

Confederation Line Update: Rideau Transit Group Performance Plan

Update to Council

Transportation Services Department
April 8, 2020



Process – Current Status

- The City issued a Notice of Project Co Events of Default to Rideau Transit Group (RTG) on March 10, 2020.
- The notice to RTG included the reference to the contractual requirement for RTG to provide a plan to address the performance of the system.
- The City issued a follow-up letter on March 11, 2020 detailing the specific infrastructure and vehicle issues that have affected system performance since the launch of the system in 2019 and the steps needed for RTG to correct these issues.
- The City received a plan and schedule (Plan) from RTG on March 31, 2020. RTG's Plan covered all the elements in the City's letter.
- The City undertook a careful review of the Plan provided by RTG with support from its external technical advisors which identified areas which required further discussion and details from RTG.

Corrective Action Plan (1)

- RTG is currently facing a shortage of CVS (auxiliary power) units and there are at least two vehicles impacted by the shortage. RTG is investigating the root cause and is working through the backlog of units which require repair.
- A number of *short term* modifications have been proposed by RTG that are linked to the vehicle shortages and service interruptions that occurred over the winter of 2019-2020:
 - Vehicle Brakes: upgrade on train control planned for May 2020;
 - Vehicle Passenger Doors: software upgrade planned for July 2020;
 - Vehicle Traction Power: changes to the circuit breaker controls (June 2020), modification of line contactors (April – October 2020), and replacement of inductors (July 2020 – February 2021); and
 - Other software updates to infrastructure and vehicles.
- As these updates will contribute to service improvements, the City will be holding a planning session with RTG to accelerate this work.

Corrective Action Plan (2)

- A number of longer term modifications have been proposed by RTG which are needed to address underlying reliability issues:
 - Overhead Catenary System: long term solutions required to resolve wire drop events and irregular wear pattern on pantographs – RTG has a number of actions and investigations in progress;
 - Switch Heaters: upgrade and modification plan under review;
 - Vehicle HVAC: upgrade and modification plan under review;
 - Plans for updated infrastructure to address issues such as platform heating, guideway intrusion systems, tunnel repairs, and resolution of issues such as noise at Hurdman tracks are under review; and
 - Plans for updates to vehicle software systems including onboard cameras and next stop announcements are under review.
- As these updates may contribute to service improvements and additional information is required on their scope and schedule for implementation, the City will be holding a technical session with RTG to review these items.

Corrective Action Plan (3)

- A number of *organizational issues and/or maintenance practices* still need to be addressed by RTG to ensure that effective maintenance is used to underpin the reliability of the system:
 - Process and technology updates to support performance reporting;
 - Analysis of staff resource loading to match steady state maintenance requirements, weather event requirements, and the backlog of reliability, deficiency, and modification programs;
 - Increased focus on supply chain issues in conjunction with increased reliability improvements to assure system performance; and
 - Technology and engineering solutions required to ensure the operability of the maintenance facility and yard.
- As this information is required to support the delivery of their Plan and long term maintenance effectiveness, the City has asked RTG to provide additional supporting information on these areas.

Process – Next Steps (1)

- RTG's Plan was heavily qualified by potential anticipated impacts from the COVID-19 pandemic. As well, the overall timeframe to achieve necessary service improvements was unclear.
- RTG's Plan detailed a number of specific actions that are in progress or that have started in earnest to improve the performance of the system; however, their plan did not meet the City's expectations under the Project Agreement.
- In response to RTG's Plan and the ongoing work to correct issues, the City has asked RTG for a revised Plan to include the following:
 - Provide greater details on how individual fixes contribute to service improvements and confirm when overall service will improve;
 - Identify the critical activities that will have the greatest impact on performance outcomes and accelerate the timelines for that work; and,
 - Clearly demonstrate how resources are being assigned to critical work in order to ensure that performance can improve quickly.

Process – Next Steps (2)

- In order to correct the Project Co Events of Default, RTG will need to deliver and execute on a plan that eliminates the performance issues encountered during the first six months of service. The Project Co Events of Default will continue to persist in this interim period.
- As mentioned previously, the City will be holding a planning session and a technical review session to accelerate improvement timelines and to clarify information received from RTG.
- Following completion of the additional sessions and receipt of a revised Plan from RTG, staff expect to come back to Council in May.

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