Project Information Session

Note: This presentation does not in any way modify the content of the RFQ
Agenda

• Key Team Members and Project Stakeholders
• Project Timelines
• Overview of New Bridge for the St. Lawrence Corridor Project
• Procurement Process
• Response Preparation Instructions
• Evaluation Process and Criteria
1. PROJECT TEAM AND KEY STAKEHOLDERS
Project Team

- Project’s management is under the direction of a project office comprised of:
  - Infrastructure Canada: Technical authority
  - Public Works and Government Services Canada: Contracting authority
  - PPP Canada: Providing expert procurement advice
- Fairness Monitoring Services provided by Peter Woods and Jean Monplaisir from Knowles Consultancy Services Inc.
- Jacques Cartier and Champlain Bridges Incorporated (JCCBI), a federal Crown corporation, is responsible for O&M of the Champlain Bridge until the new bridge begins operations
Project Advisors

DENTONS

pwc

steer davies gleave

ARUP

DISSING+WEITLING architecture

IBI GROUP

Roche

LOCTRANS
Project Stakeholders

- **Ministère des Transports du Québec (MTQ)**
  - Responsible for the road network and other transportation infrastructure
  - Project sponsor for the Turcot Interchange project and the owner and operator of most of the highway network in Montréal

- **Agence métropolitaine de transport (AMT)**
  - Responsible for the public transportation services across the Greater Montréal area and the commuter train network
  - Coordinates the reserved bus lane during peak periods on the Champlain Bridge
    - Must be kept operational during construction of the new bridge
  - Leading the Project Management Office for a light-rail transit (LRT) system that will eventually occupy the dedicated transit lanes across the project corridor

- **City of Montréal**
  - The NBSL corridor project runs through urban areas of the City of Montréal (several streets, various municipal systems and underground utilities, lands, parks and bicycle paths, etc.)
Project Stakeholders

• **City of Brossard**
  - Project lands in the City of Brossard on the South Shore of the St. Lawrence River. This will require coordination with local public utilities and coordination of traffic management measures

• **The St. Lawrence Seaway Management Corporation (SLSMC)**
  - Responsible for the safe and efficient movement of marine traffic through the Canadian Seaway facilities, including the South Shore Canal through Montréal
  - The NBSL Corridor Project must be well coordinated with the SLSMC’s activities, in particular its South Shore Canal navigation channel

• **Réseau de transport de Longueuil (RTL) / City of Longueuil**
  - Operates the buses that use the reserved lane on the Champlain Bridge

• **Hydro-Québec (HQ)**
  - Owns a number of transmission lines and pylons in proximity of the project area
  - Some of these power lines and pylons will need to be relocated; this work is exclusively to be carried out by HQ

• **The Public**
  - The project is being undertaken to serve the transportation needs of residents and businesses of the region and will serve as an important component in the trans-Canada highway system
2. PROJECT TIMELINES
Project Timelines

- RFQ Release: March 17, 2014
- Industry Day: March 31, 2014
- RFQ Response Evaluation Completion: June, 2014
- Proposal Submission Deadline: February 2015
- Financial Close: June 2015
- New Bridge for the St. Lawrence in service: 2018
- Substantial Completion: 2020

Stage 1 - Request for Qualifications
- Spring 2014

Stage 2 - Request for Proposals
- Summer 2014 to Summer 2015

Design-build phase
- Summer 2015 to 2020

Operating phase
- 2020 to 2050
3. PROJECT OVERVIEW
Introduction

• The Champlain Bridge is a federal asset built in 1962 that is reaching the end of its useful life

• It is one of the busiest bridges in Canada and plays a vital role in moving goods to and from the United States
  – Between 40 and 50 million vehicles per year
  – 11 million transit users per year using a dedicated bus lane
  – Over $20 billion in cross-border goods cross the bridge each year

• On October 5, 2011, the Government of Canada announced that the Champlain Bridge would be replaced by a new crossing
Project Objectives

• Ensure Continued Safety and Service
  – Remove traffic from the existing Champlain Bridge by the end of 2018
  – Maintain safety of the corridor prior, during, and after construction
  – Deliver a long-term solution that efficiently meets pre-defined operational and maintenance service requirements

• Promote Economic Growth
  – Improve system connectivity to promote the continuous and safe flow of people and goods
  – Strengthen the economy through job creation and the improvement of the local, regional and national gross domestic product
  – Promote economic growth by strengthening Canada’s continental gateway
Project Objectives

• **Provide Value for Money for Canadians**
  
  – Provide long lasting infrastructure that meets high technical standards as well as the needs of users
  
  – Obtain and maintain the required infrastructure at the sought-after quality level and at the lowest life cycle cost possible
  
  – Be consistent with the Government of Canada’s vision of an appropriate risk transfer to the private partner for financing, design, construction, maintenance and operations of the Project
Project Objectives

• Foster Sustainable Development and Urban Integration
  - Deliver a project that is shaped by the consideration of its environmental and social context
  - Plan and construct a project that protects the surrounding natural environment through rigorous environmental monitoring and mitigation measures
  - Build a bridge which contributes to the corridor’s status as the premier gateway to Montréal through its architectural features and quality that complement Montréal’s landscape
  - Promote sustainable transportation by building a dedicated public transit corridor and providing for a safe and accessible multi-use path for pedestrians and cyclists.
Project Area

- 8 km of highway, 2 new bridges
- Project area, west to east:
  - Begins near Pitt Street on the Island of Montréal
  - Follows Autoroute 15 across the île des Soeurs Bridge
  - Passes through the northern part of île des Soeurs
  - Crosses the St. Lawrence River just downstream of the existing Champlain Bridge
  - Ends near Boul. Pelletier in the City of Brossard
- The project area also extends northwards for operation and maintenance purposes
## Responsibilities of the Private Partner

<table>
<thead>
<tr>
<th>Project Components</th>
<th>Design</th>
<th>Construction</th>
<th>Financing</th>
<th>Operations &amp; Maintenance</th>
<th>Life Cycle Maintenance</th>
<th>Deconstruction</th>
<th>Handover</th>
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<tr>
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<td>Clément Bridge</td>
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<td>Federal section of the Bonaventure</td>
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<td>Expressway</td>
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<tr>
<td>Tolling infrastructure</td>
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</table>
Project Scope

Longueuil

Jacques-Cartier Bridge

Montreal

Autoroute Bonaventure (federal portion)

Victoria Bridge

New Bridge for the St. Lawrence

Brossard

New ile des Soeurs Bridge and work on ile des Soeurs

Clement Bridge

Alignment with A-10

Reconstruction and widening of A-15 (federal portion)
Reconstruction and widening of Autoroute 15 on Montréal Island

- A 3 km long highway
- Widening of the highway from two to three lanes
- Reconstruction of 7 existing overpasses
- A 75-year design life
- Must be operational by the end of 2020
**New Île des Sœurs Bridge**

- A 470 m long bridge
- Will be built in the current alignment of the existing bridge
- Will include two three-lane corridors for vehicular traffic as well as a multi-use path
- Possibility of a public transit corridor
- A 125-year design life
- Must be operational by the end of 2020
Reconstruction of Autoroute 15 on Ile des Soeurs

- A 1 km long highway
- Will include two three-lane corridors for vehicular traffic, a two-lane transit corridor capable of accommodating a light rail transit system and a multi-use path
- A 75-year design life
- Must be operational by the end of 2020
New bridge for the St. Lawrence

- A 3.4 km long bridge
- Immediately downstream from the existing Champlain Bridge
- Expected to include three corridors: two three-lane corridors for vehicular traffic and a two-lane transit corridor capable of accommodating a light rail transit system
- A multi-use path
- A 125-year design life
- Must be operational by the end of 2018

Tolling infrastructure and intelligent transportation systems

- Open road tolling system, including signage, signaling and communications
- Will be phased in
Related component
➢ Connection of the future bridge to A-10 and 132
Operation and maintenance of existing infrastructure

- Existing Clément Bridge and the federal section of the Bonaventure Expressway
- Responsibility is expected to begin when all traffic has been transferred to the new bridge for the St. Lawrence (by the end of 2018)
Adjacent Infrastructure and Constraints
Activities Outside of Private Partner’s Responsibilities

- The following activities are expected to be outside of the private partner’s responsibilities
  - Access to land
  - Tolling scheme, including the setting of fees and charges
  - Public transit beyond the provision of the transit corridor
  - Existing ice control structure (the estacade)
  - Deconstruction of the Champlain Bridge
  - Lifecycle maintenance of the Clément Bridge and the federal section of the Bonaventure Expressway
  - Hydro-Québec towers located on federal lands in Brossard
Anticipated Key Commercial Terms

• **Governing law**
  - Project Agreement governed by laws applicable in the Province of Quebec, including applicable federal laws

• **Term**
  - Approximately 35 years
    - Construction period of approximately 5 years
    - Fixed operating period of 30 years (could be extended in the case of early completion of construction)

• **Tolling**
  - Canada will retain toll revenue risk
Anticipated Key Commercial Terms

• Payment
  - The private partner will be responsible for arranging all financing required for the project
  - Canada’s financial contribution to the project will be made in the form of milestone payments and/or a substantial completion payment, followed by payments as set out in the Project Agreement
  - The private partner will be required to provide long-term financing for between 35% and 40% of the capital costs of the project

The final terms of the Project Agreement will be determined over the course of the RFP
Available Studies

• Prefeasibility Study

• Federal Environmental Assessment

• Summary of Business Case

This information is for general information purposes only; the RFP will define the information that proponents may rely on in the preparation of proposals.
QUESTIONS
4. PROCUREMENT PROCESS
Procurement Process

- **Stage 1 - RFQ**
  - Identify the three highest ranked Qualified Respondents and invite them to proceed to RFP stage
  - Qualified Respondents agree to a Submission Agreement

- **Stage 2 - RFP**
  - Invitation to qualified proponents to submit technical and financial proposals
  - The lowest cost technically compliant proposal will be identified as the Preferred Proponent
  - The RFP will have provisions for:
    - Commercial Confidential Meetings
    - Honorarium
    - Early works agreement
## Procurement Process

<table>
<thead>
<tr>
<th>Key Activities</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>STAGE 1 – REQUEST FOR QUALIFICATIONS</strong></td>
<td></td>
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<tr>
<td>RFQ Release to Buyandsell.gc.ca</td>
<td>March 17, 2014</td>
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<tr>
<td>RFQ Information Session and Site Tour</td>
<td>March 31 / April 1st, 2014</td>
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<tr>
<td>End of RFQ Enquiry Period</td>
<td>April 22, 2014</td>
</tr>
<tr>
<td><strong>RFQ Closing Date and RFQ Response Submission Deadline</strong></td>
<td>April 30, 2014</td>
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<tr>
<td>RFQ Response Evaluation Completion</td>
<td>June 2014</td>
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<tr>
<td>Qualified Respondent Submission Agreement signing</td>
<td>June 2014</td>
</tr>
<tr>
<td><strong>STAGE 2 – REQUEST FOR PROPOSAL</strong></td>
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<tr>
<td>RFP release to Proponents</td>
<td>July 2014</td>
</tr>
<tr>
<td>Proposal Submission Deadline (Financial and Technical may be staggered)</td>
<td>February 2015</td>
</tr>
<tr>
<td>Announce Preferred Proponent</td>
<td>April 2015</td>
</tr>
<tr>
<td>Financial Close</td>
<td>June 2015</td>
</tr>
<tr>
<td>Signing of the final Project Agreement</td>
<td>July 2015</td>
</tr>
</tbody>
</table>
Integrity Framework

• Canada is committed to doing business with individuals and companies that respect the law and act with integrity. All respondents will be required to comply with the Integrity Provisions set out in the RFQ

• Request for Advance Ruling instruction in section 3
Integrity Framework

• A respondent is required to certify that neither they, nor any members of their board of directors or affiliates, have been convicted or conditionally or absolutely discharged, of any of the following offences, in the last 10 years, in Canada or in a foreign jurisdiction:
  – Frauds against the government under the *Criminal Code of Canada* and frauds under the *Financial Administration Act*
  – Payment of a contingency fee to a person to whom the *Lobbying Act* applies
  – Corruption, collusion, bid-rigging or any other anti-competitive activity under the *Competition Act*
  – Money laundering, participation in activities of criminal organizations or offences in relation to drug trafficking
  – Income and excise tax evasion or bribing a foreign public official
  – Extortion, bribery of judicial officers, bribery of officers, secret commissions, criminal breach of contract, fraudulent manipulation of stock exchange transactions, prohibited insider trading, forgery and other offences resembling forgery, and falsification of books and documents.
Conflict of Interest - Unfair Advantage

• Ineligible parties are listed in Appendix E 12.4
• Request for Advance Rulings instructions in Section 3
QUESTIONS
5. RESPONSE PREPARATION INSTRUCTIONS
Response Preparation Instructions

- Respondents must be mindful of the RFQ instructions
- Conditional responses and variations from the requirements of the RFQ may render the response non-compliant
Response Preparation Instructions

• Date and Place of Delivery of Responses
  
  - **The deadline:** April 30th, 2014, at 14:00 Eastern Time (ET)
  
  - **Address:**
    
    Public Works and Government Services Canada (PWGSC)
    Bid Receiving Unit
    Place Bonaventure, portail Sud-Est
    800, rue de La Gauchetière Ouest
    7 ième étage
    Montréal, Québec, H5A 1L6
Response Preparation Instructions

• **Enquiries**
  
  New Bridge for the St. Lawrence Corridor Secretariat
  
  Attention: Lisa Wong
  
  E-mail Address: NPSL.NBSL@tpsgc-pwgsc.gc.ca

• Addenda issued once per week and Q&A issued as required

• Cut off for questions
  
  - Tuesday, April 22, 2014 Close of Business
Response Preparation Instructions

• For each of the seven (7) packages
  – six (6) hard copies
  – two (2) soft copies on two separate USB data storage keys in both Microsoft® Office compatible format and searchable Adobe Acrobat® compatible PDF format

• Indicate one hard copy as its “original”
  – If there is a discrepancy between the wordings of any copies, the wording of the indicated “original” copy will prevail

• Page limitations
  – Are identified per criterion within Appendix C – Rated Evaluation Criteria
  – Page count limitations do not apply for Package 1 (Appendix B – Mandatory Forms and Certifications)
  – Any additional pages will not be considered for evaluation
Response Preparation Instructions

• **Mandatory Content** (Appendix B - Mandatory Forms and Certifications)

• **Respondents must submit the following mandatory documents as part of their Response:**
  - **Package 1:**
    - Response Declaration Form
    - Corporate Profile
    - Directors of the Respondent’s Team
Response Preparation Instructions

• **Rated Content** (Appendix C – Rated Evaluation Criteria)

• Respondents should provide their Response in six (6) separate packages:
  - **Package 2**: Team Partnering
  - **Package 3**: Financial Capability and Financing Abilities
  - **Package 4**: Design of Bridges and Highways
  - **Package 5**: Construction of Bridges and Highways
  - **Package 6**: Bridge and Highway Operations and Maintenance
  - **Package 7**: Tolling Systems Operations and Maintenance
QUESTIONS
6. EVALUATION PROCESS AND CRITERIA
Evaluation Process

• To be considered a Qualified Respondent, the Response must:
  – comply with all the requirements of the RFQ;
  – meet all mandatory criteria; and
  – obtain the required minimum number of points for the Packages that are subject to a minimum score

• The three highest ranked Qualified Respondents will be invited to execute a Submission Agreement and to proceed to the RFP stage
Evaluation Process - Principles

• Independent and Unbiased
  – Members of the evaluation committee will have no interaction with respondents
  – Conflict of interest declarations will be produced by each evaluator and by each respondent

• Segregation of Information
  – Evaluation committee comprised of separate teams of experts – no single evaluator will see complete response and aggregated scores

• Conducted by experts and overseen by professionals
  – Only reputable subject matter experts will be part of the evaluation team
  – Evaluation criteria will be clearly articulated and documented in the form of an evaluation guide. Training for evaluators will be mandatory
  – Each team consensus meeting will be facilitated by a government contracting expert and overseen by the Fairness Monitor
<table>
<thead>
<tr>
<th>Evaluation Area</th>
<th>Applicable Weight</th>
<th>Minimum Weighted Score</th>
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</thead>
<tbody>
<tr>
<td>Package 2 – Team Partnering</td>
<td>5%</td>
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</tr>
<tr>
<td>Package 3 – Financial Capability and Financing Abilities</td>
<td>30%</td>
<td>18/30</td>
</tr>
<tr>
<td>Package 4 – Bridge Design Experience</td>
<td>15%</td>
<td>9/15</td>
</tr>
<tr>
<td>Package 4 – Highway Design Experience</td>
<td>5%</td>
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</tr>
<tr>
<td>Package 5 – Bridge Construction Experience</td>
<td>20%</td>
<td>12/20</td>
</tr>
<tr>
<td>Package 5 – Highway Construction Experience</td>
<td>10%</td>
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<tr>
<td>Package 6 – Bridge &amp; Highway Operations &amp; Maintenance</td>
<td>10%</td>
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</tr>
<tr>
<td>Package 7 – Tolling Operations and Maintenance</td>
<td>5%</td>
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Evaluation Criteria

• **Response Submission Requirements**
  – What must be submitted
  – The form and content that is expected

• **Evaluation Criteria**
  – Outlines the attributes of the response that will be rated
  – Details conditions that will impact the rating
Evaluation Criteria

Package 2 - Team Partnering

• Applicable weight of 5%
• Two (2) rated criteria evaluating:

  2-1: The Respondent Team partnering experience
  2-2: The Respondent members or Key Individuals experience in team partnering

  - Number of Respondent Team members involved on a project;
  - Number of Key Individuals involved in a similar project;
  - Whether the reference project was carried out as a PPP or comparable procurement approach which combined design, construction and/or operation or maintenance responsibilities; and,
  - Identification of success factors which led to the members working well together and which could be applied to the Project.
Evaluation Criteria

Package 3 - Financial Capability and Financing Abilities

- Applicable weight of 30% and minimum weighted score of 18/30
- Nine (9) rated criteria evaluating:
  
  **3-1: Financial capability of Equity Members**
  - The Equity Members’ availability of funds required to make the equity investment in the Project
  - For evaluation purposes equity required is $400 million
  
  **3-2: Financial capability of Construction Prime Members**
  - Construction Prime Member’s financial capacity to carry out construction of the Project
  - Annual sales; Total net assets; Gross margin; and, Debt service coverage ratio
  
  **3-3: Financial capability of the Design Prime Members**
  - The Design Prime Members’ financial capacity to carry out design of the Project
  - Annual sales and Gross margin
Evaluation Criteria

Package 3 - Financial Capability and Financing Abilities

3-4: Financial capability of the O&M Prime Members
- O&M Prime Members’ financial capacity to carry out O&M of the Project
- Annual sales and Gross margin

3-5: Respondent’s experience with project financing
- Degree to which the Respondent demonstrates experience with project financing that is similar in scope and nature to that required for the Project

3-6: Respondent’s preliminary financing plan
- Understanding of the NBSL Project’s financing requirements
- Adaptability and appropriateness of the financial plan
- Understanding of market conditions
Evaluation Criteria

Package 3 - Financial Capability and Financing Abilities

3-7: Respondent’s proposed Director of financing for the Project
   - Experience comparable to that required for the Project

3-8: Respondent’s ability to secure guarantees (bonds or letters of credit)
   - Equity Members and Prime Members’ ability to provide evidence to secure the appropriate guarantee
   - A letter of credit for the Project totalling at least $300 million; or
   - A performance bond totaling at least $1.0 billion; or,
   - A labour and material bond totaling at least $750 million

3-9: Respondent’s ability to obtain insurance
   - Project Specific Wrap-up General Liability Insurance
   - Project Specific Professional Liability (Errors and Omissions) Insurance
   - Construction All-Risk Property Insurance
   - Project Specific Environmental Liability Insurance
Evaluation Criteria

Package 4 - Bridge and Highway Design Experience

Criteria 4-1 to 4-3:
- Applicable weight of 15% and minimum weighted score of 9/15
- Evaluation area:
  - Bridge Design Experience
  - Bridge Design and Bridge Design Management Approach
  - Key Individuals for Bridge Design and Bridge Design Management

Criteria 4-4 to 4-6:
- Applicable weight of 5%
- Evaluation area:
  - Highway Design Experience
  - Highway Design and Highway Design Management Approach
  - Key Individuals for Highway Design and Highway Design Management
Evaluation Criteria

Package 5 - Bridge and Highway Construction Experience

Criteria 5-1 to 5-3:
• Applicable weight of 20% and minimum weighted score of 12/20
• Evaluation area:
  – Bridge Construction Experience
  – Bridge Construction and Bridge Construction Management Approach
  – Key Individuals for Bridge Construction and Bridge Construction Management

Criteria 5-4 to 5-6:
• Applicable weight of 10%
• Evaluation area:
  – Highway Construction Experience
  – Highway Construction and Construction Management Approach
  – Key Individuals for Highway Construction and Highway Construction Management
Evaluation Criteria

Package 6 - Bridge & Highway Operations & Maintenance

Criteria 6-1 to 6-3:

• Applicable weight of 10%
• Evaluation area:
  – Operation and Maintenance Experience
  – Highway Operation and Maintenance Approach
  – Key Individuals for Bridge and Highway Operation and Maintenance
Evaluation Criteria

Package 7 - Tolling Systems Operations and Maintenance

Criteria 7-1 to 7-3:

• Applicable weight of 5%
• Evaluation area:
  – Tolling Operation and Maintenance Experience
  – Tolling Operations and Maintenance Approach
  – Key Individuals for Tolling Operations and Maintenance
QUESTIONS
All information regarding this RFQ will be available on:

www.buyandsell.ca

Please direct any enquiries regarding the RFQ to the Procurement Authority at:

NPSL.NBSL@tpsgc-pwgsc.gc.ca