

From: [Mills, Michael \(SPAC/PSPC\)](#)
To: [Martin Imbleau](#)
Cc: [Pascal Klatt](#); [Laure Verhelst](#); [Annie Arcand](#); [Aubin, Isabelle \(SPAC/PSPC\)](#)
Subject: RE: Meet and Greet - VIA HFR
Date: Monday, January 22, 2024 11:46:12 AM

EXPÉDITEUR EXTERNE: Faites preuve de prudence avec les liens et les pièces jointes provenant d'un expéditeur externe.
EXTERNAL SENDER: Use caution with links and attachments from an external sender.

Martin

I would be happy to meet and discuss how we can continue to advance HFR. Isabelle will reach out from my side to set up a time.

Look forward to the discussion!

Michael Mills

Sous-ministre délégué
Services publics et Approvisionnement Canada
Associate Deputy Minister
Public Services and Procurement Canada

From: Martin Imbleau <Martin.Imbleau@hfr-tgf.ca>
Sent: January 22, 2024 11:13 AM
To: Mills, Michael (SPAC/PSPC) <Michael.Mills@tpsgc-pwgsc.gc.ca>
Cc: Pascal Klatt <Pascal.Klatt@hfr-tgf.ca>; Laure Verhelst <Laure.Verhelst@hfr-tgf.ca>; Annie Arcand <Annie.Arcand@hfr-tgf.ca>
Subject: Meet and Greet - VIA HFR

EXTERNAL EMAIL – USE CAUTION / COURRIEL EXTERNE – FAITES PREUVE DE PRUDENCE

Dear Michael,

I hope this email finds you well. I am reaching out to you as the new CEO of VIA HFR-TGF, the newly established Crown Corporation mandated to lead the High Frequency Rail (HFR) project. As you know, I am new to the federal family and would value your perspective. Since my appointment, I have come to the realisation that tremendous work has been undertaken by the Government of Canada. I know your department has led on tremendous work in advancing the VIA HFR procurement, and I was hoping we could connect as I would like to introduce myself and outline some of the work that is underway.

I will be in Ottawa on January 31 and February 1, and would be happy to meet you in person at this time or another time that is convenient for you. To that end, I've

included members of my office that can assist.

Best regards,

Martin Imbleau

Président-directeur général
President and Chief Executive Officer
Via TGF – Via HFR
1, Place Ville-Marie, bureau 3450
Montréal (Québec) H3B 3N2
C. : +1 514 909-3745

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From: Austin, Cindy (SPAC/PSPC)
To: Izquierdo Martin, Luis Miguel; Dubois2, Sébastien (SPAC/PSPC); Shormila Chatterjee; Robitaille, Vincent (TC/TC); Martin Imbleau; Caron, Olivier (SPAC/PSPC)
Cc: Lavoie, Patrick; s.19; Jacynthe Audette; Félix Turgeon; Thibodeau, Josee; Graeme Hampshire;
Subject: s.19
s.23
Date: Friday, February 2, 2024 12:06:58 PM

EXPÉDITEUR EXTERNE: Faites preuve de prudence avec les liens et les pièces jointes provenant d'un expéditeur externe.

EXTERNAL SENDER: Use caution with links and attachments from an external sender.

s.23

Cindy

From: Izquierdo Martin, Luis Miguel (TC/TC) <luismiguel.izquierdomartin@tc.gc.ca>
Sent: Friday, February 2, 2024 12:05 PM
To: Austin, Cindy (SPAC/PSPC) <Cindy.Austin@tpsgc-pwgsc.gc.ca>; Dubois2, Sébastien (SPAC/PSPC) <Sebastien.Dubois2@tpsgc-pwgsc.gc.ca>; Shormila Chatterjee <Shormila.Chatterjee@hfr-tgf.ca>; Robitaille, Vincent (TC/TC) <vincent.robitaille@tc.gc.ca>; Martin Imbleau <Martin.Imbleau@hfr-tgf.ca>; Caron, Olivier (SPAC/PSPC) <Olivier.Caron@tpsgc-pwgsc.gc.ca>
Cc: Lavoie, Patrick <patrick.lavoie@tc.gc.ca> [REDACTED]@ca.ey.com; Jacynthe Audette <Jacynthe.Audette@hfr-tgf.ca>; Félix Turgeon <Felix.Turgeon@hfr-tgf.ca>; Thibodeau, Josee <josee.thibodeau@tc.gc.ca>; Graeme Hampshire <Graeme.Hampshire@hfr-tgf.ca>; [REDACTED]@dentons.com>

Subject: s.23

PROTECTED A / PROTÉGÉ A

Thank you Cindy

s.23, s.21(1)(a)

Best regards

Miguel Izquierdo Martin
Tel: 613-799-8728

Acting Director General, Commercial and Procurement
High Frequency Rail

Directeur général par intérim, commercial et approvisionnement
Train à grande fréquence

From: Austin, Cindy (SPAC/PSPC) <Cindy.Austin@tpsgc-pwgsc.gc.ca>
Sent: Friday, February 02, 2024 11:40 AM
To: Dubois2, Sébastien (SPAC/PSPC) <Sebastien.Dubois2@tpsgc-pwgsc.gc.ca>; Shormila Chatterjee <Shormila.Chatterjee@hfr-tgf.ca>; Robitaille, Vincent (TC/TC) <vincent.robaille@tc.gc.ca>; Martin Imbleau <Martin.Imbleau@hfr-tgf.ca>; Caron, Olivier (SPAC/PSPC) <Olivier.Caron@tpsgc-pwgsc.gc.ca>
Cc: Lavoie, Patrick <patrick.lavoie@tc.gc.ca>; [REDACTED] <[REDACTED]@ca.ey.com>; Jacynthe Audette <Jacynthe.Audette@hfr-tgf.ca>; Félix Turgeon <Felix.Turgeon@hfr-tgf.ca>; Thibodeau, Josee <josee.thibodeau@tc.gc.ca>; Graeme Hampshire <Graeme.Hampshire@hfr-tgf.ca>; [REDACTED] <[REDACTED]@dentons.com>; Izquierdo Martin, Luis Miguel (TC/TC) <luismiguel.izquierdomartin@tc.gc.ca>
Subject: s.23 [REDACTED]

Good Day,

s.23 [REDACTED]

Regards,
Cindy

From: Dubois2, Sébastien (SPAC/PSPC) <Sebastien.Dubois2@tpsgc-pwgsc.gc.ca>
Sent: Friday, February 2, 2024 11:22 AM
To: Shormila Chatterjee <Shormila.Chatterjee@hfr-tgf.ca>; Robitaille, Vincent (TC/TC) <vincent.robaille@tc.gc.ca>; Martin Imbleau <Martin.Imbleau@hfr-tgf.ca>; Caron, Olivier (SPAC/PSPC) <Olivier.Caron@tpsgc-pwgsc.gc.ca>; Austin, Cindy (SPAC/PSPC) <Cindy.Austin@tpsgc-pwgsc.gc.ca>
Cc: Lavoie, Patrick <patrick.lavoie@tc.gc.ca>; [REDACTED] <[REDACTED]@ca.ey.com>; Jacynthe Audette <Jacynthe.Audette@hfr-tgf.ca>; Félix Turgeon <Felix.Turgeon@hfr-tgf.ca>; Thibodeau, Josee <josee.thibodeau@tc.gc.ca>; Graeme Hampshire <Graeme.Hampshire@hfr-tgf.ca>; [REDACTED] <[REDACTED]@dentons.com>; Izquierdo Martin, Luis Miguel <luismiguel.izquierdomartin@tc.gc.ca>
Subject: s.23 [REDACTED]

Good morning Shormila,

s.23, s.21(1)(b) [REDACTED]

s.23

Thanks,

Sébastien Dubois

Conseiller juridique - Legal Counsel

PROTÉGÉ PAR LE SECRET PROFESSIONNEL

PROTECTED BY SOLICITOR-CLIENT PRIVILEGE

From: Shormila Chatterjee <Shormila.Chatterjee@hfr-tgf.ca>

Sent: Friday, February 2, 2024 11:08 AM

To: Robitaille, Vincent (TC/TC) <vincent.robitaille@tc.gc.ca>; Martin Imbleau <Martin.Imbleau@hfr-tgf.ca>; Caron, Olivier (SPAC/PSPC) <Olivier.Caron@tpsgc-pwgsc.gc.ca>; Dubois2, Sébastien (SPAC/PSPC) <Sebastien.Dubois2@tpsgc-pwgsc.gc.ca>

Cc: Lavoie, Patrick <patrick.lavoie@tc.gc.ca>; [REDACTED] <[REDACTED]@ca.ev.com>; Jacynthe Audette <Jacynthe.Audette@hfr-tgf.ca>; Félix Turgeon <Felix.Turgeon@hfr-tgf.ca>; Thibodeau, Josee <josee.thibodeau@tc.gc.ca>; Graeme Hampshire <Graeme.Hampshire@hfr-tgf.ca>; [REDACTED] <[REDACTED]@dentons.com>; Izquierdo Martin, Luis Miguel <luismiguel.izquierdomartin@tc.gc.ca>

Subject: s.23

EXTERNAL EMAIL – USE CAUTION / COURRIEL EXTERNE – FAITES PREUVE DE PRUDENCE

Good Day All,

s.23, s.21(1)(b), s.21(1)(a)

Thank you all for your contributions to get this done in the accelerated timeframe, much appreciated.

Sincerely,

Shormila

Le présent courriel est destiné uniquement au(x) destinataire(s) susmentionné(s). Son contenu est confidentiel. Si vous avez reçu cette communication par erreur, veuillez en aviser immédiatement l'expéditeur et effacer l'original, sans en faire de copie, en dévoiler le contenu, ni prendre quelque mesure fondée sur celui-ci.

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From: Dubois2, Sébastien (SPAC/PSPC)
To: Sullivan, Christopher (TC/TC); Thibodeau, Josee; Côté, Chantale (TC/TC); Johnathan Gillespie; Svazas, Kate (TC/TC); Martin Imbleau; Laure Verhelst; Graeme Hampshire; Camiré, François (TC/TC); Caron, Olivier (SPAC/PSPC)
Cc: Izquierdo Martin, Luis Miguel; Laurent De Francois; s.19 DePasquale, Gianrico (SPAC/PSPC); Austin, Cindy (SPAC/PSPC); s.19
Subject: s.23
Date: Monday, February 5, 2024 12:03:28 PM
Attachments: image001.png
image002.png
s.23

EXPÉDITEUR EXTERNE: Faites preuve de prudence avec les liens et les pièces jointes provenant d'un expéditeur externe.
EXTERNAL SENDER: Use caution with links and attachments from an external sender.

Good afternoon,



We remain available for any questions.

Thanks,

Sébastien Dubois
Conseiller juridique - Legal Counsel
PROTÉGÉ PAR LE SECRET PROFESSIONNEL
PROTECTED BY SOLICITOR-CLIENT PRIVILEGE

From: Sullivan, Christopher (TC/TC) <Christopher.Sullivan@tc.gc.ca>

Sent: Monday, February 5, 2024 10:15 AM

To: Thibodeau, Josee <josee.thibodeau@tc.gc.ca>; Côté, Chantale (TC/TC) <chantale.cote@tc.gc.ca>; Johnathan Gillespie <Johnathan.Gillespie@hfr-tgf.ca>; Svazas, Kate (TC/TC) <kate.svazas@tc.gc.ca>; Martin Imbleau <Martin.Imbleau@hfr-tgf.ca>; Laure Verhelst <Laure.Verhelst@hfr-tgf.ca>; Graeme Hampshire <Graeme.Hampshire@hfr-tgf.ca>; Camiré, François (TC/TC) <francois.camire@tc.gc.ca>; Caron, Olivier (SPAC/PSPC) <Olivier.Caron@tpsgc-pwgsc.gc.ca>

Cc: Izquierdo Martin, Luis Miguel (TC/TC) <luismiguel.izquierdomartin@tc.gc.ca>; s.19 @arup.com; s.19 @aecom.com; Dubois2, Sébastien (SPAC/PSPC) <Sebastien.Dubois2@tpsgc-pwgsc.gc.ca>; DePasquale, Gianrico (SPAC/PSPC) <Gianrico.DePasquale@tpsgc-pwgsc.gc.ca>; Austin, Cindy (SPAC/PSPC) <Cindy.Austin@tpsgc-pwgsc.gc.ca>

Subject: s.23

PROTECTED A / PROTÉGÉ A

Adding @Olivier Caron to the conversation for PSPC awareness of the progress of this.

Christopher Sullivan
613-462-7976

Senior Policy Advisor, Procurement
High Frequency Rail

Conseiller principal en politiques, Approvisionnements
Train à grande fréquence

From: Thibodeau, Josee <josee.thibodeau@tc.gc.ca>

Sent: Monday, February 05, 2024 9:44 AM

To: Côté, Chantale (TC/TC) <chantale.cote@tc.gc.ca>; Johnathan Gillespie <Johnathan.Gillespie@hfr-tgf.ca>; Svazas, Kate (TC/TC) <kate.svazas@tc.gc.ca>; Martin Imbleau <Martin.Imbleau@hfr-tgf.ca>; Laure Verhelst <Laure.Verhelst@hfr-tgf.ca>; Graeme Hampshire <Graeme.Hampshire@hfr-tgf.ca>; Camiré, François (TC/TC) <francois.camire@tc.gc.ca>

Cc: Sullivan, Christopher (TC/TC) <Christopher.Sullivan@tc.gc.ca>; Izquierdo Martin, Luis Miguel (TC/TC) <luismiguel.izquierdomartin@tc.gc.ca>; s.19 @arup.com; s.19 @aecom.com; Sébastien Dubois (2) <Sebastien.Dubois2@tpsgc-pwgsc.gc.ca>; Gianrico DePasquale <Gianrico.DePasquale@tpsgc-pwgsc.gc.ca>

Subject: s.23

PROTECTED A / PROTÉGÉ A

Good morning,

s.21(1)(b), s.18(b)

s.21(1)(b), s.18(b), s.23

Thanks,

Josée

From: Côté, Chantale (TC/TC) <chantale.cote@tc.gc.ca>
Sent: Monday, February 5, 2024 8:37 AM
To: Johnathan Gillespie <Johnathan.Gillespie@hfr-tgf.ca>; Svazas, Kate (TC/TC) <kate.svazas@tc.gc.ca>; Martin Imbleau <Martin.Imbleau@hfr-tgf.ca>; Laure Verhelst <Laure.Verhelst@hfr-tgf.ca>; Graeme Hampshire <Graeme.Hampshire@hfr-tgf.ca>; Thibodeau, Josee <josee.thibodeau@tc.gc.ca>; Camiré, François (TC/TC) <francois.camire@tc.gc.ca>
Cc: Sullivan, Christopher (TC/TC) <Christopher.Sullivan@tc.gc.ca>; Izquierdo Martin, Luis Miguel (TC/TC) <luismiguel.izquierdomartin@tc.gc.ca>; s.19 <[REDACTED]>
 <[REDACTED]@arup.com>; s.19 <[REDACTED]@aecom.com>
Subject: [REDACTED]

PROTECTED A / PROTÉGÉ A

Bonjour,

s.18(b), s.21(1)(b), s.23

s.18(b), s.21(1)(b), s.23

Merci
Chantale

Chantale Côté

(Elle / She, her)

Directrice générale, Politiques, intégration et gouvernance
Director General Policies, Integration & Governance
Train à grande fréquence / High Frequency Rail
Transport Canada
Mobile : 514-704-2271

From: Johnathan Gillespie <Johnathan.Gillespie@hfr-tgf.ca>

Sent: Friday, February 2, 2024 5:34 PM

To: Svazas, Kate (TC/TC) <kate.svazas@tc.gc.ca>; Martin Imbleau <Martin.Imbleau@hfr-tgf.ca>;
Laure Verhelst <Laure.Verhelst@hfr-tgf.ca>; Graeme Hampshire <Graeme.Hampshire@hfr-tgf.ca>;
Thibodeau, Josee <josee.thibodeau@tc.gc.ca>; Côté, Chantale (TC/TC) <chantale.cote@tc.gc.ca>;
Camiré, François (TC/TC) <francois.camire@tc.gc.ca>

Cc: Sullivan, Christopher (TC/TC) <Christopher.Sullivan@tc.gc.ca>; Izquierdo Martin, Luis Miguel (TC/TC) <luismiguel.izquierdomartin@tc.gc.ca>; s.19

[Redacted] <[\[Redacted\]@arup.com](mailto:[Redacted]@arup.com)>; s.19 [Redacted] <[\[Redacted\]@aecom.com](mailto:[Redacted]@aecom.com)>

Subject: s.23

Importance: High

Hello all,

s.18(b), s.21(1)(b), s.23

Sign off on this document is required for us to release s.18(b), s.21(1)(b) on Monday Feb. 5th.

Thank you and have a nice weekend,
JG

Johnathan Gillespie, ing.
Procurement Manager – PMO Procurement

High-Frequency Rail Project

Gestionnaire, Approvisionnement – Bureau de Gestion de Projet - Approvisionnement
Projet train à grande fréquence

C : (438) 686-6033
Johnathan.gillespie@hfr-tgf.ca



From: Camiré, François (TC/TC) <francois.camire@tc.gc.ca>
Sent: Friday, February 2, 2024 3:57 PM
To: Svazas, Kate (TC/TC) <kate.svazas@tc.gc.ca>; Sullivan, Christopher (TC/TC) <Christopher.Sullivan@tc.gc.ca>
Cc: Izquierdo Martin, Luis Miguel <luismiguel.izquierdomartin@tc.gc.ca>; Thibodeau, Josee <josee.thibodeau@tc.gc.ca>; Côté, Chantale (TC/TC) <chantale.cote@tc.gc.ca>; s.19 [redacted]@aecom.com>; Johnathan Gillespie <Johnathan.Gillespie@hfr-tgf.ca>; s.19 [redacted]@arup.com>
Subject: s.23 [redacted]
Importance: High

EXPÉDITEUR EXTERNE: Faites preuve de prudence avec les liens et les pièces jointes provenant d'un expéditeur externe.
EXTERNAL SENDER: Use caution with links and attachments from an external sender.

PROTECTED A / PROTÉGÉ A

Thanks s.19 [redacted]

Dear Proc Colleagues,

s.18(b), s.21(1)(a), s.21(1)(b), s.23 [redacted]

Merci,



François Camiré

613-355-3289

Director General, Technical, Engineering and Impact Assessment
High Frequency Rail

Directeur Général, Technique, Ingénierie et Analyse D'impact
Train à grande fréquence

From: [redacted]@aecom.com>

Sent: Friday, February 02, 2024 3:29 PM

To: Johnathan Gillespie <Johnathan.Gillespie@hfr-tgf.ca>; Camiré, François (TC/TC)
<francois.camire@tc.gc.ca>

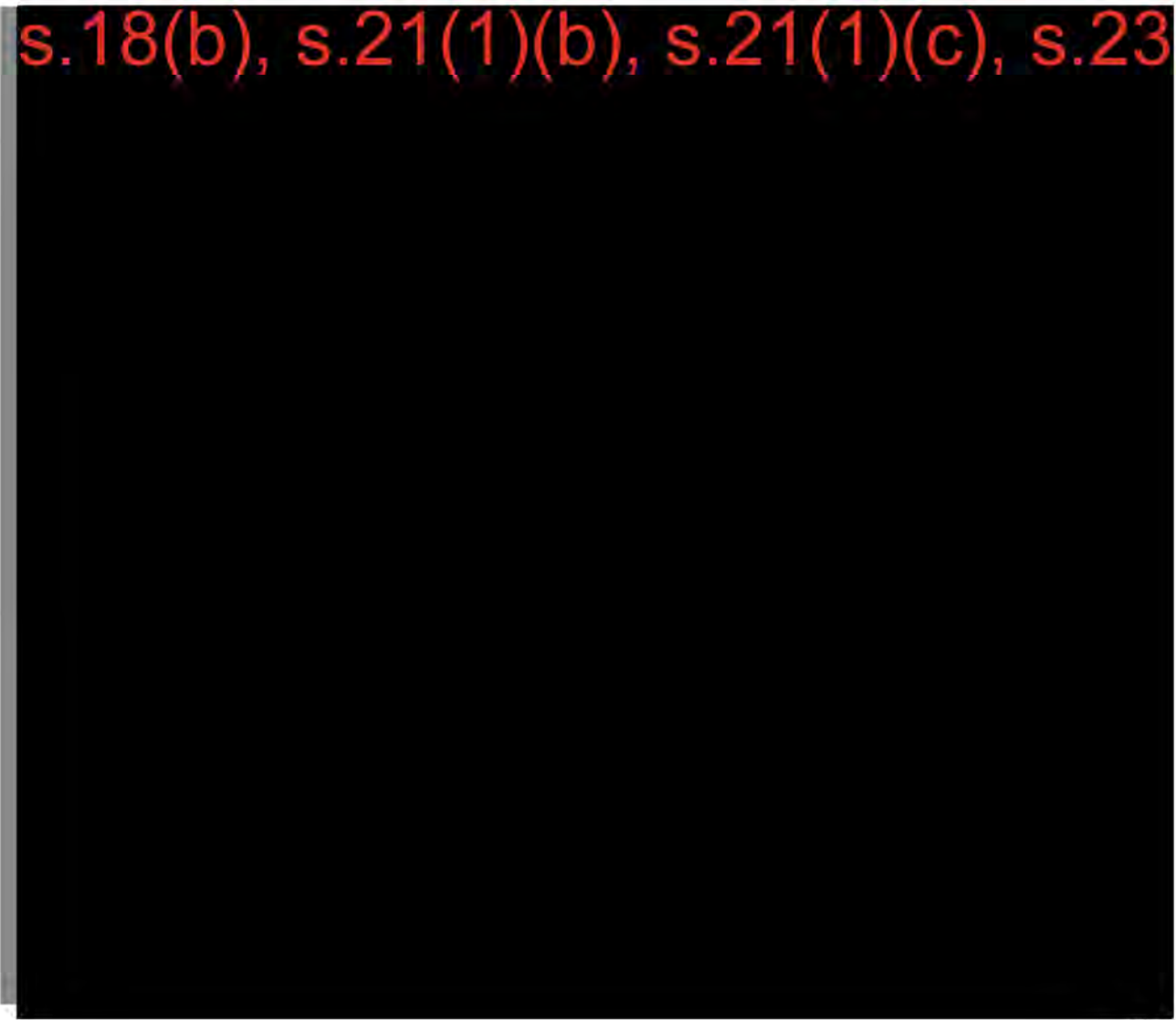
Cc: [redacted]@arup.com>; [redacted]

[redacted]@arup.com>

Subject: s.23 [redacted]

Hi Johnathan, François,

s.18(b), s.21(1)(b), s.21(1)(c), s.23



Thank you.



AECOM

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pages 13 - 24
Not Relevant

From: Caron, Olivier (SPAC/PSPC)
To: Robitaille, Vincent (TC/TC); Martin Imbleau; Graeme Hampshire; Izquierdo Martin, Luis Miguel; Kelly, Patrick (SPAC/PSPC) (il-lui / he-him)
Cc: s.19
Subject: QConnexion Presentation (Executive Check-In)
Date: Wednesday, February 21, 2024 8:34:55 AM
Attachments: [QConnexion_Executive Check-in #5 Presentation_2024-02-21.pdf](#)

EXPÉDITEUR EXTERNE: Faites preuve de prudence avec les liens et les pièces jointes provenant d'un expéditeur externe.
EXTERNAL SENDER: Use caution with links and attachments from an external sender.

Good morning,

The first team we are meeting today has uploaded a presentation in Firmex, which has been saved in [SharePoint](#) and attached for your convenience.

The other teams have not submitted anything.

Thanks!

Olivier

Manager, High Frequency Rail Procurement
Public Services and Procurement Canada / Government of Canada
olivier.caron@tosgc-owgsc.gc.ca / Tel: 873-354-2703

Gestionnaire, Approvisionnement du Train à grande fréquence
Services publics et Approvisionnement Canada / Gouvernement du Canada
olivier.caron@tosgc-owgsc.gc.ca / Tél. : 873-354-2703

Pages 26 - 42
Withheld
20(1)(b)

From: Caron, Olivier (SPAC/PSPC)
To: Robitaille, Vincent (TC/TC); Martin Imbleau; Graeme Hampshire; Izquierdo Martin, Luis Miguel; Kelly, Patrick (SPAC/PSPC) (il-lui / he-him)
Subject: RE: Executive Check-In #6 (QConnexion)
Date: Wednesday, March 13, 2024 4:21:31 PM
Attachments: QConnexion Executive Check-in #6 Presentation_03-14-2024_v2.pdf

EXPÉDITEUR EXTERNE: Faites preuve de prudence avec les liens et les pièces jointes provenant d'un expéditeur externe.
EXTERNAL SENDER: Use caution with links and attachments from an external sender.

Good afternoon,

We have just received an updated version of the presentation you received this morning; I did not look at the differences yet but QConnexion mentioned there are only minor changes.

They have asked if I could present it in Teams tomorrow; if I cannot connect to the internet in your building, I may ask someone from TC do present it instead.

Merci!

Olivier

From: Caron, Olivier (SPAC/PSPC)
Sent: Wednesday, March 13, 2024 9:38 AM
To: Robitaille, Vincent (TC/TC) <vincent.robaille@tc.gc.ca>; Martin Imbleau <Martin.Imbleau@hfr-tgf.ca>; Graeme Hampshire <Graeme.Hampshire@hfr-tgf.ca>; 'Izquierdo Martin, Luis Miguel (TC/TC)' <luismiguel.izquierdomartin@tc.gc.ca>; Kelly, Patrick (SPAC/PSPC) (il-lui / he-him) <Patrick.Kelly@tpsgc-pwgsc.gc.ca>
Subject: RE: Executive Check-In #6 (QConnexion)

Good morning,

Attached is a presentation for tomorrow's executive check-in with QConnexion. A copy will be saved in SharePoint as well.

Merci!

Olivier

-----Original Appointment-----

From: PA SACMI DAP3 TGF / AP RPCAS P3PD HFR (TPSGC/PWGSC) <TPSGC.PASACMIDAP3TGF-APRPCASP3PDHFR.PWGSC@tpsgc-pwgsc.gc.ca>

Sent: Thursday, February 22, 2024 3:50 PM

To: PA SACMI DAP3 TGF / AP RPCAS P3PD HFR (TPSGC/PWGSC); Robitaille, Vincent (TC/TC); Martin Imbleau;

Graeme Hampshire; 'Izquierdo Martin, Luis Miguel (TC/TC)'; Kelly, Patrick (SPAC/PSPC) (il-lui / he-him); Caron, Olivier (SPAC/PSPC); s.19 @wsp.com'; s.19 @laing.com'; s.19 @bechtel.com'; @Bechtel.com'; s.19 @deutschebahn.com'; s.19

Cc: Ogbumor, Alfred (SPAC/PSPC); s.19

Subject: Executive Check-In #6 (QConnexiON)

When: March 14, 2024 3:00 PM-4:00 PM (UTC-05:00) Eastern Time (US & Canada).

Where: Microsoft Teams Meeting - Transport Canada. 330 Sparks Street. Ottawa (29th floor - Boardroom: 2912)

Update #2 2024-03-12: Changes to the list of attendees for QConnexiON.

Good day,

This message is to invite representatives of your team to meet with Canada for Executive Check-ins on March 14, 2024, in respect of the High Frequency Rail Project Request for Proposals.

Agenda

s.20(1)(b), s.21(1)(b), s.21(1)(a)

Government of Canada Attendees:

Vincent Robitaille – ADM, HFR, Transport Canada
Martin Imbleau – CEO, VIA HFR
Graeme Hampshire – Project Director, VIA HFR
Miguel Martin – A/Director General, HFR Procurement & Commercial, Transport Canada
Patrick Kelly – Director General, Pandemic Response Sector
Olivier Caron, Manager, HFR Procurement, PSPC
Fairness Monitor
s.19

QConnexiON Attendees:

s.19

s.19

If you wish to invite additional participants or change the participants listed above, it would be preferable to let us know in advance for the invitation to be updated instead of forwarding the meeting to ensure everyone will receive updates and be allowed in the Teams meeting.

Thank you,

Olivier Caron

Réunion Microsoft Teams

Participez à partir de votre ordinateur, de l'application mobile ou d'un appareil de la salle

[Cliquez ici pour vous joindre à la réunion](#)

ID de la réunion : 293 525 123 450

Code secret : jVfEtk

[Téléchargez Teams](#) | [Participez sur le web](#)

Rejoindre avec un appareil de vidéoconférence

teams@pspc-spac.video.canada.ca

Node de vidéoconférence: 117 571 677 5

[Autres instructions VTC](#)

Ou composez le numéro de téléphone (audio seulement)

[+1 819-307-1700,115181291#](tel:+18193071700115181291#) Canada, Gatineau

Node de conférence téléphonique: 115 181 291#

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.....

Microsoft Teams meeting

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Meeting ID: 293 525 123 450

Passcode: jVfEtk

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Join with a video conferencing device

teams@pspc-spac.video.canada.ca

Video Conference ID: 117 571 677 5

[Alternate VTC Instructions](#)

Or call in (audio only)

[+1 819-307-1700,115181291#](tel:+18193071700115181291#) Canada, Gatineau

Phone Conference ID: 115 181 291#

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Withheld
20(1)(b)(c)

From: Caron, Olivier (SPAC/PSPC)
To: Martin Imbleau; Thibodeau, Josee; Robitaille, Vincent (TC/TC); Svazas, Kate (TC/TC)
Cc: Sullivan, Christopher (TC/TC); McNairnay, Patrick (TC/TC); Kelly, Patrick (SPAC/PSPC) (il-lui / he-him); Graeme Hampshire; Felix Turgeon; Dubois2, Sébastien (SPAC/PSPC); DePasquale, Gianrico (SPAC/PSPC); Camiré, François (TC/TC); Côté, Chantale (TC/TC); Johnathan Gillespie; Nassrallah, Robert (TC/TC); High Frequency Rail ADMO / Train à grande fréquence BSMA (TC/TC); Annie Arcand; Izquierdo Martin, Luis Miguel; Lavoie, Patrick
Subject: RE: For Review / s.23
Date: Friday, April 26, 2024 6:26:14 PM

EXPÉDITEUR EXTERNE: Faites preuve de prudence avec les liens et les pièces jointes provenant d'un expéditeur externe.
EXTERNAL SENDER: Use caution with links and attachments from an external sender.

Merci!

----- Original message -----

From: Martin Imbleau <Martin.Imbleau@hfr-tgf.ca>
Date: 2024-04-26 6:12 p.m. (GMT-05:00)
To: "Caron, Olivier (SPAC/PSPC)" <Olivier.Caron@tpsge-pwgsc.gc.ca>; "Thibodeau, Josee" <josee.thibodeau@tc.gc.ca>; "Robitaille, Vincent (TC/TC)" <vincent.robaille@tc.gc.ca>; "Svazas, Kate (TC/TC)" <kate.svazas@tc.gc.ca>
Cc: "Sullivan, Christopher (TC/TC)" <Christopher.Sullivan@tc.gc.ca>; "McNairnay, Patrick (TC/TC)" <Patrick.McNairnay@tc.gc.ca>; "Kelly, Patrick (SPAC/PSPC) (il-lui / he-him)" <Patrick.Kelly@tpsge-pwgsc.gc.ca>; Graeme Hampshire <Graeme.Hampshire@hfr-tgf.ca>; Félix Turgeon <Felix.Turgeon@hfr-tgf.ca>; "Dubois2, Sébastien (SPAC/PSPC)" <Sebastien.Dubois2@tpsge-pwgsc.gc.ca>; "DePasquale, Gianrico (SPAC/PSPC)" <Gianrico.DePasquale@tpsge-pwgsc.gc.ca>; "Camiré, François (TC/TC)" <francois.camire@tc.gc.ca>; "Côté, Chantale (TC/TC)" <chantale.cote@tc.gc.ca>; Johnathan Gillespie <Johnathan.Gillespie@hfr-tgf.ca>; "Nassrallah, Robert (TC/TC)" <robert.nassrallah@tc.gc.ca>; "High Frequency Rail ADMO / Train à grande fréquence BSMA (TC/TC)" <HighFrequencyRailADMO-TrainGrandeFrequenceBSMA@tc.gc.ca>; Annie Arcand <Annie.Arcand@hfr-tgf.ca>; "Izquierdo Martin, Luis Miguel" <luismiguel.izquierdomartin@tc.gc.ca>; "Lavoie, Patrick" <patrick.lavoie@tc.gc.ca>
Subject: Re: For Review / s.23

EXTERNAL EMAIL - USE CAUTION / COURRIEL EXTERNE - FAITES PREUVE DE PRUDENCE
No Olivier, good to go, Merci.

Martin Imbleau (Il/He)
Président-directeur général
President and Chief Executive Officer
Via TGF - Via HFR
1, Place Ville-Marie, bureau 3450
Montréal (Québec) H3B 3N2
C: +1 514 909-3745

De: Caron, Olivier (SPAC/PSPC) <Olivier.Caron@tpsge-pwgsc.gc.ca>
Envoyé : Friday, April 26, 2024 6:07:49 PM
À: Thibodeau, Josee <josee.thibodeau@tc.gc.ca>; Robitaille, Vincent (TC/TC) <vincent.robaille@tc.gc.ca>; Svazas, Kate (TC/TC) <kate.svazas@tc.gc.ca>; Martin Imbleau <Martin.Imbleau@hfr-tgf.ca>
Cc: Sullivan, Christopher (TC/TC) <Christopher.Sullivan@tc.gc.ca>; McNairnay, Patrick (TC/TC) <Patrick.McNairnay@tc.gc.ca>; Kelly, Patrick (SPAC/PSPC) (il-lui / he-him) <patrick.kelly@tpsge-pwgsc.gc.ca>; Graeme Hampshire <Graeme.Hampshire@hfr-tgf.ca>; Félix Turgeon <Felix.Turgeon@hfr-tgf.ca>; Dubois2, Sébastien (SPAC/PSPC) <Sebastien.Dubois2@tpsge-pwgsc.gc.ca>; DePasquale, Gianrico (SPAC/PSPC) <gianrico.depasquale@tpsge-pwgsc.gc.ca>; Camiré, François (TC/TC) <francois.camire@tc.gc.ca>; Côté, Chantale (TC/TC) <chantale.cote@tc.gc.ca>; Johnathan Gillespie <Johnathan.Gillespie@hfr-tgf.ca>; Nassrallah, Robert (TC/TC) <robert.nassrallah@tc.gc.ca>; High Frequency Rail ADMO / Train à grande fréquence BSMA (TC/TC) <HighFrequencyRailADMO-TrainGrandeFrequenceBSMA@tc.gc.ca>; Annie Arcand <Annie.Arcand@hfr-tgf.ca>; Izquierdo Martin, Luis Miguel <luismiguel.izquierdomartin@tc.gc.ca>; Lavoie, Patrick <patrick.lavoie@tc.gc.ca>
Objet : RE: For Review / s.23, s.21(1(a))

EXPÉDITEUR EXTERNE: Faites preuve de prudence avec les liens et les pièces jointes provenant d'un expéditeur externe.
EXTERNAL SENDER: Use caution with links and attachments from an external sender.

Merci José,

I believe we are still waiting for the green light from VIA HFR (Martin) before posting. If I missed an email on that, please let me know.

Olivier

----- Original message -----

From: "Thibodeau, Josee (TC/TC)" <josee.thibodeau@tc.gc.ca>
Date: 2024-04-26 6:02 p.m. (GMT-05:00)
To: "Robitaille, Vincent (TC/TC)" <vincent.robaille@tc.gc.ca>; "Svazas, Kate (TC/TC)" <kate.svazas@tc.gc.ca>; Martin Imbleau <Martin.Imbleau@hfr-tgf.ca>
Cc: "Sullivan, Christopher (TC/TC)" <Christopher.Sullivan@tc.gc.ca>; "McNairnay, Patrick (TC/TC)" <Patrick.McNairnay@tc.gc.ca>; "Kelly, Patrick (SPAC/PSPC) (il-lui / he-him)" <Patrick.Kelly@tpsge-pwgsc.gc.ca>; "Caron, Olivier (SPAC/PSPC)" <Olivier.Caron@tpsge-pwgsc.gc.ca>; Graeme Hampshire <Graeme.Hampshire@hfr-tgf.ca>; "Dubois2, Sébastien (SPAC/PSPC)" <Sebastien.Dubois2@tpsge-pwgsc.gc.ca>; "DePasquale, Gianrico (SPAC/PSPC)" <Gianrico.DePasquale@tpsge-pwgsc.gc.ca>; "Camiré, François (TC/TC)" <francois.camire@tc.gc.ca>; "Côté, Chantale (TC/TC)" <chantale.cote@tc.gc.ca>; Johnathan Gillespie <Johnathan.Gillespie@hfr-tgf.ca>; "Nassrallah, Robert (TC/TC)" <robert.nassrallah@tc.gc.ca>; "High Frequency Rail ADMO / Train à grande fréquence BSMA (TC/TC)" <HighFrequencyRailADMO-TrainGrandeFrequenceBSMA@tc.gc.ca>; Annie Arcand <Annie.Arcand@hfr-tgf.ca>; "Izquierdo Martin, Luis Miguel (TC/TC)" <luismiguel.izquierdomartin@tc.gc.ca>; "Lavoie, Patrick (TC/TC)" <patrick.lavoie@tc.gc.ca>
Subject: RE: For Review / s.23, s.21(1(a))

PROTECTED A / PROTÉGÉ A

Bonjour,

I have finalized my review s.23 and they are ready to go. Dentons is assembling a zip file as we speak and we will forward to Olivier at PSPC shortly.

Thanks.

Josée

From: Robitaille, Vincent (TC/TC) <vincent.robaille@tc.gc.ca>
Sent: Friday, April 26, 2024 4:04 PM
To: Svazas, Kate (TC/TC) <kate.svazas@tc.gc.ca>; Martin Imbleau <Martin.Imbleau@hfr-tgf.ca>
Cc: Sullivan, Christopher (TC/TC) <Christopher.Sullivan@tc.gc.ca>; McNairnay, Patrick (TC/TC) <Patrick.McNairnay@tc.gc.ca>; Patrick Kelly (Ext.) <Patrick.Kelly@tpsge-pwgsc.gc.ca>; Olivier Caron @tpsge-pwgsc.gc.ca; Thibodeau, Josee (TC/TC) <josee.thibodeau@tc.gc.ca>; Graeme Hampshire <Graeme.Hampshire@hfr-tgf.ca>; Felix Turgeon @hfr-tgf.ca; Sébastien Dubois (2) <Sebastien.Dubois2@tpsge-pwgsc.gc.ca>; Gianrico DePasquale @tpsge-pwgsc.gc.ca; Camiré, François (TC/TC) <francois.camire@tc.gc.ca>; Côté, Chantale (TC/TC) <chantale.cote@tc.gc.ca>; Johnathan Gillespie <Johnathan.Gillespie@hfr-tgf.ca>; Nassrallah, Robert (TC/TC) <robert.nassrallah@tc.gc.ca>; High Frequency Rail ADMO / Train à grande fréquence BSMA (TC/TC) <HighFrequencyRailADMO-TrainGrandeFrequenceBSMA@tc.gc.ca>; Annie Arcand <Annie.Arcand@hfr-tgf.ca>; Izquierdo Martin, Luis Miguel (TC/TC) <luismiguel.izquierdomartin@tc.gc.ca>; Lavoie, Patrick (TC/TC) <patrick.lavoie@tc.gc.ca>
Subject: RE: For Review / s.23

PROTECTED A / PROTÉGÉ A

Thank you,

I approve subject to your final adjustments. Well done!

From: Svazas, Kate (TC/TC) <kate.svazas@tc.gc.ca>

Sent: Thursday, April 25, 2024 6:21 PM

To: Robitaille, Vincent (TC/TC) <vincent.robitaille@tc.gc.ca>; Martin Imbleau <Martin.Imbleau@hfr.tcf.ca>

Cc: Svazas, Kate (TC/TC) <kate.svazas@tc.gc.ca>; Sullivan, Christopher (TC/TC) <christopher.sullivan@tc.gc.ca>; McNairmay, Patrick (TC/TC) <Patrick.McNairmay@tc.gc.ca>; Patrick Kelly (Ext.)

<Patrick.Kelly@tpsgc-rwgsc.gc.ca>; O'Seater, Caron@tpsgc-rwgsc.gc.ca; Thibodeau, Josee (TC/TC) <josee.thibodeau@tc.gc.ca>; Graeme Hampshire <Graeme.Hampshire@hfr.tcf.ca>; Felix Turgeon@hfr.tcf.ca;

Sébastien Dubois (2) <Sebastien.Dubois@tpsgc-rwgsc.gc.ca>; Giacomo DePasquale@tpsgc-rwgsc.gc.ca; Camiré, François (TC/TC) <francois.camire@tc.gc.ca>; Côté, Chantale (TC/TC) <chantale.cote@tc.gc.ca>;

Johnathan Gillespie <johnathan.gillespie@hfr.tcf.ca>; Nassrallah, Robert (TC/TC) <robert.nassrallah@tc.gc.ca>; High Frequency Rail ADMO / Train à grande fréquence BSMA (TC/TC) <HighFrequencyRailADMO@tpsgc-rwgsc.gc.ca>; Annie Arcand <Annie.Arcand@hfr.tcf.ca>; Izquierdo Martín, Luis Miguel (TC/TC) <luismiguel.izquierdomartin@tc.gc.ca>; Lavoie, Patrick (TC/TC)

<patrick.lavoie@tc.gc.ca>

Subject: For Review / **s.23, s.21(1)(a)**

Importance: High

PROTECTED A / PROTÉGÉ A

Good day,

s.23, s.18(b), s.21(1)(b), s.21(1)(a)

Pages 67 - 77
Withheld
18(b), 21(1)(a)(b), 23

From: Caron, Olivier (SPAC/PSPC)
To: Svazas, Kate (TC/TC); Izquierdo Martin, Luis Miguel; McNairnay, Patrick (TC/TC); Robitaille, Vincent (TC/TC); Graeme Hampshire; Martin Stickland; Edward Ng; Jacynthe Audette; Félix Turgeon; Martin Imbleau; Ian Bendell; [REDACTED]@bmo.com; Mathieu Lamothe; Kelly, Patrick (SPAC/PSPC) (il-lui / he-him); Thibodeau, Josee; DePasquale, Gianrico (SPAC/PSPC); [REDACTED]; [REDACTED] Brian Reilly
Cc: Ogbumor, Alfred (SPAC/PSPC); Sullivan, Christopher (TC/TC); Austin, Cindy (SPAC/PSPC); Johnathan Gillespie
Subject: RE: HFR RFP - Legal/Commercial CCM #4 - QConnexion
Date: Tuesday, April 30, 2024 9:27:51 AM

EXPÉDITEUR EXTERNE: Faites preuve de prudence avec les liens et les pièces jointes provenant d'un expéditeur externe.
EXTERNAL SENDER: Use caution with links and attachments from an external sender.

Good morning,

Please note that QConnexion has submitted updated documents for their CCM tomorrow, which have been uploaded in SharePoint: [QConnexion](#)

For those who cannot access SharePoint, let me know and I will send you a copy.

Thanks,

Olivier Caron

-----Original Appointment-----

From: PA SACMI DAP3 TGF / AP RPCAS P3PD HFR (TPSGC/PWGSC) <TPSGC.PASACMIDAP3TGF-APRPCASP3PDHFR.PWGSC@tpsgc-pwgsc.gc.ca>

Sent: Friday, March 22, 2024 3:24 PM

To: PA SACMI DAP3 TGF / AP RPCAS P3PD HFR (TPSGC/PWGSC); Svazas, Kate (TC/TC); 'Izquierdo Martin, Luis Miguel (TC/TC)'; 'McNairnay, Patrick (TC/TC)'; Robitaille, Vincent (TC/TC); Graeme Hampshire; 'Martin Stickland'; Edward Ng; Jacynthe Audette; Félix Turgeon; Martin Imbleau; Bendell, Ian; [REDACTED]@bmo.com; Mathieu Lamothe; Kelly, Patrick (SPAC/PSPC) (il-lui / he-him); Thibodeau, Josee (TC/TC); DePasquale, Gianrico (SPAC/PSPC); [REDACTED]; [REDACTED]@cib-bic.ca; [REDACTED]@bechtel.com; [REDACTED]@bechtel.com; [REDACTED]@laing.com; [REDACTED]@fengate.com; [REDACTED]@db-eco.com; [REDACTED]@eversheds-sutherland.com; [REDACTED]@direxsolutions.com; [REDACTED]@bechtel.com; [REDACTED]@wsp.com; [REDACTED]@bechtel.com; [REDACTED]@wsp.com; [REDACTED]@dwpv.com; [REDACTED]@deutschebahn.com; [REDACTED]@db-eco.com; [REDACTED]@nbc.ca; [REDACTED]@wsp.com; [REDACTED]@wsp.com; [REDACTED]@wsp.com; [REDACTED]@laing.com'

Cc: Ogbumor, Alfred (SPAC/PSPC); Sullivan, Christopher (TC/TC); 'Khalifé, Raya'; Austin, Cindy (SPAC/PSPC); Johnathan Gillespie; Caron, Olivier (SPAC/PSPC)

Subject: HFR RFP - Legal/Commercial CCM #4 - QConnexion

When: May 1, 2024 9:00 AM-4:00 PM (UTC-05:00) Eastern Time (US & Canada).

Where: Microsoft Teams Meeting - Dentons - 39th Floor, Place Ville Marie, Montreal

Update 2024-04-26: List of attendees updated for the Authority.

Good day,

HFR RFP - Legal/Commercial CCM #4.

Attendance is limited to the parties invited to the session. Should there be changes, please inform us so that the invitation is updated, do not forward the invitation.

Representing the HFR Project Team:

	Title	Name
Transport Canada	Senior Procurement Director	Kate Svazas (Master of Ceremonies)
	Acting Director General, Commercial and Procurement	Miguel Martin (Lead)
	Director, Commercial	Patrick McNairnay
	ADM HFR	Vincent Robitaille
VIA HFR	VIA HFR - Project Director	Graeme Hampshire
	Proposal Strategy (Evolve)	Martin Stickland
	Commercial (EY)	Edward Ng
	VIA HFR- SVP Commercial	Jacynthe Audette
	VIA HFR - VP Legal and Corporate	Félix Turgeon
	CEO	Martin Imbleau
	Legal (DLA Piper)	s.19
	BMO	s.19
VIA HFR - Legal Counsel	Mathieu Lamothe (Virtual)	
PSPC	DG	Patrick Kelly
Legal	TILS	Josee Thibodeau
	PSPC	Gianrico DePasquale (virtual)
	Dentons #1	s.19
	Dentons #2	s.19
INFC	Director, Special Infrastructure Projects and Initiatives	Luc-Alexandre Chayer (Virtual)
CIB	Canada Infrastructure Bank	Brian Reilly

BDO Canada	Independent Fairness Monitor	s.19
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The Fairness Monitor and additional representatives from Public Services and Procurement Canada (PSPC) may join virtually.

QConnexion Attendees list:



S.19

Microsoft Teams [Besoin d'aide?](#)

[Rejoignez la réunion maintenant](#)

ID de réunion : 290 554 187 08

Code secret : AHPZG3

Appel par téléphone

[+1 819-307-1700, 385254096#](#) Canada, Gatineau

[Trouvez un numéro local](#)

ID de conférence téléphonique : 385 254 096#

Se connecter à un périphérique de vidéoconférence

Clé de locataire : teams@pspc-spac.video.canada.ca

ID vidéo : 115 494 119 7

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Pour les organisateurs : [Options de réunion](#) | [Réinitialisez la connexion au code NIP](#)

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Phone conference ID: 385 254 096#

Join on a video conferencing device

Tenant key: teams@pspc-spac.video.canada.ca

Video ID: 115 494 119 7

[More info](#)

For organizers: [Meeting options](#) | [Reset dial-in PIN](#)

From: Caron, Olivier (SPAC/PSPC)
To: Robitaille, Vincent (TC/TC); Izquierdo Martin, Luis Miguel; Graeme Hampshire; Jacynthe Audette; Kelly, Patrick (SPAC/PSPC) (il-lui / he-him); Martin Imbleau
Subject: s.20(1)(b)
Date: Friday, May 24, 2024 9:18:57 PM
Attachments: image001.png
image002.png
image003.png
image004.png
image005.png
image006.png
image007.png

EXPÉDITEUR EXTERNE: Faites preuve de prudence avec les liens et les pièces jointes provenant d'un expéditeur externe.

EXTERNAL SENDER: Use caution with links and attachments from an external sender.

Bonsoir,

Suite à notre rencontre avec s.20(1)(b) cette semaine, voici un ordre de grandeur pour le s.20(1)(b) tel que nous avons demandé.

Merci et bonne fin de semaine,

Olivier

s.18(b), s.21(1)(a), s.21(1)(b)

s.18(b), s.21(1)(a), s.21(1)(b)

From: Caron, Olivier (SPAC/PSPC)
To: Martin Imbleau; Robitaille, Vincent (TC/TC); Izquierdo Martin, Luis Miguel; Jacynthe Audette; Félix Turgeon; Thibodeau, Josee
Cc: s.19
Subject: Document IRD
Date: Friday, May 31, 2024 3:27:54 PM
Attachments: s.20(1)(b)

EXPÉDITEUR EXTERNE: Faites preuve de prudence avec les liens et les pièces jointes provenant d'un expéditeur externe.
EXTERNAL SENDER: Use caution with links and attachments from an external sender.

Good afternoon,

Intercity sent us the slide they showed on the screen at our 10 AM meeting.

Merci

Olivier Caron

s.20(1)(b), s.20(1)(c)

s.20(1)(b), s.20(1)(c)

From: Caron, Olivier (SPAC/PSPC)
To: Robitaille, Vincent (TC/TC); Martin Imbleau; s.19 Jacynthe Audette; Izquierdo Martin, Luis Miguel
Subject: RE: Executive Check-In #9 (QConnexion)
Date: Thursday, June 6, 2024 1:23:34 PM

EXPÉDITEUR EXTERNE: Faites preuve de prudence avec les liens et les pièces jointes provenant d'un expéditeur externe.

EXTERNAL SENDER: Use caution with links and attachments from an external sender.

Bonjour,

Patrick just informed me that he was just called to attend an EXCO at 2 PM so he will miss the check-in with QConnexion.

See you soon.

Olivier

-----Original Appointment-----

From: PA SACMI DAP3 TGF / AP RPCAS P3PD HFR (TPSGC/PWGSC) <TPSGC.PASACMIDAP3TGF-APRPCASP3PDHFR.PWGSC@tpsgc-pwgsc.gc.ca>

Sent: Friday, May 24, 2024 4:28 PM

To: PA SACMI DAP3 TGF / AP RPCAS P3PD HFR (TPSGC/PWGSC); Robitaille, Vincent (TC/TC); Martin Imbleau; Graeme Hampshire; 'Jacynthe Audette'; Izquierdo Martin, Luis Miguel (TC/TC); Kelly, Patrick (SPAC/PSPC) (il-lui / he-him); Caron, Olivier (SPAC/PSPC); s.19

s.19 Dick, Alastair; Peissel, Eric; s.19

s.19

Cc: Ogbumor, Alfred (SPAC/PSPC); Khalifé, Raya; Boydak, Attila

Subject: Executive Check-In #9 (QConnexion)

When: June 6, 2024 2:00 PM-3:00 PM (UTC-05:00) Eastern Time (US & Canada).

Where: Microsoft Teams Meeting, and In-Person in Ottawa (Tower C Room 2912, 330 Sparks, Ottawa)

Update 2024-06-06 – Adjusted list of In-person and virtual participants for QConnexion

Update 2024-06-04 – Agenda was added to the invitation. You will need to arrive earlier to register with the security desk; Kate Svazas (343-576-8904) will escort you upstairs.

Please let us know if there are changes to the list of participants and confirm who will be in person, or joining us virtually.

Good day,

This message is to invite representatives of your team to meet with Canada for Executive Check-ins on June 6, 2024, in respect of the High Frequency Rail Project Request for Proposals.

Agenda

s.21(1)(b), s.21(1)(a)

Government of Canada Attendees:

Vincent Robitaille – ADM, HFR, Transport Canada
Martin Imbleau – CEO, VIA HFR
Graeme Hampshire – Project Director, VIA HFR
Jacynthe Audette - Senior Vice-President, Commercial Projects, VIA HFR
Miguel Martin – A/Director General, HFR Procurement & Commercial, Transport Canada
Patrick Kelly, Director General, Real Property and Commercial Acquisitions Sector, PSPC
Olivier Caron, Manager, HFR Procurement, PSPC
Fairness Monitor
s. 19

QConnexiON Attendees:

s. 19

If you wish to invite additional participants or change the participants listed above, it would be preferable to let us know in advance for the invitation to be updated instead of forwarding the meeting to ensure everyone will receive updates and be allowed in the Teams meeting.

Réunion Microsoft Teams

Participez à partir de votre ordinateur, de l'application mobile ou d'un appareil de la salle

[Cliquez ici pour vous joindre à la réunion](#)

ID de la réunion : 293 525 123 450

Code secret : jVfEtk

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Rejoindre avec un appareil de vidéoconférence

teams@pspc-spac.video.canada.ca

No de vidéoconférence : 117 571 677 5

[Autres instructions VTC](#)

Ou composez le numéro de téléphone (audio seulement)

[+1 819-307-1700,115181291#](tel:+18193071700115181291#) Canada, Gatineau

No de conférence téléphonique : 115 181 291#

[Recherchez un numéro local](#) | [Réinitialisez le NIP](#)

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Join on your computer, mobile app or room device

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Meeting ID: 293 525 123 450

Passcode: jVfEtk

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Join with a video conferencing device

teams@pspc-spac.video.canada.ca

Video Conference ID: 117 571 677 5

[Alternate VTC instructions](#)

Or call in (audio only)

[+1 819-307-1700,115181291#](tel:+18193071700115181291#) Canada, Gatineau

Phone Conference ID: 115 181 291#

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[Learn More](#) | [Meeting options](#)

From: Caron, Olivier (SPAC/PSPC)
To: Jacynthe Audette; [REDACTED]; Izquierdo Martin, Luis Miguel; Dunsky, Ilan; McNaimay, Patrick (TC/TC); Lavoie, Patrick; Mathieu Lamothe; Robitaille, Vincent (TC/TC); Martin Imbleau; Szvazas, Kate (TC/TC); Ian Bendell
Subject: RE: [External/Externe]: IRD - proposed agenda for our call & for this afternoon meeting with IRD
Date: Wednesday, June 26, 2024 11:25:12 AM
Attachments: image004.png
 image005.png

EXPÉDITEUR EXTERNE: Faites preuve de prudence avec les liens et les pièces jointes provenant d'un expéditeur externe.
EXTERNAL SENDER: Use caution with links and attachments from an external sender.

As per Jacynthe's request below, I have attached the RFQ requirements, this is what we had for the Financial Capacity in the RFQ. The entire document is available here if you wish to see the entire section, but I can email you a Word copy if you prefer.
<https://hfr-ef.ca/nists/rfq-release/>

F. Financial Capability and Experience	Total Weighting for Section F = 15%	
F.1 Financial Capacity	Max Pages: N/A	Weighting: 7%
Submission Requirements		
<p>For each Equity Member ^[1], Operations Prime Member, or Guarantor thereof, the Respondent should submit the following as an overview of recent financial performance and financial strength:</p> <ol style="list-style-type: none"> 1. The anticipated degree of participation of each Equity Member, expressed as a percentage of each Equity Member's equity ownership in the Private Developer Partner and the Private Partner; 2. Audited annual financial statements (or unaudited annual financial statements if no audited financial statements exist) for the last three (3) fiscal years and copies of the quarterly financial statements (audited or unaudited) for each quarter since the date of the latest annual financial statements; 3. The latest interim financial statements (if available, or if not available, equivalent financial information, and only to the extent not covered by quarterly statements in the above); 4. Annual reports, if available, for the last three (3) fiscal years, including the management discussions and analyses, if any, or other comparable information if the annual reports or management discussions and analyses are not available (including information for impacts caused by the COVID-19 pandemic, if applicable); 5. Any explanatory notes on liquidity and free cash position, especially where there are significant restricted assets or obligations which may impact the financial position; 6. Details of any material off balance sheet financial arrangements currently in place; 7. Details of any bankruptcy, insolvency, company creditor arrangement or other major litigation in excess of \$50 million CAD, or other insolvency proceeding in the last three (3) fiscal years, plus the current year; 8. Fund performance report(s) (if applicable); 9. Public or private ratings reports, if available, for the last three (3) years; and 10. A letter from the chief financial officer or equivalent officer of the company or companies whose financial statements are being provided stating that there have been no material adverse changes since the date that the attached financial statements were last audited. ^[2] <p>In respect of the financial information referred to in items 1) to 10) above, the information should be for the applicable legal entity of the Team Member, and should not be consolidated with any entities except (a) for direct subsidiaries or (b) where the financial information of such Team Member is consolidated with its Guarantor.</p> <p>Each Guarantor should also provide a support letter from such Guarantor confirming its intention to fully guarantee the Project obligations of the relevant Equity Member or Operations Prime Member in respect of which the Guarantor is providing a guarantee, along with a current organizational chart clearly indicating the ownership structure, as the case may be, of the Equity Member or Operations Prime Member (including the Guarantor's percentage ownership in the Equity Member or Operations Prime Member, where applicable), and the Guarantor's ownership structure.</p>		
Evaluation Criteria	Rating Scale E-4: Financial Capability	

The Response will be evaluated on the combined financial strength and financial capacity of the Equity Members, Operations Prime Members and their respective Guarantors, if any, to invest equity or provide a guarantee of the performance obligations, where applicable, for the Project, including:

1. Demonstration of the capacity to make a total equity investment in the Project of at least \$3.0 billion CAD, based on the aggregate participation of the Equity Members;
2. Demonstrated ability to service current and long-term liabilities particularly cash flow generation relative to debt service obligations;
3. Demonstrated scale (as indicated by revenues, assets, tangible net worth, and other relevant financial metrics) and profitability to guarantee the performance of operations of the Project;
4. Level of robustness of the financial ratios furnished for the last three (3) fiscal years to assess the strength of the balance sheet, income statement and cashflows, with consideration to potential impacts caused by the COVID-19 pandemic;
5. The degree to which risks associated with any material event exist, such as a change of ownership, or the financing structures, or the organization, or a renewal or refinancing of the principal sources of financing or existing credit facilities, that could have an impact on the entity's financial resources;
6. Demonstrated financial flexibility and long-term viability to manage potential operating and revenue risks associated with the Project, as indicated by credit metrics including Debt/EBITDA, and interest coverage ratios; and
7. Equity Members, Operations Prime Members and their respective Guarantors, if any, have comparable or stronger credit rating(s) from S&P, Moody's, DBRS, and/or Fitch to industry standards, as applicable.

Should the Respondent have more than one Equity Member, the evaluation will take into consideration the anticipated degree of ownership interests of each such Equity Member in the Private Developer Partner and the Private Partner.

Thanks!

Olivier

From: Jacynthe Audette <Jacynthe.Audette@hfr-tgf.ca>

Sent: Wednesday, June 26, 2024 11:13 AM

To: s.19 @dentons.com; Izquierdo Martin, Luis Miguel <luismiguel.izquierdomartin@tc.gc.ca>; Caron, Olivier (SPAC/PSPC) <Olivier.Caron@tpsgc-pwgsc.gc.ca> s.19 @dentons.com; McNairnay, Patrick (TC/TC) <Patrick.McNairnay@tc.gc.ca>; Lavoie, Patrick <patrick.lavoie@tc.gc.ca>; Mathieu Lamothe <Mathieu.Lamothe@hfr-tgf.ca>; Robitaille, Vincent (TC/TC) <vincent.robitaille@tc.gc.ca>; Martin Imbleau <Martin.Imbleau@hfr-tgf.ca>; Svazas, Kate (TC/TC) <kate.svazas@tc.gc.ca>; @dlapiper.com

Subject: RE: [External/Externe]: IRD - proposed agenda for our call & for this afternoon meeting with IRD

s.18(b), s.21(1)(b), s.21(1)(a)

From: s.19 @dentons.com

Sent: Wednesday, June 26, 2024 11:05 AM

To: Jacynthe Audette <Jacynthe.Audette@hfr-tgf.ca>; Izquierdo Martin, Luis Miguel <luismiguel.izquierdomartin@tc.gc.ca>; Caron, Olivier (SPAC/PSPC) <olivier.caron@tpsgc-pwgsc.gc.ca>; s.19 @dentons.com; McNairnay, Patrick (TC/TC) <Patrick.McNairnay@tc.gc.ca>; Lavoie, Patrick <patrick.lavoie@tc.gc.ca>; Mathieu Lamothe <Mathieu.Lamothe@hfr-tgf.ca>; Robitaille, Vincent (TC/TC) <vincent.robitaille@tc.gc.ca>; Martin Imbleau <Martin.Imbleau@hfr-tgf.ca>; Svazas, Kate (TC/TC) <kate.svazas@tc.gc.ca>; s.19 @dlapiper.com

Subject: RE: [External/Externe]: IRD - proposed agenda for our call & for this afternoon meeting with IRD

EXPÉDITEUR EXTERNE: Faites preuve de prudence avec les liens et les pièces jointes provenant d'un expéditeur externe.
EXTERNAL SENDER: Use caution with links and attachments from an external sender.

s.23, s.18(b)

s.19

Partner

s.19

Dentons Canada LLP | Ottawa

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From: Jacynthe Audette <Jacynthe.Audette@hfr-tgf.ca>

Sent: Wednesday, June 26, 2024 10:58 AM

To: Izquierdo Martin, Luis Miguel <luismiguel.izquierdomartin@tc.gc.ca>; Caron, Olivier (SPAC/PSPC) <olivier.caron@tpsgc-pwpsc.gc.ca> s.19 @dentons.com>; s.19 @dentons.com>; McNairnay, Patrick (TC/TC) <Patrick.McNairnay@tc.gc.ca>; Lavoie, Patrick <patrick.lavoie@tc.gc.ca>; Mathieu Lamothe <Mathieu.Lamothe@hfr-tgf.ca>; Robitaille, Vincent (TC/TC) <vincent.robitaille@tc.gc.ca>; Martin Imbleau <Martin.Imbleau@hfr-tgf.ca>; Svazas, Kate (TC/TC) <kate.svazas@tc.gc.ca> s.19 @dlapiper.com>

Subject: RE: [External/Externe]: IRD - proposed agenda for our call & for this afternoon meeting with IRD

[WARNING: EXTERNAL SENDER]

s.18(b), s.21(1)(a), s.21(1)(b)

From: Izquierdo Martin, Luis Miguel (TC/TC) <luismiguel.izquierdomartin@tc.gc.ca>

Sent: Wednesday, June 26, 2024 10:43 AM

To: Jacynthe Audette <Jacynthe.Audette@hfr-tgf.ca>; Caron, Olivier (SPAC/PSPC) <olivier.caron@tpsgc-pwpsc.gc.ca> s.19 @dentons.com> s.19 @dentons.com>; McNairnay, Patrick (TC/TC) <Patrick.McNairnay@tc.gc.ca>; Lavoie, Patrick <patrick.lavoie@tc.gc.ca>; Mathieu Lamothe <Mathieu.Lamothe@hfr-tgf.ca>; Robitaille, Vincent (TC/TC) <vincent.robitaille@tc.gc.ca>; Martin Imbleau <Martin.Imbleau@hfr-tgf.ca>; Svazas, Kate (TC/TC) <kate.svazas@tc.gc.ca> s.19 @dlapiper.com>

Subject: RE: [External/Externe]: IRD - proposed agenda for our call & for this afternoon meeting with IRD

EXPÉDITEUR EXTERNE: Faites preuve de prudence avec les liens et les pièces jointes provenant d'un expéditeur externe.
EXTERNAL SENDER: Use caution with links and attachments from an external sender.

PROTECTED A / PROTÉGÉ A

Hi Jacynthe

For the first question. Please be ready to hear the following:

As indicated on our letter of June 20th, we clearly provided an answer. We wan

o

s.18(b), s.21(1)(a), s.21(1)(b)

Best regards

Miguel Izquierdo Martin
Tel: 613-799-8728

Acting Director General, Commercial and Procurement
High Frequency Rail

Directeur général par intérim, commercial et approvisionnement
Train à grande fréquence

From: Jacynthe Audette <Jacynthe.Audette@hfr-tgf.ca>

Sent: Wednesday, June 26, 2024 10:34 AM

To: Caron, Olivier (SPAC/PSPC) <olivier.caron@tpsgc-pwgsc.gc.ca>; [REDACTED] <[\[REDACTED\]@dentons.com](mailto:[REDACTED]@dentons.com)>; s.19 [REDACTED] <[\[REDACTED\]@dentons.com](mailto:[REDACTED]@dentons.com)>; McNairnay, Patrick (TC/TC) <Patrick.McNairnay@tc.gc.ca>; Lavoie, Patrick (TC/TC) <patrick.lavoie@tc.gc.ca>; Mathieu Lamothe <Mathieu.Lamothe@hfr-tgf.ca>; Robitaille, Vincent (TC/TC) <vincent.robitaille@tc.gc.ca>; Martin Imbleau <Martin.Imbleau@hfr-tgf.ca>; Svazas, Kate (TC/TC) <kate.svazas@tc.gc.ca>; Izquierdo Martin, Luis Miguel (TC/TC) <luismiguel.izquierdomartin@tc.gc.ca>; s.19 [REDACTED] <[\[REDACTED\]@dlasiper.com](mailto:[REDACTED]@dlasiper.com)>

Subject: [External/Externe]: IRD - proposed agenda for our call & for this afternoon meeting with IRD

Happy for all to contribute/modify/clarify what's below...

s.18(b), s.21(1)(a), s.21(1)(b), s.20(1)(b), s.21(1)(c)



Regards,

Jacynthe

Jacynthe Audette
Senior Vice-President, Commercial Projects /
Vice-présidente exécutive, Projets commerciaux
Cell.: 438-223-3825

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⁽¹⁾ Note to Respondents: refer to Section 4.1 of the main body of the RFQ for additional information regarding Equity Member designations.



Note to Respondents: confirmations of no material adverse changes since the date of their Response are expected to be required by Proponents at launch of RFP and at Proposal submission, as well as during the Co-Development Phase and prior to the execution of the Project Agreement (in accordance with the provisions of the Pre-Development Agreement and Project Agreement).



From: Caron, Olivier (SPAC/PSPC)
To: Thibodeau, Josee; Robitaille, Vincent (TC/TC); Izquierdo Martin, Luis Miguel; Martin Imbleau; Jacynthe Audette; Kelly, Patrick (SPAC/PSPC) (il-lui / he-him); Félix Turgeon; Mathieu Lamothe; jan.bendell
Cc: s.19, s.19, Lavoie, Patrick; Dubois2, Sébastien (SPAC/PSPC); DePasquale, Gianrico (SPAC/PSPC)
Subject: RE: HFR - s.18(b), s.23
Date: Thursday, July 4, 2024 9:44:02 PM

EXPÉDITEUR EXTERNE: Faites preuve de prudence avec les liens et les pièces jointes provenant d'un expéditeur externe.
EXTERNAL SENDER: Use caution with links and attachments from an external sender.

Merci Josée

s.18(b), s.23

Thanks!

Olivier

From: Thibodeau, Josee (TC/TC) <josee.thibodeau@tc.gc.ca>
Sent: Tuesday, July 2, 2024 9:24 PM
To: Robitaille, Vincent (TC/TC) <vincent.robaille@tc.gc.ca>; Izquierdo Martin, Luis Miguel (TC/TC) <luismiguel.izquierdomartin@tc.gc.ca>; Martin Imbleau <Martin.Imbleau@hfr-tgf.ca>; jacynthe.audette@hfr-tgf.ca; Caron, Olivier (SPAC/PSPC) <Olivier.Caron@tpsgc-pwgsc.gc.ca>; Kelly, Patrick (SPAC/PSPC) (il-lui / he-him) <Patrick.Kelly@tpsgc-pwgsc.gc.ca>; Felix Turgeon (Felix.turgeon@hfr-tgf.ca) <Felix.turgeon@hfr-tgf.ca>; Mathieu Lamothe <Mathieu.Lamothe@hfr-tgf.ca>; s.19 @dlapiper.com
Cc: s.19 @dentons.com; s.19 @dentons.com; s.19 @dentons.com; s.19 @dentons.com; s.19 @dentons.com; Lavoie, Patrick (TC/TC) <patrick.lavoie@tc.gc.ca>; Dubois2, Sébastien (SPAC/PSPC) <Sebastien.Dubois2@tpsgc-pwgsc.gc.ca>; DePasquale, Gianrico (SPAC/PSPC) <Gianrico.DePasquale@tpsgc-pwgsc.gc.ca>
Subject: HFR - s.23

Good evening,

s.23

Many thanks for your understanding.

Regards,

Josée Thibodeau

Senior Counsel

Commercial Law Team, Transport and Infrastructure Legal Services

Department of Justice / Government of Canada

josee.thibodeau@tc.gc.ca / Cell: 613-219-1244 / TTY : 1-613-992-4556

Avocate-conseil

Équipe des transactions commerciales, Services juridiques de Transports et Infrastructure

Ministère de la Justice / Gouvernement du Canada

josee.thibodeau@tc.gc.ca / Cell: 613-219-1244 / ATS : 1-613-992-4556

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From: Caron, Olivier (SPAC/PSPC)
To: DePasquale, Gianrico (SPAC/PSPC); Thibodeau, Josee; Robitaille, Vincent (TC/TC); Izquierdo Martin, Luis Miguel; Martin Imbleau; Jacynthe Audette; Kelly, Patrick (SPAC/PSPC) (il-lui / he-him); Félix Turgeon; Mathieu Lamothe; jan.bendell
Cc: s.19 [redacted] Lavoie, Patrick; Dubois2, Sébastien (SPAC/PSPC)
Subject: RE: HFR s.23 [redacted]
Date: Friday, July 5, 2024 9:38:51 AM

EXPÉDITEUR EXTERNE: Faites preuve de prudence avec les liens et les pièces jointes provenant d'un expéditeur externe.
EXTERNAL SENDER: Use caution with links and attachments from an external sender.

Thanks!

From: DePasquale, Gianrico (SPAC/PSPC) <Gianrico.DePasquale@tpsgc-pwgsc.gc.ca>
Sent: Friday, July 5, 2024 9:36 AM
To: Caron, Olivier (SPAC/PSPC) <Olivier.Caron@tpsgc-pwgsc.gc.ca>; Thibodeau, Josee (TC/TC) <josee.thibodeau@tc.gc.ca>; Robitaille, Vincent (TC/TC) <vincent.robitaille@tc.gc.ca>; Izquierdo Martin, Luis Miguel (TC/TC) <luismiguel.izquierdomartin@tc.gc.ca>; Martin Imbleau <Martin.Imbleau@hfr-tgf.ca>; jacynthe.audette@hfr-tgf.ca; Kelly, Patrick (SPAC/PSPC) (il-lui / he-him) <Patrick.Kelly@tpsgc-pwgsc.gc.ca>; Felix Turgeon (Felix.turgeon@hfr-tgf.ca) <Felix.turgeon@hfr-tgf.ca>; Mathieu Lamothe <Mathieu.Lamothe@hfr-tgf.ca>; [redacted]@dlapiper.com
Cc: [redacted]@dentons.com; [redacted]@dentons.com; [redacted]@dentons.com; [redacted]@dentons.com; Lavoie, Patrick (TC/TC) <patrick.lavoie@tc.gc.ca>; Dubois2, Sébastien (SPAC/PSPC) <Sebastien.Dubois2@tpsgc-pwgsc.gc.ca>
Subject: RE: HFR s.23 [redacted]

Hi Olivier,

s.18(b), s.21(1)(a), s.21(1)(b), s.23

Best,

Gianrico

Gianrico DePasquale
 Legal Counsel | Conseiller juridique
 Legal Services, Public Services and Procurement Canada (PSPC) – Shared Services Canada (SSC) |
 Services juridiques, Services publics et approvisionnement Canada (SPAC) – Services partagés
 Canada (SPC)
 Department of Justice Canada | Ministère de la Justice Canada

Telephone | Téléphone: 613-406-8692

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From: Caron, Olivier (SPAC/PSPC) <Olivier.Caron@tpsgc-pwgsc.gc.ca>
Sent: Thursday, July 4, 2024 9:44 PM
To: Thibodeau, Josee (TC/TC) <josee.thibodeau@tc.gc.ca>; Robitaille, Vincent (TC/TC) <vincent.robaille@tc.gc.ca>; Izquierdo Martin, Luis Miguel (TC/TC) <luismiguel.izquierdomartin@tc.gc.ca>; Martin Imbleau <Martin.Imbleau@hfr-tgf.ca>; jacynthe.audette@hfr-tgf.ca; Kelly, Patrick (SPAC/PSPC) (il-lui / he-him) <Patrick.Kelly@tpsgc-pwgsc.gc.ca>; Felix Turgeon (Felix.turgeon@hfr-tgf.ca) <Felix.turgeon@hfr-tgf.ca>; Mathieu Lamothe <Mathieu.Lamothe@hfr-tgf.ca>; [REDACTED]@dlapiper.com
Cc: [REDACTED]@dentons.com) <[REDACTED]@dentons.com>; [REDACTED]@dentons.com> [REDACTED]@dentons.com) <[REDACTED]@dentons.com>; [REDACTED]@dentons.com>; Lavoie, Patrick (TC/TC) <patrick.lavoie@tc.gc.ca>; Dubois2, Sébastien (SPAC/PSPC) <Sebastien.Dubois2@tpsgc-pwgsc.gc.ca>; DePasquale, Gianrico (SPAC/PSPC) <Gianrico.DePasquale@tpsgc-pwgsc.gc.ca>
Subject: RE: HFR s.23 [REDACTED]

Merci Josée

s.18(b), s.23

Thanks!

Olivier

From: Thibodeau, Josee (TC/TC) <josee.thibodeau@tc.gc.ca>
Sent: Tuesday, July 2, 2024 9:24 PM
To: Robitaille, Vincent (TC/TC) <vincent.robaille@tc.gc.ca>; Izquierdo Martin, Luis Miguel (TC/TC) <luismiguel.izquierdomartin@tc.gc.ca>; Martin Imbleau <Martin.Imbleau@hfr-tgf.ca>; jacynthe.audette@hfr-tgf.ca; Caron, Olivier (SPAC/PSPC) <Olivier.Caron@tpsgc-pwgsc.gc.ca>; Kelly, Patrick (SPAC/PSPC) (il-lui / he-him) <Patrick.Kelly@tpsgc-pwgsc.gc.ca>; Felix Turgeon (Felix.turgeon@hfr-tgf.ca) <Felix.turgeon@hfr-tgf.ca>; Mathieu Lamothe <Mathieu.Lamothe@hfr-tgf.ca>; [REDACTED]@dlapiper.com>

Cc: s.19 [redacted]@dentons.com) [redacted]@dentons.com>; s.19 [redacted]@dentons.com>; s.19 [redacted]@dentons.com) [redacted]@dentons.com) s.19 [redacted]@dentons.com>; Lavoie, Patrick (TC/TC) <patrick.lavoie@tc.gc.ca>; Dubois2, Sébastien (SPAC/PSPC) <Sebastien.Dubois2@tpsgc-pwesc.gc.ca>; DePasquale, Gianrico (SPAC/PSPC) <Gianrico.DePasquale@tpsgc-pwesc.gc.ca>
Subject: HFR s.23 [redacted]

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PROFESSIONNEL DES AVOCATS

Good evening,



Many thanks for your understanding.

Regards,

Josée Thibodeau

Senior Counsel
Commercial Law Team, Transport and Infrastructure Legal Services
Department of Justice / Government of Canada
josee.thibodeau@tc.gc.ca / Cell: 613-219-1244 / TTY : 1-613-992-4556

Avocate-conseil
Équipe des transactions commerciales, Services juridiques de Transports et Infrastructure
Ministère de la Justice / Gouvernement du Canada
josee.thibodeau@tc.gc.ca / Cell: 613-219-1244 / ATS : 1-613-992-4556

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From: [Caron, Olivier \(SPAC/PSPC\)](#)
To: [Robitaille, Vincent \(TC/TC\)](#); [Kelly, Patrick \(SPAC/PSPC\)](#) (il-lui / he-him); [Martin Imbleau; Côté, Chantale \(TC/TC\)](#); [Camiré, François \(TC/TC\)](#); [Izquierdo Martin, Luis Miguel](#); [Marc-Olivier Ranger](#); [Tom Roberts](#); [Graeme Hampshire](#); [Annie Arcand](#); [Félix Turgeon](#); [Jacynthe Audette](#)
Cc: [Thibodeau, Josee](#); [Dubois2, Sébastien \(SPAC/PSPC\)](#); [DePasquale, Gianrico \(SPAC/PSPC\)](#); [Lavoie, Patrick](#); [Shawn Hibbard](#); [Julie Boucher](#); [Svazas, Kate \(TC/TC\)](#); [Sullivan, Christopher \(TC/TC\)](#); [Dickens, Anne \(TC/TC\)](#); [Johnathan Gillespie](#); [camille.dorion](#); [Millerd, Dylan \(SPAC/PSPC\)](#); [Ogburnor, Alfred \(SPAC/PSPC\)](#); [Kanaan, Stephanie \(SPAC/PSPC\)](#); [Austin, Cindy \(SPAC/PSPC\)](#); [Julien, Emmanuel \(SPAC/PSPC\)](#); [Schulz, Erin](#)
Subject: Closing of HFR RFP - Fermeture de la DDP pour TGF
Date: Wednesday, July 24, 2024 3:15:37 PM

EXPÉDITEUR EXTERNE: Faites preuve de prudence avec les liens et les pièces jointes provenant d'un expéditeur externe.
EXTERNAL SENDER: Use caution with links and attachments from an external sender.

Bonjour,

At 2:00 PM today, the bid period for the High Frequency Rail Request for Proposals has closed and as we had anticipated, we received a response from all three bidders.

Those responses are currently undergoing a completeness check by PSPC to ensure they are compliant (from an administrative point of view); should there be missing elements, the bidders may be contacted as per the RFP instructions.

PSPC will prepare the evaluation packages for the evaluators and subject matter experts who are anticipated to receive them on Monday; if we can deliver them before, they will be made available sooner.

I would like to thank everyone who was involved in this RFP for their hard work, but there is still a lot of work ahead of us to evaluate the three bids against the large number of evaluation criteria. I would also like to remind everyone of the importance of protecting the integrity of the procurement process and avoid discussing the evaluation with the evaluators, and for the evaluators, with anyone else.

Congratulations!

À 14h00 aujourd'hui, la période de soumission pour la demande de propositions (DDP) pour le Train à grande fréquence s'est terminée et comme nous l'avions prévu, nous avons reçu des réponses des trois soumissionnaires.

Ces réponses font actuellement l'objet d'une vérification d'exhaustivité par SPAC pour s'assurer qu'elles sont conformes (d'un point de vue administratif); s'il manque des éléments, les soumissionnaires peuvent être contactés conformément aux instructions de la DDP.

SPAC préparera les trousseaux d'évaluation pour les évaluateurs et les experts en la matière qui

devraient les recevoir lundi; si nous pouvons les livrer plus tôt, elles seront disponibles plus tôt.

Je tiens à remercier tous ceux qui ont participé à cette demande de propositions pour leur travail acharné, mais il nous reste encore beaucoup de travail à faire pour évaluer les trois offres par rapport au grand nombre de critères d'évaluation. J'aimerais aussi faire un rappel que nous devons tous protéger l'intégrité du processus d'approvisionnement et qu'il faut éviter de discuter de l'évaluation avec les évaluateurs, et pour ceux qui sont évaluateurs, avec d'autres personnes.

Félicitations!

Olivier Caron

Manager, High Frequency Rail Procurement
Public Services and Procurement Canada / Government of Canada
olivier.caron@tpsgc-pwgsc.gc.ca / Tel: 873-354-2703

Gestionnaire, Approvisionnement du Train à grande fréquence
Services publics et Approvisionnement Canada / Gouvernement du Canada
olivier.caron@tpsgc-pwgsc.gc.ca / Tél. : 873-354-2703

From: Caron, Olivier (SPAC/PSPC)
To: Robitaille, Vincent (TC/TC); Martin Imbleau; Laporte, Dominic (SPAC/PSPC) (il-lui / he-him); Marco.Presutti; "bruno.steinke@rcaanc-cirnac.gc.ca"
Cc: s.19 Hashweh, Shadi (TC/TC); Millerd, Dylan (SPAC/PSPC); PA SACMI DAP3 TGF / AP RPCAS P3PD HFR (TPSGC/PWGSC)
Subject: HFR Management Approach Evaluation - Link to Relevant Proposals Extracts
Date: Friday, September 6, 2024 11:07:48 AM
Attachments: image001.png

EXPÉDITEUR EXTERNE: Faites preuve de prudence avec les liens et les pièces jointes provenant d'un expéditeur externe.
EXTERNAL SENDER: Use caution with links and attachments from an external sender.

Dear Management Approach evaluators, Chers membres de l'équipe d'évaluation de l'approche de gestion,

We wanted to share a limited portion of each bidders' proposals that will help you in your evaluation of the management approach next week.

Those are section 1.1 (Executive Summary), Section 3.0 (Executive Summary of Co-Development Phase) and Section 3.1.1 (Initial Co-Development Phase (CDP) Plan).

Due to the size of the documents, we cannot share them by email and thus we had to create a *Firmex* account for you to download them. You should have received an email from *Firmex* a minute ago (it may fall in your junk mail folder) which will give you access to the data room, however you will need to create a password first.

Once in *Firmex*, you will have two options:

1. Download a single zip file with all the documents (*you can click [here](#) for a direct link once you have setup your account and are already logged in*)
2. Browse through the documents in *Firmex*



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Management Approach Content

MANAGE DOCUMENTS ▾

1 K < Page 1 of 1 > X

No.	Name
1	Proposals Extracts

K < Page 1 of 1 > X Results: 1

If you encounter any issues, please let me know as soon as possible so we can resolve the issue.

Merci!

Olivier Caron

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From: Caron, Olivier (SPAC/PSPC)
To: Robitaille, Vincent (TC/TC); Laporte, Dominic (SPAC/PSPC) (il-lui / he-him); Marco.Presutti; Martin Imbleau; "bruno.steinke@rcaanc-cirnac.gc.ca"
Cc: Svazas, Kate (TC/TC); [REDACTED]; Johnathan Gillespie; [REDACTED]
Subject: Package for Management Approach Evaluators
Date: Friday, September 6, 2024 5:54:11 PM
Attachments: [1.a Summary Agenda.docx](#)
[1b. Facilitator Speaking Notes.docx](#)
[2. Individual and Group Interviews.docx](#)
[3.a Scenario – FINAL for Bidders and Evaluators.docx](#)
[3.b Interruption 1A - Communications and Engagement Director FINAL.docx](#)
[3.c Interruption 1B - Indigenous Relations Lead FINAL.docx](#)
[3.d Interruption #2 - Infrastructure Development Prime Member FINAL.docx](#)
[4.a Section 7.1 of RFP Appendix E.docx](#)
[4.b Evaluation Report.docx](#)
[5.b Project Outcomes.docx](#)
[5.c Canada's Values and Ethics Code for the Public Sector.docx](#)

EXPÉDITEUR EXTERNE: Faites preuve de prudence avec les liens et les pièces jointes provenant d'un expéditeur externe.

EXTERNAL SENDER: Use caution with links and attachments from an external sender.

Good afternoon everyone,

You will find attached the electronic package containing supporting material for next week's Management Approach assessment. You will receive printed copies before the first session on Tuesday. Please treat all these documents as confidential.

We recognize this is a lot of content. Although all this material is important, we'd like to draw your attention on the key information highlighted below as a starting point in your review:

1. **Detailed agenda of the day:** Provide granular information on the flow of the day
 - a. Summary agenda of Evaluator activities
 - b. Facilitator (PSPC Procurement Authority) speaking notes, which contain a bit more context on the flow of activities
2. **Individual and group interviews:** Provide list of questions associated with the individual interviews as well as the group interview
3. **Scenario:** Provide the detailed scenario to be addressed by the Bidders, with interruptions provided to Bidders during the scenario exercise
4. **Evaluation Guide:** The following items are important:
 - a. **Section 7.1 of RFP Appendix E:** This includes the description of the management assessment as provided to Bidders, the evaluation criteria, and the rating scale. This is the authoritative version of the evaluation criteria.
 - b. **Evaluation Report:** the worksheet for evaluators. Included in this are the evaluation criteria, rating scales and interview questions. Note, this document is lengthy as it repeats the behaviours and rating grid in each relevant section.
 - i. **Evaluation Criteria / Desired Behaviours:** These reflect the content in the section 7.1 document but have been adjusted slightly in

the guide to provide a bulleted list. Please be familiar with the criteria as stated in the section 7.1 document.

ii. **Rating Scale:** Based on your detailed assessment against the Evaluation Criteria, you will need to determine a single score for each of the following:

1. **Scenario:**

- a. Preparation
- b. Presentation

2. **Interviews:**

- a. Bidder Executive group interview
- b. Individual interview - PDP Representative
- c. Individual interview - Planning & Design Director
- d. Individual interview - Rail Operations and Maintenance Director

iii. The justification for the score HAS to leverage (and align with) your assessment of the Evaluation Criteria, and this justification HAS to align with the description of the recommended rating as set out in the Rating Scale.

5. **Relevant Supporting Information:**

- a. **Relevant Proposal Extracts:** Earlier today, you were provided links to access this Bidder information in [Firmex](#). Please contact me if you have any access challenges
- b. **Project Outcomes**
- c. **Canada's Values and Ethics Code for the Public Sector:** Extracts are provided to the elements identified in the evaluation criteria/desired behaviours
- d. **Management Approach Evaluation Training Deck:** You received an email from Kate Svazas on September 4th (6:08 PM) with the document

As always, please feel free to reach out to me (Olivier.Caron@tpsgc-pwgsc.gc.ca) should you have any question.

Kind regards,

Olivier Caron

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EVALUATORS AGENDA

Time	Agenda Item	Bidder Participants
8:30 AM – 8:45 AM	All Bidder Representatives should be in the lobby	All Bidder Representatives
8:45 AM – 9:00 AM	Introduction	All Bidder Representatives
9:05 AM – 10:40 AM	Scenario Based Assessment: Preparation	Bidder Executives and Management Team separated
10:40 AM – 11:05 AM	Scenario Based Assessment: Presentation	All Bidder Representatives
11:05 AM – 11:15 AM	Scenario Based Assessment: Q&A	All Bidder Representatives
11:15 AM – 11:45 PM	Deliberation: Scenario Based Assessment	
11:45 AM – 12:55 PM	Lunch (provided)	
1:00 PM – 1:50 PM	Management Interview: Bidder Executives	<ul style="list-style-type: none"> • Equity Member • Design Prime Member • Infrastructure Development Prime Member • Operations Prime Member
1:50 PM – 2:20 PM	Deliberation: Bidder Executives Interview	
2:20 PM – 2:25 PM	Break	
2:25 PM – 2:55 PM	Management Interview: PDP Representative	PDP Representative
2:55 PM – 3:25 PM	Deliberation: PDP Representative Interview	
3:25 PM – 3:30 PM	Break	
3:35 PM – 4:05 PM	Management Interview: Planning & Design Director	Planning & Design Director

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4:05 PM – 4:35 PM	Deliberation: Planning & Design Director Interview	
4:35 PM – 4:40 PM	Break	
4:45 PM – 5:15 PM	Management Interview: Rail Operations and Maintenance Director	Rail Operations and Maintenance Director
5:15 PM – 5:45 PM	Deliberations: Rail Operations and Maintenance Director	

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Facilitator Speaking Notes

INTRODUCTION

8:45 AM – 9:00 AM

Welcome to the Management Approach meetings. Thank you for being with us today. Allow me to introduce myself: my name is Olivier Caron (Manager, HFR, PSPC). I will be the facilitator for today's session and ensure that the day runs smoothly. The evaluators for the session today are:

- Martin Imbleau, President and Chief Executive Officer, VIA-HFR
- Vincent Robitaille, Assistant Deputy Minister, HFR, Transport Canada
- Dominic Laporte, Senior Assistant Deputy Minister, Procurement, Public Services and Procurement Canada
- Marco Presutti, Assistant Deputy Minister, Investment, Partnerships and Innovation, Infrastructure Canada
- Bruno Steinke, Senior Director, Crown-Indigenous Relations and Northern Affairs Canada

The Fairness Monitor, s.19 [REDACTED] will observe the activities throughout the day. s.19 [REDACTED] Kate Svazas and Anne Dickens from Transport Canada, and Johnathan Gillespie are also supporting us today.

We would like to first start by acknowledging that this meeting is taking place on unceded Indigenous lands. The Ga-niyen-ge-HAA-ga Nation is recognized as the custodians of the lands and waters on which we gather today.

Joh-jaw-gay/Montréal is historically known as a gathering place for many First Nations. Today, it is home to a diverse population of Indigenous and other peoples. We respect the continued connections with the past, present and future in our ongoing relationships with Indigenous and other peoples within the Montreal community.

Before we begin, there are a few items of importance:

1. Bidders will be evaluated according to Appendix E, Section 7.1, which is provided to everyone today. Bidders should focus on demonstrating the elements being assessed in the evaluation criteria and should consider the associated rating scale provided in Section 7.1 Management Approach. The purpose of the scenario and interview questions is not to evaluate the Bidder's technical proposal for Package 2A: Overall Business Plan – Base Solution and Package 2B: Overall Business Plan – Alternative Solution – Lower Journey Time of Appendix E

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2. Participants are strictly prohibited from using electronics, such as cell phones, laptops, and tablets, and from using AI at any point during the scenario and interview assessments. This includes during any preparation time. Electronic devices may be stored in the coat room during the assessment and preparation periods.
3. Participants may only use the materials provided and may not leave with any written material. All materials will be shredded following today's session.
4. Lunch will be provided following the scenario, with Bidders having use of a breakout room for this and while you wait for your interview time.

We will kick off the day with the Scenario Based Assessment shortly and then continue with the Management Interviews with the executives and rest of the team in the afternoon, following lunch.

To begin, I will introduce the Scenario Based Assessment. This information will also be in the folders you'll receive when the scenario begins.

The Bidder Management Team will be provided with a situational scenario imitating a board meeting. In total, the Bidder Management Team will have 90 minutes to prepare for a meeting with the Authority. We have allocated 40 minutes for the Executive and Management Teams to prepare for the meeting separately. Once those 40 minutes are over, you will be brought together for the last 50 minutes to debrief and finalize your presentation. Then the Bidder Management Team will have 25 minutes for the presentation, followed by a 10-minute Q&A session. Members of the evaluation team and the Fairness Monitor will be observing the preparation, in addition to their participation in the presentation and the Q&A session.

The situational scenario is meant to depict an issue that could occur during the Co-Development Phase. However, the scenario is fictitious. Thus, the following assumptions should be made:

- The location and surroundings in the scenario are fictional.
- Names and references to stakeholders in the scenario are fabricated and are not meant to represent real people or organizations.
- Finally, Bidders are welcome to introduce any assumptions to the scenario and may identify that they are doing so during their presentation.

Are there any questions at this point?

Now, we will begin the Scenario Based Assessment. The Management Team may stay here, and I will ask that the Bidder Executives (the Equity Member, the Design Prime Member, the Infrastructure Development Prime Member, and the Operations Prime Member) follow *[logistics support person]* to the adjacent room to begin the preparation period. Once everyone is in their room, copies of the scenario will be passed out and you may begin.

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TRANSITION: 9:00 AM – 9:05 AM

**PART 1A – BRIEF-UP PREPARATION
9:05 AM – 9:45 AM**

***Part 1A – Brief-Up Preparation handed out to ALL participants*

***Interruption #2 handed out to Infrastructure Development Prime Member at 9:05 AM
(at beginning of the meeting)*

***Interruption #1A handed out to Communications and Engagement Director at 9:15 AM
(10 min after start)*

***Interruption #1B handed out to Indigenous Relations Lead at 9:15 AM (10 min after
start)*

TRANSITION: 9:45 AM – 9:50 AM

*To Bidder Executives: The 40 minutes are now up. Please follow [logistics support
person] back to the room with the rest of the Bidder Management Team.*

**PART 1B – BRIEF-UP / MEETING PREPARATION
9:50 AM – 10:40 AM**

***Part 1B – Brief-Up/Meeting Preparation handed out to ALL participants*

The meeting with the Authority will start in 50 minutes. Please continue with your
preparations.

TRANSITION: 10:40 AM

The Preparation Component is now over. We will begin the Presentation Component
now.

**PART 2A – MEETING WITH AUTHORITY
10:40 AM – 11:05 AM**

We look forward to your presentation, once the 25 minutes have concluded, there will
be a 10-minute period for questions and answers. Thank you.

It is the responsibility of the Bidder to manage their time throughout the exercise.

**PART 2B – Q&A
11:05 AM – 11:15 AM**

The Presentation component is now over. We will begin the Q&A session now. 10
minutes is allocated to this component.

**END OF SCENARIO BASED ASSESSMENT
11:15 AM**

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This concludes the Scenario Based Assessment. We will now break for lunch, which will be provided in your breakout room, which you'll be free to use for the afternoon. If you are not participating in the interviews, please feel free to leave. Thank you for your participation. For those with interviews, we will begin at 11:55 AM, so please circle back 5 minutes before, around 11:50 AM, so we can start on time.

Please leave all materials from this morning's scenario behind. It will be shredded following the sessions. The interview questions will be provided at the start of each individual's preparation time.

LUNCH
INTRODUCTION OF MANAGEMENT INTERVIEWS
11:50 PM – 11:55 PM

We will now be conducting the Management Interviews. The group interview will be 50 minutes and each individual interview will be 30 minutes. Each interviewee will receive one hour to prepare with the questions.

As a reminder, Bidders will be evaluated according to Appendix E, Section 7.1, which is provided to everyone today. Bidders should focus on demonstrating the elements being assessed in the evaluation criteria and should consider the associated rating scale provided in Section 7.1 Management Approach. The purpose of the interview questions is not to evaluate the Bidder's technical proposal for Package 2A: Overall Business Plan – Base Solution and Package 2B: Overall Business Plan – Alternative Solution – Lower Journey Time of Appendix E

Interviewees will receive a notepad and a pen for notes, which may be brought into the interview. For the group interview, each question may be answered by one or more executives. Interviewees are responsible for managing their time during the session. A clock/timer will be provided in the room during the interview as a time management aid. I would also like to remind you that the use of electronics and AI are strictly prohibited.

At this time, I will ask that the PDP Representative, the Planning & Design Director, and the Rail Operations and Maintenance Director follow *[logistics support person]* to the adjacent meeting room to wait until your preparation time.

We will begin with the Bidder Executives group interview preparation time. Please follow *[logistics support person]* to the room.

BIDDER EXECUTIVES PREP TIME
11:55 AM – 12:55 PM

***Pass out Interview Questions, notepads, and pens*

TRANSITION: 12:55 PM – 1:00 PM

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Your prep time is now over. Please follow *[logistics support person]* to the room to begin your interview.

BIDDER EXECUTIVES GROUP INTERVIEW
1:00 PM – 1:50 PM

We will now begin the Bidder Executives group interview with the Equity Member, Design Prime Member, Infrastructure Development Prime Member, and Operations Prime Member. Each question may be answered by one or more executives. Interviewees are responsible for managing their time during the session.

[At end of interview] The interview is now over. Please follow *[logistics support person]* to the Bidder's breakout room. As your portion of the session is complete, please feel free to leave.

Please leave all materials behind. It will be shredded following the sessions.

Thank you for your participation.

TRANSITION: 1:15 PM – 1:20 PM

The interview for the PDP Representative will be conducted in 1 hour, so we will now start your prep time. Please follow *[logistics support person]* to the room.

PDP REPRESENTATIVE PREP TIME
1:20 PM – 2:20 PM

***Pass out Interview Questions, notepads, and pens*

TRANSITION: 2:20 PM – 2:25 PM

Your prep time is now over. Please follow *[logistics support person]* to the room to begin your interview.

PDP REPRESENTATIVE INTERVIEW
2:25 PM – 2:55 PM

We will now begin the interview. Interviewees are responsible for managing their time during the session.

[At end of interview] The interview is now over. Please follow *[logistics support person]* to the Bidder's breakout room. As your portion of the session is complete, please feel free to leave. Please leave all materials behind. It will be shredded following the sessions.

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Thank you for your participation.

TRANSITION: 2:25 PM – 2:30 PM

The interview for the Planning & Design Director will be conducted in 1 hour, so we will now start your prep time. Please follow *[logistics support person]* to the room.

**PLANNING & DESIGN DIRECTOR PREP TIME
2:30 PM – 3:30 PM**

***Pass out Interview Questions, notepads, and pens*

TRANSITION: 3:30 PM – 3:35 PM

Your prep time is now over. Please follow *[logistics support person]* to the room to begin your interview.

**PLANNING & DESIGN DIRECTOR INTERVIEW
3:35 PM – 4:05 PM**

We will now begin the interview. Interviewees are responsible for managing their time during the session.

[At end of interview] The interview is now over. Please follow *[logistics support person]* to the Bidder's breakout room. As your portion of the session is complete, please feel free to leave. Please leave all materials behind. It will be shredded following the sessions.

Thank you for your participation.

TRANSITION: 3:35 PM – 3:40 PM

The interview for the Rail Operations and Maintenance Director will be conducted in 1 hour, so we will now start your prep time. Please follow *[logistics support person]* to the room.

**RAIL OPERATIONS AND MAINTENANCE DIRECTOR PREP TIME
3:40 PM – 4:40 PM**

***Pass out Interview Questions, notepads, and pens*

TRANSITION: 4:40 PM – 4:45 PM

Your prep time is now over. Please follow *[logistics support person]* to the room to begin your interview.

**RAIL OPERATIONS AND MAINTENANCE INTERVIEW
4:45 PM – 5:15 PM**

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We will now begin the interview. Interviewees are responsible for managing their time during the session.

[At end of interview] The interview is now over. Please follow *[logistics support person]* to the Bidder's breakout room. As your portion of the session is complete, please feel free to leave. Please leave all materials behind. It will be shredded following the sessions.

Thank you for your participation.

END OF MANAGEMENT INTERVIEWS
5:15 PM

END OF MANAGEMENT APPROACH EVALUATION
5:45 PM

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Interview Instructions and Questions (Group and Individual)

Instructions:

The collective group interview with the Bidder Executives will be 50 minutes in duration.

Each individual interview will be 30 minutes in duration.

The Bidder Executives group and each individual interviewee will be given 1-hour preparation time, during which they will receive the list of interview questions.

Each interviewee will be provided with a pad of paper and a pen, which may be used for note taking during their preparation time and brought into their interview.

Interviewees are responsible for managing their time during the interview. A clock/timer will be provided in the room during the interview as a time management aid.

Interviewees are prohibited from using a computer, cell phone and any form of artificial intelligence during their 1-hour preparation time.

For the group interview, each question may be answered by one or more executives.

The interviews are expected to demonstrate that each interviewee has a clear understanding of the Bidder's approach to leadership, engaging and collaborating, complexity and risk, driving innovation and change, and delivering successful outcomes.

Bidders will be evaluated according to Appendix E, Section 7.1, which is included in your package. Bidders should focus on demonstrating the elements being assessed in the evaluation criteria and should consider the associated rating scale provided in Section 7.1 Management Approach. The purpose of the scenario is not to evaluate the Bidder's technical proposal for Package 2A: Overall Business Plan – Base Solution and Package 2B: Overall Business Plan – Alternative Solution – Lower Journey Time of Appendix E.

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Management Interview	Interview Questions
<p>Group Interview</p> <ul style="list-style-type: none"> • Equity Member Executive • Design Prime Member Executive • Infrastructure Development Prime Member Executive • Operations Prime Member Executive 	<ol style="list-style-type: none"> 1. Reflecting on this morning’s scenario, what are the biggest takeaways with respect to your consortium’s approach to governance and processes for decision-making? 2. In the past, consortium governance on major projects has caused bottlenecks, impacting project progress. The Bidder Executives team is made up of many members, each with their own business priorities. Taking these concerns into consideration, how will you align your members’ respective priorities to fulfill the objectives of HFR, delivering successful outcomes on time and within budget? 3. If there was a significant shift in the economic landscape, how would the Bidder Executives team work with the Authority to implement changes to ensure that the project continues to provide value for Canadians? In your response, please describe how you would work with stakeholders and the Authority to ensure that the return on private capital remains publicly defensible and commensurate with the value produced for Canada. 4. Reconciliation with Indigenous Peoples is a priority for the Government of Canada. How will the Bidder Executives team effectively mobilize stakeholders to successfully contribute to this priority in a meaningful way, and encourage and create economic opportunities through the project’s supply chain? 5. Describe the Bidder Executives’ leadership approach to balancing robust cost control and world-class design. In your response, please describe how you would manage situations where the Authority is unwilling or unable to invest in an area that your team considers a priority.
<p>PDP Representative</p>	<ol style="list-style-type: none"> 1. Reflecting on this morning’s scenario, what are the biggest takeaways about your role and the Bidder Executives’ role as a whole? In your response, please speak to the Bidder’s approach to governance and processes for decision-making. 2. Reconciliation with Indigenous Peoples is a priority for the Government of Canada. In your role, how will you effectively mobilize stakeholders to successfully contribute to this priority in a meaningful way, particularly in encouraging and creating economic opportunities through the project’s supply chain? 3. Managing costs in mega projects is notoriously challenging. In your role, what will you do to effectively control and reduce costs while providing transparency in expected expenditures? How will this be balanced

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	<p>with producing high-quality deliverables and achieving value for money? In your response, please describe what you would do if a prime member or sub-contractor consistently underperforms.</p> <p>4. Describe a situation from your experience where your organization made a mistake and faced high-profile, angry, public resistance from stakeholders. What did you do? What did you learn from this situation, and what would you do differently for the HFR project?</p> <p>5. How will you integrate values and ethics into the organizational culture? In your response, make references to the Bidder's vision, values, systems and processes, including procurement processes.</p>
<p>Planning and Design Director</p>	<p>1. Reflecting on this morning's scenario, what are the biggest takeaways about your role as it relates to the Bidder's approach to governance and processes for decision-making?</p> <p>2. In your role, how will you work with your team and other stakeholders to ensure that end-user needs are central to the project design?</p> <p>3. The Toronto-Quebec Corridor experiences changing weather conditions throughout the year, and with significant weather fluctuations over the course of the day. With climate change, it is expected that these weather variations will be exacerbated even more. Describe your approach, from a design and planning management perspective, to ensure resiliency and deliver successful outcomes?</p> <p>4. Given the expected complexity of the regulatory and impact assessment processes and the extensive stakeholder engagement involved, how will you ensure the project continues its forward momentum and stays on schedule, particularly during stages 1 and 2 of Co-Development?</p> <p>5. Reconciliation with Indigenous Peoples is a priority for the Government of Canada. In your role, how will you contribute to this priority in a meaningful way, particularly in encouraging and creating economic opportunities through the project's supply chain?</p>
<p>Rail Operations and Maintenance Director</p>	<p>1. Reflecting on this morning's scenario, what are the biggest takeaways about your role as it relates to the Bidder's approach to governance and processes for decision-making?</p> <p>2. In many major infrastructure projects, integration between the various components of the project has failed, leading to costly delays and rework. In your role, how will you ensure successful integration and efficient and cost-effective operations without gold-plating?</p>

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	<ol style="list-style-type: none"><li data-bbox="430 211 1955 315">3. How do you plan to collaborate with the existing VIA Rail corporation during the Co-Development phase? Describe your management approach to the transition of current VIA Rail operations with the new operations resulting from the HFR Project?<li data-bbox="430 360 1955 502">4. Describe a situation from a previous project where your organization and your consortia partners or an Authority had conflicting views on balancing initial capital investments with long-term operating efficiency and/or user experience? How did you successfully resolve this disagreement? What lessons learned from that experience will you bring forward to the HFR project?<li data-bbox="430 546 1955 657">5. Reconciliation with Indigenous Peoples is a priority for the Government of Canada. In your role, how will you contribute to this priority in a meaningful way, particularly in encouraging and creating economic opportunities through the project's supply chain?
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SCENARIO - LOGISTICS

Overview:

The Bidder Management Team, including the Executives and Management Team, have 90 minutes to prepare for a presentation to the Authority and 25 minutes to make the presentation to the Authority. The situational scenario is broken down as follows:

- **Brief-up Preparation (40 minutes):**

The Executives and Management Team are to prepare for the meeting with the Authority in separate rooms.

- **Meeting Preparation (50 minutes):**

The Executives and Management Team will be brought together to finalize their preparation before the meeting with the Authority.

Activities:

- Bidder Management Team to brief Bidder Executives on draft agenda and make revisions, as required
- Discuss solutions and finalize presentation to the Authority

- **Bidder Presentation: Meeting with Authority (25 minutes):**

The Executives and Management Team will update the Authority.

- **Q&A (10 minutes):**

Evaluators ask question(s) to the Bidder Representatives.

Instructions and Assumptions:

Only materials provided by the Authority are permitted to be used.

For the purposes of the Scenario Based Assessment please note the following assumptions:

- Bidders are reminded that the situational scenario regarding the location, and surroundings, is fictional. Names and references to stakeholders in the situational scenario are fabricated and are not meant to represent real people or organizations.
- Bidders will be evaluated according to Appendix E, Section 7.1, which is included in your package. Bidders should focus on demonstrating the elements being assessed in the evaluation criteria and should consider the associated rating scale provided in Section 7.1 Management Approach. The purpose of the scenario is not to evaluate the Bidder's technical proposal for Package 2A: Overall Business Plan – Base Solution and Package 2B: Overall Business Plan – Alternative Solution – Lower Journey Time of Appendix E.
- Bidders are welcome to introduce any assumptions to the situational scenario and may identify that they are doing so during their presentation.

SCENARIO

Context for Meeting with Authority:

It is April 20, 2028, the High Frequency Rail (HFR) project is three years into the Co-Development Phase (CDP).

Segment 3 (Toronto to Ottawa) is on-track from a schedule perspective but is running slightly over budget (both the CDP and the estimate for execution).

Consultations with stakeholders and Indigenous communities have been progressing well under the Impact Assessment Act.

Overall alignment, including station locations for Segment 3, are on track for final approval. However, an issue has arisen regarding the location of the Peterborough station (see details in “Background Information”).

Due to recent examples of fiscal restraint by the Government of Canada, there are concerns that additional funds will not be available for any major changes to scope and/or design.

The **Bidder Management Team** is scheduled to meet with the Authority in 90 minutes to provide an update on the progress towards Segment 3, with a focus on the Peterborough station. The agenda may be adjusted by the **Management Team** at the meeting, as needed.

Meeting with Authority

Purpose of Meeting: Segment 3 Update

Draft Agenda:

1. Progress to Date
2. Update on Peterborough Station Planning
 - a. Issue (Provincial multi-sport complex announcement)
 - b. Options and Considerations
3. Communications update
4. Next Steps / Plan forward

Background Information:

The province of Ontario has recently elected a new Premier, Ms. Tremblay. Premier Tremblay’s election campaign focused on “building healthy and connected communities supported by large investments in road infrastructure”, but her position on HFR was not clear during the election campaign. Through informal channels, the HFR team has

heard that Premier Tremblay is lukewarm about rail, as it conflicts with her vision for Ontario.

The HFR team had a strong and collaborative working relationship with the previous Premier and their administration and met frequently to provide updates on the project. Throughout the change in administration, the recurring meetings continued, but were more sporadic as the new cabinet was put into place. Details of likely station locations and alignment specifics have been shared, but no final decision has been communicated since it is subject to final Government of Canada approval.

Last week Premier Tremblay announced a major funding decision and site selection for a new multi-sport and aquatics complex (herein referred to as “the complex”) to be built in Peterborough. This \$200M investment addresses the region’s longstanding need for improved access to modern, energy-efficient sports facilities. The complex would include ice surfaces, multi-purpose gymnasiums, Olympic-sized and family-oriented pools, squash and tennis courts, track and field areas, and green spaces for various organized sports and recreation. Although the announcement lacked specific location details, meetings at the municipal level discussed zoning change on a large parcel of land in a similar area making it clear that meetings have taken place between the Premier’s office and the City of Peterborough on the complex.

After the announcement, the Peterborough community was quick to voice their overwhelming support for the complex because it answers their longstanding requests for enhanced sports facilities, the construction time is expected to be relatively short and it will provide new jobs and tourism for the community, bolstering the local economy in the short and medium term.

Upon closer inspection of the location listed in the announcement, it became clear to the HFR team that the proposed site for the complex is on a parcel of land that overlaps with the proposed Peterborough station in the south-west region of Peterborough. Although the specific location of the proposed station had not been released publicly, the HFR team had privately begun negotiations to formally acquire the land. Negotiations were progressing slowly and lawyers representing the private landowners have been less responsive over the past few weeks.

The alignment and related infrastructure for the Peterborough HFR Station was selected based on environmental studies that showed minimal impact on the surrounding land and communities. The south-west area of the city is in close proximity to a community college and an airport and allows for easy transition to other modes of public transportation.

In addition to studies on overall feasibility of station location, ongoing engagements with the two Indigenous communities in the area have been very collaborative. So much so, that the most impacted First Nations community, has been very vocal of their support of

the preliminary planning for the Peterborough Station HFR and the transparency in the process overall. Specifically, they liked the fact that the community could access the train and connecting transportation easily without having to go through the city.

In addition to being supportive of the overall location, early discussions had begun with both Indigenous communities on possible revenue and equity agreements. A notable shift in the location of the station would represent a setback in the consultations done so far and would require seeking additional review and input. This could potentially have a negative impact on the relationship between the HFR team and the communities.

Earlier in the HFR planning process a station site in the south-east side of the city was considered but was not selected as there were numerous environmental concerns with the location that increased the cost and planned construction timeline. In addition, engagement with the Indigenous communities indicated a strong preference to the location in the south-west part of the city.

A significant change to location or alignment at this stage in the planning process would add significant delays (impacting revenue) and an increase in costs to the segment.

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To: Communications and Engagement Director

Subject: FWD: Request for Comment by 5PM – Peterborough Times

Hi, Are you aware of this issue about a Peterborough station being relocated? We have been asked to provide comments by 5pm. See below. Our normal protocol is to feed into VIA HFR's responses, no deadline requested by VIA HFR yet. Let me know how you want me to tackle this one as we don't have any approved responses for this issue.

PDP Public Relations Representative

FORWARDED EMAIL:

Subject: Request for Comment by 5PM – Peterborough Times

Hi to VIA HFR Inc. and PDP company,

Alice Newsom here from the Peterborough Times. I am writing to see if there is anyone I can speak to, or get a comment from, before our 5pm publication deadline today.

A source is telling us the Premier's new multi-sport complex and the high frequency train are being set up to compete to buy the same parcel of land from the city. Is this the case? Have you secured the land, or is it still being negotiated with the city?

We are a local paper, and we like to reflect the views of our readership. Some of the interviews we plan to cite in our article about HFR include:

"I bought my house in the suburbs to be away from the noise and chaos of the downtown core. Now I have to deal with years and years of construction on some railroad I'll probably never use. I can deal with a sports centre being built, as that is something my kids and I can enjoy."

"I am NOT giving up farmland that has been in my family for the past 3 generations. I work this land for a living and intend on my children and grandchildren doing the same. What will I do for income if rail takes over? All I know is farming."

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“We have needed a new sports complex for years and it feels like someone is finally hearing our requests! I also travel frequently to visit family and friends, so the new train will help with that - but it feels far away. If there is a conflict between the location, why can't they just move the station?”

Premier Tremblay's team provided the following quote:

“We are thrilled to announce the site selection for the new multi-sport complex. It has been a challenging few years and Ontario needs to focus on building healthy communities now, which includes cost-effective infrastructure to support inter-city travel. My administration is looking forward to meeting with the HFR team to discuss our collective goals and plans.”

Do you have any comments or info to provide before we go to publication? My number is 763-667-6294, call me anytime.

*Thanks,
Alice Newsom
Peterborough Times*

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To: Indigenous Relations Lead

SUBJECT: FWD: Station Relocation News

Good day, forwarding the below message to you for action.

FOWRADED MESSAGE:

SUBJECT: Station Relocation News

Good day,

I am writing in the hopes of getting the facts directly from you. I just received a message from a local reporter about the new sports complex being built at the site that we have been discussing for the train station. He said that the train station may need to be moved to the South-East corner of Peterborough as a result.

Frankly, this catches us completely off guard. We thought you were speaking to us in good faith these past years. Our council has been putting in place supports for local economic participation of all kinds for this new station and is seeking funding to enable these preparations. Why should the new Premier's interest suddenly take priority?

If the station is moving, can you please tell us what you plan to do about:

1) The fact that our community has been in discussions with you about the benefits of the station location. We consider this entire region to be our ancestral lands. It's where we still live. We were hoping the train would bring in gainful employment with real careers that could encourage our younger generation to continue living on the land.

2) The new location the reporter mentioned is on undeveloped forest. This land has plants of cultural significance to our people.

Hoping you can clear this matter up. Our support for this train line within our territory was a direct result of the expected benefits for our community.

*Jeff Conway
Council Representative
Local Indigenous Community*

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To: *Infrastructure Prime Member*

A colleague shares the following information with you based on an email they received. The source of the claim is credible but remains unproven. It reveals the following allegations against an employee within your company:

- *An employee within your company has colluded with a subcontractor to unfairly obtain a competitively awarded subcontract for a tunnel study.*
- *The employee would have approved invoices from this contract that overstated the number of hours worked on the HFR project.*
- *The invoices referred to would have eventually been paid for by VIA HFR.*

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7.1 Management Approach

Maximum Points: 10

General Instructions

Each Bidder will be evaluated in accordance with the provisions of this *Submission Requirement 7.1 Management Approach* pursuant to (i) the Management Interviews and (ii) a Scenario Based Assessment (collectively, the “**Management Approach Assessment**”).

The Management Approach Assessment will be conducted and evaluated by Representatives of the Government of Canada and the Canada Parties. The Procurement Authority may use additional resources of the Government of Canada or the Canada Parties or retain such third-party Representatives as the Procurement Authority may determine, including for the purposes of taking notes during any portion of the Management Approach Assessment.

The Fairness Monitor will be present at all times during each Management Approach Assessment.

The Management Approach Assessment will be held in Montreal, Quebec, Canada following the Proposal Submission Deadline on or around the dates determined by the Procurement Authority. The Procurement Authority will provide each Bidder with notice in writing of the date and address of the Management Approach Assessment, at least 20 Business Days prior to the date of the Management Approach Assessment. The Management Approach Assessment is anticipated to be a full business day in duration, including appropriate breaks spread out throughout the day.

No audio or video record of any portion of the Management Approach Assessment will be made by the Canada Parties or their Representatives, and Bidders acknowledge that their Representatives are not permitted to make any audio or video recording of any portion of the Management Approach Assessment.

As a condition of participating in the Management Approach Assessment, each member of the Bidder Management Team participating in the Management Approach Assessment will be required to execute and deliver to the Procurement Authority a Confidentiality Undertaking and Release in the form provided in Appendix G-2 *Form of Confidentiality Undertaking and Release*, unless such member has previously provided such Confidentiality Undertaking and Release pursuant to this RFP, and the Bidder shall otherwise comply with such additional requirements as may be specified by the Procurement Authority.

The Representatives of the Bidder required to be present for the Management Approach Assessment are listed below:

1. One lead executive from each of the following Primary Team Members:

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- a. one Equity Member
- b. one Design Prime Member
- c. one Infrastructure Development Prime Member; and
- d. one Operations Prime Member (collectively, the “**Bidder Executives**”);

The Bidder Executives will be members of the Senior Executives Team as defined in Section 3.1.1 of *Appendix 5-1 Governance Requirements* of the Pre-Development Agreement.

2. PDP Representative;
3. Planning & Design Director;
4. Communications and Engagement Director;
5. Rail Operations and Maintenance Director; and
6. Indigenous Relations Lead.

For the purposes of this *Submission Requirement 7.1 Management Approach*, the individuals noted above are collectively referred to as the “**Bidder Management Team**”. Each member of the Bidder Management Team must be represented by a different individual, meaning no one individual can fulfill multiple roles noted above.

The Management Approach Assessment shall be conducted in the same language as selected by the Bidder for the purposes of the Proposal, unless the Bidder notifies the Procurement Authority that it intends to conduct the Management Approach Assessment’s collective group interview with the Bidder Executives and Scenario Based Assessment in either French or English within 20 Business Days of receipt of the notice provided by the Procurement Authority advising of the date and address of the Management Approach Assessment. The Bidder may elect to have individual interviews in both English and French, for example: conducting one individual interview in English and two individual interviews in French; this should be included in the notification to the Procurement Authority.

Management Interviews 5 points

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The Bidder Management Team will participate in the interviews (the “**Management Interviews**”). The Management Interviews will be comprised of two separate components, a collective group interview with the Bidder Executives, and individual interviews for the following individuals:

PDP Representative;
Planning & Design Director; and
Rail Operations and Maintenance Director.

The duration allocated for the interviews will be 50 minutes for the group interview with all Bidder Executives and 30 minutes for each individual interview.

The same set of initial questions will be posed to each interviewee. Each interviewee will be provided a pad of paper and a pen which may be used for note taking during the interview period.

The Management Interviews are expected to demonstrate that each interviewee has a clear understanding of the Bidder’s approach to leadership, engaging and collaborating, complexity and risk, driving innovation and change, and delivering successful outcomes.

The Management Interviews will also evaluate the Bidder’s observed behaviours against the desired behaviours, defined in the Evaluation Criteria below.

Evaluation Criteria:

The Management Interviews will be evaluated based on the extent to which the interviewee demonstrates the desired behaviours listed below:

1. Committed leadership behaviour

Leads with humility and a calm demeanor, sharing information, and supporting colleagues. It is demonstrated through the Bidder’s approach to unifying all parties to achieve the successful execution of the CDP Plan and Project Outcomes throughout the Co-Development Phase while demonstrating behaviors consistent with values and ethics as set out by the Government of Canada for the following: ‘Respect for the People’, ‘Integrity’, ‘Stewardship’, and ‘Excellence’ (as set out under *Canada’s Value and Ethics Code for the Public Sector*).

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2. Working collaboratively behaviour

Builds two-way relationships, communicates effectively and works towards resolution in the best interest of the Project. It is demonstrated through the Bidder's approach to creating a collaborative environment and mobilizing key stakeholders by building relationships that encourage and enable support and respect. This includes the Bidder's approach to creating and maintaining a collaborative business relationship with the Authority and other third parties and communicating with the public during the Co-Development Phase.

3. Navigating ambiguity behaviour

Is responsive to instability and ambiguity, understanding impacts on the Project and stakeholders. It is demonstrated through the Bidder's approach to managing operational challenges and Project complexity, including the approach to governance and processes for decision-making and dispute resolution.

4. Driving effective change behaviour

Creates a culture for appropriate management of innovation and change through consideration of alternative methodologies and approaches. It is demonstrated through the Bidder's approach to managing and controlling quality, schedule, costs, and risks during the Co-Development Phase, including considering change management and Project controls processes.

5. Delivering successful outcomes behaviour

Uses strong Project acumen to deliver successful outcomes and consistently maintaining accountability for the performance, development and safety of the Project. It is demonstrated by using sound judgement and problem solving to manage resources and performance, as well as credible and feasible processes to support the Bidder's approach.

Management Interviews Scoring 5 points:

The total available points available for the Management Interviews will be a maximum score of 5 points, 2 points will be

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available for the collective group interview for the Bidder Executives and 3 points will be available for the individual interviews.

Management Interview Component	Points Available	Scoring methodology
Individual interview - PDP Representative	1	The scoring will be awarded based on the evaluation score and multiplied by the available points, e.g., a score of 3/5 would equate to $(3/5) * 1 = 0.6$ points.
Individual interview - Planning & Design Director	1	
Individual interview - Rail Operations and Maintenance Director	1	
Bidder Executive group interview	2	The scoring for the Bidder Executives group interview will be based on the evaluation score multiplied by the available points, e.g., a score of 4/5 would equate to $(4/5) * 2 = 1.6$ points.

Scenario Based Assessment 5 points

All members of the Bidder Management Team shall also participate in the scenario based assessment (the “**Scenario Based Assessment**”).

Evaluators will provide a written copy of the situational scenario to the Bidder Management Team on the day of the Management Approach Assessment. An identical situational scenario will be provided to each Bidder Management Team.

The Scenario Based Assessment will be comprised of two components.

Preparation Assessment Component

Evaluators will observe and evaluate the Bidder Management Team present during the development of their solution to the situational scenario. The Bidder Management Team will be given 90 minutes for the Preparation Assessment Component.

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During the Preparation Assessment Component, the Bidder Management Team will be assessed on its capability to work collaboratively to develop an effective solution to the situational scenario. The Preparation Assessment Component will evaluate the Bidder Management Team's observed behaviours against the desired behaviours. The total points available for the Preparation Assessment Component is 3 points.

Presentation Assessment Component

Following the Preparation Assessment Component, the Bidder Management Team should present how it would address the situational scenario. The Bidder Management Team may be allowed to use visual aids (such as a white board and/or an easel paper pad) in support of its presentation but should put greater emphasis on oral delivery of the message by the presenters. The Bidder Management Team will be given 25 minutes for the Presentation Assessment Component, followed by 10 minutes for questions by the evaluators.

During the Presentation Assessment Component, the evaluators will assess the capability of the Bidder Management Team to present effective, logical, and clear solutions to the situational scenario. The Presentation Assessment Component will evaluate the Bidder's observed behaviours against the desired behaviours. The total points available for the Presentation Assessment Component is 2 points.

Evaluation Criteria:

The Bidder Management Team's preparation and presentation will be evaluated based on the extent to which the Bidder Management Team demonstrates the desired behaviours, listed below:

1. Committed leadership behaviour

Advocates for the desired outcomes through sharing information, supporting colleagues and leading with humility and calm demeanor while demonstrating behaviors consistent with the values and ethics as set out by the Government of Canada for the following: 'Respect for the People', 'Integrity', 'Stewardship', and 'Excellence' (as set out under *Canada's Value and Ethics Code for the Public Sector*). It is demonstrated by effectively guiding its members throughout the scenario-based assessment, identifying strengths within the team and enabling all members to contribute and leverage their abilities to the efficient development of the solution and presentation.

2. Working collaboratively behaviour

Builds two-way relationships, communicates effectively and works towards resolution in the best interest of the

Documents are not to be removed from the site.

All files will be shredded following the exercise.

Project, while creating a collaborative environment and mobilizing key stakeholders by building relationships that encourage and enable support and respect. It is demonstrated by effectively communicating and collaborating between its members to ensure clear, concise, and comprehensive information exchange including, acknowledgment of ideas, identifying and resolving ambiguity and risk, and effective feedback.

3. Navigating ambiguity behaviour

Is responsive to instability, changes, and anticipates risks, understanding impacts on the Project and stakeholders. It is demonstrated through the ability to identify risks and shift priorities, outlining a systematic approach to addressing the scenario and developing a clear and comprehensive presentation.

4. Driving effective change behaviour

Creates a culture for innovation and decision making through consideration of alternative methodologies and approaches. It is demonstrated through the approach to change management and project controls, including quality control, schedule, costs and risk management, while developing innovative solutions within the scenario.

5. Delivering successful outcomes behaviour

Uses strong Project acumen to deliver successful outcomes and consistently maintaining accountability for the performance, development and safety of the team. It is demonstrated by using sound judgement and problem solving to manage resources and performance to achieve a clear and comprehensive presentation within the constraints of the scenario. This behaviour also includes presentation by the Bidder of a solution that is credible and feasible.

Scenario Based Assessment Scoring:

The total available points available for the Scenario Based Assessment will be a maximum score of 5 points, 3 points will be available for the Preparation Assessment Component and 2 points will be available for the Presentation Assessment Component.

Scenario Based Assessment Component	Points Available	Scoring methodology
Preparation Assessment Component	3	The scoring will be awarded based on the evaluation scale and multiplied by the available points, e.g., a score of 4/5 would equate to $(4/5) * 3 = 2.4$ points.

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Presentation Assessment Component	2	The scoring for the Bidder Executives group interview will be based on the evaluation scale multiplied by the available points, e.g., a score of 4/5 would equate to $(4/5) * 2 = 1.6$ points.
<p>Evaluation Scale: The Management Interviews and the Scenario Based Assessment will be scored in accordance with the evaluation scale set out below.</p>		
Grade	Score	Description
Extremely Weak	1	<p>Demonstration of desired behaviours are wholly inadequate and, in some cases, may be counter-productive to the establishment of a positive and collaborative partnership, including by demonstrating:</p> <ul style="list-style-type: none"> • Significant misalignment with the Bidder’s vision, values, systems and processes set out in the response to Submission Requirement <i>3.0 Executive Summary of Co-Development Phase</i>; • Lack of management expertise relevant to the Project; • Poor approach to communication and collaboration.
Weak	2	<p>Demonstration of desired behaviours are significantly inadequate for a positive and collaborative partnership for this Project, including by demonstrating:</p> <ul style="list-style-type: none"> • Material misalignment with the Bidder’s vision, values, systems and processes set out in the response to Submission Requirement <i>3.0 Executive Summary of Co-Development Phase</i>; • Some lack of management expertise in key areas relevant to the Project;

Documents are not to be removed from the site.

All files will be shredded following the exercise.

		<ul style="list-style-type: none"> Weak approach to communication and collaboration.
Fair	3	<p>Demonstration of desired behaviours are largely satisfactory, and display only minor inconsistencies with the desired behaviours, including by demonstrating:</p> <ul style="list-style-type: none"> Overall alignment with the Bidder's vision, values, systems and processes set out in the response to Submission Requirement 3.0 <i>Executive Summary of Co-Development Phase</i>; Some lack of management expertise, minor in nature across key areas relevant to the Project; Satisfactory approach to communication and collaboration.
Good	4	<p>Demonstration of desired behaviours are strong, and display very few inconsistencies with the desired behaviours, including by demonstrating:</p> <ul style="list-style-type: none"> Clear and strong alignment with the Bidder's vision, values, systems and processes set out in the response to Submission Requirement 3.0 <i>Executive Summary of Co-Development Phase</i>; Strong and evident management expertise, across substantially all areas relevant to the Project; Very strong approach to communication and collaboration.
Outstanding	5	<p>Demonstration of desired behaviours are excellent, and display no inconsistencies with the desired behaviours, including by demonstrating:</p> <ul style="list-style-type: none"> Clear and complete alignment with the Bidder's vision, values, systems and processes set out in the response to Submission Requirement 3.0 <i>Executive Summary of Co-Development Phase</i>;

Documents are not to be removed from the site.

All files will be shredded following the exercise.

		<ul style="list-style-type: none">• Market leading management expertise across all areas relevant to the Project;• Excellent approach to communication and collaboration.	
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VIA HIGH FREQUENCY RAIL PROJECT
PACKAGE 7.1
Evaluation Report

Report related to the Proposal from Bidder: [insert name]

Evaluator: [insert name]

Area of Expertise: [insert expertise]

Date: [insert date]

Signature: _____

Date: _____

Instructions:

The scope of the Evaluator is as follows:

Scenario Based Assessment:

The Scenario Based Assessment will be comprised of two components.

1. Preparation Assessment Component

Evaluators will observe and evaluate the Bidder Management Team present during the development of their solution to the situational scenario.

During the Preparation Assessment Component, the Evaluator will participate and assess the Bidder Management Team on its capability to work collaboratively to develop an effective solution to the situational scenario. During the Preparation Assessment Component, Evaluators will evaluate the Bidder Management Team's observed behaviours against the desired behaviours, defined in the Evaluation Criteria using the rating scale applicable to the Management Approach.

2. Presentation Assessment Component

Following the Preparation Assessment Component, the Bidder Management Team should present how it would address the situational scenario to the Evaluators. During the Presentation Assessment Component, the Evaluators will assess the capability of the Bidder Management Team to present effective, logical, and clear solutions to the situational scenario. During the Presentation Assessment Component, Evaluators will evaluate the Bidder's observed behaviours against the desired behaviours, defined in the Evaluation Criteria using the rating scale applicable to the Management Approach.

The Scenario Based Assessment will be scored in accordance with the Scoring Methodology in Section 7.1 *Management Approach* of Appendix E *Proposal Submission Requirements and Evaluation Criteria*.

Management Interviews:

The Management Interviews are expected to demonstrate that each interviewee has a clear understanding of the Bidder's approach to leadership, engaging and collaborating, complexity and risk, driving innovation and change, and delivering successful outcomes. The Evaluator will participate in the Management Interviews and will describe and evaluate the Bidder's observed behaviours against the desired behaviours, defined in the Evaluation Criteria using the rating scale applicable to the Management Approach.

The Management Interviews will be scored in accordance with the Scoring Methodology in Section 7.1 *Management Approach* of Appendix E *Proposal Submission Requirements and Evaluation Criteria*.

Basic Principles:

- Consistent approach to each Evaluation Criteria

- Findings must always refer to the Submission Requirements, including references included therein, including:
 - the values and ethics as set out by the Government of Canada for the following: 'Respect for the People', 'Integrity', 'Stewardship', and 'Excellence' (as set out under *Canada's Value and Ethics Code for the Public Sector*); and
 - the Bidder's vision, values, systems and processes set out in the response to Submission Requirement 3.0 *Executive Summary of Co-Development Phase*

7.1 – Scenario Based Assessment

Observations should be made in relation to the Submission Requirements set out in RFP Appendix E.

Scenario Assessment – Preparation Component

Reminder of Desired Behaviours:

<i>Committed Leadership</i>	<i>Working Collaboratively</i>	<i>Navigating Ambiguity</i>	<i>Driving Effective Change</i>	<i>Delivering Successful Outcomes</i>
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Notes:

**VIA HIGH FREQUENCY RAIL Project
Evaluation Report**

Desired Behaviours	Notes
<p><u>Committed Leadership</u></p> <ol style="list-style-type: none"> 1. Sharing information, supporting colleagues and leading with humility and calm demeanor 2. Demonstrating behaviours consistent with the values and ethics as set out by the Government of Canada for the following: 'Respect for the People', 'Integrity', 'Stewardship', and 'Excellence' 3. Effectively guiding its members throughout the scenario-based assessment 4. Identifying strengths within the team 5. Enabling all members to contribute and leverage their abilities to the efficient development of the solution and presentation 	
<p><u>Working Collaboratively</u></p> <ol style="list-style-type: none"> 1. Builds two-way relationships 2. Communicates effectively and works towards resolution in the best interest of the Project, 3. Creates a collaborative environment 4. Mobilizes key stakeholders by building relationships that encourage and enable support and respect 5. Effective communication and collaboration between its members 6. Ensure clear, concise, and comprehensive information exchange including, acknowledgment of ideas, identifying and resolving ambiguity and risk, and effective feedback 	
<p><u>Navigating Ambiguity</u></p> <ol style="list-style-type: none"> 1. Is responsive to instability, changes, and anticipates risks, understanding impacts on the Project and stakeholders. 2. Ability to identify risks and shift priorities 3. Outline a systematic approach to addressing the scenario 4. Develop a clear and comprehensive presentation 	

**VIA HIGH FREQUENCY RAIL Project
Evaluation Report**

<p><u>Driving Effective Change</u></p> <ol style="list-style-type: none"> 1. Creates a culture for innovation and decision making through consideration of alternative methodologies and approaches 2. Approach to change management and project controls, including quality control, schedule, costs and risk management 3. Develop innovative solutions within the scenario 							
<p><u>Delivering Successful Outcomes</u></p> <ol style="list-style-type: none"> 1. Uses strong Project acumen to deliver successful outcomes 2. Consistently maintain accountability for the performance, development and safety of the team 3. Use sound judgement and problem solving to manage resources and performance to achieve a clear and comprehensive presentation within the constraints of the scenario 4. Includes presentation by the Bidder of a solution that is credible and feasible 							
<p>Rating Justification:</p> <table border="1" data-bbox="75 860 1066 1329"> <thead> <tr> <th data-bbox="75 860 235 913">RATING</th> <th data-bbox="235 860 1066 913">DESCRIPTION</th> </tr> </thead> <tbody> <tr> <td data-bbox="75 913 235 1158">Extremely Weak (1)</td> <td data-bbox="235 913 1066 1158"> <p>Demonstration of desired behaviours are wholly inadequate and, in some cases, may be counter-productive to the establishment of a positive and collaborative partnership, including by demonstrating:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Significant misalignment with the Bidder's vision, values, systems and processes set out in the response to Submission Requirement 3.0 <i>Executive Summary of Co-Development Phase</i>; <input type="checkbox"/> Lack of management expertise relevant to the Project; <input type="checkbox"/> Poor approach to communication and collaboration. </td> </tr> <tr> <td data-bbox="75 1158 235 1329">Weak (2)</td> <td data-bbox="235 1158 1066 1329"> <p>Demonstration of desired behaviours are significantly inadequate for a positive and collaborative partnership for this Project, including by demonstrating:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Material misalignment with the Bidder's vision, values, systems and processes set out in the response to Submission Requirement 3.0 <i>Executive Summary of Co-Development Phase</i>; </td> </tr> </tbody> </table>	RATING	DESCRIPTION	Extremely Weak (1)	<p>Demonstration of desired behaviours are wholly inadequate and, in some cases, may be counter-productive to the establishment of a positive and collaborative partnership, including by demonstrating:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Significant misalignment with the Bidder's vision, values, systems and processes set out in the response to Submission Requirement 3.0 <i>Executive Summary of Co-Development Phase</i>; <input type="checkbox"/> Lack of management expertise relevant to the Project; <input type="checkbox"/> Poor approach to communication and collaboration. 	Weak (2)	<p>Demonstration of desired behaviours are significantly inadequate for a positive and collaborative partnership for this Project, including by demonstrating:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Material misalignment with the Bidder's vision, values, systems and processes set out in the response to Submission Requirement 3.0 <i>Executive Summary of Co-Development Phase</i>; 	<p>Rating: _____ / 5</p> <p><u>JUSTIFICATION:</u></p>
RATING	DESCRIPTION						
Extremely Weak (1)	<p>Demonstration of desired behaviours are wholly inadequate and, in some cases, may be counter-productive to the establishment of a positive and collaborative partnership, including by demonstrating:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Significant misalignment with the Bidder's vision, values, systems and processes set out in the response to Submission Requirement 3.0 <i>Executive Summary of Co-Development Phase</i>; <input type="checkbox"/> Lack of management expertise relevant to the Project; <input type="checkbox"/> Poor approach to communication and collaboration. 						
Weak (2)	<p>Demonstration of desired behaviours are significantly inadequate for a positive and collaborative partnership for this Project, including by demonstrating:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Material misalignment with the Bidder's vision, values, systems and processes set out in the response to Submission Requirement 3.0 <i>Executive Summary of Co-Development Phase</i>; 						

**VIA HIGH FREQUENCY RAIL Project
Evaluation Report**

	<ul style="list-style-type: none"> ☐ Some lack of management expertise in key areas relevant to the Project; ☐ Weak approach to communication and collaboration. 	
Fair (3)	<p>Demonstration of desired behaviours are largely satisfactory, and display only minor inconsistencies with the desired behaviours, including by demonstrating:</p> <ul style="list-style-type: none"> ☐ Overall alignment with the Bidder's vision, values, systems and processes set out in the response to Submission Requirement 3.0 <i>Executive Summary of Co-Development Phase</i>; ☐ Some lack of management expertise, minor in nature across key areas relevant to the Project; ☐ Satisfactory approach to communication and collaboration. 	
Good (4)	<p>Demonstration of desired behaviours are strong, and display very few inconsistencies with the desired behaviours, including by demonstrating:</p> <ul style="list-style-type: none"> ☐ Clear and strong alignment with the Bidder's vision, values, systems and processes set out in the response to Submission Requirement 3.0 <i>Executive Summary of Co-Development Phase</i>; ☐ Strong and evident management expertise, across substantially all areas relevant to the Project; ☐ Very strong approach to communication and collaboration. 	
Outstanding (5)	<p>Demonstration of desired behaviours are excellent, and display no inconsistencies with the desired behaviours, including by demonstrating:</p> <ul style="list-style-type: none"> ☐ Clear and complete alignment with the Bidder's vision, values, systems and processes set out in the response to Submission Requirement 3.0 <i>Executive Summary of Co-Development Phase</i>; ☐ Market leading management expertise across all areas relevant to the Project; ☐ Excellent approach to communication and collaboration. 	

Scenario Assessment – Presentation Component

Reminder of Desired Behaviours:

Committed Leadership

Working Collaboratively

Navigating Ambiguity

Driving Effective Change

Delivering Successful Outcomes

Notes:

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Desired Behaviours	Notes
<p><u>Committed Leadership</u></p> <ol style="list-style-type: none"> 1. Sharing information, supporting colleagues and leading with humility and calm demeanor 2. Demonstrating behaviours consistent with the values and ethics as set out by the Government of Canada for the following: 'Respect for the People', 'Integrity', 'Stewardship', and 'Excellence' 3. Effectively guiding its members throughout the scenario-based assessment 4. Identifying strengths within the team 5. Enabling all members to contribute and leverage their abilities to the efficient development of the solution and presentation 	
<p><u>Working Collaboratively</u></p> <ol style="list-style-type: none"> 1. Builds two-way relationships 2. Communicates effectively and works towards resolution in the best interest of the Project, 3. Creates a collaborative environment 4. Mobilizes key stakeholders by building relationships that encourage and enable support and respect 5. Effective communication and collaboration between its members 6. Ensure clear, concise, and comprehensive information exchange including, acknowledgment of ideas, identifying and resolving ambiguity and risk, and effective feedback 	
<p><u>Navigating Ambiguity</u></p> <ol style="list-style-type: none"> 1. Is responsive to instability, changes, and anticipates risks, understanding impacts on the Project and stakeholders. 2. Ability to identify risks and shift priorities 3. Outline a systematic approach to addressing the scenario 4. Develop a clear and comprehensive presentation 	

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<p><u>Driving Effective Change</u></p> <ol style="list-style-type: none"> 1. Creates a culture for innovation and decision making through consideration of alternative methodologies and approaches 2. Approach to change management and project controls, including quality control, schedule, costs and risk management 3. Develop innovative solutions within the scenario 							
<p><u>Delivering Successful Outcomes</u></p> <ol style="list-style-type: none"> 1. Uses strong Project acumen to deliver successful outcomes 2. Consistently maintain accountability for the performance, development and safety of the team 3. Use sound judgement and problem solving to manage resources and performance to achieve a clear and comprehensive presentation within the constraints of the scenario 4. Includes presentation by the Bidder of a solution that is credible and feasible 							
<p>Rating Justification:</p> <table border="1" data-bbox="75 860 1066 1329"> <thead> <tr> <th data-bbox="75 860 239 913">RATING</th> <th data-bbox="239 860 1066 913">DESCRIPTION</th> </tr> </thead> <tbody> <tr> <td data-bbox="75 913 239 1158">Extremely Weak (1)</td> <td data-bbox="239 913 1066 1158"> <p>Demonstration of desired behaviours are wholly inadequate and, in some cases, may be counter-productive to the establishment of a positive and collaborative partnership, including by demonstrating:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Significant misalignment with the Bidder's vision, values, systems and processes set out in the response to Submission Requirement 3.0 <i>Executive Summary of Co-Development Phase</i>; <input type="checkbox"/> Lack of management expertise relevant to the Project; <input type="checkbox"/> Poor approach to communication and collaboration. </td> </tr> <tr> <td data-bbox="75 1158 239 1329">Weak (2)</td> <td data-bbox="239 1158 1066 1329"> <p>Demonstration of desired behaviours are significantly inadequate for a positive and collaborative partnership for this Project, including by demonstrating:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Material misalignment with the Bidder's vision, values, systems and processes set out in the response to Submission Requirement 3.0 <i>Executive Summary of Co-Development Phase</i>; </td> </tr> </tbody> </table>	RATING	DESCRIPTION	Extremely Weak (1)	<p>Demonstration of desired behaviours are wholly inadequate and, in some cases, may be counter-productive to the establishment of a positive and collaborative partnership, including by demonstrating:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Significant misalignment with the Bidder's vision, values, systems and processes set out in the response to Submission Requirement 3.0 <i>Executive Summary of Co-Development Phase</i>; <input type="checkbox"/> Lack of management expertise relevant to the Project; <input type="checkbox"/> Poor approach to communication and collaboration. 	Weak (2)	<p>Demonstration of desired behaviours are significantly inadequate for a positive and collaborative partnership for this Project, including by demonstrating:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Material misalignment with the Bidder's vision, values, systems and processes set out in the response to Submission Requirement 3.0 <i>Executive Summary of Co-Development Phase</i>; 	<p>Rating: _____ / 5</p> <p><u>JUSTIFICATION:</u></p>
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	<ul style="list-style-type: none"> ❑ Some lack of management expertise in key areas relevant to the Project; ❑ Weak approach to communication and collaboration. 	
Fair (3)	<p>Demonstration of desired behaviours are largely satisfactory, and display only minor inconsistencies with the desired behaviours, including by demonstrating:</p> <ul style="list-style-type: none"> ❑ Overall alignment with the Bidder's vision, values, systems and processes set out in the response to Submission Requirement 3.0 <i>Executive Summary of Co-Development Phase</i>; ❑ Some lack of management expertise, minor in nature across key areas relevant to the Project; ❑ Satisfactory approach to communication and collaboration. 	
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7.1 – Management Interviews

Observations should be made in relation to the Submission Requirements set out in RFP Appendix E.

Group Interview – Bidder Executives

QUESTION 1:

Reflecting on this morning’s scenario, what are the biggest takeaways with respect to your consortium’s approach to governance and processes for decision-making?

1. Committed Leadership
 - a. Lead with humility and a calm demeanor
 - b. Share information
 - c. Support colleagues
 - d. Approach to unify all parties to achieve the successful execution of the CDP Plan and Project Outcomes throughout the Co-Development Phase
 - e. Demonstrate behaviors consistent with values and ethics as set out by GoC for: ‘Respect for the People’, ‘Integrity’, ‘Stewardship’, and ‘Excellence’
2. Working Collaboratively
 - a. Build two-way relationships
 - b. Communicate effectively
 - c. Work towards resolution in the best interest of the Project,
 - d. Create a collaborative environment
 - e. Mobilize key stakeholders by building relationships that encourage and enable support and respect
 - f. Create and maintain a collaborative business relationship with the Authority and other third parties and communicating with the public during the Co-Development Phase
3. Navigating Ambiguity
 - a. Is responsive to instability and ambiguity

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<ul style="list-style-type: none"> b. Understand impacts on the Project and stakeholders c. Manage operational challenges and Project complexity, including approach to governance and processes for decision-making and dispute resolution <p>4. <u>Driving Effective Change</u></p> <ul style="list-style-type: none"> a. Create a culture for appropriate management of innovation and change through consideration of alternative methodologies and approaches b. Manage and control of quality, schedule, costs, and risks during the Co-Development Phase, including considering change management and Project controls processes <p>5. <u>Delivering Successful Outcomes</u></p> <ul style="list-style-type: none"> a. Use strong Project acumen to deliver successful outcomes b. Consistently maintain accountability for the performance, development and safety of the Project c. Use sound judgement and problem solving to manage resources and performance d. Use credible and feasible processes to support the Bidder's approach 	
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QUESTION 2:

In the past, consortium governance on major projects has caused bottlenecks, impacting project progress. The Bidder Executives team is made up of many members, each with their own business priorities. Taking these concerns into consideration, how will you align your members' respective priorities to fulfill the objectives of HFR, delivering successful outcomes on time and within budget?

<p>1. <u>Committed Leadership</u></p> <ul style="list-style-type: none"> a. Lead with humility and a calm demeanor b. Share information c. Support colleagues d. Approach to unify all parties to achieve the successful execution of the CDP Plan and Project Outcomes throughout the Co-Development Phase e. Demonstrate behaviors consistent with values and ethics as set out by GoC for: 'Respect for the People', 'Integrity', 'Stewardship', and 'Excellence' 	<p><u>Notes:</u></p>
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2. Working Collaboratively
 - a. Build two-way relationships
 - b. Communicate effectively
 - c. Work towards resolution in the best interest of the Project,
 - d. Create a collaborative environment
 - e. Mobilize key stakeholders by building relationships that encourage and enable support and respect
 - f. Create and maintain a collaborative business relationship with the Authority and other third parties and communicating with the public during the Co-Development Phase
3. Navigating Ambiguity
 - a. Is responsive to instability and ambiguity
 - b. Understand impacts on the Project and stakeholders
 - c. Manage operational challenges and Project complexity, including approach to governance and processes for decision-making and dispute resolution
4. Driving Effective Change
 - a. Create a culture for appropriate management of innovation and change through consideration of alternative methodologies and approaches
 - b. Manage and control of quality, schedule, costs, and risks during the Co-Development Phase, including considering change management and Project controls processes
5. Delivering Successful Outcomes
 - a. Use strong Project acumen to deliver successful outcomes
 - b. Consistently maintain accountability for the performance, development and safety of the Project
 - c. Use sound judgement and problem solving to manage resources and performance
 - d. Use credible and feasible processes to support the Bidder's approach

QUESTION 3:

If there was a significant shift in the economic landscape, how would the Bidder Executives team work with the Authority to implement changes to ensure that the project continues to provide value for Canadians? In your response, please describe how you would work with stakeholders and the Authority to ensure that the return on private capital remains publicly defensible and commensurate with the value produced for Canada.

1. Committed Leadership
 - a. Lead with humility and a calm demeanor
 - b. Share information
 - c. Support colleagues
 - d. Approach to unify all parties to achieve the successful execution of the CDP Plan and Project Outcomes throughout the Co-Development Phase
 - e. Demonstrate behaviors consistent with values and ethics as set out by GoC for: 'Respect for the People', 'Integrity', 'Stewardship', and 'Excellence'

2. Working Collaboratively
 - a. Build two-way relationships
 - b. Communicate effectively
 - c. Work towards resolution in the best interest of the Project,
 - d. Create a collaborative environment
 - e. Mobilize key stakeholders by building relationships that encourage and enable support and respect
 - f. Create and maintain a collaborative business relationship with the Authority and other third parties and communicating with the public during the Co-Development Phase

3. Navigating Ambiguity
 - a. Is responsive to instability and ambiguity
 - b. Understand impacts on the Project and stakeholders
 - c. Manage operational challenges and Project complexity, including approach to governance and processes for decision-making and dispute resolution

4. Driving Effective Change
 - a. Create a culture for appropriate management of innovation and change through

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<p>consideration of alternative methodologies and approaches</p> <p>b. Manage and control of quality, schedule, costs, and risks during the Co-Development Phase, including considering change management and Project controls processes</p> <p>5. <u>Delivering Successful Outcomes</u></p> <p>a. Use strong Project acumen to deliver successful outcomes</p> <p>b. Consistently maintain accountability for the performance, development and safety of the Project</p> <p>c. Use sound judgement and problem solving to manage resources and performance</p> <p>d. Use credible and feasible processes to support the Bidder's approach</p>	
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QUESTION 4:

Reconciliation with Indigenous Peoples is a priority for the Government of Canada. How will the Bidder Executives team effectively mobilize stakeholders to successfully contribute to this priority in a meaningful way, and encourage and create economic opportunities through the project's supply chain?

<p>1. <u>Committed Leadership</u></p> <p>a. Lead with humility and a calm demeanor</p> <p>b. Share information</p> <p>c. Support colleagues</p> <p>d. Approach to unify all parties to achieve the successful execution of the CDP Plan and Project Outcomes throughout the Co-Development Phase</p> <p>e. Demonstrate behaviors consistent with values and ethics as set out by GoC for: 'Respect for the People', 'Integrity', 'Stewardship', and 'Excellence'</p> <p>2. <u>Working Collaboratively</u></p> <p>a. Build two-way relationships</p> <p>b. Communicate effectively</p> <p>c. Work towards resolution in the best interest of the Project,</p> <p>d. Create a collaborative environment</p> <p>e. Mobilize key stakeholders by building relationships that encourage and enable</p>	<p><u>Notes:</u></p>
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<p>support and respect</p> <p>f. Create and maintain a collaborative business relationship with the Authority and other third parties and communicating with the public during the Co-Development Phase</p> <p>3. <u>Navigating Ambiguity</u></p> <p>a. Is responsive to instability and ambiguity</p> <p>b. Understand impacts on the Project and stakeholders</p> <p>c. Manage operational challenges and Project complexity, including approach to governance and processes for decision-making and dispute resolution</p> <p>4. <u>Driving Effective Change</u></p> <p>a. Create a culture for appropriate management of innovation and change through consideration of alternative methodologies and approaches</p> <p>b. Manage and control of quality, schedule, costs, and risks during the Co-Development Phase, including considering change management and Project controls processes</p> <p>5. <u>Delivering Successful Outcomes</u></p> <p>a. Use strong Project acumen to deliver successful outcomes</p> <p>b. Consistently maintain accountability for the performance, development and safety of the Project</p> <p>c. Use sound judgement and problem solving to manage resources and performance</p> <p>d. Use credible and feasible processes to support the Bidder's approach</p>	
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QUESTION 5:

Describe the Bidder Executives' leadership approach to balancing robust cost control and world-class design. In your response, please describe how you would manage situations where the Authority is unwilling or unable to invest in an area that your team considers a priority.

<p>1. <u>Committed Leadership</u></p> <p>a. Lead with humility and a calm demeanor</p>	<p><u>Notes:</u></p>
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- b. Share information
- c. Support colleagues
- d. Approach to unify all parties to achieve the successful execution of the CDP Plan and Project Outcomes throughout the Co-Development Phase
- e. Demonstrate behaviors consistent with values and ethics as set out by GoC for: 'Respect for the People', 'Integrity', 'Stewardship', and 'Excellence'

2. Working Collaboratively

- a. Build two-way relationships
- b. Communicate effectively
- c. Work towards resolution in the best interest of the Project,
- d. Create a collaborative environment
- e. Mobilize key stakeholders by building relationships that encourage and enable support and respect
- f. Create and maintain a collaborative business relationship with the Authority and other third parties and communicating with the public during the Co-Development Phase

3. Navigating Ambiguity

- a. Is responsive to instability and ambiguity
- b. Understand impacts on the Project and stakeholders
- c. Manage operational challenges and Project complexity, including approach to governance and processes for decision-making and dispute resolution

4. Driving Effective Change

- a. Create a culture for appropriate management of innovation and change through consideration of alternative methodologies and approaches
- b. Manage and control of quality, schedule, costs, and risks during the Co-Development Phase, including considering change management and Project controls processes

5. Delivering Successful Outcomes

- a. Use strong Project acumen to deliver successful outcomes
- b. Consistently maintain accountability for the performance, development and

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<p>safety of the Project</p> <p>c. Use sound judgement and problem solving to manage resources and performance</p> <p>d. Use credible and feasible processes to support the Bidder's approach</p>										
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	<ul style="list-style-type: none"> ❑ Some lack of management expertise, minor in nature across key areas relevant to the Project; ❑ Satisfactory approach to communication and collaboration. 	
Good (4)	<p>Demonstration of desired behaviours are strong, and display very few inconsistencies with the desired behaviours, including by demonstrating:</p> <ul style="list-style-type: none"> ❑ Clear and strong alignment with the Bidder's vision, values, systems and processes set out in the response to Submission Requirement 3.0 <i>Executive Summary of Co-Development Phase</i>; ❑ Strong and evident management expertise, across substantially all areas relevant to the Project; ❑ Very strong approach to communication and collaboration. 	
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Individual Interview – PDP Representative

QUESTION 1:

Reflecting on this morning's scenario, what are the biggest takeaways about your role and the Bidder Executives' role as a whole? In your response, please speak to the Bidder's approach to governance and processes for decision-making.

1. Committed Leadership
 - a. Lead with humility and a calm demeanor
 - b. Share information
 - c. Support colleagues
 - d. Approach to unify all parties to achieve the successful execution of the CDP Plan and Project Outcomes throughout the Co-Development Phase
 - e. Demonstrate behaviors consistent with values and ethics as set out by GoC for: 'Respect for the People', 'Integrity', 'Stewardship', and 'Excellence'

2. Working Collaboratively
 - a. Build two-way relationships
 - b. Communicate effectively
 - c. Work towards resolution in the best interest of the Project,
 - d. Create a collaborative environment
 - e. Mobilize key stakeholders by building relationships that encourage and enable support and respect
 - f. Create and maintain a collaborative business relationship with the Authority and other third parties and communicating with the public during the Co-Development Phase

3. Navigating Ambiguity
 - a. Is responsive to instability and ambiguity
 - b. Understand impacts on the Project and stakeholders
 - c. Manage operational challenges and Project complexity, including approach to governance and processes for decision-making and dispute resolution

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<p>4. <u>Driving Effective Change</u></p> <ul style="list-style-type: none"> a. Create a culture for appropriate management of innovation and change through consideration of alternative methodologies and approaches b. Manage and control of quality, schedule, costs, and risks during the Co-Development Phase, including considering change management and Project controls processes <p>5. <u>Delivering Successful Outcomes</u></p> <ul style="list-style-type: none"> a. Use strong Project acumen to deliver successful outcomes b. Consistently maintain accountability for the performance, development and safety of the Project c. Use sound judgement and problem solving to manage resources and performance d. Use credible and feasible processes to support the Bidder's approach 	
<p>QUESTION 2:</p> <p>Reconciliation with Indigenous Peoples is a priority for the Government of Canada. In your role, how will you effectively mobilize stakeholders to successfully contribute to this priority in a meaningful way, particularly in encouraging and creating economic opportunities through the project's supply chain?</p>	
<p>1. <u>Committed Leadership</u></p> <ul style="list-style-type: none"> a. Lead with humility and a calm demeanor b. Share information c. Support colleagues d. Approach to unify all parties to achieve the successful execution of the CDP Plan and Project Outcomes throughout the Co-Development Phase e. Demonstrate behaviors consistent with values and ethics as set out by GoC for: 'Respect for the People', 'Integrity', 'Stewardship', and 'Excellence' <p>2. <u>Working Collaboratively</u></p> <ul style="list-style-type: none"> a. Build two-way relationships 	<p><u>Notes:</u></p>

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- b. Communicate effectively
- c. Work towards resolution in the best interest of the Project,
- d. Create a collaborative environment
- e. Mobilize key stakeholders by building relationships that encourage and enable support and respect
- f. Create and maintain a collaborative business relationship with the Authority and other third parties and communicating with the public during the Co-Development Phase

3. Navigating Ambiguity

- a. Is responsive to instability and ambiguity
- b. Understand impacts on the Project and stakeholders
- c. Manage operational challenges and Project complexity, including approach to governance and processes for decision-making and dispute resolution

4. Driving Effective Change

- a. Create a culture for appropriate management of innovation and change through consideration of alternative methodologies and approaches
- b. Manage and control of quality, schedule, costs, and risks during the Co-Development Phase, including considering change management and Project controls processes

5. Delivering Successful Outcomes

- a. Use strong Project acumen to deliver successful outcomes
- b. Consistently maintain accountability for the performance, development and safety of the Project
- c. Use sound judgement and problem solving to manage resources and performance
- d. Use credible and feasible processes to support the Bidder's approach

QUESTION 3:

Managing costs in mega projects is notoriously challenging. In your role, what will you do to effectively control and reduce costs while providing transparency in expected

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expenditures? How will this be balanced with producing high-quality deliverables and achieving value for money? In your response, please describe what you would do if a prime member or sub-contractor consistently underperforms.

1. Committed Leadership
 - a. Lead with humility and a calm demeanor
 - b. Share information
 - c. Support colleagues
 - d. Approach to unify all parties to achieve the successful execution of the CDP Plan and Project Outcomes throughout the Co-Development Phase
 - e. Demonstrate behaviors consistent with values and ethics as set out by GoC for: 'Respect for the People', 'Integrity', 'Stewardship', and 'Excellence'

2. Working Collaboratively
 - a. Build two-way relationships
 - b. Communicate effectively
 - c. Work towards resolution in the best interest of the Project,
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 - e. Mobilize key stakeholders by building relationships that encourage and enable support and respect
 - f. Create and maintain a collaborative business relationship with the Authority and other third parties and communicating with the public during the Co-Development Phase

3. Navigating Ambiguity
 - a. Is responsive to instability and ambiguity
 - b. Understand impacts on the Project and stakeholders
 - c. Manage operational challenges and Project complexity, including approach to governance and processes for decision-making and dispute resolution

4. Driving Effective Change
 - a. Create a culture for appropriate management of innovation and change through consideration of alternative methodologies and approaches
 - b. Manage and control of quality, schedule, costs, and risks during the Co-Development Phase, including considering change management and Project

Notes:

**VIA HIGH FREQUENCY RAIL Project
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controls processes

5. Delivering Successful Outcomes

- a. Use strong Project acumen to deliver successful outcomes
- b. Consistently maintain accountability for the performance, development and safety of the Project
- c. Use sound judgement and problem solving to manage resources and performance
- d. Use credible and feasible processes to support the Bidder's approach

QUESTION 4:

Describe a situation from your experience where your organization made a mistake and faced high-profile, angry, public resistance from stakeholders. What did you do? What did you learn from this situation, and what would you do differently for the HFR project?

1. Committed Leadership

- a. Lead with humility and a calm demeanor
- b. Share information
- c. Support colleagues
- d. Approach to unify all parties to achieve the successful execution of the CDP Plan and Project Outcomes throughout the Co-Development Phase
- e. Demonstrate behaviors consistent with values and ethics as set out by GoC for: 'Respect for the People', 'Integrity', 'Stewardship', and 'Excellence'

2. Working Collaboratively

- a. Build two-way relationships
- b. Communicate effectively
- c. Work towards resolution in the best interest of the Project,
- d. Create a collaborative environment
- e. Mobilize key stakeholders by building relationships that encourage and enable support and respect
- f. Create and maintain a collaborative business relationship with the Authority and other third parties and communicating with the public during the Co-

Notes:

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<p>Development Phase</p> <p>3. <u>Navigating Ambiguity</u></p> <ul style="list-style-type: none"> a. Is responsive to instability and ambiguity b. Understand impacts on the Project and stakeholders c. Manage operational challenges and Project complexity, including approach to governance and processes for decision-making and dispute resolution <p>4. <u>Driving Effective Change</u></p> <ul style="list-style-type: none"> a. Create a culture for appropriate management of innovation and change through consideration of alternative methodologies and approaches b. Manage and control of quality, schedule, costs, and risks during the Co-Development Phase, including considering change management and Project controls processes <p>5. <u>Delivering Successful Outcomes</u></p> <ul style="list-style-type: none"> a. Use strong Project acumen to deliver successful outcomes b. Consistently maintain accountability for the performance, development and safety of the Project c. Use sound judgement and problem solving to manage resources and performance d. Use credible and feasible processes to support the Bidder's approach 	
<p>QUESTION 5:</p> <p>How will you integrate values and ethics into the organizational culture? In your response, make references to the Bidder's vision, values, systems and processes, including procurement processes.</p>	
<p>1. <u>Committed Leadership</u></p> <ul style="list-style-type: none"> a. Lead with humility and a calm demeanor b. Share information c. Support colleagues d. Approach to unify all parties to achieve the successful execution of the CDP 	<p><u>Notes:</u></p>

- Plan and Project Outcomes throughout the Co-Development Phase
- e. Demonstrate behaviors consistent with values and ethics as set out by GoC for: 'Respect for the People', 'Integrity', 'Stewardship', and 'Excellence'

2. Working Collaboratively

- a. Build two-way relationships
- b. Communicate effectively
- c. Work towards resolution in the best interest of the Project,
- d. Create a collaborative environment
- e. Mobilize key stakeholders by building relationships that encourage and enable support and respect
- f. Create and maintain a collaborative business relationship with the Authority and other third parties and communicating with the public during the Co-Development Phase

3. Navigating Ambiguity

- a. Is responsive to instability and ambiguity
- b. Understand impacts on the Project and stakeholders
- c. Manage operational challenges and Project complexity, including approach to governance and processes for decision-making and dispute resolution

4. Driving Effective Change

- a. Create a culture for appropriate management of innovation and change through consideration of alternative methodologies and approaches
- b. Manage and control of quality, schedule, costs, and risks during the Co-Development Phase, including considering change management and Project controls processes

5. Delivering Successful Outcomes

- a. Use strong Project acumen to deliver successful outcomes
- b. Consistently maintain accountability for the performance, development and safety of the Project
- c. Use sound judgement and problem solving to manage resources and performance

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d. Use credible and feasible processes to support the Bidder's approach

Rating Justification:

RATING	DESCRIPTION
Extremely Weak (1)	<p>Demonstration of desired behaviours are wholly inadequate and, in some cases, may be counter-productive to the establishment of a positive and collaborative partnership, including by demonstrating:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Significant misalignment with the Bidder's vision, values, systems and processes set out in the response to Submission Requirement 3.0 <i>Executive Summary of Co-Development Phase</i>; <input type="checkbox"/> Lack of management expertise relevant to the Project; <input type="checkbox"/> Poor approach to communication and collaboration.
Weak (2)	<p>Demonstration of desired behaviours are significantly inadequate for a positive and collaborative partnership for this Project, including by demonstrating:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Material misalignment with the Bidder's vision, values, systems and processes set out in the response to Submission Requirement 3.0 <i>Executive Summary of Co-Development Phase</i>; <input type="checkbox"/> Some lack of management expertise in key areas relevant to the Project; <input type="checkbox"/> Weak approach to communication and collaboration.
Fair (3)	<p>Demonstration of desired behaviours are largely satisfactory, and display only minor inconsistencies with the desired behaviours, including by demonstrating:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Overall alignment with the Bidder's vision, values, systems and processes set out in the response to Submission Requirement 3.0 <i>Executive Summary of Co-Development Phase</i>; <input type="checkbox"/> Some lack of management expertise, minor in nature across key areas relevant to the Project; <input type="checkbox"/> Satisfactory approach to communication and collaboration.

Rating: ____ / 5

JUSTIFICATION:

**VIA HIGH FREQUENCY RAIL Project
Evaluation Report**

<p>Good (4)</p>	<p>Demonstration of desired behaviours are strong, and display very few inconsistencies with the desired behaviours, including by demonstrating:</p> <ul style="list-style-type: none"> ❑ Clear and strong alignment with the Bidder’s vision, values, systems and processes set out in the response to Submission Requirement 3.0 <i>Executive Summary of Co-Development Phase</i>; ❑ Strong and evident management expertise, across substantially all areas relevant to the Project; ❑ Very strong approach to communication and collaboration. 	
<p>Outstanding (5)</p>	<p>Demonstration of desired behaviours are excellent, and display no inconsistencies with the desired behaviours, including by demonstrating:</p> <ul style="list-style-type: none"> ❑ Clear and complete alignment with the Bidder’s vision, values, systems and processes set out in the response to Submission Requirement 3.0 <i>Executive Summary of Co-Development Phase</i>; ❑ Market leading management expertise across all areas relevant to the Project; ❑ Excellent approach to communication and collaboration. 	

Individual Interview – Planning & Design Director

QUESTION 1:

Reflecting on this morning’s scenario, what are the biggest takeaways about your role as it relates to the Bidder’s approach to governance and processes for decision-making?

1. Committed Leadership

- a. Lead with humility and a calm demeanor
- b. Share information
- c. Support colleagues
- d. Approach to unify all parties to achieve the successful execution of the CDP Plan and Project Outcomes throughout the Co-Development Phase
- e. Demonstrate behaviors consistent with values and ethics as set out by GoC for: ‘Respect for the People’, ‘Integrity’, ‘Stewardship’, and ‘Excellence’

2. Working Collaboratively

- a. Build two-way relationships
- b. Communicate effectively
- c. Work towards resolution in the best interest of the Project,
- d. Create a collaborative environment
- e. Mobilize key stakeholders by building relationships that encourage and enable support and respect
- f. Create and maintain a collaborative business relationship with the Authority and other third parties and communicating with the public during the Co-Development Phase

3. Navigating Ambiguity

- a. Is responsive to instability and ambiguity
- b. Understand impacts on the Project and stakeholders
- c. Manage operational challenges and Project complexity, including approach to governance and processes for decision-making and dispute resolution

Notes:

**VIA HIGH FREQUENCY RAIL Project
Evaluation Report**

<p>4. <u>Driving Effective Change</u></p> <ul style="list-style-type: none"> a. Create a culture for appropriate management of innovation and change through consideration of alternative methodologies and approaches b. Manage and control of quality, schedule, costs, and risks during the Co-Development Phase, including considering change management and Project controls processes <p>5. <u>Delivering Successful Outcomes</u></p> <ul style="list-style-type: none"> a. Use strong Project acumen to deliver successful outcomes b. Consistently maintain accountability for the performance, development and safety of the Project c. Use sound judgement and problem solving to manage resources and performance d. Use credible and feasible processes to support the Bidder's approach 	
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QUESTION 2:

In your role, how will you work with your team and other stakeholders to ensure that end-user needs are central to the project design?

<p>1. <u>Committed Leadership</u></p> <ul style="list-style-type: none"> a. Lead with humility and a calm demeanor b. Share information c. Support colleagues d. Approach to unify all parties to achieve the successful execution of the CDP Plan and Project Outcomes throughout the Co-Development Phase e. Demonstrate behaviors consistent with values and ethics as set out by GoC for: 'Respect for the People', 'Integrity', 'Stewardship', and 'Excellence' <p>2. <u>Working Collaboratively</u></p> <ul style="list-style-type: none"> a. Build two-way relationships b. Communicate effectively c. Work towards resolution in the best interest of the Project, 	<p><u>Notes:</u></p>
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**VIA HIGH FREQUENCY RAIL Project
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- d. Create a collaborative environment
- e. Mobilize key stakeholders by building relationships that encourage and enable support and respect
- f. Create and maintain a collaborative business relationship with the Authority and other third parties and communicating with the public during the Co-Development Phase

3. Navigating Ambiguity

- a. Is responsive to instability and ambiguity
- b. Understand impacts on the Project and stakeholders
- c. Manage operational challenges and Project complexity, including approach to governance and processes for decision-making and dispute resolution

4. Driving Effective Change

- a. Create a culture for appropriate management of innovation and change through consideration of alternative methodologies and approaches
- b. Manage and control of quality, schedule, costs, and risks during the Co-Development Phase, including considering change management and Project controls processes

5. Delivering Successful Outcomes

- a. Use strong Project acumen to deliver successful outcomes
- b. Consistently maintain accountability for the performance, development and safety of the Project
- c. Use sound judgement and problem solving to manage resources and performance
- d. Use credible and feasible processes to support the Bidder's approach

QUESTION 3:

The Toronto-Quebec Corridor experiences changing weather conditions throughout the year, and with significant weather fluctuations over the course of the day. With climate change, it is expected that these weather variations will be exacerbated even more. Describe your approach, from a design and planning management perspective, to ensure resiliency and deliver successful outcomes?

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<p>1. <u>Committed Leadership</u></p> <ul style="list-style-type: none">a. Lead with humility and a calm demeanorb. Share informationc. Support colleaguesd. Approach to unify all parties to achieve the successful execution of the CDP Plan and Project Outcomes throughout the Co-Development Phasee. Demonstrate behaviors consistent with values and ethics as set out by GoC for: 'Respect for the People', 'Integrity', 'Stewardship', and 'Excellence' <p>2. <u>Working Collaboratively</u></p> <ul style="list-style-type: none">a. Build two-way relationshipsb. Communicate effectivelyc. Work towards resolution in the best interest of the Project,d. Create a collaborative environmente. Mobilize key stakeholders by building relationships that encourage and enable support and respectf. Create and maintain a collaborative business relationship with the Authority and other third parties and communicating with the public during the Co-Development Phase <p>3. <u>Navigating Ambiguity</u></p> <ul style="list-style-type: none">a. Is responsive to instability and ambiguityb. Understand impacts on the Project and stakeholdersc. Manage operational challenges and Project complexity, including approach to governance and processes for decision-making and dispute resolution <p>4. <u>Driving Effective Change</u></p> <ul style="list-style-type: none">a. Create a culture for appropriate management of innovation and change through consideration of alternative methodologies and approachesb. Manage and control of quality, schedule, costs, and risks during the Co-Development Phase, including considering change management and Project controls processes <p>5. <u>Delivering Successful Outcomes</u></p>	<p><u>Notes:</u></p>
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**VIA HIGH FREQUENCY RAIL Project
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- a. Use strong Project acumen to deliver successful outcomes
- b. Consistently maintain accountability for the performance, development and safety of the Project
- c. Use sound judgement and problem solving to manage resources and performance
- d. Use credible and feasible processes to support the Bidder's approach

QUESTION 4:

Given the expected complexity of the regulatory and impact assessment processes and the extensive stakeholder engagement involved, how will you ensure the project continues its forward momentum and stays on schedule, particularly during stages 1 and 2 of Co-Development?

1. Committed Leadership

- a. Lead with humility and a calm demeanor
- b. Share information
- c. Support colleagues
- d. Approach to unify all parties to achieve the successful execution of the CDP Plan and Project Outcomes throughout the Co-Development Phase
- e. Demonstrate behaviors consistent with values and ethics as set out by GoC for: 'Respect for the People', 'Integrity', 'Stewardship', and 'Excellence'

2. Working Collaboratively

- a. Build two-way relationships
- b. Communicate effectively
- c. Work towards resolution in the best interest of the Project,
- d. Create a collaborative environment
- e. Mobilize key stakeholders by building relationships that encourage and enable support and respect
- f. Create and maintain a collaborative business relationship with the Authority and other third parties and communicating with the public during the Co-Development Phase

3. Navigating Ambiguity

Notes:

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<ul style="list-style-type: none"> a. Is responsive to instability and ambiguity b. Understand impacts on the Project and stakeholders c. Manage operational challenges and Project complexity, including approach to governance and processes for decision-making and dispute resolution <p>4. <u>Driving Effective Change</u></p> <ul style="list-style-type: none"> a. Create a culture for appropriate management of innovation and change through consideration of alternative methodologies and approaches b. Manage and control of quality, schedule, costs, and risks during the Co-Development Phase, including considering change management and Project controls processes <p>5. <u>Delivering Successful Outcomes</u></p> <ul style="list-style-type: none"> a. Use strong Project acumen to deliver successful outcomes b. Consistently maintain accountability for the performance, development and safety of the Project c. Use sound judgement and problem solving to manage resources and performance d. Use credible and feasible processes to support the Bidder's approach 	
<p>QUESTION 5:</p> <p>Reconciliation with Indigenous Peoples is a priority for the Government of Canada. In your role, how will you contribute to this priority in a meaningful way, particularly in encouraging and creating economic opportunities through the project's supply chain?</p>	
<p>1. <u>Committed Leadership</u></p> <ul style="list-style-type: none"> a. Lead with humility and a calm demeanor b. Share information c. Support colleagues d. Approach to unify all parties to achieve the successful execution of the CDP Plan and Project Outcomes throughout the Co-Development Phase e. Demonstrate behaviors consistent with values and ethics as set out by GoC for: 'Respect for the People', 'Integrity', 'Stewardship', and 'Excellence' 	<p><u>Notes:</u></p>

2. Working Collaboratively

- a. Build two-way relationships
- b. Communicate effectively
- c. Work towards resolution in the best interest of the Project,
- d. Create a collaborative environment
- e. Mobilize key stakeholders by building relationships that encourage and enable support and respect
- f. Create and maintain a collaborative business relationship with the Authority and other third parties and communicating with the public during the Co-Development Phase

3. Navigating Ambiguity

- a. Is responsive to instability and ambiguity
- b. Understand impacts on the Project and stakeholders
- c. Manage operational challenges and Project complexity, including approach to governance and processes for decision-making and dispute resolution

4. Driving Effective Change

- a. Create a culture for appropriate management of innovation and change through consideration of alternative methodologies and approaches
- b. Manage and control of quality, schedule, costs, and risks during the Co-Development Phase, including considering change management and Project controls processes

5. Delivering Successful Outcomes

- a. Use strong Project acumen to deliver successful outcomes
- b. Consistently maintain accountability for the performance, development and safety of the Project
- c. Use sound judgement and problem solving to manage resources and performance
- d. Use credible and feasible processes to support the Bidder's approach

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Rating Justification:		Rating: ____ / 5 <u>JUSTIFICATION:</u>
RATING	DESCRIPTION	
Extremely Weak (1)	Demonstration of desired behaviours are wholly inadequate and, in some cases, may be counter-productive to the establishment of a positive and collaborative partnership, including by demonstrating: <ul style="list-style-type: none"> <input type="checkbox"/> Significant misalignment with the Bidder's vision, values, systems and processes set out in the response to Submission Requirement 3.0 <i>Executive Summary of Co-Development Phase</i>; <input type="checkbox"/> Lack of management expertise relevant to the Project; <input type="checkbox"/> Poor approach to communication and collaboration. 	
Weak (2)	Demonstration of desired behaviours are significantly inadequate for a positive and collaborative partnership for this Project, including by demonstrating: <ul style="list-style-type: none"> <input type="checkbox"/> Material misalignment with the Bidder's vision, values, systems and processes set out in the response to Submission Requirement 3.0 <i>Executive Summary of Co-Development Phase</i>; <input type="checkbox"/> Some lack of management expertise in key areas relevant to the Project; <input type="checkbox"/> Weak approach to communication and collaboration. 	
Fair (3)	Demonstration of desired behaviours are largely satisfactory, and display only minor inconsistencies with the desired behaviours, including by demonstrating: <ul style="list-style-type: none"> <input type="checkbox"/> Overall alignment with the Bidder's vision, values, systems and processes set out in the response to Submission Requirement 3.0 <i>Executive Summary of Co-Development Phase</i>; <input type="checkbox"/> Some lack of management expertise, minor in nature across key areas relevant to the Project; <input type="checkbox"/> Satisfactory approach to communication and collaboration. 	
Good (4)	Demonstration of desired behaviours are strong, and display very few inconsistencies with the desired behaviours, including by demonstrating:	

**VIA HIGH FREQUENCY RAIL Project
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	<ul style="list-style-type: none"> ☐ Clear and strong alignment with the Bidder's vision, values, systems and processes set out in the response to Submission Requirement 3.0 <i>Executive Summary of Co-Development Phase</i>; ☐ Strong and evident management expertise, across substantially all areas relevant to the Project; ☐ Very strong approach to communication and collaboration. 	
<p>Outstanding (5)</p>	<p>Demonstration of desired behaviours are excellent, and display no inconsistencies with the desired behaviours, including by demonstrating:</p> <ul style="list-style-type: none"> ☐ Clear and complete alignment with the Bidder's vision, values, systems and processes set out in the response to Submission Requirement 3.0 <i>Executive Summary of Co-Development Phase</i>; ☐ Market leading management expertise across all areas relevant to the Project; ☐ Excellent approach to communication and collaboration. 	

Individual Interview – Rail Operations and Maintenance Director

QUESTION 1:

Reflecting on this morning’s scenario, what are the biggest takeaways about your role as it relates to the Bidder’s approach to governance and processes for decision-making?

1. Committed Leadership
 - a. Lead with humility and a calm demeanor
 - b. Share information
 - c. Support colleagues
 - d. Approach to unify all parties to achieve the successful execution of the CDP Plan and Project Outcomes throughout the Co-Development Phase
 - e. Demonstrate behaviors consistent with values and ethics as set out by GoC for: ‘Respect for the People’, ‘Integrity’, ‘Stewardship’, and ‘Excellence’

2. Working Collaboratively
 - a. Build two-way relationships
 - b. Communicate effectively
 - c. Work towards resolution in the best interest of the Project,
 - d. Create a collaborative environment
 - e. Mobilize key stakeholders by building relationships that encourage and enable support and respect
 - f. Create and maintain a collaborative business relationship with the Authority and other third parties and communicating with the public during the Co-Development Phase

3. Navigating Ambiguity
 - a. Is responsive to instability and ambiguity
 - b. Understand impacts on the Project and stakeholders
 - c. Manage operational challenges and Project complexity, including approach to governance and processes for decision-making and dispute resolution

Notes:

**VIA HIGH FREQUENCY RAIL Project
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<p>4. <u>Driving Effective Change</u></p> <ul style="list-style-type: none"> a. Create a culture for appropriate management of innovation and change through consideration of alternative methodologies and approaches b. Manage and control of quality, schedule, costs, and risks during the Co-Development Phase, including considering change management and Project controls processes <p>5. <u>Delivering Successful Outcomes</u></p> <ul style="list-style-type: none"> a. Use strong Project acumen to deliver successful outcomes b. Consistently maintain accountability for the performance, development and safety of the Project c. Use sound judgement and problem solving to manage resources and performance d. Use credible and feasible processes to support the Bidder's approach 	
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QUESTION 2:

In many major infrastructure projects, integration between the various components of the project has failed, leading to costly delays and rework. In your role, how will you ensure successful integration and efficient and cost-effective operations without gold-plating?

<p>1. <u>Committed Leadership</u></p> <ul style="list-style-type: none"> a. Lead with humility and a calm demeanor b. Share information c. Support colleagues d. Approach to unify all parties to achieve the successful execution of the CDP Plan and Project Outcomes throughout the Co-Development Phase e. Demonstrate behaviors consistent with values and ethics as set out by GoC for: 'Respect for the People', 'Integrity', 'Stewardship', and 'Excellence' <p>2. <u>Working Collaboratively</u></p> <ul style="list-style-type: none"> a. Build two-way relationships b. Communicate effectively 	<p><u>Notes:</u></p>
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**VIA HIGH FREQUENCY RAIL Project
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- c. Work towards resolution in the best interest of the Project,
- d. Create a collaborative environment
- e. Mobilize key stakeholders by building relationships that encourage and enable support and respect
- f. Create and maintain a collaborative business relationship with the Authority and other third parties and communicating with the public during the Co-Development Phase

3. Navigating Ambiguity

- a. Is responsive to instability and ambiguity
- b. Understand impacts on the Project and stakeholders
- c. Manage operational challenges and Project complexity, including approach to governance and processes for decision-making and dispute resolution

4. Driving Effective Change

- a. Create a culture for appropriate management of innovation and change through consideration of alternative methodologies and approaches
- b. Manage and control of quality, schedule, costs, and risks during the Co-Development Phase, including considering change management and Project controls processes

5. Delivering Successful Outcomes

- a. Use strong Project acumen to deliver successful outcomes
- b. Consistently maintain accountability for the performance, development and safety of the Project
- c. Use sound judgement and problem solving to manage resources and performance
- d. Use credible and feasible processes to support the Bidder's approach

QUESTION 3:

How do you plan to collaborate with the existing VIA Rail corporation during the Co-Development phase? Describe your management approach to the transition of current VIA Rail operations with the new operations resulting from the HFR Project?

**VIA HIGH FREQUENCY RAIL Project
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<p>1. <u>Committed Leadership</u></p> <ul style="list-style-type: none">a. Lead with humility and a calm demeanorb. Share informationc. Support colleaguesd. Approach to unify all parties to achieve the successful execution of the CDP Plan and Project Outcomes throughout the Co-Development Phasee. Demonstrate behaviors consistent with values and ethics as set out by GoC for: 'Respect for the People', 'Integrity', 'Stewardship', and 'Excellence' <p>2. <u>Working Collaboratively</u></p> <ul style="list-style-type: none">a. Build two-way relationshipsb. Communicate effectivelyc. Work towards resolution in the best interest of the Project,d. Create a collaborative environmente. Mobilize key stakeholders by building relationships that encourage and enable support and respectf. Create and maintain a collaborative business relationship with the Authority and other third parties and communicating with the public during the Co-Development Phase <p>3. <u>Navigating Ambiguity</u></p> <ul style="list-style-type: none">a. Is responsive to instability and ambiguityb. Understand impacts on the Project and stakeholdersc. Manage operational challenges and Project complexity, including approach to governance and processes for decision-making and dispute resolution <p>4. <u>Driving Effective Change</u></p> <ul style="list-style-type: none">a. Create a culture for appropriate management of innovation and change through consideration of alternative methodologies and approachesb. Manage and control of quality, schedule, costs, and risks during the Co-Development Phase, including considering change management and Project controls processes <p>5. <u>Delivering Successful Outcomes</u></p>	<p><u>Notes:</u></p>
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**VIA HIGH FREQUENCY RAIL Project
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- a. Use strong Project acumen to deliver successful outcomes
- b. Consistently maintain accountability for the performance, development and safety of the Project
- c. Use sound judgement and problem solving to manage resources and performance
- d. Use credible and feasible processes to support the Bidder's approach

QUESTION 4:

Describe a situation from a previous project where your organization and your consortia partners or an Authority had conflicting views on balancing initial capital investments with long-term operating efficiency and/or user experience? How did you successfully resolve this disagreement? What lessons learned from that experience will you bring forward to the HFR project?

1. Committed Leadership

- a. Lead with humility and a calm demeanor
- b. Share information
- c. Support colleagues
- d. Approach to unify all parties to achieve the successful execution of the CDP Plan and Project Outcomes throughout the Co-Development Phase
- e. Demonstrate behaviors consistent with values and ethics as set out by GoC for: 'Respect for the People', 'Integrity', 'Stewardship', and 'Excellence'

2. Working Collaboratively

- a. Build two-way relationships
- b. Communicate effectively
- c. Work towards resolution in the best interest of the Project,
- d. Create a collaborative environment
- e. Mobilize key stakeholders by building relationships that encourage and enable support and respect
- f. Create and maintain a collaborative business relationship with the Authority and other third parties and communicating with the public during the Co-Development Phase

3. Navigating Ambiguity

Notes:

**VIA HIGH FREQUENCY RAIL Project
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<ul style="list-style-type: none"> a. Is responsive to instability and ambiguity b. Understand impacts on the Project and stakeholders c. Manage operational challenges and Project complexity, including approach to governance and processes for decision-making and dispute resolution <p>4. <u>Driving Effective Change</u></p> <ul style="list-style-type: none"> a. Create a culture for appropriate management of innovation and change through consideration of alternative methodologies and approaches b. Manage and control of quality, schedule, costs, and risks during the Co-Development Phase, including considering change management and Project controls processes <p>5. <u>Delivering Successful Outcomes</u></p> <ul style="list-style-type: none"> a. Use strong Project acumen to deliver successful outcomes b. Consistently maintain accountability for the performance, development and safety of the Project c. Use sound judgement and problem solving to manage resources and performance d. Use credible and feasible processes to support the Bidder's approach 	
<p>QUESTION 5:</p> <p>Reconciliation with Indigenous Peoples is a priority for the Government of Canada. In your role, how will you contribute to this priority in a meaningful way, particularly in encouraging and creating economic opportunities through the project's supply chain?</p>	
<p>1. <u>Committed Leadership</u></p> <ul style="list-style-type: none"> a. Lead with humility and a calm demeanor b. Share information c. Support colleagues d. Approach to unify all parties to achieve the successful execution of the CDP Plan and Project Outcomes throughout the Co-Development Phase e. Demonstrate behaviors consistent with values and ethics as set out by GoC for: 'Respect for the People', 'Integrity', 'Stewardship', and 'Excellence' 	<p><u>Notes:</u></p>

2. Working Collaboratively

- a. Build two-way relationships
- b. Communicate effectively
- c. Work towards resolution in the best interest of the Project,
- d. Create a collaborative environment
- e. Mobilize key stakeholders by building relationships that encourage and enable support and respect
- f. Create and maintain a collaborative business relationship with the Authority and other third parties and communicating with the public during the Co-Development Phase

3. Navigating Ambiguity

- a. Is responsive to instability and ambiguity
- b. Understand impacts on the Project and stakeholders
- c. Manage operational challenges and Project complexity, including approach to governance and processes for decision-making and dispute resolution

4. Driving Effective Change

- a. Create a culture for appropriate management of innovation and change through consideration of alternative methodologies and approaches
- b. Manage and control of quality, schedule, costs, and risks during the Co-Development Phase, including considering change management and Project controls processes

5. Delivering Successful Outcomes

- a. Use strong Project acumen to deliver successful outcomes
- b. Consistently maintain accountability for the performance, development and safety of the Project
- c. Use sound judgement and problem solving to manage resources and performance
- d. Use credible and feasible processes to support the Bidder's approach

VIA HIGH FREQUENCY RAIL Project
Evaluation Report

Rating Justification:		Rating: ____ / 5 <u>JUSTIFICATION:</u>
RATING	DESCRIPTION	
Extremely Weak (1)	Demonstration of desired behaviours are wholly inadequate and, in some cases, may be counter-productive to the establishment of a positive and collaborative partnership, including by demonstrating: <ul style="list-style-type: none"> <input type="checkbox"/> Significant misalignment with the Bidder's vision, values, systems and processes set out in the response to Submission Requirement 3.0 <i>Executive Summary of Co-Development Phase</i>; <input type="checkbox"/> Lack of management expertise relevant to the Project; <input type="checkbox"/> Poor approach to communication and collaboration. 	
Weak (2)	Demonstration of desired behaviours are significantly inadequate for a positive and collaborative partnership for this Project, including by demonstrating: <ul style="list-style-type: none"> <input type="checkbox"/> Material misalignment with the Bidder's vision, values, systems and processes set out in the response to Submission Requirement 3.0 <i>Executive Summary of Co-Development Phase</i>; <input type="checkbox"/> Some lack of management expertise in key areas relevant to the Project; <input type="checkbox"/> Weak approach to communication and collaboration. 	
Fair (3)	Demonstration of desired behaviours are largely satisfactory, and display only minor inconsistencies with the desired behaviours, including by demonstrating: <ul style="list-style-type: none"> <input type="checkbox"/> Overall alignment with the Bidder's vision, values, systems and processes set out in the response to Submission Requirement 3.0 <i>Executive Summary of Co-Development Phase</i>; <input type="checkbox"/> Some lack of management expertise, minor in nature across key areas relevant to the Project; <input type="checkbox"/> Satisfactory approach to communication and collaboration. 	
Good (4)	Demonstration of desired behaviours are strong, and display very few inconsistencies with the desired behaviours, including by demonstrating:	

**VIA HIGH FREQUENCY RAIL Project
Evaluation Report**

	<ul style="list-style-type: none"> ☐ Clear and strong alignment with the Bidder's vision, values, systems and processes set out in the response to Submission Requirement 3.0 <i>Executive Summary of Co-Development Phase</i>; ☐ Strong and evident management expertise, across substantially all areas relevant to the Project; ☐ Very strong approach to communication and collaboration. 	
<p>Outstanding (5)</p>	<p>Demonstration of desired behaviours are excellent, and display no inconsistencies with the desired behaviours, including by demonstrating:</p> <ul style="list-style-type: none"> ☐ Clear and complete alignment with the Bidder's vision, values, systems and processes set out in the response to Submission Requirement 3.0 <i>Executive Summary of Co-Development Phase</i>; ☐ Market leading management expertise across all areas relevant to the Project; ☐ Excellent approach to communication and collaboration. 	

Documents are not to be removed from the site.
All files will be shredded following the exercise.

PROJECT OUTCOMES	
Significantly Increase Intercity Rail Passengers	<ul style="list-style-type: none"> • Increase annual passenger trips in the Corridor to at least 17 million by 2059 (up from 4.8 million in 2019), including both HFR Passenger Rail Services and Local Services • Operational and fleet strategies include increased annual seat capacity to enable expected growth in passengers
Enhance Passenger Experience in the Corridor	<ul style="list-style-type: none"> • More frequent departures (e.g., minimum 12 departures per day) between major cities (Québec City, Montréal, Ottawa and Toronto) • More reliable service with improved on-time performance within the Corridor (up to 95 per cent on dedicated tracks from an average of 68 per cent in 2019) • Faster service with shorter average journey times by rail between major cities that are no longer than: <ul style="list-style-type: none"> ○ 4h10 between Toronto and Montréal ○ 2h55 between Toronto and Ottawa ○ 1h45 between Ottawa and Montréal ○ 2h50 between Montréal and Québec City • Add new services to Peterborough, Laval and Trois-Rivières • Maintain connectivity between cities currently serviced by meeting or exceeding minimum service requirements to be established by the Government of Canada/the Project Authority for Local Services • Improve integration with other modes of transportation (e.g., regional and local public transit, non-Corridor services, airports) by engaging collaboratively with municipal stakeholders, transit authorities and other orders of government or service providers • Provide a passenger rail system that is significantly less dependent on sharing tracks with Host Railway
Provide Meaningful Environmental Benefits to Support the Government of Canada's Net Zero Commitment	<ul style="list-style-type: none"> • Provide a greener rail system and cleaner travel option using electrified technology (zero or low emission power technology where electrification is not feasible, including alternative fuels or electric power cells) • Reduce total emissions associated with HFR, including those associated with construction. Targets, including interval targets, would be developed by the Contracting Authority and the Private Developer Partner during the Co-Development Phase • Reduce greenhouse gas emissions during operations by a minimum of 10 million tonnes of CO₂ over a 30-year term in support of Canada's net zero 2050 target

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 All files will be shredded following the exercise.

	<ul style="list-style-type: none"> • Report on greenhouse gas emissions savings achievements (e.g., annually with rolled up reporting as intervals, such as every 5 years and/or to support Canada's emissions savings reporting)
Significantly Increase Accessible and Affordable Services	<ul style="list-style-type: none"> • Provide barrier-free access to services aligned with the Accessible Canada Act, meeting or exceeding the latest accessibility standards and best practices and significantly increase availability of accessible services to travellers in the Corridor • Incorporate an affordable and socially equitable fare and ticketing policy for passengers in the Corridor that meet the minimum parameters to be established by the Government of Canada • Incorporate findings into the Project of a Gender Based Analysis Plus (GBA+) analysis that considers diverse identity factors, including how different individuals might experience the Project, to deliver positive GBA+ outcomes
Provide Safe Intercity Journeys	<ul style="list-style-type: none"> • Provide a safe and secure environment for customers, staff and communities by incorporating proven standards of world-class safety focused passenger rail systems • Provide a level of safety for railway operations comparable to proven North American and European rail safety standards
Contribute to Reconciliation with Indigenous Peoples	<ul style="list-style-type: none"> • Create socio-economic benefits and maximize project participation opportunities for Indigenous peoples • Support ongoing engagement to foster meaningful, two-way dialogue
Minimize Ongoing Financial Costs to Taxpayers	<ul style="list-style-type: none"> • Eliminate operating subsidies by the Government of Canada in the Corridor while achieving defined levels of customer satisfaction • Provide a Solution that yields best value for money for taxpayers, through: <ul style="list-style-type: none"> ○ the integration of design, construction, maintenance, and operations; and ○ optimal revenues and cost management • Establish and adhere to an affordability range for the Project throughout the project lifecycle • Contribute positively to the Government of Canada's priorities on economic growth by generating jobs, creating new supply chains and supporting training and skills development while respecting trade obligations and ensuring cost efficiencies

Documents are not to be removed from the site.
All files will be shredded following the exercise.

CANADA'S VALUES AND ETHICS CODE FOR THE PUBLIC SECTOR

This Code outlines the values and expected behaviours that guide public servants in all activities related to their professional duties.

Respect for People:

Treating all people with respect, dignity and fairness is fundamental to our relationship with the Canadian public and contributes to a safe and healthy work environment that promotes engagement, openness and transparency. The diversity of our people and the ideas they generate are the source of our innovation.

Public servants shall respect human dignity and the value of every person by:

- 2.1 Treating every person with respect and fairness.
- 2.2 Valuing diversity and the benefit of combining the unique qualities and strengths inherent in a diverse workforce.
- 2.3 Helping to create and maintain safe and healthy workplaces that are free from harassment and discrimination.
- 2.4 Working together in a spirit of openness, honesty and transparency that encourages engagement, collaboration and respectful communication.

Integrity:

Integrity is the cornerstone of good governance and democracy. By upholding the highest ethical standards, public servants conserve and enhance public confidence in the honesty, fairness and impartiality of the federal public sector.

Public servants shall serve the public interest by:

- 3.1 Acting at all times with integrity and in a manner that will bear the closest public scrutiny, an obligation that may not be fully satisfied by simply acting within the law.
- 3.2 Never using their official roles to inappropriately obtain an advantage for themselves or to advantage or disadvantage others.
- 3.3 Taking all possible steps to prevent and resolve any real, apparent or potential conflicts of interest between their official responsibilities and their private affairs in favour of the public interest.
- 3.4 Acting in such a way as to maintain their employer's trust.

Stewardship:

Federal public servants are entrusted to use and care for public resources responsibly, for both the short term and long term.

Documents are not to be removed from the site.
All files will be shredded following the exercise.

Public servants shall use resources responsibly by:

- 4.1 Effectively and efficiently using the public money, property and resources managed by them.
- 4.2 Considering the present and long-term effects that their actions have on people and the environment.
- 4.3 Acquiring, preserving and sharing knowledge and information as appropriate.

Excellence:

Excellence in the design and delivery of public sector policy, programs and services is beneficial to every aspect of Canadian public life. Engagement, collaboration, effective teamwork and professional development are all essential to a high-performing organization.

Public servants shall demonstrate professional excellence by:

- 5.1 Providing fair, timely, efficient and effective services that respect Canada's official languages.
- 5.2 Continually improving the quality of policies, programs and services they provide.
- 5.3 Fostering a work environment that promotes teamwork, learning and innovation.

From: Caron, Olivier (SPAC/PSPC)
To: Robitaille, Vincent (TC/TC); Laporte, Dominic (SPAC/PSPC) (il-lui / he-him); Marco.Presutti; Martin Imbleau; "bruno.steinke@rcaanc-cirnac.gc.ca"
Cc: Svazas, Kate (TC/TC); s.19
Subject: RE: Package for Management Approach Evaluators
Date: Wednesday, September 11, 2024 4:07:17 PM

EXPÉDITEUR EXTERNE: Faites preuve de prudence avec les liens et les pièces jointes provenant d'un expéditeur externe.
EXTERNAL SENDER: Use caution with links and attachments from an external sender.

Good afternoon,

It was suggested to upload s.19 resume (from their bid) to Firmex as he was unknown to the team before this evaluation. For the evaluators, it has been added to the Firmex website: <https://hfr-tgf.firmex.com/projects/114/documents?documentId=176> (link may only work after you have logged in).

Thank you,

Olivier Caron

From: Caron, Olivier (SPAC/PSPC)
Sent: Friday, September 6, 2024 5:49 PM
To: Robitaille, Vincent (TC/TC) <vincent.robaille@tc.gc.ca>; Laporte, Dominic (SPAC/PSPC) (il-lui / he-him) <Dominic.Laporte@tpsgc-pwgsc.gc.ca>; 'marco.presutti@infc.gc.ca' <marco.presutti@infc.gc.ca>; Martin Imbleau <Martin.Imbleau@hfr-tgf.ca>; 'bruno.steinke@rcaanc-cirnac.gc.ca' <bruno.steinke@rcaanc-cirnac.gc.ca>
Cc: 'Svazas, Kate (TC/TC)' <kate.svazas@tc.gc.ca>; s.19 @ca.ey.com>; s.19 @ca.ey.com>; Johnathan Gillespie <Johnathan.Gillespie@hfr-tgf.ca>; s.19 @bdo.ca>
Subject: Package for Management Approach Evaluators

Good afternoon everyone,

You will find attached the electronic package containing supporting material for next week's Management Approach assessment. You will receive printed copies before the first session on Tuesday. Please treat all these documents as confidential.

We recognize this is a lot of content. Although all this material is important, we'd like to draw your attention on the key information highlighted below as a starting point in your review:

1. **Detailed agenda of the day:** Provide granular information on the flow of the day
 - a. Summary agenda of Evaluator activities
 - b. Facilitator (PSPC Procurement Authority) speaking notes, which contain a bit more context on the flow of activities
2. **Individual and group interviews:** Provide list of questions associated with the individual interviews as well as the group interview
3. **Scenario:** Provide the detailed scenario to be addressed by the Bidders, with interruptions provided to Bidders during the scenario exercise
4. **Evaluation Guide:** The following items are important:
 - a. **Section 7.1 of RFP Appendix E:** This includes the description of the management assessment as provided to Bidders, the evaluation criteria, and the rating scale. This is the authoritative version of the evaluation criteria.
 - b. **Evaluation Report:** the worksheet for evaluators. Included in this are the evaluation criteria, rating scales and interview questions. Note, this document is lengthy as it repeats the behaviours and rating grid in each relevant section.
 - i. **Evaluation Criteria / Desired Behaviours:** These reflect the content in the section 7.1 document but have been adjusted slightly in the guide to provide a bulleted list. Please be familiar with the criteria as stated in the section 7.1 document.
 - ii. **Rating Scale:** Based on your detailed assessment against the Evaluation Criteria, you will need to determine a single score for each of the following:
 1. **Scenario:**
 - a. Preparation
 - b. Presentation
 2. **Interviews:**
 - a. Bidder Executive group interview
 - b. Individual interview - PDP Representative
 - c. Individual interview - Planning & Design Director
 - d. Individual interview - Rail Operations and Maintenance Director
 - iii. The justification for the score HAS to leverage (and align with) your assessment of the Evaluation Criteria, and this justification HAS to align with the description of the recommended rating as set out in the Rating Scale.
5. **Relevant Supporting Information:**
 - a. **Relevant Proposal Extracts:** Earlier today, you were provided links to access this Bidder information in [Firmex](#). Please contact me if you have any access challenges
 - b. **Project Outcomes**
 - c. **Canada's Values and Ethics Code for the Public Sector:** Extracts are provided to the elements identified in the evaluation criteria/desired behaviours
 - d. **Management Approach Evaluation Training Deck:** You received an email from Kate Svazas on September 4th (6:08 PM) with the document

As always, please feel free to reach out to me (Olivier.Caron@tpsgc-pwgsc.gc.ca) should you have any question.

Kind regards,

Olivier Caron

Manager, High Frequency Rail Procurement
Public Services and Procurement Canada / Government of Canada
olivier.caron@tpsgc-pwgsc.gc.ca / Tel: 873-354-2703

Gestionnaire, Approvisionnement du Train à grande fréquence
Services publics et Approvisionnement Canada / Gouvernement du Canada
olivier.caron@tpsgc-pwgsc.gc.ca / Tél. : 873-354-2703

From: Caron, Olivier (SPAC/PSPC)
To: Martin Imbleau; "bruno.steinke@rcaanc-cimac.gc.ca"; Marco.Presutti; Robitaille, Vincent (TC/TC); Laporte, Dominic (SPAC/PSPC) (il-lui / he-him)
Cc: s. 19
Subject: FW: Quelques définitions
Date: Friday, September 13, 2024 9:00:52 AM

EXPÉDITEUR EXTERNE: Faites preuve de prudence avec les liens et les pièces jointes provenant d'un expéditeur externe.
EXTERNAL SENDER: Use caution with links and attachments from an external sender.

Inadequate: Lacking the quality or quantity required; insufficient for a purpose.

Satisfactory: Fulfilling expectations or needs; acceptable, though not outstanding or perfect.

Inconsistency: Not staying the same throughout. Not compatible with another fact

From: Caron, Olivier (SPAC/PSPC)
To: Robitaille, Vincent (TC/TC); Laporte, Dominic (SPAC/PSPC) (il-lui / he-him); Marco.Presutti; Martin Imbleau; "bruno.steinke@rcaanc-cirnac.gc.ca"
Cc: s.19
Subject: Evaluation Reports for Final Review
Date: Sunday, September 15, 2024 7:59:49 PM
Attachments: [HFR - Management Approach - Evaluation Report - Cadence.docx](#)
[HFR - Management Approach - Evaluation Report - OConnexion.docx](#)
[HFR - Management Approach - Evaluation Report - IRD.docx](#)
[interviewees.pdf](#)

EXPÉDITEUR EXTERNE: Faites preuve de prudence avec les liens et les pièces jointes provenant d'un expéditeur externe.
EXTERNAL SENDER: Use caution with links and attachments from an external sender.

Bonsoir à tous,

I have attached the reports that Loic prepared this weekend, it was a tremendous effort on his part, and I am happy to say that it has paid off and will:

- Facilitate your review as all the comments link to elements of the preparation, scenario or interviews, whether positive or negative;
- Your comments or rationale are described under each behaviour, making a very complete evaluation report, but making the report a bit longer to read and repeating some of the information. Except for the additional time it takes to read a longer document, this is something PSPC has asked the evaluators to do as it greatly reduces the potential for missing important information and creating undisclosed criteria;
- Has flagged any elements that reduce the score (for example "minor consistency" was added after a paragraph, in red);
- Most important, with the report as-is, I would be in a very comfortable position to defend your consensus scores during a debrief.

I have provided my comments to Loic throughout the weekend as he was completing the individual reports and while there were very few, they have all been considered and implemented. He also compared the notes he and I took to complete the post-interview/scenario comments and thus the information should be accurate and defensible.

One element I wish to raise to your attention, while we tried to use the wording from the rating scale as much as possible, we found we could not clearly define an inconsistency for a score of **Good (4)** (which uses "very few inconsistencies") so we propose to use "slight inconsistency", that is a consistency that is not as bad as a "minor inconsistency" (as per a score of **Fair (3)**).

If you have any comments you can direct them to me and I will consolidate them and, if there are all complimentary, update the report. If there are conflicting comments I will go back to the meeting notes and only if necessary ask that all evaluators chip in.

If you approve the reports as-is, please reply-all with "I approve".

As a reminder, on Day 1 we met "Cadence", on Day 2 "QConnexiON" and on Day 3 "Intercity". I have attached a PDF with the names and faces of the people who were interviewed individually if it helps you remember who said what.

Thank you!

Olivier Caron

Manager, High Frequency Rail Procurement
Public Services and Procurement Canada / Government of Canada
olivier.caron@tpsgc-pwgsc.gc.ca / Tel: 873-354-2703

Gestionnaire, Approvisionnement du Train à grande fréquence
Services publics et Approvisionnement Canada / Gouvernement du Canada
olivier.caron@tpsgc-pwgsc.gc.ca / Tél. : 873-354-2703

VIA HIGH FREQUENCY RAIL PROJECT
PACKAGE 7.1
Evaluation Report

Report related to the Proposal from Bidder: **Cadence**

Date: September 10th, 2024

Signature: _____

Date: _____

Pages 197 - 226

Withheld

20(1)(b)(c)

VIA HIGH FREQUENCY RAIL PROJECT
PACKAGE 7.1
Evaluation Report

Report related to the Proposal from Bidder: QConnexiON

Date: September 11th, 2024

Signature: _____

Date: _____

Pages 228 - 256

Withheld

20(1)(b)(c)

VIA HIGH FREQUENCY RAIL PROJECT
PACKAGE 7.1
Evaluation Report

Report related to the Proposal from Bidder: Intercity Rail Developers

Date: September 12, 2024

Signature: _____

Date: _____

Pages 258 - 277

Withheld

20(1)(b)(c)

Cadence



S.19



S.19

QConnexiON

S.19

S.19

Intercity

s.19

s.19

From: Caron, Olivier (SPAC/PSPC)
To: Laporte, Dominic (SPAC/PSPC) (il-lui / he-him); Steinke, Bruno; Marco.Presutti; Robitaille, Vincent (TC/TC); Martin Imbleau
Cc: s.19
Subject: Re: Evaluation Reports for Final Review
Date: Monday, September 16, 2024 2:07:05 PM
Attachments: [240910 - HFR - Management Approach - Evaluation Report - Cadence - Rev1 Sep 16.docx](#)
[240911 - HFR - Management Approach - Evaluation Report - OConnexion - Rev1 Sep 16.docx](#)
[240912 - HFR - Management Approach - Evaluation Report - IRD - Rev1 Sep 16.docx](#)

EXPÉDITEUR EXTERNE: Faites preuve de prudence avec les liens et les pièces jointes provenant d'un expéditeur externe.
EXTERNAL SENDER: Use caution with links and attachments from an external sender.

Thank you everyone for your comments,

Loic has made changes reflecting your comments prior to the 4 PM meeting; files are attached.

Merci!

Olivier

From: Laporte, Dominic (SPAC/PSPC) (il-lui / he-him) <Dominic.Laporte@tpsgc-pwgsc.gc.ca>
Sent: Monday, September 16, 2024 12:36 PM
To: Steinke, Bruno <bruno.steinke@rcaanc-cirnac.gc.ca>
Cc: Robitaille, Vincent (TC/TC) <vincent.robaille@tc.gc.ca>; Martin Imbleau <Martin.Imbleau@hfr-
tgf.ca>; Caron, Olivier (SPAC/PSPC) <Olivier.Caron@tpsgc-pwgsc.gc.ca>; Marco.Presutti
<Marco.Presutti@inf.gc.ca>; s.19 @bdo.ca>; s.19
s.19 @ca.ey.com>
Subject: Re: [External/Externe]: Re: Evaluation Reports for Final Review

Thanks - we are indeed in good shape. I provided minor comments yesterday evening.

DL

Sent from my iPhone

On Sep 16, 2024, at 9:02 AM, Steinke, Bruno <bruno.steinke@rcaanc-cirnac.gc.ca> wrote:

I agree the reports look great. I will send in some comments later this morning, all minor in nature.

Bruno

From: Robitaille, Vincent (TC/TC) <vincent.robitaille@tc.gc.ca>
Sent: Monday, September 16, 2024 8:50 AM
To: Martin Imbleau <Martin.Imbleau@hfr-tgf.ca>; Caron, Olivier (SPAC/PSPC) <olivier.caron@tpsgc-pwgsc.gc.ca>; Laporte, Dominic (SPAC/PSPC) (il-lui / he-him) <Dominic.Laporte@tpsgc-pwgsc.gc.ca>; Marco.Presutti <Marco.Presutti@infc.gc.ca>; Steinke, Bruno <bruno.steinke@rcaanc-cirnac.gc.ca>
Cc: s.19 [REDACTED]@bdo.ca; s.19 [REDACTED]@ca.ey.com>
Subject: RE: [External/Externe]: Re: Evaluation Reports for Final Review

PROTECTED A / PROTÉGÉ A

The report looks great. I will have a few targeted comments, mostly on language and not substance, that I will share later today to Olivier in advance of our call at 4pm.

From: Martin Imbleau <Martin.Imbleau@hfr-tgf.ca>
Sent: Monday, September 16, 2024 8:35 AM
To: Caron, Olivier (SPAC/PSPC) <olivier.caron@tpsgc-pwgsc.gc.ca>; Robitaille, Vincent (TC/TC) <vincent.robitaille@tc.gc.ca>; Laporte, Dominic (SPAC/PSPC) (il-lui / he-him) <Dominic.Laporte@tpsgc-pwgsc.gc.ca>; Marco.Presutti <Marco.Presutti@infc.gc.ca>; 'bruno.steinke@rcaanc-cirnac.gc.ca' <bruno.steinke@rcaanc-cirnac.gc.ca>
Cc: s.19 [REDACTED]@bdo.ca; s.19 [REDACTED]@ca.ey.com>
Subject: [External/Externe]: Re: Evaluation Reports for Final Review

Merci Olivier.

I guess we keep our plan for a call at 4:00 this pm for last alignments?

Martin Imbleau (Il/He)
Président-directeur général
President and Chief Executive Officer
Via TGF – Via HFR
1, Place Ville-Marie, bureau 3450
Montréal (Québec) H3B 3N2
C. : +1 514 909-3745

De : Caron, Olivier (SPAC/PSPC) <Olivier.Caron@tpsgc-pwgsc.gc.ca>
Envoyé : Sunday, September 15, 2024 7:56:37 PM
À : Robitaille, Vincent (TC/TC) <vincent.robitaille@tc.gc.ca>; Laporte, Dominic (SPAC/PSPC) (il-lui / he-him) <Dominic.Laporte@tpsgc-pwgsc.gc.ca>; Marco.Presutti <Marco.Presutti@infc.gc.ca>; Martin Imbleau <Martin.Imbleau@hfr-tgf.ca>; 'bruno.steinke@rcaanc-cirnac.gc.ca' <bruno.steinke@rcaanc-cirnac.gc.ca>

Cc : s.19 [REDACTED]@bdo.ca>; s.19 [REDACTED]@ca.ey.com>

Objet : Evaluation Reports for Final Review

EXPÉDITEUR EXTERNE: Faites preuve de prudence avec les liens et les pièces jointes provenant d'un expéditeur externe.
EXTERNAL SENDER: Use caution with links and attachments from an external sender.

Bonsoir à tous,

I have attached the reports that Loic prepared this weekend, it was a tremendous effort on his part, and I am happy to say that it has paid off and will:

1. Facilitate your review as all the comments link to elements of the preparation, scenario or interviews, whether positive or negative;
2. Your comments or rationale are described under each behaviour, making a very complete evaluation report, but making the report a bit longer to read and repeating some of the information. Except for the additional time it takes to read a longer document, this is something PSPC has asked the evaluators to do as it greatly reduces the potential for missing important information and creating undisclosed criteria;
3. Has flagged any elements that reduce the score (for example "minor consistency" was added after a paragraph, in red);
4. Most important, with the report as-is, I would be in a very comfortable position to defend your consensus scores during a debrief.

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One element I wish to raise to your attention, while we tried to use the wording from the rating scale as much as possible, we found we could not clearly define an inconsistency for a score of **Good (4)** (which uses "very few inconsistencies") so we propose to use "slight inconsistency", that is a consistency that is not as bad as a "minor inconsistency" (as per a score of **Fair (3)**).

If you have any comments you can direct them to me and I will consolidate them and, if there are all complimentary, update the report. If there are conflicting comments I will go back to the meeting notes and only if necessary ask that all evaluators chip in.

If you approve the reports as-is, please reply-all with "I approve".

As a reminder, on Day 1 we met "Cadence", on Day 2 "QConnexion" and on Day 3 "Intercity". I have attached a PDF with the names and faces of the people who were

interviewed individually if it helps you remember who said what.

Thank you!

Olivier Caron

Manager, High Frequency Rail Procurement
Public Services and Procurement Canada / Government of Canada
olivier.caron@tpsgc-pwgsc.gc.ca / Tel: 873-354-2703

Gestionnaire, Approvisionnement du Train à grande fréquence
Services publics et Approvisionnement Canada / Gouvernement du Canada
olivier.caron@tpsgc-pwgsc.gc.ca / Tél. : 873-354-2703

Le présent courriel est destiné uniquement au(x) destinataire(s) susmentionné(s). Son contenu est confidentiel. Si vous avez reçu cette communication par erreur, veuillez en aviser immédiatement l'expéditeur et effacer l'original, sans en faire de copie, en dévoiler le contenu, ni prendre quelque mesure fondée sur celui-ci.

The present message is intended for the above named recipient(s) only. This message is confidential. If you receive this message by error, please notify the sender immediately and delete the original without making a copy, disclosing its content or taking any other action.

Pages 285 - 366
Not Relevant

From: Caron, Olivier (SPAC/PSPC)
To: Laporte, Dominic (SPAC/PSPC) (il-lui / he-him); Steinke, Bruno; Marco.Presutti; Robitaille, Vincent (TC/TC);
Martin Imbleau
Cc: s.19
Subject: RE: Evaluation Reports for Final Review
Date: Monday, September 16, 2024 7:20:19 PM
Attachments: [240910 - HFR - Management Approach - Evaluation Report - Cadence - Rev2 Sep 16.docx](#)
[240911 - HFR - Management Approach - Evaluation Report - OConnexion - Rev2 Sep 16.docx](#)
[240912 - HFR - Management Approach - Evaluation Report - IRD - Rev2 Sep 16.docx](#)

EXPÉDITEUR EXTERNE: Faites preuve de prudence avec les liens et les pièces jointes provenant d'un expéditeur externe.

EXTERNAL SENDER: Use caution with links and attachments from an external sender.

Good Evening,

Thank you for your time earlier today to help us finalize the reports. The changes you have seen on screen and the comments raised were implemented in this updated report by Loic (still in tracked changes for your convenience). We also looked at the negative comments on values and ethics to ensure the text was more positive as Vincent had asked us to do, I believe the few places where it mattered now reflect that spirit.

I believe the reports are now final and ready for your approval.

If you agree, please **reply all and say "I approve"**.

Next steps: We will accept all tracked changes and delete the comments to have an official final version, that PSPC will then anonymize and present to the Evaluation Review Committee schedule on September 20th. Marco Presutti will be representing your team and I will be the note taker to gather their comments. Unless there are any major comments, we will address the changes during the meeting and present you a final version for your signature and to close the evaluation of Package I – Management Approach.

Regards,

Olivier Caron

Manager, High Frequency Rail Procurement
Public Services and Procurement Canada / Government of Canada
olivier.caron@tosgc-owgsc.gc.ca / Tel: 873-354-2703

Gestionnaire, Approvisionnement du Train à grande fréquence
Services publics et Approvisionnement Canada / Gouvernement du Canada
olivier.caron@tosgc-owgsc.gc.ca / Tél. : 873-354-2703

From: Caron, Olivier (SPAC/PSPC)

Sent: Monday, September 16, 2024 2:03 PM

To: Laporte, Dominic (SPAC/PSPC) (il-lui / he-him) <Dominic.Laporte@tpsgc-pwgsc.gc.ca>; Steinke, Bruno <bruno.steinke@rcaanc-cirnac.gc.ca>; Marco.Presutti <Marco.Presutti@inf.gc.ca>; Robitaille, Vincent (TC/TC) <vincent.robitaille@tc.gc.ca>; Martin Imbleau <Martin.Imbleau@hfr-tgf.ca>

Cc: s.19 [REDACTED]@bdo.ca; s.19 [REDACTED]@ca.ey.com>

Subject: Re: Evaluation Reports for Final Review

Thank you everyone for your comments,

Loic has made changes reflecting your comments prior to the 4 PM meeting; files are attached.

Merci!

Olivier

From: Laporte, Dominic (SPAC/PSPC) (il-lui / he-him) <Dominic.Laporte@tpsgc-pwgsc.gc.ca>

Sent: Monday, September 16, 2024 12:36 PM

To: Steinke, Bruno <bruno.steinke@rcaanc-cirnac.gc.ca>

Cc: Robitaille, Vincent (TC/TC) <vincent.robitaille@tc.gc.ca>; Martin Imbleau <Martin.Imbleau@hfr-tgf.ca>; Caron, Olivier (SPAC/PSPC) <Olivier.Caron@tpsgc-pwgsc.gc.ca>; Marco.Presutti <Marco.Presutti@inf.gc.ca> [REDACTED]@bdo.ca [REDACTED]@ca.ey.com>

Subject: Re: [External/Externe]: Re: Evaluation Reports for Final Review

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Sent from my iPhone

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Sent: Monday, September 16, 2024 8:50 AM

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<olivier.caron@tpsgc-pwgsc.gc.ca>; Laporte, Dominic (SPAC/PSPC) (il-lui / he-him)
<Dominic.Laporte@tpsgc-pwgsc.gc.ca>; Marco.Presutti <Marco.Presutti@inf.gc.ca>;
Steinke, Bruno <bruno.steinke@rcaanc-cirnac.gc.ca>
Cc: s.19 [REDACTED]@bdo.ca; s.19 [REDACTED]@ca.ey.com>
Subject: RE: [External/Externe]: Re: Evaluation Reports for Final Review

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Cc: s.19 [REDACTED]@bdo.ca; s.19 [REDACTED]@ca.ey.com>
Subject: [External/Externe]: Re: Evaluation Reports for Final Review

Merci Olivier.

I guess we keep our plan for a call at 4:00 this pm for last alignments?

Martin Imbleau (Il/He)
Président-directeur général
President and Chief Executive Officer
Via TGF – Via HFR
1, Place Ville-Marie, bureau 3450
Montréal (Québec) H3B 3N2
C. : +1 514 909-3745

De : Caron, Olivier (SPAC/PSPC) <Olivier.Caron@tpsgc-pwgsc.gc.ca>
Envoyé : Sunday, September 15, 2024 7:56:37 PM
À : Robitaille, Vincent (TC/TC) <vincent.robaille@tc.gc.ca>; Laporte, Dominic (SPAC/PSPC) (il-lui / he-him) <Dominic.Laporte@tpsgc-pwgsc.gc.ca>; Marco.Presutti <Marco.Presutti@inf.gc.ca>; Martin Imbleau <Martin.Imbleau@hfr-tgf.ca>; 'bruno.steinke@rcaanc-cirnac.gc.ca' <bruno.steinke@rcaanc-cirnac.gc.ca>
Cc: s.19 [REDACTED]@bdo.ca; s.19 [REDACTED]@ca.ey.com>
Objet : Evaluation Reports for Final Review

EXPÉDITEUR EXTERNE: Faites preuve de prudence avec les liens et les pièces jointes provenant d'un expéditeur externe.

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If you approve the reports as-is, please reply-all with "I approve".

As a reminder, on Day 1 we met "Cadence", on Day 2 "QConnexion" and on Day 3 "Intercity". I have attached a PDF with the names and faces of the people who were interviewed individually if it helps you remember who said what.

Thank you!

Olivier Caron

Manager, High Frequency Rail Procurement
Public Services and Procurement Canada / Government of Canada
olivier.caron@tpsgc-pwpsc.gc.ca / Tel: 873-354-2703

Gestionnaire, Approvisionnement du Train à grande fréquence
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Pages 372 - 453
Withheld
20(1)(b)(c)

From: Caron, Olivier (SPAC/PSPC)
To: Steinke, Bruno; Marco.Presutti; Robitaille, Vincent (TC/TC); Martin Imbleau; Laporte, Dominic (SPAC/PSPC) (il-lui / he-him)
Cc: s.19
Subject: RE: Evaluation Reports for Final Review
Date: Tuesday, September 17, 2024 1:19:06 PM

EXPÉDITEUR EXTERNE: Faites preuve de prudence avec les liens et les pièces jointes provenant d'un expéditeur externe.
EXTERNAL SENDER: Use caution with links and attachments from an external sender.

Thanks everyone!

The anonymized reports are ready to go to the ERC members this afternoon, hoping there will not be any comments!

Based on the comments we receive, I will be in touch, but if they are all minor I will make the changes and send you a revised version for re-approval.

Regards,

Olivier

From: Steinke, Bruno <bruno.steinke@rcaanc-cirnac.gc.ca>
Sent: Tuesday, September 17, 2024 1:14 PM
To: Marco Presutti <Marco.Presutti@infc.gc.ca>; Robitaille, Vincent (TC/TC) <vincent.robaille@tc.gc.ca>; Martin Imbleau <Martin.Imbleau@hfr-tgf.ca>; Laporte, Dominic (SPAC/PSPC) (il-lui / he-him) <Dominic.Laporte@tpsgc-pwgsc.gc.ca>; Caron, Olivier (SPAC/PSPC) <Olivier.Caron@tpsgc-pwgsc.gc.ca>
Cc: s.19 @bdo.ca; s.19 @ca.ey.com>
Subject: RE: Evaluation Reports for Final Review

I approve as well.

Great work everyone!
Thx

From: Marco Presutti <Marco.Presutti@infc.gc.ca>
Sent: Tuesday, September 17, 2024 9:38 AM
To: Robitaille, Vincent (TC/TC) <vincent.robaille@tc.gc.ca>; Martin Imbleau <Martin.Imbleau@hfr-tgf.ca>; Laporte, Dominic (SPAC/PSPC) (il-lui / he-him) <Dominic.Laporte@tpsgc-pwgsc.gc.ca>; Caron, Olivier (SPAC/PSPC) <olivier.caron@tpsgc-pwgsc.gc.ca>; Steinke, Bruno <bruno.steinke@rcaanc-cirnac.gc.ca>

Cc: s.19 [REDACTED]@bdo.ca; s.19 [REDACTED]@ca.ey.com>

Subject: RE: Evaluation Reports for Final Review

I approve. Great work

From: Robitaille, Vincent (TC/TC) <vincent.robaille@tc.gc.ca>

Sent: Tuesday, September 17, 2024 9:15 AM

To: Martin Imbleau <Martin.Imbleau@hfr-tgf.ca>; Laporte, Dominic (SPAC/PSPC) (il-lui / he-him) <Dominic.Laporte@tpsgc-pwgsc.gc.ca>; Caron, Olivier (SPAC/PSPC) <olivier.caron@tpsgc-pwgsc.gc.ca>; Steinke, Bruno <bruno.steinke@rcaanc-cirnac.gc.ca>; Marco Presutti <Marco.Presutti@infc.gc.ca>

Cc: s.19 [REDACTED]@bdo.ca; s.19 [REDACTED]@ca.ey.com>

Subject: RE: Evaluation Reports for Final Review

PROTECTED A / PROTÉGÉ A

I approve. Great work – this is a very well written report.

From: Martin Imbleau <Martin.Imbleau@hfr-tgf.ca>

Sent: Tuesday, September 17, 2024 5:01 AM

To: Laporte, Dominic (SPAC/PSPC) (il-lui / he-him) <Dominic.Laporte@tpsgc-pwgsc.gc.ca>; Caron, Olivier (SPAC/PSPC) <olivier.caron@tpsgc-pwgsc.gc.ca>; Steinke, Bruno <bruno.steinke@rcaanc-cirnac.gc.ca>; Marco.Presutti <Marco.Presutti@infc.gc.ca>; Robitaille, Vincent (TC/TC) <vincent.robaille@tc.gc.ca>

Cc: s.19 [REDACTED]@bdo.ca; s.19 [REDACTED]@ca.ey.com>

Subject: Re: Evaluation Reports for Final Review

Good for me! Many thanks all.

De : Laporte, Dominic (SPAC/PSPC) (il-lui / he-him) <Dominic.Laporte@tpsgc-pwgsc.gc.ca>

Envoyé : Monday, September 16, 2024 7:57:50 PM

À : Caron, Olivier (SPAC/PSPC) <olivier.caron@tpsgc-pwgsc.gc.ca>; Steinke, Bruno <bruno.steinke@rcaanc-cirnac.gc.ca>; Marco.Presutti <Marco.Presutti@infc.gc.ca>; Robitaille, Vincent (TC/TC) <vincent.robaille@tc.gc.ca>; Martin Imbleau <Martin.Imbleau@hfr-tgf.ca>

Cc : s.19 [REDACTED]@bdo.ca; s.19 [REDACTED]@ca.ey.com>

Objet : RE: Evaluation Reports for Final Review

EXPÉDITEUR EXTERNE: Faites preuve de prudence avec les liens et les pièces jointes provenant d'un expéditeur externe.

EXTERNAL SENDER: Use caution with links and attachments from an external sender.

I approve, thanks to all!

From: Caron, Olivier (SPAC/PSPC) <Olivier.Caron@tpsgc-pwgsc.gc.ca>

Sent: Monday, September 16, 2024 7:17 PM

To: Laporte, Dominic (SPAC/PSPC) (il-lui / he-him) <Dominic.Laporte@tpsgc-pwgsc.gc.ca>; Steinke, Bruno <bruno.steinke@rcaanc-cirnac.gc.ca>; Marco.Presutti <Marco.Presutti@infc.gc.ca>; Robitaille, Vincent (TC/TC) <vincent.robitaille@tc.gc.ca>; Martin Imbleau <Martin.Imbleau@hfr-tgf.ca>

Cc: § 19 <[REDACTED]@bdo.ca>; § 19 <[REDACTED]@ca.ey.com>

Subject: RE: Evaluation Reports for Final Review

Good Evening,

Thank you for your time earlier today to help us finalize the reports. The changes you have seen on screen and the comments raised were implemented in this updated report by Loic (still in tracked changes for your convenience). We also looked at the negative comments on values and ethics to ensure the text was more positive as Vincent had asked us to do, I believe the few places where it mattered now reflect that spirit.

I believe the reports are now final and ready for your approval.

If you agree, please **reply all and say "I approve"**.

Next steps: We will accept all tracked changes and delete the comments to have an official final version, that PSPC will then anonymize and present to the Evaluation Review Committee schedule on September 20th. Marco Presutti will be representing your team and I will be the note taker to gather their comments. Unless there are any major comments, we will address the changes during the meeting and present you a final version for your signature and to close the evaluation of Package I – Management Approach.

Regards,

Olivier Caron

Manager, High Frequency Rail Procurement
Public Services and Procurement Canada / Government of Canada
olivier.caron@tpsgc-pwgsc.gc.ca / Tel: 873-354-2703

Gestionnaire, Approvisionnement du Train à grande fréquence
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Subject: Re: Evaluation Reports for Final Review

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Merci!

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Cc: s.19 [REDACTED]@bdo.ca; s.19 [REDACTED]@ca.ey.com>
Objet : Evaluation Reports for Final Review

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Thank you!

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Public Services and Procurement Canada / Government of Canada
olivier.caron@tpsgc-pwgsc.gc.ca / Tel: 873-354-2703

Gestionnaire, Approvisionnement du Train à grande fréquence
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