

Overview Report Ottawa City Organizational Structure for Oversight

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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.

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1. Scope of Overview Report

1. This overview report provides information on the City of Ottawa’s (City) organizational structures with oversight of the procurement, implementation, and operations of Stage 1 of the Ottawa Light Rail Transit (OLRT) project, known as the “Confederation Line.”
2. This report additionally provides a summary of the key dates and documents received and or drafted by City Council (Council), City Staff (Staff) and City Committees regarding the City’s Stage 1 oversight structure.

2. Introduction

3. The City of Ottawa’s governance structure facilitates the City’s legislative agenda. As discussed below, the City’s governance process includes City Council,

Standing Committees, Advisory Committees and arms-length Agencies, Boards and Commissions. In addition, there are several regulatory tools that facilitate the legislative and governmental work of elected representatives and Staff.

3. Staff

City Manager

4. The City Manager acts as the Chief Administrative Officer for the City,¹ and exercises general control and management of the affairs of the municipality and such other duties assigned by the municipality.²
5. City Council appoints a person to the position of City Manager for a term to be determined by Council.³ The City Manager during the procurement phase of the Project was Kent Kirkpatrick and the current City Manager is Steve Kanellakos.

A. General Delegation of Authority – City Manager

6. The City Manager is accountable to Council and is responsible for the operation of the municipality.⁴ The City Manager is responsible for the administration of the City's departments to the extent the City Manager is given authority and control by by-laws and other enactments, and by any resolutions, policies or procedures adopted by Council.^{5,6} In addition, the City Manager is responsible for, among other things:
 - a. Developing and evaluating City policies and procedures;
 - b. Co-ordinating and supervising the implementation of all programs and policies approved by Council;
 - c. Advising Council of the hiring and dismissal of General Managers;
 - d. Annually assessing the performance of General Managers; and
 - e. Reviewing the City's organizational structure regularly and implementing any changes that would improve the effectiveness or efficiency of the structures.⁷

B. Confederation Line Delegation of Authority – City Manager

7. On December 19, 2012, Council unanimously delegated the authority to the City Manager to, among other things, negotiate, amend and approve the project

agreement between the City and Rideau Transit Group (RTG) (the Project Agreement) and any associated ancillary agreements for the project.⁸

8. The City Manager has additionally been delegated with the authority by Council to oversee the operations and activities of the Confederation Line, including the safety management system and other regulatory matters imposed by applicable Federal legislation or as required by the delegation agreement entered into between the City and Transport Canada.⁹
9. City Council also delegated its authority to the City Manager to oversee the administration of the regulatory regime for both the Confederation Line and the Trillium Line.¹⁰ The “regulatory regime” refers to the bylaws, guidelines, policies, regulations, rules, standards, safety management systems and/or security management Systems, or similar instruments, adopted by the City from time to time in relation to the regulation of the design, construction, operation, safety and security of the Confederation Line.¹¹
10. The City’s Delegation of Authority By-law authorizes the City Manager to further delegate, and to authorize further delegations, to others of any powers, duties, and functions delegated to the City Manager by Council (for example, Directors and other senior staff), and, specifically in respect of matters related to oversight and compliance with the regulatory regime.¹²

Office of the City Manager

11. The City Manager’s office oversees the following City departments:
 - a. Community and Social Services
 - b. Emergency and Protective Services
 - c. Finance Services
 - d. Infrastructure and Water Services
 - e. Innovative Client Services
 - f. Office of the City Clerk
 - g. Planning, Real Estate and Economic Development
 - h. Public Works
 - i. Recreation, Cultural and Facility Services
 - j. Transit Services.¹³

12. The City Manager's office supports the City Manager in the following:
- a. Implementing Council decisions;
 - b. Liaising with other levels of government and external organizations to advance Council priorities;
 - c. Providing advice and information to Council, Staff and senior management;
 - d. Supporting Council committees;
 - e. Managing key corporate projects; and
 - f. Managing the City's legislative agenda.¹⁴

Deputy City Managers

13. In July 2016, both Deputy City Manager roles were eliminated by the City Manager.¹⁵ Previously, the City's organizational structure included a Deputy City Manager for City Operations and a Deputy City Manager for Planning and Infrastructure.
14. On December 19, 2012, and prior to the elimination of the Deputy City Manager roles, the Deputy City Manager, Planning and Infrastructure was delegated with certain responsibilities for Stage 1 by City Council, including:
- a. Negotiating, approving, executing, delivering, amending and extending a Memorandum of Understanding with the National Capital Commission regarding the transfer of land;
 - b. Completing and executing agreements required for station integrations, within the project's budget authority and subject to certain terms and conditions; and
 - c. Negotiating, approving, executing, delivering, amending and extending the Utility Works Infrastructure Letter of Agreement with Hydro Ottawa Limited.¹⁶

City Treasurer and Deputy City Treasurer

15. The City Treasurer is responsible for reporting on and handling the financial affairs of the municipality on behalf of and in the manner directed by Council.¹⁷ Council appoints the City Treasurer.¹⁸
16. On December 19, 2012, the City Treasurer was delegated with the authority to approve project funding for Stage 1 (including oversight of the project contingency fund).¹⁹ The City Treasurer is also responsible for calculating the City's long term

debt commitments to inform Council, before it authorizes work that would require long-term debt or financial obligations, and whether the City's debt and obligations are within the limits set by the Province of Ontario for municipalities.²⁰

17. Until early 2020, Marian Simulik was the City Treasurer. In advance of Ms. Simulik's retirement, the City announced that the City's Deputy Treasurer, Wendy Stephanson would assume the role of Treasurer following Ms. Simulik's departure, effective December 19, 2019.²¹
18. The Deputy City Treasurer is appointed by the City and has all the powers and duties of the Treasurer.²²

City Clerk and Solicitor

19. The City Clerk and Solicitor is appointed by the City.²³ The Clerk's duties include, among other things, recording all resolutions, decisions, and other proceedings in council.²⁴

4. City Committees

Delegation of Authority from Council to Committees

20. Council appoints standing committees to study specific issues. A standing committee will then report back to Council on its findings and provide recommendations for Council's consideration.²⁵ Most standing committees are made up of City Councillors, with the exception of a few committees which include both Members of Council and citizens of Ottawa.²⁶ Other committees are administrative in nature and report through the administrative structure. Some of the City's committees are as follows, which are described later in this overview report:

- a. Finance and Economic Development Committee (FEDCO)
- b. Executive Steering Committee (ESC)
- c. Works Committee
- d. Contingency Management Committee (CMC)
- e. Change Control Board (CCB)

21. The City's Procedure By-law includes the following:
 - a. The duties of the Mayor and Councillors;
 - b. Voting in Council;
 - c. Rules of Conduct; and
 - d. Budget, Motions and Committee procedure.²⁷
22. Some decisions for Stage 1 required approval from Council by way of a vote. In addition, Council received many informational reports and updates on the implementation and progress of Stage 1 throughout the project cycle. See [Appendix A](#) for a list of relevant City Council documents.

Committees Engaged in Stage 1 and their Roles, Responsibilities and Membership

Finance and Economic Development Committee (FEDCO)

23. The Finance and Economic Development Committee (FEDCO) is responsible for establishing and implementing the City's fiscal framework and management policies, overseeing and developing the City's operating and capital budgets, and managing the City's audit functions.²⁸ FEDCO is also mandated with recommending a long-term strategic plan for the City to guide Council's policy decisions.²⁹
24. FEDCO's membership consists of City Councillors (each of whom are approved by Council), the Deputy Mayors, Standing Committee Chairs, the Chair of the Transit Commission and one "member-at-large." The Mayor is the Chair of FEDCO.³⁰
25. The "terms of reference" for a committee define the purpose and structure of the committee. The City's "terms of reference" for FEDCO contemplate its specific duties with respect to procurement and Stage 1 more generally. They include:
 - a. Overseeing, developing and making recommendations to Council in respect of the City's annual Operating and Capital Budgets;³¹
 - b. Making recommendations to Council on investment and debt policies;³²
 - c. Providing recommendations to Council regarding the approval of contracts or purchase orders based on conditions deemed fit in accordance with the provisions of the Procurement By-law;³³ and

- d. Overseeing and reporting to Council on all matters relating to Stage 1, excluding those assigned by Council to other Standing Committees and the Transit Commission, including procurement, contract awards, and construction progress.³⁴
26. Throughout Stage 1 of the OLRT Project, FEDCO received updates and reports from the City Treasurer and the Rail Implementation Office (RIO) on the progress of the project. FEDCO meeting minutes documented key approvals and decisions made by FEDCO during Stage 1. See [Appendix A](#) for a list of relevant FEDCO documents.

The Executive Steering Committee (ESC)

27. In 2011, an Executive Steering Committee was formed to provide oversight, and to coordinate and implement Stage 1 on behalf of the City.³⁵ In addition, the ESC was tasked with addressing broad City issues elevated by either the RIO or by the Deputy City Manager, Planning and Infrastructure (role was in existence at the time).³⁶
28. The ESC is accountable to Council, and is made up of senior Staff, including the:
 - a. City Manager (Chair);
 - b. Deputy City Manager, Planning and Infrastructure;
 - c. Deputy City Manager, City Operations;
 - d. City Clerk and Solicitor;
 - e. City Treasurer;
 - f. General Manager, Transit Services (now Transportation Services); and
 - g. Director of Rail Implementation, RIO.³⁷
29. Additionally, representatives from Infrastructure Ontario (IO) sat on the ESC when IO was engaged on Stage 1. Membership from IO on the ESC included the Vice President Transit (IO), and the Senior Vice President, Civil Infrastructure (IO).³⁸
30. The ESC was responsible for the strategic direction of Stage 1, including ratifying the Request for Qualification (RFQ) shortlisted proponents, and for confirming and recommending the preferred proponent to Council at the close of the Stage 1 Request for Proposal (RFP) process.³⁹

31. In addition to the above, the ESC oversaw and administered both capital funds and oversaw contingency funding draws as the project scope evolved, including the approvals process for both the Contingency Management Committee (CMC) and Change Control Board (CMB).⁴⁰
32. Staff and City advisors made presentations to the ESC on key decision points. Key ESC decisions were documented through minutes. See [Appendix A](#) for a list of relevant ESC documents.

The Works Committee

33. Pursuant to the Amended and Restated Project Agreement, RTG and the City established the Works Committee to “assist the Parties by promoting cooperative and effective communication with respect to matters relating to the Design and Construction Works” on Stage 1.⁴¹ The Works Committee was responsible for, among other things, reviewing all design, construction and commissioning issues and any issues arising from reports or documents provided by RTG or the Independent Certifier. The Works Committee does not have a decision making role.⁴²
34. The Works Committee consisted of: the City Representative (as designated by the City), the City Project Manager, three (3) City representatives appointed by the City from time to time, four (4) RTG-appointed representatives, and one (1) representative of IO.⁴³ The Independent Certifier was additionally entitled, but not required, to attend meetings as a non-voting member of the Committee.⁴⁴ See [Appendix A](#) for a list of relevant Works Committee documents.

Contingency Management Committee

35. On May 12, 2015, the Director of the RIO announced that the Contingency Management Committee (CMC) had been established by the ESC. The CMC is responsible for reviewing and approving expenditures against the contingency account, to ensure that “variations and risks [were] properly managed and accounted for as potential draws against the account”.⁴⁵ The CMC was comprised of the City Manager; the Deputy City Manager, Planning and Infrastructure; and

the City Treasurer.⁴⁶ The ESC delegated its financial authority related to the contingency fund to the CMC.⁴⁷

36. The City Treasurer was delegated the authority to approve withdrawals from the Contingency Fund. The City Manager and Deputy City Manager, Planning and Infrastructure were delegated the authority to approve variations, and program changes to other aspects of the OLRT project that required funding from the Contingency Fund such as integrated station entrances or property settlements.⁴⁸

Change Control Board

37. In addition to the creation of the Contingency Management Committee, the Change Control Board (CCB) was established by the RIO to oversee and manage changes or variations to the Project Agreement.⁴⁹ The CCB's mandate involved reviewing project change proposals, engaging relevant subject matter experts, determining funding sources and facilitating approvals.⁵⁰

5. Agreement Management Committee (AMC) and Agreement Oversight Committee (AOC)

38. The Agreement Management Committee (AMC) provided oversight of expenditures against the Canada Contribution Agreement, monitored the progress of Stage 1, reviewed reports, procurement contracts and financial information for the project, and ensured that all provisions of the Canada Contribution Agreement were implemented in accordance with the Agreement.⁵¹
39. The Agreement Oversight Committee (AOC) provided oversight of expenditures against the Contribution Agreement between the Ontario provincial government and the City, monitored the progress of the project through City reports, reviewed claims and project financial information, reviewed and made recommendations on the preparation and presentation of project reports to the Ministry of Transportation, and was mandated to attempt to resolve disputes between parties to the project.⁵²
40. According to the Contribution Agreement between Ontario and the City, AOC meetings would occur at least four (4) times per annum.⁵³ It was additionally determined that AOC meetings could be held jointly with AMC meetings.⁵⁴

41. The AMC and AOC proceeded to hold joint meetings. The AMC/AOC committee consisted of six (6) members: two (2) persons appointed by the Ontario Ministry of Transportation (MTO); two (2) persons appointed by the City of Ottawa; and two (2) persons appointed by Transport Canada.⁵⁵ The Committee was headed by Co-Chairs chosen from its members, one (1) appointed by MTO and one (1) appointed by the City.⁵⁶
42. See [Appendix A](#) for a list of relevant AMC and AOC documents.

6. OC Transpo

General

43. The City's Transit Services Department (formerly the Transportation Services Department) is a City department within the Ottawa–Carleton Regional Transit Commission (OC Transpo). OC Transpo is the City division responsible for operations and maintenance matters in relation to light rail transit (LRT) systems, including compliance with LRT regulations by all impacted staff, contractors and suppliers.⁵⁷
44. The OC Transpo network is a public transit system that provides over a million passenger trips annually on its bus, rail (including the Confederation Line), and para transit systems (the last, which are called Para Transpo).

General Manager of Transit Services

45. The General Manager of Transit Services reports to the City Manager, is a member of the senior City leadership team,⁵⁸ and oversees all Transit Services staff.⁵⁹ The General Manager, among other things, is responsible for providing the strategic direction for Transit Services, and “planning, directing and improving the delivery of the City's Transit Services.”
46. The General Manager, Transit Services, is delegated the authority to make service adjustments to bus and O-Train service in response to operational needs and requirements, including changes to individual O-Train lines and bus routes schedules and bus stops, in compliance with applicable City by-laws and in accordance with the policies of Transit Commission and Council.⁶⁰

47. In the period 2016-2021, John Manconi served as the General Manager, Transit Services. He was succeeded by Renée Amilcar on October 18, 2021.⁶¹

Director of Transit Operations

48. The Director of Transit Operations, reports to the General Manager of Transportation Services and has direct day-to-day oversight over OC Transpo staff, contractors and suppliers. The Director monitors compliance with the LRT regulatory framework, as applicable.⁶²
49. The Director of Transit Operations is also responsible for ensuring the Regulatory Monitor and Compliance Officer (RMCO) is provided with requested information to support the compliance monitoring activities of the RMCO. The Director of Transit Operations oversees the RMCO's preparation of required reports for OC Transpo to Transport Canada and the Transportation Safety Board (TSB), and to the City Manager, Council and Transit Commission, as applicable.⁶³

Chief Safety Officer

50. The Chief Safety Officer reports to the General Manager, Transit Services.⁶⁴
51. The Chief Safety Officer is responsible for developing and implementing a comprehensive Safety Management System in partnership with Staff, the City's Health and Safety Committees, unions and external governing bodies and agencies.⁶⁵ See [Appendix A](#) for a list of relevant reports addressed to or approved by the Chief Safety Officer.

7. Transportation Safety Board (TSB)

52. The Transportation Safety Board (TSB) is an independent federal agency that reports directly to Parliament through the Privy Council Office regarding transportation accidents and other reportable safety incidences or occurrences.⁶⁶
53. The City and TSB entered into an agreement in August 2019 to coordinate their respective regulatory oversight and investigative authority, activities and responsibilities in relation to accidents and other reportable incidents or

occurrences that may arise in relation to LRT railways.⁶⁷ See [Appendix A](#) for a list of relevant TSB documents.

8. Federal and Provincial Funding Agreements

54. The federal government contributed \$600 million toward Stage 1 pursuant to an agreement between Canada, represented by the Minister of Transport, and the City of Ottawa signed December 18/19 2012 (Canada Contribution Agreement). The Ministry's role included ensuring that the City's procurement and P3 contracts were awarded and managed in accordance with the City's policies and procedures, including "in a way that is transparent, competitive, consistent with value for money principles, or in a manner otherwise acceptable to Canada." The City's obligations under the Canada Contribution Agreement included that the City was to retain and pay an independent engineer to provide an independent professional certification of the project.⁶⁸

55. The Province of Ontario also contributed \$600 million toward Stage 1 pursuant to an agreement between the Ontario, represented by Minister of Transportation and the City of Ottawa dated September 1, 2011 (Ontario Contribution Agreement). The terms of the Ontario Contribution Agreement include establishing an agreement oversight committee to, among other things, monitor the progress of the project. The City's obligations under the Ontario Contribution Agreement also included retaining and paying an independent engineer to provide an independent professional certification of the project.⁶⁹

9. Role and Responsibility of Transit Commission

56. The City Transit Commission (Transit Commission) oversees and provides direction to Transit Services on issues relating to the operation of public transit, including the bus system, the Confederation Line and Para Transpo.⁷⁰ The Transit Commission has additional responsibilities, which include, reviewing the operation and capital budgets for the City's transit system and making budget recommendations to Council, ensuring co-ordination with standing committees where there is an overlap in responsibility on transit matters, and reviewing and recommending strategic plans to Council relating strictly to transit matters.⁷¹

57. The Transit Commission has additionally been delegated with final decision-making authority on providing direction and ensuring the implementation of policies and programs related to the operation of Transit Services; considering and approving all adjustments to the operating budget and capital budget pertaining to items within the Commission's mandate and the City approved transit budget; reviewing and approving changes to the transit network policy, and approving Staff recommendations for major service changes.⁷²
58. On June 12, 2013, Council additionally approved the allocation of specific Confederation Line responsibilities, such as branding, wayfinding and advertising standards, to the Transit Commission, as outlined in the relevant report presented to Council.⁷³
59. The Transit Commission's membership includes Councillors as well as citizen members, with the Mayor being an *ex-officio* member. See [Appendix A](#) for a list of relevant Transit Commission documents.

10. Rail Implementation Office (RIO)

General

60. The Rail Implementation Office (RIO) was established by the City to manage the OLRT project.⁷⁴ Effective October 2016, the role of the RIO was subsumed by the O-Train Construction Office.
61. The RIO oversaw a number of key project deliverables on the project, including:
 - a. Monitoring the delivery of Stage 1 and approving budget allocations;
 - b. Monitoring and managing project risk, along with the risk management process;⁷⁵
 - c. Monitoring the construction phases of the project;
 - d. Communicating with the Federal and Provincial governments regarding funding contribution agreements;
 - e. The procurement process;
 - f. Land use development approvals; and
 - g. Developing rail regulations/a Safety Management System.⁷⁶
62. The RIO's governance process informed its management of the OLRT project.⁷⁷ The City's governance structure required that the RIO provide status updates on

Stage 1's project status through regularly scheduled monthly reports to senior management and quarterly project updates to FEDCO and Council.⁷⁸ In addition, the RIO was required to produce annual financial reports.⁷⁹ See [Appendix A](#) for a list of relevant RIO reports.

63. The RIO retained a Fairness Commissioner (PPI Consulting) that was tasked with overseeing the procurement process and reporting on the fairness of that process. The Fairness Commissioner was to apply the following principles:
- a. The procurement process must be open and transparent;
 - b. All proponents must be treated equally and fairly;
 - c. The process must comply with confidentiality and conflict of interest requirements; and
 - d. Procurement evaluation criteria and procedures must be applied “fairly, objectively and free of bias”.⁸⁰ See [Appendix A](#) for a list of the Stage 1 Fairness Commission reports.

Key Roles in the Rail Implementation Office

64. **Director of RIO** - the Director of RIO was responsible for the RIO and for managing engagement with key RIO stakeholders.⁸¹ As part of the City's governance model, the Director of RIO reported to the Deputy City Manager.⁸² In addition, the RIO Director was responsible for initiating the elevation of Stage 1 decision items which required approval from senior Staff. The Director of RIO was also a member of the ESC.⁸³
65. In addition to the Director of RIO, other key positions in the RIO included:
- a. **Manager of Rail Engineering**, who was responsible for “leadership and the overall delivery of the OLRT project”;⁸⁴
 - b. **Manager of Light Rail Infrastructure**, who was responsible for overseeing the Program Managers for fixed facilities, civil engineering and alignment, transit and systems, safety, security and training;⁸⁵ and
 - c. **Manager, Project Management Office**.⁸⁶
66. Steven Cripps was the Director of the O-Train Construction Office from April 2014 – December 31, 2018. In January 2019, Michael Morgan became the Director of the O-Train Construction Office.⁸⁷

11. Regulatory Monitor and Compliance Officer (RMCO)

67. The Regulatory Monitor and Compliance Officer (RMCO) position was created to monitor and report on Confederation Line compliance with the OLRT Regulations, post-revenue service. The RMCO's reporting mandate includes providing both Annual Compliance Reports, and quarterly updates to the City Manager to enable staff to consider improvements to the regulations and/or the implementation and enforcement of regulations where required.
68. On February 28, 2018, Council approved a motion appointing Sam Berrada as the RMCO.⁸⁸ See [Appendix A](#) for a list of relevant RMCO documents.

12. City Infrastructure Services

69. The City's former department called Planning, Infrastructure and Economic Development⁸⁹ was divided into two departments, which are the following:
 - a. Infrastructure and Water Services; and
 - b. Planning, Real Estate and Economic Development.⁹⁰
70. During much of Stage 1, the Planning, Infrastructure and Economic Development department was the relevant City Infrastructure oversight department. The Planning, Infrastructure and Economic Development department described its role as focusing on "city-building priorities, planning and managing development opportunities and transportation infrastructure, and managing City real estate for population growth and economic prosperity."⁹¹

13. City and Infrastructure Ontario (IO)

71. For the purposes of Stage 1, Infrastructure Ontario (IO) acted as the commercial procurement lead on the project, as unanimously endorsed by Council on July 14, 2011.⁹²
72. On October 26, 2011,⁹³ the City and IO entered into a Memorandum of Understanding (MOU). (See [Overview Report: Role of Infrastructure Ontario in the OLRT Project](#).) While IO was mandated with managing Stage 1's procurement, the City retained final approval authority on all decision-making.⁹⁴

73. As part of its role in Stage 1, IO was, among other things, mandated with providing procurement coordination and transaction management services. This included, in conjunction with the City, developing the procurement documents, negotiating the terms and conditions of the Project Agreement, coordinating the development of the Project-Specific Output Specifications (PSOS) by the City's technical advisor, Capital Transit Partners (CTP), and providing advisory support to the City of Ottawa for the City's contract management activities during the implementation of the project.⁹⁵
74. In their role, IO representatives reported to the Director of RIO on the progress of the procurement and were tasked with leading the procurement phase of Stage 1 until financial close.⁹⁶
75. Section 3.1(ii) of the MOU listed the City's Key Roles and Responsibilities, including 3.1(ii)(g), which required that the City "consult with IO with respect to any disputes that arise between the City and its counterpart(ies) under the Project Agreement(s)".⁹⁷

14. City Chronology of Key Oversight Decisions, Reports and Agreements

2006-2010

76. On July 12, 2006, Council approved the contract award to Siemens-PCL/Dufferin to design, build and maintain electrically powered LRT service between downtown Ottawa to the growing southern communities of Leitrim, Riverside South, and Barrhaven (North-South LRT project).⁹⁸
77. On December 6, 2006, Council voted 12 to 11 in favour of a revised version of the North–South LRT project.⁹⁹
78. On December 14/18, 2006, Council voted 13 to 11 in favour of terminating the North–South LRT Project Agreement with Ottawa LRT Corp (Siemens-PCL/Dufferin).¹⁰⁰
79. On June 6, 2007, the Mayor's Task Force on Transportation delivered its report entitled *Moving Ottawa – En Avant Ottawa*.¹⁰¹

80. On September 12, 2007, Council approved the Rapid Transit Environmental Assessments, including a direction for Staff to proceed with the Downtown Ottawa Transit Tunnel (DOTT).¹⁰²
81. On May 28, 2008, Council adopted the April/May 2008 Joint Transportation and Transit Committee 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.¹⁰³
82. 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 (TMP) (the 2008 TMP) and table listed recommendations for the Joint Committee's consideration at its November 19, 2008 meeting (2008 TMP Recommendations).¹⁰⁴
83. On November 26/28, 2008, Council considered the Joint Transportation and Transit Committee's amended version of the 2008 TMP Recommendations (the Update Report).¹⁰⁵ 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, direct Staff to examine a range of procurement options, to seek delegated authority from the federal government and to contact the provincial and federal governments to ascertain their interest in funding the priority projects listed in the 2008 TMP.¹⁰⁶
84. On November 26/28, 2008, Council approved the 2008 TMP.¹⁰⁷ Council's endorsement of the 2008 TMP represented its approval of proceeding with Stage 1, including the \$1.68 billion estimated cost.¹⁰⁸ Council also approved the directions to City Staff to examine procurement options, to seek delegated authority from the federal government and to pursue funding discussions with both the federal government and Ontario provincial government.¹⁰⁹
85. On May 27, 2009, Council approved the preferred corridor alignment and station options for Stage 1 to inform the DOTT Study.¹¹⁰ This included a scope change to

the tunnel component of the DOTT by adding approximately 750 metres (30 percent) to its length.¹¹¹

86. In a memo dated October 23, 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.¹¹²
87. On December 9, 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).¹¹³
88. On January 13, 2010, Council voted 19-4 in favour of approving the functional design for the East-West LRT and DOTT, along with proceeding with the "Downtown Ottawa Transit Tunnel: Tunney's Pasture to Blair Station via a Downtown LRT Tunnel Recommended Plan."¹¹⁴
89. On October 25, 2010, Ottawa voters elected 10 new City Councillors to represent 10 of Ottawa's 23 wards, 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.

2011

90. 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.¹¹⁵
91. 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).¹¹⁶

92. On May 25, 2011, Council approved the Schedule Acceleration Report.¹¹⁷ Council also directed the RIO to accelerate the Stage 1 schedule through the processes outlined in the Schedule Acceleration Report.¹¹⁸
93. On June 30, 2011, the City released its RFQ.¹¹⁹
94. On July 7, 2011, Council received an informational report submitted by the City Treasurer that outlined the City's long range financial transit plan.¹²⁰
95. 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.¹²¹
96. On July 14, 2011, the Deputy City Manager, Infrastructure Services and Community Sustainability submitted a report to Council, titled Implementation of the Ottawa Light Rail Project (OLRT) (the Implementation Report).¹²² 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 1.¹²³
97. On July 14, 2011, City Council approved the implementation of the Ottawa LRT system, procurement of the OLRT project as a DBFM project, the RFQ/RFP process, engagement of Infrastructure Ontario as the Commercial Procurement lead, and the updated Business Case for the project, as recommended in the Implementation Report.¹²⁴
98. 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.¹²⁵

99. On October 26, 2011,¹²⁶ the City and IO entered into a Memorandum of Understanding (MOU). (See Overview Report: Role of Infrastructure Ontario in the OLRT Project.)
100. 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, 2012.¹²⁷

2012

101. On March 28, 2012, FEDCO submitted a further report to Council, titled the "OLRT Design Improvement-Update" Report (the Update Report).¹²⁸ The Update Report provided a number of design modifications related to stations to improve the project and recommended approval of the "bundling" of the Highway 417-widening project with Stage 1.
102. 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.¹²⁹
103. On December 4, 2012, Staff delivered the results of the RFP process to Council, and provided a number of recommendations, including that Council approve the \$2.13 billion project budget, delegate authority to the City Manager to negotiate, approve and execute the Project Agreement that would be entered into with the successful proponent of the RFP, and approve Stage 1's renaming to the "Confederation Line".¹³⁰
104. On December 4, 2012, the Deputy City Manager, Planning and Infrastructure tabled 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).¹³¹ The Stage 1 Approval Report provided a number of recommendations, including that Council:
 - a. Approve the selection of RTG as the preferred proponent to design, build, finance and maintain Stage 1 and to build and finance the Highway 417 widening project;

- b. Approve the \$2.13 billion estimated budget and funding sources;
 - c. Delegate authority to the City Treasurer to take any further steps and carry out any further acts necessary to give effect to the approved budgets and funding sources for Stage 1 and Highway 417 widening;
 - d. Delegate authority to the City Manager to negotiate, and to the Mayor the authority to execute and deliver any further amendments to the federal and provincial contribution agreements and the Infrastructure Ontario Memorandum of Understanding;
 - e. Delegate authority to the City Manager to negotiate, approve, execute and amend the project agreement and any associated ancillary agreements for the OLRT project, Highway 417 widening and specific related civic works; and
 - f. Approve the renaming of the Confederation Line.¹³²
105. On December 19, 2012, City Council voted unanimously in favour of the Design, Build, Finance and Maintenance of Ottawa's Light Rail Transit Project report, awarding the Stage 1 contract to RTG, finalized Council's approval of the Stage 1 plan.¹³³

2013

106. On February 12, 2013, the City and RTG executed the Project Agreement.
107. On June 12, 2013, Council approved the allocation of specific Confederation Line responsibilities to the Transit Commission (such as wayfinding, branding and advertising standards), prior to the Transit Commission having oversight one the system is built and becomes part of the City's transit network, as recommended in the Deputy City Manager's May 27, 2013 report to FEDCO and Council.¹³⁴
108. On September 26, 2013, IO and the City concluded an Amending Agreement to the MOU.¹³⁵
109. On November 26, 2013, Ottawa City Council unanimously approved the Transportation Master Plan.¹³⁶
110. On December 11, 2013, Council approved a Confederation Line Delegated Authority Report.¹³⁷ The report recommended delegated authority to the Deputy City Manager, Planning & Infrastructure to approve certain design modifications on the Confederation Line project. The approval authority was subject to concurrence from the affected Ward Councillor and the Mayor and was delegated to ensure that

approvals for significant changes to the design would not delay the project schedule.¹³⁸

2014

111. On December 3, 2014, Council approved the 2014-2018 Governance Review report.¹³⁹ The report summarized the next steps for the OLRT, including the establishment of the "Office of the Regulator for Confederation Line", and that the "Regulatory Working Group, in consultation with the City Manager and relevant senior management of the City, be directed to develop the necessary instruments, including by-law(s), to establish the position and duties of the Regulator to be brought forth to the Transit Commission and Council for their consideration by the end of Q1 of 2015, in accordance with the report and in keeping with the 2011 Transport Canada Delegation of Authority Agreement."¹⁴⁰

2015

112. A September 1, 2015 Ottawa Light Rail Regulatory Framework Report, presented to the Transit Commission on September 14, 2015 and Council on September 23, 2015, was considered and approved by City Council. The report set out recommendations that Council approve the establishment of the Regulatory Monitor and Compliance Office, delegate authority to the City Manager to prepare and submit annual regulatory filings to Transport Canada, and delegate authority to the City Manager to enter into contracts with external third parties to provide "independent investigation services associated with the Ottawa Light Rail Transit System."¹⁴¹
113. On September 23, 2015, Council approved the Ottawa Light Rail Regulatory Framework report (Regulatory Framework).¹⁴² Through the approval of the Regulatory Framework, Council approved the establishment of the position of the RMCO, delegated authority to the City Manager to prepare and submit the annual regulatory filing on the LRT to Transport Canada; and delegated authority to the City Manager to enter a services/support contract with an external third party to provide independent investigation services associated the LRT.

114. On October 14, 2015, the City enacted By-Law No. 2015-301, which established the Light Regulatory Monitor and Compliance Officer, and authorized the City to supplement the LRT Regulations for the Confederation Line, as may be adopted from time to time by the City Manager, the Director, Rail Implementation, the General Manager of Transit Services, or others as maybe further authorized by Council.¹⁴³

2016

115. Effective October 2016, the role of the RIO was subsumed by the O-Train Construction Office, and moved under the Transportation Services department, led by John Manconi at the time.¹⁴⁴

2017

116. On September 27, 2017, the Finance and Economic Development Committee recommended that City Council approve a plan to refinance the long-term debt on the Confederation Line, and to delegate authority to the City Treasurer to execute an Assignment and Assumption Agreement to assume the Lenders' obligations under the existing Credit Agreement to RTG, and to execute and issue debentures directly to each of the Long-Term Lenders to finance capital works in order to facilitate Stage 2. This was approved by City Council on September 13, 2017¹⁴⁵

2018

117. On February 28, 2018, Council approved Motion No. 65/6 appointing Sam Berrada as the RMCO.¹⁴⁶
118. On September 12, 2018, Council approved a report outlining the RMCO's initial work plan.¹⁴⁷
119. On September 19, 2018, the RMCO's "Framework for Development of Monitoring Procedures – Confederation Line Regulations" was developed. The Framework was updated on December 9, 2019 and again in February 2021.¹⁴⁸

2019

120. On December 9, 2019, the RMCO updated the “Framework for Development of Monitoring Procedures – Confederation Line Regulations.”¹⁴⁹

2020

121. The RMCO completed its Annual Compliance Report (RMCO 2019 Report), dated February 4, 2020.¹⁵⁰ On February 7, 2020, the RMCO 2019 Report was submitted to Council.
122. On February 26, 2020, Council approved receiving the RMCO 2019 Report.¹⁵¹
123. On November 24, 2020, the Office of the Auditor General (City of Ottawa) tabled its report at the Audit Committee titled, “Audit of Ottawa Light Rail Transit (OLRT) Stage 1 Contingency Fund.”¹⁵²

2021

124. On February 12, 2021, the City’s LRT regulatory regime for the Confederation Line was further identified, clarified and confirmed through the City Manager Designation – Light Rail Regulations document.¹⁵³
125. On February 26, 2021, the RMCO released its annual report (“RMCO 2020 Report”).¹⁵⁴ On April 14, 2021, Council received the RMCO 2020 Report together with the March 8, 2021 Joint RMCO and City Manager Report in respect of the RMCO 2020 Report.¹⁵⁵
126. On March 10, 2021, FEDCO submitted a report to City Council regarding a motion for Confederation Line Contingency Funding. The Report recommended that City Council approve additional budgetary authority of \$15,000,000 for the Confederation Line Contingency Fund.¹⁵⁶
127. On September 28, 2021, City Manager Steve Kanellakos provided the Mayor and Members of Council and Members of the Transit Commission with a memo on the TSB Rail Safety Advisory Letter regarding the August 8, 2021 derailment.¹⁵⁷

128. On December 9, 2019, the RMCO updated the “Framework for Development of Monitoring Procedures – Confederation Line Regulations.”¹⁵⁸

2022

129. On April 13, 2022, the RMCO’s Annual Report for 2021, dated March 1, 2022, was presented to Council.¹⁵⁹

NOTES

¹ City of Ottawa. *By-law No. 2021-6 – City Manager*, n.d. [City Manager By-Law (2021-6)]; *Municipal Act*, 2001, S.O. 2001, c. 25 at section 229.

² *Municipal Act*, 2001, S.O. 2001, c. 25 at section 229.

³ City of Ottawa, *City Manager By-law (2021-6)*, n.d., section 5(1).

⁴ *Municipal Act*, 2001, S.O. 2001, c. 25 at section 229.

⁵ City of Ottawa, *City Manager By-law (2021-6)*, n.d., section 4(1).

⁶ City of Ottawa. *By-law No. 2022-29 - Delegation of Authority*, as amended by *By-law No. 2022-77*, n.d., section 3(a) [Delegation By-Law (2022-29, amended by 2022-77)].

⁷ City of Ottawa, *Delegation By-Law (2022-29, amended by 2022-77)*, n.d., Schedule A, section 3(1)(a)-(i).

⁸ City of Ottawa. *Design, Build, Finance and Maintenance of Ottawa's Light Rail Transit (OLRT) Project*, Report to City Council, December 4, 2012 [Report to Council: DBFM of OLRT Project (December 4, 2012)]. (COW0000040); City of Ottawa. *Ottawa City Council Minutes 47*, December 19, 2012. (COM0000023)

⁹ City of Ottawa, *Delegation By-Law (2022-29, amended by 2022-77)*, n.d., Schedule G, section 6(a)-(b).

¹⁰ City of Ottawa. *City Manager Designation – Light Rail Regulations*, February 12, 2021. (COW0537771)

¹¹ Canada and City of Ottawa. *Agreement for regulation of the design, construction, operation, safety and security of Ottawa Light Rail Transit Systems*, October 1, 2011. (COW0523308)

¹² City of Ottawa, *Delegation By-Law (2022-29, amended by 2022-77)*, n.d.

¹³ City of Ottawa. *City manager, administration and policies*, n.d., <https://ottawa.ca/en/city-hall/city-manager-administration-and-policies#organizational-structure>. (COM0010080)

¹⁴ City of Ottawa. *Finance and Economic Development Committee Draft Budget 2018: Tax Supported Programs*, November 8, 2017. (COM0001699)

- ¹⁵ CBC News. "More cuts possible after 6 city executives lose positions," July 13, 2016, <https://www.cbc.ca/news/canada/ottawa/major-shakeup-ottawa-city-hall-1.3677674>. (COM0010086) Prior to the elimination of the Deputy City Manager roles in 2016, the Deputy City Manager, Planning & Infrastructure was given the delegated authority on December 11, 2013 to approve significant design modifications on the Confederation Line project with the concurrence of the affected Ward Councillor and the Mayor, City of Ottawa; City of Ottawa. *Confederation Line Quarterly Update*, Memo to the Mayor and Council, May 12, 2015 [Confederation Line Quarterly Update Memo (May 12, 2015)]. (COW0104424)
- ¹⁶ City of Ottawa, *Report to Council: DBFM of OLRT Project (December 4, 2012)*. (COW0000040); City of Ottawa, *Ottawa City Council Minutes 47*, December 19, 2012. (COM0000023)
- ¹⁷ *Municipal Act*, 2001, S.O. 2001, c. 25 at section 286; City of Ottawa, *Delegation By-Law (2022-29, amended by 2022-77)*, n.d., Schedule B, sections 1 and 2.
- ¹⁸ *Municipal Act*, 2001, S.O. 2001, c. 25 at section 286(1).
- ¹⁹ City of Ottawa, *Ottawa City Council Minutes 47*, December 19, 2012. (COM0000023)
- ²⁰ O. Reg. 403/02, *Debt and Financial Obligation Limits*, under *Municipal Act*, 2001, S.O. 2001, c. 25.
- ²¹ Ottawa Citizen. "Council appoints the next treasurer for the City of Ottawa," October 9, 2010, <https://ottawacitizen.com/news/local-news/council-appoints-the-next-treasurer-for-the-city-of-ottawa>. (COM0010082)
- ²² *Municipal Act 2001*, S.O. 2001, c. 25 at section 286(2).
- ²³ *Municipal Act 2001*, S.O. 2001, c. 25 at section 228.
- ²⁴ *Municipal Act 2001*, S.O. 2001, c. 25 at section 228; City of Ottawa, *Delegation By-Law (2022-29, amended by 2022-77)*, n.d., Schedule C.
- ²⁵ City of Ottawa. *How City government works*, n.d., <https://ottawa.ca/en/city-hall/council-committees-and-boards/how-city-government-works>. (COM0010084)
- ²⁶ City of Ottawa, *How City Government Works*, n.d. (COM0010084) The Transit Commission and Built Heritage Sub-Committee both include Members of Council and citizen members.
- ²⁷ City of Ottawa. *By-law No. 2021-224 - Procedure*, as amended by *By-law No. 2021-356*, n.d.
- ²⁸ City of Ottawa. *Finance and Economic Development Committee*, n.d., <https://ottawa.ca/en/city-hall/council-committees-and-boards/committees-and-boards/standing-committees-commissions-11>. (COMH0000071)
- ²⁹ City of Ottawa, *Finance and Economic Development Committee*, n.d. (COMH0000071)
- ³⁰ City of Ottawa, *Finance and Economic Development Committee*, n.d. (COMH0000071)
- ³¹ City of Ottawa, *Finance and Economic Development Committee*, n.d. (COMH0000071)
- ³² City of Ottawa, *Finance and Economic Development Committee*, n.d. (COMH0000071)
- ³³ City of Ottawa. *By-law No. 2000-50 - Procurement*, n.d.
- ³⁴ City of Ottawa, *Finance and Economic Development Committee*, n.d. (COMH0000071)
- ³⁵ Office of the Auditor General of the City of Ottawa. *Audit of Ottawa Light Rail Transit (OLRT) Stage 1 Contingency Fund*, November 24, 2020,

https://documents.ottawa.ca/sites/documents/files/Irtcntgy_fnl_en.pdf [Stage 1 Contingency Fund (Audit - November 24, 2020)]. (COM0009626)

³⁶ City of Ottawa. *Project Charter – Ottawa Light Rail Transit Project, Phase 1, Increment 1*, October 26, 2011 [Project Charter – OLRT (October 25, 2011)]. (COM0000235)

³⁷ City of Ottawa, *Report to Council: DBFM of OLRT Project (December 4, 2012)*. (COW0000040) Both Deputy City Manager roles were eliminated in 2016.

³⁸ City of Ottawa, *Report to Council: DBFM of OLRT Project (December 4, 2012)*. (COW0000040)

³⁹ City of Ottawa. *Implementation of the Ottawa Light Rail Transit Project*, Report to City Council, July 14, 2011. (COM0000015); Infrastructure Ontario. *Ottawa Light Rail Transit Project – Framework to evaluate responses to Request for Qualifications (Final Draft Version)*, September 27, 2011. (IFO0008951)

⁴⁰ Office of the Auditor General of the City of Ottawa, *Stage 1 Contingency Fund (Audit - November 24, 2020)*. (COM0009626)

⁴¹ City of Ottawa and Rideau Transit Group General Partnership. *Amended and Restated Project Agreement: Ottawa Light Rail Transit Project*, February 12, 2013, section 11.1 [Project Agreement (February 12, 2013)]. (COM0000158)

⁴² City of Ottawa/RTG, *Project Agreement (February 12, 2013)*, section 11.1. (COM0000158)

⁴³ City of Ottawa/RTG, *Project Agreement (February 12, 2013)*, section 11.1. (COM0000158)

⁴⁴ City of Ottawa/RTG, *Project Agreement (February 12, 2013)*, section 11.1. (COM0000158)

⁴⁵ City of Ottawa, *Confederation Line Quarterly Update Memo (May 12, 2015)*. (COW0104424); Office of the Auditor General of the City of Ottawa, *Stage 1 Contingency Fund (Audit - November 24, 2020)*. (COM0009626)

⁴⁶ City of Ottawa, *Confederation Line Quarterly Update Memo (May 12, 2015)*. (COW0104424)

⁴⁷ City of Ottawa. *ESC - Terms of Reference*, presentation, June 22, 2015. (COW0592521)

⁴⁸ Office of the Auditor General of the City of Ottawa, *Stage 1 Contingency Fund (Audit - November 24, 2020)*. (COM0009626)

⁴⁹ City of Ottawa, *Confederation Line Quarterly Update Memo (May 12, 2015)*. (COW0104424)

⁵⁰ Office of the Auditor General of the City of Ottawa, *Stage 1 Contingency Fund (Audit - November 24, 2020)*. (COM0009626)

⁵¹ City of Ottawa. *RIO Governance Process: O-Train Confederation Line Project*, January 11, 2016 [RIO Governance Process (January 11, 2016)]. (COW0593653); Canada and City of Ottawa. *Building Canada Fund: Contribution Agreement for the City of Ottawa Light Rail Transit Project (2012-2013 / 2018-2019)*, sections 4.2 and 5 [Contribution Agreement for the OLRT Project (2012-2013 / 2018-2019)]. (COM0001314)

⁵² City of Ottawa, *RIO Governance Process (January 11, 2016)*. (COW0593653); Province of Ontario and City of Ottawa. *Building Canada Fund – Major Infrastructure Component: Contribution Agreement for the City of Ottawa Light Rail Transit Project*, September 1, 2011, section 5.5 [Contribution Agreement for the OLRT Project (September 1, 2011)]. (COM0001313)

- ⁵³ Province of Ontario and City of Ottawa, *Contribution Agreement for the OLRT Project (September 1, 2011)*, section 5.3(b). (COM0001313)
- ⁵⁴ City of Ottawa. *OLRT Project Quarterly Report #2 (October 2011 - December 2011)*, May 10, 2012. (COW0523212)
- ⁵⁵ City of Ottawa, *RIO Governance Process (January 11, 2016)*. (COW0593653)
- ⁵⁶ Ontario Ministry of Transportation. *Ottawa Light Rail Transit Project: Agreement Oversight Committee Guidelines (Version 1.0)*, November 2011. (ONT0000346)
- ⁵⁷ City of Ottawa. *Appendix D - Roles and Responsibilities*, n.d. (COW0536714)
- ⁵⁸ City of Ottawa. *General Manager Transit Services - City of Ottawa*, n.d., <https://cutaactu.ca/wp-content/uploads/2021/06/City-of-Ottawa-General-Manager-Transit-Services-June-7-2021.pdf>. (COM0010081)
- ⁵⁹ City of Ottawa. *Planning Transit & The Environment*, organizational chart, April 12, 2007. (COW0000014); City of Ottawa. *Transit Services – Dept: Planning Transit and the Environment*, organizational chart, October 15, 2008. (COW0000015); City of Ottawa. *Infrastructure Services and Community Sustainability – Transit Services (Version 2 – Final Proposed)*, organizational chart, July 8, 2009. (COW0000016); City of Ottawa. *Infrastructure Services and Community Sustainability – Transit Services (Version 1 – Final Proposed)*, organizational chart, March 19, 2009. (COW0000017); City of Ottawa. *Transit Services Department: Organizational Charts*, n.d., including for “Rail Construction,” and “Transit Operations: Rail.” (COW0000018 and COW0000019)
- ⁶⁰ City of Ottawa, *Delegation By-Law (2022-29, amended by 2022-77)*, n.d., Schedule G.
- ⁶¹ CTV News. "Senior Montreal transit official taking OC Transpo top job," September 27, 2021, <https://ottawa.ctvnews.ca/senior-montreal-transit-official-taking-oc-transpo-top-job-1.5602033>. (COM0010129); City of Ottawa. *Transit Services Department – Organizational Structure March 2022*, March 2022. (COM0010137)
- ⁶² City of Ottawa. *Appendix D - Roles and Responsibilities*, n.d. (COW0536714)
- ⁶³ City of Ottawa. *Appendix D - Roles and Responsibilities*, n.d. (COW0536714)
- ⁶⁴ City of Ottawa. *Appendix D - Roles and Responsibilities*, n.d. (COW0536714)
- ⁶⁵ City of Ottawa. *Chief Safety Officer, Transit Services Department*, Memo to Mayor and Members of Council, Chair and Members of Transit Commission, August 19, 2015. (COW0104635)
- ⁶⁶ City of Ottawa. *Appendix D - Roles and Responsibilities*, n.d. (COW0536714)
- ⁶⁷ City of Ottawa. *Appendix D - Roles and Responsibilities*, n.d. (COW0536714)
- ⁶⁸ Canada/City of Ottawa, *Contribution Agreement for the OLRT Project (2012-2013 / 2018-2019)*. (COM0001314)
- ⁶⁹ Province of Ontario and City of Ottawa, *Contribution Agreement for the OLRT Project (September 1, 2011)*. (COM0001313)
- ⁷⁰ City of Ottawa. *Transit Commission*, n.d., <https://ottawa.ca/en/city-hall/council-committees-and-boards/committees-and-boards/standing-committees-commissions-14#section-57256471-32bb-4986-a2d5-a4198ff4147a>. (COM0010093)

- ⁷¹ City of Ottawa. *Transit Commission*, n.d. (COM0010093)
- ⁷² City of Ottawa. *Transit Commission*, n.d. (COM0010093)
- ⁷³ City of Ottawa. “Legislative History - Ottawa Light Rail Transit Project (Stage 1),” Transportation Committee and Transit Committee Joint Report 6 to City Council, *Ottawa City Council Minutes* 37, March 19, 2018 [Report to Council: Legislative History – OLRT Project (March 19, 2018)]. (COW0532701)
- ⁷⁴ City of Ottawa, *Project Charter – OLRT (October 25, 2011)*. (COM0000235)
- ⁷⁵ City of Ottawa. *RIO Risk Management Process (Draft Version 0.5)*, June 7, 2013. (COW0330336)
- ⁷⁶ City of Ottawa, *Project Charter – OLRT (October 25, 2011)*. (COM0000235)
- ⁷⁷ City of Ottawa, *RIO Governance Process (January 11, 2016)*. (COW0593653)
- ⁷⁸ City of Ottawa, *Project Charter – OLRT (October 25, 2011)*. (COM0000235)
- ⁷⁹ City of Ottawa, *Project Charter – OLRT (October 25, 2011)*. (COM0000235)
- ⁸⁰ City of Ottawa and Infrastructure Ontario. *Ottawa’s Light Rail Transit Project: Initial Proponents’ Meeting*, presentation, November 14, 2011 [Initial Proponents’ Meeting (November 14, 2011)]. (COW0116034)
- ⁸¹ City of Ottawa, *Project Charter – OLRT (October 25, 2011)*. (COM0000235) From 2013-2018, Steve Cripps was the Director of the Rail Implementation office (City of Ottawa Response to Summons); From 2009-2012, Steve Jensen was the Director of the Rail Implementation Office.
- ⁸² City of Ottawa, *Project Charter – OLRT (October 25, 2011)*, see Appendix B. (COM0000235)
- ⁸³ City of Ottawa, *Project Charter – OLRT (October 25, 2011)*. (COM0000235); Infrastructure Ontario. *Ottawa Light Rail Transit Project – Framework to evaluate responses to Request for Qualifications (Final Version)*, September 28, 2011. (BDO0018418)
- ⁸⁴ City of Ottawa. *Rail Implementation Office (RIO) Contacts*, n.d. (COW0321984)
- ⁸⁵ City of Ottawa, *Transit Services Department: Organizational Chart*, n.d. (COW0000019)
- ⁸⁶ City of Ottawa. *Organizational Chart*, September 24, 2012, including for “Rail Implementation.” (COM0010133); City of Ottawa. *Rail Implementation Office Organizational Chart*, August 14, 2014. (COM0010134); City of Ottawa. *Rail Implementation Office Organizational Chart*, May 21, 2016. (COM0010136); City of Ottawa. *Rail Implementation Office Organizational Chart*, July 14, 2016. (COM0010135)
- ⁸⁷ City of Ottawa. *O-Train Construction Office Organizational Chart*, June 23, 2017. (COM0010131); City of Ottawa. *O-Train Construction Office Organizational Chart*, August 25, 2017. (COM0010130); City of Ottawa. *O-Train Construction Office Organizational Chart*, November 1, 2018. (COM0010132)
- ⁸⁸ City of Ottawa, *Ottawa City Council Minutes* 65, February 28, 2018. (COM0001736)
- ⁸⁹ City of Ottawa. *City of Ottawa: Organizational Structure*, n.d. (COM0010089)
- ⁹⁰ City of Ottawa. *City manager, administration and policies*, n.d. (COM0010080)
- ⁹¹ City of Ottawa. *Annual Reports*, n.d., <https://ottawa.ca/en/planning-development-and-construction/learn-about-planning-process/annual-reports>. (COMH0000070)

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- ⁹³ Infrastructure Ontario and City of Ottawa. *Memorandum of Understanding between Ontario Infrastructure and Lands Corporation and City of Ottawa for the Ottawa LRT Project*, October 26, 2011 [Memorandum of Understanding (October 26, 2011)]. (COM0000234)
- ⁹⁴ City of Ottawa, *Project Charter – OLRT (October 25, 2011)*. (COM0000235); IO/City of Ottawa, *Memorandum of Understanding (October 26, 2011)*. (COM0000234)
- ⁹⁵ IO/City of Ottawa. *Memorandum of Understanding (October 26, 2011)*. (COM0000234)
- ⁹⁶ City of Ottawa, *Project Charter – OLRT (October 25, 2011)*. (COM0000235); City of Ottawa/IO. *Initial Proponents' Meeting (November 14, 2011)*. (COW0116034)
- ⁹⁷ IO/City of Ottawa, *Memorandum of Understanding (October 26, 2011)*. (COM0000234)
- ⁹⁸ City of Ottawa, *Ottawa City Council Minutes 62*, July 11 and 12, 2006. (COW0594061)
- ⁹⁹ City of Ottawa, *Ottawa City Council Minutes 3*, December 14 and 18, 2006. (COM0009669)
- ¹⁰⁰ City of Ottawa, *Ottawa City Council Minutes 3*, December 14 and 18, 2006. (COM0009669)
- ¹⁰¹ The Mayor of Ottawa's Task force on Transportation. *Moving Ottawa Final Report*, June 1, 2007, p. 6. (COM0001557); 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)
- ¹⁰² City of Ottawa, *Ottawa City Council Minutes 20*, September 12, 2007. (COW0594062); City of Ottawa. *Downtown Ottawa Transit Tunnel Planning and Environmental Assessment Study, Recommended Plan to City Council*, January 13, 2010. (COM0009638)
- ¹⁰³ City of Ottawa, *Ottawa City Council Minutes 37*, May 28, 2008. (COM0009670)
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- ¹¹¹ City of Ottawa. *City Treasurer: Costs and Affordability - Downtown Ottawa Transit Tunnel, Tunney's Pasture to Blair Station*, Memo to City Council, October 23, 2009 [Costs and Affordability Memo]. (COM0010123)
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Appendix A: Relevant Documentation on the City Oversight

City Council – Reports, Minutes, Motions, Recommendations, Votes, and Other

Document ID
COM0000004, COM0000007, COM0000015, COM0000016, COM0000020, COM0000021, COM0000022, COM0000023, COM0000025, COM0000036, COM0000058, COM0000099, COM0000137, COM0000144, COM0000146, COM0000147, COM0000148, COM0000151, COM0000153, COM0000154, COM0000157, COM0000158, COM00001571, COM00001599, COM00001647, COM00001706, COM00001721, COM00001724, COM00001727, COM00001736, COM00001739, COM00001776, COM00001805, COM00001819, COM00001821, COM00001824, COM00001826, COM00001837, COM00001848, COM00001852, COM00009625, COM00009638, COM00009655, COM00009657, COM00009668, COM00009669, COM00009670, COM00009671, COM00009700, COM00009701, COW0000024, COW0000025, COW0000027, COW0000029, COW0000035, COW0000036, COW0000037, COW0000038, COW0000040, COW0000044, COW0000045, COW0000046, COW0000055, COW0000058, COW0000062, COW0000063, COW0000070, COW0000089, COW0000191, COW0000224, COW0000231, COW0000362, COW0000364, COW0104288, COW0104291, COW0104334, COW0104401, COW0439629, COW0104817, COW0148252, COW0434643, ONT0003603, COW0481503, COW0481529, COW0481598, COW0481717, COW0481774, COW0481962, COW0482052, COW0482054, COW0482088, COW0482341, COW0482350, COW0482442, COW0482467, COW0482561, COW0483465, COW0483892, COW0484931, COW0485404, COW0485946, COW0486931, COW0487091, COW0487103, COW0529079, COW0532675, COW0532692, COW0532697, COW0532701, COW0537310, COW0104403, COW0541839, COW0542166, COW0559368, COW0561201, COW0561245, COW0561363, COW0561364, COW0561713, COW0576715, COW0591510, IFO0005834, IFO0018251, IFO0029652, IFO0036601, ONT0000859, RTC00759323.0001.0002, STV0001192, COW0103855, COW0103874, COW0104167, COW0104172, COW0104175, COW0482550, COW0482551, COW0482552, COW0523227, COW0529573, COW0529881, COW0530064, MHH0049401, COW0531714, COW0565730, COW0565732, COW0565741, COW0565749, COW0104286

Finance and Economic Development Committee (FEDCO) – Reports, Minutes, Motions, Recommendations, Votes, and Other

Document ID
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Executive Steering Committee (ESC) – Reports, Minutes, Motions, Recommendations, Votes, and Other

Document ID

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Works Committee – Reports, Minutes, Motions, Recommendations, Votes, and Other

Document ID

COW0271813, COW0271815, COW0271816, COW0271817, IFO0006122, COW0271819, COW0271820, COW0271821, COW0271822, COW0271823, COW0271824, COW0271825, COW0271826, COW0271827, COW0271829, COW0271830, COW0271831, RTG00664471.0001, COW0271834, COW0271835, COW0271836, COW0271837, COW0271839, COW0271841, COW0271842, COW0271843, COW0271844, COW0271846, COW0271849, COW0271852, COW0271853, COW0271854, COW0272947, COW0272950, COW0529167, COW0529251, COW0529894, COW0530114, RTG00535598.0002, RTG00379268.0002, RTG00665911.0004, COW0532098, RTG00547625.0001, RTG00547625.0003, COW0534027, AGG0000105, COW0538596, IFO0042638, IFO0042639, COW0539172, COW0539176, COW0539180, RTG00679127.0001, RTG00679127.0003, COW0539243, COW0539244, COW0539253, COW0539255, COW0539331, COW0539332, RTG00542847.0002, RTC00566519.0001, IFO0042343, IFO0042344, COW0540731, COW0540733, COW0540809, RTG00563557.0002, AGG0000062, AGG0000118, AGG0000064, AGG0000070, AGG0000068, AGG0000088, AGG0000074, AGG0000065, AGG0000098, AGG0000109, AGG0000075, AGG0000093, AGG0000066

Agreement Management Committee (AMC) and Agreement Oversight Committee (AOC) – Reports, Minutes, Motions, Recommendations, Votes, and Other

Document ID

COW0148252, COW0523212, ONT0001433, COW0508247, COW0530691, COW0530883, COW0532012, ONT0003943, COW0538052, COW0538190, COW0539325, COW0539341, COW0540004, COW0540007, COW0540180, COW0540437, COW0565355, COW0565358, IFO0034559, IFO0036603, IFO0047131, ONT0000004, ONT0000151, ONT0000179, ONT0000259, ONT0000288, ONT0000346, ONT0000386, ONT0000434, ONT0000468, ONT0000631, ONT0000642, ONT0000710, ONT0000712, ONT0001003, ONT0001436, ONT0001438, ONT0001439, ONT0001441, ONT0001444, ONT0001446, ONT0001449, ONT0001450, ONT0001622, ONT0001772, ONT0001773, ONT0002695, ONT0002696, ONT0002697, ONT0002713, ONT0002715, ONT0002803, ONT0002862, ONT0002928, ONT0002931, ONT0002940, ONT0002951, ONT0003171, ONT0003172, ONT0003190, ONT0003191, ONT0003192, ONT0003195, ONT0003196, ONT0003210, ONT0003220, ONT0003229, ONT0003230, ONT0003290, ONT0003309, ONT0003314, ONT0003370, ONT0003428, ONT0003465, ONT0003651, ONT0003655, ONT0003656, ONT0003677, ONT0003678, ONT0003679, ONT0003754, ONT0003755, ONT0003766, ONT0003814, ONT0003827, ONT0003829, ONT0003831, ONT0003833, ONT0003836, ONT0003837, COW0103824, ONT0003841, ONT0003842, ONT0003871, ONT0003874, ONT0003941, ONT0003942, ONT0003948, ONT0003979,

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Chief Safety Officer – Reports

Document ID

PAR0000696, STV0001459, PAR0001654, PAR0001995, PAR0002399, PAR0002500, PAR0002567, RTM00497795, COW0154513, PAR0002572, PAR0002836, PAR0002927, PAR0006273, COW0529091, COW0546501, PAR0002953, PAR0003216, PAR0003237, PAR0003258, PAR0003428, PAR0003452, COW0496944, COW0153188, COW0523926, COW0549626, COW0536782, COW0536982

Transit Safety Board (TSB) – Reports, including Interim Reports

Document ID

COW0489340, COW0488903, COM0000222, COM0009709, COM0010071, COM0009710, COM0001435, COM0009711, COM0000223, COW0104775, COM0000221, COW0481794, COW0510230, COW0537222

Documents Addressed to the Transit Commission – Reports, Minutes, Motions, Recommendations, Votes, Other Documents

Document ID

PAR0001654, PAR0001995, PAR0002399, COM0000002, COW0561608, COW0561600, COW0561672, PAR0000696, COW0561715, COW0561708

Rail Implementation Office (RIO) Reports – Annual Reports, RIO Organizational Charts

Document ID

COW0103855, COW0103874, COW0104167, COW0104172, COW0104175, COW0482550, COW0482551, COW0482552, COW0523227, COW0529573, COW0529881, COW0530064, MHH0049401, COW0531714, COW0104403, COW0565730, COW0565732, COW0565741, COW0565749, COW0104286

Fairness Commissioner – Reports

Document ID
COW0543552 , BDO0025379 , BDO0025405 , IFO0012805 , COW0576610

Regulatory Monitor and Compliance Officer (RMCO) – Reports

Document ID
COM0001832 , COM0001855 , COM0009624