

# **ALBERTA TRANSPORTATION REQUEST FOR QUALIFICATIONS**

**FOR THE  
DESIGN & BUILD  
OF**

**Anthony Henday Drive and Stony Plain Road /  
100 Avenue Interchange  
City of Edmonton  
ALBERTA, CANADA**

**August 5, 2008**



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Exhibit A - Location of the Project within the City of Edmonton

Exhibit B - Location of the Anthony Henday Drive and Stony Plain Road / 100 Avenue Interchange

Appendix A - (Section 1.13 – Defined Terms)

Appendix B - (Sections 3.2, 4.1, 4.2/5.2 and 5.1 - Tables)

## 1. INTRODUCTION

Alberta Transportation of the Government of Alberta (the “**Department**”) invites submissions (the “**Responses**”) from parties who are suitably qualified to design and construct Anthony Henday Drive and Stony Plain Road / 100 Avenue Interchange Design-Build Project (the “**Project**”) in the City of Edmonton, Alberta.

### 1.1 *Executive Summary of the Business Opportunity*

The Department will proceed with the procurement of the Project using the Design-Build (DB) procurement model. The Department has developed the DB procurement model as an alternative infrastructure delivery mechanism to its conventional Design-Bid-Build (DBB) and Design-Build-Finance-Operate (DBFO) procurement models.

In summary, the Project consists of improvements along Anthony Henday Drive (AHD) between Whitemud Drive and the CN Edson overpass in west Edmonton, including a system interchange with AHD passing over both Stony Plain Road and 100 Avenue. The Project includes the widening of the median from 87 Avenue north and construction of the outer three (3) lanes in each direction on AHD for the ultimate ten (10) lane facility. A total of seven (7) bridge structures will be required for Stage 1 of the Project. An overview of the Project’s limits and construction work are shown in Exhibit A and Exhibit B of this RFQ.

The DB procurement model consists of two (2) stages, namely, the Request for Qualifications (the “**RFQ**”) stage and the Request for Proposals (the “**RFP**”) stage.

In accordance with Section 2.7 (Project Schedule), the Department intends that Responses to the RFQ will be submitted on or about August 29, 2008; that the RFP will be issued on or about September 15, 2008 and that Proposals to the RFP will be submitted on or about January 27, 2009. After the RFP stage, the Department intends to execute the Design-Build Agreement (the “**DB Agreement**”) for the Project on or about February 24, 2008 with the Successful Proponent who will have the responsibility to design and build the Project that will meet the Department’s objectives as well as the Project’s objectives and technical requirements.

### 1.2 *Background*

The Province of Alberta has one of the fastest growing economies in Canada and is one of the primary driving forces behind Canada’s economic growth. To sustain this growth, the Department’s objective is to create a comprehensive transportation network throughout the Province that supports improved movement of people and goods; increases transportation choices; provides better connections to designated population growth areas; and facilitates further economic progress.

The Department is currently responsible for the operation of 25,000 kilometres of paved highway network and 5,000 kilometres of gravel highway network, including 3,800 bridge structures, in Alberta. These highway networks and bridge structures have a collective depreciated value of about \$20 billion.

The Project will be a vital transportation corridor for the movement of people, goods and transit through the City of Edmonton and a key transportation link within the City of Edmonton.

The Project is a top priority for the Department.

### 1.3 Objectives of this RFQ

This RFQ is the first stage in the DB procurement process. The purpose of this RFQ is:

- a. To confirm sufficient interest among qualified private sector participants to proceed effectively with the DB procurement process; and
- b. To identify three (3) teams (each, a “**Consortium**”) of private sector participants for participation in the RFP phase of the DB procurement process.

The objectives of the Department for the Project are:

- a. To expeditiously complete the DB procurement process;
- b. To complete construction of the Project so that it is ready for traffic availability by October 15, 2011;
- c. To achieve value for money for the Province in respect of the Project; and
- d. To ensure that the Project is designed and built in an environmentally sound manner and in a manner that ensures the safety of the traveling public.

Accordingly, the principal objective of this RFQ is to identify, from among the Consortia responding to this RFQ (the “**Respondents**”), the three (3) Respondents who are most likely to further the above objectives of the Project (the “**Proponents**”) and who are most likely:

- a. To engage in the procurement process through to final bids;
- b. To submit highly competitive final bids that will achieve value for money for the Province; and
- c. To design and build the Project effectively and efficiently and in a manner that is financially and environmentally sound and that appropriately protects the safety of the traveling public, if so selected as the Preferred Proponent.

The Department believes that the assessment of the Respondents’ respective abilities to meet the above criteria and objectives revolves around four (4) key questions:

- a. Who are you? Particularly, who are the key business entities (“**Team Members**”) on your team? Who are the individuals (“**Key Individuals**”) that will play a lead role on behalf of those Team Members? Section 4 (Your Team) addresses this key question.
- b. What have you done? Particularly, what pertinent experience, knowledge and skills do your Team Members and their Key Individuals have? Section 5 (Your Experience) addresses this key question.
- c. What is your plan? Particularly, how do you plan to structure your Consortium and your approach to each of the Project Lead, Design, Construction and Quality Management components of the Project? Section 6 (Your Plan) addresses this key question.
- d. What is your advantage? Particularly, what are your significant advantages in respect of experience, organization, methodology or innovation, that illustrate your Consortium’s strategic comparative advantage to successfully deliver the

winning Proposal and thereafter successfully carry out the Project through to the end of the Term? Section 7 (Your Advantage) addresses this key question.

#### **1.4 Instructions to Interested Parties**

All interested parties who wish to obtain an RFQ information package are required to register with and pay to the Department a \$100 non-refundable fee (the “**Registered Parties**”). All subsequent information relating to this RFQ, including any Addenda, will be directed only to Registered Parties accordingly.

#### **1.5 Addenda to this RFQ**

The Department may make any modification to this RFQ by issuing an Addendum. It is the responsibility of the Respondent to ensure that its Response is in accordance with any and all Addenda to the RFQ.

#### **1.6 Communications**

All correspondence and contact by Registered Parties or Respondents (including their Team Members and Key Individuals) with the Department in relation to this RFQ shall be made directly and exclusively with the following individual (the “**Department Representative**”) designated by the Department:

Neill McQuay, P.Eng.  
Executive Director, Major Capital Projects  
Alberta Transportation  
2<sup>nd</sup> Floor Twin Atria Building  
4999 – 98 Avenue  
Edmonton, Alberta, Canada  
T6B 2X3  
Email: neill.mcquay@gov.ab.ca  
Phone: (780) 415 1076  
Fax: (780) 440 8719

Registered Parties who wish to ask questions regarding this RFQ (other than in the course of the information meeting contemplated by Section 1.8 (Information Meeting)) shall submit them in a letter to the Department Representative (sent by e-mail attachment in PDF form). The Department, in its sole discretion, may decline to respond to questions received less than five (5) business days before the Closing Time of the RFQ in accordance with Section 3.3.1 (Delivery of Responses). The Department may distribute to all Registered Parties copies of the questions and the Department’s responses thereto, which, in its sole discretion, does not compromise confidentiality and which will likely be of interest to the other Registered Parties.

#### **1.7 No Lobbying**

Interested parties, Registered Parties, Respondents and their Team Members and Key Individuals are strictly prohibited from engaging in any form of political or other lobbying whatsoever in relation to the Project or with a view to influencing the outcome of this RFQ process. Failure to comply with this provision may result in the disqualification of your Consortium from the RFQ process or, if the Department becomes aware of your breach of this provision after the RFP has been issued, from the RFP process.

### **1.8 Information Meeting**

The Department will be holding an information meeting with all interested parties to provide a forum to discuss the Project and to respond to questions that interested parties may have regarding this RFQ and the Project. Attendance will be optional. Details of the meeting are as follows:

Date: Tuesday, August 12, 2008  
Time: 9:00 a.m.  
Location: Alberta Transportation  
2<sup>nd</sup> Floor, Athabasca Room  
Twin Atria Building  
4999 – 98 Avenue  
Edmonton, Alberta, Canada  
T6B 2X3

Interested parties who wish to attend the information meeting are required to register before Friday, August 8, 2008 with:

Carla Armstrong  
Executive Secretary  
Alberta Transportation  
2<sup>nd</sup> Floor Twin Atria Building  
4999 – 98 Avenue  
Edmonton, Alberta, Canada  
T6B 2X3  
Email: [carla.armstrong@gov.ab.ca](mailto:carla.armstrong@gov.ab.ca)  
Phone: (780) 644 5612  
Fax: (780) 422 2846

### **1.9 Available Information**

All Registered Parties will be given access to the Electronic Data Room on or about Tuesday, August 5, 2008. The Electronic Data Room shall have the following information:

- draft First Stage Plan Drawings;
- Tables 3.2, 4.1, 4.2/5.2 and 5.1 in electronic Microsoft Word format;
- Geotechnical Reports, EBA Engineering (1986, 1990 and 1997);
- The Anthony Henday Drive and Stony Plain Road/100<sup>th</sup> Avenue Interchange Geotechnical Investigation Draft Report prepared by Thurber Engineering Ltd. dated August 1, 2008; and
- As-built Drawings, The City of Edmonton.

The Department also maintains the following website that includes all of the Department's Guidelines, Standards and Specifications as well as current news and information:

<http://www.transportation.alberta.ca>

### **1.10 No Liability**

The Department does not, by issuing this RFQ or by any communication or documentation made or provided in connection with this RFQ, incur any duty of care or contractual obligation to any interested party, Registered Party, Respondent, Team Member, Key Individual or other person, and expressly disclaims any liability or obligation to any interested party, Registered Party, Respondent, Team Member, Key Individual or other person in connection with this RFQ. Statements of the Department in this RFQ in respect of the Project, including its expectations of

the Project, the Project schedule and the DB procurement process are relied upon or acted upon by interested parties, Registered Parties, Respondents, Team Members, Key Individuals and other persons solely and exclusively at their own risk.

The Department may amend, suspend, postpone, cancel or extend the closing of this RFQ or any future stage of the procurement of the Project without incurring liability to any interested party, Registered Party, Respondent, Team Member or Key Individual.

### **1.11 Respondent's Representations and Warranties**

All representations and warranties made by or on behalf of the Respondent in connection with this RFQ, including in its Response, are deemed to have been made with the knowledge that the Department will rely upon such representations and warranties in evaluating its Response and in determining whether or not the Respondent shall be shortlisted as a Proponent for the RFP stage. Such representations and warranties will conclusively be deemed to have been relied upon by the Department, notwithstanding any prior or subsequent request for clarification or additional information by the Department.

### **1.12 Dispute Resolution**

Each Respondent, by submitting a Response, irrevocably agrees that:

- a. The Respondent shall, within fourteen (14) business days of any dispute arising in connection with this RFQ, submit written notice to the Department Representative of such dispute; and
- b. All disputes, which are not resolved through negotiation between the Department and the applicable Respondent within twenty-one (21) business days of the date of the written notice to the Department Representative, will be referred to and finally resolved by binding arbitration in accordance with the *Arbitration Act* (Alberta), and such arbitration will take place in Edmonton, Alberta and be governed by the laws of Alberta.

Notwithstanding any notice of dispute delivered to the Department Representative, the Department may, in its sole discretion, but shall not be obligated to, proceed with the matters contemplated under this RFQ without prejudice to any ongoing dispute resolution proceedings or discussions, including any negotiations or binding arbitration contemplated hereunder.

### **1.13 Defined Terms**

Defined terms used in this RFQ are defined as they are introduced and capitalized throughout. For convenience, a glossary of defined terms is attached as Appendix "A".

## **2 THE PROJECT**

### **2.1 Project Objectives**

The objectives of the Project are:

- a. To address congestion, improve the movement of people and goods in and through the City of Edmonton, improve travel safety and reduce vehicle emissions by reducing congestion-related idling;
- b. To have a Project that is designed and constructed in an effective and efficient manner, that is financially and environmentally sound and that appropriately protects the safety of the traveling public;



- c. To achieve value for money for the Province in respect of the Project; and
- d. To complete construction of the Project so that it is ready for traffic availability by October 15, 2011.

## **2.2 Project Scope**

The Project consists of improvements along Anthony Henday Drive (AHD) between Whitemud Drive and the CN Edson overpass in west Edmonton, including an interchange at Stony Plain Road and 100 Avenue. The Project is technically described in the First Stage Plan Drawings that were prepared by Al-Terra Engineering Ltd. dated June 19, 2008 (the “**First Stage Plan Drawings**”).

The scope of work for the Project includes:

- a. A system interchange with AHD passing over both Stony Plain Road (westbound) and 100 Avenue (eastbound);
- b. Loop ramps in the northwest quadrant and the southeast quadrant and elevated directional ramps passing over Stony Plain Road for southbound-eastbound and over 100 Avenue for northbound-westbound movements;
- c. Directional ramps in all four (4) quadrants;
- d. Reconstruction of AHD mainlines (three (3) lanes each way) from north of 87 Avenue to a point between 111 Avenue and CN Edson Sub to create a median 30.6 m wide;
- e. Pavement recap on existing AHD mainlines from Whitemud Drive to 87 Avenue and widening to provide three (3) lanes each way (with widening to the outside);
- f. Reconfiguration of 87 Avenue interchange on the east side of AHD, adding loop on-ramp in southeast quadrant (replacing direct entrance on-ramp in northeast quadrant), and adding a northbound exit ramp from north of Whitemud Drive to a new intersection on 87 Avenue (basket weaved over a relocated northbound entrance ramp from Whitemud Drive);
- g. Replacement of the eastbound-southbound ramp at 109 Street, the northbound-eastbound ramp at 111 Street, and removal of the AHD median crossing at 109 - 111 Streets; and
- h. Pavement recap on both Stony Plain Road and 100 Avenue.

The Project includes the following seven (7) bridges:

- a. Two (2) bridges for AHD northbound lanes over Stony Plain Road and 100 Avenue;
- b. Two (2) bridges for AHD southbound lanes over Stony Plain Road and 100 Avenue;
- c. One (1) bridge for northbound-westbound ramp over 100 Avenue;
- d. One (1) bridge for southbound-eastbound ramp over Stony Plain Road ; and
- e. One (1) for northbound exit ramp at Whitemud Drive over Whitemud Drive northbound on-ramp to AHD.

The Project also includes provision of roadway lighting on all Project roadways, including upgrading of the lighting on AHD.

The Project also includes drainage of all roadways, coordination with existing and proposed utilities, traffic accommodation and access management on all roadways during construction, guide signs and guide sign structures for all Project roadways, regulatory and warning signs during construction of the Project, and relocation of traffic signals, signs and the east intersection on 87 Avenue. It also includes all landscaping and restoration of all roadways removed during the Project.

The Department shall include, as part of the Technical Requirements, pavement designs and geotechnical designs related to anticipated bridge fills.

The challenges which are anticipated on the Project include the compressible nature of the existing near-surface materials in the area. These conditions may likely necessitate introduction of an extensive network of settlement acceleration measures such as wick drains and preloading. The Department anticipates tendering a separate wick drain installation contract in August 2008 for completion in December 2008.

Other challenges include the design and construction provisions needed to introduce frost protection measures to prevent seasonal frost heaving of roadways. The Respondents will note that some of the existing roadways in the Project area have been constructed with a styrofoam insulation layer in the road bed.

### 2.3 Project Risk Allocation Matrix

DESIGN-BUILD: DESIGN & CONSTRUCTION RISKS	The Department	Contractor
Design and construction approvals		●
Design deviation from concept approval	●	●
Design errors		●
Patent infringement		●
Inclement weather		●
Historical resources and environmental –known and disclosed		●
Historical resources and environmental –unknown	●	
Water/air/soil contamination –unknown pre-existing	●	
Water/air/soil contamination –known pre-existing or arising from work		●
Land acquisition by the Department for right-of-way within TUC	●	
Obtaining Ministerial Consent to use additional TUC land (permanent additional right-of-way)		●
Obtaining Ministerial Consent to use additional TUC land (temporary use of land for construction purposes)		●
Land acquisition outside of TUC that the Department has already identified for acquisition	●	
Land acquisition outside TUC (if proposed)		●
Cost of utility permits		●
Delays by agencies other than the Department (e.g. utilities)		●
Delays by the Department	●	
Construction cost and time overrun		●
Latent defects (existing infrastructure)	●	
Adequacy of insurance		●
Subcontractor insolvency		●

<b>DESIGN-BUILD: DESIGN &amp; CONSTRUCTION RISKS</b>	<b>The Department</b>	<b>Contractor</b>
Changes in design and construction standards during the construction period	●	
Geotechnical and soil conditions	●	●
Labour disputes		●
Damage to work during construction period, however caused		●
Traffic accidents during construction period		●
Damage / loss to utilities		●
Utility re-location and protection (* beyond a threshold cost)	●*	●
Defective material / workmanship		●
Achieving construction standards and specifications		●
Injunctions against construction (not caused by Contractor)	●	
Labour, equipment and material availability		●
Change in law (general)	●	●
Force majeure events	●	●
Workplace health and safety		●

#### **2.4 Project Status**

As of the date of this RFQ, the following has been completed or initiated:

- A Functional Planning Study for the project has been commissioned including, without limitation:
  - Design Data drawings for bridge structures;
  - Cursory environmental and historical resources impact studies; and
  - Geotechnical investigation; and
- The Functional Planning Study is expected to be finalized by September 2, 2008.

#### **2.5 Procurement Process**

This RFQ is the first stage of the procurement process for the Project. From all the Respondents that submit Responses to this RFQ, the Department intends to shortlist three (3) Respondents (but reserves the right to invite less or more than three (3) Respondents) to participate in the RFP stage, which is the second stage of the procurement process.

During the RFP stage, the Department shall require each Proponent to submit a Proposal with the following submission requirement packages:

- Technical Proposal; and
- Price Proposal.

The Department may invite but not require Proponents to participate in an Optional Innovation

Submission and feedback process. The Optional Innovation Submission will include non-binding information on innovative solutions that a Proponent requests the Department to consider which, among others, identify some modifications to the Functional Planning Study that will result in reduced cost, improved service or other significant benefit to the Department. A Proponent is not required to adopt its Optional Innovation Submission into its Proposal to the RFP.

An honorarium for RFP proposal development costs of Six Hundred Thousand (\$600,000.00) Canadian Dollars will be paid to each Proponent that meets all the conditions for payment set out in the RFP, has submitted a substantially compliant Proposal as defined by the RFP and agrees to transfer to the Department all ownership rights in and to the Proposal including intellectual property rights (such as waiver of moral rights and other rights). The Successful Proponent will not be paid an honorarium.

## **2.6      *The DB Agreement***

The draft DB Agreement will be issued concurrently with the RFP on or about September 15, 2008.

Each Proponent will be afforded one (1) opportunity to provide the Department with its written comments on the draft DB Agreement. Thereafter, it will have the opportunities to attend one (1) engineering meeting and one (1) DB Agreement meeting with the Department.

The DB Agreement will be finalized prior to the submission by the Proponents of their Price Proposals. No further negotiations on the DB Agreement will be had following the Department's selection of the Preferred Proponent.

## **2.7      *Project Schedule***

The following table outlines the anticipated schedule for the key Project milestones. The actual timing may vary at the sole discretion of the Department, pursuant to Section 1.10 (No Liability).

<b>Project Milestones</b>	<b>Anticipated Schedule</b>
Issue RFQ	August 5, 2008
RFQ Information Meeting	August 12, 2008
RFQ Response Deadline	August 29, 2008
RFQ Respondent Presentations to Selection Committee	September 9, 2008
RFP Proponent Selection Announcement	September 12, 2008
Issue RFP	September 15, 2008
Utility Stakeholder Meeting	September 23, 2008
Engineering Meetings with Proponents	October 15-17, 2008
Proponent DB Agreement Comments Deadline	October 21, 2008
DB Agreement Meetings with Proponents	November 5-7, 2008
Technical Proposal Submission Deadline	November 14, 2008
Notification of Technical Proposal Results	December 12, 2008
Issue Final Form of DB Agreement	December 19, 2008
Price Proposal Submission Deadline	January 27, 2009
Notification of Preferred Proponent	February 10, 2009
Signing of DB Agreement	February 24, 2009
Traffic Availability Target Date	October 15, 2011

### **3 RFQ REQUIREMENTS**

#### **3.1 *Ineligibility***

The Respondents shall not include, among their Team Members or Key Individuals, any business entity or individual who is, or is associated with, any of the following that will, in any way whatsoever, likely create a conflict of interest or a perception of conflict of interest:

- any consultant retained by the Department in relation to the Project including, without limitation, consultants providing engineering, process, finance or financial capacity advice, namely;
  - UMA Engineering Ltd.;
  - Thurber Engineering Ltd.;
  - Woodhead Consultants Inc.;
  - Millennium EMS Solutions Ltd.;
  - Altamira Archaeological & Historical Resources Consulting;
  - DMJM Harris; and
  - Earth Tech AECOM.
- the fairness auditor for the Project, Mr. Gary Campbell Q.C. of GGC Consultants Inc.; and
- any member of the Legislative Assembly of Alberta, or any associated person (as set out in the *Conflicts of Interest Act* (Alberta)).

If a Respondent considers that a particular relationship or association does not create a conflict of interest or will not create a perception of conflict of interest, but is concerned that the Department may arrive at a different conclusion, then the Respondent shall fully disclose the circumstances to the Department at the earliest possible date by requesting the Department to provide its advance interpretation as to whether or not the subject relationship or association will likely create a conflict of interest or a perception of conflict of interest.

Failure to comply with this provision may result in disqualification of your Consortium from the RFQ process or, if the Department becomes aware of your breach of this provision after the RFP has been issued, from the RFP process.

### **3.2 Team Name and Lead Contact**

A Respondent's Response shall state a team name and an organization (the "**Contact Organization**") that will be the contact for all communications with the Department regarding this RFQ. It shall also state the name of the individual (the "**Contact Individual**") responsible for all such communications on behalf of that organization. The Department shall be entitled to rely on any communication from the Contact Individual as having been duly authorized by the Contact Organization and as being duly given on behalf of the Respondent and its Team Members.

The following information shall be provided for the Contact Individual:

- name;
- company name;
- title;
- address;
- phone number;
- fax number; and
- e-mail address.

Table 3.2 (Contact Organization and Contact Individual) in the attached Appendix "B" shall be completed and provided as part of the Respondent's Response.

If a Respondent changes its Contact Organization, it shall provide written notice thereof to the Department from the previous Contact Organization. If a Contact Organization substitutes its previous Contact Individual with a new Contact Individual, it shall provide written notice thereof to the Department signed either by the previous Contact Individual or by an officer of the Contact Organization whose authority to do so is affirmed to the satisfaction of the Department. The Department, in its sole discretion, may decline to accept any request for change of a Contact Organization or Contact Individual that is received less than ten (10) business days before the Closing Time of the RFQ in accordance with Section 3.3.1 (Delivery of Responses).

### **3.3 Submission of Responses**

The following delivery, format and content requirements shall be followed for all Responses in order to facilitate the Department's evaluation of the Responses.

#### **3.3.1 Delivery of Responses**

Responses to this RFQ shall be delivered accordingly:

- Responses shall be received at the Closing Location on or before the Closing Time as follows:

Closing Location: Alberta Transportation  
Tender Admission  
Tender Deposit Counter  
1st Floor Twin Atria Building  
4999 – 98 Avenue  
Edmonton, Alberta, Canada  
T6B 2X3

Closing Time: Friday, August 29, 2008, 4:00 p.m. local (Edmonton) time

- Responses shall be delivered by hand or courier to the Closing Location;
- Responses shall not be delivered by facsimile or by email;
- The name and mailing address of the Respondent shall be clearly shown on the exterior of the package(s) containing the Response; and
- Package(s) containing the Response shall be clearly labeled with the name of the Project and the name of the Department Representative as follows:

Attention: Neill McQuay, P.Eng.  
Executive Director, Major Capital Projects  
Alberta Transportation  
Tender Admission  
Tender Deposit Counter  
1st Floor Twin Atria Building  
4999 – 98 Avenue  
Edmonton, Alberta, Canada  
T6B 2X3

### **3.3.2 Format of Responses**

Responses to this RFQ shall be in the following format:

- a. A Response shall be provided in fourteen (14) copies consisting of:
  - i. one (1) original hard copy;
  - ii. twelve (12) additional hard copies (one (1) copy of which is in unbound form in order to be suitable for copying); and
  - iii. one (1) electronic copy;
- b. Each hard copy of the Response shall be printed single-sided and in 3-ring binder(s);
- c. Text line spacing shall be 1.5 and the font size shall not be smaller than 10-point typeface; and
- d. All the financial statements as part of this Response shall be provided as one (1) set of hard copies thereof and shall be placed in a separate sealed envelope marked "Confidential Financial Information".

### **3.3.3 Content of Responses**

Each Response shall be in English. It shall include the requested content as described in Section 3.2, Section 4 through Section 7 inclusive of this RFQ and shall be organized as follows:

- a. A Table of Contents corresponding with the headings listed in Section 3.2, and Section 4 through Section 7 inclusive of this RFQ; and

- b. The body of the Response having the content indicated in Section 4 through Section 7 inclusive of this RFQ.

The Respondents are advised to adhere to the format and sequence of matters identified in Section 3.3.2 and Section 3.2, Section 4 through Section 7 inclusive of this RFQ.

Each Respondent shall ensure that its Response includes all the information requested in this RFQ, meets the requirements set out in this RFQ, and is submitted in accordance with the terms of this RFQ, including the format, sequence and content requirements set out in this RFQ.

Additional, extraneous and unsolicited information is discouraged and may be disregarded at the sole discretion of the Department.

### **3.4 Confidentiality of Responses and the Collection of Personal Information**

Except as otherwise expressly indicated by the Respondents, submissions in response to this RFQ will be considered to have been submitted in confidence and will be treated by the Department and its consultants as confidential, subject however to the provisions of the *Freedom of Information and Protection of Privacy Act* (Alberta) (“**FOIP**”) governing access to information. If a request under FOIP for access to any submissions under this RFQ is made, affected Respondents will be given notice and an opportunity to object to disclosure, pursuant to the provisions of FOIP protecting the confidentiality of third party business information.

The Respondent shall advise its Team Members, and shall ensure its Team Members advise, their Key Individuals, that all personal information (as defined in FOIP) provided to the Department in conjunction with the RFQ process is being collected for the purpose of evaluating the Respondent’s RFQ Response, pursuant to the *Government Organization Act* (Alberta). The Key Individuals shall also be advised that if they have any questions regarding this collection, they may contact the Department Representative accordingly. It is the Respondent’s responsibility to obtain its Key Individuals’ authorization to include such personal information in the RFQ Response and authorization for the Department to do reference checks. The Respondents shall, if so requested by the Department, supply evidence demonstrating that such authorizations have been properly obtained in accordance with this Section 3.4.

### **3.5 Publicity**

No press release shall be issued by any interested party, any Respondent or any of its respective Team Members or Key Individuals in relation to the Project without first obtaining the prior written consent of the Department. A breach of this provision may result in disqualification of your Consortium from the RFQ process or, if the Department becomes aware of your breach of this provision after the RFP has been issued, from the RFP process.

### **3.6 No Collusion**

Each Respondent shall ensure that its participation in this RFQ is conducted without collusion or fraud on its part or on the part of any of its respective Team Members or Key Individuals. Neither Respondent nor its respective Team Members and Key Individuals shall engage in discussions or other communications with any other Respondent or its respective Team Members and Key Individuals regarding any matter relating to this RFQ. A breach of this provision may result in disqualification of your Consortium from the RFQ process or, if the Department becomes aware of your breach of this provision after the RFP has been issued, from the RFP process.

### **3.7 Non-Conforming Responses**

If a Respondent’s Response is not strictly in accordance with any provision of this RFQ (“Non-



Conformance”), the Department may, in its sole discretion:

- if in the Department’s opinion, the Non-Conformance is immaterial, waive the Non-Conformance;
- if the Non-Conformance is an omission, the Department may give the Respondent up to five (5) business days to supply the omitted material; or
- if in the Department’s opinion, the Non-Conformance is material, reject the response as non-compliant.

### **3.8 Ownership of Responses**

All documents, including Responses, submitted in response to this RFQ become the property of the Department.

### **3.9 No RFQ Honorarium**

No honorarium or compensation will be offered by the Department to any Respondent, Team Member or Key Individual in consideration of expenses incurred in responding to this RFQ.

## **4 YOUR TEAM**

### **4.1 Team Members**

Tell us about the Team Members who constitute your Consortium, including at least the completion of Table 4.1A in the attached Appendix “B”. As provided in the Table, your Team Members shall be separately listed for:

- Your Design Team;
- Your Construction Team;
- Your Quality Management Team; and
- Your Project Lead (as defined in Section 6.4 (Consortium Management Plan)).

A particular Team Member may be part of more than one team, and thus may be listed in more than one Table.

Tables 4.1B to 4.1I in the attached Appendix “B” shall be fully completed and included as part of your Response.

You shall indicate a lead (the “**Lead Team Member**”) for each of your Design Team, your Construction Team and your Quality Management Team. For each Lead Team Member, as well as for any Team Member who is or is part of the “Project Lead” but is not otherwise a Lead Team Member, you shall include as part of your Response:

- Audited financial statements and annual reports for each of the last three (3) years;
- Interim financial statements for each quarter since the most recent year for which audited statements are provided; and
- Bank references (or alternatively, in the case of the Lead Team Member of your Project Lead team, such alternative information as in your estimation will fully satisfy the Department of the financial capability of such Lead Team Member to lead and carry out your Consortium’s plan for the design and construction of the Project).

No Team Member is to be listed as part of your Consortium unless it has formally consented in writing to be so listed in your Response (which written consent shall be produced if requested by the Department).

If a prospective Team Member is under consideration but has not formally committed to being part of your Consortium, then it shall not to be mentioned in your Response unless:

- Your Response expressly indicates that the prospective Team Member is under consideration but has not formally been accepted by your Consortium and/or has not formally committed to being part of your Consortium; and
- The prospective Team Member has consented in writing to being so mentioned in your Response (which written consent shall be produced if requested by the Department).

#### **4.2 Key Individuals**

Tell us about the Key Individuals who will be the lead for each Team Member, including at least completion of Tables 4.2/5.2A, 4.2/5.2B, 4.2/5.2C, and 4.2/5.2D in the attached Appendix "B". As indicated by those Tables, Key Individuals shall be separately listed for:

- Your Design Team;
- Your Construction Team;
- Your Quality Management Team; and
- Your Project Lead (as defined in Section 6.4 (Consortium Management Plan)).

A particular Key Individual may be part of more than one of those teams, and thus may be listed in more than one of those Tables.

For each Key Individual, indicate your best estimate of the probability that the Key Individual will be available as needed throughout the Project. Where appropriate, identify a proposed back-up or replacement for any Key Individual, and include the same information as if that back-up or replacement were a Key Individual.

#### **4.3 Substitutions**

If, following the submission of your Response to this RFQ, you become aware that any of your Team Members or Key Individuals will be unable or is likely to be unable to participate in your Consortium, you shall immediately so advise the Department and indicate your proposed substitute Team Member or Key Individual. Failure to do so may result in disqualification of your Consortium from the RFQ process or, if the Department becomes aware of your breach of this provision after the RFP has been issued, from the RFP process.

All information required in this RFQ in respect of Team Members or Key Individuals shall be provided to the Department in respect of any proposed substitute Team Members or Key Individuals, as applicable. The Department, in its sole discretion, may decline to accept any request for substitution of a Team Member or Key Individual that is received less than ten (10) business days before the Closing Time of the RFQ in accordance with Section 3.3.1 (Delivery of Responses).

### **5 YOUR EXPERIENCE**

#### **5.1 Team Members' Experience**

Tell us about the experience of each Team Member that is pertinent to the Project, including at least the completion of Tables 5.1A, 5.1B, 5.1C, and 5.1D in the attached Appendix "B". As provided in the Table, the experience of Team Members shall be separately listed for:

- Your Design Team;
- Your Construction Team;
- Your Quality Management Team; and
- Your Project Lead (as defined in Section 6.4 (Consortium Management Plan)).

If a Team Member is part of more than one team, the pertinent experience of that Team Member shall be listed in each applicable Table accordingly.

## **5.2 Key Individuals' Experience**

Tell us about the experience of each Key Individual that is pertinent to the Project, including at least completion of Tables 4.2/5.2A, 4.2/5.2B, 4.2/5.2C, and 4.2/5.2D in the attached Appendix "B". As indicated by those Tables, the experience of Key Individuals shall be separately listed for:

- Your Design Team;
- Your Construction Team;
- Your Quality Management Team; and
- Your Project Lead (as defined in Section 6.4 (Consortium Management Plan)).

If a Key Individual is part of more than one team, the pertinent experience of that Key Individual shall be listed in each applicable Table accordingly.

## **5.3 Collective Experience**

The Respondents shall describe the past experiences of Team Members or Key Individuals that have participated together in a Design-Build or other similar projects. Such description shall include results achieved, lessons learned, relationships forged and synergies produced that are anticipated to be advantageous to the Respondent in relation to the Project.

# **6 YOUR PLAN**

## **6.1 Design Plan**

The Respondent shall describe its plan for the design of the Project, having specific regard to:

- Any pertinent information regarding the intended organization, management and coordination of the Design Team, the Construction Team and the Quality Management Team;
- Design management, roadway design, bridge design, drainage design, and utilities design;
- Quality management, quality control and quality assurance;
- Safety;
- Environmental management;
- Any specifically intended innovative approaches to design; and
- How its Design Team proposes to deliver cost certainty.

## **6.2 Construction Plan**

The Respondent shall describe its plan for the construction of the Project, having specific regard to:

- Any pertinent information regarding the intended organization, management and coordination of the Design Team, the Construction Team and the Quality Management Team;
- Construction management, grading, surfacing, utilities and underground work, and bridge construction;
- Quality management, quality control and quality assurance;
- Safety;
- Environmental management;

- Any specifically intended innovative approaches to construction; and
- How its Construction Team proposes to deliver cost certainty.

### **6.3 Quality Management Plan**

The Respondent shall describe its plan for the quality management of the Project, having specific regard to:

The Respondent shall describe its quality management plan for the Project, having specific regard to:

- A general description of a Quality Management Plan (QMP), which will identify the processes to be implemented throughout the design and construction aspects of the Project;
- The operation and monitoring of the processes identified in the QMP and implementation of any necessary improvements;
- Process and scope related to documentation;
- Commitment of management to the development, implementation, review and continual improvement of the quality management system;
- Caliber of personnel assigned to implement, maintain and continually improve the quality management system;
- Plan for internal, external and Department communications;
- Plan for control of non-conforming products including strategy for prevention, corrective action and process for improvement and prevention of future occurrences;
- All aspects of quality control and quality assurance for the Project and for certifying that the quality of all aspects of the Project comply with the Technical Requirements; and
- A description of the level of authority, responsibilities and reporting mechanisms associated with the Key Individuals of the Quality Management Team.

The Respondent's QMP, which will be described further as part of a Proponent's Technical Proposal, will be subject to the approval of the Department.

The Department reserves the right to undertake acceptance testing for determining the conformance of the New Infrastructure to the Technical Requirements. The Department's testing will be used to verify the progress of work and commensurate payments that may be payable to the Respondent including any applicable payment adjustments. The acceptance of work based on the Department's testing will in no way relieve the Respondent from its responsibility for the quality of the New Infrastructure nor from its responsibility for completing construction of the New Infrastructure on or before the Traffic Availability Target Date. The Respondent's QMP shall reflect these matters accordingly.

### **6.4 Consortium Management Plan**

The Respondent shall describe its plan for the governance of its Consortium through the RFP stage and during the design and construction phases of the Project, having specific regard to:

- Which Team Member or combination of Team Members, and which Key Individual or Key Individuals (collectively, the "**Project Lead**") will be the directing mind and will of its Consortium;
- Decision-making on behalf of its Consortium, both during the RFP stage and beyond;
- Contractual relationships among Team Members;
- Risk allocations among Team Members;
- Communications with media, the public, and The City of Edmonton; and
- Any other pertinent information regarding the organization, management and

coordination of its Consortium.

## 7 YOUR ADVANTAGE

Under the heading “Why We Should Be Selected to Participate in the RFP Process”, summarize in no more than five (5) pages why the experience, organization, innovation or methodology of your Consortium gives you a comparative advantage in the industry. Particularly, why does your Consortium, if selected to participate in the RFP, have a comparative advantage in the industry:

- a. To engage in the procurement process up to the submission of final bids;
- b. To submit a highly competitive final bid that would achieve value for money for the Province; and
- c. To design and build the Project effectively and efficiently and in a manner that is financially and environmentally sound and that appropriately protects the safety of the traveling public, if selected as the Preferred Proponent.

## 8 RFQ EVALUATION

### 8.1 Evaluation Approach

The purpose of the evaluation is to assess the Respondent’s strengths and experience in delivering and managing projects comparable to this Project. Responses will be reviewed, evaluated and scored applying the considerations set out in this RFQ. The goal of the evaluation is to identify up to three (3) Respondents that will be the Proponents for the RFP stage, which the Department considers, in its sole discretion, to be the best qualified to undertake the Project. The project experiences described in the Response shall relate to the scope and challenges of this Project.

### 8.2 Evaluation Matrix

The Department will evaluate Respondents in accordance with the following evaluation matrix:

<b>Evaluation Category</b>	<b>Weighting (%)</b>
Project Lead <ul style="list-style-type: none"><li>• Organization and Plan</li><li>• Team Members’ Experience</li><li>• Key Individuals’ Experience</li></ul>	15%
Design Team <ul style="list-style-type: none"><li>• Organization and Plan</li><li>• Team Members’ Experience</li><li>• Design Key Individuals’ Experience</li></ul>	25%
Construction Team <ul style="list-style-type: none"><li>• Organization and Plan</li><li>• Team Members’ Experience</li><li>• Construction Key Individuals’ Experience</li></ul>	45%
Quality Management Team <ul style="list-style-type: none"><li>• Organization and Plan</li></ul>	15%

<ul style="list-style-type: none"><li>• Team Members' Experience</li><li>• Quality Management Key Individuals' Experience</li></ul>	
Total	100%

**8.3 Pass/Fail Threshold**

In addition to the scoring matrix in Section 8.2 (Evaluation Matrix), each Respondent shall be evaluated on a pass-fail basis, based on the Department's assessment of the Respondent's financial capacity to successfully design and build the Project, having regard to the magnitude of the Project.

**8.4 Basis of Evaluation**

**8.4.1 Evaluation by the Department**

The Department may, in its sole discretion, be assisted by, rely upon, consult with, and obtain technical, financial, legal and other expert and managerial input, advice, direction and assistance from any person, including employees and officials of the Province or of government agencies, and private sector advisors and consultants, in relation to any or all aspects of a Response, including evaluation of the Response to this RFQ.

**8.4.2 Evaluation and Selection**

Based on the evaluation of the Responses to this RFQ, including any additional clarifications or information supplied pursuant to requests from the Department under Section 8.5 (Clarifications and Interviews), the Department will draw up a shortlist of up to three (3) Respondents who will be selected as the Proponents for the RFP stage. The Department may, in its sole discretion, select a shortlist of more than or fewer than three (3) Proponents.

The Department may have regard to information received from any source that the Department considers reliable including, without limitation:

- information and opinions supplied by the Department's consultants; and
- banking and reference checks (to which banking and reference checks the Respondent, its Team Members and its Key Individuals shall be deemed to have consented by the Respondent's submission of its Response to this RFQ), and in accordance with Section 3.4 (Confidentiality of Responses and the Collection of Personal Information)).

Reference checks may be conducted with some or all of the references cited in a Response. If, in the Department's sole discretion, specific experience or information referred to or otherwise described in any Response cannot be reasonably verified through reference checks, or if information provided by a cited reference is unsatisfactory, the Department may, in its sole discretion, exclude the cited experience or information from further consideration in connection with the Response.

The Department may, in its sole discretion, contact any sources other than cited references that the Department deems appropriate, in connection with any experience or information referred to or otherwise described in any Response, including in any information or documentation submitted by a Respondent in response to a request for clarification or a request for additional information from the Department.

The Department may rely on and consider any information obtained from any reference or source in connection with any Response, including by applying any such information in evaluating any Response.

**8.5 Clarifications and Interviews**

If requested by the Department to provide clarification or additional information in relation to a Response to this RFQ, a Respondent shall provide such clarification or additional information within the time specified by the Department.

If requested by the Department, a Respondent shall, within the time specified by the Department, meet with representatives of the Department to provide explanation or clarification of its Response to this RFQ.

**8.6 Notification and Debriefing**

Following completion of the Response evaluation process the Department will notify all the Respondents regarding whether or not they have been shortlisted as Proponents for participation in the RFP. The Department will then make an announcement of the Respondents who have been shortlisted as Proponents. Thereafter, the Department will, upon request of any unsuccessful Respondent, conduct a debriefing session with such unsuccessful Respondent.

During such debriefing, the evaluation, scoring, ranking and content of any Responses will not be disclosed. Only the strengths and weaknesses of the Respondent's Response relative to the evaluation criteria will be disclosed and discussed.

**Exhibit A - Location of the Project within the City of Edmonton**



**Exhibit B - Location of the Anthony Henday Drive and Stony Plain Road / 100 Avenue Interchange**

## APPENDIX A

### GLOSSARY OF DEFINED TERMS (Section 1.13)

In this RFQ, the words set forth below have the following meanings:

**“Addendum” or “Addenda”** means each and every written document issued by the Department that amends or corrects this RFQ.

**“Business Day”** means Monday to Friday except for holidays observed by the Province.

**“Closing Location”** means the location identified as the Closing Location in Section 3.3.1 (Delivery of Responses).

**“Closing Time”** means the date and time specified as the Closing Time in Section 3.3.1 (Delivery of Responses).

**“Consortium”** means a Team of private sector participants.

**“Contact Individual”** means individual having full legal authority and capacity to represent and bind the Respondent in any and all matters related to this RFQ and the Respondent’s Response, including all such communications on behalf of the Respondent as referred to in Section 3.2 (Team Name and Lead Contact) .

**“Contact Organization”** has the meaning as set out in Section 3.2 (Team Name and Lead Contact).

**“Department”** means the ministry of the Province known as Alberta Transportation, as that ministry may, from time to time, be reorganized, replaced or renamed.

**“Department Representative”** means the means the person identified as the Department Representative of the Department in Section 1.6 (Communications).

**“Design-Build Agreement” or “DB Agreement”** means the written agreement duly executed on behalf of the Province and the Successful Proponent for the delivery of the Project.

**“First Stage Plan Drawings”** means the Anthony Henday Drive / Stony Plain Road Interchange First Stage Plan Drawings dated June 19, 2008 which were submitted by AI-Terra Engineering Ltd. to the Department.

**“FOIP”** means *Freedom of Information and Protection of Privacy Act* (Alberta).

**“Key Individual”** means the individual(s) chosen by a Respondent to play a lead role on behalf of a particular Team Member pursuant to Section 4.2 (Key Individuals).

**“Lead Team Member”** means the entity chosen by the Respondent that will take the lead role on behalf of a particular team pursuant to Section 4.1 (Team Members).

**“Preferred Proponent”** means the Proponent that received notification from the Department that it has submitted a compliant Proposal to the RFP with a Price Proposal having the lowest fixed price.

**“Project”** means the objectives and improvements described in Section 2 (The Project).

**“Project Lead”** means the Team Member or combination of Team Members and the Key Individual(s) that will be the directing mind and will of the Respondent’s Consortium as set out in Section 6.4 (Consortium Management Plan).

**“Proponent”** means the Respondent that has been short-listed by the Department to participate in the RFP.

**“Proposal”** means the submission tendered by a Proponent to the RFP.

**“Province”** means Her Majesty the Queen in right of Alberta, as represented by the Minister of Transportation.

**“Registered Parties”** means interested parties registered with the Department pursuant to Section 1.4 (Instructions to Interested Parties).

**“Respondent”** means a group of private sector participants that has submitted a Response to this RFQ as referred to in Section 1.3 (Objectives of this RFQ).

**“Response”** means the proposal submitted by the Respondent to the RFQ.

**“RFP”** means Request for Proposals as referred to in Section 2.5 (Procurement Process).

**“RFQ”** means this Request for Qualifications as referred to in Section 2.5 (Procurement Process).

**“Successful Proponent”** means the legal entity that will sign the DB Agreement and is any one of the following as selected by the Preferred Proponent:

- a. Any one or more of its Lead Team Members or its Project Lead; or
- b. Any other legal entity which has been approved in advance and in writing by the Department acting reasonably (it being reasonable for the Province not to approve a selected legal entity if that legal entity has no real and substantial legal and financial connection to the Preferred Proponent).

**“Technical Requirements”** means the general technical requirements applicable to the design and construction of the Project.

**“Team Member”** means each entity that will accept primary responsibility to the Respondent for the performance of one or more of the Project activities pursuant to Section 4.1 (Team Members).

**“Traffic Availability”** means the date when the Project is completed and can safely be opened to the public for use by vehicle traffic as certified in accordance with the provisions of the DB Agreement.

**“Warranty Period”** means the period of time, which commences on the date of Traffic Availability as determined by the Department, in which the Contractor shall warrant the Project to be free from any defect or failure and able to withstand climatic, maintenance and normal operational conditions.

## APPENDIX B

**Table 3.2 - Contact Organization and Contact Individual**

<b>Name of Respondent</b>	
<b>Contact Organization Mailing Address</b>	Address: City: Province/State: Country: Postal Code:
<b>Contact Organization Telephone Number</b>	
<b>Contact Organization Fax Number</b>	
<b>Contact Organization E-mail Address</b>	
<b>Contact Organization Web site Address</b>	
<b>Name of Contact Individual</b>	
<b>Title</b>	
<b>Company</b>	
<b>Mailing Address</b>	Address: City: Province/State: Country: Postal Code:
<b>Telephone Number</b>	
<b>Fax Number</b>	
<b>E-mail Address</b>	

**Table 4.1A - Team Members**

<b>Team Member Category</b>	<b>Team Member (Company/Firm Name)</b>	<b>Indicate if Lead Team Member</b>	<b>Primary Role and Responsibility</b>	<b>Lead Key Individuals (Name and Title)</b>
<b>Design</b>				
•				
•				
<b>Construction</b>				
•				
•				
<b>Quality Management</b>				
•				
•				
<b>Project Lead</b>				
•				
•				

**Table 4.1B – Design Team Member Name and Role**

<b>Name</b>	
<b>Mailing Address</b>	Address: City: Province/State: Country: Postal Code:
<b>Telephone Number</b>	
<b>Fax Number</b>	
<b>E-mail Address</b>	
<b>Web-site Address</b>	
<b>Lead Key Individual</b>	
<b>Mailing Address</b>	Address: City: Province/State: Country: Postal Code:
<b>Telephone Number</b>	
<b>Fax Number</b>	
<b>E-mail Address</b>	
<b>Role and Responsibility of Team Member in Design Team</b>	

**Table 4.1C – Design Team Member Legal Status**

Design Team Member: \_\_\_\_\_

Type of Entity (corporation, partnership, joint venture, etc.)	
Legal 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 4.1D – Construction Team Member Name and Role**

<b>Name</b>	
<b>Mailing Address</b>	Address: City: Province/State: Country: Postal Code:
<b>Telephone Number</b>	
<b>Fax Number</b>	
<b>E-mail Address</b>	
<b>Web-site Address</b>	
<b>Lead Key Individual</b>	
<b>Mailing Address</b>	Address: City: Province/State: Country: Postal Code:
<b>Telephone Number</b>	
<b>Fax Number</b>	
<b>E-mail Address</b>	
<b>Role and Responsibility of Team Member in Construction Team</b>	



**Table 4.1E - Construction Team Member Legal Status****Construction Team Member**

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

**Table 4.1F – Quality Management Team Member Name and Role**

<b>Name</b>		
<b>Mailing Address</b>	Address: City: Province/State: Country: Postal Code:	
<b>Telephone Number</b>		
<b>Fax Number</b>		
<b>E-mail Address</b>		
<b>Web-site Address</b>		
<b>Lead Key Individual</b>		
<b>Mailing Address</b>	Address: City: Province/State: Country: Postal Code:	
<b>Telephone Number</b>		
<b>Fax Number</b>		
<b>E-mail Address</b>		
<b>Role and Responsibility of Team Member in Quality Management Team</b>		

**Table 4.1G - Quality Management Team Member Legal Status**

Quality Management Team Member: \_\_\_\_\_

Type of Entity (corporation, partnership, joint venture, etc.)	
Legal 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 4.1H – Project Lead Team Member Name and Role**

<b>Name</b>	
<b>Mailing Address</b>	Address: City: Province/State: Country: Postal Code:
<b>Telephone Number</b>	
<b>Fax Number</b>	
<b>E-mail Address</b>	
<b>Web-site Address</b>	
<b>Lead Key Individual</b>	
<b>Mailing Address</b>	Address: City: Province/State: Country: Postal Code:
<b>Telephone Number</b>	
<b>Fax Number</b>	
<b>E-mail Address</b>	
<b>Role and Responsibility of Team Member in Project Lead</b>	

**Table 4.11 – Project Lead Team Member Legal Status**

Project Lead Team Member: \_\_\_\_\_

Type of Entity (corporation, partnership, joint venture, etc.)	
Legal 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 5.1A – Design Team Member Experience**

**Design Team Member:**

<b>Past Project Name/Description</b>	<b>Client Reference (Client Name, Contact name, Phone number, Fax, E-mail)</b>	<b>Design Team Member Role on Past Project</b>	<b>Past Project Capital Value and Overall Net Present Value</b>	<b>Names of Design Lead Team Members on Past Project</b>
Projects within past two years:				
Other projects:				

**Table 5.1B - Construction Team Member Experience**

**Construction Team Member:** \_\_\_\_\_

<b>Past Project Name / Description</b>	<b>Client Reference (Client Name, Contact name, Phone number, Fax, E-mail)</b>	<b>Construction Team Member Role on Past Project</b>	<b>Past Project Capital Value and Overall Net Present Value</b>	<b>Names of Construction Lead Team Members on Past Project</b>
Projects within past two years:				
Other projects:				

**Table 5.1C – Quality Management Team Member Experience**

**Quality Management Team Member:**

<b>Past Project Name and Description</b>	<b>Client Reference (Client Name, Contact name, Phone number, Fax, E-mail)</b>	<b>Quality Management Team Member Role on Past Project</b>	<b>Past Project Capital Value and Overall Net Present Value</b>	<b>Names of Quality Management Team Members on Past Project</b>
Projects within past two years:				
Other projects:				

**Table 5.1D – Project Lead Team Member Design-Build Experience**

**Project Lead Team Member:** \_\_\_\_\_

<b>Past Project Name/Description</b>	<b>Client Reference (Client Name, Contact name, Phone number, Fax, E-mail)</b>	<b>Project Lead Team Member Role on Past Design-Build Project</b>	<b>Past Project Capital Value and Overall Net Present Value</b>	<b>Names of Project Lead – Lead Team Members on Past Project</b>
Projects within past two years:				
Other projects:				