

ALBERTA TRANSPORTATION
REQUEST FOR QUALIFICATION

FOR THE
DESIGN, BUILD, FINANCE, OPERATE
OF

ANTHONY HENDAY DRIVE
SOUTH EAST LEG RING ROAD
EDMONTON, ALBERTA, CANADA

Date: September 22, 2003



Table of Contents

1	INTRODUCTION.....	4
1.1	BACKGROUND	4
1.2	ALBERTA ADVANTAGE.....	4
1.3	ALBERTA TRANSPORTATION	5
1.4	BUSINESS OPPORTUNITY	5
2	THE TRANSACTION.....	7
2.1	THE TRANSACTION	7
2.2	OBJECTIVES OF THE TRANSACTION.....	8
2.3	THE SELECTION PROCESS	8
2.4	SCHEDULE	9
2.5	DEFINITIONS	9
3	RFQ INSTRUCTIONS.....	10
3.1	REGISTRATION.....	10
3.2	DESIGNATED REPRESENTATIVE	10
3.3	INFORMATION MEETING	10
3.4	CLOSING TIME AND PLACE	11
3.5	CLARIFICATION, QUESTIONS AND ADDENDA.....	12
3.6	AVAILABLE DATA	12
4	RFQ EVALUATION	13
4.1	RFQ SCORING MATRIX	13
4.2	RFQ SUBMISSION EVALUATION, SCORING AND DISQUALIFICATION	14
4.2.1	<i>Submission Evaluation</i>	14
4.2.2	<i>Submission Scoring</i>	14
4.2.3	<i>Mandatory and Minimum Requirements</i>	14
4.3	RFQ EVALUATION COMMITTEE	15
4.4	DEPARTMENT CONSULTANTS	15
4.5	CLARIFICATION AND ADDITIONAL INFORMATION	15
4.6	RFQ INTERVIEWS.....	16
5	RFQ SUBMISSION REQUIREMENTS	17
5.1	SUBMISSION INFORMATION	17
5.1.1	<i>Respondent's Designated Contact Person</i>	17
5.1.2	<i>Declaration</i>	17
5.2	FORMAT.....	17
5.3	NUMBERS OF COPIES	18
6	MISCELLANEOUS	19
6.1	ELIGIBILITY	19
6.2	CONFLICT OF INTEREST	19
6.3	NO COLLUSION.....	20
6.4	TEAM MEMBERSHIP.....	20
6.5	NO LOBBYING.....	20
6.6	NO PUBLICITY	20
6.7	CONFIDENTIALITY	20
6.8	FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT	21
6.9	AMENDMENTS TO AND CANCELLATION OF PROCESS	22
6.10	CHANGES TO RESPONDENT'S TEAM STRUCTURE.....	22
6.11	RESPONDENT'S EXPENSES	22
6.12	ACCURACY OF INFORMATION	22

6.13	DEBRIEFING	22
6.14	NO CONTRACT.....	22

Appendix 1 – Declaration Letter

Appendix 2 – RFQ Submission Guidelines

Appendix 3 - Definitions

1 INTRODUCTION

1.1 Background

Alberta Transportation has obtained approval from the Treasury Board, based on the recommendation of the provincial Advisory Committee on Alternative Capital Financing to pursue a Design, Build, Finance, Operate agreement to fully complete the Anthony Henday Drive, South East Leg Ring Road (the “Project”) in the city of Edmonton, Alberta, Canada. (Exhibit A and Exhibit B). This Project is a top priority project with Alberta Transportation and will be the largest single agreement entered into by Alberta Transportation.

The Project will be a vital transportation corridor for the movement of goods through Alberta and as a key transportation link within the City of Edmonton, the capital city of Alberta. The Project is planned to be an 11-kilometer, 4- and 6-lane divided highway with additional basic and auxiliary lanes, including 5 interchanges with an estimated construction cost of approximately \$250 million¹. The Project will be implemented through a Design, Build, Finance, Operate process that will include maintenance and rehabilitation arrangement (the “Transaction”) with hand-back standards to be met at the end of the 30-year term. This Request for Qualification (“RFQ”) is for interested parties from the private sector to respond with their qualifications so Alberta Transportation can prepare a shortlist of Proponents for the Request for Proposals (“RFP”) stage. Alberta Transportation intends to short-list three Proponents but retains the right to shortlist more or fewer at its discretion.

1.2 Alberta Advantage

Alberta is one of the fastest growing Provinces in Canada and is a one of the primary driving forces behind current Canadian economic growth. The abundant natural resources and skilled workforce make Alberta an excellent place to work, live and do business. Agriculture and related industries, forestry, telecommunications and oil and gas drive Alberta’s economy. This unique combination is what is referred to as the **Alberta Advantage**.

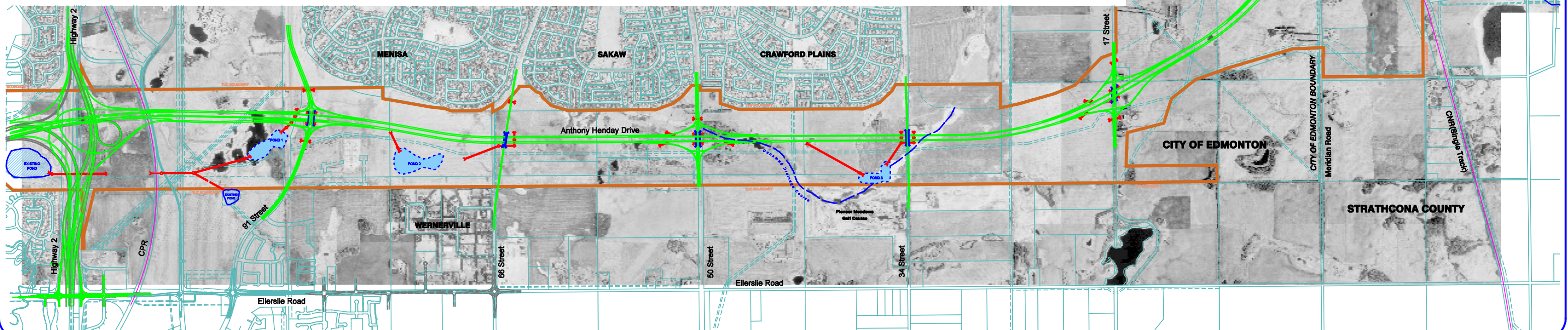
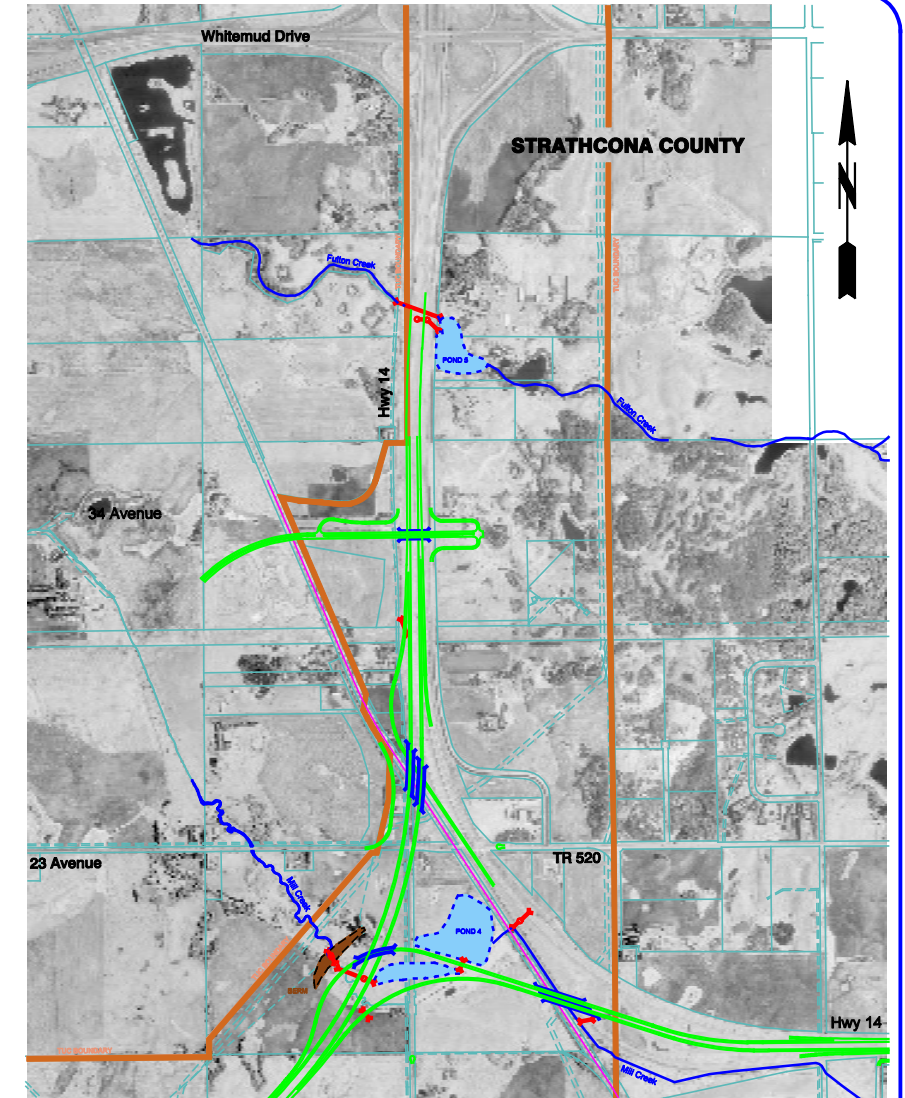
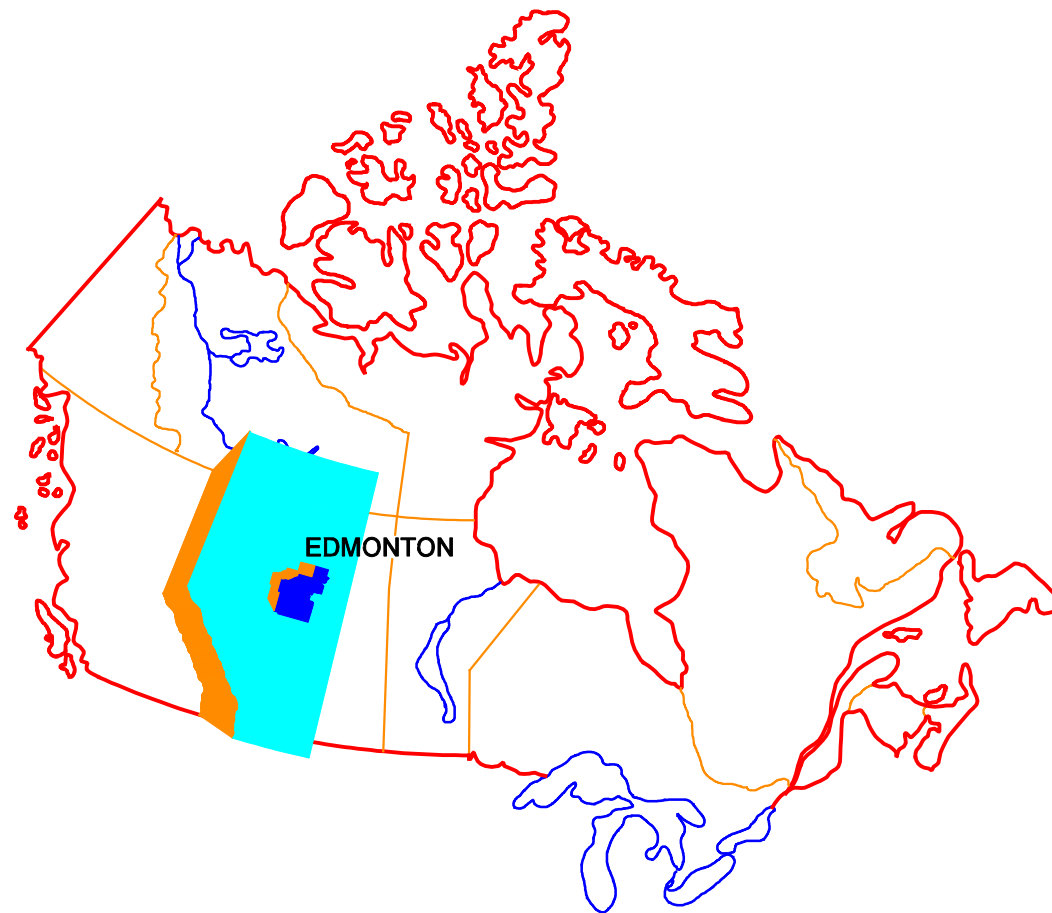
The cities of Edmonton and Calgary are the 5th and 6th largest cities in Canada with populations approaching 1 million each. The Calgary–Edmonton corridor is one of the top 3 growth areas in Canada with a population increase of 12.3% since 1996. This corridor has 72% of the Alberta population.

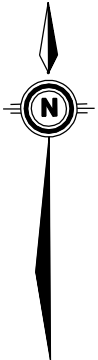
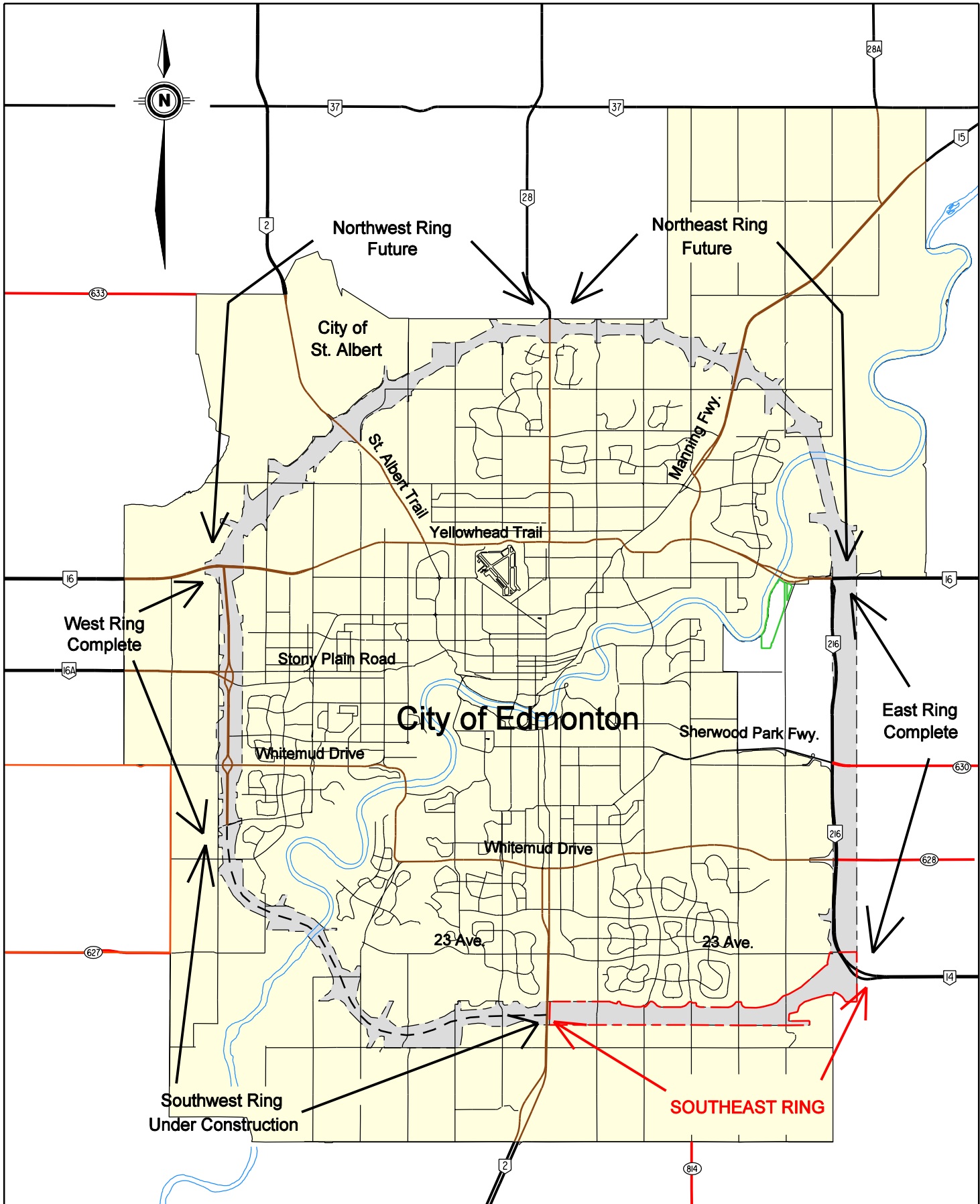
¹ All dollar figures are expressed in 2003 Canadian dollars, unless otherwise specified.

Southeast Anthony Henday Drive

Design, Build, Finance, Operate - Request for Qualification

SCALE 1 : 30,000





SOUTHEAST ANTHONY HENDAY DRIVE
 Design Build, Finance, Operate
 Request for Proposal
 Edmonton Ring Road
 Exhibit B

In the April 22, 2003, TD Economic Special Report, TD Bank Financial Group stated:

“The Calgary–Edmonton Corridor is in a unique position in Canada. Specifically, it is the only Canadian urban centre to amass a U.S.–level of wealth while preserving a Canadian-style quality of life. At nearly US\$40,000 GDP per capita, the region is about 10% above the average of U.S. metropolitan areas, and a striking 40 per cent above its Canadian colleagues.”

1.3 Alberta Transportation

Alberta Transportation is planning to expand its transportation network throughout the Province and the ring roads around its two main cities, Calgary and Edmonton. The 2003 Provincial budget called for significant new investment in the Transportation Strategic Economic Corridors, a total of \$1.4 billion over the next five years.

Alberta Transportation is responsible for the operation of the 25,000-km. paved and 5,000-km. gravel highway network, including 3,800 bridge size structures. This highway network is valued at \$19.2 billion.

In 1996, Alberta Transportation, in seeking innovative and improved means of conducting business, restructured operations from an in-house design and operate / maintain organization to a completely out-sourced structure. The design and construction administration components have been out-sourced to private engineering consultants, all construction is publicly tendered, and operation and maintenance is tendered and contracted to the private sector.

1.4 Business Opportunity

The terms of the Project Agreement will be based on, but not limited to, the following:

- The Contractor will have the authorization and obligation to design, construct, operate, maintain, rehabilitate and meet hand back standards at the completion of the Project term.
- The Contractor will be required to provide funding for the project and undertake responsibility for, but not limited to, design, obtaining all approvals, construction, operation, maintenance and rehabilitation.
- Specified short and long term highway performance requirements must be achieved and these will include both physical measures as well as functionality measures.

- The term will cover the construction period plus an operating, maintenance and rehabilitation period of 30 years.

The payment mechanism will be based on the following:

- Upfront payment upon the traffic availability date of between \$75 and \$150 million.
- Annual Payments after traffic availability consisting of two components: capital payments and operating payments.
- Performance based adjustments to Annual Payments.
- Inflationary rate protection for operating payments based on the City of Edmonton, Alberta Consumer Price Index.

2 THE TRANSACTION

2.1 The Transaction

The Project – the Anthony Henday South East Ring Road in Edmonton, Alberta – will be implemented through a design, build, finance, operate transaction. The highway will not be tolled. The infrastructure components to be undertaken by the Contractor will include the following:

Design and Construction

- Design and construction of 9 kilometers of a new 4-lane divided freeway and a 2-km section of 6-lane divided freeway, between Highway 2 and Highway 14, to meet traffic demand for a 20 to 30 year time horizon,
- Interchanges at:
 - Highway 2 and Anthony Henday Drive
 - Anthony Henday Drive and 91 Street
 - Anthony Henday Drive and 50 Street
 - Anthony Henday Drive and 17 Street
 - Anthony Henday Drive and Highway 14,
- Fly-over structures at 34 Street and 66 Street,
- Mill Creek Crossing,
- 2 CNR Bridge Crossings,
- CPR Bridge Crossing.
- The design life will be 75 years for structures and 30 years for the road. All designs will have to meet national and provincial building code and standard requirements.

Operation

- Pavement surface maintenance (ride, skid resistance, etc.)
- Pavement rehabilitation
- Bridge maintenance and rehabilitation
- Snow and ice removal
- Sign and landscape maintenance
- Drainage maintenance
- Illumination and signal control

Financing

The financing component includes the provision of the required financing and financial management of the Project for the length of the term of the Project Agreement.

The entire right of way is purchased and Alberta Transportation will maintain ownership of the lands. Alberta Transportation will maintain all development control over the infrastructure. The majority of the project is “greenfield” with ties to existing infrastructure. Portions of the existing infrastructure will be included in the operation, maintenance and rehabilitation activities under the Project Agreement. The law of Alberta will govern.

2.2 Objectives of the Transaction

Alberta Transportation has a number of specific objectives for the Transaction:

- Ensure safety of the travelling public
- Ensure that the highway is developed, designed, constructed, operated, maintained and rehabilitated in an environmentally responsible manner that meets or exceeds all Provincial and Federal standards
- Share the appropriate risks between the public and private sectors
- Obtain optimal value for money
- Provide effective and efficient highway infrastructure

Alberta Transportation has worked closely with the City of Edmonton during the Functional Planning Study and the City is anticipating the successful completion of the Project.

The Project is a partnership project under the Canada Strategic Infrastructure Fund program. The Federal Government will be contributing \$75 million to the Project.

2.3 The Selection Process

Alberta Transportation’s selection process for the Preferred Proponent will consist of two stages:

Stage 1 - Request for Qualification (“RFQ”): This stage commences when the RFQ is issued, inviting interested parties to submit their Statements of Qualifications. The Statements of Qualifications submitted by Respondents will be evaluated and rated for the purpose of developing a shortlist. Those short-listed will be Proponents who will then be invited to submit detailed proposals in the next stage. Alberta Transportation intends to short-list three Proponents but retains the right to short-list more or less at its discretion.

Stage 2 – Request for Proposal (“RFP”): This stage commences when the RFP is issued, inviting the Short-listed Proponents to submit their Proposals. This stage is intended to identify the Preferred Proponent for Alberta Transportation to finalize and execute the Project Agreement. An honorarium for proposal development costs up to \$500,000 will be paid to each of the unsuccessful Proponents who has submitted a bona fide proposal and agrees to transfer all intellectual and moral rights contained within the Proponent’s proposal to Alberta Transportation. The successful Proponent will not be paid the honorarium.

During the RFP Stage, it is anticipated that Proponents will be required to submit the following packages:

- Package #1 – 8 weeks from the issuance of the RFP – General and financial information of the Proponent,
- Package #2 – 12 weeks from the issuance of the RFP – Organizational management, project schedule and preliminary design,
- Package #3 – 20 weeks from the issuance of the RFP – Detailed plans for design, construction, operations, maintenance, rehabilitation, traffic management, quality assurance, environmental management and safety, and
- Package #4 – 24 weeks from the issuance of the RFP – Financial plan and business offer.

During the RFP stage, Proponents will be required to provide a proposal security at the time of submitting Package #4.

2.4 Schedule

A tentative schedule for the two-stage approach is shown below:

- | | |
|---|--------------------|
| • Issue RFQ | September 22, 2003 |
| • Respondent RFQ Submission | December 16, 2003 |
| • Identify Short-Listed Proponents | January 2004 |
| • Issue RFP | February 2004 |
| • Proponent Submission of Package #4 | July 2004 |
| • Identification of Preferred Proponent | August 2004 |
| • Project Agreement Execution | September 2004 |

The target date for traffic availability is October 1, 2007.

2.5 Definitions

The definitions for this document are located in Appendix 3.

3 RFQ INSTRUCTIONS

3.1 Registration

All interested parties requesting the RFQ documentation will be required to register with Alberta Transportation. Only Registered Parties will receive any and all addenda issued by Alberta Transportation. To register and to obtain a set of RFQ documents all parties will be required to pay a **\$250.00** non-refundable fee.

3.2 Designated Representative

The Designated Representative for this project is:

Mr. Neill McQuay, P.Eng.
Director, P3 Transportation Projects
Alberta Transportation
2nd Floor Twin Atria Building
4999-98 Avenue
Edmonton, Alberta, Canada
T6B 2X3
Email: neill.mcquay@gov.ab.ca
Phone: (780) 415-1076
Fax: (780) 427-0369

All correspondence or contact by interested parties with Alberta Transportation must be directly and only with the Designated Representative. Failure to restrict correspondence and contact to the Designated Representative may result in the rejection of the Respondent's RFQ and the termination of the Respondent's right to continue in the process.

3.3 Information Meeting

An Information Meeting will be held with all interested parties as a group. The purpose of this meeting is to respond to questions and comments that interested parties may have regarding this RFQ document and process. Attendance is optional.

The Information Meeting will be held as follows:

Date: October 15, 2003
Time: 10:00a.m. – 12:00 p.m. (Local Time)
Location: Site Location to be announced at a later date
Edmonton, Alberta, Canada

Interested parties wishing to attend the meeting are to confirm their intention before October 8, 2004 to:

Neill McQuay, P.Eng.
Director, P3 Transportation Projects
Alberta Transportation
2nd Floor Twin Atria Building
4999-98 Avenue
Edmonton, Alberta, Canada
T6B 2X3
E-mail: neill.mcquay@gov.ab.ca
Phone: (780) 415-1076
Fax: (780) 415-1268

At its discretion, Alberta Transportation may circulate to all Registered Parties a summary of the information presented at the Information Meeting and/or questions, answers and comments made at the Information Meeting.

3.4 Closing Time and Place

RFQ submissions must be received at the following address on or before:

Date: December 16, 2003
Time: 4:00 p.m. (local time)
Attention: Neill McQuay, P.Eng.
Director, P3 Transportation Projects
Location: Alberta Transportation
Tender Administration
Tender Deposit Counter
3rd Floor Twin Atria Building
4999-98 Avenue
Edmonton, Alberta, Canada
T6B 2X3

The Respondent must clearly identify the submission package as Anthony Henday Drive, Southeast Leg, Request for Qualification. RFQ submissions via fax or electronic mail will not be accepted.

3.5 Clarification, Questions and Addenda

Any Registered Party, which has questions regarding this RFQ, should submit them in writing to the Designated Representative. Inquiries by telephone and electronic mail are discouraged.

Inquiries must be received by Alberta Transportation not less than ten (10) business days before the RFQ closing date. Alberta Transportation intends to distribute copies of questions and responses to all Registered Parties, but reserves the right not to. Alberta Transportation intends to respond within five (5) business days before the RFQ closing date.

Written instruction or clarifications in the form of Addenda will be issued if deemed necessary by Alberta Transportation. Addenda will supercede and amend the documents and schedules as set forth therein.

Verbal responses to inquiries are not binding on Alberta Transportation.

3.6 Available Data

All Registered Parties will receive on or about October 8, 2004 the following electronic informational data:

- Draft Functional Planning Study; the draft will not have been approved by Alberta Transportation and is available for information purposes only and Alberta Transportation does not assume any liabilities for the use of or reliance on it by any party,
- Draft Generic RFP documents including:
 - Volume 1 – Generic Draft Request for Proposal
 - Volume 2 – Generic Draft Project Agreement
 - Volume 3 – Generic Draft Technical Requirements.

The Draft Generic RFP documents have been developed by Alberta Transportation in the planning for public-private partnerships and are not project specific. These documents are for information only and are subject to change at the sole discretion of Alberta Transportation. Formal RFP documents for the Project will be released at the RFP stage.

Alberta Transportation also maintains a Web site that includes all of Alberta Transportation's Guidelines, Standards and Specifications as well as current news and information. The Web site is as follows:

- www.trans.gov.ab.ca

4 RFQ EVALUATION

4.1 RFQ Scoring Matrix

Each of the submissions passing the mandatory submission requirements will be evaluated in accordance with the following evaluation scoring matrix:

Evaluation Category	Weighting (%)
Respondent Team, Organization and Approach	20
• Organization	5
• Corporate and Staff Experience	10
• Approach	5
Design Team	25
• Organization	5
• Corporate and Staff Experience	15
• Approach	5
Construction Team	25
• Organization	5
• Corporate and Staff Experience	15
• Approach	5
Operation and Maintenance (O&M) Team	15
• Organization	5
• Corporate and Staff Experience	5
• Approach	5
Financial Management Team	15
• Organization and Approach	5
• Corporate and Staff Experience	10
Total	100

The short-listing of Respondents will be based on the scoring matrix, subject to the financial capacity evaluation described below.

The Respondent, its Lead Team Members and Prime Team Members will be evaluated on a pass-fail basis according to their financial capacity for a project of this scope and magnitude. The evaluation will be based on the following as appropriate:

- Profitability,
- Capital structure,

- Ability to invest,
- Bank and reference checks.

An independent financial capacity advisor engaged by Alberta Transportation will conduct this evaluation. The independent advisor will sign a confidentiality agreement concerning the financial submissions.

4.2 RFQ Submission Evaluation, Scoring and Disqualification

4.2.1 Submission Evaluation

Respondents should prepare their submissions according to the RFQ Submission Guidelines contained in Appendix 2.

The evaluation will be based on the submitted information. Interested parties should not assume that the Evaluation Committee has any prior knowledge of any member or firm within a Respondent's team.

The Evaluation Committee reserves the right, directly or through Alberta Transportation's Consultants, to independently investigate and verify any information contained in any RFQ submission, including reference, credit, or any other checks. The Evaluation Committee reserves the right to consider other information sources and research as part of the evaluation.

4.2.2 Submission Scoring

The RFQ submissions will be evaluated in accordance with the following:

- The scoring matrix as outlined in Section 4.1
- Pass/fail evaluation of financial capacity of the Respondent and its Lead Team Members and Prime Team Members.

Alberta Transportation intends to invite the three highest scoring Respondents to advance to Stage 2 – Request for Proposal, but reserves the right to shortlist more or fewer at its discretion.

4.2.3 Mandatory and Minimum Requirements

All submissions received will be checked for compliance with the mandatory submission requirements that are described in the RFQ Submission Guidelines (see Appendix 2). Those not meeting these mandatory requirements will be rejected and not considered further.

Further, Respondents will be disqualified if minimum requirements are not met as follows:

- Respondent does not have a full team (design, construction, O&M, financial management)

- Respondent has not led at least one design-build assignment.
- Design Team
 - Lead Design Team Member has not played a lead role in the design of highway projects of comparable nature and scope
 - Lead Design Team Member has not conducted at least one design-build assignment.
- Construction Team
 - Lead Construction Team Member has not played a lead role in the construction of highway projects of comparable nature and scope.
- Operation and Maintenance (O&M) Team
 - Lead O&M Team Member has not been contracted for the operation and maintenance of at least one highway project of comparable nature and scope.
- Financial Management Team
 - Lead Financial Management Team Member has not raised financing for at least one project of similar nature and scope.

4.3 RFQ Evaluation Committee

An Evaluation Committee established by Alberta Transportation will evaluate the submitted Statements of Qualifications and recommend the short-listed Proponents.

4.4 Department Consultants

The Evaluation Committee may consult with, and in its evaluation and scoring of the RFQ submissions, consider the comments and recommendations in respect of the submissions (or any parts of the submissions) from Department Consultants including engineering, financial, legal and other consultants. Alberta Transportation will appoint the Department Consultants in relation to such aspect or aspects of the RFQ submissions as the Evaluation Committee determines.

4.5 Clarification and Additional Information

The Evaluation Committee may request additional information or clarification from any Respondent after the submissions are received. The Respondent will submit the additional information or clarification to the Designated Representative within the time limit as specified by Alberta Transportation.

4.6 RFQ Interviews

The Evaluation Committee may require any one or more of the Respondents to meet with the Evaluation Committee on one or more occasions to provide further explanation and clarification of their RFQ submission. The Evaluation Committee is not required to have such meetings with any or all Respondents.

5 RFQ SUBMISSION REQUIREMENTS

5.1 Submission Information

5.1.1 Respondent's Designated Contact Person

Each Respondent is to provide one contact person for future communication between Alberta Transportation and the Respondent. The following information regarding the contact is to be submitted:

- Name
- Title
- Company Name
- Address
- Phone Number
- Fax Number
- E-mail Address

5.1.2 Declaration

The RFQ submission is to include a separate declaration from an authorized official of the Respondent and each of the Team Members. The declarations must indicate that the members agree that:

- They are aware of and agree to their inclusion as Team Members,
- They understand the commitments that the Respondent is making on the member's behalf,
- They agree to comply with the conditions set out in the RFQ.

The form of this declaration is presented in Appendix 1.

5.2 Format

Respondents should submit according to the RFQ Submission Guidelines presented in Appendix 2 and include all relevant information they consider necessary to outline their capabilities and experience. All submissions and correspondence are to be in English.

5.3 Numbers of Copies

Respondents are to submit the following:

- One original copy, twelve (12) additional copies and one electronic version of the RFQ Technical Submission. One of the twelve copies should be unbound and in a suitable form for reproduction.
- Two original copies of the RFQ Financial Submission including all required financial statements that are to be submitted. Acknowledging the sensitivity of the confidential information, financial statements will only be reviewed by Alberta Transportation's independent financial capacity advisor.

6 MISCELLANEOUS

6.1 Eligibility

Respondents may be individuals, corporations, joint ventures, partnerships, consortia or any other proposed legal entities.

As a result of their involvement with Alberta Transportation on this Project, the following companies and their affiliates are not eligible to be a Respondent or participate as Team Members of a Respondent or as advisors to a Respondent or its Team Members in respect of this Transaction:

- KPMG LLP
- Engineering Consultant (to be determined)
- Fairness Auditor (to be determined)
- Financial Consultant (to be determined)
- Financial Capacity Advisor (to be determined)
- Legal Consultant (to be determined)

Respondents may be disqualified if they are or have any of the noted firms on their teams.

6.2 Conflict of Interest

Respondents are advised that, as required by the Conflicts of Interest Act (Alberta), no member of the Legislative Assembly or person directly associated with a member of the Legislative Assembly can be associated with the Respondent in a fashion that may breach the Act. Since this Project is partially funded by the Federal Government, the Federal law may also apply.

Respondents, including their Team Members, must declare in their submissions any and all associations, which may preclude or restrict involvement in the Project, as defined in the Conflicts of Interest Act. Respondents, including their Team Members, must declare that they have no financial or other interest that would cause or appear to cause a conflict of interest in carrying out the Respondent's obligations in the Project.

Breach of the conflict of interest terms constitutes grounds for the disqualification of the Respondent. Alberta Transportation will review any submissions by Respondents under this provision and may reject any RFQ submission where, in the opinion of Alberta Transportation, the Respondent could be in a conflict of interest or could be perceived to be in a possible conflict of interest position if the Respondent were to become a contracting party pursuant to the resulting RFP.

6.3 No Collusion

Respondents must ensure that their participation in the selection process is conducted fairly and without collusion or fraud. Respondents and their Lead Team Members and Prime Team Members shall not discuss or communicate, directly or indirectly, with any other Respondents or their Lead Team Members and Prime Team Members regarding the preparation or submission of their responses to the RFQ.

6.4 Team Membership

Lead Team Members and Prime Team Members may not form part of more than one Respondent Team.

6.5 No Lobbying

Respondents or their Team Members or anyone involved in the team will not engage in any form of political or other lobbying whatsoever with respect to this project or to influence the outcome of this process. In the event of any such lobbying, Alberta Transportation at its sole and absolute discretion may at any time reject any RFQ submission by that Respondent without any further consideration and terminate that Respondent's right to continue in the process. All correspondence or contact by interested parties with Alberta Transportation must be directly and only with the Designated Representative.

6.6 No Publicity

No press releases shall be issued by any Respondent in relation to the Project without first obtaining approval of Alberta Transportation. Respondents shall ensure all of their Team Members and others associated with the Respondent also comply with these requirements. In the event of any such unauthorized publicity, Alberta Transportation at its sole and absolute discretion may at any time reject any RFQ submission by that Respondent without any further consideration and terminate that Respondent's right to continue in the process.

6.7 Confidentiality

All communications between the Respondents (including their Team Members) and Alberta Transportation shall be treated as confidential during as well as after preparation and submission of the response to the RFQ. In the event of any such breach of confidentiality, Alberta Transportation at its sole and absolute discretion may at any time reject any RFQ submission by that Respondent without any further consideration and terminate that Respondent's right to continue in the process.

6.8 Freedom of Information and Protection of Privacy Act

All documents submitted by Respondents shall be subject to the disclosure provisions of the Alberta Freedom of Information and Protection of Privacy Act. Subject to the limitations of the Freedom of Information and Protection of Privacy Act, all RFQ submissions and all other documents submitted by Respondents in connection to this project will be considered commercially confidential. While this Act allows a right of access to records in our custody and control, it also prohibits disclosing personal information or confidential business information, if disclosure would significantly harm business interests or would be an unreasonable invasion of personal privacy. Respondents are to clearly identify those portions of their submissions, which are being submitted in confidence and, if revealed, would harm the business interests of the company.

“Section 16 Disclosure Harmful to Business Interests of a Third Party” of the Alberta Freedom of Information and Protection of Privacy Act would, in the Department’s opinion, exempt release of Financial Statements through an application of disclosure. The actual section states:

“16(1) The head of a public body must refuse to disclose to an applicant information

- (a) that would reveal
 - (i) Trade secrets of a third party, or
 - (ii) Commercial, financial, labour relations, scientific or technical information of a third party
- (b) that is supplied, explicitly or implicitly, in confidence, and
- (c) the disclosure of which could reasonably be expected to
 - (i) harm significantly the competitive position or interfere significantly with the negotiating position of the third party,
 - (ii) result in similar information no longer being supplied to the public body when it is in the public interest that similar information continue to be supplied,
 - (iii) result in undue financial loss or gain to any person or organization , or
 - (iv) reveal information supplied to, or report of, an arbitrator, mediator, labour relations officer or other person or body appointed to resolve or inquire into labour relations dispute.”

All documents submitted by Respondents may be subject to the disclosure provisions of Federal law as well.

6.9 Amendments to and Cancellation of Process

Alberta Transportation reserves the right to amend, extend the closing, suspend, postpone, or cancel the RFQ and future stages at any time and for any reason and the Respondents shall have no recourse against Alberta Transportation.

6.10 Changes to Respondent's Team Structure

It is recognized that team structures may require a change in Team Members after the submission of the RFQ. If a change is required, Respondents or Proponents shall immediately inform Alberta Transportation's Designated Representative within five (5) business days, regarding the change and submit the applicable RFQ information. Alberta Transportation will re-evaluate the change in accordance to the RFQ criteria and determine if the change is acceptable. Alberta Transportation reserves the right to either accept or reject the requested change and change the shortlisted status of the Proponent if required.

6.11 Respondent's Expenses

Respondents and their Team Members are solely responsible for their own expenses in preparing and submitting their responses to the RFQ, attending interviews and for submitting additional requested information by Alberta Transportation.

6.12 Accuracy of Information

Alberta Transportation does not warrant the accuracy or completeness of any information provided by third parties or by Alberta Transportation to interested parties or Respondents.

6.13 Debriefing

Alberta Transportation will conduct a debriefing session with any Respondents, if requested.

6.14 No Contract

By submitting an RFQ and participating in the process, Respondents and their Team Members expressly agree that no contract of any kind is formed under or arising from their RFQ submission.

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OF

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SOUTH EAST LEG RING ROAD
EDMONTON, ALBERTA, CANADA

APPENDIX 1 – DECLARATION LETTER

Declaration

Alberta Transportation
2 Fl. Twin Atria Building
4999-98 Avenue
Edmonton, Alberta, Canada
T6B 2X3

Attention: Mr. Neill McQuay, P.Eng.
Director, P3 Transportation Projects

Dear Mr. McQuay

I, Mr./Mrs. _____, am an authorized official of _____ (name of firm) and confirm that:

- I am aware of and agree to the inclusion of _____ (name of firm) as a member of _____ (Respondent Name).
- I understand and agree to the commitments being made on behalf of _____ (name of firm).
- I understand and agree to comply with the conditions set out in the RFQ, including but not limited to confidentiality, no publicity, no lobbying, no collusion and conflict of interest requirements.

Yours truly,

Name

Position

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OF

**ANTHONY HENDAY DRIVE
SOUTH EAST LEG RING ROAD
EDMONTON, ALBERTA, CANADA**

**APPENDIX 2 – RFQ SUBMISSION
GUIDELINES**

RFQ Submission Guidelines

1	Overview of Submission Guidelines	4
1.1	Submission Structure	4
1.2	Mandatory Submission Requirements	4
2	Respondent Team Organization and Approach.....	5
2.1	General.....	5
2.2	Basic Respondent Information.....	5
2.2.1	Name and Address	5
2.2.2	Legal Status.....	5
2.2.3	Conflict of Interest	6
2.2.4	Respondent and Team Members.....	6
2.3	Respondent's Experience.....	6
2.3.1	Experience in Public Private Partnership Projects	6
2.3.2	Executive Team and Experience.....	7
2.4	Respondent and Team Organization.....	7
2.4.1	Organizational Chart.....	7
2.4.2	Contractual Matrix	8
2.4.3	Team Integration.....	8
2.4.4	Team Relationships.....	8
2.5	Approach.....	8
2.5.1	Project Philosophy	8
2.5.2	Quality Management.....	8
2.5.3	Communication Plan.....	9
2.5.4	Innovation	9
2.6	Additional Relevant Information	9
3	Design Team.....	10
3.1	Organization.....	10
3.1.1	Team and Organizational Chart	10
3.1.2	Contractual Matrix	10
3.1.3	Team Integration.....	10
3.1.4	Team Relationships.....	10
3.2	Corporate and Staff Experience	11
3.2.1	Corporate Experience.....	11
3.2.2	Staff Experience	11
3.2.3	Financial Standing and Resources.....	11
3.3	Approach.....	12
3.3.1	Project Philosophy	12
3.3.2	Quality Assurance.....	12
3.4	Additional Relevant Information	12
4	Construction Team	13
4.1	Organization.....	13
4.1.1	Team and Organizational Chart	13
4.1.2	Contractual Matrix	13
4.1.3	Team Integration.....	13
4.1.4	Team Relationships.....	13
4.2	Corporate and Staff Experience	14
4.2.1	Corporate Experience.....	14
4.2.2	Staff Experience	14
4.2.3	Financial Standing and Resources.....	14

4.3	Approach.....	15
4.3.1	Project Philosophy	15
4.3.2	Quality Assurance	15
4.4	Additional Relevant Information	15
5	Operation and Maintenance Team.....	16
5.1	Organization.....	16
5.1.1	Team and Organizational Chart	16
5.1.2	Contractual Matrix	16
5.1.3	Team Integration.....	16
5.1.4	Team Relationships.....	16
5.2	Corporate, Staff Experience.....	17
5.2.1	Corporate Experience.....	17
5.2.2	Staff Experience	17
5.2.3	Financial Standing and Resources.....	17
5.3	Approach.....	18
5.3.1	Project Philosophy	18
5.3.2	Quality Assurance	18
5.4	Additional Relevant Information	18
6	Financial Management Team	19
6.1	Organization.....	19
6.1.1	Team and Organizational Chart	19
6.1.2	Contractual Matrix	19
6.1.3	Team Integration.....	19
6.1.4	Team Relationships.....	19
6.2	Corporate and Staff Experience	19
6.2.1	Corporate Experience.....	19
6.2.2	Staff Experience	20
6.2.3	Financial Standing and Resources.....	20
6.3	Approach.....	20
6.3.1	Project Philosophy	20
6.4	Additional Relevant Information	21

1 Overview of Submission Guidelines

1.1 Submission Structure

Respondents are required to address the following items in their RFQ Submissions:

1. Respondent Team Organization and Approach
2. Design Team
3. Construction Team
4. Operation & Maintenance (O&M) Team
5. Financial Management Team

Each of the above is discussed later in this Submission Guidelines.

Respondents are required to make their submissions in two separate packages:

- Package A – Technical Submission – containing all required forms including Declaration letters and the Respondent’s submission addressing Items 1 to 5 above but excluding financial information, and
- Package B – Financial Submission – containing financial and other information requested from the Respondent.

1.2 Mandatory Submission Requirements

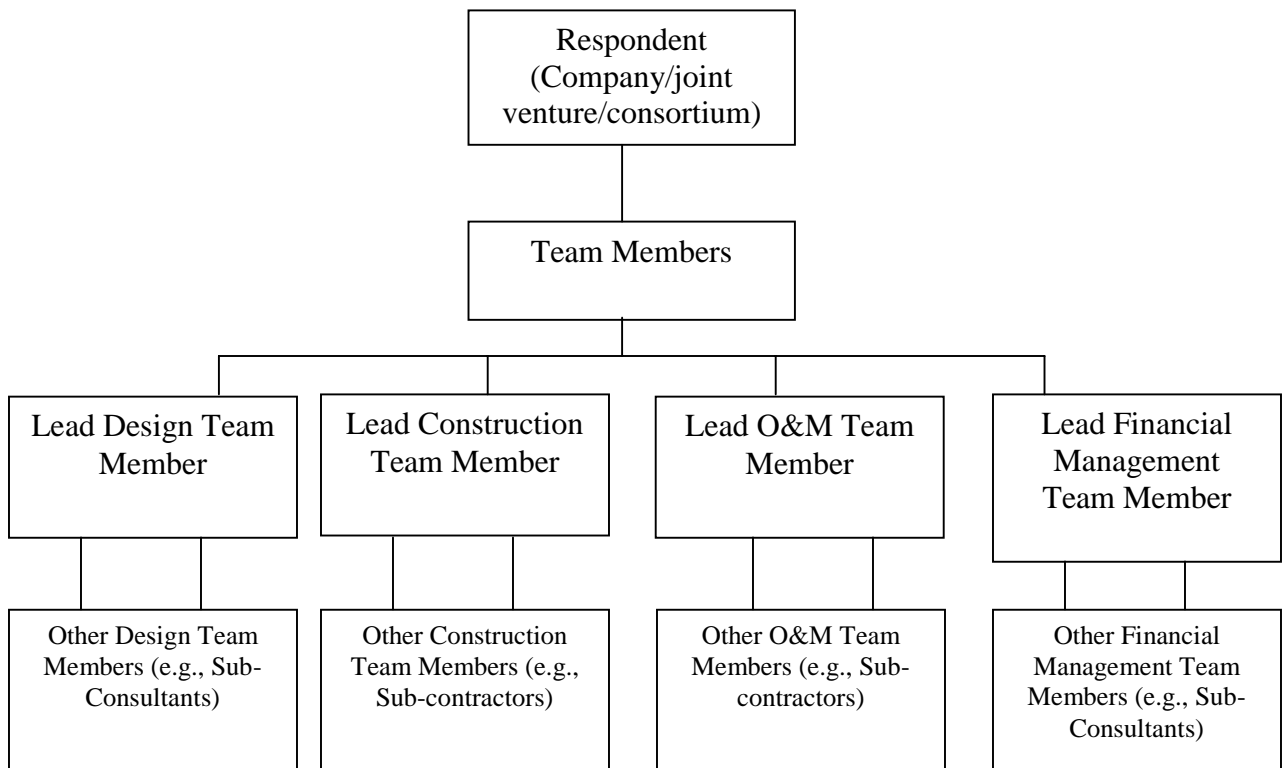
The RFQ Submissions must meet the following mandatory submission requirements in order to be evaluated in detail:

- The RFQ Submissions must be enclosed in one sealed container or package,
- The RFQ Submissions must contain duly signed Declaration letters from **all** Team Members of the Respondent’s Team,
- The RFQ Submissions must contain both the Technical Submission and the Financial Submission, and
- The RFQ Submission must present evidence demonstrating that at least one Team Member of the Respondent’s Team has registered with Alberta Transportation to receive the RFQ document and addenda.

2 Respondent Team Organization and Approach

2.1 General

Alberta Transportation's concept for the Respondent's organizational structure is based on the following.



Respondents can base their structure on another basis; however, Lead Team Members and Prime Team Members should be clearly identified.

2.2 Basic Respondent Information

2.2.1 Name and Address

Complete Table 1.1 providing the name of the Respondent and other information as stated. The Designated Respondent Contact Person will be the only contact person to receive communication from Alberta Transportation regarding the Request for Qualifications.

2.2.2 Legal Status

Complete Table 1.2 and describe the legal status of the Respondent. It is intended that a single incorporated firm will enter into the Project Agreement with Alberta

Transportation. If the Respondent is not an existing legal entity, state the type of legal identity to be used (Joint Venture, Partnership, Consortium, etc.), the name that is intended to be used, and the Respondent's Team Members who will be legally bound to fulfill the Respondent's obligations under the Project Agreement.

The Respondent and Team Members must be registered with Alberta Government Services, Corporate Registry prior to execution of the Project Agreement.

The Respondent shall provide a statement of the Respondent's existing or anticipated ownership structure. The Respondent shall include the names of the Directors, their ownership interest and the name under which the Respondent is registered with Corporate Registry, Alberta Registries and Alberta Municipal Affairs.

2.2.3 Conflict of Interest

Respondents and their Team Members must declare in their submissions any and all associations, which may preclude or restrict involvement in the Project, as defined in the Conflicts of Interest Act. Respondents are to declare that they have no pecuniary or other interest that would cause or appear to cause a conflict of interest in carrying out the Contractor's obligations in the Project.

2.2.4 Respondent and Team Members

Complete Table 1.3 to list the Respondent and Team Members and related information. This will include a description of the associated firms and their expected role in the Respondent's Team.

2.3 Respondent's Experience

2.3.1 Experience in Public Private Partnership Projects

Complete Table 1.4 and to indicate the experience that the Respondent has in the field of public-private partnerships (e.g., design/build, design/build/finance, and design/build/finance/operate). Please include all relevant projects in the past two years and include the largest project that the Respondent has been responsible for.

Provide project data sheets for selected projects listed in Table 1.4 to demonstrate direct experience gained from past projects that has specific relevance to the Project, including lessons learned in financing, organization, transportation issues, design, construction, operation or long-term management.

2.3.2 Executive Team and Experience

Alberta Transportation envisions that an executive team will be formed by the Respondent to oversee and manage the implementation of the Project if the Respondent is selected as the Contractor.

Complete Table 1.5 to indicate the names and positions for the individuals who are part of the executive team. Key members of the executive team should include the Project Director, Assistant Project Director, Construction Manager, Communication Manager, Quality Manager and the Financial Manager.

In addition, please provide Curriculum Vitae (“CVs”) of key individuals listing past projects, the individual’s roles and responsibilities in the past projects, client references and contact for each of the past projects, project value and other applicable information.

2.4 Respondent and Team Organization

2.4.1 Organizational Chart

Provide an organizational chart showing the internal organization among Team Members of the Respondent listed in Table 1.3.

The organization chart should include, where applicable:

- The Respondent,
- Lead Design Team Member, Prime Design Team Members and other Design Team Members (e.g., sub-consultants for highway geometric and pavement structure, bridge, storm water management, lighting, environmental, Quality Assurance /Quality Control, etc.),
- Lead Construction Team Member, Prime Construction Team Members and other Construction Team Members (e.g., sub-constructors for highway, bridge, etc.),
- Lead O&M Team Member, Prime O&M Team Members and other O&M Team Members (e.g., sub-contractors for operations, maintenance, rehabilitation, etc.)
- Lead Financial Management Team Member, Prime Financial Management Team Members and other Financial Management Team Members (e.g., sub-consultants for financing advice).

2.4.2 Contractual Matrix

Based on the organizational chart, provide the proposed contractual relationship between and among Team Members as it relates to the entire project (e.g., project principal/investor, sub-consultant, general contractor, sub-contractor, etc.).

2.4.3 Team Integration

Provide any additional information, which will describe how the Respondent proposes to organize and manage Team Members and to deliver the Project.

Outline how the Respondent will be an effective and responsive partner over the term of the Project Agreement. Describe the timeframe in which each and every Team Member will be expected to fulfill his or her duties.

Provide details on the overall management and accountability framework to be implemented for the term of the Project Agreement. Provide details on structure, risk management philosophy, performance accountability and commitment.

Outline how the Respondent will integrate and communicate with Alberta Transportation, the public, the City of Edmonton and other stakeholders.

2.4.4 Team Relationships

Provide any details on past working relationships among Team Members or individuals of the executive team. Provide detailed information on past projects regarding any team relationships on projects of comparable nature and scope.

2.5 Approach

2.5.1 Project Philosophy

Outline the Respondent's philosophy on public-private partnerships and management practices for ensuring that the Project will be a success over the term of the Project Agreement. Demonstrate how the Respondent can help Alberta Transportation meet its objectives for this Transaction through the Respondent's unique strengths, procedures, special skills and techniques specific to the Respondent and its Team Members.

2.5.2 Quality Management

Outline the Quality Management Plan that will be implemented by the Respondent to ensure that a suitable Quality Control and Quality Assurance is provided for the project that would include design, construction, operation and financial management for the Project.

Provide outlines of two (2) examples of past Quality Management Plans the Respondent has undertaken on the Respondent's noted past projects.

2.5.3 Communication Plan

Outline the Communication plan that will be implemented by the Respondent to ensure that all stakeholders are informed and consulted, including communication with Alberta Transportation, the City of Edmonton, the public, and other stakeholders.

Provide outlines of two (2) examples of communication plans utilized on the Respondent's noted past projects.

2.5.4 Innovation

Describe any innovative concepts presented either in design, construction, operating, funding, payments or project organization that have been implemented on past projects. Back-up information and data may be included in an Appendix.

2.6 *Additional Relevant Information*

Provide any additional information that the Respondent considers relevant to demonstrate its capability, experience and expertise to design, build, construct, operate and finance the Project.

3 Design Team

3.1 Organization

3.1.1 Team and Organizational Chart

Provide an organizational chart showing the internal relationships among the Design Team Members. Indicate the Lead Design Team Member responsible for the overall design.

Complete Table 2.1 for each of the Design Team Members to provide general information and expected role and responsibility in Design Team (e.g., highway geometric, bridge, quality assurance, etc.).

Complete Table 2.2 for each Design Team Member to provide information on legal status.

3.1.2 Contractual Matrix

Based on the organizational chart, provide the proposed contractual relationship among the Design Team Members as it relates to the design work for the Project (e.g., Lead, sub-consultant, etc.).

3.1.3 Team Integration

Provide any additional information, which will describe how the Lead Design Team Member proposes to organize and manage the Design Team Members and the delivery of the Project.

Describe how the Design Team will be an effective and responsive partner over the term of the Project Agreement. Describe the general timeframe in which the Lead Team Member and Prime Team Member will be expected to fulfill their duties.

3.1.4 Team Relationships

Provide any details on past working relationships within the Design Team as a whole or between Design Team Members. Provide detailed past project information regarding any team relationships on projects of comparable nature and scope.

3.2 Corporate and Staff Experience

3.2.1 Corporate Experience

Complete Table 2.3 for each Design Team Member to provide its experience in past projects. Please include all relevant projects in the past two years and indicate the largest project that each Design Team Member has been responsible for. Provide project data sheets summarizing the design experience gained that has relevance to this Project.

3.2.2 Staff Experience

Complete Table 2.4 to indicate the names, proposed role and past experience of the key individuals to deliver the Project.

Provide CVs of key individuals listing past projects, the individual's roles and responsibilities in each of the past projects, client references and contact for each of the past project, project value and other applicable information.

3.2.3 Financial Standing and Resources

This section is to demonstrate that the Lead and Prime Design Team Members have the necessary financial standing, capacity and resources to undertake and complete the design of the Project. The Lead and Prime Design Team Members (any design team member that has 25 % or more of the projected design work) are to supply in the Financial Submission the following items:

- Copies of annual audited financial statements and annual reports for each of the last three fiscal years.
- Copies of the interim financial statement for each quarter since the last fiscal year for which audited statements are provided.
- Statement of any and all material off-balance sheet financing arrangements currently in place.
- A statement giving permission to Alberta Transportation to review its credit rating.
- Bank references.

3.3 Approach

3.3.1 Project Philosophy

Outline the Design Team's philosophy on its highway design and management practices for ensuring that the Project will be a success over the term of the Project Agreement.

Describe the Design Team's overall vision and guiding principles for the Project.

Provide details of the Design Team's approach to risk management and performance accountability.

3.3.2 Quality Assurance

Outline the Quality Assurance Plan that will be implemented by the Design Team to ensure that a suitable Quality Control and Quality Assurance is provided for the design of the Project and how it is blended to the other components of the Project.

3.4 Additional Relevant Information

Provide any additional information that the Design Team considers relevant to demonstrate its capability, experience and expertise to design, build, construct, operate and finance this project.

4 Construction Team

4.1 Organization

4.1.1 Team and Organizational Chart

Provide an organizational chart showing the internal relationships among Construction Team Members. Indicate the Lead Construction Team Member responsible for the overall construction.

Complete Table 3.1 for each of the Construction Team members to provide general information and expected role and responsibility (i.e., highway grading and pavement structure, bridges, quality control and quality assurance, etc.). Suppliers of major components are not required to be identified.

Complete Table 3.2 for each Construction Team Member to provide information on legal status.

4.1.2 Contractual Matrix

Based on the organizational chart, provide the proposed contractual relationship among Construction Team Members as it relates to the construction work for the project (e.g., general contractor, sub-contractors, etc.).

4.1.3 Team Integration

Provide any additional information, which will describe how the Lead Construction Team Member proposes to organize and manage the Construction Team Members and the delivery of the Project.

Describe how the Construction Team will be an effective and responsive partner over the term of the Project Agreement. Describe the timeframe in which the Lead Team Member and Prime Team Member will be expected to fulfill their duties.

4.1.4 Team Relationships

Provide any details on past working relationships within the Construction Team as a whole or between Construction Team Members. Provide detailed past project information regarding any team relationships on projects of comparable nature and scope.

4.2 Corporate and Staff Experience

4.2.1 Corporate Experience

Complete Table 3.3 for each Construction Team Member to provide its experience in past projects. Please include all relevant projects in the past two years and indicate the largest project that each Construction Team Member has been responsible for. Provide project data sheets summarizing the construction experience gained that has relevance to this Project.

4.2.2 Staff Experience

Complete Table 3.4 to indicate the names, proposed role and past experience for the key individuals to deliver the Project.

Provide CVs of key individuals listing past projects, the individual's roles and responsibilities in each of the past projects, client references and contact for each of the past project, project value and other applicable information.

4.2.3 Financial Standing and Resources

This section is to demonstrate that the Lead and Prime Construction Team Members have the necessary financial standing, capacity and resources to undertake and complete the construction of the project. The Lead and Prime Construction Team Members (i.e., any Construction Team Member that has 25 % or more of the projected construction work) are to supply, in the Financial Submission the following items:

- Copies of annual audited financial statements and annual reports for each of the last three fiscal years.
- Copies of the interim financial statement for each quarter since the last fiscal year for which audited statements are provided.
- Statement of any and all material off-balance sheet financing arrangements currently in place.
- A statement giving permission to Alberta Transportation to review its credit rating.
- Bank references.

4.3 Approach

4.3.1 Project Philosophy

Outline the Construction Team's philosophy on highway construction and management practices for ensuring that the Project will be a success over the term of the Project Agreement.

Describe the Construction Team's overall vision and guiding principles for the Project.

Provide details of the Construction Team's approach to risk management and performance accountability.

4.3.2 Quality Assurance

Outline the Quality Assurance Plan that will be implemented by the Construction Team to ensure that a suitable Quality Control and Quality Assurance is provided for the construction of the Project and how it is blended to the other components of the Project.

4.4 Additional Relevant Information

Provide any additional information that the Construction Team considers relevant to demonstrate its capability, experience and expertise to design, build, construct, operate and finance this project.

5 Operation and Maintenance Team

5.1 Organization

5.1.1 Team and Organizational Chart

Provide an organizational chart showing the internal relationships among the O&M Team Members. Indicate the Lead O&M Team Member responsible for the overall operation.

Complete Table 4.1 for each of the O&M Team Members to provide general information and expected role and responsibility (e.g., highway pavement surfaces, bridges, landscaping, signs, quality control and quality assurance, etc.).

Complete Table 4.2 for each O&M Team Member to provide information on legal status.

5.1.2 Contractual Matrix

Based on the organizational chart, provide the proposed contractual relationship among the O&M Team Members as it relates to the operation maintenance and rehabilitation of the project (e.g., Lead, sub-contractors, etc).

5.1.3 Team Integration

Provide any additional information, which will describe how the Lead O&M Team Member proposes to organize and manage the O&M Team Members and the delivery of the Project.

Describe how the O&M Team will be effective and responsive partner over the term of the Project Agreement. Describe the timeframe in which the Lead and Prime O&M Team Members will be expected to fulfill their duties.

5.1.4 Team Relationships

Provide any details on past working relationships within the O&M Team as a whole or between O&M Team Members. Provide detailed past project information regarding any team relationships on projects of comparable nature and scope.

5.2 Corporate, Staff Experience

5.2.1 Corporate Experience

Complete Table 4.3 for each O&M Team Member to provide its experience in past projects. Please include all relevant projects in the past two years and indicate the largest project that each O&M Team Member has been responsible for. Provide project data sheets summarizing the operation experience gained that has relevance to the Project.

5.2.2 Staff Experience

Complete Table 4.4 to indicate the names, proposed role and experience for the key individuals to deliver the Project.

Provide CVs of key individuals listing past projects, the individual's roles and responsibilities in each of the past projects, client references and contact for each of the past project, project value and other applicable information.

5.2.3 Financial Standing and Resources

This section is to demonstrate that the Lead and Prime O&M Team Members have the necessary financial standing, capacity and resources to undertake and complete the Operation of the project. The Lead and Prime O&M Team Members (any O&M Team Member that has greater than 25 % of the projected operation work) are to supply in the Financial Submission the following items:

- Copies of annual audited financial statements and annual reports for each of the last three fiscal years.
- Copies of the interim financial statement for each quarter since the last fiscal year for which audited statements are provided.
- Statement of any and all material off-balance sheet financing arrangements currently in place.
- A statement giving permission to Alberta Transportation to review its credit rating.
- Bank references.

5.3 Approach

5.3.1 Project Philosophy

Outline the O&M Team's philosophy on highway operation, maintenance and rehabilitation and management practices for ensuring that the Project will be a success over the term of the Project Agreement.

Describe the O&M Team's overall vision and guiding principles for the Project.

Provide details of the O&M Team's approach to risk management and performance accountability.

5.3.2 Quality Assurance

Outline the Quality Assurance Plan that will be implemented by the O&M Team to ensure that a suitable Quality Control and Quality Assurance is provided for the operation of the Project and how it is blended to the other components of the Project.

5.4 Additional Relevant Information

Provide any additional information that the O&M Team considers relevant to demonstrate its capability, experience and expertise to design, build, construct, operate and finance the Project.

6 Financial Management Team

6.1 Organization

6.1.1 Team and Organizational Chart

Provide an organizational chart showing the internal relationships among the Financial Management Team Members. Indicate the Lead Financial Management Team Member responsible for the financial management of the Project.

Complete Table 5.1 for each of the Financial Management Team Members to provide general information and expected role and responsibility (e.g., project principal, equity investor financial advisor, financing arranger, etc.).

Complete Table 5.2 for each Financial Management Team Member to provide information on legal status.

6.1.2 Contractual Matrix

Based on the organizational chart, provide the proposed contractual relationship among Financial Management Team Members as it relates to the financing and financial management of the Project.

6.1.3 Team Integration

Provide any additional information, which will describe how the Lead Financial Management Team Member proposes to organize and manage the Financial Management Team Members in raising financing for the Project.

6.1.4 Team Relationships

Provide any details on past working relationships within the Financial Management Team as a whole or between Financial Management Team Members. Provide detail past project information regarding any team relationships on projects of comparable nature and scope.

6.2 Corporate and Staff Experience

6.2.1 Corporate Experience

Complete Table 5.3 for each Finance Team Member to provide direct relevant experience in raising financing for public-private partnership and transportation projects as principal, advisor, or arranger. Please include all relevant projects in the past two years and indicate the largest project that each Financial Management

Team Member has been responsible for. Provide project data sheets summarizing the financing experience gained that has relevance to the Project.

6.2.2 Staff Experience

Complete Table 5.4 to indicate the names, proposed role and experience for the key individuals responsible for raising financing for the Project.

Provide CVs of key individuals listing past projects, the individual's roles and responsibilities in each of the past projects, client references and contact for each of the past project, project value and other applicable information.

6.2.3 Financial Standing and Resources

This section is to demonstrate that the Respondent Team has the necessary financial standing, capacity and resources to invest equity into the Project.

Please provide an indication of the equity investment that will be injected into the Project and the share to be contributed by each Team Member.

For Team Members expected to invest equity, please provide in the Financial Submission the following items:

- Copies of annual audited financial statements and annual reports for each of the last three fiscal years.
- Copies of the interim financial statement for each quarter since the last fiscal year for which audited statements are provided.
- Statement of any and all material off-balance sheet financing arrangements currently in place.
- A statement giving permission to Alberta Transportation to review its credit rating.
- Bank references.

6.3 Approach

6.3.1 Project Philosophy

Describe the preferred approach to raising financing for the Project and preferred lenders if applicable.

Describe the Financial Management Team's philosophy on financial planning and management for ensuring that the Project will be a success over the term of the Project Agreement and beyond.

Provide details of the Financial Management Team's approach to risk management and performance accountability.

6.4 *Additional Relevant Information*

Provide any additional information that the Financial Management Team considers relevant to demonstrate its capability, experience and expertise to design, build, construct, operate and finance the Project.

Table 1.1 - Respondent Name and Contact Person

Name of Respondent	
Mailing Address	Address: City: Province/State: Country: Postal Code:
Telephone Number	
Fax Number	
E-mail Address	
Web-site Address	
Name of Designated Contact Person	
Title	
Employer	
Mailing Address	Address: City: Province/State: Country: Postal Code:
Telephone Number	
Fax Number	
E-mail Address	

Table 1.2 - Respondent Legal Status

Type of Entity (corporation, partnership, joint venture, consortia, etc)	
Legal Name (incorporation / Registration name)	
Jurisdiction of Incorporation / Registration	
Registration No.	
Year of Incorporation / Registration	
Registered Address	
Current Trading/Business Name	
Description of ownership structure of Respondent*	
For Privately Held Corporation provide Director list*	
For Subsidiary Corporation provide name of Parent Company (ies)/Holding Company(ies)*	

* If the Respondent is not an existing entity or if the Respondent will be a joint venture/consortium, please provide the required information for Team Members who will be legally bound to fulfill the Respondent's obligations under the Project Agreement.

Table 1.3 - Respondent Team Members and Representatives

Respondent Team Member Category	Respondent Team Member (Company/Firm Name)	Indicate Lead and Prime Members of Category	Primary Role and Responsibility	Primary Representative (Name and Title)
Design				
•				
•				
•				
•				
Construction				
•				
•				
•				
O&M				
•				
•				
Financial Management				
•				
Others (if applicable)				

Table 1.4 - Respondent Public Private Partnership Project Experience

Project Name and Description	Project Owner/Client References (Client Name, Contact name, Phone number, Fax, E-mail)	Respondent Role	Respondent Key Staff	Project Capital Value and/or Amount of Financing Raised	Date of Construction Completion and/or Financial Close
Projects within past two years:					
Other projects:					

Table 2.1 - Design Team Member Name and Role

Name of Firm	
Mailing Address	Address: City: Province/State: Country: Postal Code:
Telephone Number	
Fax Number	
E-mail Address	
Web-site Address	
Lead Person	
Employer	
Mailing Address	Address: City: Province/State: Country: Postal Code:
Telephone Number	
Fax Number	
E-mail Address	
Role and Responsibility of Firm in Design Team	

Table 2.2 - Design Team Member Legal Status

Design Team Member: _____

Type of Entity (corporation, partnership, joint venture, consortia, etc)	
Legal Name (incorporation / Registration name)	
Jurisdiction of Incorporation / Registration	
Registration No.	
Year of Incorporation / Registration	
Registered Address	
Current Trading/Business Name	
For Privately Held Corporation provide Director list	
For Subsidiary Corporation provide name of Parent Company (ies)/Holding Company(ies)	

Table 2.3 - Design Team Member Project Experience

Designer Team Member: _____

Project Name/Description	Client Reference (Client Name, Contact name, Phone number, Fax, E-mail)	Design Team Member Role	Project Capital Value	Names of Design Team Member Leaders
Projects within past two years:				
Other projects:				

Table 3.1 - Construction Team Member and Role

Name of Firm	
Mailing Address	Address: City: Province/State: Country: Postal Code:
Telephone Number	
Fax Number	
E-mail Address	
Web-site Address	
Lead Person	
Employer	
Mailing Address	Address: City: Province/State: Country: Postal Code:
Telephone Number	
Fax Number	
E-mail Address	
Role of Firm in Construction Team	

Table 3.2 - Construction Team Member Legal Status

Construction Team Member: _____

Type of Entity (corporation, partnership, joint venture, consortia, etc)	
Legal Name (incorporation / Registration name)	
Jurisdiction of Incorporation / Registration	
Registration No.	
Year of Incorporation / Registration	
Registered Address	
Current Trading/Business Name	
For Privately Held Corporation provide Director list	
For Subsidiary Corporation provide name of Parent Company (ies)/Holding Company(ies)	

Table 3.3 - Construction Team Member Project Experience

Construction Team Member: _____

Project Name/Description	Client Reference (Client Name, Contact name, Phone number, Fax, E-mail)	Construction Team Member Role	Project Capital Value	Names of Construction Team Member Leaders
Projects within past two years:				
Other projects:				

Table 4.1 – O&M Team Name and Role

Name of Firm	
Mailing Address	Address: City: Province/State: Country: Postal Code:
Telephone Number	
Fax Number	
E-mail Address	
Web-site Address	
Lead Person	
Employer	
Mailing Address	Address: City: Country: Province/State: Postal Code:
Telephone Number	
Fax Number	
E-mail Address	
Role and Responsibility of Firm in Team	

Table 4.2 - O&M Team Member Legal Status

O&M Team Member: _____

Type of Entity (corporation, partnership, joint venture, consortia, etc)	
Legal Name (incorporation / Registration name)	
Jurisdiction of Incorporation / Registration	
Registration No.	
Year of Incorporation / Registration	
Registered Address	
Current Trading/Business Name	
For Privately Held Corporation provide Director list	
For Subsidiary Corporation provide name of Parent Company (ies)/Holding Company(ies)	

Table 4.3 - O&M Team Member Project Experience

O&M Team Member: _____

Project Name / Description	Client Reference (Client Name, Contact name, Phone number, Fax, E-mail)	O&M Team Member Role	Project Capital Value	Names of O&M Team Member Leaders
Projects within past two years:				
Other projects:				

Table 5.1 –Financial Management Team Name and Role

Name of Firm	
Mailing Address	Address: City: Province/State: Country: Postal Code:
Telephone Number	
Fax Number	
E-mail Address	
Web-site Address	
Lead Person	
Employer	
Mailing Address	Address: City: Province/State: Country: Postal Code:
Telephone Number	
Fax Number	
E-mail Address	
Role and Responsibility of Firm	

Table 5.2 - Financial Management Team Member Legal Status

Financial Team Member: _____

Type of Entity (corporation, partnership, joint venture, consortia, etc)	
Legal Name (incorporation / Registration name)	
Jurisdiction of Incorporation / Registration	
Registration No.	
Year of Incorporation / Registration	
Registered Address	
Current Trading/Business Name	
For Privately Held Corporation provide Director list	
For Subsidiary Corporation provide name of Parent Company (ies)/Holding Company(ies)	

Table 5.3 –Financial Management Team Member Project Experience

Team Member: _____

Project Name and Description	Client Reference (Client Name, Contact name, Phone number, Fax, E-mail)	Type and Amount of Financing Raised	Date of Financial Close	Role of Team Member	Names of Team Member Leaders
Projects within past two years:					
Other projects:					

ALBERTA TRANSPORTATION
REQUEST FOR QUALIFICATION

FOR THE
DESIGN, BUILD, OPERATE, FINANCE
OF

ANTHONY HENDAY DRIVE
SOUTH EAST LEG RING ROAD
EDMONTON, ALBERTA, CANADA

APPENDIX 3 - DEFINITIONS

Definitions

- “Alberta Transportation” Her Majesty the Queen in right of Alberta, as represented by Alberta Transportation and includes a person authorized by the Minister.
- “Business Day” means Monday to Friday (8:15 am to 4:30 pm local time) except for holidays observed by the Province of Alberta.
- “Construction Team” means the Respondent’s Team Members who are responsible for the construction of the Project.
- “Consultants” means Alberta Transportation consultants whom assist in the preparation of the RFQ and RFP and in the evaluation of the Submissions and Proposals, and who may or may not assist throughout the term of the Project Agreement.
- “Contractor” means the individual, company, consortium, joint venture and or companies formed that has entered into Project Agreement with Alberta Transportation.
- “Design Team” means the Respondent’s Team Members who are responsible for the design of the Project.
- “Designated Representative” means the sole individual appointed by Alberta Transportation that all information will be issued to or received from.
- “Financial Management Team” means the Respondent’s Team Members who are responsible for the financing and financial management of the Project.
- “Lead Team Member” is the Team Member within each of the Respondent’s Design Team, Construction Team, O&M Team, or Financial Management Team that will direct and coordinate the activity of the other Team Members in each of these Teams respectively.
- “Operate and maintenance” means operates and maintains the infrastructure, including but not limited to snow and ice removal, illumination, grass cutting, and all rehabilitation of the infrastructure including surface preservation and overlays over the Project Agreement term.
- “Operation and Maintenance Team” or “O&M Team” means the Respondent’s Team Members who are responsible for the operation, maintenance and rehabilitation of the Project.
- “Preferred Proponent” means the individual, company, consortium, joint venture and or companies formed that has been identified as the proponent Alberta Transportation has deemed to have the best RFP submission.

- “Prime Team Member” is a Team Member within each of the Respondent’s Design Team, Construction Team, O&M Team, or Financial Management Team who is expected to have 25% or more of the work or responsibility of the Team.
- “Project” is the Anthony Henday Drive, Edmonton South East Leg Ring Road in Edmonton, Alberta.
- “Project Agreement” is the legal agreement(s) into which Alberta Transportation and the Contractor will enter for the design, construction, financing and operation of the Project.
- “Proponent” means a Short-listed Proponent that submits in response to the RFP.
- “Province” means Her Majesty the Queen in Right of the Province of Alberta.
- “Registered Party” means any party who has registered with Alberta Transportation to receive the RFQ and any and all addenda, and has paid the registration fee.
- “Respondent” means the individual, company, consortium, joint venture and or companies formed that has submitted a Request for Qualification.
- “Respondent Contact Person” means the sole individual appointed by the Respondent that all information will be issued to or received from.
- “RFP” means the Request for Proposals for the Project.
- “RFQ” means the Request for Qualifications for the Project.
- “Short-listed Proponent” means the individual, company, consortium, joint venture and or companies formed that have been short-listed to proceed to the RFP stage.
- “Team Member” is any entity, individual or organization, that is part of the Respondent.
- “Transaction” is the selection process of the Contractor who will design, build, finance and operate the Project.