

**Global Transportation Hub  
Request for Proposal Addendum  
GTH Management Service Provider**

**DATE:** April 11, 2019

**ADDENDUM #:** Three (3)

**RFP #:** 2019-01  
GTH Management Services Provider

**GENERAL:**

This addendum is issued prior to RFP closing to provide responses to proponent questions received prior to the deadline.

- 1. The RFP makes reference to innovation and creativity, plus several references made to having an equity partner. Does the GTH prefer an equity partner over a firm that delivers the requested services or prefer both?**

The GTH is looking for the best solution and it may or may not have an equity component. It depends on the nature of the proposal. We are looking for the solution that best supports the achievement of outcomes. It is important that if there were an equity arrangement proposed that it not violate the GTH's agreement with the City of Regina for municipal services or require changes to the GTHA Act. We are definitely open to looking at all potential options. We are looking for a competent service provider who can best achieve outcomes with an appropriate compensation structure.

- 2. What is the most significant priority of the GTH?**

Our top priority is advancing land sales and development. We need a strong supplier with a solid plan for land sales that considers the current market realities and external environment.

- 3. What are your expectations from the successful proponent including an ideal scenario and timelines for the achievement of specific goals?**

The RFP document clearly outlines the outcomes for the GTH. We are looking for proponents to describe their experience, expertise and proposed plan to achieve the GTH's outcomes. The BAFO process will provide the opportunity to better refine a success matrix with short listed proponents.

- 4. Can you clarify the GTH's expectations in terms of land development on page 15? Is the proponent expected to coordinate the preparation of additional land?**

There are currently 300 acres ready for sale right now. Therefore, it is not a pressing concern to develop additional acres in the immediate term. When the time comes to add more land that is

ready for sale, the GTH would be looking for the partner to do the coordination and servicing required to develop the un-serviced land to be sale ready.

**5. Who will make the ultimate decision in terms of selection? Will this be done by the GTH and its Board?**

A Selection Committee has been appointed with representatives from the GTH management and Board, Crown Investments Corporation, Ministry of Finance and SaskBuilds. The Selection Committee will make a recommendation to the GTH Board for approval. It is anticipated that the Minister's office will also review the decision. MNP will be an observer and advisor to ensure the process is fair for all proponents.

**6. If there is consortium or partnership model, does the GTH have a preference for a single point of contact?**

Yes, the GTH would prefer to have a lead person and/or entity who is the primary contact. We are equally supportive a single supplier, partnership, consortium or other models. Proponents do not need to have all of the skills and capabilities under one roof. Proponents are encouraged to put forward the best team possible. Short listed proponents will have the ability to refine their proposals through the BAFO process.

**7. What are the key milestones in the process?**

The initial evaluation of proposals will be used to develop a short list of proponents. Short listed proponents will be invited to the BAFO stage to further refine their proposals to provide the GTH with the strongest set of proposals to choose from.

**8. Is there an expectation that the selected supplier would have to honour existing GTH agreements?**

The City of Regina agreements must be honoured based on their terms and the critical services provided. The GTH has existing contracts for an on-site maintenance provider, engineering firm and other services. It would be up to the selected partner to decide what to do in terms of these agreements.

**9. What conditions are required as part of the infrastructure servicing agreement with the City of Regina?**

A link to a copy of the agreement was included in the RFP.

**10. What services are provided by the City of Regina?**

The City is an important partner that provides the GTH with fire services, collection of property taxes and municipal infrastructure services including water and wastewater.

**11. Are there any agreements that would be restrictive to grow land sales? How does the speed of development and land sales work under the GTH model?**

The GTH was designed to enable development to be faster and easier. The GTH, under legislation, has similar authority to a municipality. The GTH Board will retain control over zoning and permits. Our historical average for the turnaround of permits is 18 days. Subdivisions and zoning is already in place and reduces risks on moving projects forward.

**12. What are the expectations in terms of sales in light of the current economic environment?**

The GTH understands the local market conditions are based on supply and demand. We believe we have realistic expectations for future land sales and absorption rates. That being said we are looking to draw on the expertise, experience and networks of the private sector to improve opportunities to sell and develop land.

**13. Can we have access to the GTH's governing policies?**

All of our key information is publicly available on our website or online including our legislation, by-laws and permitting standards.

**14. Is the GTH open to reviewing and changing its zoning?**

We are open to discussing potential changes to bylaws and zoning that may contribute to the achievement of outcomes however these will need to be carefully reviewed.

**15. Would the existing pipeline of opportunities be shared with the successful proponent?**

Yes, we would provide access to our current business development pipeline of opportunities and work with the successful proponent to promote a full transition making introductions as appropriate.

**16. Why is there currently a price differential per acre in various parcels at the GTH?**

The GTH has allocated a portion of the infrastructure costs to each parcel based on its service density. Larger parcels have a lower per acre cost. We have also considered market price for commercial and industrial land in our current pricing model.

**17. Where is your priority in terms of development on sold acres, the sale of developed land and the development of undeveloped land?**

Our priority is to best support the achievement of GTH's mandate. We want to see investment and job creation at the GTH to expand economic development for the region. It has always been a priority for sold land to be developed. We appreciate though that some tenants have bought additional land to accommodate future expansion. The sale of developed acres is a top priority. There are currently 300 acres of land that is developed and ready for sale. Once more of this land has been sold it will be a priority at later time to finalize the development of additional parcels.

**18. Is the GTH open to clients from various sectors and industries?**

Yes, the GTH is open to clients that can best help us achieve our mandate and outcomes.

**19. Is the GTH acting as its own general contractor today?**

We have been working with Walker Projects to tender projects to date. This is an area that would either continue to be outsourced or provided by the management services provider.

**20. Is it fair to say that the RFP is looking for innovative ideas regarding compensation and cost management?**

Yes. The RFP indicates that we are looking for innovative ideas and options. We are open to exploring a range of options in terms of compensation models and management of costs. We will be looking for what options best align to achieving the stated outcomes in the RFP and that provide best overall value to taxpayers.

**21. What activities has or will the GTH undertake in terms of cost management?**

As we prepare for a transition to a third party supplier, the GTH has been actively reducing its operating and personnel costs. We will have significantly reduced the costs of the GTH when we are ready to transition to the successful proponent.

**22. Are there detailed financial statements that we can review?**

Yes. There are financial statements and annual reports available on the GTH website.

**23. Are you able to provide a detailed breakdown of disbursements?**

Not at this time. Additional information may be provided to shortlisted proponents during the BAFO stage.

**24. Page 18 of the RFP reference payments to third parties. What role would the successful proponent have in these types of payments?**

The successful proponent would be responsible to administer all ongoing disbursements.

**25. What expectations or requirements would there be for the successful supplier in terms of financial reporting?**

The successful proponent would be responsible for producing internal financial reporting on a monthly basis or quarterly basis. This can be confirmed at a later time.

**26. How much time is invested into managing tenant relationships today?**

The GTH staff is available during business hours to support or work with our tenants. We do host two informational meetings annually. Our current operating clients require minimal support from the GTH today.

**27. What involvement might the successful proponent have in terms of tenant operations or their buildings?**

Our clients are self-sufficient and take care of their own land and buildings. Clients would need a point of contact to raise any questions or concerns regarding public infrastructure or common services such as snow clearing.

**28. Is there a central GTH hub for dispatching logistics between trucking companies and clients?**

No, this is managed by each client.

**29. What are the size of the water lines at the GTH?**

The mainline on Fleming Road is a 600 mm line. The connecting lines through the development are all 300 mm.

**30. The RFP asks for three references. What are you hoping to see in terms of information for references?**

We would like proponents to provide references for current or previous clients who can speak to their capabilities in terms of three core areas of the RFP: sales and marketing, property management and land development. Ideally there would be one reference for each service area.

**31. Is there potential commercial office space available for the successful proponent onsite at the GTH?**

We will be vacating our current office space and will be looking to sub-lease to another party. We have a total of 7,600 square feet on the main floor with an additional 2,000 square feet on the mezzanine. The successful proponent is not required to assume the GTH's current office space. There is also a current client on site that has three offices available for sub-lease.