

# Ottawa Light Rail Commission

KYLE CAMPBELL  
on Wednesday, May 18, 2022



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OTTAWA LIGHT RAIL COMMISSION  
ALTUS GROUP - KYLE CAMPBELL  
MAY 18, 2022

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--- Held via Zoom Videoconferencing, with all  
participants attending remotely, on the 18th day of  
May, 2022, 1:00 p.m. to 4:00 p.m.

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1 COMMISSION COUNSEL:

2 Christine Mainville, Co-Lead Counsel Member

3 Mark Coombes, Litigation Counsel Member

4

5 PARTICIPANTS:

6 Kyle Campbell: Altus Group

7 Rebecca Curcio, Dentons Canada LLP

8

9 Also Present:

10 Deana Santedicola, Stenographer/Transcriptionist

11 Talia Gillani, Virtual Technician

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INDEX OF EXHIBITS

| NO. | DESCRIPTION                            | PAGE/LINE NO. |
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\* \* 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: [None]

INDEX OF REFUSALS

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

1 -- Upon commencing at 1:01 p.m.

2

3 KYLE CAMPBELL; AFFIRMED.

4 REBECCA CURCIO: Just before you launch  
5 in, Mr. Coombes, I'll just put it on the record  
6 here if I can that Mr. Kyle Campbell is appearing  
7 on behalf of Altus today as a witness compelled by  
8 the Commission to do so, and as such, he avails  
9 himself to the protections available to a compelled  
10 witness under the Ontario Evidence Act and the  
11 Public Inquiries Act.

12 MARK COOMBES: Thank you, Counsel.

13 REBECCA CURCIO: Thank you.

14 MARK COOMBES: So, Mr. Campbell, before  
15 we begin, I'm just going to make an opening  
16 statement.

17 For the purpose of today's interview is  
18 to obtain your evidence under oath or solemn  
19 declaration for use at the Commission's public  
20 hearings.

21 This will be a collaborative interview  
22 such that my co-Counsel, Ms. Mainville, may  
23 intervene to ask certain questions. If time  
24 permits, your counsel may also ask follow-up  
25 questions at the end of the interview.

1                   This interview is being transcribed,  
2 and the Commission intends to enter this transcript  
3 into evidence at the Commission's public hearings  
4 either at the hearings or by way of procedural  
5 order before the hearings commence.

6                   The transcript will be posted to the  
7 Commission's public website, along with any  
8 corrections made to it, after it is entered into  
9 evidence. The transcript, along with any  
10 corrections later made to it, will be shared with  
11 the Commission's participants and their Counsel on  
12 a confidential basis before being entered into  
13 evidence.

14                   You will be given the opportunity to  
15 review your transcript and correct any typos or  
16 other errors before the transcript is shared with  
17 the participants or entered into evidence. Any  
18 non-typographical corrections made will be appended  
19 to the transcript.

20                   Pursuant to section 33(6) of the Public  
21 Inquiries Act (2009), a witness at an inquiry shall  
22 be deemed to have objected to answer any question  
23 asked of him or her upon the ground that his or her  
24 answer may tend to incriminate the witness or may  
25 tend to establish his or her liability to civil

1 proceedings at the instance of the Crown or of any  
2 person, and no answer given by a witness at an  
3 inquiry shall be used or be receivable in evidence  
4 against him or her in any trial or other  
5 proceedings against him or her thereafter taking  
6 place other than a prosecution for perjury in  
7 giving such evidence.

8 As required by section 33(7) of that  
9 Act, you are hereby advised that you have the right  
10 to object to answer any question under Section 5 of  
11 the Canada Evidence Act.

12 Any questions before we proceed?

13 KYLE CAMPBELL: I am okay.

14 MARK COOMBES: Thank you, sir, and  
15 thank you for attending today.

16 Can you just explain to me your role  
17 with Altus Group?

18 KYLE CAMPBELL: Yes, so my role with  
19 Altus Group is a cost consultant. On this  
20 particular project, we were the IC, the Independent  
21 Certifier. I was the junior on the project to  
22 Monica Sechiari. My role was essentially to attend  
23 everything that Altus Group had to attend in  
24 person. Seeing as I was the local person and  
25 Monica was in Toronto, she would come to some

1 things, but by and large it was myself.

2 I would also be responsible for writing  
3 the first draft of our monthly IC report.

4 MARK COOMBES: All right, thank you,  
5 sir. And I am going to just pull up a document now  
6 to show you.

7 And can you identify that document for  
8 me?

9 KYLE CAMPBELL: Yes, that is my CV that  
10 Altus Group will use to procure projects  
11 essentially. And during the bidding phase, that is  
12 something that they will send out when I am going  
13 to be working on a project that they are bidding  
14 on.

15 MARK COOMBES: Thank you. Is this CV  
16 up to date?

17 KYLE CAMPBELL: I am not a hundred  
18 percent sure. The last I would -- it is probably a  
19 year old at this point, but it is the most  
20 up-to-date document that I had at this time.

21 MARK COOMBES: And how long have you  
22 been working for Altus?

23 KYLE CAMPBELL: I started with Altus in  
24 August of 2017, so it will be five years then.

25 MARK COOMBES: So this note on the CV,



1 your role as far as the Confederation Line project  
2 is concerned, is described as "IC Coordinator".

3 KYLE CAMPBELL: Yeah.

4 MARK COOMBES: So can you just describe  
5 for me what you were doing as IC Coordinator?

6 KYLE CAMPBELL: Yeah, essentially what  
7 I had previously said. We attend a monthly IC  
8 visit. We prepare a monthly IC report.

9 And we also attend a lot of the  
10 testing, anything that we were contractually  
11 obligated to bear witness to.

12 MARK COOMBES: All right. And my  
13 understanding is that the IC's work is sort of done  
14 as part of a team; is that right?

15 KYLE CAMPBELL: Yes, that's correct.

16 MARK COOMBES: Now, you joined Altus in  
17 August of 2017, so I am understanding it then that,  
18 for example, if you were preparing the first draft  
19 of the Independent Certifier's monthly reports, it  
20 would only have been after that date?

21 KYLE CAMPBELL: Yeah, that is correct.  
22 I don't believe I was actually on the project until  
23 September/October of that year.

24 MARK COOMBES: Of 2017?

25 KYLE CAMPBELL: Of 2017, yes.

1                   MARK COOMBES: And I am going to take  
2 this document down and we'll mark that as an  
3 exhibit to this examination.

4                   EXHIBIT NO. 1: Curriculum Vitae  
5 of Kyle Campbell.

6                   MARK COOMBES: So I just want to ask  
7 you some questions about the preparation of the  
8 Independent Certifier's monthly reports. Can you  
9 go into a bit of detail for me about how those  
10 reports were prepared or how you prepared the first  
11 drafts?

12                   KYLE CAMPBELL: Yes. We have several  
13 sections. I don't know if you have reviewed any of  
14 the IC reports to this point. Are you familiar  
15 with them?

16                   MARK COOMBES: I am.

17                   KYLE CAMPBELL: Okay, so we have  
18 several sections that may be populated in various  
19 ways. For the construction component, that is  
20 something that we would gain an understanding of  
21 based on what we saw on-site. We would also use  
22 the constructor's works report to fill in anything  
23 we were unable to find.

24                   As far as quality issues, as far as  
25 anything from that, we just take from their quality

1 report.

2 MARK COOMBES: I see. So you are in  
3 other words taking data from multiple places and  
4 assembling it together in one report?

5 KYLE CAMPBELL: Correct. That is what  
6 the IC report is, is essentially an official record  
7 of what took place that month and what is ongoing.

8 MARK COOMBES: So you would have  
9 prepared the first draft of that report, but then  
10 eventually it is modified and eventually signed off  
11 by someone else; is that right?

12 KYLE CAMPBELL: That's correct, yes.  
13 That would be Monica and potentially Paul Hughes,  
14 depending on the IC report.

15 MARK COOMBES: And were you doing any  
16 of your own independent analysis of any of the  
17 information that went into that report?

18 KYLE CAMPBELL: Can you define what you  
19 mean by "independent analysis"?

20 MARK COOMBES: So in other words, were  
21 you asked or tasked with reviewing any of the data  
22 that was coming to the IC and forming any  
23 conclusions about that data?

24 KYLE CAMPBELL: It is not our role to  
25 form a conclusion. It is our role to present the

1 data that is available. The only time I would do  
2 something as far as forming a conclusion would be  
3 if I witnessed something myself and there was no  
4 document about it, so technically I would be  
5 forming a conclusion at that point, but that is not  
6 something that we do regularly.

7 An instance of this might be I attended  
8 a testing for some kind of system, and I basically  
9 wrote down what happened at that testing.

10 MARK COOMBES: Okay. Now, one section  
11 of your line of your CV says that, in conjunction  
12 with preparing the IC reports, it included schedule  
13 analysis. What did you mean by "schedule  
14 analysis"?

15 KYLE CAMPBELL: Schedule analysis would  
16 be reading the schedule presented by the RTG and  
17 passing on the information that was included with  
18 it.

19 MARK COOMBES: And did that involve  
20 any, I don't know how you want to put it,  
21 benchmarking against previous schedules or --

22 KYLE CAMPBELL: Yeah.

23 MARK COOMBES: -- what the Project  
24 Agreement required?

25 KYLE CAMPBELL: Yeah, yeah, and if you

1 have reviewed our IC reports, there is continual  
2 comments as to where that schedule status is at and  
3 that would be what that is referring to.

4 MARK COOMBES: All right, and I am just  
5 going to ask you a little bit more about when you  
6 were attending the local meetings and site visits.  
7 So you commented that you were the local person, so  
8 does that mean that you are a resident of Ottawa?

9 KYLE CAMPBELL: Yes, that's correct.

10 MARK COOMBES: And would you have  
11 attended the Works Committee meetings on behalf of  
12 the IC?

13 KYLE CAMPBELL: Occasionally, yes.

14 MARK COOMBES: And what other meetings  
15 would you have been attending on behalf of the IC?

16 KYLE CAMPBELL: Commissioning meetings,  
17 testing meetings. I am trying to figure out the  
18 name that I am looking for, but basically meetings  
19 between the City and the builder where we are  
20 coming to a conclusion on something as far as  
21 payments or substantial completion. We did a lot  
22 of substantial completion meetings, punch list  
23 meetings.

24 MARK COOMBES: All right. And so are  
25 you -- when you are attending at those meetings,

1 are you in mostly an observer role? Were you an  
2 active participant in those meetings?

3 KYLE CAMPBELL: Largely an observer.

4 MARK COOMBES: I am just going to ask  
5 you to repeat that answer, just because your  
6 internet skipped for a second there.

7 KYLE CAMPBELL: Sorry, I said largely  
8 an observer, yes.

9 MARK COOMBES: And if you can just  
10 outline for me when you are performing a site  
11 visit, is that a visit to the construction sites of  
12 the project?

13 KYLE CAMPBELL: Yes, that is correct.  
14 So for our monthly IC site visit, what we would do  
15 would be to visit all the areas that are being  
16 constructed and worked on.

17 MARK COOMBES: And what is the purpose  
18 of the IC attending at those sites?

19 KYLE CAMPBELL: The purpose of the IC  
20 attending the sites is to get our own understanding  
21 of what is actually going on versus taking just the  
22 constructor's word for it in their works report.  
23 It is our own verification.

24 MARK COOMBES: I see. So in other  
25 words, you are taking a look at what has been

1 presented to you as being completed in the  
2 documentation and sort of verifying whether or not  
3 that is actually true on the ground?

4 KYLE CAMPBELL: That's correct.

5 MARK COOMBES: And in performing that  
6 role, do you feel you have the detail that you  
7 needed to be able to assess what was being done  
8 on-site?

9 KYLE CAMPBELL: Yes.

10 MARK COOMBES: Did you ever feel that  
11 there was a lack of information being provided by  
12 either -- by any of the parties that were required  
13 to provide you information, so by ProjectCo or by  
14 the City, that would have made it more difficult  
15 for you to do your work as the IC?

16 KYLE CAMPBELL: Whenever we requested  
17 further information, ProjectCo and the City were  
18 both very forthcoming with whatever we requested.

19 MARK COOMBES: Now, in conjunction with  
20 just your commentary about schedule analysis, do  
21 you recall issues with delays on this project?

22 KYLE CAMPBELL: Yes.

23 MARK COOMBES: And you would have  
24 commented on those in the report?

25 KYLE CAMPBELL: Yes. If you want to

1 review the reports, there is typically -- well,  
2 throughout there is a designation of exactly how  
3 many days ahead or behind schedule the project was  
4 at any given time.

5 MARK COOMBES: And when you are being  
6 provided updated schedules by ProjectCo, would you  
7 also be provided with an explanation as to why  
8 those delays were occurring, or was it more this  
9 was the old schedule and this is the new schedule?

10 KYLE CAMPBELL: It would depend.  
11 Sometimes there was explanations provided. Other  
12 times it was just an update to the schedule.

13 MARK COOMBES: And do you recall any  
14 issues or concerns with updated schedules not being  
15 provided at certain points during the project?

16 KYLE CAMPBELL: At a couple of points  
17 the schedule was not updated.

18 MARK COOMBES: And what is the sort of  
19 impact on your work from not being provided with  
20 updated schedules?

21 KYLE CAMPBELL: The impact for us is  
22 that we would make a note of that in our IC report  
23 and basically state that at the time of writing, an  
24 up-to-date schedule was not available.

25 MARK COOMBES: And is there any penalty



1 or recourse for not providing those updated  
2 schedules that you are aware of?

3 KYLE CAMPBELL: In the PA agreement,  
4 there is an aspect where they have to provide a  
5 schedule update at intervals, but I am not sure off  
6 the top of my head what those intervals were. That  
7 is something that was handled between the City and  
8 the RTG.

9 MARK COOMBES: Okay. And so the IC  
10 wouldn't have had a role to say, you know, Updated  
11 schedules not provided, here is the consequence?

12 KYLE CAMPBELL: No, we don't have a  
13 consequence to implement, but whenever schedules  
14 were not updated and not provided, we made note of  
15 that in our IC report. And we also would use the  
16 previous schedule's data on top of that.

17 MARK COOMBES: I want to ask you some  
18 questions about trial running. Are you aware of or  
19 familiar with the term "trial running" with  
20 reference to this project?

21 KYLE CAMPBELL: Yes, I am.

22 MARK COOMBES: And what is your  
23 understanding of what trial running is?

24 KYLE CAMPBELL: Trial running was an  
25 initial test of the system, a stress test, if you

1 would.

2 MARK COOMBES: And is that a  
3 requirement in the Project Agreement, as you  
4 understand it?

5 KYLE CAMPBELL: Yes. There was a  
6 requirement to conduct trial running in the Project  
7 Agreement.

8 MARK COOMBES: And what is your  
9 understanding of the Independent Certifier's role  
10 in trial running?

11 KYLE CAMPBELL: The Independent  
12 Certifier's role is to certify the trial running or  
13 the completion of.

14 MARK COOMBES: And I am just going to  
15 keep drilling down here, but what does it mean to  
16 certify trial running?

17 KYLE CAMPBELL: Certify would be to  
18 present the results as accurate, to put our  
19 signature on it and present the results,  
20 essentially, as a positive or -- well, not even  
21 positive, sorry. Just strike that.

22 MARK COOMBES: All right, so again, I  
23 am just going to follow up there. So when you say  
24 to certify it and sign off, it is to confirm that  
25 it has been completed; is that an accurate way to

1 put it?

2 KYLE CAMPBELL: Essentially, yes.

3 MARK COOMBES: All right. And from  
4 your perspective, is there any value judgment  
5 attached to the IC's certification?

6 KYLE CAMPBELL: What are you -- can you  
7 define "value judgment"?

8 MARK COOMBES: Sure. So in other  
9 words -- maybe I can just put the statement to you  
10 and you can agree with it or disagree with it.  
11 When the IC is certifying that trial running has  
12 been completed, they are not -- the IC is not  
13 taking any position as to whether it went well or  
14 went poorly, but just that the project requirements  
15 have been met?

16 KYLE CAMPBELL: That is correct, yes.

17 MARK COOMBES: Are you aware if the IC  
18 had any role in either setting or determining what  
19 criteria were met for trial running?

20 KYLE CAMPBELL: The IC did not have a  
21 role in that, in setting the criteria. The PA  
22 agreement defined that trial running needed to take  
23 place. It did not provide a criteria. The  
24 criteria for that was provided in RFI 266 by the  
25 City to the RTG.

1                   MARK COOMBES: And so that was your  
2 understanding of trial running, was that was the  
3 document that established what the criteria were?

4                   KYLE CAMPBELL: Yes.

5                   MARK COOMBES: I am going to ask you a  
6 few more questions about that in a second, but were  
7 you a member of the Trial Running Review Team?

8                   KYLE CAMPBELL: Yes, I was.

9                   MARK COOMBES: You specifically were in  
10 attendance at trial running?

11                   KYLE CAMPBELL: I was for Altus the  
12 person who attended all of the Trial Running Review  
13 meetings, yes.

14                   MARK COOMBES: And can you just tell me  
15 what your sort of daily participation looked like  
16 in terms of the trial runnings? The trial runnings  
17 I understand took place over a period of time.  
18 What were you doing on each of those days of trial  
19 running?

20                   KYLE CAMPBELL: So each of those days,  
21 my role was to attend a 2:00 p.m. Trial Running  
22 Review meeting, where all of the project parties  
23 would meet and discuss the results of the previous  
24 day's trial running efforts.

25                   MARK COOMBES: And when you were in

1 attendance at that meeting, were again you there in  
2 more of an observer role, were you an active  
3 participant in those meetings? How did those  
4 meetings proceed?

5 KYLE CAMPBELL: I participated in the  
6 meetings in the way that I would encourage  
7 discussion regarding from all project parties to  
8 make sure that everyone's opinion was heard from  
9 and to make sure that at the end of the day there  
10 was an agreement reached by the project parties in  
11 the room.

12 MARK COOMBES: And that would be an  
13 agreement, whether the day was a pass or a fail or  
14 otherwise, that you wanted all parties to be in  
15 agreement about that?

16 KYLE CAMPBELL: That's correct, yes.  
17 Our main role was to ensure that there was no  
18 signatures, there was no anything without agreement  
19 being reached by all parties.

20 MARK COOMBES: And so I am just going  
21 to pull up a document for you and ask if you can  
22 identify it, and you can let me know if it is  
23 difficult to see that and I need to zoom in a bit  
24 more.

25 KYLE CAMPBELL: Yeah, if you can zoom

1 in a bit, please. A little too far.

2 That is good. Yeah, that is our trial  
3 running validation acceptance letter, issued by  
4 Altus Group.

5 MARK COOMBES: And this document I  
6 would point out is signed by you?

7 KYLE CAMPBELL: That's correct.

8 MARK COOMBES: And on behalf of Monica  
9 Sechiari? Your name doesn't actually appear on  
10 this document, other than your signature?

11 KYLE CAMPBELL: That is correct.

12 MARK COOMBES: And can you explain to  
13 me why it is that it is signed by you and not  
14 Ms. Sechiari?

15 KYLE CAMPBELL: Yes, that is because I  
16 was the one that attended all of these trial  
17 running meetings. Monica Sechiari was away. She  
18 was on holiday for the month, so I was the one that  
19 was -- it was already my role to attend most of  
20 them, but she wasn't able to attend any of them, so  
21 I attended all of them.

22 MARK COOMBES: And is it your  
23 understanding that if she had not been on holiday,  
24 she would have been in attendance at least at some  
25 of the meetings?

1 KYLE CAMPBELL: Yes.

2 MARK COOMBES: But because she was on  
3 holiday, you attended all of the trial running  
4 meetings?

5 KYLE CAMPBELL: That is correct, yes.

6 MARK COOMBES: Did you draft this  
7 letter?

8 KYLE CAMPBELL: I do not recall. I  
9 believe that might have been Monica.

10 MARK COOMBES: So in this letter, when  
11 it says "Validation of Trial Running Acceptance",  
12 this is the IC giving its opinion that the  
13 requirements of the trial running test period in  
14 the Project Agreement have been met?

15 KYLE CAMPBELL: I wouldn't use the word  
16 "opinion". I would use the word that this is the  
17 IC agreeing that all parties have reached an  
18 agreement to say that the trial running is  
19 complete, that it is not just our opinion. This  
20 document is based on the opinion of all the project  
21 parties involved.

22 MARK COOMBES: Okay. I am just going  
23 to take you to the last line of the first  
24 paragraph:

25 "The Independent Certifier

1                   would make a final decision on the  
2                   results of the day and determine  
3                   whether the day was a Pass, Repeat  
4                   or Restart, in accordance with the  
5                   criteria in the Trial Running Test  
6                   Procedure."

7                   So do you agree with that statement in  
8                   the last sentence there that it was the Independent  
9                   Certifier that was making a final decision on the  
10                  results of the day?

11                  KYLE CAMPBELL: That is correct, but  
12                  that final decision is made in conjunction with  
13                  everyone else's approval.

14                  MARK COOMBES: And again, I am going to  
15                  just ask you to repeat that answer again, because  
16                  we were having a hard time hearing you.

17                  KYLE CAMPBELL: No problem. So yes,  
18                  that is correct. However, that decision is reached  
19                  with the buy-in of all of the project parties in  
20                  the room. So while we are making the final  
21                  decision, it is not solely our decision.

22                  MARK COOMBES: Right, and maybe I can  
23                  just drill down on that a little bit with you. So  
24                  in other words, if the IC is not going to be  
25                  signing off on the day that it is a pass, fail,



1 whatever the result was, if that wasn't the  
2 agreement of all the parties, is that what you are  
3 telling me?

4 KYLE CAMPBELL: Yes, that is exactly  
5 what I am saying, yes.

6 MARK COOMBES: And so perhaps you can  
7 confirm for me, but there wouldn't have been a  
8 situation during the trial running period where a  
9 decision would have been made by the IC where there  
10 was -- some of the other parties involved were in a  
11 disagreement about what the result was?

12 KYLE CAMPBELL: That's correct. If  
13 there was a disagreement in the room, that we would  
14 talk it out and we would come to an agreement  
15 eventually. We did not leave the room without  
16 coming to an agreement.

17 MARK COOMBES: I see. And so the IC's  
18 final determination is simply a reflection of the  
19 agreement reached by everybody at those meetings?

20 KYLE CAMPBELL: Yes.

21 MARK COOMBES: Okay. So you were in  
22 attendance at those meetings and you would sign the  
23 daily scorecards for trial running on behalf of the  
24 Independent Certifier?

25 KYLE CAMPBELL: Yes.

1                   MARK COOMBES: And maybe you can't  
2 comment broader than this, but did you have any  
3 involvement with the trial running review before  
4 that 2:00 p.m. meeting?

5                   KYLE CAMPBELL: In what sense are  
6 you -- would my involvement be? I attended some of  
7 the testing in person sometimes, but gathering the  
8 data was the responsibility of each project party  
9 who had to present the data.

10                  MARK COOMBES: So I think you have  
11 started to answer my question, which is you had a  
12 broader involvement in trial running other than  
13 simply in attending the 2:00 p.m. meetings?

14                  KYLE CAMPBELL: Yes. My involvement at  
15 points where I was available to was also witness of  
16 some of the trial running activities.

17                  MARK COOMBES: And was there any  
18 official - I don't know how to put it - official  
19 certification or sign-off that was associated with  
20 you attending those activities or you just simply  
21 attended them because you were available to attend  
22 them?

23                  KYLE CAMPBELL: The second one.

24                  MARK COOMBES: So there was nothing, no  
25 determination that the IC needed to make that

1 hinged on you attending or not attending certain  
2 procedures?

3 KYLE CAMPBELL: That is correct, yes.  
4 The trial running is based purely on the data  
5 received. Being able to attend the trial running  
6 in person would just help with if I was submitting  
7 an IC report, to take photos and use those in that  
8 report.

9 MARK COOMBES: I am just interested to  
10 know, were those 2:00 p.m. meetings contentious?  
11 What was the atmosphere in those meetings like?

12 KYLE CAMPBELL: No, it was a lively  
13 discussion, but I don't remember too much  
14 animosity, if that is what you are asking.

15 MARK COOMBES: Maybe I could just ask  
16 you as well, the -- I am going to take you to the  
17 next page of this document -- actually, page 3.  
18 This is the -- it is titled "[...] TRRT Conclusion  
19 of Trial Running Statement", and your signature  
20 appears on this page; is that correct?

21 KYLE CAMPBELL: That's correct.

22 MARK COOMBES: And the signatures that  
23 appear on this page are all of the members of the  
24 TRRT or Trial Running Review Team?

25 KYLE CAMPBELL: Yes, for the most part.

1 Those were the members who were the main members.  
2 Some people sent alternatives at various points.

3 CHRISTINE MAINVILLE: I just wanted to  
4 put the document number on the record. I don't  
5 think we have done that, and currently you are on  
6 page 3 and that is COW270758.

7 MARK COOMBES: Thank you. I just want  
8 to ask you some questions about you had mentioned  
9 to me before the criteria, the trial running  
10 criteria being from RFI-0-266, which in fact  
11 appears on this page of this document. It says in  
12 the second paragraph:

13 "[...] the TRRT agreed to  
14 reduce the peak service fleet size  
15 to 13 from 15 trains [...]"

16 And in the next sentence, it says:

17 "[...] the TRRT agreed to apply  
18 the Trial Running criteria as stated  
19 in RFI-0-266."

20 Do you have a recollection of whether  
21 the test procedure changed during the course of  
22 trial running?

23 KYLE CAMPBELL: Yes, it did change in  
24 trial running.

25 MARK COOMBES: And do you know

1 approximately when that change occurred?

2 KYLE CAMPBELL: Honestly, I do not  
3 recall the exact time that change occurred, but to  
4 my recollection it was towards the end of trial  
5 running. It would have been after maybe a couple  
6 of weeks of trial running.

7 MARK COOMBES: I see. So in other  
8 words, some days of trial running would have been  
9 conducted under one test procedure, and then the  
10 latter days would have been conducted under another  
11 test procedure?

12 KYLE CAMPBELL: That is correct, yes.

13 MARK COOMBES: Do you have an  
14 understanding of the difference between the test  
15 procedures?

16 KYLE CAMPBELL: My understanding was  
17 that the initial requirement from the City or the  
18 initial goal that the City set out to have the 15  
19 trains running during the morning rush hour turned  
20 out to be -- I am trying to use a better word than  
21 "overkill", but it was more than what the actual  
22 passengers needed to be moved was.

23 So we -- it was dropped down for that  
24 reason, as it was not -- as 15 trains were deemed  
25 to be unnecessary, it was changed to 13 was my

1 recollection of that process.

2 MARK COOMBES: Okay. And you'll see in  
3 that second paragraph as well there is a discussion  
4 of a metric called the "Average Aggregate Vehicle  
5 Kilometer Ratio" or "AAVKR".

6 KYLE CAMPBELL: Uhm-hmm.

7 MARK COOMBES: And is it your  
8 understanding that that requirement also changed  
9 between the test procedures?

10 KYLE CAMPBELL: I believe so, yes.

11 MARK COOMBES: And do you have an  
12 understanding of why that change was implemented?

13 KYLE CAMPBELL: I believe so. I  
14 believe it was due to the reduced number of trains  
15 running. What the Average Aggregate Vehicle  
16 Kilometer Ratio takes into account is the number of  
17 target kilometres that those trains would run, and  
18 if you are running less trains, your target for  
19 those trains needs to adapt as well.

20 MARK COOMBES: Okay. And do you have  
21 any insight sort of into the discussions that were  
22 taking place between the parties at that time about  
23 the change in the trial running criteria?

24 KYLE CAMPBELL: Insight in which way?

25 MARK COOMBES: Well, let me put it to

1 you this way. What was the reason for making the  
2 change? Like presumably if the system could pass  
3 at the higher -- if there was a higher requirement  
4 for, say, 15 trains for a higher AAVKR metric,  
5 there would have been no need to change criteria?

6 KYLE CAMPBELL: My recollection is not  
7 great for the reason why. That was a discussion  
8 that took place mostly between OC Transpo, the City  
9 and RTG, and was then later relayed to us.

10 But from what I can remember, it was  
11 that the City and the OCT determined that they did  
12 not need 15 trains running in the morning to  
13 accommodate for the rush hour traffic that they  
14 were predicting.

15 As well, there was ongoing updates  
16 and -- updates to the system, so the Thales system,  
17 which actually drives the trains. There was  
18 continual updates going on towards the end of  
19 construction, as construction was still taking  
20 place in this period. So to allow for more trains  
21 to be updated and worked on, that was another  
22 reason for that.

23 Again, though, that is the best of my  
24 recollection. It could be entirely false.

25 MARK COOMBES: Okay. So I guess what I

1 am just trying to make sure is quite clear on the  
2 record is some of those discussions were taking  
3 place outside of the 2:00 p.m. meetings?

4 KYLE CAMPBELL: Some of the discussions  
5 to change the criteria?

6 MARK COOMBES: Correct.

7 KYLE CAMPBELL: Yes. Yes.

8 MARK COOMBES: So when it says here  
9 that, you know, the TRRT agreed to make these  
10 changes, and insofar as you were a member of the  
11 TRRT, I don't want to put it -- I don't want to put  
12 words in your mouth, but was it more or less that  
13 you were sort of going along with what the parties  
14 had agreed with?

15 KYLE CAMPBELL: I was going along with  
16 what the parties had agreed with, yes. I -- we  
17 determined and I signed off on the change to the  
18 target based on an agreement from all the project  
19 parties.

20 MARK COOMBES: And you wouldn't have  
21 signed off on that change without agreement from  
22 all the project parties?

23 KYLE CAMPBELL: That is correct.

24 MARK COOMBES: Was the IC making any  
25 independent analysis of the criteria at any point,



1 so any assessment of the criteria itself, or was  
2 the IC more concerned about the fact that the  
3 parties had agreed to what the criteria were?

4 KYLE CAMPBELL: It is a bit of both.  
5 During the review of the daily results, obviously I  
6 have a role in agreeing if it had passed or not,  
7 but that would be the extent of my individual  
8 analysis.

9 MARK COOMBES: And maybe you can just  
10 explain to me that process then. So sort of how  
11 were you making that determination? Like, in other  
12 words, how were you determining that you agreed  
13 that the requirements of the day had been met?

14 KYLE CAMPBELL: Basically assessing  
15 what the data was compared to what our targets were  
16 on the scorecard.

17 MARK COOMBES: And if the scorecard,  
18 you know, revealed that those requirements had been  
19 met or exceeded, that would inform your decision,  
20 along with the fact that the parties were  
21 representing to you that they believed those  
22 requirements had also either been met or not met,  
23 as applicable?

24 KYLE CAMPBELL: Yes, that is correct.

25 CHRISTINE MAINVILLE: Could I ask one

1 question?

2 When you said the project parties had  
3 to agree to the change of criteria, I just want to  
4 be clear that only includes the City and RTG as the  
5 parties to the Project Agreement, or all members of  
6 the Trial Running Team?

7 KYLE CAMPBELL: From my understanding,  
8 it was all the members of the Trial Running Team.

9 MARK COOMBES: And maybe you can just,  
10 you know, take me back to the Trial Running Review  
11 meetings, but do you recall what the atmosphere was  
12 like during trial running? Like were the parties  
13 happy with how it was proceeding? What was going  
14 on at the time trial running was happening?

15 KYLE CAMPBELL: Atmosphere as far as  
16 just everyone's feelings regarding the fact that we  
17 were doing trial running, the actual results of the  
18 trial running, just overall --

19 MARK COOMBES: Let's focus on -- sorry,  
20 let's focus on the results of trial running.

21 KYLE CAMPBELL: Okay. Every party in  
22 the room had the same goal of a successful trial  
23 running, so to say that people were disappointed at  
24 points with the way results came out would be fair,  
25 but at the same time it wasn't a feelings-based

1 process.

2 MARK COOMBES: What do you mean by the  
3 fact that it wasn't a feelings-based process?

4 KYLE CAMPBELL: I mean that we were  
5 presented with data and we were presented with  
6 targets and our job was to evaluate whether the  
7 data had reached the targets, and personal feelings  
8 were not evaluated.

9 MARK COOMBES: And was there ever any  
10 disagreement about whether any of the targets had  
11 in fact been met or not met?

12 KYLE CAMPBELL: There was never any  
13 disagreement about whether or not targets had been  
14 met or not. The only discussions that would take  
15 place would be if there was an area that did not  
16 pass, if that is indicative of an overall failure  
17 for the day or just an area that didn't pass for  
18 that day.

19 MARK COOMBES: I see. So in other  
20 words, whether any specific element of the data  
21 would make the day an overall pass or fail; is that  
22 what you are saying?

23 KYLE CAMPBELL: Yes, that is what I am  
24 saying.

25 MARK COOMBES: Just out of interest, do

1 you recall how long those meetings would go on for?

2 KYLE CAMPBELL: Anywhere between 45  
3 minutes to an hour and a half.

4 MARK COOMBES: All right, and I am just  
5 going to ask you some general questions about the  
6 outcome of trial running.

7 So the fact that the Independent  
8 Certifier concludes that the trial running  
9 requirement has been validated, does that have any  
10 implication for the way the system will operate?

11 KYLE CAMPBELL: Implication for the way  
12 the system will operate? Sorry, I am just --

13 MARK COOMBES: That's right, so maybe I  
14 should be a bit more specific. So the fact that  
15 the IC is certifying the results of trial running,  
16 from your perspective and from the IC's perspective  
17 says nothing about how the system will operate once  
18 it is put into service; is that a fair way to say  
19 it?

20 KYLE CAMPBELL: That's correct. Our  
21 metric for the system being able to be put into  
22 service would be the ProjectCo reaching substantial  
23 completion. Completing trial running is an aspect  
24 of being able to reach substantial completion, but  
25 that is not the be-all, end-all. They are not

1 substantially complete upon completion of the trial  
2 running. They still have to formally file for  
3 substantial completion.

4 MARK COOMBES: Okay. And to put it  
5 another way, because I just want to make sure I am  
6 clear on what your opinion is here, if the system  
7 was able to achieve certain targets, the IC didn't  
8 have any independent assessment or analysis about  
9 whether those targets were adequate, suitable or  
10 fairly represented how the system should operate  
11 once it was put into revenue service?

12 KYLE CAMPBELL: That is correct. It  
13 was understood by all project parties throughout  
14 the trial running assessment that while we are  
15 stress-testing the system, there is nobody actually  
16 using the trains and it is unpredictable how that  
17 will go once the public uses the trains.

18 MARK COOMBES: And so, again, just to  
19 try and put a final point on it, the IC's  
20 certification of trial running doesn't necessarily  
21 bear a connection to the performance of the system  
22 in operation?

23 KYLE CAMPBELL: That is correct.

24 MARK COOMBES: So just because the IC  
25 is certifying trial running has been successful

1 doesn't necessarily mean the system will be  
2 successful when it goes into revenue service?

3 KYLE CAMPBELL: That is correct.

4 MARK COOMBES: Christine, do you have  
5 any questions for the witness?

6 CHRISTINE MAINVILLE: Thank you.

7 So first of all, you indicated that  
8 people were disappointed at times with the results  
9 of the trial running. Were you privy to any  
10 discussions about the challenges encountered  
11 leading to the change in criteria?

12 KYLE CAMPBELL: I want to be clear in  
13 that the feelings of those who were disappointed  
14 beared no consequence to our decision to change or  
15 amend the trial running targets.

16 CHRISTINE MAINVILLE: To the IC's  
17 decision, to the extent that you are aware of what  
18 other -- you may not be aware of other discussions  
19 that took place; is that fair?

20 KYLE CAMPBELL: That is correct. But  
21 at the same time, as I stated earlier, the goal of  
22 everyone in the room was to have a successful and  
23 well-run trial running excursion, I guess, but --

24 CHRISTINE MAINVILLE: Were there  
25 discussions about concerns that the results would

1 lead to some challenges following revenue service  
2 availability?

3 KYLE CAMPBELL: No, no. The negative  
4 results encountered were largely attributed to this  
5 being such a large project, this being so many  
6 moving parts, so many moving people, all learning  
7 new roles.

8 So that was not -- like when you first  
9 start using something, there is going to be hiccups  
10 always, right, so that was kind of the general  
11 understanding and feeling of those in the room, was  
12 that we were experiencing those hiccups.

13 CHRISTINE MAINVILLE: All right. And  
14 that continued through to the end of trial running?

15 KYLE CAMPBELL: No. No. To the end of  
16 trial running, we achieved what we had set out to  
17 achieve, which was twelve days of trial running  
18 success.

19 CHRISTINE MAINVILLE: Was there a sense  
20 of whether -- or discussions about whether these  
21 hiccups might continue and that they needed to be  
22 worked through? There was an expectation that the  
23 system would continue to have certain hiccups; is  
24 that fair to say?

25 KYLE CAMPBELL: There was no

1 discussions of that nature. If that was felt  
2 personally by those involved, then that is another  
3 issue, but we did not have discussions of that  
4 nature.

5 CHRISTINE MAINVILLE: Okay. And you  
6 said at the end of the day it was twelve days of  
7 trial running success. Do you recall the criteria  
8 changing to it being nine out of twelve days?

9 KYLE CAMPBELL: So that is just the  
10 AAVKR. That is not the overall trial running.  
11 That is just the AAVKR.

12 CHRISTINE MAINVILLE: Okay. So the  
13 rest of the -- there needed to be a pass for the  
14 rest of the criteria on the scorecards?

15 KYLE CAMPBELL: There needed to be an  
16 overall pass, yes.

17 CHRISTINE MAINVILLE: Okay, I see. So  
18 there needed to be an overall pass for twelve  
19 consecutive days?

20 KYLE CAMPBELL: Twelve consecutive days  
21 without a failure.

22 CHRISTINE MAINVILLE: Right, okay, so  
23 there could be a repeat?

24 KYLE CAMPBELL: Yes, that's correct.

25 CHRISTINE MAINVILLE: Okay. And then



1 within that, you would need to look at the AAVKR  
2 and have nine days that were passes?

3 KYLE CAMPBELL: That's correct.

4 CHRISTINE MAINVILLE: And what -- you  
5 said there were discussions about, you know,  
6 whether -- if a particular area or a section of the  
7 scorecard was not a pass, whether there was an  
8 overall pass for the day. What criteria or  
9 parameters were there around that?

10 KYLE CAMPBELL: Parameters around --

11 CHRISTINE MAINVILLE: So how would you  
12 determine -- what were you working with in terms of  
13 any kind of written procedure to say what could  
14 lead to an overall pass and what could not? Like  
15 how clear was that?

16 KYLE CAMPBELL: So to my recollection,  
17 there was a couple of items that if they did not  
18 pass, that would constitute an overall failure, be  
19 that travel time and be that headway. The other  
20 designations were open for discussion.

21 However, there was no formal procedure  
22 written down at any point to determine this. This  
23 was just what those in the room decided.

24 CHRISTINE MAINVILLE: Okay, right. So,  
25 for instance, maintenance, there were a few

1 failures on maintenance, but that did not mean that  
2 the day was a fail?

3 KYLE CAMPBELL: Yes, so I remember  
4 specifically the issue that was going on with  
5 maintenance was that the people who were doing the  
6 maintenance were not familiar or fully familiar yet  
7 with the actual using of the maintenance ticket  
8 system. So while they would be completing their  
9 maintenance, they would not be properly closing it  
10 out in the system.

11 So we had issues with that throughout  
12 that we were dealing with.

13 Also just the evaluation of the overall  
14 maintenance, be that if -- I mean, if they are  
15 trying to achieve a certain metric with it and it  
16 is not properly weighted as to what would be an  
17 achievement of that metric. Does that make sense?

18 CHRISTINE MAINVILLE: And what do you  
19 mean by that, that it is not properly weighted?

20 KYLE CAMPBELL: So say you had five  
21 maintenance tasks to take care of and four of them  
22 were very small and one of them was very large and  
23 the four maintenance tasks that were small were not  
24 completed but the one large one was, that would  
25 still constitute a failure given that that

1 maintenance is not properly weighted.

2 CHRISTINE MAINVILLE: Okay. And so  
3 then there would be discussion about the  
4 significance or not of any given item?

5 KYLE CAMPBELL: That's correct.

6 CHRISTINE MAINVILLE: Were there any  
7 disagreements on that? I mean, I know ultimately  
8 everybody agreed, but --

9 KYLE CAMPBELL: Not to my knowledge.

10 CHRISTINE MAINVILLE: And do you recall  
11 an issue arising during trial running about the  
12 number of work orders that were being placed or the  
13 way they were being generated?

14 KYLE CAMPBELL: Vaguely. Sorry, I  
15 don't have any details.

16 CHRISTINE MAINVILLE: Okay. Do you  
17 recall any changes to the City's approach with  
18 respect to the work orders during trial running?

19 KYLE CAMPBELL: I do not recall that,  
20 no.

21 CHRISTINE MAINVILLE: Okay. And you  
22 said there was no formal procedure for  
23 determining -- subject to those criteria that were  
24 musts to pass the day, there was no formal  
25 procedure to assess the rest.

1                   So were there initial disagreements on  
2 the weight to be given to any of those other  
3 failures?

4                   KYLE CAMPBELL: No formal  
5 disagreements, just discussions taking place within  
6 the room.

7                   CHRISTINE MAINVILLE: And I know you  
8 have said everybody had an interest in passing, but  
9 were there general -- are you able to sort of  
10 attribute general positions to any given party?  
11 You know, was it really just case by case, or for  
12 instance, did RTM, you know, have greater concerns  
13 about the maintenance piece or being able to  
14 achieve certain criteria so that, you know, the  
15 system could be better prepared following trial  
16 running? You know, was there any sense of the  
17 stance of any given party based on those  
18 discussions?

19                   KYLE CAMPBELL: From my recollection,  
20 the stance of every party in the room was that they  
21 wanted to be as successful as they could be. It  
22 was in everyone's best interests throughout this  
23 entire process to deliver an excellent product,  
24 given that the OC Transpo personnel were then to  
25 operate the system, the City was putting their name

1 all over it, the RTM were responsible for the  
2 maintenance and the RTG were responsible going  
3 forward for the project.

4 So everyone in the room had a vested  
5 interest in being successful, but everyone in the  
6 room also was responsible for their own area and,  
7 yeah -- sorry, I trail off there, but that is kind  
8 of the end of my statement.

9 CHRISTINE MAINVILLE: But they had a  
10 vested interest also in reaching -- in completing  
11 it successfully in the sense of reaching RSA; is  
12 that fair?

13 KYLE CAMPBELL: Reaching RSA but also  
14 not providing a product that would be seen as not a  
15 good product. Everyone had a vested interest in  
16 giving the best possible product.

17 CHRISTINE MAINVILLE: And if that is  
18 the case, why would the criteria be reduced during  
19 trial running?

20 KYLE CAMPBELL: As I stated before, the  
21 criteria, to my recollection, was reduced because  
22 it was determined that the initial criteria set out  
23 was above and beyond what was actually required of  
24 the system during usual use.

25 CHRISTINE MAINVILLE: And I understand

1 your understanding that the AAVKR reduction was the  
2 result of the number of vehicles being reduced  
3 based on the needs of the City. But the nine out  
4 of ten days was a change from twelve full days, was  
5 it not?

6 KYLE CAMPBELL: You would have to  
7 review that RFI to tell. I do not recollect what  
8 was in that RFI, but if that RFI stated twelve,  
9 then that would be a change to what we had  
10 initially set out.

11 CHRISTINE MAINVILLE: Okay, and I will  
12 come back to that in a second. But if in fact it  
13 changed from twelve to nine, how does that fit  
14 into -- I mean, it is a reduction of the standard;  
15 would you agree with that? Like it is a reduction  
16 of what is needed to pass. That is not just based  
17 on need.

18 KYLE CAMPBELL: I am honestly not sure.  
19 We still maintained a no three consecutive days  
20 below 94 percent, and I believe that is a 2 percent  
21 decrease.

22 So while it changed, it was not a  
23 significant change.

24 CHRISTINE MAINVILLE: And you said if  
25 the RFI says twelve, but what do you -- as I

1 understand your evidence, the RFI is what -- is the  
2 set of criteria that was ultimately applied, so  
3 subsequent to the change; correct?

4 KYLE CAMPBELL: I don't know. You have  
5 confused me on the timeline, honestly.

6 CHRISTINE MAINVILLE: Okay, so I'll  
7 show you the two different procedures, but first  
8 let me ask you, do you have any recollection of  
9 what procedure was being relied on at the outset of  
10 trial running?

11 KYLE CAMPBELL: The procedure that was  
12 being relied on, to my recollection, was what was  
13 presented in scorecard number 1.

14 CHRISTINE MAINVILLE: Okay, so you were  
15 dealing with the scorecards.

16 KYLE CAMPBELL: Uhm-hmm.

17 CHRISTINE MAINVILLE: So let's pull up  
18 another document, just to see if you recognize it.  
19 This would be - Mark, do you have it - OTT377178.

20 MARK COOMBES: I do.

21 CHRISTINE MAINVILLE: Great. So this  
22 says here "Trial Running Test Procedure", the date  
23 being July 31st, 2019.

24 KYLE CAMPBELL: Okay.

25 CHRISTINE MAINVILLE: And I see your

1 name or the IC doesn't appear on there; correct?

2 KYLE CAMPBELL: That's correct.

3 CHRISTINE MAINVILLE: So do you  
4 recall -- and we can scroll through it if you want  
5 to take a moment to review it, but do you recall  
6 whether you would have been working off of this  
7 document at some point in time?

8 KYLE CAMPBELL: Likely, yes. I don't  
9 recollect this document because we were not a part  
10 of its formation.

11 CHRISTINE MAINVILLE: So just to see,  
12 if we could go to page 8, for instance, do you see  
13 how there is a description of different criteria,  
14 "Operations", "Travel Time", "Headway Achieved",  
15 and then it will say, for instance:

16 "Three or more of the four  
17 success criteria must be achieved  
18 for the day to be a pass".

19 So do you recall whether you were using  
20 this procedure as the guidelines for assessing the  
21 data?

22 KYLE CAMPBELL: Yes, that is  
23 correct --

24 REBECCA CURCIO: I just don't  
25 think unless --



1 KYLE CAMPBELL: Oh, sorry.

2 REBECCA CURCIO: If you might give him  
3 some time to just review this before Kyle commits  
4 himself to an answer.

5 CHRISTINE MAINVILLE: Of course. Take  
6 your time, and you can scroll through other pages,  
7 if you would like, or we can do that.

8 KYLE CAMPBELL: Do you want to start at  
9 the start and just kind of work through?

10 MARK COOMBES: Sure. We can start here  
11 and then just advise me when you need me to change  
12 pages.

13 KYLE CAMPBELL: Okay, you can change  
14 the page.

15 Change page.

16 Okay, yeah, I am starting to remember  
17 this.

18 CHRISTINE MAINVILLE: Okay. So, I  
19 mean, would all the parties in the room be working  
20 off of this, these guidelines, to your  
21 recollection?

22 KYLE CAMPBELL: Yeah, that is correct,  
23 and in reading that, the key objectives right  
24 there, it also triggered another memory of mine,  
25 but to what my point was earlier, to exercise and

1 validate the operating schedules and operational  
2 performance of the requirements.

3 So when I said that the City had  
4 determined that their operating schedule was not  
5 requiring 15 trains and then decided to agree to  
6 the reduction to 13 trains, that would be part of  
7 that exercise, would be evaluating their own  
8 operating schedule that they had set out from the  
9 outset.

10 CHRISTINE MAINVILLE: Okay. And do you  
11 recall how many consists were -- like if they were  
12 running -- if the trains were running in two car  
13 consists.

14 KYLE CAMPBELL: Yeah, they were running  
15 in two-car consists, to my recollection. So when  
16 you say 13 trains, that would be really 26 trains  
17 that are coupled together in two-car consists.

18 CHRISTINE MAINVILLE: Okay.

19 KYLE CAMPBELL: 26 units, sorry.

20 CHRISTINE MAINVILLE: Right. And if we  
21 go to page 13, this one is about maintenance, this  
22 section.

23 KYLE CAMPBELL: Uhm-hmm.

24 CHRISTINE MAINVILLE: So you can see  
25 there is "Pass Criteria", "Repeat Day Criteria".

1           So was that -- do you recall whether  
2 that was -- up until the change to RFI 266, was  
3 this abided by? You know, was it -- did it inform  
4 every decision or was that not applied strictly?

5           KYLE CAMPBELL: It was used as a  
6 guideline, absolutely. It was difficult throughout  
7 to, as I said, assess the maintenance and how the  
8 maintenance was being conducted as there wasn't  
9 reliable close-out of the maintenance activities by  
10 the maintenance personnel conducting those  
11 activities.

12           CHRISTINE MAINVILLE: Did that improve  
13 over time or by the end of trial running?

14           KYLE CAMPBELL: My understanding was  
15 that it started to improve.

16           CHRISTINE MAINVILLE: And would you  
17 have considered this -- as the IC, would you have  
18 considered this procedure to be sort of part of the  
19 actual requirements that needed to be met, or did  
20 the -- you know, did these have to strictly be met  
21 for the IC to certify?

22           KYLE CAMPBELL: So for the IC to  
23 certify the completion of trial running, it was for  
24 the project parties to agree on the results of the  
25 day.

1                   So while this document was used as a  
2 guideline, it was not necessarily a strict  
3 document.

4                   REBECCA CURCIO: This isn't just  
5 specifically with respect to the maintenance  
6 performance you are speaking about, Christine?

7                   CHRISTINE MAINVILLE: Oh, no, the  
8 entire document.

9                   REBECCA CURCIO: This trial test  
10 running procedure as a whole?

11                   CHRISTINE MAINVILLE: Right. So you  
12 know, I take it there are things in there that may  
13 reflect the actual strict requirements that are  
14 reflected on the scorecard, as I understand your  
15 evidence, but many aspects of it are just  
16 guidelines; is that an accurate way of stating it?

17                   KYLE CAMPBELL: So the accurate way of  
18 stating it would be that there was no Project  
19 Agreement requirements regarding trial running.

20                   So the Project Agreement required that  
21 trial running took place and was deemed to be a  
22 pass. It did not involve any kind of strict sense  
23 as far as what the maintenance had to be or  
24 what -- you know what I mean, there was no  
25 guidelines in the PA regarding that.

1                   So while this document was drafted up  
2 and used as an outline, as a procedure, the PA did  
3 not have to respect this document.

4                   REBECCA CURCIO: Another way to say  
5 that, Kyle, would be to say that the PA was not  
6 tied to this document in any way?

7                   KYLE CAMPBELL: Yes, yes, thank you,  
8 Rebecca.

9                   CHRISTINE MAINVILLE: And so --

10                  KYLE CAMPBELL: The --

11                  CHRISTINE MAINVILLE: Sorry, go ahead.

12                  KYLE CAMPBELL: No, no, you go.

13                  CHRISTINE MAINVILLE: So from the IC's  
14 perspective, you would be looking at just -- you  
15 are relying on the agreement of the other parties  
16 and otherwise only looking to the PA requirements?

17                  KYLE CAMPBELL: That's correct, that is  
18 our role.

19                  CHRISTINE MAINVILLE: So would the IC  
20 ever chime in or yourself ever chime in during the  
21 discussions and say, for instance, you know, did  
22 the maintenance performance actually meet this pass  
23 criteria as defined in the guideline, or would the  
24 IC not concern itself with whether that guideline  
25 was applied as a result of it only really being

1 concerned about the PA requirements?

2 KYLE CAMPBELL: No, the IC would make  
3 sure that we discussed the fact of how the data  
4 relates to the guideline, but we did not make a  
5 determination based on the data versus the  
6 guideline.

7 CHRISTINE MAINVILLE: Okay. And do you  
8 recall whether, once the procedure changed to RFI  
9 266, whether other aspects of the scorecard still  
10 applied, whatever was not addressed by RFI 266?

11 KYLE CAMPBELL: That would be my  
12 understanding, yes.

13 CHRISTINE MAINVILLE: So, for instance,  
14 if RFI 266 didn't bear on maintenance, you would  
15 have continued to rely on this test procedure that  
16 we are looking at?

17 KYLE CAMPBELL: Yeah, rely on the test  
18 procedure as a guideline to ensure that everything  
19 that needed to be discussed was discussed.

20 CHRISTINE MAINVILLE: Was there ever  
21 any talk of a burning-in period or longer  
22 burning-in period so that even if the requirements  
23 for the trial running were met, did the parties  
24 discuss any kind of desire for or interest in a  
25 longer sort of just running the train period?

1 KYLE CAMPBELL: Do you mean like  
2 outside of trial running?

3 CHRISTINE MAINVILLE: Yes, so  
4 whether --

5 KYLE CAMPBELL: Like a training period  
6 or something?

7 CHRISTINE MAINVILLE: Sorry?

8 KYLE CAMPBELL: Do you mean like  
9 outside of trial running as in like a training  
10 period for staff?

11 CHRISTINE MAINVILLE: A training period  
12 and just sort of a dry running period for the  
13 trains.

14 KYLE CAMPBELL: So my understanding is  
15 that there was a training period beforehand and  
16 afterwards, and this took place in the middle of  
17 that.

18 CHRISTINE MAINVILLE: Was there any  
19 discussion about how long after the City would run  
20 the trains, how long after trial running and before  
21 opening the system to the public?

22 KYLE CAMPBELL: My understanding was  
23 that it would be run continually until the system  
24 was open to the public. There was no set date on  
25 that, as substantial completion still needed to be

1 met.

2           And that is also they are doing that  
3 around the construction schedule as well, because  
4 while this is going on, there is still construction  
5 activities happening, so they are performing their  
6 training but they are performing their training  
7 around what the construction portion required.

8           CHRISTINE MAINVILLE: And what was that  
9 construction that was going on?

10           KYLE CAMPBELL: To my knowledge, it was  
11 ongoing updating of the system, closing out  
12 deficiency items or punch list items, et cetera.  
13 It is tough to talk specifics as the deficiency  
14 list for a project this size is -- it is a whole  
15 two-hour meeting to discuss a deficiency list. So  
16 it is --

17           CHRISTINE MAINVILLE: Did you  
18 understand that there was a morning team meeting  
19 connected to trial running?

20           KYLE CAMPBELL: Yes.

21           CHRISTINE MAINVILLE: And what was the  
22 distinction? What did they do?

23           KYLE CAMPBELL: They -- honestly, I was  
24 not a part of those meetings. Those meetings, to  
25 my understanding, were from the ProjectCo side, and



1 that was them basically collecting the data. That  
2 was my understanding.

3 CHRISTINE MAINVILLE: Okay. And,  
4 sorry, we can take this document down.

5 How would maintenance data, for  
6 instance, be collected? Like was there any  
7 qualitative -- I would think the maintenance is not  
8 purely numbers, or was it? What were you working  
9 off of to assess maintenance?

10 KYLE CAMPBELL: My understanding was  
11 that the RTM personnel would have a ticket  
12 close-out system where if somebody had raised a  
13 maintenance issue, it would be put into the system  
14 and they would be responsible for closing them out  
15 in a timely fashion, depending on what the  
16 maintenance issue was.

17 CHRISTINE MAINVILLE: So the  
18 maintenance data was all just based on this work  
19 order system?

20 KYLE CAMPBELL: That was my  
21 understanding.

22 CHRISTINE MAINVILLE: Okay. And do you  
23 know where RFI 266 came from?

24 KYLE CAMPBELL: No, I don't.

25 CHRISTINE MAINVILLE: Were you there

1 when the parties first raised -- or someone first  
2 raised a change to the criteria, or was it just  
3 presented to you as a discussion that had occurred?

4 KYLE CAMPBELL: It was presented to me  
5 as a discussion that had occurred, which was then  
6 formalized through that RFI.

7 CHRISTINE MAINVILLE: Okay. And did  
8 you have any understanding of who first initiated  
9 it or raised it?

10 KYLE CAMPBELL: Who first initiated it  
11 was not my question, no. As I said, I got the  
12 buy-in from all parties to change the criteria, and  
13 then we moved forward.

14 CHRISTINE MAINVILLE: Would you say  
15 that the City and OC Transpo understood the IC's  
16 role as you have explained it, meaning that the IC  
17 was not offering an opinion as to the requirements  
18 but looking for consensus and simply confirming the  
19 requirements as agreed to by the parties had been  
20 met?

21 KYLE CAMPBELL: Yeah, I would say that  
22 they had that understanding.

23 CHRISTINE MAINVILLE: Were you advised  
24 at the outset, whether by Ms. Sechiari or anyone  
25 else, about how the IC was to interpret the PA

1 trial running requirement?

2 KYLE CAMPBELL: So what I was told from  
3 my IC team was that we needed to ensure that trial  
4 running was completed. As stated previously in the  
5 PA, the PA strictly stated that trial running would  
6 have to take place, and it did not outline the  
7 specifics of what needed to take place during that  
8 trial running.

9 CHRISTINE MAINVILLE: Okay. Do you  
10 recall - and I can bring it back up - the document  
11 we had sets out the section of the schedule, of the  
12 Project Agreement schedule about it, and it  
13 references a twelve consecutive day period.

14 So was there any -- do you recall any  
15 discussion or understanding of what that meant,  
16 twelve consecutive days?

17 REBECCA CURCIO: Ms. Mainville, sorry,  
18 if it is better we bring up a specific document so  
19 you can review it.

20 KYLE CAMPBELL: Yes, that would be --

21 CHRISTINE MAINVILLE: So let's bring up  
22 OTT377178 again.

23 REBECCA CURCIO: And I guess I would  
24 just ask, I don't know how much longer you are  
25 thinking you have left, but we might want to

1 consider a break in the next little while if it is  
2 going to be a significant amount of time.

3 KYLE CAMPBELL: I would request a short  
4 break as well. That would be nice, but we can  
5 handle this first, if you would like.

6 CHRISTINE MAINVILLE: Let's discuss  
7 after this, yes, and question what else we have.

8 So you'll see on page 3, so at the  
9 bottom there, my understanding is this reflects  
10 Article 1 of Schedule 15-1 of the PA which would  
11 state "Trial Running", the definition of:

12 "A twelve (12) consecutive day  
13 period that may commence upon the  
14 successful completion of testing and  
15 commissioning."

16 KYLE CAMPBELL: Uhm-hmm.

17 CHRISTINE MAINVILLE: So do you have a  
18 recollection of that and what your understanding or  
19 others' understanding was of the twelve consecutive  
20 day period?

21 KYLE CAMPBELL: My understanding is  
22 that it was twelve consecutive days of trial  
23 running that was successful, so twelve consecutive  
24 days of data which would be successful.

25 CHRISTINE MAINVILLE: And did that

1 interpretation change over the course of trial  
2 running?

3 KYLE CAMPBELL: No, I would say it  
4 expanded to include a repeat of the previous day,  
5 but it did not change in that if there was  
6 failures, if there was obvious issues, then that  
7 was not taken lightly. That would constitute a  
8 rework of -- you know what I mean, if there was  
9 large scale failures that we were concerned about,  
10 then we would restart the twelve-day window.

11 CHRISTINE MAINVILLE: As I take it,  
12 there was a restart?

13 KYLE CAMPBELL: There was a couple of  
14 restarts throughout the trial running process, yes.

15 CHRISTINE MAINVILLE: Just to pause  
16 about the break, maybe we can go off record for a  
17 second.

18 [Discussion Off The Record.]

19 -- RECESSED AT 2:22 P.M.

20 -- RESUMED AT 2:30 P.M.

21 CHRISTINE MAINVILLE: Just to follow up  
22 on the expansion of the twelve consecutive day  
23 period to include a repeat of the previous day, do  
24 you recall when that expansion took place?

25 KYLE CAMPBELL: No, I do not. I --

1 CHRISTINE MAINVILLE: But it was  
2 your -- sorry, go ahead.

3 KYLE CAMPBELL: No, just that from -- I  
4 don't believe from the outset that a repeat day was  
5 not allowed.

6 CHRISTINE MAINVILLE: Sorry, just so I  
7 am clear on that, you don't believe at the  
8 outset -- you don't believe -- it is not that you  
9 believe it was allowed. You think that it was --  
10 sorry, if you could just clarify, at the outset,  
11 were repeat days allowed?

12 KYLE CAMPBELL: That was my  
13 understanding, yes.

14 CHRISTINE MAINVILLE: So from the  
15 outset of trial running, you believe repeat days  
16 were permitted, just not failures?

17 KYLE CAMPBELL: That is right.

18 CHRISTINE MAINVILLE: Sorry, I  
19 shouldn't say "failures" because a failure could be  
20 a repeat.

21 KYLE CAMPBELL: No, there is a  
22 distinction between the failure and the repeat.

23 CHRISTINE MAINVILLE: Okay, not  
24 a -- because there is a restart as well.

25 KYLE CAMPBELL: Yes, that's right.

1 CHRISTINE MAINVILLE: So a repeat, how  
2 would you define that?

3 KYLE CAMPBELL: A repeat, from my  
4 understanding, would be something that occurred  
5 that caused the results to be not a pass but at the  
6 same time it was something that would have occurred  
7 that would be out of the trial running control.

8 CHRISTINE MAINVILLE: Okay, I see. So  
9 it wasn't based on the usual performance -- it was  
10 not just subpar performance in one area of the  
11 criteria or another. It had to be an external  
12 event or --

13 KYLE CAMPBELL: Yes.

14 CHRISTINE MAINVILLE: Do you recall  
15 what like that happened on the repeat days during  
16 trial running, to give me some example --

17 KYLE CAMPBELL: Offhand, I do not  
18 recall, no, sorry.

19 CHRISTINE MAINVILLE: Do you have any  
20 example in your head of what that could be?

21 KYLE CAMPBELL: Yeah, it could be some  
22 kind of ongoing construction procedure that was  
23 being done that would not allow for trial running  
24 to take place in the way that a typical day would  
25 be run.

1                   So if, for example, they were doing  
2 some kind of construction in the MSF yard and in  
3 the morning it limited the amount of trains or at  
4 least how quickly those trains could be put on the  
5 line, that would be something like that. If OC  
6 Transpo was unable to staff enough people to run  
7 those trains, that would be something else.

8                   CHRISTINE MAINVILLE: Okay. And the  
9 fact of the PA definition of twelve consecutive  
10 days including repeats, I take it the IC would have  
11 adopted that interpretation based on the agreement  
12 of all parties?

13                   KYLE CAMPBELL: That is correct.

14                   CHRISTINE MAINVILLE: And do you recall  
15 any discussion right at the outset making that  
16 clear to everybody about how that was going to  
17 work?

18                   KYLE CAMPBELL: I don't recall a  
19 discussion at the outset, no.

20                   CHRISTINE MAINVILLE: So did it  
21 just -- was the discussion just when it arose, when  
22 the event arose?

23                   KYLE CAMPBELL: Yes, that is the most  
24 likely.

25                   CHRISTINE MAINVILLE: So was there any



1 preparation meeting, sort of a meeting between the  
2 Trial Running Team before the first day of trial  
3 running to discuss the process?

4 KYLE CAMPBELL: I believe there was. I  
5 believe we had a meeting where we went through that  
6 procedure document.

7 CHRISTINE MAINVILLE: Did you have to  
8 consult with Ms. Sechiari or anyone else during  
9 trial running about what was happening?

10 KYLE CAMPBELL: No. No, all the  
11 project parties were in attendance. That is who we  
12 would consult with.

13 CHRISTINE MAINVILLE: Okay, so you  
14 didn't need to sort of ask for advice or input from  
15 someone from Altus Group based on how things were  
16 going?

17 KYLE CAMPBELL: No, I got my input  
18 going in as to how to handle and what to do, and  
19 that was sufficient.

20 CHRISTINE MAINVILLE: Okay. Do you  
21 recall what issues were arising with the trains on  
22 days where there were some challenges? Do you  
23 recall what the issues would have been, some of the  
24 issues?

25 KYLE CAMPBELL: Nothing specific, but

1 as I spoke of before, if there was -- you know,  
2 there was ongoing maintenance work. There was  
3 ongoing construction work. There was ongoing  
4 training of drivers. There was a lot being juggled  
5 throughout this process.

6 CHRISTINE MAINVILLE: Did you have a  
7 view as to whether the system following trial  
8 running was ready to be in operations?

9 KYLE CAMPBELL: My view following the  
10 trial running and based on all of the discussions  
11 that I had with the project parties was that the  
12 system was as ready as it could be.

13 CHRISTINE MAINVILLE: What does that  
14 mean, "as ready as it could be"?

15 KYLE CAMPBELL: That means that you  
16 don't know how a system is going to react as the  
17 public starts to use it.

18 CHRISTINE MAINVILLE: Okay. And was  
19 that the shared view of the group, or were there  
20 any discussions about that, about whether it was  
21 ready, leaving aside passing trial running, but --

22 KYLE CAMPBELL: Yeah, that was the  
23 shared view of the group, that upon completion of  
24 the trial running and that essentially substantial  
25 completion was able to be applied for at that

1 point.

2 CHRISTINE MAINVILLE: So that is a bit  
3 of a slightly different point than the question.

4 KYLE CAMPBELL: Sorry.

5 CHRISTINE MAINVILLE: So if trial  
6 running had been successfully completed, the  
7 Project Company could apply to certify the system,  
8 but were there discussions beyond that about  
9 whether it ought to go into service right away or  
10 whether it was not quite ready?

11 KYLE CAMPBELL: I believe that there  
12 was requests from OC Transpo for further time to  
13 train the drivers and staff.

14 CHRISTINE MAINVILLE: Okay. And --

15 KYLE CAMPBELL: However, sorry, I was  
16 just going to say contractually, contractually my  
17 understanding was that the last hurdle before the  
18 application to substantial completion was the  
19 completion of trial running.

20 CHRISTINE MAINVILLE: When you say  
21 "substantial completion", is it possible that you  
22 mean RSA?

23 KYLE CAMPBELL: So substantial  
24 completion is what triggers RSA. So I sort of mean  
25 that, but it is its own process.

1 CHRISTINE MAINVILLE: Was there any  
2 particular aspect of the driver or OC Transpo staff  
3 training that they were going to focus on, to your  
4 recollection?

5 KYLE CAMPBELL: No. No, I don't  
6 recollect what specifically it was.

7 CHRISTINE MAINVILLE: Okay. And would  
8 you or Altus Group have been part of what may have  
9 been called a pretrial running where different  
10 failure scenarios were conducted?

11 KYLE CAMPBELL: Yes, that is correct.

12 CHRISTINE MAINVILLE: So were you also  
13 observing that?

14 KYLE CAMPBELL: Yes.

15 CHRISTINE MAINVILLE: Okay.

16 KYLE CAMPBELL: Yes, I was a party to  
17 most of the failure scenarios that they enacted.

18 CHRISTINE MAINVILLE: Okay. And how  
19 did that go?

20 KYLE CAMPBELL: From my recollection,  
21 it went well.

22 CHRISTINE MAINVILLE: And was that  
23 something that was actually evaluated or not?

24 KYLE CAMPBELL: So that was evaluated  
25 during the testing and commissioning portion of the

1 project.

2 CHRISTINE MAINVILLE: So it essentially  
3 passed, I take it?

4 KYLE CAMPBELL: Yeah, so we didn't --  
5 they had to be complete of the testing and  
6 commissioning before the trial running was allowed  
7 to start.

8 CHRISTINE MAINVILLE: Do you recall  
9 some challenges with responding to some of the  
10 failure incidents?

11 KYLE CAMPBELL: What do you mean by  
12 "challenges responding"?

13 CHRISTINE MAINVILLE: Any time --  
14 response time or any coordination issues between OC  
15 Transpo as the drivers or operators and the  
16 maintenance teams, for instance?

17 KYLE CAMPBELL: I do remember one  
18 specific instance where we were testing jet fans in  
19 the tunnel and smoke down in the tunnel, and I  
20 remember finding out afterwards that through just  
21 discussions and the news, that the drivers were  
22 uninformed of what was going on while we were  
23 conducting that testing.

24 CHRISTINE MAINVILLE: I asked you  
25 earlier about any issues with the trains that you

1 recall. Would you have actually been privy to  
2 that, based on the data that you were obtaining?

3 KYLE CAMPBELL: Privy to issues with  
4 the trains in what facet, sorry?

5 CHRISTINE MAINVILLE: So, for instance,  
6 if they were having door issues or other types of  
7 issues, would you only see sort of the kilometres  
8 that they ran at the end of the day, or would you  
9 have some level of understanding of what issues  
10 might have come up with the trains or other  
11 systems?

12 KYLE CAMPBELL: So we were unable to  
13 simulate the issues of the public using the system,  
14 so i.e. the doors. Specifically, nobody went out  
15 there and pried open a door and thought, Hey, what  
16 will happen if I keep this door open. That was not  
17 something that was simulated throughout that  
18 testing.

19 CHRISTINE MAINVILLE: No, but if there  
20 were other issues, technical issues with the trains  
21 during the trial running, would you have an  
22 understanding of what those were, or would you only  
23 get data relevant to the scorecards?

24 KYLE CAMPBELL: Data relevant to the  
25 scorecards, yeah. If there was issues with the

1 trains out in the line, we would hear that there  
2 was issues with trains out in the line, but we  
3 would not be privy to exactly what those issues are  
4 mainly because while it is ongoing, the maintenance  
5 team is still assessing what is actually happening.

6 So in the moment, we don't have those  
7 issues readily available to us.

8 CHRISTINE MAINVILLE: Okay, so the  
9 nature of any particular issue or event that might  
10 have been encountered would not have factored into  
11 the Trial Running Team's assessment?

12 KYLE CAMPBELL: That's correct. That's  
13 correct. If it created a scenario where the day  
14 had failed, that would be pretty well as deep as we  
15 would get into that.

16 CHRISTINE MAINVILLE: And so just to  
17 give some hypothetical example, if they had  
18 encountered during trial running some issues with  
19 the switches or getting the trains out of the MSF,  
20 all you would know is how many vehicles were made  
21 available, how much they ran, but you wouldn't know  
22 that there were issues with switches in the yard or  
23 anything like that?

24 KYLE CAMPBELL: We might hear that  
25 there was an issue with something, but the actual

1 technical reason as to why that issue happened, all  
2 the investigative parts of it were not really the  
3 scope of what we were looking at during those  
4 meetings.

5 CHRISTINE MAINVILLE: Okay. Did you  
6 ever get any feedback from Alstom or Thales about  
7 trial running or understand their views or  
8 positions?

9 KYLE CAMPBELL: My understanding of  
10 Alstom and Thales was that they were both  
11 subcontractors from the OLRTC, so they were managed  
12 by them. They were not a part of the group that  
13 was in the room for trial running. If they had  
14 issues, it would be the OLRTC who would be  
15 responsible for raising those issues.

16 CHRISTINE MAINVILLE: And nothing was  
17 brought to your attention about that, about any  
18 concerns they had about trial running?

19 KYLE CAMPBELL: No.

20 CHRISTINE MAINVILLE: Okay. You, I  
21 think I saw from your resumé, you graduated in 2015  
22 in engineering?

23 KYLE CAMPBELL: Civil Engineering  
24 Technology, yes.

25 CHRISTINE MAINVILLE: Civil Engineering



1 Technology. So having begun in 2017 with Altus  
2 Group, is it fair to say you had not had prior  
3 experiences with something like trial running  
4 before?

5 KYLE CAMPBELL: That is fair to say.  
6 And also, trial running is not typical across every  
7 LRT project as well. It is -- for example, the  
8 Waterloo LRT had no requirement for trial running.

9 CHRISTINE MAINVILLE: You were involved  
10 in that project?

11 KYLE CAMPBELL: I was not. My boss  
12 Monica was.

13 CHRISTINE MAINVILLE: Do you know if it  
14 had some burn-in requirement or anything like that?

15 KYLE CAMPBELL: I don't, no. This is  
16 just secondary knowledge that I got from discussing  
17 with Monica.

18 CHRISTINE MAINVILLE: Okay. I think  
19 those are my questions. I'll just check in with my  
20 colleague.

21 MARK COOMBES: I just wanted to clarify  
22 one thing about substantial completion with you,  
23 Mr. Campbell. So you have said a couple of times  
24 that trial running was a prerequisite to  
25 substantial completion, but I just want to be fair

1 to you that we are not putting those documents or  
2 certificates to you.

3 But if I had suggested to you that the  
4 IC had already certified substantial completion by  
5 the time trial running started and that, in fact,  
6 trial running was a prerequisite to revenue service  
7 availability, would you agree with that?

8 KYLE CAMPBELL: That is very possible.  
9 That could just be my own failure to recollect the  
10 actual process. This -- like I said, this project  
11 is three years ago now for me, and it is also one  
12 of 20 that I work on every month essentially  
13 throughout this whole process and afterwards as  
14 well.

15 So there is definitely gaps in what I  
16 can remember.

17 MARK COOMBES: Sure. And again, just  
18 to be fair to you, it is, however, your  
19 understanding that trial running was a prerequisite  
20 to achieving some aspect of the Project Agreement?

21 KYLE CAMPBELL: Yes, yes.

22 MARK COOMBES: So --

23 KYLE CAMPBELL: Trial running had to be  
24 completed -- before the system went into service,  
25 trial running absolutely had to be completed.

1 MARK COOMBES: Thank you.

2 CHRISTINE MAINVILLE: Rebecca, is there  
3 anything you would like to ask?

4 REBECCA CURCIO: No, I don't have  
5 anything to add.

6 CHRISTINE MAINVILLE: Okay, we can go  
7 off the record.

8 [Discussion Off The Record.]

9 CHRISTINE MAINVILLE: I apologize, I  
10 did want to ask about a couple of the scorecards,  
11 if you are able to recall.

12 Could we just bring up COW270758, which  
13 is what we looked at earlier, the IC's validation  
14 of trial running acceptance.

15 I just want to ask you about two items  
16 on the scorecard. So if you look at - and I'm  
17 sorry, these aren't paginated - but August 19th, so  
18 it is towards the end, the very end. It is  
19 probably good to start at the end.

20 Okay, August 19th, I just want to  
21 understand, to the extent you are able to explain,  
22 so you'll see at the top "Operational", "Travel  
23 Time [...] 23 [minutes]", that is a fail, but the  
24 day is a pass.

25 So I am just trying to understand how

1 that relates to the overall pass, if you have a  
2 recollection?

3 KYLE CAMPBELL: Yeah, so my  
4 recollection of that was that the overall average  
5 was 30 seconds more than what we -- what the goal  
6 was for that day, and the project parties in the  
7 room agreed that that 30 seconds was not indicative  
8 of a fail for that day. Essentially the results  
9 were good enough to allow for a pass.

10 CHRISTINE MAINVILLE: Okay. And then  
11 similarly, if we go to August 22nd, day 12, this  
12 one has the "Weekday Headway" would be a fail, as  
13 are the two morning trips.

14 KYLE CAMPBELL: So those two morning  
15 trips are a part of that weekday headway fail.

16 Again, from my recollection, is that  
17 these results were deemed good enough and signed  
18 off on by all the project parties based on  
19 achieving a 90 percent ratio.

20 CHRISTINE MAINVILLE: And were  
21 these -- these were the subject of an agreement  
22 between all parties, but were they part of the  
23 original requirements to pass? So were they  
24 originally one of the criteria that, if it failed,  
25 it was supposed to lead to an overall failure?

1 KYLE CAMPBELL: It was discussed in the  
2 room and determined that it was an acceptable  
3 result for the day. As stated previously, the  
4 procedure document was used as more of an outline.

5 CHRISTINE MAINVILLE: Okay. And so  
6 there was room for some level of qualitative  
7 assessment; is that fair to say?

8 KYLE CAMPBELL: Qualitative assessment  
9 by all parties, yes.

10 CHRISTINE MAINVILLE: But just to be  
11 clear, to your recollection was this one of the  
12 criteria we discussed earlier where at least  
13 originally the intention was for that to be a  
14 strict criteria?

15 KYLE CAMPBELL: The intention was to  
16 make sure that we were able to move enough  
17 passengers at peak travel times through these  
18 stations, and by achieving a technical fail but  
19 overall pretty solid result was the feeling in the  
20 room, it was deemed acceptable.

21 CHRISTINE MAINVILLE: Okay. Just one  
22 moment.

23 KYLE CAMPBELL: As you can see, just  
24 looking at the scorecard, it is just one train  
25 short of the overall pass for that criteria.

1 CHRISTINE MAINVILLE: Okay. Thank you.  
2 Any questions arising?

3 MARK COOMBES: Not from me.

4 REBECCA CURCIO: Not from me either.

5 CHRISTINE MAINVILLE: Okay, thank you  
6 for that indulgence. We can go back off record.

7

8 -- Adjourned at 2:55 p.m.

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REPORTER'S CERTIFICATE

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

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

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

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

Dated this 18th day of May, 2022.



---

NEESONS, A VERITEXT COMPANY,

PER: DEANA SANTEDICOLA, RPR, CRR, CSR

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