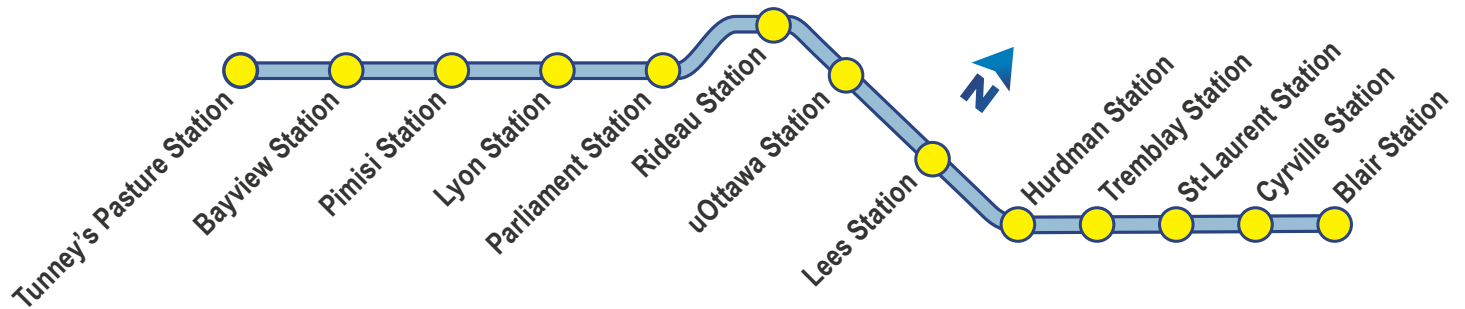


## The Confederation Line



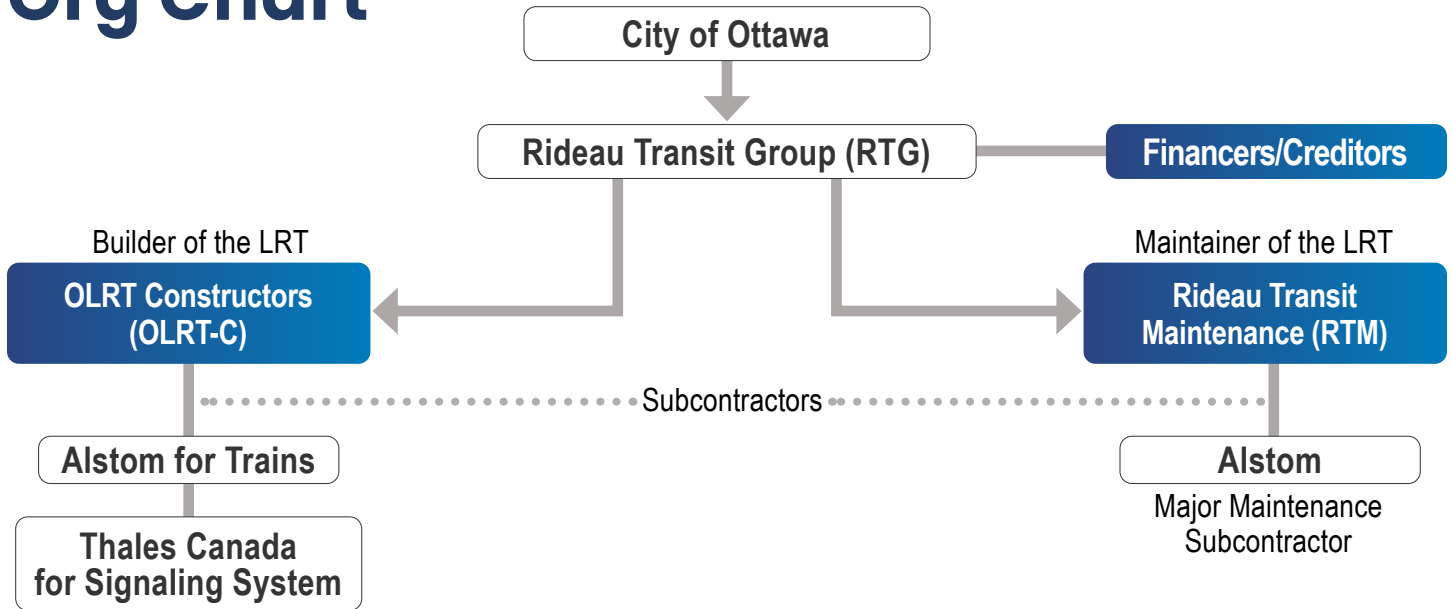
## Mandate of Commission

- Examine every major stage of the project
- Investigate commercial and technical factors behind the breakdowns and derailments
- Identify ways to avoid similar problems in future

## P3 (Public-Private Partnership)

The City of Ottawa chose a private consortium (RTG) to build the Confederation Line and maintain it for 30 years. In opting for a P3 partnership, the City shifted the financial risk onto RTG and its subcontractors, who built the tracks, dug the tunnel and supplied the trains and signaling equipment.

## Org Chart



## Problems

- Promised price tag of \$2.1 billion based on very preliminary estimate.
- City chose an unproven design for the trains.
- Rideau Street sinkhole disrupted construction and testing plans.
- OLRT-C failed to coordinate work of its key subcontractors.
- RTG missed four handover dates.
- The City and RTG lowered criteria so the system could pass trial testing.
- City Council was not told of problems with trial testing.
- Two derailments closed line for a total of almost two months.

## Takeaways

- Governments must examine all delivery models when building infrastructure.
- Project owners and builders should use proven designs and technologies for complex infrastructure projects.
- RTG should fix unresolved problems, with the City's collaboration.
- An independent expert should update City Council on safety and ongoing remedial measures.