

## Overview Report

### Origin of the OLRT Stage 1 Plan and Ottawa City Council Oversight

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#### 1. Scope of Overview Report

1. This overview report outlines the origin of Stage 1 of the City of Ottawa (City) Light Rail Transit (LRT) plan (the OLRT plan) and provides a chronological summary of key dates and events in Ottawa City Council's (Council) approval, oversight, and implementation of Stage 1.

#### 2. Circumstances Leading to the Mayor's Task Force on Transportation

2. On July 12, 2006, Council approved a plan to provide electrically powered LRT service between downtown Ottawa to the growing southern communities of Leitrim, Riverside South, and Barrhaven.<sup>1</sup> The plan was known as the North–South LRT project.

#### DISCLAIMER

Please note that in accordance with the Commission's Rules of Procedure, the statements in this Overview Report may be challenged or supplemented through evidence led before the Commission or submissions made to the Commissioner. The Commissioner will consider all the evidence entered in the Commission's public hearings in determining the weight to be ascribed to anything contained in the Overview Report.

3. On December 6, 2006, Council voted 12 to 11 in favour of a revised version of the North–South LRT project. The revised plan was less costly and shorter than the original North-South LRT project and cancelled the downtown portion of the original plan.<sup>2</sup>
4. On December 14, 2006, Council voted 13 to 11 in favour of cancelling the revised North–South LRT project.<sup>3</sup> From inception, the North–South LRT project was controversial among City Councillors and other City stakeholders.<sup>4</sup> Concerns were raised primarily about the project’s estimated cost, and critics took the position that the plan did not sufficiently address the problems of east–west transportation and congestion problems in the downtown core.
5. Both the federal and provincial governments additionally expressed concern about the revised North–South LRT project plan, and their inability to review the new plan before Council’s required December 14, 2006 vote to meet upcoming and imminent key contractual deadlines for the project.<sup>5</sup> Uncertainties surrounding federal and provincial funding ultimately led to the majority of City Councillors (including then-Mayor Larry O’Brien) voting against proceeding with both the original and revised North–South LRT project plans.<sup>6</sup>
6. Following Council’s cancellation of both the original and revised North–South LRT plans, there remained a collective recognition that an alternate transit solution was required to address the City’s growth pressures and long-term transit capacity issues, particularly in Ottawa’s downtown core.<sup>7</sup> At the time, the City was facing several key transit demand challenges in both its private-vehicular and mass transit systems including rush-hour congestion, customer dissatisfaction, rising transit costs, and service reliability issues.<sup>8</sup>
7. Mayor Larry O’Brien’s 2006 mayoral election campaign focused on the need to re-examine and modernize Ottawa’s public transit system.<sup>9</sup> As mayor, Larry O’Brien committed to reviewing the City’s transit options following Council’s December 2006 vote to cancel the North–South LRT project.<sup>10</sup>
8. On January 19, 2007, Mayor O’Brien established the Mayor’s Task Force on Transportation (the Task Force).<sup>11</sup> The Task Force, chaired by former federal transport minister David Collenette,<sup>12</sup> was given a mandate to, among other things:

- a. Review the City's current Transportation Master Plan (completed in September 2003);
- b. Consider transportation options to alleviate congestion;
- c. Solicit input from stakeholders and provide a forum for public comment and submissions;
- d. Examine proposed residential and commercial development plans to assess current and future transportation needs; and
- e. Make recommendations for the development of an "integrated rapid transportation plan that alleviate(d) existing east–west pressures, (was) scalable to account for immediate and growing pressures in the south end and provide(d) options to reduce congestion through the downtown corridor."<sup>13</sup>

### 3. Moving Ottawa Report

- 9. On June 1, 2007, the Task Force delivered its report to Mayor O'Brien, entitled *Moving Ottawa—En Avant Ottawa* (the Moving Ottawa Report).<sup>14</sup> The Task Force's primary recommendation was that the City use existing rail corridors and rights-of-way to build an "integrated, region-wide, light rail system modelled on the O-Train."<sup>15</sup> In addition, the Task Force recommended that the City:
  - a. Improve Ottawa–Carleton Regional Transit Commission (OC Transpo) governance;
  - b. Build an east–west rail tunnel running through Ottawa's downtown core to alleviate the transit bottleneck;
  - c. Prioritize optimizing and using existing transportation corridors, including rail lines;
  - d. Work toward full electrification of the city-wide transit network over time, starting with the city core;
  - e. Consider integration with regional connections;
  - f. Utilize a "hub-and-spoke" system to transfer passengers from buses to trains; and
  - g. Transform Ottawa's Union Station (railway station) into a major hub connected to the downtown tunnel proposed by the Task Force.<sup>16</sup>
- 10. On June 13, 2007, City Council referred the Moving Ottawa report to a joint meeting of the Transit Committee and the Transportation Committee, which was scheduled to take place on June 20, 2007.<sup>17</sup> In addition, Council directed that the Moving Ottawa report be considered when updating the City's transit and transportation plans.

11. After receiving the Moving Ottawa report and beginning in the Autumn of 2007, the City held three phases of consultations to “engage, in a meaningful way, a broad range of citizens and stakeholders in a dialogue around Ottawa’s long-term transportation planning.”<sup>18</sup>
12. Various initiatives were considered at the time to determine how the City would provide transit services in the downtown area, to achieve the goal of a city-wide 30% transit modal split.<sup>19</sup> A modal split or modal share is the percentage of travellers using a particular type of transportation—for example, walking, cycling, public transit, or private motor vehicle. The goal was to have 30% of transportation in the City by mass transit.
13. On September 12, 2007, Council directed City staff (Staff) to initiate a planning and Environmental Assessment (EA) study for the Downtown Ottawa Transit Tunnel (DOTT) (the DOTT Study).<sup>20</sup>
14. The Statement of Work for the DOTT Study was approved at a November 21, 2007 Joint Transportation and Transit Committee meeting.<sup>21</sup> The Statement of Work identified the scope of the DOTT Study, and the level of effort required to undertake the work.<sup>22</sup>

#### 4. 2008 Transportation Master Plan

15. As part of the second phase of consultations (which took place from March 3, 2008 - March 31, 2008) with the people of Ottawa and other stakeholders, the City began assessing four primary transit network options, which follow. The options include bus-based options, a tunnel, light rail transit, and routes east-west or north-south, or both.<sup>23</sup>

Option	Name	Notes
1	<b>Bus Rapid Transit (BRT) Tunnel</b>	The only “bus-based” option. This option comprised of the existing bus transitway, with extensions, operating in twin bus-only tunnels through the downtown core.

2	<b>BRT/LRT Tunnel</b>	This option included a joint bus and LRT scenario comprised of the existing bus transitway, with extensions, combined with twin track LRT running in the North-South corridor from Bowesville Station in the south and through the downtown to Ottawa University.
3	<b>LRT Tunnel</b>	This option was the first of two scenarios which included the majority of passengers travelling through the downtown core on an LRT. It was based on the conversion of the transitway between Baseline Station and Blair Station from bus to LRT, passing through the downtown in an “LRT-only” tunnel.
4	<b>LRT Tunnel with East-West (East-West LRT) and North-South LRT</b>	Similar to option 3, but with the addition of twin track LRT replacing the O-Train and running in the North-South corridor between Bowesville Station and the Downtown. All services would pass through the downtown in an “LRT-only” tunnel.

16. On April 16, 2008, the Transit Committee presented a report (the April 2008 Report),<sup>24</sup> in which it was recommended that the City move forward with Option 4—an LRT Tunnel with East-West and North-South LRT.<sup>25</sup> The Transit Committee concluded that Option 4 offered the “greatest benefit and value to the City,” with benefits that included low annual operating costs, the lowest emissions of the options, the highest potential for increased ridership, and the capacity for growth beyond 2031.<sup>26</sup> In addition, it was noted that Option 4 had received “majority” support during consultations.<sup>27</sup>
  
17. On May 28, 2008, Council adopted the April 2008 Report and moved forward with the recommended Option 4 (with an amendment to extend the LRT in the east to Trim Road and in the west to Scotiabank Place, subject to conditions), a primary transit network centred around an LRT running through downtown Ottawa and the conversion of the existing O-Train to an electric LRT and an extension into Riverside South.<sup>28</sup>
  
18. In June 2008, the DOTT Study was initiated.<sup>29</sup>

19. On November 10, 2008, the Deputy City Manager, Infrastructure Services and Community Sustainability recommended that the City's Joint Transportation Committee and Transit Committee (Joint Committee) approve the 2008 Transportation Master Plan (2008 TMP) and table listed recommendations for the Joint Committee's consideration at its November 19, 2008 meeting (2008 TMP Recommendation Report).<sup>30</sup> The 2008 TMP was an update to the City's 2003 Transportation Master Plan and 2003 Official Plan documents<sup>31</sup> and sought to:
  - a. identify transportation solutions for the City to address the downtown bottleneck;
  - b. improve the productivity of Ottawa's transit system; and
  - c. serve the City's projected population of 1.14 million people by 2031<sup>32</sup>
20. A key priority of the 2008 TMP, and the recommended first two increments of Phase 1 of the City's listed required transit infrastructure projects included the construction of the DOTT and the implementation of the East-West LRT (Stage 1).<sup>33</sup> The DOTT and East-West LRT were represented as being "required for system capacity reasons by 2018", resulting in their inclusion in the first construction increment.<sup>34</sup>
21. The 2008 TMP Recommendation Report additionally reported that Stage 1 estimated cost would total \$1.68 billion.<sup>35</sup> This estimate did not include costs associated with land acquisition and a Stage 1 project office.<sup>36</sup>
22. On November 26, 2008, the Joint Committee tabled an amended version of the 2008 TMP Recommendations (the Update Report).<sup>37</sup> In the Update Report, the Joint Committee recommended that Council, among other things, approve the addition of a statement in the 2008 TMP that the projects included in Stage 1 be approved and that Staff contact the provincial and federal governments to ascertain their interest in funding the priority projects listed in the 2008 TMP.<sup>38</sup>

## 5. City Council Approval of Stage 1

23. On November 28, 2008, Council approved the 2008 TMP, following a "lengthy debate."<sup>39</sup> Council's endorsement of the 2008 TMP represented its approval of proceeding with Stage 1, including the \$1.68 billion estimated cost,<sup>40</sup> and enabled

the City to pursue funding discussions with both the federal government and Ontario provincial government.

24. Council additionally approved a Staff recommendation to extend the LRT plan limits to include Tunney's Pasture Station in the west and Blair Station in the east during its deliberation over the 2008 TMP.<sup>41</sup>
25. On May 27, 2009, Council accepted recommendations from an interim Transit Committee report regarding the preferred corridor alignment and station options for Stage 1 to inform the DOTT Study.<sup>42</sup> This included a scope change to the tunnel component of the DOTT by adding approximately 750 metres (30 percent) to its length.
26. Cooperation from the federal government and Ontario provincial government was essential to meet Stage 1's project's funding demands.<sup>43</sup> In a memo dated October 22, 2009, the Deputy City Manager and City Treasurer provided the Mayor and members of Council with an analysis on the affordability of Stage 1, and an updated cost estimate for Stage 1 of \$2.1 billion.<sup>44</sup> The memo concluded, in accordance with the City's fiscal framework, that the City had the financial capacity to afford its share of Stage 1 (without causing tax increases), assuming two-thirds funding from the federal and Ontario provincial governments.<sup>45</sup>
27. On December 16, 2009, the Deputy City Manager for Infrastructure Services and Community Sustainability recommended that Council accept the findings of the Downtown Ottawa Transit Tunnel: Tunney's Pasture to Blair Station via a Downtown LRT Tunnel Recommended Plan (the DOTT Study Recommended Plan).<sup>46</sup> Among other things, the DOTT Study Recommended Plan provided a capital cost estimate for Stage 1 of \$2.1 billion in 2009 dollars and recommended that Council provide authority to Staff to begin the environmental assessment (EA) process, start preliminary engineering activities, and begin planning for needed property acquisitions for Stage 1.<sup>47</sup>
28. On December 18, 2009, then Ontario Premier Dalton McGuinty committed to providing the City with \$600 million in funding on a fixed basis for Stage 1.<sup>48</sup> On June 8, 2010, the federal government matched the Ontario government's

contribution, and committed to contributing \$600 million in fixed funding toward Stage 1.<sup>49</sup>

29. With provincial funding in place (and federal funding to follow in June 2010, as noted above), City Council voted on January 13, 2010, in favour of approving the DOTT Study Recommended Plan, along with the functional design (i.e., the results of the DOTT Study Recommended Plan) for Stage 1.<sup>50</sup> Through its approval of the DOTT Study Recommended Plan, Council additionally directed Staff to initiate a formal, expedited EA process based on the approved Stage 1 functional design.<sup>51</sup>
30. On August 17, 2010, the province approved the Stage 1 EA.<sup>52</sup> On July 13, 2012, the federal government also approved the EA.<sup>53</sup>

## **6. City Council Implementation of Stage 1**

31. Municipal elections were held across Ontario in October 2010. On October 25, 2010, Ottawa voters elected an entirely new slate of City Councillors to represent Ottawa's 10 wards,<sup>54</sup> along with a new mayor; former member of provincial parliament (MPP) for Ottawa West-Nepean and Ontario provincial cabinet minister, Jim Watson. Mayor Watson had additionally previously served as Mayor of Ottawa, and as an Ottawa city councillor.<sup>55</sup>
32. Despite being initially skeptical of the introduction of an LRT system in Ottawa (due largely to the potential for rising costs), Watson announced his support for the LRT early in his 2010 mayoral campaign but expressed his preference that a "private management board" oversee construction and that Ontario Infrastructure and Lands Corporation (Infrastructure Ontario or IO) lead the procurement process.<sup>56</sup>
33. Mayor Watson and the new Council prioritized the building of the Ottawa LRT system early in their term.<sup>57</sup> By January 2011, Mayor Watson and the new slate of Councillors were sworn in, and Council was presented with an interim project implementation schedule. The initial schedule had Stage 1 being designed, constructed, commissioned, and in service by mid-2019.<sup>58</sup>
34. On January 19, 2011, Mayor Watson introduced his 2011 budget (the 2011 Budget),<sup>59</sup> in which he directed two reviews be undertaken for transit infrastructure planning:

- a. A comprehensive review of the capital and operating budgets for providing public transit in Ottawa; and
  - b. A review of all assumptions and decisions on the LRT to deliver it within the planned budget.<sup>60</sup>
35. At a March 1, 2011, meeting of the Finance and Economic Development Committee (FEDCO), Staff were directed by FEDCO to explore opportunities to accelerate the schedule for Stage 1 with the preliminary engineering team.<sup>61</sup> In addition, Mayor Watson engaged the Rail Implementation Office (RIO) to “ensure that every opportunity to advance the project more quickly (was) full explored.”<sup>62</sup>
36. On May 5, 2011, FEDCO provided its recommendation to Council that Council direct staff to accelerate the implementation of Stage 1 through the steps outlined in the OLRT Project Schedule Acceleration and Procurement Option Selection Report (the Schedule Acceleration Report).<sup>63</sup>
37. The Schedule Acceleration Report recommended that Council direct Staff to advance the procurement of Stage 1 as a Design Build Maintain project (DBM), fast-track both the Request for Qualification (RFQ) and Request for Proposal (RFP) processes, and proceed with a refined construction schedule.<sup>64</sup>
38. Staff estimated in the Schedule Acceleration Report that Stage 1 could be in revenue service by Spring 2018, a full year earlier than initially estimated.<sup>65</sup>
39. On May 25, 2011, Council approved the Schedule Acceleration Report.<sup>66</sup> Council also directed the RIO to accelerate the Stage 1 schedule through the processes outlined in the Schedule Acceleration Report.<sup>67</sup>
40. In advance of the RFP process, a RFQ was released on June 30, 2011, with a closing date of September 11, 2011.<sup>68</sup>
41. On July 13, 2011, City Council assigned the responsibility of the implementation of Stage 1 to FEDCO in recognition of the project crossing several operational and departmental lines. In addition, it was determined that the Transit Commission would have oversight of the system once it was built and became part of the City’s transit network.<sup>69</sup>

42. On July 14, 2011, the Deputy City Manager, Infrastructure Services and Community Sustainability submitted a report to Council, titled the Implementation of the Ottawa Light Rail Project (the Implementation Report).<sup>70</sup> The Implementation Report recommended that Council approve the public-private Design Build Finance Maintain (DBFM) procurement model as the basis for the selection of a private sector partner for Stage 1, approve the RFQ and RFP process as outlined in the Implementation Report, engage IO as the Commercial Procurement Lead for Stage 1, and approve an updated Business Case for Stage 1.<sup>71</sup>
43. In addition, the Implementation Report included an update to the tunnel alignment.<sup>72</sup> The adjusted alignment was set to run underneath Queen Street, instead of tunneling “deep underneath building foundations with extensive underground parking structures.”<sup>73</sup> As a result, the tunnel would be “far shallower”, and “substantially less expensive to build and service.”<sup>74</sup>
44. Factoring in the change in tunnel alignment, the Implementation Report set the Stage 1 cost estimate at \$1.74 billion in 2009 dollars, or \$2.115 billion in construction dollars (dollars that have been escalated to year of construction, and account for the dollar’s value in the years they are spent).<sup>75</sup>
45. On July 14, 2011, City Council voted to receive and consider (and ultimately adopt the recommendations in) the Implementation Report.<sup>76</sup>
46. On October 21, 2011, Mayor Watson announced that three of the six groups who responded to the RFQ had been shortlisted as successful bidders in the RFQ process and would be eligible to compete in the RFP phase:
  - a. Ottawa Transit Partners (including Bombardier)
  - b. the Rideau Transit Group (RTG) (including EllisDon and SNC-Lavalin)
  - c. Rideau Transit Partners (led by Bouygues Travaux Publics)<sup>77</sup>
47. On October 27, 2011, the RFP for Stage 1 was issued, with a technical submission closing date of September 10, 2012, and a financial submission closing date on October 1, 2012.<sup>78</sup>
48. On March 28, 2012, FEDCO submitted a further report to Council, titled the “OLRT Design Improvement-Update” Report (the Update Report).<sup>79</sup> The Update Report

suggested several design updates, along with the “bundling” of the Highway 417-widening project with Stage 1.<sup>80</sup>

49. On March 28, 2012, Council voted to receive the Update Report, with an amendment to direct Staff to examine the feasibility of moving the Downtown East Station farther east, and for Staff to report its findings of the review in the form of a memo to Council.<sup>81</sup>
50. In 2012, from Spring to Autumn, progress around Stage 1 was largely focused on the RFP submissions process, with RFP evaluations ongoing from September 2012 to October 2012.<sup>82</sup>
51. On December 4, 2012, the Deputy City Manager, Planning and Infrastructure, delivered the results of the RFP process to Council, in a report titled Design, Build, Finance and Maintenance of Ottawa’s Light Rail Transit (OLRT) Project (the Stage 1 Approval Report).<sup>83</sup> The Stage 1 Approval Report provided several recommendations, including that Council:
  - a. Approve the selection of RTG as the preferred proponent to design, build, finance and maintain Stage 1;
  - b. Approve the \$2.13 billion estimated budget;
  - c. Delegate authority to the City Treasurer to take any further steps and carry out any further actions to give effect to the approved budgets and funding sources for Stage 1;
  - d. Delegate authority to the City Manager to negotiate, approve, and execute the project agreement to be entered into with the successful proponent of the RFP;
  - e. Approve the renaming of the Confederation Line.<sup>84</sup>
52. The estimated budget in the Stage 1 Approval Report built on the projections from the Implementation Report and recommended additional targeted funding, including \$226 million for the Highway 417 widening, \$63 million for Stage 1 “transition costs”, and \$100 million for contingency funds.<sup>85</sup>
53. On December 19, 2012, City Council voted unanimously in favour of awarding the Stage 1 contract to RTG, finalized Council’s approval of the Stage 1 plan.<sup>86</sup>

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## NOTES

- <sup>1</sup> City of Ottawa. *Ottawa City Council Minutes 62*, July 11 and 12, 2006. (COW0594061)
- <sup>2</sup> City of Ottawa, *City Council Minutes 3*, December 14 and 18, 2006. (COM0009669)
- <sup>3</sup> City of Ottawa, *City Council Minutes 3*, December 14 and 18, 2006. (COM0009669)
- <sup>4</sup> The Mayor of Ottawa's Task Force on Transportation. *Moving Ottawa Final Report*, June 1, 2007, p. 12. (COM0001557)
- <sup>5</sup> City of Ottawa, *City Council Minutes 3*, December 14 and 18, 2006. (COM0009669); CBC News. "Ottawa Council Kills Light Rail Project", December 14, 2006, <https://www.cbc.ca/news/canada/ottawa/ottawa-council-kills-light-rail-project-1.609945>. (COM0010126)
- <sup>6</sup> City of Ottawa, *City Council Minutes 3*, December 14 and 18, 2006. (COM0009669)
- <sup>7</sup> Transportation Task Force, *Moving Ottawa Final Report*, pp. 12-13. (COM0001557)
- <sup>8</sup> Transportation Task Force, *Moving Ottawa Final Report*, p. 12. (COM0001557)
- <sup>9</sup> Transportation Task Force, *Moving Ottawa Final Report*, pp. 5, 13. (COM0001557)
- <sup>10</sup> CBC News. "David Collenette to head Ottawa mayor's transportation task force," January 19, 2007, <https://www.cbc.ca/news/canada/ottawa/david-collenette-to-head-ottawa-mayor-s-transportation-task-force-1.655384>. (COM0009652)
- <sup>11</sup> Transportation Task Force, *Moving Ottawa Final Report*, p. 4. (COM0001557); CBC, "David Collenette to head transportation task force." (COM0009652); City of Ottawa, *City Council Minutes 15*, June 13, 2007. (COM0001558)
- <sup>12</sup> CBC, "David Collenette to head transportation task force." (COM0009652)
- <sup>13</sup> Transportation Task Force, *Moving Ottawa Final Report*, p. 13. (COM0001557)
- <sup>14</sup> Transportation Task Force, *Moving Ottawa Final Report*, p. 13. (COM0001557)
- <sup>15</sup> Transportation Task Force, *Moving Ottawa Final Report*, p. 5. (COM0001557)
- <sup>16</sup> City of Ottawa, *City Council Minutes 15*, June 13, 2007. (COM0009668) OC Transpo, officially the Ottawa-Carleton Regional Transit Commission, is the public transit agency for the city of Ottawa, Ontario, Canada.
- <sup>17</sup> City of Ottawa, *City Council Minutes 15*, June 13, 2007. (COM0001558)
- <sup>18</sup> City of Ottawa. *Report to Joint Transportation and Transit Committee and Council, Transportation Master Plan (TMP) Update, 2008*, November 10, 2008, p. 5. (COM0009700)
- <sup>19</sup> City of Ottawa. *Downtown Ottawa Transit Tunnel Planning and Environmental Assessment Study, Recommended Plan to City Council*, January 13, 2010, p. 24. (COM0009638)

- <sup>20</sup> City of Ottawa, *City Council Minutes 20*, September 12, 2007. (COW0594062); City of Ottawa, *Downtown Ottawa Transit Tunnel Planning and Environmental Assessment Study*. (COM0009638)
- <sup>21</sup> City of Ottawa, *Downtown Ottawa Transit Tunnel Planning and Environmental Assessment Study*. (COM0009638); City of Ottawa. *Joint Meeting Transportation Committee and Transit Committee, Minutes 4*, November 21, 2007 (COW0594060); City of Ottawa. *Transportation Committee and Transit Committee Joint Report 4, Downtown Ottawa Transit Tunnel - Statement of Work* (November 28, 2007). (COW0594063)
- <sup>22</sup> City of Ottawa, *Downtown Ottawa Transit Tunnel Planning and Environmental Assessment Study*. (COM0009638)
- <sup>23</sup> McCormick Rankin Corporation. *Transportation Master Plan, Infrastructure Requirement Study: Development of a Downtown Transit Solution and Network Implications*, April 2008, pp. 47- 57. (COM0009655)
- <sup>24</sup> McCormick Rankin, *Transportation Master Plan*, pp. 47- 57. (COM0009655)
- <sup>25</sup> City of Ottawa. *City of Ottawa Recommended Vision for Downtown Rapid Transit Network Presentation*, April 2008. (COM0009702); McCormick Rankin, *Transportation Master Plan*. (COM0009655)
- <sup>26</sup> City of Ottawa, *Downtown Rapid Transit Network Recommended Vision*. (COM0009702)
- <sup>27</sup> City of Ottawa, *Downtown Rapid Transit Network Recommended Vision*. (COM0009702)
- <sup>28</sup> City of Ottawa, *City Council Minutes 37*, May 28, 2008. (COM0009670)
- <sup>29</sup> City of Ottawa, *Downtown Ottawa Transit Tunnel Planning and Environmental Assessment Study*. (COM0009638)
- <sup>30</sup> City of Ottawa. Transportation Committee and Transit Committee Joint Report, *Transportation Master Plan (TMP) Update 2008*, November 10, 2008 [Transportation Master Plan (Update - November 10, 2008)]. (COM0000001); City of Ottawa, *Transportation Master Plan: A Supporting Plan of the Official Plan (Draft)*, November 2008 [Transportation Master Plan (Draft)]. (COM0001559)
- <sup>31</sup> City of Ottawa, *Transportation Master Plan (Draft)*, p. 1. (COM0001559)
- <sup>32</sup> City of Ottawa, *Transportation Master Plan (Draft)*, p. iii-ix. (COM0001559)
- <sup>33</sup> City of Ottawa, *Transportation Master Plan (Update - November 10, 2008)*, pp. 26 and 44. (COM0000001); City of Ottawa, *Transportation Master Plan (Draft)*, p. 77. (COM0001559)
- <sup>34</sup> City of Ottawa, *Transportation Master Plan (Update - November 10, 2008)*, p. 27. (COM0000001)
- <sup>35</sup> City of Ottawa, *Transportation Master Plan (Update - November 10, 2008)*, p. 44. (COM0000001)
- <sup>36</sup> City of Ottawa. *Costs and Affordability - Downtown Ottawa Transit Tunnel (DOTT), Tunney's Pasture to Blair Station*, Memo to City Council, October 22, 2009 [Costs and Affordability Memo]. (COMH0000072)
- <sup>37</sup> City of Ottawa. Transportation Committee and Transit Committee Joint Report, *Transportation Master Plan (TMP) Update 2008*, November 26, 2008 [Transportation Master Plan (Update - November 26, 2008)]. (COW0000021)

- <sup>38</sup> City of Ottawa, *Transportation Master Plan (Update - November 26, 2008)*, p. 2. (COW0000021)
- <sup>39</sup> CTV News. "City council approves \$7 billion transit plan," November 28, 2008, <https://ottawa.ctvnews.ca/city-council-approves-7-billion-transit-plan-1.347011>; (COM0009642) City of Ottawa, *City Council Minutes 48*, November 26 and 28, 2008. (COM0009671)
- <sup>40</sup> City of Ottawa, *Transportation Master Plan (Update - November 10, 2008)*, p. 44. (COM0000001); City of Ottawa, *City Council Minutes 48*, November 26 and 28, 2008. (COM0009671)
- <sup>41</sup> City of Ottawa, *Downtown Ottawa Transit Tunnel Planning and Environmental Assessment Study*, p. 5. (COM0009638); City of Ottawa, *City Council Minutes 48*, November 26 and 28, 2008. (COM0009671)
- <sup>42</sup> Transit Committee, *Downtown Ottawa Transit Tunnel (DOTT) Planning and Environmental Study (Interim Report) - Corridor Alignment and Station Alternatives*, April 28, 2009. (COM0000005); City of Ottawa, *City Council Minutes 67*, May 27, 2009. (COM0000004)
- <sup>43</sup> City of Ottawa, *Transportation Master Plan (Draft)*, p. v. (COM0001559)
- <sup>44</sup> City of Ottawa, *Costs and Affordability Memo*. (COMH0000072)
- <sup>45</sup> City of Ottawa, *Downtown Ottawa Transit Tunnel Planning and Environmental Assessment Study*, p. 4. (COM0009638)
- <sup>46</sup> City of Ottawa and Delcan. *Downtown Ottawa Transit Tunnel: Tunney's Pasture to Blair Station via a Downtown LRT Tunnel*, December 10, 2009. (COW0000027); City of Ottawa, *Infrastructure Services and Community Sustainability Report*, December 9, 2009. (COW0576566)
- <sup>47</sup> Ottawa/Delcan, *Downtown Ottawa Transit Tunnel*. (COW0000027); City of Ottawa, *Infrastructure Services and Community Sustainability Report*. (COW0576566)
- <sup>48</sup> Ottawa Citizen. "Province To Give City \$600 Million for Transit," December 18, 2009, <https://ottawacitizen.com/news/local-news/province-to-give-city-600-million-for-transit/>. (COM0009693)
- <sup>49</sup> CTV News. "Feds commit \$600M to build Ottawa's light rail plan," June 8, 2010, <https://ottawa.ctvnews.ca/feds-commit-600m-to-build-ottawa-s-light-rail-plan-1.520394>. (COM0009658)
- <sup>50</sup> City of Ottawa, *Downtown Ottawa Transit Tunnel Planning and Environmental Assessment Study*. (COM0009638); City of Ottawa, *City Council Minutes 81*, January 13, 2010. (COM0000007)
- <sup>51</sup> City of Ottawa, *Downtown Ottawa Transit Tunnel Planning and Environmental Assessment Study*. (COM0009638); City of Ottawa, *City Council Minutes 81*, January 13, 2010. (COM0000007)
- <sup>52</sup> CTV News. "Province gives Ottawa LRT plan environmental approval," August 18, 2010, <https://ottawa.ctvnews.ca/province-gives-ottawa-lrt-plan-environmental-approval-1.543739>. (COM0009692)
- <sup>53</sup> Ottawa Sun. "No "significant" environmental issues in LRT plan," July 24, 2012, <https://ottawasun.com/2012/07/24/no-significant-environmental-issues-in-lrt-plan>. (COM0009674)

- <sup>54</sup> CTV News, "Jim Watson declared mayor; 10 new councillors elected," October 26, 2010, <https://ottawa.ctvnews.ca/jim-watson-declared-mayor-10-new-councillors-elected-1.566982>. (COM0009661)
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