



**Request for Qualifications:
Introductory Project Meeting
Windsor, Ontario and Detroit, Michigan
August 5 and 6, 2015**

Canada



Agenda

- Introduction
- Key Project Features
- Procurement Process



Introductory Project Meeting

- Attendance in today's meeting is not mandatory for potential respondents
- A list of attendees is available
- No information from the meeting may be relied upon unless set out in an Addendum



Windsor-Detroit Bridge Authority



- not-for-profit Canadian Crown corporation
- reports to Parliament through the Minister of Transport
- will manage the procurement process for the design, construction, financing, operation and maintenance of the new bridge through a public-private partnership (P3)
- will also oversee the work of the public-private partnership, manage the concession agreement and payments as well as set and collect tolls



Project Collaboration



U.S. Department of Transportation
**Federal Highway
Administration**



Canadian Food
Inspection Agency

Agence canadienne
d'inspection des aliments



Canada Border
Services Agency

Agence des services
frontaliers du Canada



U.S. Customs and
Border Protection



Project Team

PARSONS

General Engineering Consultant

Deloitte.

Financial and Transaction Advisor

**Blair
Franklin**

ASSET MANAGEMENT

Capital Markets Advisor

**FASKEN
MARTINEAU**

Legal Advisor

p1 Consulting

Fairness Monitor



Introduction to the Gordie Howe International Bridge Project



Project Objectives

- Provide new border crossing capacity to meet increased long-term international trade and travel demand
 - Development of additional border capacity for Windsor-Detroit is a key priority for Canadian and US governments as well as private sector shippers, carriers and manufacturers
- Improve system connectivity to enhance the continuous flow of people and goods
 - Goal is to provide a safe, efficient and secure end-to-end border crossing system directly connecting Highway 401 in Windsor and Interstate 75 in Detroit
- Improve operations and processing capabilities at the border and provide alternative and secure crossing options
 - The new publicly-owned bridge will ensure border crossing capacity and redundancy at this vital trade crossing
 - Additional capacity will stimulate long-term economic growth



Project History

Timeline	Activity
2001-04	Planning/Need and Feasibility Study
2007	Federal Budget announcement for Ontario access road
2005-09	Coordinated environmental assessment – US and Canadian sides Comprehensive and peer reviewed geotechnical analysis Canada determines that the Project will not have significant environmental impact, with mitigation measures US ROD obtained
2010	Concession agreement between Ontario Parkway concessionaire signed
2008-12	Canada land acquisition begins Preliminary Canadian and US POE design and other preparation work
2012	Canada-Michigan Crossing Agreement WDBA incorporated
2013	Presidential Permit
2014	A Board of Directors and President and CEO are appointed for WDBA Members are appointed to the International Authority Board US Coast Guard Bridge Permit
2015	International Authority approves United States land acquisition Start of Early Works



Early Works Activities

- Undertaken to facilitate timely completion of the Facility
- Includes three components for the port of entry in Canada:
 - Perimeter Access Road (PAR)
 - Utility relocations
 - Plaza fill and grading



Project Key Features: Bridge

- Two design types could be used for this signature Bridge:
 - Suspension, which is recognized by its elongated “M” shape; or
 - Cable-stayed, which has more of an “A” shape.
- Six-lanes – three Canadian-bound, three US-bound
- Clear span of 850 metres with no piers in the water
- Two approach bridges on both sides of the crossing to connect ports of entry in Canada and USA
- Total length of approximately 2.5 kilometres

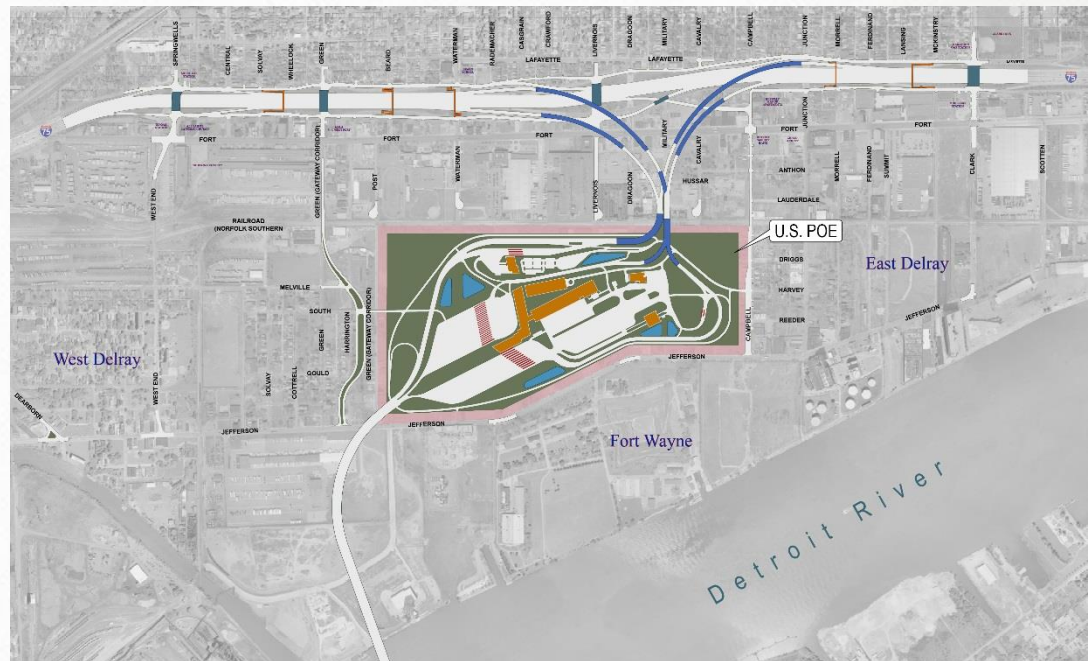


Once completed, the Gordie Howe International Bridge will be amongst the top five longest bridges in North America.



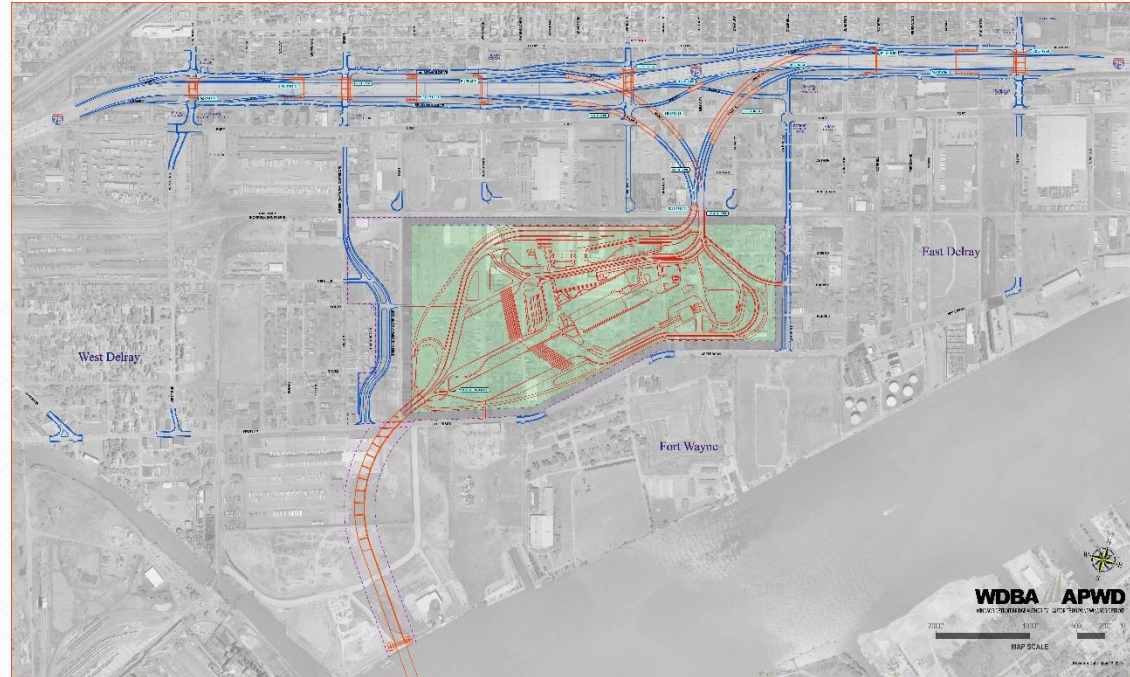
Project Key Features: US Port of Entry

- Approximate 60 hectare site
- US inbound border inspection facilities for both passenger and commercial vehicles
- US outbound inspection facilities
- Commercial exit control booths
- Parking



Project Key Features: Michigan Interchange to Interstate-75

- Consists of primary connecting ramps to and from the US POE and associated local road improvements including:
 - 3 kilometres of I-75 and interchange ramps
 - 4 new crossing road bridges
 - 5 new pedestrian bridges
 - 4 long bridges crossing the railway and connecting to I-75 to the US plaza
 - Service roads and local road improvements



Commercial Considerations

- **Equipment:**
 - The Facility is to be designed to accommodate the installation and use of specific equipment
- **Services:**
 - The provision of services will be required, such as snow and ice removal, landscape maintenance, cleaning, waste management and security services
- **Lifecycle and Maintenance:**
 - The lifecycle and maintenance of the Facility and utilities connected to the Facility will be required
- **Tolling Infrastructure and Toll Collection:**
 - The design, procurement, construction or installation, operation, maintenance and lifecycle of the toll collection system will be required, including staffing for manual toll collection and the provision of cash management services, recording and delivering transaction data to the WDBA, processing data, toll collection and remission of toll revenues as required by the WDBA, and handling customer service issues



Commercial Terms

- **Key Commercial Terms:**
 - **Term:** Not less than 30 years from construction completion
 - **Payment:** The RFP will contain details of payments during construction phase
 - **Payment Deductions:** Project Agreement will permit withholding or deductions of payments, e.g., failure to meet performance or quality standards by Project Co
 - **Non-Negotiable Commercial Terms:** Includes title to property and facility, assignment or change of control, Buy Canada/US and other Crossing Agreement requirements, US Federal Aid Eligibility requirements and other US contracting requirements



Procurement Process: RFQ

- The first stage in a two-stage procurement process
- The RFQ will qualify applicant teams based on, among other things, their experience in designing, constructing, financing, operating, and maintaining a project of this size and complexity
- RFQ will short-list up to three (3) qualified consortia for the RFP selection process



Procurement Process: RFP

- A more detailed process requiring qualified Respondents from the RFQ to submit proposals on how the Project will be delivered
- The RFP Process includes Collaborative Meetings and the RFP Submission; public meetings will be held on the process before the RFP is issued
- Objective for the RFP is to select the Preferred Proponent



RFQ Timetable

Activity	Timetable
RFQ Issuance	July 20, 2015
Introductory Project Meetings (Windsor/Detroit)	August 5, 2015/August 6, 2015
Last day for Submitting Requests Permitting a Person to be a member of more than one team	September 18, 2015
Last day for Submitting Request for Advance Rulings re: Restricted Parties and Conflicts of Interest	
Last day for Submitting RFIs	
Last day for issuing Addenda (except Addenda related to this Timetable)	September 28, 2015
RFQ Submission Deadline	October 9, 2015
Respondent interviews (optional)	November 17, 2015 or later
Announce Proponents	By December 15, 2015
(Additional activities and timetable will be provided in (or prior to) the RFP Process. WDBA anticipates an RFP open period of not less than approximately eight months for the submission of technical and financial proposals and a 2020 opening.)	



RFQ Highlights

- **Maximum Number of Short Listed Respondents:** Three (3)
- **Project Components:** Four (4), Canadian POE, Bridge, US POE, US Interchange to I-75. Most are DBFOM.
- **Honorarium:** For RFQ – No; For RFP – Yes (\$5 million)
- **Bid Security:** For RFQ – No; For RFP – Yes (\$5 million)



WDBA Responsibilities

- WDBA is the Project Authority for the delivery of the entire Project, and is responsible for:
 - Directing all Project activities
 - Hiring advisors
 - Flowing of funds
 - Working closely and collaboratively with other involved government departments and agencies in both Canada and the US
- WDBA will also have the contractual relationship with the successful Project Co



Project Co Responsibilities

Project Components	Design	Construction	Finance	Operations & Maintenance	Life Cycle, Maintenance Rehabilitation & Handover Requirements
Bridge	X	X	X	X	X
Canadian POE (including Tolling Infrastructure)	X	X	X	X*	X
United States POE	X	X	X	X*	X
Michigan Interchange	X	X	X	MDOT	MDOT

* CBSA and CBP will operate the Canadian POE and United States POE, respectively, and carry out customs inspections and other border-related functions. Project Co will be responsible for custodial functions and other building-related operations and maintenance.

- Additional responsibilities include:
 - Equipment
 - Services
 - Lifecycle and Maintenance
 - Tolling Infrastructure and Toll Collection
 - Communication and Consultation
 - Compliance with Applicable Law



Mandatory Requirements

- Mandatory Requirements focus on a Respondent's experience in the design/construction of bridges, interstate interchanges, as well as its financial capacity
- See *section 6.3* of the RFQ for full text of the Mandatory Requirements



Submission Requirements

- Describe previous experience in the development and execution of community benefits plans and consultations addressing environmental, economic, social and other residential, occupational and community impacts and concerns, with an emphasis on the outcomes of such plans
- Describe previous experience regarding engagement with indigenous peoples addressing issues such as employment, outreach, community knowledge, history and culture
- Provide a narrative description of past experience in securing resourcing with a focus on, among other things, union agreements and any restrictions and market capacity and local capacity



RFQ Response Preparation: Requests for Information

- Prospective Respondents shall submit all requests for information, clarification or questions with respect to this RFQ, the Competitive Selection Process, or the Project (RFI) to the Contact Person, by e-mail using the form found in *Appendix G* in MSWord
- RFI Contact Person:
 - Windsor-Detroit Bridge Authority
 - Email: ProcurementContact@wdbribe.com
- Note: Telephone RFIs are not permitted
- WDBA may decide not to give responses to RFIs received after 16:00.00 (Local Windsor, Ontario Time) September 18, 2015
- Responses will be provided in English and French



RFQ Response Preparation: Response Submissions

- Response Submission packages must include, separately, a(n):
 - Administrative Information Package
 - 1 original + 10 copies + 2 USB data storage keys
 - Technical Information Package
 - 1 original + 10 copies + 2 USB data storage keys
 - Financial Information Package
 - 1 original + 10 copies + 2 USB data storage keys
- Please review the RFQ document for detailed instructions



RFQ Response Preparation

- Content of the Response should be sufficiently comprehensive to enable WDBA to evaluate the Response
- Each Response must:
 - be received at the Submission Location at or before the Submission Deadline;
 - contain a signed Response Submission Agreement (Appendix D);
 - contain a signed Team Member Certification and Agreement (Appendix E);
 - contain a signed Declaration re Conflicts of Interest and Other Matters (Appendix F); and
 - be submitted in the form required by Section 5.8.



RFQ Response Preparation: Submission Deadline

- The Submission Deadline is 14:00:00 (Local Windsor, Ontario Time) on October 9, 2015.
- Faxed or electronically submitted Responses will not be accepted.
- Submission Location:

Windsor-Detroit Bridge Authority

100 Ouellette Avenue, Suite 600

Windsor, ON N9A 6T3



Evaluation Framework/Criteria:

Evaluation Categories		Points/100
1.0	Respondent Team	15
1.1	Respondent Team and Approach to Partnering	
1.1.1	Respondent Team Composition and Structure	2
1.1.2	Respondent's Approach to Partnering	2
1.1.3	Previous Experience working as a Team	2
1.1.4	Respondent's Approach to Community Benefits	3
1.1.5	Respondent's Approach to Engagement with Indigenous Peoples	2
1.1.6	Understanding of the Project and Project Delivery	2
1.1.7	Uniqueness/Challenges	2
2.0	Design	20
2.1	Design Team - Approach and Experience	
2.1.1	Design Approach	7
2.1.2	Design Experience - Prime Team Members	10
2.1.3	Design Experience - Key Individuals	
2.1.4	Design Experience with FHWA's Federal Aid Highway Program	3
3.0	Construction	25
3.1	Construction Team - Approach and Experience	
3.1.1	Construction General	5
3.1.2	Construction Specific	11
3.1.3	Construction Experience	
3.1.4	Construction Team Members' Local Knowledge	6
3.1.5	Construction Experience with FHWA's Federal Aid Highway Program	3



Evaluation Framework/Criteria

4.0	Operation and Maintenance	15
4.1	OM Team Approach and Experience	
4.1.1	Operation and Maintenance Approach	3
4.1.2	Operation and Maintenance Background	3
4.1.3	Lifecycle/Project Management	3
4.1.4	Energy Management	2
4.2	OM Team Qualifications	
4.2.1	OM Prime Team Members' Experience	4
4.2.2	Key Individuals Experience	
5.0	Tolling	5
5.1	Tolling Infrastructure	
5.1.1	Design and Construction Experience	2
5.1.2	Toll Collection Systems - Operation and Maintenance	3
	Financial and Financing	20
1.0	Capacity and Experience	10
1.1	Financial Capacity	
1.1.1	Evidence of Financial Capacity	
1.1.2	Financial Capacity	
1.2	Financial Experience	
1.2.1	Financial Experience - Prime Team Members	
1.2.2	Financial Experience - Key Individuals	
2.0	Approach	10
2.1	Financing Approach	
2.1.1	Financing Team's Proposed Approach for Financing the Project	



Evaluation Framework/Criteria

- To be considered a Qualified Respondent, Responses must:
 - Comply with all the requirements of the RFQ;
 - Meet all Mandatory Requirements; and
 - Obtain the required minimum number of points for the Response Submission Packages that are subject to a minimum score
- Up to three (3) highest ranked Qualified Respondents will be invited to proceed to the RFP stage

Note: WDBA may request any Respondent to confirm that there have been no material changes to the information submitted by the Respondent in response to the Response Submission Requirements concerning financials



Role of the Fairness Monitor

- A Fairness Monitor (P1 Consulting) has been engaged by the WDBA for the length of the procurement process to act as an objective, third party observer who monitors the procurement process to ensure that it is conducted in a fair, open and transparent manner and:
 - To monitor:
 - Compliance with WDBA's procurement process, policies and guidelines
 - Compliance with confidentiality and Conflict of Interest requirements
 - Evaluation Criteria and procedures are defined and applied fairly, objectively and free of bias
 - To ensure:
 - All Respondents/Proponents treated fairly and equitably, e.g. given access to the same information at the same time



Role of the Fairness Monitor

- The Fairness Monitor will actively participate throughout all stages of the procurement process by:
 - Reviewing procurement documentation (eg. RFQ, RFP, etc.)
 - Attending all formal meetings with Proponents and observing all communications with Respondents/Proponents, both written (e.g. questions and answers) and verbal (e.g. meetings)
 - Observing and validating evaluation process (including attending consensus sessions)
 - Investigating fairness issues as they occur, including advising on Conflict of Interest concerns as necessary
 - Preparing formal report at conclusion of procurement process attesting to their observations



No Public Comment, Lobbying or Improper Contact

- Respondents, etc. shall not make any public comment, respond to questions in a public forum, or carry out activities to publicly promote or advertise their qualifications except for the purpose of forming teams to respond to the RFQ
- Respondents are expected to conduct themselves with professional integrity with respect to the Competitive Selection Process and the Project
- Respondents must not engage in any form of political or other lobbying with respect to the Project
- The rules of contact set out in Section 7.8 of the RFQ shall apply during the Competitive Selection Process, effective as of the date of the issuance of the RFQ through the execution of the Project Agreement
- If there is a breach of any of the provisions regarding public comment, lobbying or improper contact, the WDBA may disqualify the Respondent, reject any Response by the Respondent, require that Respondent to change a Respondent Team Member or Key Individual, or impose conditions on the Respondent



Restriction on Communication Between Respondents

- A Respondent shall not discuss or communicate, directly or indirectly, with any other Respondent, any information regarding the preparation of its own Response or the Response of another Respondent
- Each Respondent shall prepare and submit its Response independently and without any connection, knowledge, comparison of information, or arrangement, direct or indirect, with any other Respondent



Conflict of Interest

- Conflicts of Interest include situations or circumstances where Respondents have/could have:
 - Contractual or other obligations to WDBA that could impair the procurement process or Project
 - Knowledge or information that is not available to other Respondents, giving them an unfair competitive advantage
 - Commitments, relationships, financial interests, etc., that could result in improper influence
- Further detail on Conflicts of Interest and a list of Restricted Parties (not exhaustive) can be found in the RFQ document
- A prospective Respondent who has concerns whether a current or prospective Team Member has a Conflict of Interest is encouraged to request an advance ruling as detailed in section 7.18 of the RFQ



Industry Days

INDUSTRY DAY – WINDSOR

WEDNESDAY, AUGUST 5, 2015

11:45 a.m. – Registration

1:00 p.m. – 4:00 p.m.

St. Clair Centre for the Arts

201 Riverside Drive West

Windsor, ON N9A 5K4

INDUSTRY DAY – DETROIT

THURSDAY, AUGUST 6, 2015

11:45 a.m. – Registration

1:00 p.m. – 4:00 p.m.

The Atheneum Suite Hotel and Conference Center

1000 Brush Avenue

Detroit, Michigan 48226

The Industry Days will provide an opportunity for potential Respondents to meet and network with local, regional and national contractors, suppliers and service providers and for local businesses to showcase themselves to potential private sector Proponents



Disclaimer

- The information contained herein is for information purposes only and is not a substitute for or does not substitute the formal RFQ/RFP Process. Discussions at the Introductory Project Meeting are informal and are expressly not intended to be binding on the Windsor-Detroit Bridge Authority, Transport Canada, the Government of Canada or its agents. While efforts have been made to ensure the accuracy of the descriptions and business data, the WDBA, Transport Canada, the Government of Canada and/or its agents do not warrant the accuracy or completeness of this document or the information it contains or discussions at the Introductory Project Meeting and are not responsible or liable for any perceived or actual misinformation resulting from this document.

