

APPENDIX A EVALUATION OF PROPOSALS

The Evaluation Committee will evaluate the Proposals in accordance with this Appendix A.

1. TECHNICAL SUBMISSIONS

Subject to the terms of this RFP, the Technical Submission evaluation will consider whether the Technical Submission contains any Material Non-Compliances.

The Authority will also score the degree to which a Proponent's Technical Submission is in accordance with the criteria described in Table 1 of this Appendix A. Table 1 describes these criteria and indicates the maximum points available for each criterion and the weighting of each sub-criterion of the criterion where applicable. Where weightings are not indicated, sub-criterion will be weighted equally. A linear distribution of points between minimum and maximum will apply unless otherwise noted, with the minimum scoring to equal 0 points, and the maximum scoring equalling the maximum available points for the category, taking into account the respective weighting.

- Travel Efficiency Distance (“**Travel Efficiency Distance**”) is calculated as follows:
 - $\text{Travel Efficiency Distance} = (1 - \text{Corridor Efficiency}) \times (\text{actual path of travel}) + \text{Actual Travel Distance}^1$
- Corridor Efficiency (“**Corridor Efficiency**”) is calculated as follows:
 - $\text{Corridor Efficiency} = \text{Direct A to B distance measurement} / \text{Actual design A to B distance measurement}$

¹ Actual Travel Distance is the distance shown in the Proponent's design between Points A to B as determined by the Authority. A document describing the measurement methodology is available in the Data Room.

Table 1																								
Related Section in Appendix B	Criteria			Points																				
3.2.1.4	Enhanced Patient Safety																							
3.2.1.4 a.	Ease of vertical/horizontal access (travel route) for surgical staff to patients (assuming staff use of stairs). <table border="1" style="margin-top: 10px;"> <thead> <tr> <th style="background-color: black; color: white;">Elements</th> <th colspan="3" style="background-color: black; color: white;">Travel Efficiency Distance</th> </tr> <tr> <th style="background-color: #cccccc;">Travel Route</th> <th style="background-color: #cccccc;">Points Available</th> <th style="background-color: #cccccc;">Minimum</th> <th style="background-color: #cccccc;">Maximum</th> </tr> </thead> <tbody> <tr> <td>Pre-Op to OR</td> <td style="text-align: center;">6</td> <td>167.1 metres</td> <td>145.5 metres</td> </tr> <tr> <td>PARR to Pre-OP</td> <td style="text-align: center;">6</td> <td>142.3 metres</td> <td>120.8 metres</td> </tr> <tr> <td>OR to Staff Lounge</td> <td style="text-align: center;">3.5</td> <td>103.5 metres</td> <td>93.1 metres</td> </tr> </tbody> </table>			Elements	Travel Efficiency Distance			Travel Route	Points Available	Minimum	Maximum	Pre-Op to OR	6	167.1 metres	145.5 metres	PARR to Pre-OP	6	142.3 metres	120.8 metres	OR to Staff Lounge	3.5	103.5 metres	93.1 metres	15.5
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3.2.1.4 c.	Standardization of rooms, bays and support areas as defined in Appendix 3A [Clinical Specifications and Functional Space Requirements] of Schedule 3 of the Project Agreement. <ul style="list-style-type: none"> PARR; Pre-Op and Stage II Recovery bays; and Non-OR Medication Rooms. 			4																				

Table 1		
Related Section in Appendix B	Criteria	Points
	<p>Minimum: 6 deviations or more scores zero points.</p> <p>Maximum: 0 deviations scores 4 points.</p> <p>Examples of Deviations:</p> <ul style="list-style-type: none"> • Outlets not standardized in quantity or location; • Light switches not standardized in quantity or location; • Millwork not standardized; • Patient orientation not standardized; • Patient lift not standardized; • Interior finishes not standardized; • Headwall design not standardized; • Equipment placement not standardized. 	
3.2.1.4 d. i.	<p>Ability to safely monitor patients in Pre-Op/Stage II Recovery.</p> <p>Criterion is the direct sight line from the Team Care Station (Unit Clerk in seated position) location to all of the 22 decentralized care stations.</p> <p>Minimum: Team Care Station views a total of 11 decentralized care stations scores 0 points.</p> <p>Maximum: Team Care Station views a total of 22 decentralized care stations scores 2.5 points.</p>	2.5
3.2.1.4 d. ii.	<p>Ability to safely monitor patients in PARR.</p> <p>Criterion is the direct sight line from the Main Care Station (Unit Clerk in seated position) to the head of the patient on each of the 20 stretchers in PARR and the entry into the 2 isolation ante rooms.</p> <p>Minimum: 18 bays view the head of the patient scores 0 points.</p> <p>Maximum: 20 bays view the head of the patient and the entries into 2 isolation ante scores 6 points.</p>	6

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3.2.1.5	Optimize Clinical Utilization																										
3.2.1.5 a.	<p>Location, orientation and access to medication rooms in Pre-Op/Stage II Recovery, CSICU and PARR.</p> <p>Minimum: 2 or more deviations scores 0 points.</p> <p>Maximum: 0 deviations scores 2 points.</p> <p>Locations are equally rated with the defined characteristics also having equal weighting consistent with the desired features indicated in Schedule 3, Appendix A.</p> <p>Examples of Deviations:</p> <ul style="list-style-type: none"> • Non-enclosed medication rooms; • No oversight from the medication room to the nurse care stations; • Medication rooms in the same department not obtaining the same work flow (same handedness); • Workflow and clearance in the medication room does not allow for proper stocking of supplies and medication; and • Non-equal access for all staff members to access the medication room. 	2																									
3.2.1.5 b.	<p>Location of storage spaces.</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th style="background-color: black; color: white;">Elements</th> <th colspan="3" style="background-color: black; color: white;">Travel Efficiency Distance</th> </tr> <tr> <th style="background-color: #cccccc;">Travel Route</th> <th style="background-color: #cccccc;">Available Points</th> <th style="background-color: #cccccc;">Minimum</th> <th style="background-color: #cccccc;">Maximum</th> </tr> </thead> <tbody> <tr> <td>OR to equipment</td> <td style="text-align: center;">.70</td> <td style="text-align: center;">41.9 metres</td> <td style="text-align: center;">37.6 metres</td> </tr> <tr> <td>OR to housekeeping</td> <td style="text-align: center;">.70</td> <td style="text-align: center;">61.5 metres</td> <td style="text-align: center;">56.8 metres</td> </tr> <tr> <td>OR to soiled utility</td> <td style="text-align: center;">.70</td> <td style="text-align: center;">94.2 metres</td> <td style="text-align: center;">85.3 metres</td> </tr> <tr> <td>PARR unit to clean utility</td> <td style="text-align: center;">.70</td> <td style="text-align: center;">21.4 metres</td> <td style="text-align: center;">19.5 metres</td> </tr> </tbody> </table>	Elements	Travel Efficiency Distance			Travel Route	Available Points	Minimum	Maximum	OR to equipment	.70	41.9 metres	37.6 metres	OR to housekeeping	.70	61.5 metres	56.8 metres	OR to soiled utility	.70	94.2 metres	85.3 metres	PARR unit to clean utility	.70	21.4 metres	19.5 metres	3.5	
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	Pre-Op to clean utility	.70	36.2 metres	32.0 metres																	
3.2.1.5 c.	<p>Separation and efficiency of flows: public, patients and materials.</p> <p>Authority’s objectives:</p> <ul style="list-style-type: none"> Critical patient/equipment convoy routes (Cardiac OR to CSICU and OR to PARR) will not be obstructed by potential bottleneck areas (e.g., elevator vestibules, soiled utility traffic); and Patient / material flows will not cross public flows. <p>Minimum: No points scored for 2 or more bottlenecks or crossings as described above.</p> <p>Maximum: No bottlenecks or crossings as described above scores 16 points.</p>				16																
3.2.1.5.d.	<p>Workflow within Medical Device Reprocessing (MDR).</p> <p>Authority’s objectives re Distance:</p> <ul style="list-style-type: none"> Minimal distance from the access/egress of material/instruments coming and going into MDR to the start/end of the MDR process; and Workflow diagrams as described in the specifications and related to LEAN design have been fully integrated into the design. <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th style="background-color: black; color: white;">Elements</th> <th colspan="3" style="background-color: black; color: white;">Travel Efficiency Distance</th> </tr> <tr> <th></th> <th>Points Available</th> <th>Minimum</th> <th>Maximum</th> </tr> </thead> <tbody> <tr> <td>Soiled elevator to first step in the process flow maps</td> <td style="text-align: center;">1.25</td> <td style="text-align: center;">4.57 metres</td> <td style="text-align: center;">0 metres</td> </tr> <tr> <td>Soiled department entry to first step in</td> <td style="text-align: center;">1.25</td> <td style="text-align: center;">4.57 metres</td> <td style="text-align: center;">0 metres</td> </tr> </tbody> </table>				Elements	Travel Efficiency Distance				Points Available	Minimum	Maximum	Soiled elevator to first step in the process flow maps	1.25	4.57 metres	0 metres	Soiled department entry to first step in	1.25	4.57 metres	0 metres	5
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Table 1					
Related Section in Appendix B	Criteria				Points
	the process flow maps				
	Clean elevator to the last step in the process flow maps	1.25	4.57 metres	0 metres	
	Clean department entry to the last step in the process flow maps	1.25	4.57 metres	0 metres	
	<p>Authority’s objectives regarding Efficiencies:</p> <ul style="list-style-type: none"> • Proposed sequence includes all the steps and is consistent with the process described in the process flow map; and • All steps in the process flow are in the correct sequence from the elevator and department entry, scores full points (5). <p>Each deviation from the ideal sequence results in a 1 point scoring deduction.</p>				
3.2.1.5 e.	<p>Workflow within Medical Device Reprocessing (MDR).</p> <p>MDR Process Flow Maps</p> <p>Scoring is based on physical compliance with the ideal flow diagram indicated in Schedule 3, Appendix A, demonstrated by the spaghetti diagrams provided as required in Appendix B, for each of the following processes from the dedicated elevator and department entry:</p> <ul style="list-style-type: none"> • HLD Scope, tee probe and system 1; • Sterile flex scope; • Instruments; • Equipment; • Create a case cart; • Sterilizer pathway. <p>Minimum:</p> <p>2 or more deviations scores 0 points.</p>				6

Table 1		
Related Section in Appendix B	Criteria	Points
	<p>Maximum:</p> <p>0 deviations scores full points (6).</p> <p>Examples of deviations are:</p> <ul style="list-style-type: none"> • Back tracking in work flow, • Crossing flow travel paths; and • Sharing entrances and exits. 	
3.2.1.6	Wellness Environment	
3.2.1.6 a. i.	<p>Access and quality of direct natural light for each room as listed below.</p> <p>Minimum: The following listed rooms will have direct natural light (a reasonable quantity as judged by the Authority²):</p> <ul style="list-style-type: none"> • 10 PARR bays/rooms; • 3 CSICU rooms; • 15 Pre-Op/Stage II Recovery bays; • 1 Main Staff Lounge; • 1 MDR Decontamination; and • 1 MDR Clean Zone. <p>Maximum: All listed rooms will have direct natural light (a reasonable quantity as judged by the Authority):</p> <ul style="list-style-type: none"> • 20 PARR bays/rooms; • 8 CSICU rooms; • 44 Pre-Op/Stage II Recovery bays; • 15 Ors; • 1 Main Staff Lounge; • 1 MDR Staff Lounge; • 1 MDR Decontamination; • 1 MDR Clean Zone; • 1 MDR Sterile Zone; • 1 OR Sterile Core. <p>Scoring is based on the total number of rooms, irrespective of</p>	6

² The IHSC Light Measurement Methodology document is available in the Data Room.

Table 1		
Related Section in Appendix B	Criteria	Points
	type, except in order to score above 0; the rooms listed under “Minimum” must have direct light.	
3.2.1.6 a. ii.	<p>Availability of borrowed and/or natural light for each room as listed below.</p> <p>Minimum: The following listed rooms will have borrowed and/or natural light (a reasonable quantity as judged by the Authority):</p> <ul style="list-style-type: none"> • 6 PARR bays/rooms; • 3 CSICU rooms; • 15 Pre-Op/Stage II Recovery bays; and • 1 MDR Decontamination; • 1 MDR Clean Zone; • 1 MDR Sterile Zone; • 1 CSICU Care Station; • 1 PARR Care Station; and • 1 Pre-Op Care Station 1. <p>Maximum: The following listed rooms will have borrowed and/or natural light (a reasonable quantity as judged by the Authority):</p> <ul style="list-style-type: none"> • 20 PARR bays/rooms; • 8 CSICU rooms; • 44 Pre-Op/Stage II Recovery bays; • 15 Ors; • 1 Main Staff Lounge; • 1 MDR Staff Lounge; • 1 MDR Decontamination; • 1 MDR Clean Zone; • 1 MDR Sterile Zone; • 1 OR Sterile Core; • 1 OR Control Station; • 1 CISCU Care Station; • 1 PARR Care Station; • 1 Pre-Op Care Station 1; and • 1 Pre-Op Care Station 2. 	3.5

Table 1		
Related Section in Appendix B	Criteria	Points
	Scoring is based on the total number of rooms, irrespective of type, except in order to score above 0, the rooms listed under “Minimum” must have borrowed and/or natural light.	
3.2.1.6 a. iii.	<p>Access to outdoor space (exterior courtyard or roof garden) from staff lounges.</p> <p>Minimum: No direct access from staff lounges to exterior courtyards or roof garden scores in 0 points.</p> <p>Maximum: Provide direct access to outside courtyards or roof garden for all staff lounges scores full points (2.5).</p>	2.5
3.2.1.6 b. and 3.2.1.6 c.	<p>Interior design features which provide natural and calming environments.</p> <p>Considerations are: Wood First, art display areas/spaces, elder- and paediatric-friendly design features, lighting (warm as opposed to clinical) and materials in each available designated space.</p> <p>Designated Spaces:</p> <ul style="list-style-type: none"> • Main lobby including Level 1 link to Centennial; • Staff lounges – main and MDR; • Pre-op/Stage II Recovery waiting rooms; and • CSICU waiting room. • Elevator entrance/exit areas; <p>The following AEDET (Achieving Excellent Design Evaluation Toolkit)³ statements will be applied to the designated spaces described above and will be scored as per the AEDET Usage Methodology developed by the Authority.</p> <p>AEDET statement (specific AEDET section in brackets):</p> <ul style="list-style-type: none"> • There are clear ideas behind the design of the building (A.01); • The building is interesting to look at and move around in - (A.02); 	2.5

³ AEDET Guidelines and the Authority’s AEDET Usage Methodology document are available in the Data Room.

Table 1		
Related Section in Appendix B	Criteria	Points
	<ul style="list-style-type: none"> • The building projects a caring and reassuring atmosphere (A.03); • The building appropriately expresses the values of the Authority (A.04); • The building has a human scale and feels welcoming (B.01); • The external materials and detailing appear to be of high quality (B.04); and • The external colours and textures seem appropriate and attractive (B.05). <p>Minimum: 31.5 out of 42 (75%) using AEDET scoring methodology.</p> <p>Maximum: 42 out of 42 (100%) using AEDET scoring methodology.</p>	
3.2.1.7	Enhanced Site Development Features	
3.2.1.7 a. i.	<p>Overall building exterior design.</p> <p>AEDET statement (specific AEDET section in brackets):</p> <ul style="list-style-type: none"> • There are clear ideas behind the design of the building (A.01); • The building is interesting to look at and move around in (A.02); • The building projects a caring and reassuring atmosphere (A.03); • The building is likely to influence future healthcare designs (A.05); • The building has a human scale and feels welcoming (B.01); • The design takes advantage of available sunlight and provides shelter from prevailing winds (B.02); • The external colours and textures seem appropriate 	2.5

Table 1		
Related Section in Appendix B	Criteria	Points
	<p style="text-align: center;">and attractive (B.05);</p> <ul style="list-style-type: none"> • The building respects the dignity of patients and allows for appropriate levels of privacy and dignity (C.01); • There are good views inside and out of the building (C.02); • The interior of the building is attractive in appearance (C.06).ECESS; • The height, volume and skyline of the building relate well to the surrounding environment (D.01); • The building contributes positively to its locality (D.02); • The hard and soft landscape around the building contributes positively to the locality (D.03); and • The building is sensitive to neighbours and passers-by (D.04). <p>Minimum: 71 out of 84 (85%) using AEDET scoring methodology.</p> <p>Maximum: 84 points (100%) using AEDET scoring methodology.</p>	
3.2.1.7 a. ii.	<p>Ease of access and way finding.</p> <p>AEDET statement (specific AEDET section in brackets):</p> <ul style="list-style-type: none"> • Entrances are obvious and logically positioned in relation to likely points of arrival on site (B.03); • Patients and staff have good access to outdoors (C.03); • Pedestrian access routes are obvious, pleasant and suitable for wheelchair users and people with other disabilities / impaired sight (I.05); and • Outdoor spaces are provided with appropriate and safe lighting indicating paths, ramps and steps (I.06). <p>Minimum: 21 out of 24 (88%) using AEDET scoring methodology.</p>	2

Table 1		
Related Section in Appendix B	Criteria	Points
	Maximum: 24 points (100%) using AEDET scoring methodology.	
3.2.1.7 b.	<p>Site parking and vehicular flows will enable efficient and friendly access and egress to the site.</p> <p>AEDET statement (specific AEDET section in brackets):</p> <ul style="list-style-type: none"> • The building is clearly understandable (C.05); • There is good access from available public transport including any on-site roads (I.01); • There is adequate parking for visitors and staff cars with appropriate provision for disabled people (I.02); • The approach and access for ambulances is appropriately provided (I.03); and • Goods and waste disposal vehicle circulation is good and segregated from public and staff access where appropriate (I.04). <p>Minimum: 21 out of 30 (70%) using AEDET scoring methodology.</p> <p>Maximum: 30 points (100%) using AEDET scoring methodology.</p>	5
Total Points		100

The Technical Proposal will be scored and awarded points based on the level of achievement of the criteria in Table 1, based on information provided in the Technical Submissions as described in Appendix B, Proposal Requirements. As per Section 7.15(d) of the RFP, the Technical Proposal must achieve at least 30 total points from the 100 available points to be considered compliant. Each point awarded above 30 points and up to 80 total points will contribute to the calculation of the Adjusted Net Present Cost as described in this Appendix A, section 3.3 (a).

Points awarded above 80 total points will not contribute to the calculation of the Adjusted Net Present Cost.

2. FINANCIAL SUBMISSION

The Evaluation Committee will evaluate each of the Financial Submissions as follows:

1. **Mandatory Requirements**. In accordance with Section 7.15 of the RFP, the net present cost of the maximum Periodic Payments as at the Submission Time for Financial Submissions must not exceed the Affordability Ceiling, and the Total Facility Development and Capital Costs of the Proposal as at the Submission Time for Financial Confirmation must not exceed \$128.17 million (nominal). If either of these requirements is not met, the Evaluation Committee will discontinue its evaluation of the Proposal.
2. **Satisfaction of Financial Requirements**. The Evaluation Committee will evaluate whether the Financial Submission substantially satisfies the following requirements:
 - (a) the Proponent has arranged sufficient financing for the Project having regard to the requirements of the RFP and the Final Draft Project Agreement;
 - (b) the Proponent's Financing Plan, including security, bonding, guarantees and insurance elements, is robust and deliverable;
 - (c) the Proponent's Financing Plan can be executed expediently if the Proponent is selected as Preferred Proponent;
 - (d) each of the equity funders of the Proponent continue to have the ability to raise sufficient capital to fund the equity requirements; and
 - (e) the Proponent is financially viable.

If the Evaluation Committee determines that the Financial Submission does not substantially satisfy the above requirements, the Evaluation Committee may decide not to complete a detailed evaluation of the Proposal.

3. RANKING PROCESS

Subject to the terms of this RFP, each Proposal, including the Technical Submission and the Financial Submission, that substantially satisfies the requirements of this RFP and the Final Draft Project Agreement, will be evaluated and ranked according to the following process:

1. Each Proposal will be examined to determine whether the requirements of this RFP have been satisfied.
2. Each Proposal determined as meeting the requirements referenced in paragraph 1 above will be examined to identify the extent to which, if at all, scope ladder items, as described in Section 5.4 of this RFP, have been used to achieve the Affordability Ceiling requirements. The Proposals will then be ranked in accordance with the Proponent's use of scope ladder items. The Proponent who uses the least scope ladder items will be ranked the highest, and the Proponent who uses the most scope ladder items will be ranked the lowest.
3. If two or more Proposals are ranked equally under paragraph 2, the Authority will calculate the Adjusted Net Present Cost (the "**Adjusted Net Present Cost**") of the Proponent's Proposal by doing the following:
 - (a) calculating the number of points (including partial points) by which the points achieved by the Proponent's Proposal exceed 30 points but do not exceed 80 points, multiplying that calculated number of points by **\$263,517** (the net present value of a point allocated by the Authority for this purpose) and subtracting the product from the net present cost of the Proponent's Proposal; and
 - (b) calculating the net present cost of the annual cost of energy based on the proposed Design and Construction Regulated Energy Target, the proposed Agreed Proportions of the different types of energy included in the Regulated Energy Consumption, the Authority's assumed unit cost (per Gigajoule of Energy) for each type of Energy, and the Authority's assumed indexation applicable to these unit costs (to be provided by the Authority at a later date), and adding this to the net present cost of the Proponent's Proposal.

- a. The initial unit rate for natural gas is \$10.44 per GJ, including carbon taxes and carbon offset.
- b. The initial unit rate for electrical is \$0.0819 per kWh, including carbon offset.
- c. If considering an alternate type of energy, the Proponent must notify the Authority and the Authority will provide the initial unit rate which the Proposal will be evaluated on.

The Proposal which offers the lowest Adjusted Net Present Cost as determined by the Authority will receive the highest ranking and be designated the highest-ranked Proposal.

4. CONSTRUCTION MANAGEMENT SERVICES PROPOSAL

Once the Evaluation Committee has determined a recommended Preferred Proponent, the Evaluation Committee will review the recommended Preferred Proponent's construction management services proposal. The Authority will then do one of the following;

- (a) accept the construction management services proposal;
- (b) reject the construction management services proposal; or
- (c) enter into negotiations with the Construction Manager with regard to the construction management services proposal.

If the Authority elects to reject the recommended Preferred Proponent's construction management services proposal then the Authority will, if the Authority determines that it still wishes to procure construction management services for the Royal Building renovations, undertake a new and separate procurement process for the construction management services.