



Ottawa LRT Stage-2

Trillium Line Extension

Technical Evaluation Consensus Presentation

October 23rd, 2018



A. BESC Written Direction

1. Issues



A. BESC Written Direction (cont.) | 1. Issues (cont.)



1.1 Approach to Scoring/Methodology

In order to conduct its Due Diligence, the BESC would like to better understand the Technical Evaluation Team's approach to scoring and the methodology that was applied in reaching the percentage scores indicated in the consensus worksheets. The Evaluation Team Lead should be prepared to present to the BESC at the next Due Diligence session the overall approach and methodology used by Technical Evaluation Team to reach the scoring indicated in the consensus worksheets. The BESC would like to understand how the methodology aligns with the general expectation, explained below, that technical categories of a proposal designated as conformant should start with a presumptive passing mark, with the Technical Evaluation Team then reaching a consensus score based on the positive and negative attributes of the specific Technical Submission in that category. Clarity as to the methodology and approach of the Technical Evaluation Team is required generally, and in particular in the case when a Proponent receives a grade that is below the required "pass" threshold for any category.

TEC RESPONSE:

a) Supporting documents/resources

The documents/resources that assisted the TEC's evaluation were the following:

- RFP Schedule 3 Part 1 Technical Submission Requirements
- RFP Schedule 3 Part 3 Proposal Format and Evaluation
- Evaluation Worksheets, including the desirable criteria
- Evaluation Framework
- Training deck
- Project Agreement
- Conformance Report and Conformance worksheets
- SME clarification requests
- Responses to RFCs from Proponents (submitted by the Conformance Team)
- Proponents' submissions
- Fairness Commissioner
- Legal SME
- Evaluation Manager and Coordinators

A. BESC Written Direction (cont.) | 1. Issues (cont.)

TEC RESPONSE:

b) Approach to scoring / methodology

A. Individual assessments

1. Reviewing the submission and identifying the strengths and weaknesses in the responses to each of the RFP Technical Submission Requirements, as applicable;
2. Assigning a preliminary grade, based on the adequacy of the response to the RFP requirements in each Evaluation Sub-Category, understanding that 70% would be a passing score;
3. Reviewing the Conformance Report, i.e. any NCs associated with a particular section;
4. Finalizing individual scores, based on overall review:
 - a) Starting with the middle score for the respective grade:
 - i. Significant negative attributes, including major NCs, *may* have led to a lower score within the respective grade
 - ii. Significant positive attributes including, in some instances, exceedances, may have led to a higher score within the respective grade
 - iii. In some instances, minor negative attributes and minor positive attributes were recorded but did not necessarily have an impact on the score.



A. BESC Written Direction (cont.) | 1. Issues (cont.)



B. TEC Consensus

1. Reviewing of each Submission (this step was repeated for each of the Proponent's submissions, before proceeding to the next step)
 - a) Sharing individual scores with the group;
 - b) Discussing individual strengths and weaknesses in the responses to each of the RFP Technical Submission Requirements, as applicable;
 - c) Achieving group consensus on strengths and weaknesses for each Sub-Category, including the criticality of those attributes;
 - d) Referencing the Conformance Report, as required;
 - e) Achieving group consensus on the range of score for each Sub-Category, discussion as required;
 - f) Achieving group consensus on the final score for each Sub-Category; and
 - g) Agreeing on strengths and weaknesses to be included in the Consensus Evaluation Worksheet for each Sub-Category.
2. Consistency check
 - a) Reviewing all Sub-Categories for all Submissions to ensure consistency of application of strengths and weaknesses and scores across all 3 Proponents' submissions
3. Final scores and Presentation to BESC
 - a) Calculate final scores for each Submission; and
 - b) Prepare final ranking and presentation to BESC.

A. BESC Written Direction (cont.) | 1. Issues (cont.)

B. TEC Consensus, following BESC direction

1. Reviewing the October 9th written direction from BESC;
2. Meeting with Legal SME (Martin Masse) on October 10th to better understand the intent and nature of the issues and questions;
3. Reviewing and addressing the BESC questions (Section 2) in context of the revised direction, and considering the implication of the response in the re-evaluation of the applicable Sub-Category;
4. Reviewing and re-evaluating all the Submissions in the context of Issues 1.2 to 1.5 of the BESC October 9th written direction
 - a) For all Categories and Sub-categories, the Evaluation worksheets were revised to address the concerns raised in Issues 1.2 to 1.5 of the BESC Oct 9th written direction, including starting with a presumptive score of 70%;
 - b) For Sub-Categories with negative attributes and a resulting failing grade, specific RFP/PA requirements were cited to substantiate the negative attributes;
5. Undertaking a new consistency check; and
6. Revising scores and Presentation to BESC.

The scoring of each Evaluation Sub-Category was based on a compilation of negative and positive attributes for all the components described under each of the Evaluation Sub-Categories. Individual components were not assigned an individual score or weight, they were reviewed holistically at the discretion of each Evaluator, and confirmed through consensus.



A. BESC Written Direction (cont.) | 1. Issues (cont.)



1.6 Failure of Certain Specified Individuals to Meet Minimum Criteria

Where the Technical Evaluation Team has determined that a particular individual does not have the requisite level of experience or minimum number of years of experience, can they provide a specific scoring impact that this determination had on the overall score in the particular category and the score the Technical Submission category would have received had the individual been deemed acceptable to the Technical Evaluation Team.

TEC RESPONSE:

The following instances occurred when Key Individuals did not demonstrate they could meet the requirements:

TNext:

The net impact of Key Individuals that did not meet the requirements in PA Schedule 9 was an overall score reduction of 5% in Section 1.1. The Key Individuals that did not meet the requirements in the TNext Submission were the following:

- M&R Director
- Design Manager
- Systems Integration Manager
- Communications and Stakeholder Engagement Director

TEA:

The net impact of Key Individuals that did not meet the requirements in PA Schedule 9 was an overall score reduction of 2% in Section 1.1. The Key Individuals that did not meet the requirements in the TEA Submission were the following:

- Environmental Manager
- Safety and Security Certification Manager

TLink

N/A

A. BESC Written Direction

2. Questions



A. BESC Written Direction (cont.) | 2. Questions (cont.) | TNext



2.1 General Approach - Project Management Plan [15 points]

Response

<p>1) It is the view of the BESC that none of the RFP Schedule 3 Part 1 Technical Submission Requirements make reference to “continuity with the Stage 1 Confederation Line” requirement – with reference to your scoring methodology how was this considered and what negative impact did it have on the overall score for this section?</p>	<p>The TEC agrees with the BESC comment. The reference to “continuity with Stage 1” is not contained in the RFP Schedule 3 Part 1.</p> <p>This Sub-Category was re-evaluated by the TEC. The TEC then assigned a 70% score to this Category.</p>
<p>2) It is the view of the BESC that nothing in the RFP Schedule 3 Part 1 Technical Submission Requirements requires that the PMP statements in this section be substantiated by other sections in the submission - with reference to your scoring methodology how was this considered and what negative impact did it have on the overall score for this section (or for that matter other sections)?</p>	<p>The TEC agrees with the BESC comment. For clarity, the PMP statements are not substantiated in this section of the submission, nor could the TEC find information substantiating the statements elsewhere in the submission.</p> <p>This Sub-Category was re-evaluated by the TEC. The TEC then assigned a 70% score to this Category.</p>
<p>3) What does the Technical Evaluation Team mean by the reference that “the Organization Chart doesn’t show a link between the design and construction team and the M&R team” – without having reviewed the actual organization chart in question, the BESC would assume that the link is present at the Project Co level in that they both report to Project Co - with reference to your scoring methodology how was this considered and what negative impact did it have on the overall score for this section?</p>	<p>While the TEC agrees that there are no specific PA requirements in respect to the organizational chart, the RFP refers to “an organization chart clearly indicating the Proponent’s team structure including all management staff and their reporting relationships for all Project activities, as well as relationships with subcontractors, through the Construction and Maintenance phases” and “a description of the Proponent’s approach to internal decision-making and internal reporting mechanisms” (RFP Schedule 3 Part 1, section 1.1.1 (1) (vi) and (ix)). The proposed org chart does not demonstrate a functional relationship between the Design and Construction teams and the M&R team, which is viewed as a negative attribute.</p> <p>In the context of all the attributes, this Sub-Category was re-evaluated by the TEC. The TEC then assigned a 70% score to this Sub-Category.</p>



2.2 Integrated Management System [20 points]

Response

4) It is the view of the BESC that none of the RFP Schedule 3 Part 1 Technical Submission Requirements make reference to an “observable feedback loop for City comments” requirement – with reference to your scoring methodology how was this considered and what negative impact did it have on the overall score for this section?

The reference to “observable feedback loop for City comments” speaks to the provisions of Schedule 10, which are required under Schedule 11 (RFP Schedule 3 Part 1, section 1.2 (1) (a) – “*The Proponent’s description shall demonstrate that the Proponent will satisfy the requirements of ISO 9001 and the requirements set out in Schedule 11 – Integrated Management System Requirements and other quality management requirements of the Project Agreement.*”), and had minimal impact on the holistic scoring of this Sub-Category (validated score of 75%).

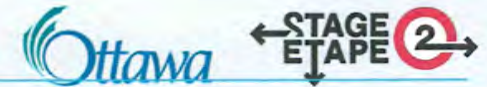


2.3 Construction Communications and Stakeholder Engagement [5 points]

Response

<p>5) It is the view of the BESC that none of the RFP Schedule 3 Part 1 Technical Submission Requirements require a Proponent to list the specific Stakeholders – with reference to your scoring methodology how was this considered and what negative impact did it have on the overall score for this section?</p>	<p>The TEC agrees that the Construction Communications and Stakeholder Engagement submission requirements (RFP Schedule 3 Part 1, section 1.4) do not specifically call out for a list of the stakeholders relevant to the Trillium Line Extension Project. However, not listing key project stakeholders reflects the Proponent failure to demonstrate understanding of RFP Schedule 3 Part 1, Section A. (1) which states <i>“The Proponent is advised to prepare its Technical Submission, which shall demonstrate the Proponent’s understanding of the scope of the Works and the Proponent’s ability to carry out the Works in accordance with the Project Agreement.”</i> and RFP Schedule 3 Part 1, Section A. 3. (e) which states <i>“The drawings, technical reports, plans and other information submitted as part of the Proponent’s Technical Submission must address the scope of the Works and demonstrate that the Proponent (...) understands the Project risks to be borne by Project Co and has a plan to address such risks.”</i></p> <p>This negative attribute did impact the holistic scoring of this Sub-Category (validated score of 65%).</p>
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A. BESC Written Direction (cont.) | 2. Questions (cont.) | TNext



2.4 Works Schedule PBS-1 [30 points]

Response

<p>6) What is meant by “does not articulate the critical path to substantial completion”? Is any critical path identified at all? With reference to your scoring methodology, how was this considered and what negative impact did it have on the overall score for this section?</p>	<p>The comment refers to the narrative, which in RFP Schedule 3 Part 1 requires the Proponent to “Describe the critical path and critical path activities” (Section 1.5 (c)). The submission does not comprehensively address nor explain the critical path. Describing “Utilities, permits and design” does not describe the path to substantial completion. The definition of Critical Path in Schedule 12 states: “Critical Path(s)” means the longest sequence, in terms of time, of logically connected Activities from start to finish on the Current PBS ending with (...) the relevant Scheduled Substantial Completion Date, where the total duration is longer than any other sequence of activities in respect of such relevant Scheduled Substantial Completion Date/ Scheduled Final Completion Date.”</p>
<p>7) The Early Works start date should not be considered by the evaluators. With reference to your scoring methodology, how was it considered and what negative impact did it have on the overall score for this section?</p>	<p>It was reconsidered further to the BESC’s direction, in the context of all attributes, resulting in a revised score of 70% for this Sub-Category.</p>
<p>7) The Early Works start date should not be considered by the evaluators. With reference to your scoring methodology, how was it considered and what negative impact did it have on the overall score for this section?</p>	<p>The TEC’s comment on the start date for Early Works relates to the integrity of the Project schedule, and was substantiated by the guidance included in the SME request n.023 which stated “technical evaluators should consider this as part of their overall assessment of the quality of the Works Schedule based on the criteria set out in paragraph 1.5 of schedule 3 part 1 of the RFP, including the extent to which the Works Schedule is submitted “in accordance with the Project Agreement”.</p> <p>It was reconsidered further to the BESC’s direction, in the context of all attributes, resulting in a revised score of 70% for this Sub-Category.</p>
<p>8) Fully coordinated design packages are a Project Agreement requirement and cannot be altered by the Technical Submission. With reference to your scoring methodology, how was this considered and what negative impact did it have on the overall score for this section?</p>	<p>Despite the TEC’s understanding that Proponents are not able to change the PA requirements, this demonstrates that the Proponent does not fully understand the requirements in RFP Schedule 3 Part 1, Section A. (1), which states “<i>The Proponent is advised to prepare its Technical Submission, which shall demonstrate the Proponent’s understanding of the scope of the Works and the Proponent’s ability to carry out the Works in accordance with the Project Agreement.</i>”</p> <p>It was reconsidered further to the BESC’s direction, in the context of all attributes, resulting in a revised score of 70% for this Sub-Category.</p>



2.5 Risk Management Plan [5 points]

Response

9) It is the view of the BESC that RFP Schedule 3 Part 1 Technical Submission Requirements do not require a Proponent to focus on Project Co risks specifically and a reasonable interpretation would be to City risks or other risks more generally speaking. With reference to your scoring methodology, how was this considered and what negative impact did it have on the overall score for this section?

Despite the TEC's understanding that Sub-Category 1.6 of RFP Schedule 3 Part 1 does not require a Proponent to focus on Project Co risks specifically, RFP Schedule 3 Part 1, Section A. 3. (e) states "*The drawings, technical reports, plans and other information submitted as part of the Proponent's Technical Submission must address the scope of the Works and demonstrate that the Proponent (...) understands the Project risks to be borne by Project Co and has a plan to address such risks.*"

This was considered a negative attribute, which weighed with all attributes in this Sub-Category, resulting in a score of 73%.



2.6 Systems Integration Management Plan [15 points]

Response

10) Given that the RFP Schedule 3 Part 1 Technical Submission Requirements specifically called for a high-level description, the identified weakness of this section being “without adequate level of detail” seems in appropriate in the view of BESC. With reference to your scoring methodology, how was this considered and what negative impact did it have on the overall score for this section?

The TEC agrees that section 1.7 of RFP Schedule 3 Part 1 mentions a high-level description of “*how the systems will be integrated along the alignment (...) and how the system will be integrated with Stage 1*”. However, a high-level description should not include inaccurate information, such as references to elements that do not form part of the Project scope of work, e.g. a catenary system, Traction Power Substations, free-issued equipment, and no connection between the TVS and the Stage 1 head-end, nor should it omit critical City tasks such as the integration of fare control equipment in the stations.

This demonstrates that the Proponent lacks understanding of the scope of Works. RFP Schedule 3 Part 1, Section A. (1) states “*The Proponent is advised to prepare its Technical Submission, which shall demonstrate the Proponent’s understanding of the scope of the Works and the Proponent’s ability to carry out the Works in accordance with the Project Agreement.*”

Schedule 15-2 Part 1, Section 11.2 (g) (iii) states that “*The SIMP shall, as a minimum, define (...) The functional, performance, Reliability, Maintainability, and Safety requirements of the individual elements forming the integration or interface.*” The TEC notes that the high-level SIMP submission does not provide any information on RAMs.

Section 1.7 (b) of RFP Schedule 3 Part 1 requires the SIMP to include “*A preliminary schedule of normal Systems Integration activity including high-level dependency task durations of City Parties where work done is being done by others.*”. The dependencies were not included in the Proponent’s submission.

The above attributes were considered in the holistic scoring of this Sub-Category, resulting in a validated score of 62%.



2.7 Civil and Guideway Design Submission [25 points]

Response

11) It is the view of the BESC that the RFP Schedule 3 Part 1 Technical Submission Requirements do not require consideration for snow storage, clearance and handling. With reference to your scoring methodology, how was this considered and what negative impact did it have on the overall score for this section?

The TEC agrees with the comment and has adjusted the Evaluation Worksheet to clearly reflect the RFP requirements.
 RFP Schedule 3 Part 1, Section 2.1 (1) (d) states *“The Proponent shall address the guideway design as set out in or otherwise referenced in Schedule 15-2 of the Project Agreement, and shall provide a narrative statement describing the alignment design that includes (...) A description of how the track and guideway will be designed to remain free of snow, ice build-up and vegetation that could impact operation of the system.”*
 The submission only addresses snow and ice on the switches and does not address how the guideway or other trackwork will be designed to remain free of snow and ice-buildup.
 The submission does not address how the track and guideway will be designed to remain free of vegetation.
 These negative attributes did contribute to the holistic scoring of this Sub-Category (validated 52%).

12) Why is a minimum discussion of noise and vibration considerations considered a weakness? It is the view of the BESC that the RFP Schedule 3 Part 1 Technical Submission Requirements do not require anything particular in this regard. With reference to your scoring methodology, how was this considered and what negative impact did it have on the overall score for this section?

Despite not being specifically required in the Technical Submission Requirements, Schedule 15-2 Part 2, Section 4.4 - Design Requirements states *“Noise and vibration measures and control shall comply with the requirements of Schedule 17 – Environmental Obligations.”*
 However, this negative attribute was not considered a major deficiency in the submission, and did not contribute to the failing score in this Sub-Category



2.7 Civil and Guideway Design Submission [25 points] - CONT.

Response

<p>13) The Technical Evaluation Team is reminded that the Rideau River Bridge risk profile as contained in the Project Agreement cannot be altered by the Technical Submission, irrespective of the lack of rehabilitation work planned in the Technical Submission. With reference to your scoring methodology, how was this considered and what negative impact did it have on the overall score for this section?</p>	<p>The TEC acknowledges that this does not change the risk profile of the PA. In the Proponent's response to RFP Schedule 3 Part 1 Section 2.1 (m) which states "Provide a structural approach describing how the existing structures will be upgraded and maintained to conform to the Output Specifications. The approach shall include a narrative on each Existing Structure and the Proponent's proposed approach to upgrades, lifecycle and maintenance" there was no proposed approach to lifecycle and maintenance for the Rideau River Bridge.</p> <p>TEC accepts that considering no rehabilitation of the bridge is a possible solution, but it needs to be substantiated with lifecycle and maintenance considerations as requested in RFP Schedule 3 Part 1 Section 2.1 (m).</p> <p>This negative attribute did have an impact in the holistic scoring of this Sub-Category (validated 52%).</p>
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2.8 Systems Design Submission [25 points]

Response

14) It is the view of the BESC that the RFP Schedule 3 Part 1 Technical Submission Requirements do not require Proponents to provide a specific solution and detail of the Signalling and Train Control system. Proponents are free to determine their own procurement strategy and if they wish to procure the specific Signalling and Train Control system after award of the project they are free to do so. With reference to your scoring methodology, how was the lack of specificity considered and what negative impact did it have on the overall score for this section?

RFP Schedule 3 Part 1, Section 2.3 (1) (c) (i) states “A narrative of the proposed Signalling and Train Control Solution and how the it addresses Schedule 15-2, Part 3, section 10”. While the Proponent is not required to provide a vendor/supplier-specific product, the proposed S&TC solution is required to demonstrate that the Proponent can fulfil this requirement. Any number of existing technology solutions could have been selected and proposed as a solution, e.g. Wi-fi, Positive Train Control, Track Circuits, etc. in order to meet the submission requirements and enable the evaluation of the solution.

TNext submission states “At the time of the technical submission we are still finalizing the option selection process”. This does not meet the requirements in RFP Schedule 3 Part 1, Section A. 3. which states: “The drawings, technical reports, plans and other information submitted as part of the Proponent’s Technical Submission must address the scope of the Works and demonstrate that the Proponent: (a) understands the scope of the Project; (b) has the ability (...) to deliver the Works in accordance with the Project Agreement”

The TEC notes that this is the only section of the RFP that requires a proposed “solution”, as opposed to a proposed “approach”.

The lack of vendor/supplier-specific solution did not have an impact on the scoring.

The lack of a S&TC solution did significantly impact the holistic scoring of this Sub-Category (validated 52%).



2.9 New Walkley Yard Design Submission [20 points]

Response

15) The fact that Operator spaces are positioned far from the train stable area and that parking facilities and approach to the front entrance do not translate into an intuitive path and that the front entrance is at opposite end of the building to the street entrance are not specified as prohibited items in the PSOS. With reference to your scoring methodology, how were these non-PSOS preferences considered and what negative impact did it have on the overall score for this section?

The TEC agrees that these are not requirements in the RFP nor in PSOS. This comment has been removed from the Technical Evaluation Worksheet. This Sub-Category was re-evaluated by the TEC in the context of all the attributes. The TEC then assigned a 60% score to this Sub-Category.



2.9 New Walkley Yard Design Submission [20 points] - CONT

Response

<p>16) It is the view of the BESC that there is no requirement in RFP Schedule 3 Part 1 Technical Submission Requirements to address the lifecycle and durability of any temporary tent structures. With reference to your scoring methodology, how was this considered and what negative impact did it have on the overall score for this section?</p>	<p>The reference to “temporary” was incorrect in the initial review from the TEC. The mentioned tent structures are permanent and therefore need to meet the requirements in RFP Schedule 3 Part 1, Section A. 3. which states <i>“The drawings, technical reports, plans and other information submitted as part of the Proponent’s Technical Submission must address the scope of the Works and demonstrate that the Proponent (...) (d) will meet or exceed the quality, durability and aesthetic requirements set out in the Project Agreement”</i></p> <p>RFP Schedule 3 Part 1 Section 2.5 (f) (v) states <i>“The Proponent shall address the New Walkley Yard design as set out in or otherwise referenced in Project Agreement Schedule 15-2, and shall include the following (...) Life Cycle Analysis: A written narrative describing life cycle approach to all building components, systems and major pieces of equipment including but not limited to:</i></p> <ul style="list-style-type: none"> <i>(A) Building envelope and exterior finishes;</i> <i>(B) Interior finishes;</i> <i>(C) Mechanical & electrical equipment; and</i> <i>(D) Industrial equipment.”</i> <p>This section was reviewed as non-conformant in the Conformance Review, and does not include any reference to the tent structures.</p> <p>This negative attribute did impact the holistic scoring of this Sub-Category. The scoring was revisited in the context of all attributes, and a revised score of 60% was assigned to the Sub-Category.</p>
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A. BESC Written Direction (cont.) | 2. Questions (cont.) | TNext



2.9 New Walkley Yard Design Submission [20 points] - CONT

Response

<p>17) It is the view of the BESC that neither the PSOS nor the RFP Schedule 3 Part 1 Technical Submission Requirements prohibited a Proponent from having multiple fueling stations or to minimize environmental contamination concerns in this regard. With reference to your scoring methodology, how were these non-PSOS preferences considered and what negative impact did it have on the overall score for this section?</p>	<p>The TEC agrees that these are not requirements in the RFP nor in PSOS. This comment has been removed from the Technical Evaluation Worksheet. The scoring was revisited in the context of all attributes, and a revised score of 60% was assigned to the Sub-Category.</p>
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2.10 Vehicle Fleet Design Submission [20 points]

Response

<p>18) The Technical Evaluation team should seek guidance from the appropriate SME as to the views on Alstom information required to progress the design and integration of the on-board equipment.</p>	<p>The TEC has revised the commentary that may have prompted this question. The TEC believes no further clarification from the Technical SME is necessary. In order to confirm this approach, it was reviewed with the Legal SME (Martin Masse), who suggested this as a discussion point in the upcoming meeting with BESC, if required.</p>
<p>19) The requirement in RFP Schedule 3 Part 1 Technical Submission Requirements is for the Proponent to “provide a written narrative describing Project Co.’s experience and proposed approach for integrating the train control and communications systems into the existing vehicle” – it is the view of the BESC that this does not require Proponents to provide a specific solution and detail of the Signalling and Train Control system. With reference to your scoring methodology, how was the lack of specificity considered and what negative impact did it have on the overall score for this section?</p>	<p>Further to the response to question 14), the lack of a proposed S&TC solution appears to have been a contributing factor in the inability to fully respond to the requirements in this Sub-Category. However, the TEC believes this should not have precluded the Proponent from providing a fulsome response.</p> <p>The TEC has revised the commentary and the scoring implications of this negative attribute and, in the context of all attributes, has assigned a revised score of 60% to this Sub-Category.</p>



2.11 System Testing and Commissioning Plan [25 points]

Response

<p>20) The fact that the Technical Submission indicates that Trial Running is not a “test” could simply be a matter of semantics, once again Proponents will be required to meet the requirements of the Project Agreement, which include Trial Running, irrespective of whether they believe Trial Running is a test or not. With reference to your scoring methodology, how was this considered and what negative impact did it have on the overall score for this section?</p>	<p>The Proponent’s statement demonstrates lack of understanding of RFP Schedule 3 Part 1, Section A. 3. (a) which states “<i>The drawings, technical reports, plans and other information submitted as part of the Proponent’s Technical Submission must address the scope of the Works and demonstrate that the Proponent (a) understands the scope of the Project</i>” and RFP Schedule 3 Part 1 section 3.4 (1) (g) which states “<i>Define the approach and understanding of training and Trial Running requirements.</i>”</p> <p>Additionally there are extensive Project Co. requirements for Trial Running defined in PA Schedule 14. However, this negative attribute did not impact the holistic scoring of this Sub-Category.</p>
<p>21) What does it mean to say as a weakness that the Technical Submission “provides no recognition of specific training requirements”? With reference to your scoring methodology, how was this considered and what negative impact did it have on the overall score for this section?</p>	<p>RFP Schedule 3 Part 1 section 3.4 (1) (g) states “<i>Define the approach and understanding of training and Trial Running requirements.</i>”</p> <p>The submission response did not provide project-specific training requirements. This negative attribute did not contribute to the failing score of this Sub-Category.</p>
<p>22) What detail was the Technical Evaluation Team expecting with respect to the process to be followed leading to the request to the Independent Certifier for the issuance of the Substantial Completion Certificate? With reference to your scoring methodology, how was this considered and what negative impact did it have on the overall score for this section?</p>	<p>The submission response does not mention formal documentation required from Project Co e.g. forms, SC certificates, the SC countdown notice, and other steps outlined in the Project Agreement sections 25.3 and 25.4.</p> <p>This negative attribute did not contribute to the failing score of this Sub-Category.</p>



2.12 Maintenance & Rehabilitation Approach to Part 1 of Schedule 15-3 of the Project Agreement [40 points]

Response

23) It is the view of the BESC that the fact that the M&R team will only be mobilized in May 2021 can simply indicate a scope split by the Proponent between M&R and construction teams after Financial Close. This should not be strictly interpreted as a failure to outline “the approach to mobilization of the Maintenance and Rehabilitation Services for the System Infrastructure before the Revenue Service Commencement and for further certainty Existing System Infrastructure transferred after Financial Close”. With reference to your scoring methodology, how was this considered and what negative impact did it have on the overall score for this section?

The TEC accepts the BESC remark in respect to a possible scope split between the M&R team and the Construction team but the TEC’s comment stands that no mobilization of “Maintenance and Rehabilitation Services” is indicated in the submission prior to May 2021.

RFP Schedule 3 Part 1 section 4.1 (1) (g) requires “the approach to mobilization of the Maintenance and Rehabilitation Services for the System Infrastructure before the Revenue Service Commencement and for further certainty Existing System Infrastructure transferred after Financial Close, including details of the Proponent’s approach to safety, quality and environmental compliance, communications, recruitment, training and addressing any other issues identified by the Proponent.”

For example, when Project Co commences construction on the track between Greenboro and the NRC, Project Co maintenance services will be required on the track (as per Schedule 15-2 Part 1, section 5.2 (d)). Similarly, as of May 2020 Project Co maintenance services will be required for standby maintenance on the existing fleet and for maintenance of the Walkley interlocking. Mobilization of Project Co maintenance services does not appear to occur prior to May 2021.

This negative attribute did contribute to the holistic scoring of this Sub-Category.

A. BESC Written Direction (cont.) | 2. Questions (cont.) | TNext



2.13 Maintenance & Rehabilitation Approach to Appendix B (Asset Preservation) to Schedule 15-3 of the Project Agreement [35 points]

Response

24) It is the view of the BESC that the PSOS does not prohibit leaving assets in service past their OEM based recommendation. With reference to your scoring methodology, how was this considered and what negative impact did it have on the overall score for this section?

The TEC agrees with this comment.

This negative attribute did not contribute to the failing score of this Sub-Category.

25) It is the view of the BESC that the RFP Schedule 3 Part 1 Technical Submission Requirements do not require a reference to the condition based maintenance and how it will be applied to the two fleets. With reference to your scoring methodology, how was this considered and what negative impact did it have on the overall score for this section?

The TEC agrees with this comment.

This negative attribute did not contribute to the failing score of this Sub-Category.

26) How is the requirement to ensure “ongoing coordination and communication with the Operator, the City Persons, and Stakeholders” not satisfied by having a single point of contact? With reference to your scoring methodology, how was this considered and what negative impact did it have on the overall score for this section?

The RFP Schedule 3 Part 1 requirement that the TEC was providing comments on was section 4.3 (1) (a) (ix), rather than 4.3 (d) (ii) mentioned in the BESC question.

Section 4.3 (1) (a) (ix) requires the Proponent to “*planning and scheduling asset management activities, including the scope, activities and processes associated with each of (...) define any required interfaces with the City, Stakeholders and or third party organisations*”. The submission proposes an approach to interacting and interfacing with third parties and stakeholders but does not propose an approach to defining the interfaces specifically related to asset preservation.

This negative attribute did not contribute to the failing score of this Sub-Category



3.1 Works Schedule PBS-1 [30 points]

Response

27) It is the view of the BESC that the RFP Schedule 3 Part 1 Technical Submission Requirements does not require City PLAAs to be included as a “structured sequence of activities”? With reference to your scoring methodology, how was this considered and what negative impact did it have on the overall score for this section?

The TEC agrees with the BESC comment: representing the City PLAAs as a structured sequence of activities was not a requirement in the RFP. The worksheet comments have been elaborated to clarify the remark.
This attribute had a minor negative impact in the holistic scoring of this Sub-Category.

Station Design Submissions

3.2 [should be 2.2 Utilities, Geotechnical, Drainage and Stormwater Management, Urban Design and Landscape Architecture]

Response

28) It is the view of the BESC that the RFP Schedule 3 Part 1 Technical Submission Requirements does not require a Proponent to set out “local processes for Utility relocations”. With reference to your scoring methodology, how was this considered and what negative impact did it have on the overall score for this section?

The TEC agrees that the RFP submission requirements do not require Proponents to demonstrate their understanding of local processes.
This negative attribute was revised to remove the reference to “local processes”, and the Sub-Category was re-evaluated by the TEC.
The TEC then validated the 75% score for this Sub-Category.

A. BESC Written Direction (cont.) | 2. Questions (cont.) | TLink



3.3 Dow's Lake Tunnel Design Submission [10 points]

Response

29) It is the view of the BESC that assumptions were not prohibited by the RFP Schedule 3 Part 1 Technical Submission Requirements with respect to “the decision to not upgrade the existing outfall”. With reference to your scoring methodology, how was this considered and what negative impact did it have on the overall score for this section?

The TEC agrees that RFP Technical Submission Requirements do not prohibit the Proponents from making assumptions about deciding not to upgrade the existing outfall. This negative attribute was deleted from the Technical Evaluation Worksheet, and this Sub-Category was re-evaluated by the TEC. The TEC then validated the 92% score for this Sub-Category.

3.4 Maintenance & Rehabilitation Approach to Part 1 of Schedule 15-3 of the Project Agreement [40 points]

Response

30) The RFP Schedule 3 Part 1 Technical Submission Requirements are to “the approach to mobilization of the Maintenance and Rehabilitation Services for the System Infrastructure before the Revenue Service Commencement and for further certainty Existing System Infrastructure transferred “after” Financial Close” and so it is the view of the BESC that there is no requirement to detail mobilization “at” Financial Close. With reference to your scoring methodology, how was this considered and what negative impact did it have on the overall score for this section?

The TEC believes that this is a typographical mistake. The negative attribute has been revised accordingly.

A. BESC Written Direction (cont.) | 2. Questions (cont.) | TEA



4.1 Integrated Management System [20 points]

Response

31) It is the view of the BESC that the RFP Schedule 3 Part 1 Technical Submission Requirements does not a “cross-reference to the SIMP”. With reference to your scoring methodology, how was this considered and what negative impact did it have on the overall score for this section?

The TEC agrees that the RFP Technical Submission Requirements do not require a cross-reference with the SIMP.

This negative attribute was deleted from the Technical Evaluation Worksheet, and this Sub-Category was re-evaluated by the TEC.

The TEC then revised the score for this Sub-Category to 85%.

4.2 Environmental Management Plan [15 points]

Response

32) It is the view of the BESC that the RFP Schedule 3 Part 1 Technical Submission Requirements does not require an Environmental Specialist to be “part of the initial core team”. With reference to your scoring methodology, how was this considered and what negative impact did it have on the overall score for this section?

The TEC agrees with the comment.

This negative attribute was deleted from the Technical Evaluation Worksheet, and this Sub-Category was re-evaluated by the TEC.

The TEC then validated the score for this Sub-Category which remained at 82%.

A. BESC Written Direction (cont.) | 2. Questions (cont.) | TEA



4.3 Civil and Guideway Design Submission [25 points]

Response

33) Was “rework in the NRC Yard” prohibited somewhere in PSOS? If not, with reference to your scoring methodology, how was this considered and what negative impact did it have on the overall score for this section?

Schedule 15-2, part 2, 1.2 (b) (i) G ii, states that “(...) *minimal track rework is required to the internal NRC tracks*”. The work required in TEA’s submission was considered non-conformant with PSOS in the Conformance Review. This was recorded as a non-conformance and a Conformance Event in the Conformance Report (TE-NC002: NRC Yard).

4.4 Dow’s Lake Tunnel Design Submission [10 points]

Response

34) It is the view of the BESC that the RFP Schedule 3 Part 1 Technical Submission Requirements does not require a Technical Submission to specifically address the outfall to Dow’s Lake. With reference to your scoring methodology, how was this considered and what negative impact did it have on the overall score for this section?

The TEC agrees that RFP Technical Submission Requirements does not specifically require the outfall to Dow’s Lake to be addressed.
 This negative attribute was deleted from the Technical Evaluation Worksheet, and this Sub-Category was re-evaluated by the TEC.
 The TEC then validated the 85% score for this Sub-Category.

B. Scoring results



B. Scoring results (cont.)

Overall scores: Categories

Requirement	TLink	TEA	TNext
1.0 General Technical Requirements	84.57%	84.57%	70.71%
2.0 Design Submission	88.96%	80.72%	63.58%
3.0 Construction Submission	83.14%	90.19%	71.86%
4.0 Maintenance and Rehabilitation	84.80%	86.28%	65.40%
Total	85.78%	84.91%	67.27%



B. Scoring results (cont.)

1.0 General Technical Requirements



B. Scoring results (cont.) | TLink



1. General Technical Requirements: Sub-Category scores

Sub-category	TLink
1.0 General Technical Requirements	
1.1 Project Management Plan	89%
1.2 Integrated Management System	80%
1.3 Environmental Management Plan	80%
1.4 Construction Communications and Stakeholder Engagement	75%
1.5 Works Schedule PBS-1	88%
1.6 Risk Management Plan	79%
1.7 Systems Integration Management Plan (SIMP)	89%
Total	84.57%



1. General Technical Requirements: Sub-Category scores

Sub-category	TEA
1.0 General Technical Requirements	
1.1 Project Management Plan	89%
1.2 Integrated Management System	85%
1.3 Environmental Management Plan	82%
1.4 Construction Communications and Stakeholder Engagement	85%
1.5 Works Schedule PBS-1	83%
1.6 Risk Management Plan	85%
1.7 Systems Integration Management Plan (SIMP)	85%
Total	84.57%

B. Scoring results (cont.) | TNext



1. General Technical Requirements: Sub-Category scores

Sub-category	TNext
1.0 General Technical Requirements	
1.1 Project Management Plan	70%
1.2 Integrated Management System	75%
1.3 Environmental Management Plan	77%
1.4 Construction Communications and Stakeholder Engagement	65%
1.5 Works Schedule PBS-1	70%
1.6 Risk Management Plan	73%
1.7 Systems Integration Management Plan (SIMP)	62%
Total	70.71%

B. Scoring results (cont.)

2.0 Design Submission



B. Scoring results (cont.) | TLink

2. Design Submission: Sub-Category scores



Sub-category	TLink
2.0 Design Submission	
2.1 Civil and Guideway Design Submission	88%
2.2 Utilities, Geotechnical, Drainage and Stormwater Management, Urban Design, Landscape Arch	75%
2.3 Systems Design Submission	95%
2.4 Stations Design Submission	90%
2.5 New Walkley Yard Design Submission	93%
2.6 New Vehicle Fleet Design Submission	95%
2.7 Airport Link	N/A
2.8 System Safety and Security Certification	85%
2.9 Dows Lake Tunnel Design Submission	92%
Total	88.96%



B. Scoring results (cont.) | TEA



2. Design Submission: Sub-Category scores

Sub-category	TEA
2.0 Design Submission	
2.1 Civil and Guideway Design Submission	85%
2.2 Utilities, Geotechnical, Drainage and Stormwater Management, Urban Design, Landscape Arch	82%
2.3 Systems Design Submission	85%
2.4 Stations Design Submission	69%
2.5 New Walkley Yard Design Submission	85%
2.6 New Vehicle Fleet Design Submission	80%
2.7 Airport Link	N/A
2.8 System Safety and Security Certification	80%
2.9 Dows Lake Tunnel Design Submission	85%
Total	80.72%

B. Scoring results (cont.) | TNext

2. Design Submission: Sub-Category scores



Sub-category	TNext
2.0 Design Submission	
2.1 Civil and Guideway Design Submission	52%
2.2 Utilities, Geotechnical, Drainage and Stormwater Management, Urban Design, Landscape Arch	80%
2.3 Systems Design Submission	52%
2.4 Stations Design Submission	65%
2.5 New Walkley Yard Design Submission	60%
2.6 New Vehicle Fleet Design Submission	60%
2.7 Airport Link	N/A
2.8 System Safety and Security Certification	75%
2.9 Dows Lake Tunnel Design Submission	79%
Total	63.58%

B. Scoring results (cont.)

3.0 Construction Submission



3. Construction Submission: Sub-Category scores



Sub-category	TLink
3.0 Construction Submission	
3.1 Emergency Response Plan	83%
3.2 Traffic and Transit Management Plan and Construction Access Management Plan	80%
3.3 Construction Management Plan	85%
3.4 Testing and Commissioning Plan	85%
3.5 Health and Safety Certification	N/A
3.6 Lane Closure Target Letter and Traffic Mobility Management Plan	75%
Total	83.14%

B. Scoring results (cont.) | TEA

3. Construction Submission: Sub-Category scores



Sub-category	TEA
3.0 Construction Submission	
3.1 Emergency Response Plan	90%
3.2 Traffic and Transit Management Plan and Construction Access Management Plan	85%
3.3 Construction Management Plan	98%
3.4 Testing and Commissioning Plan	85%
3.5 Health and Safety Certification	N/A
3.6 Lane Closure Target Letter and Traffic Mobility Management Plan	80%
Total	90.19%

B. Scoring results (cont.) | TNext

3. Construction Submission: Sub-Category scores



Sub-category	TNext
3.0 Construction Submission	
3.1 Emergency Response Plan	72%
3.2 Traffic and Transit Management Plan and Construction Access Management Plan	79%
3.3 Construction Management Plan	75%
3.4 Testing and Commissioning Plan	60%
3.5 Health and Safety Certification	N/A
3.6 Lane Closure Target Letter and Traffic Mobility Management Plan	70%
Total	71.86%

B. Scoring results (cont.)

4.0 Maintenance and Rehabilitation Submission



4. Maintenance and Rehabilitation Submission: Sub-Category scores

Sub-category	TLink
4.0 Maintenance and Rehabilitation Submission	
4.1 Maintenance and Rehabilitation Approach to Part 1 of Schedule 15-3	85%
4.2 Maintenance and Rehabilitation Approach to App A of Schedule 15-3	89%
4.3 Maintenance and Rehabilitation Approach to App B of Schedule 15-3	82%
4.4 Maintenance and Rehabilitation Approach to App C of Schedule 15-3 and Schedule 23	77%
Total	84.80%



4. Maintenance and Rehabilitation Submission: Sub-Category scores

Sub-category	TEA
4.0 Maintenance and Rehabilitation Submission	
4.1 Maintenance and Rehabilitation Approach to Part 1 of Schedule 15-3	89%
4.2 Maintenance and Rehabilitation Approach to App A of Schedule 15-3	85%
4.3 Maintenance and Rehabilitation Approach to App B of Schedule 15-3	85%
4.4 Maintenance and Rehabilitation Approach to App C of Schedule 15-3 and Schedule 23	85%
Total	86.28%



4. Maintenance and Rehabilitation Submission: Sub-Category scores

Sub-category	TNext
4.0 Maintenance and Rehabilitation Submission	
4.1 Maintenance and Rehabilitation Approach to Part 1 of Schedule 15-3	60%
4.2 Maintenance and Rehabilitation Approach to App A of Schedule 15-3	70%
4.3 Maintenance and Rehabilitation Approach to App B of Schedule 15-3	65%
4.4 Maintenance and Rehabilitation Approach to App C of Schedule 15-3 and Schedule 23	70%
Total	65.40%

B. Scoring results (cont.)



Requirement	TLink	TEA	TNext
1.0 General Technical Requirements	84.57%	84.57%	70.71%
2.0 Design Submission	88.96%	80.72%	63.58%
3.0 Construction Submission	83.14%	90.19%	71.86%
4.0 Maintenance and Rehabilitation	84.80%	86.28%	65.40%
Total	85.78%	84.91%	67.27%

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