything that isn't being
15 performed or not.

16 So that is kind of the progression I
17 guess over the years.

18 CARLY PEDDLE: Okay. And when did you
19 start as Program Lead?

20 MATT PIETERS: Program Lead would have
21 been back in 2014. Can I look at my CV? I think
22 it was --

23 CARLY PEDDLE: I can put it up for you,
24 if you would like.

25 MATT PIETERS: It is okay. 2014 I was

1 asked to join that program. In total that MMTP
2 program, there was 20-some projects overall. This
3 was only a couple of them that, you know, it
4 was -- there was stations. There was a lot of
5 different elements to it, but my two were the
6 trains and systems and the integration of the TOCC.

7 CARLY PEDDLE: And when you say
8 "systems", that means any -- that is the
9 vehicle -- it is quite a broad term, am I right
10 with that?

11 MATT PIETERS: So trains and systems,
12 so trains would have been the trains themselves,
13 but it is -- you know, I did not have any trains
14 experience themselves, but the systems on board,
15 some of them are transferable to wayside systems
16 that I am very familiar with. When it comes to
17 passenger intercoms, when it comes to the CCTV on
18 board the trains, those are transferable. But the
19 train itself, no, I did not have any experience
20 with the train, but learned that over the time and
21 sitting in on meetings and gained experience that
22 way as part of it.

23 Systems in general are typically
24 considered communication systems, so that is where
25 it comes into CCTV, access control, I'll keep

1 saying the same ones over, but you know, emergency
2 intercoms or phones, passenger announcements. You
3 know, systems are pretty generic in that sense, as
4 part of that.

5 CARLY PEDDLE: Who did you report to in
6 that role?

7 MATT PIETERS: When I first started, it
8 was a lady by the name of Michele Rochette. She
9 was leading the MMTP program.

10 CARLY PEDDLE: And did that change over
11 the course of your time as Program Lead?

12 MATT PIETERS: It did, yeah. She moved
13 on to another position in the City of Ottawa, and
14 then I reported to Michael Morgan.

15 CARLY PEDDLE: Who were the key members
16 of your team?

17 MATT PIETERS: At the time, there was
18 no -- I did not have any reports as part of the
19 Program Lead position. They were individual
20 projects, and you used existing subject matter
21 experts within the organization or using
22 consultants to provide feedback in addition to
23 that.

24 If there was somebody better suited to
25 answer a question that might have been

1 customer-service related, I would turn to them as
2 the subject matter experts to provide feedback in
3 regards to that.

4 CARLY PEDDLE: Who were your main
5 counterparts on the City's construction team at the
6 time?

7 MATT PIETERS: At the time, it would
8 have been -- early on - it changed over time
9 obviously - but early on, Gareth Wood, he was the
10 lead for trains and I believe systems early on, and
11 that changed over to Eric Dubé, as it transitioned
12 there. So they were key parts of it. I think
13 those were pretty much the main people, to be
14 honest with you.

15 CARLY PEDDLE: Since you were not
16 working with a team, what information were you
17 receiving and from what source?

18 MATT PIETERS: So as the construction
19 program -- I am going to use RCP, but I believe
20 back then it was O-Train. I just want to make sure
21 it is kind of one and the same, but I don't want to
22 keep saying it every single time.

23 So RCP at the time, all submittals,
24 they would receive those from the constructor and
25 they would pass them out to the leads at the MMTP

1 program.

2 So for myself, I would receive
3 documents on design. I would receive documents on
4 different testing that might have been going on to
5 review and take a look at and then submit any
6 comments back to RCP for them to put into a comment
7 tracker, if you will.

8 CARLY PEDDLE: And where would that go
9 from there, if you --

10 MATT PIETERS: That would go back
11 through the project, back to the constructor. So
12 there was always open comments that would come
13 back, and then the constructor would then respond
14 to those comments with an answer, with a, you
15 know -- they may not feel it might have been
16 relevant. They may not -- you know, they'll make
17 the update in the next revision, but there would
18 typically be a comment that comes back, and RCP
19 would manage those comments.

20 CARLY PEDDLE: So if you received a
21 submittal that you yourself didn't have particular
22 experience or expertise in, is that when you would
23 engage experts or the consultants you spoke of?

24 MATT PIETERS: So partly, or there just
25 may not be anything for me to respond to, right.

1 Because RCP had their own experts, so you know, it
2 is not for me to go in and engage additional
3 experts, other than like -- like I use the example
4 of customer service. If there are certain messages
5 that they wanted to be put into the system or
6 played a certain way, they are the experts on that.
7 I would submit it to them, they would give me some
8 comments and then I would feed that back to RCP.

9 But when it came to subject matter
10 experts about the trains and stuff, RCP was
11 certainly the lead and had consultants on reserve
12 to run through those submittals and provide their
13 comments back. They were better suited than I
14 would have been to make any comments.

15 I would look at things from an
16 operational lens as to what I know or what I
17 didn't, but anything outside of my scope, it is not
18 a comment on.

19 CARLY PEDDLE: And you did mention that
20 you had experts that you were using at this stage.
21 Do you recall who those were?

22 MATT PIETERS: Yeah, so OC Transpo as a
23 whole, not me personally, but OC Transpo had STV
24 engaged throughout the process. So I would use
25 them at times, not regularly, but at times that we

1 could use them as part of it from a different lens
2 as part of that.

3 So but that was a retainer by OC
4 Transpo. They were also part of the RCP team.

5 CARLY PEDDLE: At the time what was
6 your view as to the accuracy of the information you
7 were receiving from the constructor?

8 MATT PIETERS: I don't think I
9 understand the question, the accuracy? They are
10 submitting design documents. I would have to
11 assume that the design is accurate, that they are
12 submitting that as part of that.

13 CARLY PEDDLE: Okay, okay, thank you.
14 So the stage is just from 2014 to 2018 you are not
15 receiving any other information from the
16 constructor?

17 MATT PIETERS: So you are getting
18 design documents, you are getting testing
19 documents, procedure documents, but it is all
20 related to getting to the end result of delivering
21 the system, right. So they have to be compliant to
22 the Project Agreement or the PSOS, yeah, so that
23 was RCP to ensure that they were meeting those
24 requirements as part of it.

25 CARLY PEDDLE: Okay. So you weren't

1 overseeing or ensuring that the construction was
2 actually proceeding according to schedule?

3 MATT PIETERS: No. We would comment on
4 those documents if they were relevant to what I
5 could comment on or that were operationally as part
6 of it, but RCP is the -- was the -- they were --
7 their whole program is to deliver the project for
8 the City of Ottawa, right. They were the link to
9 the constructor, RTG and OLRT.

10 CARLY PEDDLE: And you mentioned that
11 your role in overseeing the design -- and I am
12 paraphrasing, but I think you said is just to
13 ensure the systems meet operational needs; is that
14 right?

15 MATT PIETERS: Yeah, I think that is a
16 fair statement. So when it comes -- like I said,
17 I'm talking more systems than I am vehicles, right,
18 so that is where my experience comes from.

19 So it is ensuring that it meets the
20 needs and that it is also, you know, RCP ensuring
21 that it is compliant to the PA requirements.

22 CARLY PEDDLE: What was your
23 understanding of what the City wanted out of the
24 design of the train ?

25 MATT PIETERS: Of the design of the

1 train?

2 CARLY PEDDLE: Or of the project
3 generally. Were there things that the City was set
4 on?

5 MATT PIETERS: I think that would
6 probably pre-date me because the PA is written
7 before my time. So I would have to divert that
8 back to the Project Agreement and what the
9 requirements were within it.

10 CARLY PEDDLE: Okay. So your work
11 ensuring the design was consistent with what
12 operations would be, during 2014 to 2018 how did
13 you do that? Was it just reviewing designs?

14 MATT PIETERS: So it really -- well,
15 not just designs. It is any, you know, the
16 documents that would come to us, we would take a
17 look at that. If I could use the example of the
18 TOCC, you know, we have to put all those systems in
19 there and desks to do that. We want to ensure that
20 it is feasible for somebody to sit there and manage
21 it and work on all of those systems, right, as part
22 of that.

23 The design of it meets any policies
24 that we may have in place or would that need to be
25 updated, you know. The way that we would -- I go

1 back to my systems work, right, that is my forte,
2 would have been, you know, are we archiving certain
3 things the proper way, you know, when it comes to
4 video and ensuring that we are compliant to the
5 policies that we have in place.

6 Those things aren't spelled out in the
7 PA down to those level of detail, so you have to
8 make sure that it is still meeting it.

9 CARLY PEDDLE: Did that include
10 overseeing any systems integration?

11 MATT PIETERS: So there is systems
12 integrations as part of that. A lot of our
13 communication systems are integrated into one
14 system, which is SCADA. That is like the one -- I
15 shouldn't say one. I mean, they are all
16 independent systems, but they integrate into SCADA
17 together. And then the same with train control.
18 But that is part of their design. That is not a
19 new feature. That has been as per design.

20 CARLY PEDDLE: So from 2014 to 2018
21 when you are in this role as Program Lead, what was
22 your view as to the status and progress of the
23 systems integration?

24 MATT PIETERS: So that is an
25 interesting question. So the systems don't get

1 integrated until closer to the end. You know, they
2 become independent systems to make sure that they
3 function before they become integrated. Otherwise,
4 you wouldn't know where that system -- if there was
5 an issue with the system itself or if it was in the
6 integration part.

7 And that is where they have SITs, which
8 are system integration tests, that would validate
9 the functionality.

10 CARLY PEDDLE: So from 2014 to 2018,
11 given the stage in construction, am I right that
12 there was no real systems integration at that
13 point?

14 MATT PIETERS: I wouldn't be able to
15 validate exactly that there was none back in the
16 day, but like I said, most of the integration takes
17 place after -- you need to have everything in place
18 to have your systems functioning, right, so before
19 you can start testing everything.

20 So those become, you know, probably --
21 I won't say at the end of construction. I don't
22 think that is the right thing to say. But you
23 know, they don't start first. You can't test doors
24 in a building if the building is not built yet.
25 Like you have to go through the stages to do that.

1 CARLY PEDDLE: When was the concept of
2 operations developed for this project?

3 MATT PIETERS: I do not know that.

4 CARLY PEDDLE: As the Program Lead,
5 what documents or references are you using to
6 ensure that the design is consistent with the
7 operational needs?

8 MATT PIETERS: Well, the design has to
9 meet the PA requirements. That is the onset of it.
10 To go through to make sure that it meets our
11 operational needs I think is a bit of a loose term,
12 but it is. We are trying to say, can we function;
13 can we use it; does it meet -- to go back to the
14 CCTV one, does it meet our way of archiving video?
15 Does it meet any privacy concerns that we have? Do
16 we have proper blanking on the cameras that we are
17 not looking into neighbouring facilities? Those
18 types of things is what we are looking at as part
19 of it.

20 The design of the system ultimately is
21 with RCP to ensure it meets the request or the
22 Project Agreement in the end.

23 Again, I don't want to make it -- it is
24 about, you know, meeting those needs, and
25 definitely I keep coming back to is our operational

1 needs, but probably the term is -- I go back to the
2 window blanking. Well, it is not in the PA, but we
3 know that we can't look into neighbouring
4 facilities or residential areas, and that is what
5 we are ensuring, that we are meeting those
6 requirements as part of our operational needs, if
7 you will.

8 CARLY PEDDLE: As of 2018 when you left
9 this role, had any standard operating procedures
10 been created?

11 MATT PIETERS: I don't think I would be
12 able to answer that definitively. I would believe
13 that they would be already in the works with rail
14 operations.

15 The transition from Program Lead to
16 Program Manager, I still finished those projects.
17 It is just a cycle of changing over, getting
18 prepared for operations as part of that. So you
19 know, it still continued to get through the
20 projects right until the end, but just following
21 the same process. RCP is the lead and we just
22 provide some comments and -- through the process.

23 CARLY PEDDLE: And at that time, or
24 throughout 2014 to 2018 if you are able to be more
25 specific, what comments were you providing?

1 MATT PIETERS: Well --

2 CARLY PEDDLE: As to operational
3 readiness.

4 MATT PIETERS: Yeah, I think it would
5 be on some of those elements that we are talking
6 about already when it comes to those systems. I
7 mean, those are simple examples I could give you,
8 but specifics, you know, RCP would have to look at
9 all the comments that were made, I mean, and like I
10 say, some of them come from our internal ones, from
11 customer service or from a planning side.

12 CARLY PEDDLE: What was your view at
13 the time as to the readiness of the system for the
14 stage it was in?

15 MATT PIETERS: At what time? In the
16 2014 to '18?

17 CARLY PEDDLE: Yes.

18 MATT PIETERS: Well, at that point we
19 knew that they were delayed. They were supposed to
20 open in 2018, so that obviously did not occur. So
21 you could see that in the state of their stations,
22 of their steps of their delivery of systems as part
23 of that, you know, to be ready. You could see that
24 it wasn't going to be ready on time for 2018.

25 CARLY PEDDLE: Did you have any

1 particular concerns about certain systems not being
2 ready at that time?

3 MATT PIETERS: Well, in 2018 they
4 weren't ready, so that is a given, hence the
5 push-out to the eventual opening day.

6 So the systems really either work or
7 they don't work. You have some teething, if you
8 want to call it that, of any new system that opens,
9 but I don't think anything is jumping out at me as
10 a major concern system-wise.

11 CARLY PEDDLE: So it wasn't one system
12 where it was just it should have been there
13 earlier, it should have been ready earlier, or it
14 was just generally everything was delayed?

15 MATT PIETERS: Well, you know, I think
16 back at that time there was a lot of things that
17 were delayed, so yeah, I mean, it wasn't opening
18 for another year from the original date or even
19 beyond I think a little bit by a month or so, but
20 yeah, so just about everything I think was delayed.
21 I think they probably had some systems that were
22 ready to go, but without the integration piece, you
23 know, there is limited to what you can do.

24 CARLY PEDDLE: You mentioned the
25 Transit Operations Control Centre. Am I right that

1 the Control Centre was modified, an existing
2 Control Centre was modified?

3 MATT PIETERS: Yes. So the entire
4 facility was modified, but the TOCC needed to be
5 expanded, that it was only originally set up for
6 bus and our Special Constable Unit, so they had
7 to -- we did major construction within the facility
8 to enlarge the TOCC, and part of that was to ensure
9 that there was adequate space to implement rail
10 operations into that system TOCC, so we had an
11 integrated control centre for all of our modes of
12 operation.

13 CARLY PEDDLE: In this role, so from
14 2014 to 2018, were you also responsible for
15 ensuring design decisions were being made
16 consistent with what would be required from
17 maintenance?

18 MATT PIETERS: No. So let me
19 think -- let me just make sure I understand your
20 question right.

21 So from a design aspect, RCP leads that
22 design piece to ensure that it meets the
23 requirements of the Project Agreement.

24 So what is your question in relation to
25 the maintenance, if I could ask again, please?

1 CARLY PEDDLE: So you spoke about your
2 role from 2014 to 2018 as ensuring that the design
3 met operational needs. So I am wondering if the
4 same was done with respect to maintenance
5 requirements?

6 MATT PIETERS: So the maintenance
7 requirements are set by -- typically set by
8 vendors, by the designer, by the maintainer
9 themselves, depending on what it is. Each of those
10 carries maintenance requirements, so it is not
11 something that we would look at or would be able to
12 do anything with, you know.

13 If you look at the vehicles, Alstom
14 manufactured the vehicles and they have a design
15 book or a maintenance book that says when they
16 should be doing their maintenance or not. That is
17 not something that I would be able to comment on.

18 I just want to go back to what you said
19 as well. You know, when I say the operational
20 requirements, it is not against the design. It is
21 getting to the details that aren't captured in the
22 Project Agreement. Like I say, I have given those
23 examples I gave. The design has to meet the
24 Project Agreement. It is getting to those fine
25 details where I come back to, you know, blanking of

1 cameras or, you know, the messages that need to be
2 played on the audio announcements at the stations
3 or on the trains. Those are operational
4 requirements that I keep referring to.

5 It is not about the design. The design
6 is pre-set in the Project Agreement, what they have
7 to meet. It is getting to the details that aren't
8 in the Project Agreement I think is probably a
9 better way of saying it.

10 CARLY PEDDLE: Okay. Do you recall if
11 there were any major changes to the design
12 requested by the City or RTG or its subcontractors?

13 MATT PIETERS: Well, I am sure there
14 were changes. To answer which ones or what they
15 were, I absolutely don't recall specifically what
16 they were, but there is always change requests on a
17 project of this size.

18 CARLY PEDDLE: Do you recall any
19 concerns being raised that those change requests,
20 if granted, could have implications regarding the
21 availability of the system, the availability for
22 revenue service?

23 MATT PIETERS: I honestly don't
24 remember. I don't remember myself, I'm sorry.
25 I -- yeah. With RCP as the lead, they really

1 managed that side of it.

2 CARLY PEDDLE: Okay. So you mentioned
3 in 2018 the role as Program Lead essentially
4 transitioned into this role as Project Program?

5 MATT PIETERS: Program Manager.

6 CARLY PEDDLE: Oh, Program Manager,
7 yes, thank you, and you are still in that role
8 today?

9 MATT PIETERS: I am in that role today,
10 yes.

11 CARLY PEDDLE: Do you recall what month
12 that transition happened, or maybe that is
13 difficult to say given the nature of the --

14 MATT PIETERS: It really is because it
15 was a slow transition, right, because it
16 transitioned from there, and though you have a
17 title change, it is transitioning from the Program
18 Lead continuing with those projects and, you know,
19 starting to slowly build a team to then turn that
20 into the trains and systems team for oversight of
21 the maintenance and maintainer.

22 CARLY PEDDLE: So you may have already
23 done this, but I am just going to ask you to do it
24 again. If you could briefly describe your role and
25 responsibilities as Program Manager?

1 MATT PIETERS: So Program Manager, so
2 manage a team that, you know, oversees -- provides
3 oversight, I guess, of the maintainer, looking at
4 are they performing the maintenance for the
5 different systems, cleanliness of stations, the
6 LRV's structures that they are supposed to be
7 doing.

8 So you know, we would look at
9 performing inspections. We would look at
10 performing document reviews, so if they have
11 performed maintenance, we would look at those
12 maintenance reports, not all of them but we sample
13 those. And we would also perform audits on some of
14 their maintenance that they have performed.

15 CARLY PEDDLE: Who were your key
16 team -- oh, I'm sorry, go ahead.

17 FRASER HARLAND: I am just going to,
18 just as a really quick clarification, when you say
19 "the maintainer", are you referring to RTM?

20 MATT PIETERS: I am referring to RTM,
21 yes.

22 CARLY PEDDLE: Who were your key team
23 members in this role?

24 MATT PIETERS: So I have multiple. I
25 have -- you were looking for specific names or just

1 their titles that they have? So we have vehicle
2 engineers. We had a track engineer, and now it is
3 a track specialist. I have rail infrastructure
4 specialists, a systems specialist and a
5 right-of-way contract supervisor.

6 CARLY PEDDLE: And what were their
7 names or what are their names?

8 MATT PIETERS: Sure, so -- well, they
9 have changed over time, but if you are starting
10 with it, so Andre Drosté was a vehicle engineer at
11 the time; Rashid Dorj was a track engineer at the
12 start; Dave Hopp, infrastructure specialist.

13 I think that is who started, and now
14 that has kind of transitioned. Do you want me to
15 keep going with all the names of the current
16 people?

17 CARLY PEDDLE: Yeah, the current people
18 would be helpful.

19 MATT PIETERS: Sure, so Bachar Fawal,
20 vehicle engineer; Tim Sisson, vehicle engineer;
21 Rodrigo Chicarolli, vehicle engineer; Fariba Panah,
22 track specialist; Dinesh - you are going to catch
23 me off guard here - Dinesh Raj Mallikeswaran, I
24 can't really pronounce it properly. He is
25 right-of-way contract supervisor. Brian Gray,

1 systems specialist. If you need their exact
2 titles, I can certainly pull those up, if you would
3 like. Eric Robichaud, rail infrastructure
4 specialist; Dave Hopp, still with the team, rail
5 infrastructure specialist.

6 Let me think here, sorry. Three
7 vehicle engineers.

8 CARLY PEDDLE: It may be more than I
9 anticipated.

10 MATT PIETERS: Three -- well, this is
11 all new, though, right. Literally Rodrigo started
12 on Monday this week, so that is how new that is.
13 So we are building the team as we go here,
14 realizing that we need to add additional people to
15 provide additional oversight.

16 So you know, I think that is coming to
17 realization on the current status.

18 CARLY PEDDLE: Okay, so how many roles
19 have been added over the years since you started in
20 2018?

21 MATT PIETERS: So we have added two
22 additional vehicle engineers that we didn't
23 originally have. We only had one to start. I
24 am -- so we originally had one rail infrastructure
25 specialist. We have added one more, and I am

1 currently in the middle of another hiring one for a
2 third one, so that is imminent as we speak.

3 We added right-of-way contract
4 supervisor, that wasn't originally there, and now I
5 am literally just going through references for a
6 second right-of-way contract supervisor. They are
7 probably the one role that is a little bit
8 different than the rest of the team, the contract
9 supervisor. They are really looking out for
10 maintenance on or around the system, so they don't
11 provide oversight. That one role doesn't provide
12 oversight other than the maintenance work and
13 neighbouring construction.

14 CARLY PEDDLE: What is your
15 understanding of why those positions were added?

16 MATT PIETERS: Well, we have added them
17 as we grow, and the oversight I think has -- it is
18 probably a little more than most people anticipated
19 it being, you know. I think it was more so
20 designed originally as thought of, you know, checks
21 and balances versus what we are seeing today takes
22 a lot more effort to complete some of those -- some
23 of that oversight activity.

24 CARLY PEDDLE: And why is that?

25 MATT PIETERS: Difficult to get

1 information, not readily available from the
2 maintainer. It is not in the systems that we can
3 just look at ourselves. Lack of detail or
4 information in work orders, which prompts a lot
5 more follow-up to understand what occurred or what
6 didn't occur.

7 We do a lot of tracking of issues, work
8 orders, things like that, to try and -- I won't say
9 trending, that is probably not a good word, but you
10 know, trying to see if there is multiple issues,
11 you know, and follow up on that. We don't get that
12 from the maintainer. So I think those things have
13 added to additional work that we probably didn't
14 anticipate in the early stages.

15 CARLY PEDDLE: And again, when you say
16 "the maintainer", you are --

17 MATT PIETERS: I am referring to RTM,
18 I'm sorry, I should clarify that. Every time as
19 the maintainer would be RTM, and when I also say
20 that, that includes their subs. I am not going to
21 split out their subs or whoever else. It is the
22 maintainer and their subs would be included in
23 that.

24 CARLY PEDDLE: And is that because
25 your -- OC Transpo's contact is with RTM and not

1 with any subcontractors?

2 MATT PIETERS: Correct. I mean, we do
3 have meetings with some of their subs, mainly
4 Alstom, but that is at RTM's discretion to bring
5 them in. That is their subcontractor, so it is for
6 them to manage their subcontractors, not the City.

7 And I get it technically we have a
8 contract with RTG, but RTM is the lead and the
9 maintainer overarching.

10 CARLY PEDDLE: So this need for
11 tracking of issues and those other aspects that you
12 just mentioned, was that not anticipated as
13 necessary initially --

14 MATT PIETERS: Yeah, I don't -- I think
15 that the process was is that they would be tracking
16 and trending these items and providing that to the
17 City. You know, the number of things that we find,
18 you know, as part of that, whether it is small or
19 large, it is all things that we do, we do track and
20 continue with some of the -- some outstanding
21 issues that are still ongoing today.

22 So it is still tracking that. Like I
23 said, I don't trend. There is another group that
24 does some trending. But it is trying to stay on
25 top of, you know, what it is. And without having

1 the information in the work orders, without having
2 access, direct access to the inspections or to
3 their maintenance work, it is requests to obtain
4 that information and then to kind of go through it
5 after the fact. It makes it difficult and you are
6 always behind because you are not up to date
7 because it is not instantly available to you.

8 CARLY PEDDLE: You said that Alstom
9 attends meetings occasionally. Was that always the
10 case?

11 MATT PIETERS: No, absolutely not. It
12 was always through RTM, and then they would engage
13 their subcontractor in the early days.

14 CARLY PEDDLE: Do you recall when those
15 meetings when Alstom was present?

16 MATT PIETERS: No, you know, because it
17 even goes well above myself, that, you know, senior
18 management could have been meeting different
19 levels, you know, that I am not aware of.

20 So you know, we meet and Alstom does
21 attend meetings, so I mean, I think in the
22 beginning they probably weren't, but that kind of
23 morphed a bit more into it. But some meetings they
24 may attend that are, you know, lower levels where
25 we are at versus senior ones maybe they may attend

1 more. I can't definitively answer that for you.

2 CARLY PEDDLE: When you first start
3 overseeing maintenance preparation and maintenance
4 activities, what, if any, feedback were you getting
5 about how it was going or the status?

6 MATT PIETERS: I think some of the
7 oversight, you know, when you go into stations,
8 some of the clear things were the cleanliness, you
9 know, wasn't up to standard, and you could
10 certainly see that for sure in the station
11 cleanliness.

12 When it came to vehicle maintenance, it
13 was early on, so maintenance, you know, as the
14 vehicles, similar to your own car, the higher the
15 mileage, then there is different maintenance
16 regimes that follow that. So you know, we were
17 early days when it came to maintenance.

18 I guess the same thing for track and
19 OCS, right. There is, again, following the
20 maintenance -- or sorry, the vendor's maintenance
21 requirements is all that they need to do, right.

22 CARLY PEDDLE: As part of that, were
23 you overseeing maintenance on the infrastructure
24 prior to revenue service?

25 MATT PIETERS: No. So that is still a

1 deliverable by RCP to deliver the systems and any
2 deficiencies that were outstanding would also still
3 fall to RCP.

4 FRASER HARLAND: So RCP delivers the
5 systems and then you come in after the fact; is
6 that right?

7 MATT PIETERS: Correct, yeah. So
8 again, part of the Program Lead was part of that,
9 you know, providing comments and things, but then
10 we transitioned to the operations side and that
11 turned into overseeing maintenance as part of that
12 but not prior to revenue service.

13 FRASER HARLAND: Did that create any
14 issues for you in terms of knowing what you needed
15 to know if you hadn't been doing the role prior?

16 MATT PIETERS: Sure, so and that is
17 where our consultants have come in with STV. You
18 know, they did a lot of oversight, if you will,
19 prior to revenue service and leading up to revenue
20 service, and they are still engaged with us today.

21 CARLY PEDDLE: What is your
22 understanding of the availability of the system to
23 the maintainer prior to revenue service for testing
24 or training?

25 MATT PIETERS: I don't think I

1 understand your question, sorry.

2 CARLY PEDDLE: Probably because it is
3 poorly worded. Do you have any -- are you aware of
4 the maintainer gaining access to the system prior
5 to revenue service for training?

6 MATT PIETERS: So that is a good
7 question. So in the early stages or prior to
8 revenue service, RTM to my knowledge would attend
9 some meetings, but the consistency seemed to be
10 that they weren't engaged in learning the systems
11 themselves - and not sitting at a high level
12 meeting, that is not what I mean - of technicians
13 being with the constructor, learning the systems,
14 taking part in the testing. I think there was
15 certainly some lacking of that in preparation to
16 take over the system.

17 You know, I have heard it, I can't tell
18 you that I have it written anywhere, but that RTM
19 doesn't start until revenue service starts.

20 CARLY PEDDLE: And what do you mean
21 "RTM doesn't start until revenue service starts"?

22 MATT PIETERS: So their contract, I
23 guess, if you want to call it a contract, they
24 don't start until the system is turned over.
25 Similar to like our role with maintenance, it

1 doesn't start until the system starts so that we
2 can start monitoring the maintenance. They are in
3 the same position, where they don't start until the
4 constructor has handed it over to the maintainer,
5 but there was certainly in my opinion some lacking
6 of attendance or knowledge or part of that to be
7 part of the testing to learn those systems to be
8 able to maintain them, repair them, yeah, as part
9 of their role. You can't just flip a switch on day
10 one and say, Okay, I am going to go learn this
11 system today.

12 CARLY PEDDLE: What is your basis for
13 that belief that they weren't --

14 MATT PIETERS: Because the constructor
15 mentioned it numerous times in meetings.

16 CARLY PEDDLE: Do you recall which
17 meetings?

18 MATT PIETERS: I don't.

19 CARLY PEDDLE: Any idea about time
20 period?

21 MATT PIETERS: Yeah, the time period
22 leading up to opening of revenue service.

23 CARLY PEDDLE: Do you recall who from
24 the constructor?

25 MATT PIETERS: At the time it would

1 have been Steve Nadon. At the time -- he is now
2 the Maintenance Director for RTM, but back then he
3 was with the constructor, and mentioned it numerous
4 times that you guys need to get involved and start
5 learning these systems.

6 CARLY PEDDLE: What would you have
7 expected to see at the time that you did not?

8 MATT PIETERS: I think I would have
9 expected them to be engaged in all the systems. I
10 think I would have expected them to be fully
11 trained, certified maybe for some of those, you
12 know, certified to be able to work and maintain
13 some of those systems, having a full understanding.

14 CARLY PEDDLE: And how would the
15 maintainer gain a full understanding and be fully
16 trained without access to the system?

17 MATT PIETERS: Well, they should have
18 made arrangements as part of the deliverable to
19 have access to the system and taken part in the
20 processes to get to revenue service and the
21 maintenance period.

22 CARLY PEDDLE: And what were those
23 processes?

24 MATT PIETERS: Well, the processes for
25 the testing, for anything else, they should have

1 just made arrangements to perform that. I can't
2 tell you what that looks like. Whatever a
3 maintainer needs to do, they should have ensured
4 that they were engaged to do all those things.

5 CARLY PEDDLE: I guess what I am just
6 not understanding is how you know or why you
7 believed that they weren't doing those things.

8 MATT PIETERS: Because Mr. Nadon said
9 that continuously in different meetings.

10 CARLY PEDDLE: Okay. Okay, so
11 following testing and commissioning, what was your
12 view as to the readiness of the system from an
13 operational and maintenance perspective?

14 MATT PIETERS: I mean, I have to turn
15 that over to RCP. They are the ones that, you
16 know, have to ensure that the system is meeting all
17 the requirements, it is safety-certified. Again,
18 they have the subject matter experts to determine
19 whether the system is meeting all those
20 requirements.

21 CARLY PEDDLE: So you didn't have a
22 view at the time?

23 MATT PIETERS: I don't really -- no, I
24 don't really have that view. I mean, I have to
25 rely on the experts of that to deliver that system,

1 and they are well-positioned to do that.

2 CARLY PEDDLE: So if you are not
3 assessing the readiness of the system, what is the
4 ultimate goal of your oversight?

5 MATT PIETERS: It is to ensure that
6 they are, as the maintenance term now progresses,
7 that they are performing the maintenance that they
8 are supposed to be performing.

9 CARLY PEDDLE: Okay, so --

10 MATT PIETERS: So if it says I should
11 do this three times in a month, we want to see that
12 they have done this three times in a month through
13 work orders, through their inspection reports or
14 whatever that system is.

15 CARLY PEDDLE: Okay. So your role is
16 taking the required maintenance activities, whether
17 that is preventative or scheduled, and just
18 ensuring those maintenance activities are
19 completed?

20 MATT PIETERS: Correct, and it is not
21 possible to do every element of every system. We
22 have to be able to pick and choose what we are
23 doing, hence some of the staffing-up as part of
24 that.

25 So we won't do it every week, as an

1 example. We would take it back and say, you know,
2 you are supposed to do this every month. Let's
3 check the last six months have you been performing
4 this, and we should see a report or an inspection
5 or something for each of those months.

6 FRASER HARLAND: You just spoke to
7 preventive and scheduled maintenance. What about
8 unforeseen issues that arise that require a fix or
9 maintenance? Do you have an oversight role with
10 respect to issues like that?

11 MATT PIETERS: So we do, but that
12 is -- the oversight there is really about the work
13 orders and then following up in a daily meeting
14 that we have with them, you know, what did you
15 find. You know, if the work order didn't have
16 enough information, which is pretty regular, then
17 we follow it up in a daily maintenance meeting with
18 them and with Alstom and ask the questions, what
19 did you find? What was this? Is this reoccurring?
20 You know, we have seen this now three times, back
21 to what I said earlier, where we kind of track a
22 little bit of what is going on, and then we say,
23 you know, we have seen this now multiple times. Is
24 there a bigger issue? Do we need to look at this?
25 And if it is no, it is just a one-off, then we move

1 on.

2 CARLY PEDDLE: What is the issue with
3 the quality of the work orders or the information
4 contained in them?

5 MATT PIETERS: So multiple things.

6 So one is the system that the
7 constructor provided is called IMIRS. It is an
8 agility system, I guess. We call it IMIRS. It is
9 not the same system that Alstom uses. Alstom uses
10 a GSI, and it is lacking major integration. That
11 doesn't translate information over is what we are
12 being told.

13 We have not seen GSI, so I can't tell
14 you what is not being transferred over. We don't
15 have access to it, nor will they provide access to
16 it.

17 So a lot of work orders have zero
18 details whatsoever, no description, no information.
19 It just says it was opened on this day, closed on
20 this day, and it was for this task or description,
21 but there is nothing in the closing comments to
22 know what had happened, what they have done, or
23 anything. That is more for planned work orders or
24 for maintenance, if you will.

25 When there is corrective action, they

1 have certainly improved in adding comments, but
2 certainly it is still lacking on many of them
3 details as to what they did, what they checked,
4 what they found.

5 CARLY PEDDLE: How detailed work orders
6 are, is that required by any part of the agreement
7 or --

8 MATT PIETERS: I don't think I could
9 tell you exactly what is in the agreement, but you
10 know, industry practice is you fill out a work
11 order. You put what you found, what the issue was
12 and what you found or what you did, how you
13 corrected it.

14 On this system here, you know, you
15 would expect that the report would be attached to
16 it. The system is designed to do that, and it is
17 all in GSI, but it doesn't translate over to us, to
18 the IMIRS system.

19 Another thing you'll see a comment that
20 says, you know, "see attached photo". The photo
21 doesn't transmit to IMIRS. It is in the GSI.
22 Well, you are telling us to look at a photo but we
23 don't have access to it. So it might have helped
24 explain, you know, what they found or seen, but it
25 doesn't come into our IMIRS system.

1 FRASER HARLAND: So I just want to make
2 sure I understand. Have you ever seen a GSI -- a
3 work order that has come out of the GSI? I
4 understand you don't have access to the system, but
5 have you ever seen, you know, an example of what
6 would be in the GSI system?

7 MATT PIETERS: I think that they
8 provided a snippet in another email to show that,
9 but not as in, you know, looking at GSI saying here
10 is what it can do, here is how we display things.
11 I have never seen GSI itself.

12 FRASER HARLAND: And I am just trying
13 to understand from your perspective, do you think
14 what has been put into even the GSI system is
15 insufficient, or is it that that is sufficient and
16 it just doesn't transfer over? Or are you unable
17 to know because of your lack of access?

18 MATT PIETERS: I am unable to know what
19 is actually in GSI. My understanding of what is in
20 GSI is they attach those inspection or whatever
21 they did as an example. If it was a preventive
22 maintenance and they did an inspection for
23 whatever, they would attach that to GSI. That is
24 my understanding, they would attach that to GSI,
25 and there would be comments as to what they have

1 done.

2 FRASER HARLAND: And have you ever been
3 provided with a reason from the maintainer as to
4 why they are unwilling to provide access to GSI?

5 MATT PIETERS: No, I don't have an
6 answer as to why they are not. It is Alstom's
7 proprietary system. It is not RTM. RTM does not
8 have access to it, so RTM has the same restrictions
9 that we have. It is an action item with RTM today
10 even to try and get this integration to work. You
11 know, we are almost three years in and we still
12 don't have a system that is fully integrated.

13 CARLY PEDDLE: Do you have any
14 awareness of why that would be, why it would have
15 taken so long?

16 MATT PIETERS: I would only be
17 speculating, and I don't want to do that.

18 CARLY PEDDLE: Okay. Do you have any
19 insight as to how operations and maintenance staff
20 were to be integrated?

21 MATT PIETERS: You may have to expand
22 on that question a little bit, how operations and
23 maintenance staff were to be integrated?

24 CARLY PEDDLE: Well, I understand
25 operations took over or had responsibility over

1 some aspects of maintenance. They could handle
2 certain things that went wrong. Am I right about
3 that?

4 MATT PIETERS: I don't think I am
5 understanding who you are meaning as operations
6 took over maintenance. I don't -- I am not
7 following the question, sorry.

8 CARLY PEDDLE: Okay, let me think about
9 how to word this. So how operations and
10 maintenance work in the system are that they are
11 separate organizations; correct?

12 MATT PIETERS: "Operations" meaning OC
13 Transpo?

14 CARLY PEDDLE: Yes.

15 MATT PIETERS: Okay, so OC Transpo and
16 RTM --

17 CARLY PEDDLE: Yes.

18 MATT PIETERS: -- are?

19 CARLY PEDDLE: So maintenance and
20 operations are separate?

21 MATT PIETERS: Oh, absolutely OC
22 Transpo and RTM are separate entities. You know,
23 we meet daily, but we are not -- I guess I am --

24 CARLY PEDDLE: Have you always met
25 daily?

1 MATT PIETERS: Yes, so we have a daily
2 maintenance meeting. That is a contractual
3 requirement to meet daily and discuss, you know,
4 the previous day, upcoming maintenance as part of
5 that.

6 So that has been at a lower level, you
7 know, to meet with them and discuss the previous
8 day maintenance-wise, not operational-wise.

9 Operational-wise would be a daily
10 meeting on contracts. I am not part of that
11 meeting, but there is a daily meeting for
12 contractual stuff about, you know, penalties the
13 previous day, availability of trains, availability
14 of stations. I am not part of that, but that is a
15 daily meeting that also occurs.

16 CARLY PEDDLE: In your view, was there
17 any risks or concerns arising from the fact that
18 maintenance -- or RTM and OC Transpo are separate
19 organizations?

20 MATT PIETERS: No, from my
21 understanding, that has been -- that occurs
22 elsewhere in other properties. I don't think it is
23 unique to us. That is my understanding, so I don't
24 have any reason to believe that has an issue, I
25 guess.

1 CARLY PEDDLE: And you haven't
2 personally seen or observed any issues with that
3 division?

4 MATT PIETERS: I don't think with that
5 division. I think maybe contractually, you know,
6 when we are operating something, if we are late or
7 if -- you know, I think that would be the only
8 thing. But that is just a contractual number that,
9 you know, the contracts team would sort through as
10 an example. But you know, they have to maintain
11 the system and we operate the system. I --

12 CARLY PEDDLE: So what are the -- after
13 revenue service, when deductions are calculated,
14 are there challenges in determining whose
15 responsibility a given delay in mitigation -- whose
16 responsibility that is, whether operations or
17 maintenance?

18 MATT PIETERS: Sure. That is a good
19 question, probably for the contracts team, but we
20 get asked, so I can answer our side of it. Our
21 contracts team comes back to us and says, Hey, this
22 is an incident that occurred yesterday. Do you
23 have any technical insight on this part of it? Or
24 they might reach out to our operations team and say
25 this exact same thing. There was an incident; do

1 you have any insight as to what occurred here? And
2 they would take that back to their daily meeting
3 with RTM and decisions would be made as to, you
4 know, what occurred or didn't occur.

5 And there is a flow, you know, that
6 goes from a daily to a weekly to a monthly, as an
7 escalation process. If it can't be decided or
8 agreed upon at the daily, it moves to a weekly
9 meeting. If it can't be decided there, it goes to
10 the monthly meeting. And it escalates in, in
11 levels of management, yeah, as part of that
12 process.

13 CARLY PEDDLE: Have you seen any issues
14 or had any concerns with the lack of direct
15 communication channels between OC Transpo and, for
16 example, Alstom but also other subcontractors?

17 MATT PIETERS: Well, like I said, we
18 don't typically go to Alstom, or RTM doesn't want
19 us going directly there, so they prefer that
20 everything routes to them.

21 CARLY PEDDLE: Right, so my question is
22 have you -- has that been a challenge in this
23 project or created any issues?

24 MATT PIETERS: I think -- I think we
25 can get a hold of them. I think that the urgency

1 changes between operations and maintenance.

2 Operations were always about
3 moving -- rectifying, getting it off the line, you
4 know, getting it to the next station, whereas
5 maintenance, you know, in my opinion, probably
6 doesn't have the same urgency that we have.

7 CARLY PEDDLE: And why is that?

8 MATT PIETERS: I don't know that. I
9 think that is, you know, probably standard in a lot
10 of different areas. I am speaking not from
11 experience but from my understanding, that
12 operations is always about movement and maintenance
13 is about maintenance. You know, reacting is a
14 little bit slower than what an operations team
15 would prefer to see. That is my opinion.

16 CARLY PEDDLE: And so you sensed a lack
17 of urgency to respond by RTM when --

18 MATT PIETERS: Yeah, sure, yeah, for
19 different incidents, yeah.

20 CARLY PEDDLE: Can you tell me a bit
21 more about that?

22 MATT PIETERS: Yeah, so if there is an
23 incident on the line or whether it is small or
24 large, you know, the urgency doesn't always appear
25 to be there that we would want it to be there, the

1 time it takes to maybe respond to a train. If
2 there is a larger incident, it is the time it takes
3 to respond to that larger incident, to then perform
4 repairs, to then get the service back running
5 again. You know, it takes probably more time than
6 operations would certainly like it to take.

7 CARLY PEDDLE: And why is it that your
8 belief is that that stems from a lack of urgency as
9 opposed to the task simply takes that long?

10 MATT PIETERS: That is a good question.
11 I don't really know how to answer that. You know,
12 I think it is the timing, the length of time it
13 takes to get out to that incident or to do
14 something is, you know, probably longer, when we
15 can have people out there a lot quicker than the
16 maintainer. It is kind of equivalent, you know, we
17 are all coming from the same areas or from the
18 locations, but it may take them longer to attend
19 than it would take for the operations team to show
20 up.

21 CARLY PEDDLE: And you don't know why
22 that is?

23 MATT PIETERS: No.

24 CARLY PEDDLE: Do you have any specific
25 examples of that?

1 MATT PIETERS: Yeah, when we had the
2 issue of the pantograph or the -- or sorry, not the
3 pantograph. The pantographs, we have multiple
4 vehicles that had hit an issue, had hit a knuckle
5 or something on the OCS and it had stopped I want
6 to say it was four trains in the east end. And we
7 were shut down. I forget the time that that was.
8 I am going to -- you know, I believe it was
9 sometime after lunch, and we were shut down the
10 rest of the day, you know, to get those trains off
11 the line. So we weren't operating in the east end
12 for the remainder of the day until the next day,
13 you know. That is --

14 CARLY PEDDLE: And so what about that
15 suggested that RTM was not responding as urgently
16 as they should?

17 MATT PIETERS: Well, I find it
18 difficult to understand that it would take that
19 long to put the system back up. You know, you
20 determine the problem. You correct it. You get
21 those trains off the line, and then we start
22 opening it up again. You know, it seemed like an
23 awful long time to have that portion of the system
24 shut down for that length of time, that it could
25 have been repaired rather quickly, get the trains

1 off the line.

2 It took a very long time to get the
3 trains off the line. So I don't know why that is,
4 if that was a lack of staffing or resources to do
5 that, but it took a long time to remove those
6 trains from the line.

7 CARLY PEDDLE: Did you have any role
8 during trial running?

9 MATT PIETERS: I wasn't involved in the
10 trial running team at all. I think we looked at
11 some work orders as part of that, as part of a
12 maintenance look, the team would look at some of
13 that, but I think I wasn't part of the trial
14 running team. That was senior management.

15 CARLY PEDDLE: Do you have an
16 understanding of how -- oh, I'm sorry, I think
17 Mr. Harland has a question.

18 FRASER HARLAND: Just quickly. I'm
19 sorry, Ms. Peddle, just to quickly follow up on
20 that, you gave evidence that RTM didn't take over
21 until the functioning -- the system started at
22 revenue service, and I understand you have just
23 said you weren't involved in trial running, but do
24 you have any knowledge of whether RTM was involved
25 in trial running?

1 MATT PIETERS: I wouldn't be able to
2 answer that definitively as to what their role was
3 or how they took part in that, I'm sorry.

4 CARLY PEDDLE: You mentioned your team
5 may have seen some work orders during trial
6 running?

7 MATT PIETERS: No, no, we did. So we
8 would look at some work orders in the morning from
9 the previous day and do a selection of work orders
10 to take a look at and see were they doing
11 some -- were there any issues the previous day type
12 of thing.

13 CARLY PEDDLE: And what was your sense
14 of maintenance activities during trial running?

15 MATT PIETERS: I am going from memory.
16 I believe it was pretty minimal. It was more about
17 if there was an issue, did they correct it. I
18 don't remember how much actual preventive there was
19 included in that. I don't remember that, I'm
20 sorry.

21 CARLY PEDDLE: Do you know whether
22 there were any simulated maintenance demands during
23 trial running?

24 MATT PIETERS: I don't think I
25 understand your question. Simulated maintenance?

1 I am --

2 CARLY PEDDLE: So instead of just
3 running the systems, having people, for example, go
4 out and just basically work the system to see what
5 maintenance issues may arise.

6 MATT PIETERS: I don't remember
7 anything like that. I don't have that answer for
8 you.

9 CARLY PEDDLE: Okay.

10 MATT PIETERS: Yeah, I don't recall
11 anything with that.

12 CARLY PEDDLE: Do you have any
13 knowledge about the field observation team?

14 MATT PIETERS: I seem to recall that
15 they exist, now that you say that terminology, but
16 yeah, I don't recall what they -- yeah, I don't
17 recall, I'm sorry.

18 CARLY PEDDLE: Do you have any
19 awareness of the criteria for trial running
20 changing partway through trial running?

21 MATT PIETERS: I don't. I wasn't part
22 of the trial running team. Yeah, probably better
23 for somebody else to respond to that one.

24 CARLY PEDDLE: So as I understand it
25 from what you have just said, during trial running

1 there was -- the focus wasn't on maintenance; is
2 that right?

3 MATT PIETERS: No, I think there was an
4 element of it, but it was all about operating
5 trains and the systems as a whole, I guess, the
6 stations.

7 CARLY PEDDLE: And so what were the
8 expectations of maintenance during trial running?
9 Just what you said, that if there was a request,
10 they would respond?

11 MATT PIETERS: Yeah, like were there
12 any issues on the train, similar to what we do
13 today, you are looking at work orders to say was
14 there an issue, did you fix it, what did you fix,
15 did they fill out the paper work properly. It is
16 really just about the work orders, the IMIRS
17 system.

18 CARLY PEDDLE: And you had no real
19 insight into how maintenance -- how well
20 maintenance was operating prior to revenue service?

21 MATT PIETERS: No. RCP would have
22 done -- if they did anything on the maintenance
23 side, would have been there. We were just looking
24 at the work orders during that trial running
25 period, and like I said, it was -- at that point

1 there was minimal maintenance that I recall at that
2 point. Like, you know, it was infancy.

3 CARLY PEDDLE: So heading into revenue
4 service availability, what in your view was the
5 biggest challenge to reliable service from an
6 operational perspective?

7 MATT PIETERS: I think reliability. So
8 there were some challenges with the vehicles, if I
9 am not mistaken. I think they had some cab heater
10 problems. I don't think that is really
11 reliability. But I think there were a few known
12 issues that they had.

13 You know, I think there was some VOBC
14 issues that they had -- were tracking, but it
15 wasn't a consistent issue continually.

16 So I don't really know -- remember much
17 more than that, to be honest with you.

18 CARLY PEDDLE: Do you recall any other
19 major challenges or hurdles that you saw going into
20 revenue service availability?

21 MATT PIETERS: At that point, I think
22 from my memory, a lot of those -- a lot of issues
23 happened once we were already in service, you know,
24 that came to light after we were already in revenue
25 service. That seems to be more what I remember.

1 You know, when I get into some of the
2 other issues that came to light when -- you know, I
3 always go back to the New Year's Eve incident.
4 Like that just remembers that to me as one of the
5 major issues that came up.

6 CARLY PEDDLE: So is it your evidence
7 that prior to revenue service, prior to public
8 launch of the system, you had no concerns about its
9 ability to function as it should?

10 MATT PIETERS: I think there is always
11 going to be teething problems. I wouldn't say
12 there is never going to be any issues. I think you
13 are always going to have things that, you know, may
14 come up when you introduce passengers on to a
15 system and full trains. And you know, I don't
16 think that was ever, to my recollection, tested
17 like in that same environment of having 600
18 passengers on a train, as an example. You know,
19 some door issues certainly came up as part of that
20 once we experienced passengers on there.

21 The arcing issue that we experienced,
22 you know, we hadn't seen previously. That came
23 over time with the -- I don't know if it is from
24 the carbon or what off the pantograph and getting
25 on the APS or the line inductors, sorry, as part of

1 that.

2 Like those are all things that are
3 major issues that came up, but I think there were
4 some things that were in advance of opening up, but
5 I think a lot more came when we introduced
6 passengers and, you know, service, I guess, if you
7 want to call it that in its real environment.

8 I won't say there weren't other issues,
9 but yeah, I am not -- doors come to mind, VOBC
10 comes to mind, cab heaters come to mind, but I
11 can't remember them all, if there was a bunch. I
12 mean, like I say, I remember some of the current
13 things that have occurred, obviously, but yeah,
14 back -- that is -- memories are hard.

15 CARLY PEDDLE: Am I correct that the
16 City's plan was originally to do a complete
17 transfer from bus rapid transit to the light rail
18 transit on day one of the system opening?

19 MATT PIETERS: I don't have that
20 information. That would have been above me.

21 CARLY PEDDLE: What were your
22 expectations regarding maintenance, given these
23 teething problems in public service? You
24 know -- sorry, let me rephrase that.

25 Because you recognize that in this

1 system there are going to be teething problems, how
2 was that factored into the approach to maintenance
3 during service?

4 MATT PIETERS: I am not able to answer
5 that. You know, I would certainly rely on experts,
6 subject matter experts, you know, as part of that,
7 as part of review. Our constructor, our
8 maintainer, our builder, if you want to call it
9 Alstom, you know, they are world-class companies.
10 Alstom, you know, this isn't their first opening, I
11 would expect that these different people would
12 certainly know what to expect in some of these
13 teething problems. You know, that is not my term.
14 That is a term, you know, that has been thrown
15 around for years, that, you know, there is always
16 some teething problems that occur when opening up a
17 new system that you have to manage and deal with,
18 and they are not all the same across any new
19 opening. You are always going to be unique to your
20 system.

21 FRASER HARLAND: If you can, you are
22 not speaking to sort of your expectations in terms
23 of maintenance, but your role was oversight, so
24 maybe if I can put it bluntly, like what -- like
25 was the maintenance sufficient from your

1 perspective once revenue service had started?

2 MATT PIETERS: Up until today?

3 FRASER HARLAND: I mean, yeah, I guess
4 it would be good to have your evidence on that.

5 MATT PIETERS: Yeah, like I think that
6 there has certainly been some challenges. That is
7 what I am saying. You know, I am trying to relate
8 it to the questions being asked, which is coming
9 right back to that start of service where
10 maintenance has been limited, right, up until that
11 point in time, or if it wasn't, it was by others.

12 But you know, the challenges up until
13 today has been there have been some maintenance
14 issues for sure. I think that, you know, when I
15 say "maintenance", that is cleanliness. You know,
16 that is -- there is certainly some tasks that are
17 probably below standards, if you will, or
18 contractual obligations when it comes to station
19 cleanings. There is no secret there.

20 I think some of the trains as well
21 lacking in some cleanliness issues.

22 Maintenance-wise, you know, there are
23 certainly some things that are questionable, if you
24 want to say it that way, you know. As to some of
25 the failures that may have occurred over the last

1 few years, were they preventable by maintenance or
2 planned maintenance? You know, those are some of
3 the questions that are still outstanding.

4 You know, we have had, you are aware, a
5 couple of derailments, you know, and one of them
6 being workmanship. You know, that ties right back
7 into maintenance.

8 You know, is there sufficient
9 resources? The City has been saying since the
10 beginning there is not adequate resources by the
11 maintainer, to whether that is to maintain the
12 system or whether that is the maintainer to provide
13 oversight of their subcontractors, are they
14 performing, you know, the requirements that they
15 should be.

16 FRASER HARLAND: Related to your point
17 on resources, do you have a view as to the level of
18 experience of the maintainer's personnel involved
19 in this project?

20 THE WITNESS: I don't know what
21 training they go through to be qualified for their
22 positions or not. I think that's -- yeah, I
23 wouldn't be able to answer that as to what their
24 qualifications are or what training they receive as
25 part of that.

1 I think in general, my comment is there
2 is a lack of resources. The City has been stating
3 that since the beginning.

4 CARLY PEDDLE: Has the maintainer, has
5 Alstom added resources that you are aware of?

6 MATT PIETERS: I don't know that I
7 could answer Alstom has added resources. I think
8 they have certainly done some changes in their
9 resources. I wouldn't be able to comment on
10 quantity of personnel. There has certainly been a
11 lot of shifting and a lot of people have left, so I
12 don't know if they have increased their numbers or
13 not.

14 You know, there was a time with some
15 major issues with the bearings that they brought in
16 additional resources, but I don't believe that they
17 were meant to stay or, you know, remain here. It
18 was to help them get out of the longer maintenance
19 or the longer things they had to do checks on.

20 CARLY PEDDLE: Okay, so leading up to
21 revenue service, you reported to Michael Morgan at
22 that time, right?

23 MATT PIETERS: Yeah, back with the
24 Program Lead, yes, before he switched over to RCP.

25 CARLY PEDDLE: And did he switch over

1 to RCP at what point?

2 MATT PIETERS: I don't remember. Yeah,
3 I am not sure what year that was or when that took
4 over, and then after that it changed to Troy
5 Charter as my Director.

6 CARLY PEDDLE: Okay.

7 MATT PIETERS: When I had another
8 manager in between, like there was -- we were
9 starting to prepare for operations and setting up a
10 structure.

11 CARLY PEDDLE: Did you provide any
12 feedback to your superiors prior to revenue service
13 as to the state of the system?

14 MATT PIETERS: I don't remember. I
15 don't recall that. I wouldn't be able to answer
16 that.

17 CARLY PEDDLE: I think it makes sense
18 to take the break now.

19 Why don't we take 15 and come back at
20 10:38. Let's just say 10:40.

21 -- RECESSED AT 10:23 A.M.

22 -- RESUMED AT 10:40 A.M.

23 CARLY PEDDLE: Mr. Pieters, you
24 mentioned as part of the Program Manager position
25 was performing audits; is that right?

1 MATT PIETERS: Yes.

2 CARLY PEDDLE: Were those audits always
3 planned?

4 MATT PIETERS: We only started them
5 last year in 2021, so I don't think I am able to
6 answer whether that was planned or not or was the
7 original intent. I am not able to answer that.

8 CARLY PEDDLE: Okay. Do you have any
9 awareness of whether those audits resulted from
10 issues arising on the system?

11 MATT PIETERS: I think in general we
12 performed an LRV audit, as an example, that is just
13 closing out now. I think it is just in upkeeping
14 of the main -- one of the main systems is the
15 vehicles, right, so that makes perfect sense to do
16 that.

17 CARLY PEDDLE: Can you tell -- just
18 give a brief overview of the audits that you have
19 been involved in and what they found?

20 MATT PIETERS: Yeah. So we have only
21 closed out officially the TVS audit. That was at
22 the end of last year. There was numerous
23 corrective action reports that required corrective
24 action, obviously, hence their name, that need to
25 be done.

1 There was the issues found were
2 equipment that was not well-maintained, that I
3 think we are still having some outstanding issues
4 with some of that equipment on the TVS system, you
5 know, rusting and lack of maintenance, I guess, if
6 you will, for such a short system.

7 The LRV audit, it is just closing now.
8 It got extended due to some new information, so we
9 haven't released that report yet. So that is still
10 being finalized.

11 You know, I think that finding some of
12 the maintenance issues on the vehicles on being
13 performed at the accurate time is certainly one of
14 the items that, you know, the City found, if you
15 will, and it has been recognized and being
16 corrected. That is based on maintenance being
17 performed on the actual odometer reading versus the
18 planned odometer reading, so that was certainly --

19 CARLY PEDDLE: So -- oh, sorry, go
20 ahead.

21 MATT PIETERS: No, go ahead.

22 CARLY PEDDLE: So for example, if
23 maintenance has to be performed at 25,000
24 kilometres, it is being performed at a higher
25 kilometre?

1 MATT PIETERS: Or at a lower kilometre.
2 So the issue is that if they do it at a lower
3 kilometre -- there is a tolerance for every
4 maintenance, so you can go plus or minus a certain
5 amount of kilometres depending on the maintenance
6 regime, and I am specifically speaking about the
7 vehicles. If you do it under -- in advance of, to
8 use your example, the 25,000, the issue becomes the
9 next 25,000 is not at 50 anymore. It should be now
10 bumped up and your tolerance is now at an earlier
11 mileage, and that becomes the inconsistency that we
12 found.

13 CARLY PEDDLE: And it is your
14 understanding that that isn't being tracked? So it
15 is not the case that then, you know, that vehicle
16 is being flagged for service earlier?

17 MATT PIETERS: So it wasn't. That was
18 a City finding, and they have recognized the miss,
19 that they were not -- they weren't following the
20 actual odometer of the train versus the planned
21 timeline, which is -- you know, I don't know how
22 else to say. It is confusing to me that this isn't
23 your first place that you are performing this
24 maintenance, so why is it different here than it
25 may be at another property. One of the examples is

1 that other properties, they go on a time-based
2 versus a mileage-based.

3 CARLY PEDDLE: And what does the
4 acronym "TVS" stand for?

5 MATT PIETERS: A tunnel ventilation
6 system. Sorry, I apologize for that. I am used
7 to --

8 CARLY PEDDLE: There is a lot of
9 acronyms.

10 MATT PIETERS: I sometimes forget my
11 audience. I apologize.

12 FRASER HARLAND: And sorry, this is
13 maybe a silly question, but I am going to ask it
14 anyway. I mean, when you change -- when you get an
15 oil change in your car, they tell you to do it
16 either, you know, in six months or 5,000
17 kilometres, for example, so there is time and
18 distance.

19 So is time not a reasonable thing to do
20 if the distance, you know, hasn't happened yet? Do
21 you have any input or sense of that?

22 MATT PIETERS: I would -- you know, I
23 would turn to our maintainer. You know, you have
24 built a train that requires maintenance based on
25 your schedule, and your schedule has a

1 kilometre-based. You know, that is what they have
2 opted to show or to show in their documentation.

3 So it is kilometre-based but then there
4 was still a miss on the actual odometer versus
5 that. So it is not to say that they can't or
6 couldn't have done something different. That would
7 be a question for them to answer why they went to a
8 kllometre-based.

9 FRASER HARLAND: Okay, just so I
10 understand, Alstom or the maintainer had said, We
11 are going to do it every certain number of
12 kilometres?

13 MATT PIETERS: Uhm-hmm.

14 FRASER HARLAND: But then they were
15 actually doing it based on a schedule instead of
16 the number of kilometres or --

17 MATT PIETERS: No, sorry, what I had
18 said was that other properties or other places that
19 Alstom performs maintenance on vehicles, they do it
20 on a time-based, not a kilometre-based. So I don't
21 know why they chose kilometre-based here in Ottawa
22 as their methodology. I don't have an answer as to
23 what that is.

24 FRASER HARLAND: No, I understood that,
25 but there is this issue between, you know, actual

1 odometer versus planned odometer.

2 MATT PIETERS: Uhm-hmm.

3 FRASER HARLAND: So isn't it doing it
4 on a planned odometer reading like doing it on a
5 schedule? Maybe I am just misunderstanding the
6 planned odometer.

7 MATT PIETERS: No, so, you know, you
8 have a tolerance of 5 percent on small maintenance
9 items, like a 30,000, there is a 10,000 kilometre.
10 There is all different inspections. And there is a
11 5 percent plus or minus that you can use as that
12 tolerance.

13 When you get into major maintenance, it
14 becomes a 10 percent tolerance.

15 So when you perform it earlier, as an
16 example that I gave earlier, your next one is no
17 longer -- so if you are doing 100,000 inspection
18 and it is 10 percent and you do that inspection at
19 90,000, your next inspection is plus or minus
20 190,000, not 200 anymore. So you have to balance
21 that out. It is still kilometre-based. It is not
22 time-based. You have to just plan that into your
23 maintenance schedule.

24 FRASER HARLAND: Okay. I guess I am
25 just trying to -- so is Alstom doing most

1 maintenance, you know, at the bottom end of this
2 plus or minus? I'm sorry if I'm -- I am just
3 really trying to understand what they were doing
4 and what the problem was that was identified.

5 MATT PIETERS: Well, what it was is
6 that they were saying we did our 100,000 kilometre,
7 and then we are going to do our next 200,000
8 kilometres. But the odometers weren't being
9 followed.

10 So they could be out of tolerance of
11 their plus or minus 5 or 10 percent that the
12 vehicle may not or should not go out into service,
13 as an example, because they have to be within their
14 own prescribed plus or minus tolerance. They
15 prescribe that tolerance, not the City.

16 FRASER HARLAND: Okay, so just to make
17 sure I understand, so they are saying, Look, we
18 have done 10,000 or we have done 100,000 kilometre
19 maintenance, but what really needs to be the
20 measure there is what is on the odometer, not just
21 that they say they have done that particular
22 maintenance? Is that a better understanding?

23 MATT PIETERS: So, yeah, they are doing
24 the 100,000 kilometre maintenance, but they have to
25 do it at the right time.

1 FRASER HARLAND: Yes.

2 MATT PIETERS: Right, that is the
3 issue, that they can't go outside of their
4 tolerances. So although the first one may be done
5 within tolerance, the next one still has to be done
6 within the actual odometer reading plus 100,000,
7 right. It is not just jumping to 200,000, as -- it
8 is supposed to be every 100,000, so 100,000,
9 200,000, 300,000. So you can see the further you
10 gain kilometres, the further away you are going to
11 get, if you keep doing them early, the further away
12 you are going to get from the actual 100,000 mark,
13 if you will. Does that make sense?

14 FRASER HARLAND: Yes, I --

15 MATT PIETERS: Am I explaining it?

16 FRASER HARLAND: I understand that.

17 Thanks for your patience in explaining that to me.

18 MATT PIETERS: Okay.

19 CARLY PEDDLE: Other than the fact that
20 these scheduled maintenance activities weren't
21 being conducted according to their own schedule,
22 was there any concerns raised by members of your
23 team as to the impact on maintenance?

24 MATT PIETERS: On that specific item?

25 CARLY PEDDLE: Yes.

1 MATT PIETERS: So I don't think so.
2 Like we found that as part of our reviews, as part
3 of our discussions. So do I think that they missed
4 anything? That we still have to dig into. It is
5 part of this ongoing process, did they actually
6 miss something.

7 They are performing their major
8 maintenances. We agree there. It is just are they
9 going outside of the tolerance at all, and I think
10 that is really the question that we are trying to
11 get into. And they have now recognized it. They
12 are explaining that they have corrected it in their
13 GSI system now, that it flags it as per the
14 odometer and not pre-setting them to the hundreds
15 or to the 30s or to the whatever. That is what
16 would flag it in their system as the next 30,000,
17 so at 60,000 flag this as a report when it should
18 be flagged, you know, 56,000. I am just making up
19 numbers. But it needs to flag it at the proper
20 time as to when that inspection is due or that next
21 inspection is due.

22 CARLY PEDDLE: So you spoke about the
23 TVS and the LRV audit. Do you recall any other
24 audits that would be relevant?

25 MATT PIETERS: So we are currently just

1 closing out an OCS audit, so the overhead catenary
2 system. We just had the close-out meeting
3 yesterday. The report will be coming due after
4 that. And we have some future planned ones that
5 haven't been provided to the maintainer yet as to
6 when they are going to occur.

7 CARLY PEDDLE: Okay. Are those all the
8 audits that have been conducted?

9 MATT PIETERS: Up until now, yes.

10 CARLY PEDDLE: Okay.

11 MATT PIETERS: By us.

12 CARLY PEDDLE: Yes. The audits that
13 you conducted, did STV have any involvement in
14 those?

15 MATT PIETERS: So 100 percent. STV
16 leads our audits. So we are not the lead of those
17 audits. We are the OC representation, and we
18 engage STV to lead the audits. They bring in
19 subject matter experts for each of those
20 disciplines to do the audit themselves. And the
21 review, we take part in it and participate in them,
22 but they lead them.

23 CARLY PEDDLE: So other than audits,
24 what else have you relied -- you or, you know, your
25 department have relied on STV for?

1 MATT PIETERS: Early on they came in
2 and did reviews of the maintainer. I don't want to
3 say they were audits, but they certainly were
4 engaged as part of doing maintenance in the MSF
5 reviews, launching daily -- like launching of
6 trains, the inspection of trains, the maintenance
7 of trains, but I am not sure I would be able to
8 classify them as audits or not.

9 But they certainly did a bunch of
10 reviews engaged by senior management as part of
11 that. Whether that was -- I think a lot of -- some
12 of it was prior to revenue service, and other stuff
13 was after revenue service as well.

14 CARLY PEDDLE: Okay, so audits,
15 reviews. Anything else?

16 MATT PIETERS: I think just a phone
17 call. I don't know how else to say it. But if
18 there was questions or something like that, they
19 would certainly help us out. That is all that I am
20 recalling right now to what they did, but yeah,
21 they have been on-site numerous times.

22 CARLY PEDDLE: And what did STV find as
23 part of those reviews?

24 MATT PIETERS: Well, I don't remember.
25 I am sure that they would have provided something

1 to senior management on their findings and stuff.
2 I am -- I don't remember myself, I'm sorry.

3 CARLY PEDDLE: Okay.

4 MATT PIETERS: Other than the recent
5 audits, I mean. I know those are recent, so they
6 are fresh.

7 CARLY PEDDLE: And would those reviews,
8 the results of those reviews gone to Troy Charter?

9 MATT PIETERS: I am sure he would have
10 seen those reports for sure.

11 CARLY PEDDLE: Anyone else that they
12 would have been directed to?

13 MATT PIETERS: You know, I am sure I
14 would have seen them myself at some point, I am
15 guessing, but I don't remember what was in them,
16 are there findings. I just don't remember.

17 CARLY PEDDLE: How did STV's work and
18 findings inform your work and your team's work?

19 MATT PIETERS: So when they were here,
20 we did put one of our vehicle engineers at the time
21 with them to look at things as well and kind of
22 learn and understand, you know, what they are
23 looking at, what they are seeing, as part of that
24 process.

25 CARLY PEDDLE: And what was the purpose

1 of that?

2 MATT PIETERS: I'm sorry, what was
3 that?

4 CARLY PEDDLE: What was the purpose of
5 that, having your engineers work with --

6 MATT PIETERS: Well, because they are
7 subject matter experts and they had multiple people
8 on-site that, you know, our engineers could learn
9 from, from their experience as to what they were
10 looking at and taking part in that, but it was
11 theirs to report on.

12 They were essentially more focussed on
13 the vehicles and the maintenance at the MSF, from
14 my recollection.

15 CARLY PEDDLE: Okay. And the MSF is
16 the Maintenance Storage Facility?

17 MATT PIETERS: Yes, sorry, once again,
18 I am sorry. Yes, Maintenance Storage Facility,
19 yes.

20 CARLY PEDDLE: Do you have any view as
21 to whether the MSF was a sufficient facility for
22 maintenance?

23 MATT PIETERS: I think my answer would
24 be that they had -- my understanding is they could
25 design the system or the facility that met the

1 requirements that they needed to do. So I don't
2 have previous experience to know whether or not it
3 was adequate or not to maintain the fleet.

4 CARLY PEDDLE: Do you recall any
5 concerns being raised by any of the parties about
6 the MSF and the adequacy of it?

7 MATT PIETERS: I think the only thing
8 that came to mind was the very tight curve and
9 behind. I seem to recall everybody saying the very
10 big tight curve at the back of the yard.

11 CARLY PEDDLE: What was the issue with
12 that?

13 MATT PIETERS: To be honest with you,
14 just that it is a tight curve. I don't know if
15 there is a problem with that or not. Again, I
16 didn't have the experience then to understand why
17 that was a concern. And you know, it hasn't proven
18 to be a concern at this point in time.

19 You know, I think the current state is,
20 you know, the way it was originally designed was it
21 didn't have a lot of launching capability for the
22 trains. They have since put in another track, but
23 it has been sitting there for I would be guessing
24 and say a couple of years still not in use, you
25 know, to be able to launch multiple trains

1 simultaneously. There is a couple that they could
2 launch from, but there are just the two platforms.

3 CARLY PEDDLE: Were you aware that
4 manufacturing of vehicles was occurring in the MSF?

5 MATT PIETERS: Yes.

6 CARLY PEDDLE: Do you recall when that
7 occurred until?

8 MATT PIETERS: Well, that is a bit of
9 a -- how do I say it? It is they are not being
10 manufactured there anymore. They are manufactured
11 in Brampton. But they certainly have to come here
12 and be reassembled together, if you will. Due to
13 the length of them, they can't come as one piece.
14 And then all the retrofits are still done here.

15 So I guess that is not classified as
16 manufacturing, but it certainly is on top of
17 maintenance that has to occur.

18 CARLY PEDDLE: So prior to the facility
19 in Brampton, was all the manufacturing occurring in
20 the MSF?

21 MATT PIETERS: Yes, aside from parts
22 that are assembled elsewhere and brought here to be
23 assembled on the vehicle, but essentially
24 manufacturing was here in Ottawa.

25 CARLY PEDDLE: Do you have any sense of

1 whether the move of Phase 2 production to Brampton
2 has had any impacts on the maintainer's ability to
3 maintain the system?

4 MATT PIETERS: The move opens up space
5 for them to maintain, but I think there is still a
6 lot of retrofits that are occurring at the MSF, and
7 I don't know if that was ever considered or
8 contemplated at this part of being in revenue
9 service, that they would still be retrofitting, you
10 know, because that takes up maintenance space in
11 the facility to perform some of these retrofits.
12 Some are small and others are larger, but that
13 still has to occur.

14 CARLY PEDDLE: So on those retrofits,
15 do I understand correctly that there were a
16 large -- numerous retrofits that were essentially
17 deferred until after revenue service?

18 MATT PIETERS: There was a -- yeah,
19 there was certainly a bunch of retrofits that
20 needed to be done. There is still retrofits that
21 are ongoing still deliverables as part of that.
22 And Stage 2 vehicles are still being built
23 requiring retrofits still at the MSF.

24 CARLY PEDDLE: So just focussing on
25 Stage 1 --

1 MATT PIETERS: Uhm-hmm.

2 CARLY PEDDLE: -- are retrofits still
3 occurring on Stage 1?

4 MATT PIETERS: Yes.

5 CARLY PEDDLE: And am I also correct
6 that there was a number of deficiencies that the
7 City and all parties were aware of going into
8 revenue service?

9 MATT PIETERS: That is fair to say,
10 yes. RCP would have had a full list of any
11 deficiencies that were there and would have had to
12 have made a decision on those.

13 CARLY PEDDLE: Did you see this list of
14 deficiencies?

15 MATT PIETERS: Oh, I am sure I would
16 have back in the day, absolutely. The list is
17 still going today.

18 CARLY PEDDLE: Do you recall whether in
19 your view the deficiencies were okay to be dealt
20 with after revenue service?

21 MATT PIETERS: I don't remember the
22 specifics. There was a long list, because the list
23 includes not just vehicles, but everything across
24 the board. Like that deficiency list, it is not
25 just strictly on vehicles.

1 But I don't think anything -- I don't
2 remember. I don't remember all those.

3 CARLY PEDDLE: Okay. What about just
4 the sheer number of deficiencies, did that cause
5 you concern?

6 MATT PIETERS: I think it does, but
7 deficiencies, that term I think gets thrown around
8 a lot, that it could be something very small to
9 something large, right. It doesn't give you -- one
10 item, it doesn't give you the magnitude of that one
11 item. Like, you know, there could be a hundred,
12 but 99 of them could be five-minute things to be
13 fixed. You know, it is not quantifiable by just
14 giving a number, the sheer number. It is the size
15 of what that deficiency is. It is a deficiency,
16 nonetheless, but...

17 CARLY PEDDLE: And do you recall that
18 the deficiencies were very small or minor in
19 nature?

20 MATT PIETERS: No, I think some of them
21 were certainly larger, there is no question, but as
22 to the timing as to each of those, I don't
23 remember.

24 CARLY PEDDLE: Have you seen an
25 impact -- given the retrofits and deficiencies that

1 followed into revenue service, have you seen any
2 impact on maintenance, the ability to maintain?

3 MATT PIETERS: Well, I don't think I
4 would be able to answer whether the retrofits had a
5 direct impact or not because I don't really have
6 line of sight into what caused any of their -- if
7 they had maintenance -- you know, if they were
8 losing bay space, or if they were for some other
9 reason, whether it was a Stage 2 vehicle coming
10 here, I don't really have line of sight as to why
11 something might have been delayed or done, but
12 yeah, I can't answer better than that I think at
13 this point.

14 FRASER HARLAND: Do you have a sense of
15 whether the retrofits and deficiencies would have
16 put more pressure on the maintainer than might have
17 been expected at the outset of the project?

18 MATT PIETERS: Well, I think the way I
19 understand it the most is that it would impact the
20 maintainer, but the maintainer isn't performing any
21 of those retrofits, right. That is still a
22 construction deficiency that would be done by OLRT,
23 and I think the term that, you know, the City agree
24 or disagree with, Alstom is split in two. There is
25 production versus maintenance, and they aren't the

1 same group of people.

2 So that falls to, you know, the
3 production team or construction team to do those
4 deficiencies and not the maintenance team. So you
5 know, it is another layer you have to add on as
6 part of that. I mean, I can't imagine it wouldn't
7 impact, you know, their maintenance or their -- the
8 bay space in the MSF to do their work, you know.

9 FRASER HARLAND: Yeah, and related to
10 that, do you have any sense of whether just access
11 to trains? I mean, presumably to do maintenance on
12 trains, you have to have access to them, but the
13 retrofit team also would have been seeking access
14 to trains, so can you speak to any issue there?

15 MATT PIETERS: No, I would have to
16 defer that to the maintainer, right. So all their
17 work is planned in advance, so whether they are
18 planning that train to be retrofitted or planning
19 to do something maintenance-wise that, you know,
20 may take it out for a couple of days, that is
21 normal practice, a train could come out for a few
22 days to do different maintenance.

23 Whether they group that together with a
24 retrofit, I don't have really much insight into
25 that. It is for them to plan and ensure they have

1 the availability of trains necessary each day, and
2 how they manage that is really on them.

3 CARLY PEDDLE: Given the delays in
4 construction, do you have any sense of how that may
5 have impacted the maintainer's ability to maintain
6 the system adequately, particularly given the
7 availability of vehicles?

8 MATT PIETERS: I guess being delayed, I
9 guess they should have been more prepared, I guess,
10 the other way around. You know, you have more time
11 to understand what you have in front of you and be
12 prepared to maintain versus things that become
13 early, you know, you wouldn't be as prepared.

14 But I mean I am not sure I quite am
15 understanding your question or if that is answering
16 it, but you know, delays to something, I don't know
17 how that would impact maintenance. You should be
18 well-prepared to start as required and be trained
19 and versed in everything and all of your systems in
20 your vehicles and, you know, understand what you
21 have in front of you.

22 CARLY PEDDLE: So I understand at the
23 beginning of revenue service or shortly thereafter,
24 there remained a number of what I have heard called
25 nuisance alarms. Are you aware of that?

1 MATT PIETERS: Oh, I am well-aware of
2 those nuisance alarms. So we call that alarm
3 management. So there is a significant amount of
4 alarms that come in on, as I mentioned earlier, the
5 SCADA system, and the sheer volume of alarms is
6 unmanageable.

7 It certainly improved since the start
8 of revenue service, but still needs, you know, a
9 large amount of work.

10 And nuisance may not be the right
11 alarm. I think the volume of alarms is probably a
12 better way. I am sure there is nuisance alarms in
13 there, don't get me wrong, Ms. Peddle, but they are
14 not all nuisance. Some of them are just a bunch of
15 alarms that are occurring. So it is not a nuisance
16 alarm if somebody has to do something with that.
17 It is the volume of alarms that has been a concern
18 since the beginning.

19 CARLY PEDDLE: So you don't have any
20 awareness of a large number of alarms being, I
21 mean, alerted for essentially no reason?

22 MATT PIETERS: Oh, no, certainly there
23 are nuisance alarms. I am not disputing that. I
24 think that I can't classify them all as nuisance
25 alarms. There are a sheer volume of alarms that

1 are true alarms coming in that need to be dealt
2 with, you know, in addition to alarms that, you
3 know, they may consider as nuisance. Maybe that is
4 what somebody is calling them, and sure, they could
5 be classified as that.

6 The issue here is that, you know, the
7 constructor designed this system. RTM and the City
8 met with the constructor to go over these alarms,
9 and they assured that all the alarms were
10 appropriately classified, if you will, to the
11 system.

12 And, you know, now that there is the
13 volume of alarms, you know, RTM, different people
14 now are feeling like there is an alarm management
15 and they need to reclassify some of these alarms,
16 you know, whether it should be classified as an
17 alarm versus an event.

18 So you know, I can give you an example
19 that a pump turning on and a pump turning off
20 should not be classified as an alarm. It should be
21 an event. It has done something. So we get it as
22 an alarm today. So I can agree there is some that
23 need to be reclassified, you know, but that should
24 have been designed that way and it wasn't.

25 CARLY PEDDLE: What is the basis for

1 your belief that the constructor and RTM met to
2 discuss these alarms prior to revenue service?

3 MATT PIETERS: So we sat with them,
4 with RTM. You know, this was part of the, you
5 know, looking at the systems and the alarms coming
6 in as part of that. And OLRT presented, you know,
7 their different alarms, all of their SCADA alarms,
8 I guess, and went through them with the General
9 Manager and the Maintenance Director at the time,
10 with OC Transpo.

11 CARLY PEDDLE: Sorry, with the General
12 Manager of OC Transpo?

13 MATT PIETERS: No, of RTM.

14 CARLY PEDDLE: And who was that at the
15 time?

16 MATT PIETERS: That was Claude Jacob.
17 And the Maintenance Director at the time was Tom
18 Pate.

19 CARLY PEDDLE: Do you recall any
20 concerns being raised by RTM at that time?

21 MATT PIETERS: I don't think I remember
22 specifically, any specifics of concerns. I think
23 we were all concerned about the volume of alarms.
24 You know, I think we were also a little bit
25 concerned about, you know, the alarms that OC

1 Transpo should be receiving versus alarms that
2 maybe they should only be with RTM as an example,
3 but the system wasn't designed to be split like
4 that.

5 CARLY PEDDLE: Were nuisance alarms or
6 false alarms raised during this meeting?

7 MATT PIETERS: I don't remember. I
8 think it was about the classification.

9 CARLY PEDDLE: So what is the basis for
10 your belief that these nuisance alarms were
11 discussed prior to revenue service?

12 MATT PIETERS: I don't think I
13 understand the question. Sorry, my basis for
14 belief as to why they were discussed?

15 CARLY PEDDLE: Between RTM and the
16 constructor.

17 MATT PIETERS: Yeah, because we sat in
18 that room. OC Transpo, like I said, was part of
19 that. The three groups sat and went through a
20 different line -- we didn't go line by line on to
21 every alarm, but it was taking a classification of
22 alarms and reviewing it and OLRT confirming that
23 this is the setup.

24 CARLY PEDDLE: And so in that process
25 your evidence is that the nuisance alarms would

1 have been clear?

2 MATT PIETERS: I don't think I can
3 answer that, that it was clear, because we didn't
4 go over line by line. There is thousands and
5 thousands and thousands of alarm points. That
6 wasn't the intent. We were looking at the major
7 classification of alarms when it came to like
8 elevators, when it came to like some of the bigger
9 systems that were there.

10 I can't tell you or recall that we went
11 through down to the pump example I gave you. I
12 don't recall that, if we went to that level of
13 detail.

14 CARLY PEDDLE: Would it be fair to say
15 that most of the nuisance alarms are minor in
16 nature and you --

17 MATT PIETERS: No, I think that -- so
18 nuisance alarms, in my experience, and this is -- I
19 am heavily into this system, as an example, and I
20 have been doing it for many years.

21 Nuisance alarms can be as simple as you
22 take an access control door and if I use a key to
23 enter that door instead of my pass, it creates an
24 alarm. That doesn't mean the system or the -- is
25 not designed right, it is not set up right. It is

1 that I have circumvented it, as an example. If I
2 unlock that handle, I can just open and close a
3 door, and every time somebody goes through that
4 door, it creates an alarm, right.

5 The other way is -- so an example we
6 have still currently is some of the doors, when you
7 exit the door, when I open the door and exit, it
8 creates an alarm. So that is not a -- that is a
9 nuisance alarm that we are getting. There is
10 nothing wrong with the programming. They have to
11 go and fix the issue, and the issue is the sensor
12 is not picking you up before you exit the door or
13 open that door to create an alarm.

14 So there is no reprogramming. Nuisance
15 alarms are -- in nature, each one is unique. You
16 have to assess each one. You know, the pump
17 example is an example. Turning on and turning off,
18 yeah, I don't think that is an alarm. I think that
19 is an event. Just let us know it came on, it came
20 off, we don't really want to see it but we could
21 pull it up on the logs, but I wouldn't change
22 programming for a door that is creating an alarm
23 every time you exit. The programming is right.
24 There is a functionality or there is something
25 wrong at the door as to why the sensor is not

1 working. So there is no changes to be made there
2 other than fix it.

3 CARLY PEDDLE: And whose responsibility
4 was it to fix it?

5 MATT PIETERS: RTM. Sorry, when it
6 comes to that, I am going to say RTG. So whether
7 they go back to the constructor and, you know, it
8 is a construction item or a warranty or it is RTM,
9 to the City it doesn't matter, but it goes to the
10 maintainer and they are supposed to figure out how
11 it gets fixed in that respect.

12 CARLY PEDDLE: Okay, so any time there
13 is issues, whether it is ultimately considered a
14 construction issue or a maintenance issue, the City
15 goes to RTM.

16 MATT PIETERS: Yes.

17 CARLY PEDDLE: And then you essentially
18 let the consortium figure it out; is that right?

19 MATT PIETERS: Well, yeah, we put in a
20 work order through IMIRS and that is where it goes,
21 and from IMIRS it will go to the right party or
22 not. That is for them to manage and maintain. We
23 only have the one system, which is IMIRS.

24 CARLY PEDDLE: You mentioned earlier
25 that -- and now I am not going to recall who, but

1 someone from OLRTC transferred over to RTM when
2 maintenance started.

3 MATT PIETERS: Yeah.

4 CARLY PEDDLE: From your perspective,
5 was there any issues with that contractual
6 structure?

7 MATT PIETERS: By doing the switchover?

8 CARLY PEDDLE: Yes, in part, but also
9 just the general contract where the City is in
10 contact with the consortium and then there is all
11 of these subcontractors. Were there any issues
12 with the contractual structure generally, in your
13 view?

14 MATT PIETERS: I think it has probably
15 changed a little bit, you know, since the change at
16 RTG as well. I mean, the City obviously has a
17 contract with RTG as a whole. It is the consortium
18 of RTG. And then that filters down to these
19 others, you know, OLRT on one side and RTM on the
20 other.

21 I mean, we were dealing directly with
22 OLRT at the time as well as RTM now as part of the
23 maintainer. I mean, RTG is engaged but their level
24 of engagement is not the same as their former CEO,
25 as an example. So you know, it is not at the same

1 capacity or the same level that it was.

2 CARLY PEDDLE: You mentioned before
3 that Alstom is split in two, the rolling stock team
4 and the maintenance team, right?

5 MATT PIETERS: Yeah, I said maintenance
6 team, but rolling stock, I --

7 CARLY PEDDLE: Oh.

8 MATT PIETERS: Sure.

9 CARLY PEDDLE: But it is split in two
10 organizations?

11 MATT PIETERS: Yeah, you know,
12 unfortunately, I don't recognize it that way. That
13 is their own internal stuff. To us it is our
14 maintainer. I keep saying the same thing. It is
15 for RTM to manage that. But they are split.

16 CARLY PEDDLE: Okay. Was there any
17 issues or problems arising from that division in
18 Alstom?

19 MATT PIETERS: It would all be hearsay.
20 But yeah, I think there is. I think there is
21 different people doing different tasks, and you
22 know, like anything else, the work is split. I
23 think that is, you know, probably a little bit of
24 human nature there. That is a maintenance item
25 versus that is, you know, an installation or a

1 manufacturing item, you know, warranty, if you want
2 to call it that.

3 CARLY PEDDLE: Who would you be having
4 these conversations with about Alstom?

5 MATT PIETERS: In which respect, which
6 conversations?

7 CARLY PEDDLE: Well, you just said it
8 is all hearsay, so I am just curious who you are
9 speaking to.

10 MATT PIETERS: Yeah, I think it is, you
11 know, different people at RTM. You know, they
12 certainly know and understand what is going on.

13 CARLY PEDDLE: Do you remember who at
14 RTM?

15 MATT PIETERS: No.

16 CARLY PEDDLE: Okay. I am going to
17 turn over to my co-Counsel here to see if he has
18 any questions for you while I review my notes.

19 FRASER HARLAND: Just a few follow-ups,
20 and forgive me, but I am going to go pretty far
21 back in some of your evidence to just follow up on
22 a couple of things.

23 One thing I wanted to understand, you
24 mentioned at a couple of points that there would be
25 tracking and trending of items and providing them

1 to the City; do you remember that?

2 MATT PIETERS: Yes.

3 FRASER HARLAND: Can you just explain
4 what "trending" means?

5 MATT PIETERS: Like I would expect to
6 see like their mean distance between failures. You
7 know, they are supposed to meet certain goals in
8 the Project Agreement, as an example, for certain
9 items, and that is all in the PA as to what that is
10 supposed to look like. That would be the tracking
11 and trending I am talking about, you know.

12 FRASER HARLAND: And I think you have
13 said this, but your expectation had been that the
14 maintainer would be doing more of that, but that
15 has fallen on your team instead; is that fair?

16 MATT PIETERS: Well, I wouldn't say it
17 has fallen on us. We are taking some initiative to
18 do a little more tracking than we probably
19 anticipated than originally set out, you know.

20 The PA is specific on what they are
21 supposed to supply to us, and that would probably
22 be a question for the contract team or for somebody
23 else as to what they are supposed to supply and
24 when.

25 FRASER HARLAND: Okay. You also

1 mentioned that you are currently closing the OCS
2 audit?

3 MATT PIETERS: Yes.

4 FRASER HARLAND: Are you able to speak
5 to any findings from that audit and the state of
6 the OCS system, according to what you found there?

7 MATT PIETERS: I guess I am going to
8 have to ask a question, if that is okay, because I
9 mean, I am okay to say findings. I don't know --
10 it hasn't been released yet. It hasn't been put
11 out to anywhere else, not even to my superior, my
12 director.

13 I don't know if I ask Jesse that
14 question or what that looks like. I mean, I don't
15 have a problem, I just want to be clear because our
16 maintainer is not even aware of some of these
17 issues that are ongoing yet.

18 FRASER HARLAND: I think that is
19 probably a question for your Counsel. I mean, I
20 don't think --

21 MATT PIETERS: Yes, that is why I was
22 referring to Jesse, sorry.

23 JESSE GARDNER: Yeah, no, I think,
24 Matt, you know, you can just answer the question as
25 best you can to your knowledge, you know, at this

1 time. It is just what you are aware of.

2 MATT PIETERS: Okay. So aware of that
3 the state of the OCS, it is not something that our
4 subject matter experts would expect to see of a
5 system that is only three years old. So it has
6 aged a lot further than expected. There is some
7 maintenance issues that they are certainly seeing.

8 There is some alignment issues that
9 they can see the OCS is running outside to the
10 horns of the pantograph, as an example.

11 There is some stagger. I don't know if
12 you know what that is. So the OCS is meant to wave
13 back and forth down the line so that it doesn't run
14 solid on the pantograph in one location. It is
15 meant to go across the pantograph back and forth.
16 They are seeing some areas that are very straight
17 in line, and that is evident in the pantograph of
18 the vehicles where you can see grooving.

19 So those are some high level findings
20 that we have so far.

21 FRASER HARLAND: And have you seen that
22 creating reliability issues in service and on the
23 trains? Or does this look like it is more possibly
24 going to create problems in the mid-term to
25 long-term? What is your sense of that?

1 MATT PIETERS: I think the aging of it
2 certainly would create long-term concerns for I
3 would probably say life expectancy of some of the
4 parts or part of the system. I would think that
5 would fall into that category.

6 Maintenance on the vehicles, while
7 additional grooving in the pantographs would
8 require replacement, I don't know if that would
9 increase the frequency, but one would think when
10 you have grooving like that and it is not wearing
11 evenly across the pantograph, that would create
12 additional replacement, probably in advance of when
13 it is anticipated to be done.

14 Yeah, I think those are --

15 FRASER HARLAND: Okay.

16 U/T JESSE GARDNER: So, Counsel, if I could
17 just, going back to the issue of the report, I
18 don't know that -- I am not clear on the status of
19 the report, but we can take a look at that and
20 consider whether or not there are any issues with
21 it, but otherwise we can follow up on that point.

22 FRASER HARLAND: Okay. Thanks for
23 that, Mr. Gardner.

24 This may not have been part of your
25 role, but there obviously would have been a

1 transition from OLRT to RTM in terms of
2 maintenance. Can you speak to what that transition
3 looked like or if there were any challenges or
4 problems there?

5 MATT PIETERS: No, I am not really able
6 to speak on to that as to the transition between
7 the two groups. Like I mentioned earlier, the
8 maintainer obviously, you know, needs to be
9 well-versed in all aspects of the system to be able
10 to maintain it and be trained and certified in
11 certain things to perform the work. So I don't
12 know what that transition looked like between the
13 two groups.

14 There was a warranty period of two
15 years, so you know, there was a lot of that going
16 on for the first couple of years where I don't even
17 know what the term stands for but it was "CC
18 defect". We heard that term an awful lot from
19 Alstom and from RTM, and it is even in work orders,
20 "CC defect", so that would be a warranty item that
21 they were claiming on as part of that.

22 FRASER HARLAND: And you are not aware
23 of a lack of information that the maintainer had or
24 a lack of maintenance manuals or anything like
25 that? Again, I understand this may not fall into

1 your role, but I just want to make sure we canvass
2 that.

3 MATT PIETERS: Yeah, I don't know about
4 the maintenance manual part. Again, I would state
5 that anybody taking over a system has to be able to
6 have that information. If you didn't, you know,
7 how else can you guide yourself accordingly?

8 So I don't know how it transitioned
9 over or what was there. I just don't have enough
10 information, but I can't imagine you can maintain a
11 system without all the manuals and maintenance
12 requirements. You know, we ask for them even now
13 as part of oversight. Provide us with your --
14 provide us that information so we know what you are
15 supposed to be doing so that we can then follow up
16 and say, Are you doing what you are supposed to be
17 doing?

18 So I don't know how else to answer that
19 one, but...

20 FRASER HARLAND: No, that is helpful.
21 In terms of what you have asked for, have you had
22 any concerns with the quality of the maintenance
23 manuals, their completeness, anything like that?

24 MATT PIETERS: I am not able to
25 comment, because it is coming from vendors. Again,

1 they would be the expert in what is being installed
2 or what the requirements are to maintain those
3 systems. So that is not really -- I am not a
4 subject matter expert to be able to answer that
5 question, whether that meets it or not.

6 You know, we brought in different
7 consultants, different subject matter experts, and
8 one thing I have learned over it is not two
9 consultants really come out with the same answer.
10 I think they are relatively close, but everybody
11 has a little bit of a difference of opinions on
12 many things, so I have certainly learned that over
13 the years.

14 FRASER HARLAND: And in terms of work
15 orders at revenue service availability, can you
16 describe just sort of the number or the quantity of
17 work orders at that time? Was the maintainer
18 dealing with a significant number of work orders at
19 the outset of the system? Do you have any
20 knowledge of that?

21 MATT PIETERS: I don't really remember
22 that, to be honest with you, Mr. Harland. I don't
23 know the volume was there.

24 You know, when you are in revenue
25 service, like today, you have a lot more eyes and a

1 lot more people out there that see things and
2 report things, so it is a little bit different I
3 think than pre, if you want to say pre.

4 FRASER HARLAND: Okay. I think those
5 are all my questions. Ms. Peddle may have a few
6 more, now that she has had a chance to review her
7 notes.

8 CARLY PEDDLE: Mr. Pieters, the
9 Commission has been asked to look into the
10 commercial and technical circumstances that led to
11 the breakdowns and derailments on Stage 1.

12 Are there any areas or topics that we
13 haven't talked about this morning that you think
14 the Commission should be looking into in pursuit of
15 this mandate?

16 MATT PIETERS: I mean, I think you are
17 already well-versed in the derailments that
18 occurred. Obviously, that is, you know, two within
19 a short span of time, one being workmanship and
20 another still under investigation.

21 I think those are obviously key points.
22 It is the quality management, I guess,
23 if you will, you know, that led to the first
24 workmanship issue.

25 I don't know if that answers your

1 question or if there is something more specific.

2 CARLY PEDDLE: No, no, that is helpful.
3 Anything, I mean, even more broadly, you know,
4 looking back on the project whether there is
5 anything that we haven't talked about that you
6 think was significant or relevant.

7 MATT PIETERS: I don't think anything
8 is jumping out at me. I think we have touched on a
9 lot of different things, the maintenance aspect,
10 but the maintenance applies to everything. It is
11 not just one thing or another.

12 I mean, the vehicles obviously being
13 the forefront of everything, I mean, that is what
14 moves people, and you know, reliability of that is
15 important.

16 Yeah, I think those are the key things.
17 You know, not to say other things are not
18 important, but they become less important when it
19 is something at a station that doesn't affect
20 movement of people, you know, but it doesn't mean
21 it is not still something that is there that needs
22 to be looked at, as an example.

23 CARLY PEDDLE: The Commissioner has
24 been asked to make recommendations to try to avoid
25 these issues from happening in the future. Are

1 there specific recommendations or areas that you
2 suggest he would consider in that work?

3 MATT PIETERS: I think -- I guess there
4 is nothing more I would add to what we already have
5 here. I mean, you know, I have said lots of
6 different things, and you know, quality control is
7 one of the key aspects of it and, you know, that
8 leads to everything. It isn't just one thing or
9 another. It is, you know, documentation. It is
10 all those things follow the quality process, back
11 from work orders to maintenance to inspection
12 reports to, you know, workmanship. You know, that
13 is a major item and sufficient resources to manage
14 and maintain the system going forward and provide
15 their own oversight.

16 CARLY PEDDLE: Okay, I'll turn to your
17 Counsel now to see if there are any follow-up
18 questions that he wanted to ask you.

19 JESSE GARDNER: Thanks, Ms. Peddle, I
20 don't have any additional questions. Thanks.

21 CARLY PEDDLE: Okay, great. We can
22 stop the recording.

23
24 -- Adjourned at 11:32 a.m.
25

1
2 REPORTER'S CERTIFICATE

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

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

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

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

16
17
18
19 Dated this 11th day of May, 2022.

20
21
22 
23 _____
24 NEESONS, A VERITEXT COMPANY,

25 PER: DEANA SANTEDICOLA, RPR, CRR, CSR

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