

Gerardo Mochales González

**Case A30 Quebec
Autoroute (Montreal):
developing sustainable
infrastructure**

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There is a teacher's manual intended as a pedagogical complement.
It is available to teachers who use this document as teaching material.
editorial@esic.edu



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Gerardo Mochales González

Holds a Ph.D in Economics from Universidad Complutense de Madrid and a double degree (National (National Undergraduate Award) in Economics and Business Administration from ICADE.

In addition, he completed an Executive MBA from 'Kellogg' Graduate School of Management-Northwestern University (Chicago) and later, a PDD-GMP at Harvard University (Boston).

He started his professional career at McKinsey & Company developing strategic consulting projects for various business sectors in Spain, USA, UK, Portugal and Holland. He then joined The Coca-Cola Company, where he was Marketing Director and then, Head of Marketing and Strategy (Brand Coke) at Atlanta.

Subsequently, he was appointed General Manager of Strategy, Marketing and Business Development at ACCIONA.

He is a lecturer in MBA, Executive MBA and International MBA programs and is actively involved in leading strategy projects with a strong international character.

*Original case by Professor **Gerardo Mochales González (Ph.D and MBA)**, developed as a basis for class discussion and not as an illustrative example of effective or ineffective management of an administrative situation. The data used in this case are based on public information from the company, obtained through its website and other sources of information and complemented with information obtained in personal interviews. The situations expressed and the characters are fictitious, except for public statements.*

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Mr. Park was reviewing the final presentation of the Marketing Plan prior to the Executive Committee where he had a slot of 20 minutes to present a draft version of the marketing initiatives to be launched within the coming years. He wanted to be sure that each relevant concept has been included in such a complex project where government and private companies were working together.

In 2010, he had been appointed as Marketing Director of the Consortium in charge of the design-and-build of one of the most challenging infrastructure projects in Canada: the A30 Express autoroute in Montreal, Quebec. And he he was determined to make the presentation a success.

In terms of figures, the Project itself was quite a challenge, and would include the achievement of some civil works records:

BRIDGE OVER THE ST LAWRENCE SEAWAY, LONGEST INCREMENTALLY LAUNCHED BRIDGE IN THE NORTH AMERICA	ESTIMATED ADDITIONAL ECONOMIC INVESTMENT OVER 30-YEAR PERIOD	POPULATION OF METROPOLITAN AREA OF MONTREAL
2.55 KM	8 Billion	4 Million

The new A30 Express toll road would alleviate congestion in local routes through the city of Montreal, improving the overall efficiency of the transportation

system and reducing commuter travel time. This was key to avoid excess CO₂ emissions, thus contributing to the environment-care approach the Project had been designed with.

The highway will ultimately link the A20 and A540 routes from Toronto and Ottawa, where they converge at Vaudreuil-Dorion, Quebec. The new A30 routes traffic along the south shore of the St. Lawrence River, tying into the existing A30 at Chateauguay leading to Quebec City.

It was needed a strong collaboration with local, provincial and federal authorities to guarantee a seamless project objective, related to the deployment of a number of measures to make the **lowest impact on the surrounding environment. This included** wildlife, landscape, communities and drivers commuting on a daily basis.



Source: Ministère du transport de Québec, Montreal (Canada).

The building consortium integrated by ACCIONA and ACS developed the project implementing sustainable engineering and construction practices that took into consideration the different environmental, social and economic angles of the development. Actually, one of these companies (ACCIONA) would be vested in the project after construction, since they would be manage and provide long-term maintenance and repair for the next 31 years.

1. The great relevance of this project

The building Consortium thrived on tackling challenges with the aim of designing and articulating a eco-sustainable solution throughout the new A30 Quebec Autoroute, one of the most complex and largest single projects in Canada.

The A30 Autoroute would entail the construction of:

- A 42-kilometer.
- Dual two-lane highway.
- Comprised of two large bridges crossing the:
 - St. Lawrence River (1,800 m long).
 - And the St Lawrence Seaway/Beauharnois Canal (2,400 m long).
- Other project features include 30 other bridge structures over rivers, existing roads and railways, as well as a short tunnel under a canal.

Hence, the three key challenges would be integrated by the design-and-build of a project of this size and complexity, the exceptional focus on environmental protection and the providing of a sustainable, easily maintainable highway.



Source: Ministère du transport de Québec, Montreal (Canada).

While fine-tuning the last notes that would guide his speech, Mr. Park was reflecting about the idea that infrastructure projects often provoke an impact on the environment, remaining and integrating within this new environment for many years after they are finalized.

This is the main reason that leads the building Consortium to develop this necessary infrastructure for the Canadian transportation framework by deploying the most respectful and sustainable practices in the whole industry. The A30 Autoroute will offer enhanced efficiency for the movement of people and goods, contributing to the boost-up of both local and regional economic growth through a greater access to further markets and generating nearly 19,000 direct and indirect jobs, another actionable output of the Project in terms of marketing and communications.

2. How and why the project is sustainable

Mr. Park was attracted by the fact of capitalizing the idea that the A30 would outstandingly reduce the high levels of congestion affecting the Greater Montreal Area, with a direct improvement of air quality. In the construction phase, a special attention would be paid to waste reduction by reusing much of the existing material from excavation and using recycled materials in fills, aggregates and concrete.