

Q #	QUESTION	ANSWERS
1	Will the GTAA clarify the procurement models and team composition for each of three project packages (Accelerator, Gateway, T1/T3 Revitalization)?	<p>The Accelerator Program will be executed using the Progressive Design Build model.</p> <p>The Gateway Program is currently envisaged to be executed using the Progressive Design Build Model, while T1/T3 Revitalization Program is envisaged to be executed using the construction-manager-at-risk model, with a separate design consultant.</p> <p>Full details will be discussed at the next industry forum anticipated to be held in late 2024 this year or early 2025.</p>
2	Will team members be required to be exclusive, and if so, which team members?	Yes, exclusivity is expected from the prime members of bid teams (general contractors, lead design and architectural firms, etc.). For smaller, more specialty firms who are not expected to be prime bid team members, exclusivity is not expected. Details will be further set out in the RFQ documents.
3	Will the following participants be permitted to bid on more than one of the three major programs: Contractors? Architects? Engineers? Other consultants?	Those candidates that are successfully awarded OR and OE contracts will be precluded from being part of bid teams on the execution of the programs for which they will be providing OR/OE services.
4	Can GTAA provide us with the planned schedule for procurement of the 3 programs of work, for both customer side and constructor side roles? Will the programs of work be staggered?	Please refer to the high-level program summaries provided in the Industry Forum slide deck.
5	At what stages during the project development will you be making decisions around procurement strategy i.e. progressive design build? Could you please update us on the current thinking on the procurement strategy (customer and contractor side) for the 3 programs of work?	<p>The Accelerator Program will be executed using the Progressive Design Build model.</p> <p>The Gateway Program is currently envisaged to be executed using the Progressive Design Build Model, while the T1/T3 Revitalization Program is envisaged to be executed using the construction-manager-at-risk model, with a separate design consultant.</p>

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		Full details will be discussed at the next industry forum anticipated to be held in late 2024 this year or early 2025.
6	Are you able to share how GTAA envisage financing the Long Term Investments in Facilities and Terminals (LIFT) program? Are there elements of a private finance approach being considered?	The GTAA cannot provide information on this matter at this time.
7	What is the overall target schedule for the elements of the LIFT program? Are there any specific 'time constrained/dictated' components, i.e., regulatory requirements (security etc.), forecast passenger capacity constraints?	We are currently developing the overall target schedule for LIFT. The first program to market is the Accelerator Program and there will be time constrained / dictated components. An indicative schedule will be included within the RFP and we will be engaging with proponents as to how we can achieve the prescribed targets within the stipulated timeframes.
8	Have GTAA completed stakeholder consultations to proceed to the next phase/stage? If not, when is this expected to be achieved?	The GTAA is actively engaging with all stakeholders including the local community, government, airlines etc. Those who are successfully awarded contracts with the GTAA will be required to assist with the ongoing engagement which will continue for the duration of Pearson LIFT and beyond.
9	Would the award of work in one program exclude us from bidding on later programs?	Those candidates that are successfully awarded OR and OE contracts will be precluded from being part of bid teams on the execution of the programs for which they will be providing OR/OE services.
10	Would a role customer side in one program preclude us from contractor side roles in another?	See Answer to Question 9 above
11	Will there be further opportunities for market feedback on the procurement/delivery approach and if so, how would this happen?	To date, the GTAA has engaged with various industry experts and determined the procurement approach based on feedback. We currently do not envisage gathering any further feedback.
12	Are these programs going to be subject to required bonding under the Ontario construction act?	The programs will not be subject to the bonding requirements of Section 85 of the <i>Construction Act</i> . The PDB and CMAR contractors for the Programs will be subject to bonding requirements. Such requirements

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		will be further set out in the respective RFP documents.
13	It would be appreciated if the GTAA can provide clarity on the timing for each stage of the RFQ and RFP for advisors, program managers, and/or owner's engineers. It would also be appreciated if there is clarity around the delivery model, and timing for each aspect of the capital program.	<p>The OR/OE RFQ will be released to the market in late April / early May. The parties will have 4 weeks to submit their responses. GTAA will evaluate these submissions and intend to release the RFP to the selected proponents approximately in mid-June, with an award in early October.</p> <p>The Accelerator Program RFQ is intended to be released to the market in late June with a 6 week submission time period. The selected proponents are intended to receive the RFP in late August, with an award before Christmas 2024.</p>
14	Will there be an opportunity to develop a Community Employment Benefits Plan and Social Procurement commitments?	Yes. It is expected that the contractors will work with GTAA Management to develop appropriate community and social procurement commitments. We will define the requirements within the RFP documentation for the respective Programs.
15	<p>Is Toronto Pearson interested in building more parking structures to better use the land that they own? If so, please consider using a Design-Build approach for procurement. This opens up procurement to be more open and fair and allows for prefabricated and modular construction methods.</p> <p>The issue with Design-Bid-Build is that when you procure an architect, the architect designs the building without being in contact with the builder. A design-build approach saves money, shortens project timeframes and is more open and fair.</p>	<p>Noted and thank you for the feedback. Parking is under review within the scopes of work of the Programs. Please refer to the other replies for further discussion of GTAA's proposed contract models.</p>
16	How will GTAA incorporate customer experience and employee experience in its capital plan?	We are cognizant of all of our stakeholders, including both customers and employees, and we are actively engaging with them and designing Pearson LIFT programs with these important stakeholder groups top-of-mind.

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17	<p>In the procurement process through Merx, can you make a priority to elaborate on the scope in the description on Merx. Many suppliers use keywords to search through the 1000s of bids on a variety of bid platforms.</p> <p>To increase competitiveness, it would be beneficial to make sure all companies find the bid opportunities.</p>	Noted.
18	Can you share a list of consultants that have been excluded to date from a conflict of interest.	A complete list of conflicted parties and a description of GTAA's rules and procedures for conflicts of interest will be included in the RFQ and RFP documents for the respective scopes of work. Prospective proponents are encouraged to download the relevant documents from MERX.
19	If a consulting engineer is awarded a portion of the accelerator project, will they be excluded from the gateway project?	This type of circumstance will be further articulated in the relevant RFQ and RFP documents for the Gateway Program. Further details will also be released at the Industry Forum related to the Gateway Program intended to be held later in 2024 or in early 2025.
20	We are interested to know how smaller to mid-sized construction managers /contractor can get involved in the Pearson LIFT initiatives.	Contractors and construction managers are encouraged to explore strategic partnerships and/or Joint Venture's with other contractors. There will be an emphasis within the RFP for local engagement and employment and workforce development.
21	<p>In today's presentation it was mentioned that a process to solve potential conflicts among participants would be part of the RFQs. Would you make this process available in advance in order to facilitate teaming for the upcoming processes.</p> <p>Thank you.</p>	The process and principles applied by the GTAA will be set out in detail in the RFQ document for the Owner's Representative and Owner's Engineer and in subsequent procurements.
22	Would you preclude companies from participating in the two RFPs for Owner's Rep and Owner's Engineers.	GTAA will not preclude companies from participating on multiple RFQs and RFPs for the Owner's Representative and Owner's Engineer services, but there will be restrictions on a single firm's ability to win more than one of the two Owner's

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		Representative contracts. Further details will be set out in the RFQ for those services.
23	Are the proponents conflicted to go after the Gateway if they go after the Accelerator Project.	These matters will be set out in the relevant RFQ and RFP documentation. Further details will also be released at the Industry Forum related to the Gateway Program intended to be held later in 2024 or in early 2025.
24	Will there be a separate architectural design competition for the Gateway program or will it be included as part of the delivery procurement?	This matter is currently under consideration and will be reflected in the RFQ and RFP documentation for the Gateway. Further details will also be released at the Industry Forum related to the Gateway Program intended to be held later in 2024 or in early 2025.
25	If there is an architectural design competition, will the competition be architecture only or a design team competition.	See Answer to question # 24 above.
26	For the Gateway program, customer side, is the intention to have an integrated team (customer and IDP), or a program management consultant, working for the customer team and managing the program on your behalf?	The GTAA will be enhancing their team with the Owner's Engineer and Owner's Representative. There will not be a separate Program Management Consultant. GTAA is not considering the use of the integrated project delivery (IPD) model.
27	Are all of the necessary Environmental assessments completed to allow the programs of work to proceed?	The GTAA has completed a number of technical studies and has a number of technical studies and assessments underway for the most imminent programs and the associated individual projects that make up the Accelerator Program. Further environmental requirements will be defined as a delivery team is on-boarded.
28	Is the GTAA able to share any commitments made to various stakeholders and communities with regards to local participation?	No commitments are available to be shared at this time. Any and all commitments will be included in the relevant RFP documents.
29	For the Gateway Program, we understand that it is potentially GTAA's intention to proceed on a Progressive Design Build basis for this program:	The current envisaged procurement methodology for the Gateway Program is through the Progressive Design Build model

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	<p>- Is the current thinking for multiple DB contracts, or a single DB?</p> <p>- At what level of design development is GTAA considering going to market to procure DB contracts?</p> <p>Does the description of the Progressive Design-Build procurement apply to the Gateway program as it does to the Accelerator Program?</p> <p>Can you elaborate on the procurement process for the Gateway project?</p>	<p>with a single contract to deliver the full scope of the works.</p> <p>The design development is expected to be at a preliminary concept design stage with a basis of design document to be included as part of the RFP which will guide further design development.</p>
30	Are you able to share an envisaged organizational structure for each of the programs of work?	The GTAA is not able to provide such information at this time.
31	What is the projected value of the lift program	The GTAA cannot provide such information at this time.
32	Will Pearson transit hub (Union West) be built in the airport revitalization project?	The GTAA continues to advocate with all levels of government for better regional transit connectivity to Toronto Pearson. Pearson LIFT programmatic designs currently protect for last mile connectivity of planned existing regional transit lines.
33	What measures are you implementing to ensure meaningful participation of small, medium, and diverse-owned firms in Ontario? How will these efforts foster capacity-building within these firms?	The GTAA will strive to structure the Gateway Program procurement in a manner so as to incentivize the participation of small, medium and diverse-owned firms in Ontario.
34	How will existing consultant engagements (on-calls/bench contracts or active work assignments) factor into how the procurement will be structured? Will you be seeking a pure-play Executive Program Manager or PMO team or will you be looking for an all-encompassing multi-disciplinary team?	GTAA is looking to engage an all-encompassing multi-disciplinary team who will enhance the current GTAA team for Pearson LIFT delivery.
35	During the presentation it was mentioned that there is going to be an incentive/ de-incentive program for the delivery of the projects. Would that include the owner's Rep and the Owner's Engineer?	GTAA will be structuring all contracts, including the contracts for the Owner's Representatives and the Owner's Engineer services, to include appropriate mechanisms to drive the superior performance that GTAA will require from its LIFT and its contractors.

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36	For the Accelerator program, customer side, is the intention to have an integrated team (customer and IDP), or a program management consultant, working for the customer team and managing the program on your behalf?	Please see answer to question # 26 above
37	For the accelerator program, is the intention to award one major contract or multiple smaller trade focused contracts?	GTAA will be contracting with a single PDB contractor team for the Accelerator Program.
38	Will the accelerator program include enabling projects for the Gateway program (i.e., relocation of facilities in the expansion footprint) or will these form part of the Gateway program itself?	GTAA is considering its available sequencing options. Further details will be set out in the applicable RFQ and RFP documents for the Gateway Program. Further details will also be released at the Industry Forum related to the Gateway Program intended to be held later in 2024 or in early 2025.
39	Will the new temporary terminal include a passenger boarding bridge or a baggage handling system?	The interim terminal is still in concept design; currently, it is anticipated that there will be no passenger boarding bridges, but there will be a baggage handling system.
40	<p>What are your plans for revitalizing Terminals, particularly Terminal 3, and how you intend to expand your Baggage Handling System to accommodate over 50 million passengers annually.</p> <p>How does GTAA plan to utilize Automated Guided Vehicles (AGVs) on the apron to minimize reliance on manual labor, streamline processes, enhance efficiency, and establish itself as a leader in airport automation and innovation.</p>	See Answer to question # 24 above.
41	Are the T1/T3 Contract separate contracts for the design team and the contractor team?	The T1/T3 Revitalization Program is currently envisaged to use the construction-management-at-risk contracting model for the contractor team, with a separate design consultant contract.