



Un nouveau **pont** pour le Saint-Laurent A new **bridge** for the St. Lawrence



Project Information Session March 31, 2014

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



steer davies gleave

ARUP

DISSING+WEITLING architecture





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**

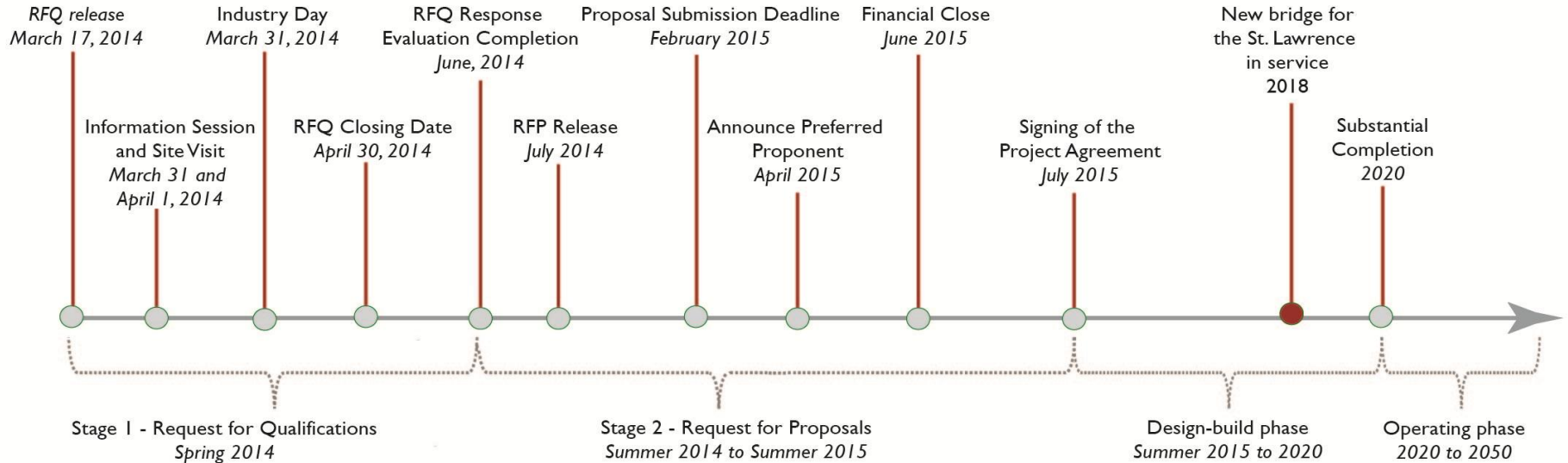
- The project is being undertaken to serve the transportation needs of residents and businesses of the region and will serve as an important component in the trans-Canada highway system



2. PROJECT TIMELINES



Project Timelines





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 ¹²



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 Sœurs 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



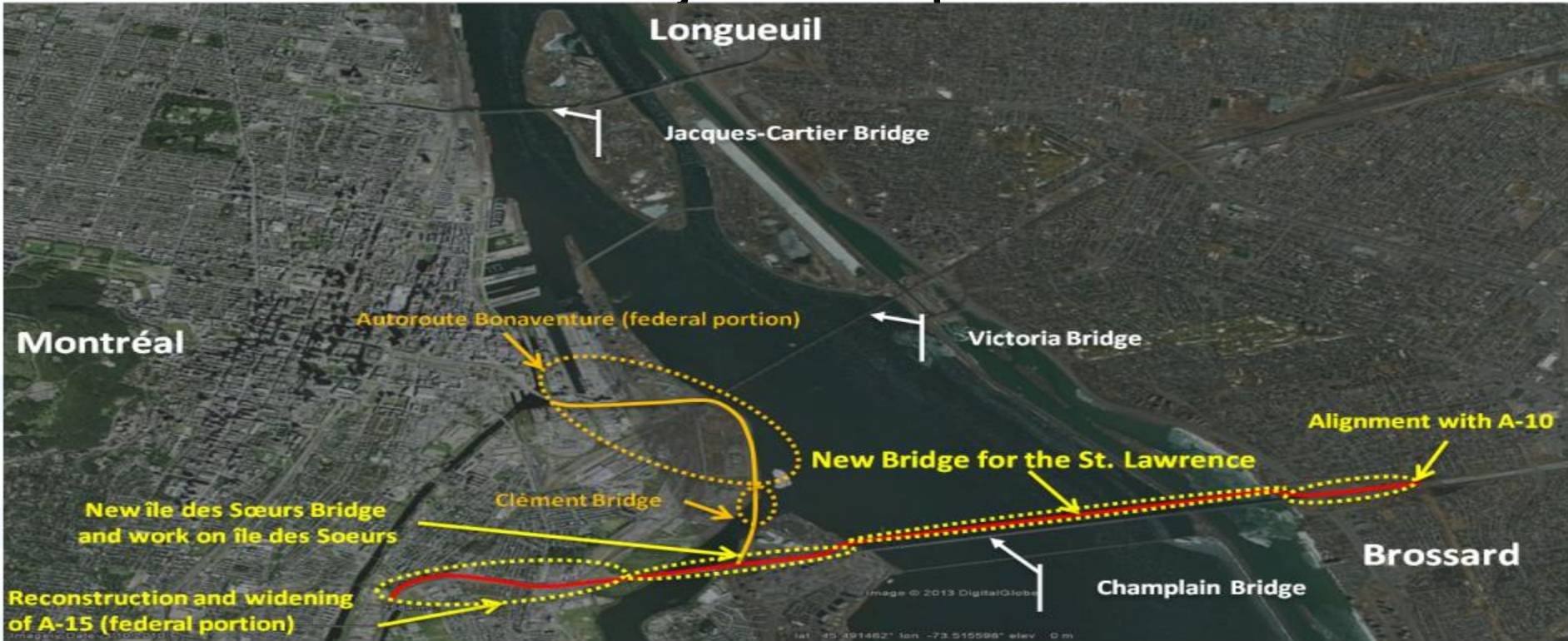


Responsibilities of the Private Partner

Project Components	Design	Construction	Financing	Operations & Maintenance	Life Cycle Maintenance	Deconstruction	Handover
New bridge for the St. Lawrence	X	X	X	X	X		X
New île des Soeurs Bridge	X	X	X	X	X		X
Existing île des Soeurs Bridge						X	
Autoroute 15	X	X	X	X	X		X
Clément Bridge				X			
Federal section of the Bonaventure Expressway				X			
Tolling infrastructure	X	X	X	X	X		X



Project Scope





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 Sœurs

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



Image © 2013 DigitalGlobe

lat: 45.491462° lon: -73.515598° elev: 0 m



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

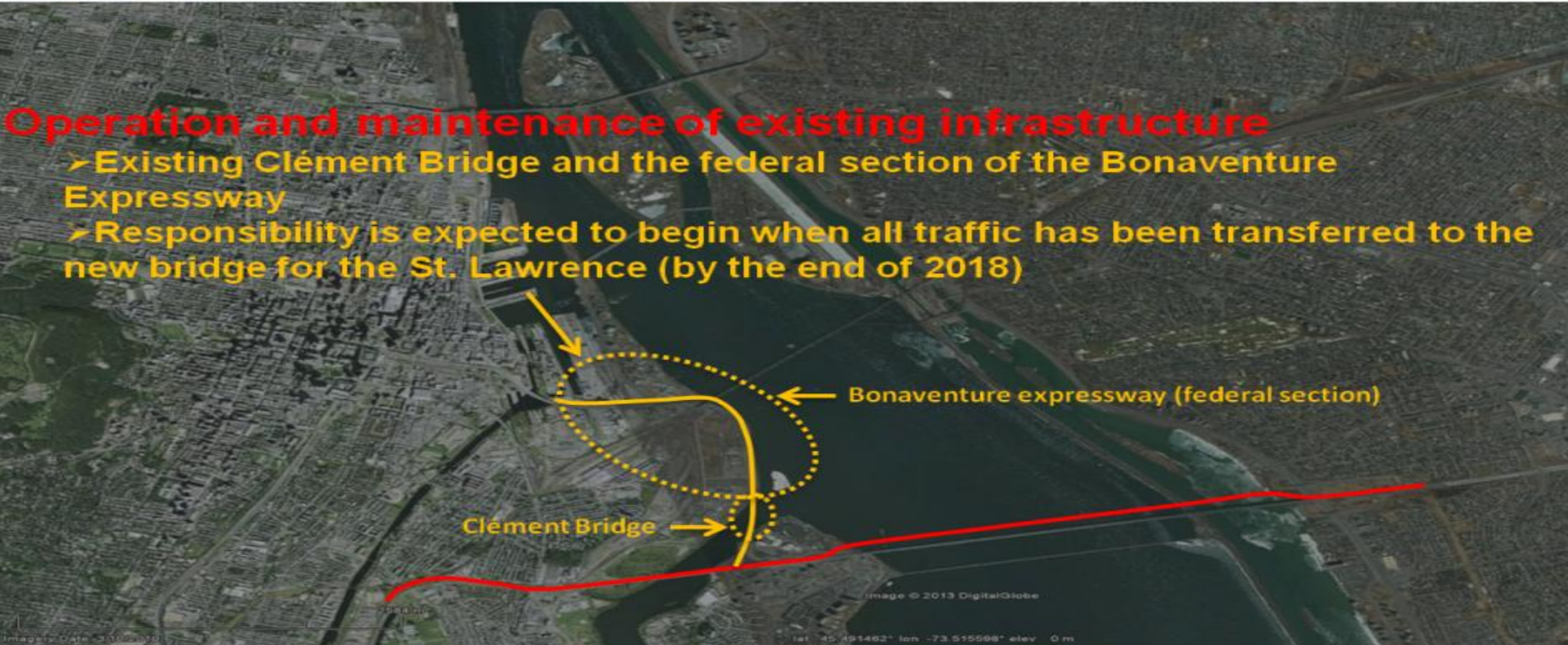
➤ **Connection of the future bridge to A-10 and 132**





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**

- <http://www.tc.gc.ca/eng/programs/bridges-new-bridge-for-the-st.lawrence-2775.htm>

- **Federal Environmental Assessment**

- <http://www.tc.gc.ca/eng/programs/bridges-new-bridge-for-the-st.lawrence-2814.htm>

- **Summary of Business Case**

- <http://www.tc.gc.ca/eng/programs/bridges-new-bridge-for-the-st.lawrence-2841.htm>

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

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



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



Evaluation Criteria

Evaluation Area	Applicable Weight	Minimum Weighted Score
Rated Evaluation Criteria		
Package 2 – Team Partnering	5%	--
Package 3 – Financial Capability and Financing Abilities	30%	18/30
Package 4 – Bridge Design Experience	15%	9/15
Package 4 – Highway Design Experience	5%	--
Package 5 – Bridge Construction Experience	20%	12/20
Package 5 – Highway Construction Experience	10%	--
Package 6 – Bridge & Highway Operations & Maintenance	10%	--
Package 7 – Tolling Operations and Maintenance	5%	--



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