

Status Update:

Ottawa Light Rail Transit Public Inquiry

City's Response and Action Plan

Light Rail Sub-Committee
February 29, 2024



Key contributors

Transit Services

- Engineering Services
- Rail Construction Program
- Transit Service Delivery and Rail Operations
- Strategic Communications and External Relations

RTG/RTM and Alstom

City Departments

- Office of the City Manager
 - Legal Services
- Office of the City Clerk
- Finance and Corporate Services
 - Supply Services
 - Finance Services
- Infrastructure and Water Services

Status

- April 28, 2023, LRSC received the City's Action Plan (received by Council on May 10, 2023)
- As part of our focus on transparency, staff provided an update to the LRSC on September 29, 2023, and committed to report back to the LRSC by early 2024
- The City accepted and agreed with all 103 recommendations from the inquiry, and:
 - Eight of the recommendations are the responsibility of provincial and federal governments
 - 89 of the 95 recommendations within the City's control have been completed
 - The six remaining recommendations relate to Transit operations and are in progress;
 - Staff will provide further updates on these recommendations to Transit Commission and notify Council once all are closed

City policies

- Supply Services' update to the P3 Policy and Administrative Procedures was completed in Q3 2023
- Legal Services review of the Employee Code of Conduct with updates anticipated in Q1/Q2 2024
- Finance and Corporate Services update of the Business Case and Project Management Policy was completed and approved by Council in Q4 2023
- As part of the City's response to the Public Inquiry process, a Records Management Plan was established



Themes identified by the Public Inquiry

Planning Complex Infrastructure

Preparing Project Estimates and Budgets

Selecting a Project Delivery Model

Risk Reduction during Procurement

Creating an Effective Contract Scheme

Fostering Successful Working Relationships

Transparency and Effective Planning and Oversight during Construction

Accuracy, Transparency, and Public Entity Decision-Making

Safety Requirements

Preparing for and Achieving a Successful Handover & Start to Public Service

Public Service

Recommendations for the OLRT1

Prepare for and achieve handover

Rec. 71

- On a new system or where the maintainers are new to the system, the public entity must allow for a learning curve and avoid putting undue pressure on the maintainers by, for example, generating unnecessary or overly voluminous work orders for the purpose of “testing” the system.

Action

- TSD will work with RTG and TNEXT as Stage 2 extensions approach substantial completion.
- All parties will ensure a clear understanding of how items will be escalated for maintenance based on importance.

Public Service

Rec 81

- To minimize disputes and delays in resolving issues, it is important to clearly define the distinction between issues relating to maintenance and those that may be covered by the warranty of the constructor.

Action

- TSD will work with RTG/TNEXT to ensure a clear understanding as Stage 2 extensions approach substantial completion.
- RTG commits to adding robust warranty protocols as part of Stage 2.

Rec 82

- The constructor should be required to make an objective assessment of the anticipated retrofit work and scale the resources that it will make available post-handover to match that assessment.

Action

- TSD will exercise appropriate oversight to ensure this assessment takes place.
- RTG has increased staffing to ensure retrofits to existing vehicles have minimal impact on day-to-day operations.

Recommendations for OLRT1

Rec 96

- The City, RTG and its subcontractors, and Alstom must follow through on the outstanding investigations regarding the root cause of the August 8, 2021 derailment and ensure that any root cause of this derailment is addressed.

Action

- RTG will attend Transit Commission in 2024 to provide updates on technical progress.

Rec 97

- A permanent solution to the wheel/rail interface issues needs to be identified and implemented in a timely manner.

Action

- RTG will provide a consolidated report on the wheel/rail interface and will attend Transit Commission in 2024.

Rec 102

- Alstom should follow through with its plans to replace the spline axles on the LRVs following the problems with excessive wear to the splines that were identified in its presentation dated June 30, 2021.

Action

- A spline axle retrofit program is under discussion as part of the broader solution for the axle hub failures.

Recommendations to LRSC and Council

Today, through this update, we are recommending that LRSC and Council receive the status update report and close out formal reporting of the Action Plan:

- LRSC will continue to receive updates on recommendations 71, 81 and 82 as part of Stage 2 construction updates
- Transit Commission will be provided updates on recommendations 96, 97 and 102 as part of ongoing operational updates
- Staff commit to providing Council notice of the final closure of the six remaining recommendations via memo

Next steps

- Continue collaborative work with partners to improve existing service on O-Train Line 1
- Continue to implement Stage 1 LRT lessons learned
- Continue transparency and communication:
 - Progress on recommendations outlined in this report will be updated and made public via ottawa.ca and octranspo.com
 - Continue updates regarding the remaining six recommendations at Transit Commission
 - Stage 2 progress updates provided at Light Rail Sub-Committee



