

APPENDIX B

PROPOSAL REQUIREMENTS

1. Submission Guidelines Overview

This Appendix and attachments describe the specific documentation that a Proponent is required to submit to satisfy the proposal requirements, and to demonstrate that they are capable of performing the responsibilities and obligations of Project Co under the Project Agreement. The Proponent's Proposal documents are to comprehensively address the requirements set out in this Appendix and the Final Draft Project Agreement. Without limiting any other term of this RFP, including Section 8.2 of this RFP, Proponents may provide additional information or supplemental material to clarify any Proposal item.

Proposals are to be presented in three submissions: a Technical Submission; a Construction Management Services Submission; and a Financial Submission, each of which consists of the following packages, and each of which is outlined in Sections 2, 3 and 4 of this Appendix, respectively:

Section 2 TECHNICAL SUBMISSION:

1. Package 1: Transmittal

- Contact Information
- Appendix D - Relationship Disclosure Form(s)
- Overview Table of Contents for the Proposal

2. Package 2: Project Co Management

- Executive Summary and Contents List
- Proponent Information

3. Package 3: Implementation Schedules and Strategies

- Executive Summary and Contents List
- Schedules
- Design and Construction Strategy
- Facilities Management Strategy

Section 3 CONSTRUCTION MANAGEMENT SERVICES SUBMISSION:

1. Package 1: Proposal for Construction Management Services

- Executive Summary and Contents List
- Construction Management Team
- Methodology and Approach
- Fees and Reimbursement Rates
- Insurance and Bonding

Section 4 FINANCIAL SUBMISSION

1. Package 1: Transmittal

- Affordability Ceiling Confirmation
- Net Present Cost
- Appendix C - Proposal Declaration Form
- Overview Table of Contents for the Proposal

2. Package 2: Financial

- Executive Summary and Contents List
- Structure of Project Co
- Agreements within Project Co
- Price Proposal
- Basis of Financial Submission
- Financial Capacity
- Financing
- Insurance
- Pricing

2. Submission Requirements for Technical Submission

Without limiting the terms of this RFP, this section summarizes the information and documentation that Proponents are to submit in their Proposals for the Technical Submission.

The Technical Submission should demonstrate that the Proponent is capable of performing the obligations and responsibilities of Project Co and delivering the Project under the Project Agreement, and that the Proponent has a good understanding of the Project and of the Project Work.

The Technical Submission is to be prepared on the basis of the version of the Final Draft Project Agreement most recently issued prior to the Technical Submission Deadline, and for purposes of Section 2.3 of the RFP, this version will be considered the version of the Final Draft Project Agreement issued as at the Technical Submission Deadline.

Where drawings are to be provided, it is the Authority's preference that Proponents may, where reasonable, provide combined drawings which will provide the information for more than one requirement with the appropriate references in each section. Proponents should provide a drawing index clearly identifying which Proposal requirement is met on which drawing.

Proponents are to arrange the content of their Technical Submissions in accordance with the sequencing of, and using the section numbers and corresponding titles shown in, the following table.

The Technical Submission is to provide information and documentation in accordance with the following table:

Package 1: Transmittal Package

The transmittal package is to contain the following information and documents:

The contact person for all future communications between the Authority and the Proponent, including name, employer, mailing address, telephone number, email addresses and fax number:

- One (1) fully executed copy of Appendix D – Relationship Disclosure Form; and
- Overview table of contents for all parts of the Proposal.

Package 2: Project Co Management

Package 2, at a minimum, is to provide information and documentation about the Proponent including:

- Organization, legal status and ownership information;
- Details of Principal Contractors;
- Details of the Design team;
- Details of the Facilities Management team;
- Governance structure; and
- Key Individuals.

Package 2 of the Proponent's Proposal is to address the requirements set out in the tables below. Proponents are to use the section numbers and corresponding titles shown in this table in their Proposals.

Section No.	Title	Contents
2.	PROPONENT INFORMATION	
2.1	Confirmation of RFQ Response	<p>The Proponent is to confirm that, other than Changes permitted by the Authority, there have been no changes to information provided in its RFQ Response regarding:</p> <ul style="list-style-type: none"> • The Equity Member(s), and Design Build Contractor listed as part of the Respondent Team; or • The Key Individuals listed for the Respondent Team. <p>If Changes are proposed to the above, the Proponent will clearly identify each proposed Change, include a written request for the Authority's permission and provide additional information and documentation as required by this RFP, including section 6.12 of the RFP.</p>
2.2	Details of Proponent and Proponent Team	
2.2.1	Legal Name	<p>Describe the legal structure of the Proponent (or that the Proponent will adopt as Project Co) including the proposed full legal name of the Proponent, or as applicable, each legal entity which comprises the Proponent.</p> <p>Provide the incorporation number, or extraprovincial registration number for British Columbia, for the Proponent or as applicable, each legal entity that comprises the Proponent, and further details, including certificate of incorporation, memorandum and articles of incorporation, and documentation demonstrating that the Proponent, or as applicable, each legal entity which comprises the Proponent, is duly authorized to carry on business in British Columbia.</p>
2.2.2	Shareholdings	<p>Provide details, including corporate details, identifying each Equity Member and degree of equity participation, and shareholder agreements.</p> <p>If the Proponent does not have an equity structure, provide details of the ownership structure and copies of all agreements related to ownership.</p>

Section No.	Title	Contents
2.3	Details of Principal Contractors	
2.3.1	Legal Name	Full legal name(s).
2.3.2	Contact Details	Authorized Representative, registered office, telephone number, email addresses and fax number.
2.3.3	Legal Details	Full incorporation details, including certificate of incorporation, memorandum and articles of incorporation, and documentation demonstrating that the company is duly authorized to carry on business in British Columbia. If a Principal Contractor is an unincorporated legal entity, please provide full details and proof of the existence of the individuals, corporations, other entities or the underlying legal entities that make up joint ventures and partnerships who have the direct responsibility of the Principal Contractor.
2.3.4	PPP Organizational Structure and Details	Organizational description, including organization chart, indicating and listing the members of the board of directors, the senior officers and key management officials, and reporting relationships. Organizational description, including organization chart, indicating key members/firms of the Construction Team, their roles and responsibilities, and reporting relationships.
2.4	Details of Design Team	
2.4.1	Name	Full legal name(s).
2.4.2	Contact Details	Registered office, telephone number, email addresses and fax number.
2.4.3	Legal Details	Full incorporation details, including certificate of incorporation, memorandum and articles of incorporation, and documentation demonstrating that the company is duly authorized to carry on business in British Columbia. If a member of the Design Team is an unincorporated legal entity, please provide full details and proof of the existence of the individuals, corporations, other entities or the underlying legal entities that make up joint ventures and partnerships who have the direct responsibility of the Design Team.

Section No.	Title	Contents
2.4.4	Organizational Structure and Details	Organizational description indicating key members/firms of the Design Team, their roles and responsibilities and reporting relationships.
2.5	Details of Facilities Management Team	
2.5.1	Name	Full legal name(s).
2.5.2	Contact Details	Registered office, telephone number, email addresses and fax number.
2.5.3	Legal Details	Full incorporation details, including certificate of incorporation, memorandum and articles of incorporation, and documentation demonstrating that the company is duly authorized to carry on business in British Columbia. If a member of the Facilities Management Team is an unincorporated legal entity, please provide full details and proof of the existence of the individuals, corporations, other entities or the underlying legal entities that make up joint ventures and partnerships who have the direct responsibility of the Facilities Management Team.
2.5.4	Organizational Structure and Details	Organizational description indicating key members/firms of the Facilities Management Team, their roles and responsibilities and reporting relationships.

Section No.	Title	Contents
2.6	Governance Structure	
2.6.1	Organizational Structure and Relationships between the Proponent, Proponent Team Members, and Principal Contractors	<p>The Proponent is to provide a project organization chart which, at a minimum, identifies all Key Individuals, including those provided in the RFQ Response, and those listed in Sections 2.2, 2.3, 2.4 and 2.5 of this Table of Appendix A.</p> <p>Describe the relationships and reporting arrangements among the Proponent Team Members and Principal Contractors at critical stages of the Project:</p> <ul style="list-style-type: none"> • identify responsibilities of each Key Individual; • reporting relationships between the Proponent, its Equity Members and Principal

Section No.	Title	Contents
		<p>Contractors;</p> <ul style="list-style-type: none">• nature of any contractual relationship(s) to be entered into between the Proponent and any Principal Contractors; and• the nature of any sub-contracting arrangements and details of the risk allocation between the parties.
2.6.2	Key Individuals	<p>Confirm the Key Individuals are as submitted with the RFQ Response.</p> <p>In addition to the information and documentation requested in respect of each of the Key Individuals, provide the name, professional designation, and summary of education/qualifications and relevant experience and accompanying resumes for each Key Individual.</p>

Package 3: Implementation Schedules and Plans

Package 3 is to provide information and documentation that reasonably demonstrates that the Proponent is capable of performing Project Co's responsibilities and obligations under the Project Agreement to deliver the Project Work, including Design, Construction, Operations, Maintenance, Rehabilitation, other Construction Activities (other than construction management services) and other required services in accordance with the requirements set out in this RFP, including the Final Draft Project Agreement.

Package 3 of the Proponent's Proposal is to address the requirements set out in the tables below. Proponents are to use the section numbers and corresponding titles shown in this table in their Proposals.

Section No.	Title	Contents
3.1	General	
		<p>The Proponent is to provide the following proposed schedules:</p> <ul style="list-style-type: none"> • The Project Schedule that the Proponent proposes will be attached to Schedule 3 [Design and Construction Specifications] of the Project Agreement. <ul style="list-style-type: none"> ○ The Project Schedule will provide content and detail that reasonably demonstrate that the Proponent understands the scope of the Project Work and sets out how the Proponent intends to plan and implement the design, stakeholder consultation, construction and rehabilitation for the Project in a logical sequence. • Accommodation Schedule. <p>Supporting documentation should be provided for all proposed schedules.</p>
3.1.1	Project Schedule	<p>Provide a complete and comprehensive Project Schedule prepared in accordance with Schedule 3 [Design and Construction Specifications] and Schedule 2 [Design and Construction Protocols] of the Project Agreement which includes, at a minimum, the following information, by component, as well as a Project Schedule brief describing the key milestones and decisions on how each of the components align and work together:</p> <p>(a) Design Period</p> <ul style="list-style-type: none"> • Design User Consultation Groups; and

Section No.	Title	Contents
		<ul style="list-style-type: none"> • Major Submittal Dates and Review timeframes. <p>(b) Mock-ups</p> <ul style="list-style-type: none"> • Provision of mock-up rooms, including a detailed description of schedule, location, scope and method of development <p>(c) Equipment</p> <ul style="list-style-type: none"> • Authority-provided cut sheets to Project Co (selection of 3) for major equipment package; • Selection of main equipment packages; • Procurement of main equipment packages; • Installation of major equipment; and • Commissioning/demonstrations/training. <p>(d) Construction Period</p> <ul style="list-style-type: none"> • Site establishment and mobilization; • Demolition schedule and phasing/plans; • Preload and ground improvement; • Design development, including User Consultation and Design Review activities; • Demonstrate the extent to which the Authority’s user group process will be incorporated; • Major construction stages; • Securing approvals, permits and licenses; • Main Equipment packages (including proposed timing around Authority-supplied); • Utility relocations and/or protection; and • Anticipated Service Commencement Date (not to exceed February 29, 2016).

Section No.	Title	Contents
		<ul style="list-style-type: none"> (e) Commissioning/Demonstrations/Training <ul style="list-style-type: none"> • Commissioning. (f) Deficiency Review Period (g) Operation Period <ul style="list-style-type: none"> • Major rehabilitation events.
3.1.2	Accommodation Schedule	<p>Provide an accommodation schedule (room list) for all Functional Areas, in the format of the template found in the Data Room, identifying for each space:</p> <ul style="list-style-type: none"> (a) An area summary of the Proponent’s design by department and by floor that includes the total net and gross floor area, and the net to gross ratios for each department and for each floor; (b) An area summary of the building that includes total net and gross areas by floor and by building totals; and (c) Amount of any variance(s) in net area between the Proponent’s design and the Schedule 3 [Design and Construction Specifications] Appendix 3A [Functional Program] expressed in real terms and as a percentage. <p>The accommodation schedule should follow the same sequence and terminology as in the Schedule 3 [Design and Construction Specifications] Appendix 3A [Functional Program]. A template accommodation schedule for use by Proponents is available in the Data Room.</p>
3.1.3	Communications Plan	<p>Provide a draft communications plan indicating activities the Proponent proposes to undertake in its lead roles in conformance with the requirements of the Final Draft Project Agreement. The communications plan will be appended to the Authority’s strategic communications plan, which will direct communications activities on the project.</p>

Section No.	Title	Contents
3.2	Design and Construction	
<p>The Proponent is to provide a written narrative for its approach to Design and Construction that clearly describes the design process, the key design and construction issues, and the Proponent’s strategy to manage those issues. The summary of the Proponent’s approach and strategy to manage Design and Construction will govern the development of Project Co’s plan as required in accordance with Schedule 2 [Design and Construction Protocols] of the Project Agreement.</p>		
<p>The Proposal is to include text and drawings providing information as noted below. Floor plans are to be provided in hard copy and as PDF at the scales noted. Architectural floor plans are to also be provided in AutoCAD version 2009 files at the scales noted.</p>		
Section No.	Title	Contents
3.2.1	General Approach	
3.2.1.1	Compliance with Final Draft Project Agreement	(a) Confirm compliance of the Proposal with the Final Draft Project Agreement, and in particular with Schedule 3 [Design and Construction Specifications].
3.2.1.2	Design Approach	Describe and provide details of the Proponent’s management plan for the Design including: <ul style="list-style-type: none"> (a) The design methodology and general approach overall; (b) How consideration of the Services will be integrated into the design; (c) Approach to design of the Facility; (d) Approach to minimize impacts on existing facility operations; and (e) Quality control procedures.
3.2.1.3	Meeting Project Design Objectives	Provide written and graphical summaries of the design to demonstrate how the Proponent has addressed the following Project design objectives: <ul style="list-style-type: none"> i. Using the information in the Master Plan, demonstrated how the design of the IHSC fits into the future projections for the KGH campus growth and access; ii. Sustainability approaches not directly linked to meeting LEED® requirements;

Section No.	Title	Contents
		<ul style="list-style-type: none"> iii. Demonstrate, with floor plans, sections and written brief, how a 32-bed nursing unit would be added to the IHSC at a future date. Include such items as shaft locations, how is the future expansion anticipated to be constructed, and how will building and clinical operations be impacted; and iv. Provide simple, clear and concise functional relationship drawings (1:100 architectural plans) indicating the location and functional relationships of all program elements, horizontal and vertical circulation, and internal traffic flow.
3.2.1.4	Enhanced Patient Safety (Scored Item)	<ul style="list-style-type: none"> (a) Describe using 1:100 drawings: Ease of vertical/horizontal access (travel routes) for surgical staff to patient. Efficiency of corridors for staff from Pre-Op to OR, PARR to Pre-Op, and OR to Staff Lounge; (b) Describe using 1:100 drawings: Efficiency of corridors for patient transport from Cardiac ORs to CSICU ORs to PARR and Pre-Op to OR; (c) Describe using 1:100 drawings and project brief: Standardization of rooms, bays and support areas with regard to key areas of PARR, Pre-Op and Stage II Recovery Bays and Medication Rooms. Complete Table 1 (template located in Data Room [Table 1 - IHSC Room Standardization Evaluation.doc]); and (c) Describe using 1:100 drawings: Ability to safely monitor patients in the following areas: <ul style="list-style-type: none"> i. Pre-Op/Stage II Recovery. Indicate team station location and sight lines from unit clerk location to all viewable decentralized care stations; and ii. PARR. Indicate team station location and sight lines from unit clerk location to all viewable head of patient beds.
3.2.1.5	Optimize Clinical Utilization (Scored Item)	<ul style="list-style-type: none"> (a) Describe using 1:100 drawings and project brief: The location and access to medication rooms in Pre-Op/Stage II Recovery, CSICU and PARR department layout and sight lines from medication rooms; (b) Describe using 1:100 drawings: The location of storage spaces for the following spaces: <ul style="list-style-type: none"> i. Equipment Storage rooms and/or alcoves on the surgical floor in relation to the ORs; ii. Housekeeping and Soiled Utility rooms in relation to the ORs; and

Section No.	Title	Contents
		<ul style="list-style-type: none"> iii. Clean Soiled utility rooms on the surgical floor in relation to PARR, Pre-Op/Stage II Recovery, and CSICU. <p>(c) Describe the separation and efficiency of flows of public patient and materials indicating public, patient, staff, material and FM circulation flows through the entire building. Please describe the circulation flows as follows:</p> <ul style="list-style-type: none"> • Public route – green; • Patient route – purple; • Staff route – cyan; • Material route – red; • FM route – blue; and • Indicate all controlled access points <p>(d) Describe the workflow within Medical Device Reprocessing (MDR) demonstrating consistency with the Design and Construction specifications.. Provide 1:100 schematic floor as well as written brief describing;</p> <ul style="list-style-type: none"> i. Flow is unidirectional; ii. Distraction free environment; iii. Distinct areas for decontamination, clean and sterile zones; iv. One-time handling of picking items; and v. Provide the distance from MDR dedicated elevators and department entries to the beginning and end of the workflow process. <p>(e) Provide a spaghetti diagram for each process from the dedicated elevator and department entry;</p> <ul style="list-style-type: none"> i. HLD Scope, tee probe and system 1; ii. Sterile flex scope; iii. Instruments; iv. Equipment;

Section No.	Title	Contents
		<ul style="list-style-type: none"> v. Create a case cart; and vi. Sterilizer pathway.
3.2.1.6	Wellness Environment (Scored Item)	<ul style="list-style-type: none"> (a) Describe how the design will achieve optimal natural light levels in the rooms described below in i through iii below. Include window glazing/finishes and window coverings or features specific to building orientation/sun exposure. Complete Table 2 (template located in the Data Room [Table 2 - IHSC Natural Light Evaluation.doc]: <ul style="list-style-type: none"> i. Access and quality of direct natural light for CSICU, Pre-Op/Stage II bays, PARR bays, staff lounge and MDR; ii. Access and quality of borrowed light for CSICU, Pre-Op/Stage II bays, PARR bays, ORs, OR sterile core, OR control station, care stations, MDR and staff lounges; and iii. Direct access to outdoor space (exterior courtyard or roof garden from staff lounges). (b) Describe the interior design philosophy integrating wood first, elder-friendly, paediatric-friendly, art display attributes and calming features in the building. (c) Describe the spaces allotted for the incorporation of natural features into the following areas: <ul style="list-style-type: none"> i. For all Category I items: main lobby, Level 1 link to Centennial, staff lounges, pre- and post-op waiting rooms and CSICU waiting rooms; and ii. For all Category II items: elevator entrances, exit areas, CSICU unit, Pre- Op and Stage II Recovery unit and PARR.
3.2.1.7	Enhanced Site Development Features (Scored Item)	<ul style="list-style-type: none"> (a) Describe the overall building exterior design features. Provide 1:100 schematic drawings elevations and site plans for: <ul style="list-style-type: none"> i. Building exterior; and ii. Ease of access and way finding. (b) Describe the site parking and vehicular flows to enable efficient and friendly access and egress to the site. Provide 1:100 schematic drawings and written descriptions describing all of the following: <ul style="list-style-type: none"> i. All parking, drop-off stalls, clearances, public zones, outdoor spaces and pedestrian

Section No.	Title	Contents
		<ul style="list-style-type: none"> ii. Vehicle entry/exits onto and off of Pandosy Street, Rose Avenue and Royal Avenue; and iii. Site vehicle access philosophy.
3.2.1.8	User Consultation and Design Review	<ul style="list-style-type: none"> (a) Provide proposed User Consultation and Submittal schedules for the Project, including: <ul style="list-style-type: none"> i. The timing of consultations under the User Consultation Protocol, the subject matter of those consultations and the form of the consultation (for example, presentation followed by question and answer); ii. The order and timing of all Submittals in relation to the Project(including the anticipated submission date and finalization date) and a description of each Submittal, including the subject matter and form (for example, a drawing or narrative) of each Submittal, clearly outlining the components / detail that are to be reviewed by the Authority. (b) Describe and provide details of how the Proponent will preserve sufficient flexibility in the initial design submitted in its Proposal to accommodate changes during the detailed design development process that will take place post-Financial Close.
3.2.1.9	Equipment Procurement and Logistics	<ul style="list-style-type: none"> (a) Describe and provide details of: <ul style="list-style-type: none"> i. The Proponent's approach to Equipment integration into the Design Process and the role of the Equipment Specialist; ii. How the Proponent anticipates implementing the coordination function throughout the Design and Construction stages and list all roles associated, and their functions; iii. The Proponent's approach to managing the Equipment procurement process; iv. The personnel proposed to manage the Equipment procurement process, including curriculum vitae specifying their relevant qualifications and experience; v. The processes that will be used to ensure effective communication between the Authority and Project Co with regards to Equipment procurement process, timing and emerging issues;

Section No.	Title	Contents
		<ul style="list-style-type: none"> vi. How and where (include a site map) equipment will be received, stored and staged during Construction; and vii. Equipment installation and commissioning processes. <p>(b) Provide an indicative Equipment procurement schedule and indicative Equipment brief identifying major procurement activities and dates for Authority selection of all Equipment, including and highlighting those items that are on the critical path for Design and Construction of the Facility.</p> <p>(c) Describe and provide details of how the Proponent will maintain sufficient flexibility in the Equipment procurement process to allow the Authority to make decisions as late as possible regarding Equipment selection in order to allow the Authority to take advantage of the latest available technology.</p>
3.2.1.10	Innovative Use of Wood	<p>(a) Provide written and graphical summaries in the form of floor plans and interior-exterior elevations of the design to demonstrate compliance with Schedule 3 [Design and Construction Specifications] regarding the use of wood. Include any Building Code considerations, including any alternate solutions that will be requested from the municipal approval authorities;</p> <p>(b) Provide a summary of wood use during construction; and</p> <p>(c) Highlight any innovative uses of B.C. wood in the Project.</p>
3.2.2	Design	
3.2.2.1	Site Development	<p>Provide the following development plans:</p> <ul style="list-style-type: none"> (a) Site context plan (1:1000), including site development, adjacent roads and property uses; (b) Master plan concept (1:1000), showing relationship between the proposed Facility and future developments proposed by the two options shown in the master plan; (c) Site plan (1:500) showing location of all buildings (including Full Build-Out), roadways, pathways, fire fighting access, post-disaster provisions, green space, vehicle parking, and services elements;

Section No.	Title	Contents
		<p>(d) Site plan (1:500) indicating site servicing, zoning setbacks, easements and City requirements. Indicate proposed routing of buried concrete-encased duct banks, including manholes and cable pulpits, etc.;</p> <p>(e) Streetscape drawings (1:500) demonstrating proposed massing, materials and image of the Facility, including the context of adjoining buildings on the Site;</p> <p>(f) North-south and east-west cross-sectional diagrams (1:200) showing relationship between the Project and adjacent site uses; and</p> <p>(g) Landscape plan, sections and elevations (1:200) which present the proposed landscape design.</p>
3.2.2.2	Site Circulation and Parking	<p>Describe and provide details of the Proponent's parking plan for the Project, including:</p> <p>(a) The Proponent's temporary parking solution during Construction, if required;</p> <p>(b) The Proponent's permanent parking solution, including confirmation of the total number of parking, drop-off and pick-up spaces that will be provided;</p> <p>(c) A site circulation plan (1:500), including vehicles, pedestrians, construction material deliveries, hospital equipment deliveries, waste removal, ambulance access, fire fighting access and disaster response access; and</p> <p>(d) A parking plan (1:500), illustrating the parking strategy, including locations of staff, handicap, visitor and drop-off/pick-up stalls.</p>
3.2.2.3	Clinical Design	<p>(a) Provide simple, concise and straightforward written and graphical summaries, through a bullet point summary of each section before the summary text, to demonstrate how the Design provides for the following:</p> <p style="margin-left: 40px;">i. Effective within IHSC and connect to the rest of the KGH campus for:</p> <ul style="list-style-type: none"> • Patients; • Staff; • Visitors; and

Section No.	Title	Contents
		<ul style="list-style-type: none"> • Non-clinical support services ii. Optimized intra-departmental relationships, with particular reference to workflow and travel distances; iii. Linkages within and between functional elements including: <ul style="list-style-type: none"> • Visibility from nursing stations; and • Distances travelled to support services (for example, medication rooms, clean utility rooms, dirty utility rooms) and efficient flows (both within departments and between departments). iv. Use of zoning within patient rooms including: <ul style="list-style-type: none"> • Distance from Cardiac OR to CSICU; • Distance from OR to PARR; and • Distance from each OR to Pre-op/staff support spaces.
3.2.2.4	Building Design	<p>Provide:</p> <p>(a) Large format renderings of the exterior and interior of the Facility, including:</p> <ul style="list-style-type: none"> i. The Facility as seen from Pandosy Street and Rose Avenue; and ii. The main entrance area of the Facility along Pandosy Street and Rose Avenue, <p>Such renderings should be convertible to a printable 8 ½ by 11 format.</p> <p>(b) A 3-D animated model illustrating context, massing and architectural features. Provide video animation no more than five (5) minutes in length that demonstrates the exterior and interior in a complete manner;</p> <p>(c) Building elevations and sections and site sections, sufficient to illustrate design aesthetics, materials and major features, including proposed exterior colour schemes, including the context of the adjoining building on the site;</p> <p>(d) North-south and east-west cross sectional diagrams (1:200) showing relationship between</p>

Section No.	Title	Contents
		<p>the Project and adjacent site uses;</p> <p>(e) Floor plans (1:100) including basic dimensions with room numbers cross-referenced to the Functional Space Requirements. Include all walls and doors, structural elements, circulation elements (for example, stairs, elevators) and major service shafts;</p> <p>(f) Drawings (1:50) indicating key dimensions, showing location of architecturally significant equipment, and providing the typical location of medical gas, general power and outlets, elevations and ceiling plans for the following rooms and areas only:</p> <ul style="list-style-type: none"> i. Cardiac OR; ii. Hybrid OR; iii. Standard OR; iv. CSICU Patient Room; v. Nurse station and medication room; vi. PARR Bay and Pre-Op Bay; and vii. MDR Workstations in both Soiled and Clean sides.
3.2.2.5	Furniture and Fittings	<p>Provide:</p> <p>(a) Schedules of indicative finishes, fixtures, fittings and Project Co-supplied equipment;</p> <p>(b) Floor plans demonstrating furniture layout throughout the lobby, waiting areas/rooms, staff lounges, meeting rooms, public spaces, discharge waiting areas, exterior courtyard, discharge waiting areas, waiting rooms, exterior courtyard and main floor link between IHSC and Centennial; and</p> <p>(c) Provide quantities of system furniture that Project Co will provide in order to make the Facility functional. Describe Project Co's philosophy to create optimal trade-off between casework versus system furniture which is in the Authority's best interest.</p>
3.2.2.6	Vertical Transportation	<p>Provide descriptions, including types, of the following elevators/escalators, including how each satisfies or exceeds the requirements of Schedule 3 [Design and Construction Specifications]:</p>

Section No.	Title	Contents
		<ul style="list-style-type: none"> (a) Passenger elevators; (b) Services elevators; and (c) MDR elevators (soiled and clean).
Section No.	Title	Contents
3.2.3	Technical Specification	
3.2.3.1	Building Code	Provide: <ul style="list-style-type: none"> (a) A basic Code analysis, including bylaw requirements and implications of legislation and policies, including Wood First; and (b) Proponents seeking to increase their use of wood through the BC Building Code “Alternative Solution” process must provide a code consultant’s report outlining and supporting the proposed approach.
3.2.3.2	Infection Prevention and Control	Describe and provide details of how the design will achieve the infection control requirements described in Schedule 3 [Design and Construction Specifications], including: <ul style="list-style-type: none"> (a) Use of HVAC systems to isolate pods/zones, units and floors; (b) Hand washing/scrub sink designs and locations; (c) Infection prevention and control measures; and (d) Use of interior finishes and details to aid in the prevention and control measures. Describe and provide details of how the design, including its infrastructure, makes provision for the occurrence of communicable disease outbreaks.
3.2.3.3	Post-disaster	Provide written and graphical summaries to demonstrate how the design of the Facility, including its infrastructure, makes provision for the occurrence of natural disasters by illustrating through a plan vehicle access to: sanitary pump-out/holding; two water mains; emergency water fill; external emergency O2 tie-in and Medical Air bottle back-up; 72-hour back propane and oil availability.

Section No.	Title	Contents
3.2.3.4	Structure	<p>Describe and provide details of the structural systems for the Facility including schematic level 1:200 scale drawings including the following as a minimum:</p> <ul style="list-style-type: none"> (a) Proposed soil preparation strategy (pre-load); (b) Site preparation, ground improvement, and preload including expected vibration and settlement effects on adjacent buildings and infrastructure; (c) Foundation system including bearing assumptions for footings and rafts, pile capacity, foundation walls, drainage, expected total and differential settlement, and any required shoring and underpinning of existing structures; (d) Design load criteria including floors and roofs dead and live loads, and environmental and seismic loads; (e) Floor and roof framing systems including member sizes, columns and walls sizes and layout, grid dimensions, and any special features. Include a statement on expected floor deflection and vibration characteristics including exterior edge conditions; (f) Lateral load resisting system including design criteria, system type, system layout and member dimensions, foundations, and any special features including seismic joints; (g) Features that facilitate flexibility, adaptability to future change, and expandability; and (h) Features that address durability.
3.2.3.5	Civil Works	<p>Provide drawings (1:500) and documentation that illustrate the proposed on and off-site civil works, including:</p> <ul style="list-style-type: none"> (a) Storm water drainage; (b) Sanitary sewer; (c) Natural gas systems; (d) Domestic/fire water; and (e) Road, sidewalk and bus drop-off designs. <p>For each of the above, describe and provide information on origin of supply, connection points, and</p>

Section No.	Title	Contents
		distribution and, as appropriate, storage, drainage and disposal.
3.2.3.6	Electrical	<p>(a) Provide a site plan (1:250) showing location and configuration of services including power, telephone, cable TV, Data, fire alarm, security, WAN, pneumatic tube, routing of buried concrete-encased duct banks, and any other electrical communication between buildings.</p> <p>(b) Provide single line and design drawings (1:200) and design documentation for electrical services and distribution, showing and describing:</p> <ol style="list-style-type: none"> i. Origin of supply(s); ii. Arrangements for service redundancy; iii. Main service switchgear and transformer locations, main electrical distribution room and main communication room; iv. Sub-electrical room locations and communication room locations; and v. Position, size and capacity for emergency power, associated switchgear and transfer switches, if any. <p>(c) Provide design drawings (1:200) and design documentation for lighting and power, showing and describing:</p> <ol style="list-style-type: none"> i. Position and types of site lighting; ii. Lighting and controls, including proposed day lighting measures and energy management measures; iii. Proposed power monitoring systems; iv. Main single-line diagram showing sizes of all transformers, generators and distribution breakers, the proposed methodology of distribution, and the general arrangement methodology of supply to the Facility; and v. Typical room layouts (1:50) for each type of room for which room data sheets and drawings are required including: <ul style="list-style-type: none"> • Cardiac OR; • OR;

Section No.	Title	Contents
		<ul style="list-style-type: none"> • Hybrid; • Nurse Station; • CSICU; • PARR bay; • Pre-Op bay; • Medication room; • Waiting areas; • Quiet Rooms; • Washrooms; • Lounge; • Meeting Rooms; • Office; • Biomed room; • Workrooms; • Sterile core; • MDR (Workstation zones) <p>Showing location and type of all lighting, switching, receptacles and low-tension and communication. Indicate design illumination levels (including maintenance factors) for each area.</p> <p>(d) Describe the electrical services to be provided and include details of:</p> <ol style="list-style-type: none"> i. Power distribution and maximum demand calculations for normal power, emergency power – including loads on the vital branch, delayed vital branch, conditional branch life safety branch – and UPS power; ii. Connection to the existing high-voltage switchboard in the Centennial Building, type of new breakers being provided, and feeders to the IHSC; iii. Main step-down transformers serving the IHSC and their sizing and redundancy parameters; iv. Low-voltage network including: type of switchgear proposed; type of breakers and trip units proposed; type of feeders and raceways proposed.

Section No.	Title	Contents
		<ul style="list-style-type: none"> v. Type(s) of lighting to be used, incorporating standards of design and exit lighting; vi. Standby and uninterrupted power supply requirements and distribution; vii. Wiring systems for patient treatment, identifying: <ul style="list-style-type: none"> • General and medical treatment areas; • Power monitoring systems; • Lighting control systems; • Proposed wiring methodologies, routing, conduit types and cable tray; viii. Proposed equipment cut sheets for power distribution, lighting and emergency generator; ix. Fire alarm system, including details of fire alarm panels, detection and signaling devices. Provide a schematic riser diagram and describe proposed integration with other systems; x. Thermal fire alarm system, including details of fire panels, detectors and air conditioning shut-down systems; xi. Emergency evacuation and intercommunication systems, including details of master emergency control panel, zones, speakers and firefighters' handsets; xii. Post-disaster provisions; and xiii. Pneumatic control systems, including interconnection to existing building.
3.2.3.7	Communications Systems	<ul style="list-style-type: none"> (a) For each of the following technology and communication systems, describe the system and associated scope, and the typical devices and functions for each area to be served. Describe any integration between each system and any others: <ul style="list-style-type: none"> i. Structured cabling (combined in the same drawing together with power layout); ii. Network equipment;

Section No.	Title	Contents
		<ul style="list-style-type: none"> iii. Telecom equipment; iv. Wireless infrastructure; v. Wireless staff communications; vi. Workload management systems and main equipment locations; vii. Nurse call; viii. Patient monitoring; ix. Public address; x. Intercommunication; xi. Videoconferencing infrastructure; xii. Integration with the Authority; xiii. Patient entertainment; xiv. Patient/staff education system; xv. Time systems; and xvi. Building Automation System (BAS). <p>(b) Provide documentation for both building network systems and BAS network systems with separate drawings showing:</p> <ul style="list-style-type: none"> i. Origin of supply and interconnection with external services, including redundant service; ii. Proposed integration with wireless telephone systems; iii. Proposed call centre systems and layouts;

Section No.	Title	Contents
		<ul style="list-style-type: none"> iv. Proposed network diagram; v. Proposed communication room layouts; vi. Proposed network equipment layouts detailing interconnection details; vii. Proposed network interface with other systems; viii. Proposed connection to the WAN service; and ix. Proposed connections to building and campus-based servers/server room. <p>(c) For the proposed network systems set out in (b) above, provide:</p> <ul style="list-style-type: none"> i. Cut sheets of all proposed equipment. <p>(d) Describe in detail the communication traffic management plan for the IHSC helpdesk call centre system.</p> <p>(e) Provide a description of building data communication systems showing:</p> <ul style="list-style-type: none"> i. Location of all data gathering equipment, including file servers, computers; and ii. Relationship between data communications and all other items of equipment. <p>(f) In addition to the above data communication system drawings, describe the data communications services and how they will satisfy the needs of related services.</p> <p>(g) Provide details of all standards proposed for supply, installation, testing and commissioning;</p>
3.2.3.8	Safety and Security	<p>Describe the following features of the proposed design:</p> <ul style="list-style-type: none"> (a) Access control, panic duress, incident reporting system; (b) CCTV; and (c) Security systems.

Section No.	Title	Contents
		<p>Provide a threat and risk assessment and explain how that assessment has informed the design.</p> <p>Describe the approach that will be taken to developing a security master plan and an overview of what technologies will be considered to assist in implementing the master plan.</p>
3.2.3.9	Mechanical Systems	<p>(a) Provide brief descriptions of each of the following systems, including redundancy and future capacities as applicable:</p> <ul style="list-style-type: none"> i. Primary energy source; ii. Secondary energy source; iii. Cooling plant; iv. Heating plant; v. Steam generation systems including RO water feed to boilers and chemical feed treatment; vi. Domestic hot and cold water systems; vii. Domestic water and filtration systems; viii. Plumbing fixtures; ix. All major mechanical space locations, including FE; x. Building Management System; xi. Provision for isolation / outbreak zoning; and xii. Fire protection systems; and xiii. Neighbourhood and facility noise impact by sound consultant. <p>(b) Provide and detail the following:</p> <ul style="list-style-type: none"> i. Load calculations per zone basis, including specialized equipment, energy recovery and redundancy; ii. Ventilation and total supply air rates for each space and for the IHSC as a whole;

Section No.	Title	Contents
		<ul style="list-style-type: none"> iii. Smoke control and operations under fire service requirements; and iv. Post-disaster provisions. <p>(c) Provide the required drawings and details as follows:</p> <ul style="list-style-type: none"> i. Mechanical room schematic layout including future equipment , allowances, corridors and access; ii. Roof layout showing equipment and required clusters; iii. List of major equipment including AHU, cooling towers, boilers, steam systems, etc.; and iv. Controls network riser diagrams including future and present panel capacities. <p>(d) Provide the required system schematic drawings as follows:</p> <ul style="list-style-type: none"> i. Steam; ii. Heating; iii. Cooling; iv. Fire protection; v. Domestic water and filtration; vi. Medical Gas, including sizes of major equipment, bottle storage capacities including quantities of bottles, redundancy and allowance for 72 hours backup; vii. Water filtration and distribution for MDR, CSICU and Ors; viii. Ventilation and air distribution including exhaust; ix. Sanitary networks including single point systems connections for MDR and ORs and pump station; and x. Sanitary riser diagrams.

Section No.	Title	Contents
3.2.3.10	Connection to existing services	<p>Project Co will obtain certain services by connecting to the existing central plant at Kelowna General Hospital. As such, provide:</p> <ul style="list-style-type: none"><li data-bbox="716 428 1415 553">(a) Brief descriptions of each of the applicable systems:<ul style="list-style-type: none"><li data-bbox="800 477 1010 505">i. Propane; and<li data-bbox="800 521 940 548">ii. Oxygen<li data-bbox="716 570 1843 630">(b) Confirm the oxygen and propane tank size/capacity is sufficient to meet the IHSC design needs including 72 hour backup, provide calculations;<li data-bbox="716 646 1871 706">(c) A services routing plan (1:500) for oxygen and propane from IHSC to the tie-in provided in the Strathcona building; and<li data-bbox="716 722 1675 750">(d) Infrastructure to accommodate and to protect the interconnecting services.

Section No.	Title	Contents
3.2.4	Construction	
3.2.4.1	Construction Approach	<ul style="list-style-type: none"> (a) Describe and provide details of the Proponent’s management plan for the Construction including: <ul style="list-style-type: none"> i. The construction methodology and general approach overall; and ii. Construction constraints, risks and mitigation strategies. (b) Describe the Proponent’s Quality Assurance Plan for both design and construction processes. (c) Describe each Service Provider’s approach to Quality Assurance including: <ul style="list-style-type: none"> i. The means by which all service and quality non-conformance issues, including work performed by major sub-contractors, will be identified, monitored, resolved and incorporated into a continuous business improvement process; ii. The means by which all services are delivered in compliance with all Applicable Laws, Authority Policies and Good Industry Practice; iii. The frequency of internal or external audits or reviews; iv. Roles and responsibilities related to Quality Assurance; and v. Any other key features of the Quality Assurance system, including approach during Design and Construction phases. (d) Describe and provide details of the Proponent’s process for managing commissioning including a table of contents or description of the major elements of the commissioning plan. (e) Describe and provide details of the Proponent’s process for managing change orders. (f) Provide a preliminary quality assurance plan describing the implementation of the Proponent’s quality assurance program. (g) Describe the Proponent’s plan for identifying and correcting deficiencies in advance of Service Commencement.

Section No.	Title	Contents
3.2.4.2	Integration	<p>Describe and provide the Proponent’s outline management plan for the integration of the design and construction phases of the Project, showing and identifying:</p> <ul style="list-style-type: none"> (a) Construction methodology and general approach to be adopted for the Project, indicating the Proponent’s understanding of the Project processes and roles of both the Authority and Project Co; (b) Dust and noise control plan; (c) Infection prevention and control; (d) Vibration and settlement monitoring plan; (e) Construction staging areas, vehicle access and control strategies for public/staff vehicles and construction vehicles, including diagrams and plans as necessary to demonstrate how construction activities will be handled on the site with minimal disruption and risk to ongoing hospital operations; (f) The strategy and access to services required during the construction; (g) Communications plan with neighbourhood, hospital staff and visitors; and (h) How facilities will be developed and the process by which commissioning will be undertaken.
3.2.4.3	Energy Efficiency and LEED® Gold Certification	<ul style="list-style-type: none"> (a) Provide anticipated narrative and summary of the Proponent’s LEED® Gold certification strategy. (b) Describe the Proponent’s plan to apply for and obtain available BC Hydro Power Smart New Construction Program or other funding or incentives for the Authority. (c) Describe and provide details of the Proponent’s energy management plan, including accountability mechanisms. (d) Describe and provide details of the planned energy performance of the Facility. (e) Provide a Design and Construction Regulated Energy Target and proposed Agreed Proportions of Energy for the Facility as determined by the Energy Model using the LEED® NC Version 1.0 Letter Template for Energy and Atmosphere Credit 1. For a detailed description of modeling requirements refer to Schedule 3, Section 7.6. For Energy Model

Section No.	Title	Contents
		<p>assumptions, refer to Appendix 8C of Schedule 8. .</p> <p>(f) Provide an Energy Model (in EE4.BLD file) supporting the expected energy performance and the proposed energy target.</p>
3.2.4.4	Life Cycle/Capital Replacement Plan	<p>(a) Describe and provide details of the approach and methodology to life cycle building management including a description of decision-making processes, business case analyses and technology tools.</p> <p>(b) Describe and provide details of the capital expenditures associated with the life cycle/capital replacement plan.</p> <p>(c) Describe and provide details of the approach to the development of the Life Cycle Plan required in Schedule 4 [Services Protocols and Specifications].</p> <p>(d) Provide a proposed Life Cycle Report in Excel spreadsheet format, clearly identifying the assumed asset life, strategy and replacement schedule for all types of plant and equipment for which Project Co is responsible, including Equipment from the Equipment List. Proponents are responsible to determine the specific components and elements within each division required to support their proposed approach, methodology and cost structure for life cycle replacement and refurbishment.</p> <p>(e) Describe and provide details of how the Services Provider has influenced the proposed design for the Facility and in particular, how total Life Cycle Costs have been optimized.</p>
3.2.4.5	Construction and User Safety	<p>This section will describe the Proponent's approach to safety for Construction Activities throughout the Term. At a minimum, the following items are to be provided:</p> <p>(a) A safety policy statement providing the Proponent's health and safety objectives;</p> <p>(b) An outline of the overall safety plan in conformance with the requirements of the Final Draft Project Agreement; and</p> <p>(c) The process for accident and incident response and investigation, including provisions for emergency vehicle passage in conformance with the requirements of the Final Draft Project Agreement.</p>

Section No.	Title	Contents
3.2.4.6	Construction Staging	<p>This section will apply to the Project Infrastructure and will be consistent with the scope of work and performance specifications as set out in Schedule 3 of the Final Draft Project Agreement.</p> <p>This section will provide a description of the construction staging sequence and ties to the Project Schedule and will demonstrate how the Proponent intends to:</p> <ul style="list-style-type: none"> (a) Carry out the proposed Construction, including identification of all associated major milestones, including environmental constraints; (b) Provide for local access and operational requirements during construction; and (c) Maintain safe patient access to the hospital, parking and deliveries access, and hospital operations during construction.

Section No.	Title	Contents
3.3	Facilities Management	
3.3.1	Approach	<ul style="list-style-type: none"> (a) Provide a general description of the overall concept of operations and approach to the delivery of the Services, including the utilization of major subcontractors. (b) Provide a description of the proposed Operating Period Service Quality Assurance Program including description of how the Proponent will manage performance of the Service Provider and/or sub-contractors and create an environment responsive to end users' needs. (c) Describe how Services will interface with the Authority's services in every area, including security, waste, supplies, food services, portering, building and equipment maintenance. (d) Describe the protocols for the points of interface between Project Co, the Authority and KVH Project Co for areas including loading dock, change/projects and emergency preparedness, campus management, committees and KVH Project Co activities. (e) Provide a description of how scheduled and unscheduled work impacting services on the KGH campus will be managed. (f) Describe the approach to assuring consistency in delivery of services with the existing KGH campus and KVH Project Co. (g) Describe the involvement of Services staff in the development of design and the execution of construction. Provide examples of how the life cycle and facilities management considerations have influenced the proposed design.
3.3.2	Organization	<p>Describe Project Co's proposed organization including details regarding:</p> <ul style="list-style-type: none"> (a) The organizational structure proposed to meet the requirements of Schedule 4 [Services Protocols and Specifications], including an organization chart that identifies the key names (to the extent available) and positions that will be responsible for management and delivery of the Services; (b) The number of staff expected to be on site during the regular business hours of the Services team and their roles, and provide rotations;

Section No.	Title	Contents
		<ul style="list-style-type: none"> (c) How Services will be addressed outside of regular business hours; (d) The lines of authority and relationship between the proposed on-site Services organization and Project Co, including a description of the business and technical support to be provided to the deployed resources; and (e) Proposed approach to relationship management and interaction with Authority staff and KVH Project Co with respect to the Services. <p>Provide a budget for the first two years indicating the cost allocation for staff and supplies respectively.</p>
3.3.3	Help Desk	<p>Describe and provide details of:</p> <ul style="list-style-type: none"> (a) The proposed approach to deliver the Help Desk Services on a 24/7 basis; (b) The hardware and software technology to be utilized; (c) The business processes and security features related to maintenance of electronic logs, records and response and rectification times; (d) How the Help Desk, as the sole FM user contact for the Site, will interface with the delivery of services by the other services provider, in particular those that are not the responsibility of Project Co (e.g., misdirected calls, confusion in who is accountable for delivering a service between the Authority and KVH Project Co); (e) How Hard FM service requests related to parts of the KGH campus other than the Facility will be redirected seamlessly to the existing site CMMS.
3.3.4	Plant Services	<p>Describe and provide details of the Plant Services that will be provided, including:</p> <ul style="list-style-type: none"> (a) A preliminary draft of the Annual Service Plan and Five-year Maintenance Plan, demonstrating how the Facility and equipment, including relevant Equipment from the Equipment List, will be maintained in accordance with the Final Draft Project Agreement; (b) The reporting system and the ability for the Authority to access reports; (c) The approach to preventative and predicative maintenance;

Section No.	Title	Contents
		<ul style="list-style-type: none"> (d) The escalation procedures internally, and with the Authority and with KVH Project Co; (e) The approach to fire management and training and how these will be integrated with the existing KGH campus and KVH Project Co; (f) The arrangements for staff training; and (g) The approach to minor works and changes.
3.3.5	Utilities Management	<p>Describe and provide details of the proposed approach to delivery of Utilities Management Services, including:</p> <ul style="list-style-type: none"> (a) Management and administration of all utility services as part of a fully integrated and coordinated facilities management solution; (b) The plan to meet Annual Base Energy Targets including examples of policies to set utilities consumption targets; (c) Energy model used and ongoing measurement, analysis, and energy reporting; (d) Arrangements for continual optimization of building systems.

3. Submission Requirements for Construction Management Services Submission

Without limiting the terms of this RFP, this section summarizes the information and documentation that constructors are to submit in their Proposals for the Construction Management Services Submission.

The Construction Management Services Submission should demonstrate that the Construction Manager is capable of performing the obligations and responsibilities of the Construction Manager and delivering the Construction Management Services under the Construction Management Agreement, and that the constructor has a good understanding of the Work.

The Construction Management Services Submission is to be prepared on the basis of the Construction Management Agreement most recently issued prior to the Technical Submission Deadline.

Constructors are to arrange the content of their Construction Management Services Submissions in accordance with the sequencing of, and using the section numbers and corresponding titles shown in, the following table.

The Construction Management Services Submission is to provide information and documentation in accordance with the following table:

Package 1: Proposal for Construction Management Services
Package 1 is to provide information and documentation that reasonably demonstrates that the Construction Manager is capable of performing the Construction Manager's responsibilities and obligations under the Construction Management Agreement to deliver the Work and other required services in accordance with the requirements set out in this RFP, including the Construction Management Agreement.
Package 1 of the constructor's Proposal is to address the requirements set out in the tables below. Constructors are to use the section numbers and corresponding titles shown in this table in their Proposals.

Section No.	Title	Contents
4.1	Construction Management Team	
4.1.1	Contact Information	Provide the names for the Construction Manager's team, company address, email address, telephone and fax numbers. (this can be the same as the Principal Contractors)
4.1.2	Corporate Structure of the Construction Manager	Provide a history of the firm(s) and a summary of the corporate structure of the firm(s). List the names of Proprietors, Partners, Officers, and Principals of the firm(s). Indicate and provide details concerning proposed Joint Venture arrangements.
4.1.3	Construction Manager Experience	<p>Provide a summary of experience of the firm, specific to Construction Management, within the past ten years, related to projects of a similar size and nature, including renovation projects within a fully operational healthcare facility. Information provided is to include, but is not limited to:</p> <ul style="list-style-type: none"> • Project name; • Client; • Project Budget and brief Scope of Work; • Level of Involvement; • Duration; and • Firm of Record. <p>Provide a resume, including credentials, for each of the project personnel assigned to the Construction Manager's team and a summary of experience related to projects of a similar size and nature, including renovation projects within a fully operational healthcare facility, within the last ten years. Information provided is to include, but is not limited to:</p> <ul style="list-style-type: none"> • Project name; • Client contact name and phone number; • Project Budget and brief Scope of Work; • Level of Involvement; and • Roles and responsibilities in the project.

Section No.	Title	Contents
4.1.4	Workload Capacity of the Construction Manager	Provide a brief summary of current project workload of the Construction Manager.
4.1.5	Organization Chart and Construction Management Team	<p>Provide an organization chart in a format that clearly indicates each team member, and includes the names of key personnel, in particular the Project Manager, Project Coordinator and Superintendent, who will be assigned to the project, their roles and responsibilities.</p> <p>The team members as identified in the submission shall be assigned to the project for its duration. Removal and/or substitution of assigned team members shall require the prior approval of the Authority.</p> <p>In the event of a Joint Venture, partnership or contract with another firm(s), provide a brief outline of the responsibilities of the firms, a statement on the ability of the firms involved to work successfully/effectively as a team to complete the necessary services and a summary of the contractual arrangement between the parties.</p>
4.1.6	References	Provide the names and telephone numbers of at least three clients associated with projects of a similar nature.
4.2	Methodology and Approach	
4.2.1	General Approach and Understanding	<p>The Proposal will indicate the Construction Manager's understanding of the Work and Work processes.</p> <p>The Proposal will indicate the Construction Manager's methodology and general approach to the Work. Provide specifics in regard to the Construction Manager's approach and strategy for the scheduling and sequential tendering of the sub-contractor work packages related to the Construction Manager's proposed project schedule.</p>
4.2.2	Construction Manager Leadership	<p>Information will be included that demonstrates the firm's ability to lead and direct in a manner that produces positive outcomes in a timely and efficient manner.</p> <p>Statements will be included about the firm's abilities to be flexible and creative in performing the services, and related to the communication, interpersonal and conflict resolution skills of its members.</p>

Section No.	Title	Contents
4.2.3	Project Value Management	The Proposal should include a description of the team’s understanding of project management and value management concepts including a description of techniques and approaches to managing schedules and costs.
4.2.4	Quality Control Program	The Construction Manager should provide a description of the firm’s quality control procedures that will be employed during the design and construction of the project to provide assurance to the Authority. The Proposal should demonstrate techniques for maintaining workmanship and material quality control.
4.2.5	Safety Program	The Construction Manager should provide a description of the firm’s construction safety program and written evidence of its safety record.
4.3	Fees and Reimbursement Rates	
4.3.1	Fees and Reimbursement Rates	<ol style="list-style-type: none"> 1. Construction Management Fee The Proposal will include a Fixed Fee and the hourly rates of assigned personnel, as required in the Fixed Fee and Reimbursement Rates Proposal Form as provided in Appendix L of the RFP. 2. Construction Management Reimbursement Rates The Proposal will include the Reimbursement Rates, as required in the Fixed Fee and Reimbursement Rates Proposal Form as provided in Appendix L of the RFP. 3. Signed Proposal The Fixed Fee and Reimbursement Rates Proposal Form must be signed by a person authorized to sign on behalf of the Construction Manager, and to bind the Proponents to statements made in response to this Request for Proposal.

Section No.	Title	Contents
4.4	Insurance and Bonding	
4.4.1	Insurance	Upon request, the Construction Manager will provide Proof of Insurance Coverage as described in the Construction Management Agreement.
4.4.2	Bonding	The Construction Manager should include in their Proposal a Consent of Surety for Performance Bond and Labour and Materials Payment Bond, each in the amount of 50% of the Approved Construction Budget of \$17 million.

4. Submission Requirements for Financial Submission

Without limiting the requirements set out below and in the following table, each Proponent should include in its Financial Submission information and documentation that reasonably demonstrates that the Proposal satisfies the financial requirements set out in the RFP and the Final Draft Project Agreement.

This section summarizes the information and documentation that Proponents should address in their Proposals for the Financial Submission.

The Financial Submission will provide evidence that the Proponent has in place all necessary financial arrangements for the Project.

The Financial Submission will be used to evaluate Proposals and select the highest ranked Proposal.

Proponents are to prepare their Financial Submission on the basis of the Final Draft Project Agreement, without amendment, and on the basis of their Technical Submission, including any further information and documentation (including clarifications, rectifications, and more complete, supplementary, replacement and additional information and documentation delivered in accordance with this RFP).

Package 1: Transmittal Package
<p>The transmittal package is to contain the following information and documents:</p> <ul style="list-style-type: none">• A letter that confirms that the net present cost of its Periodic Payments is within the Affordability Ceiling;• Confirmation that there have been no changes to the Proponent Team other than those with respect to which the Proponent has complied with Section 6.12 of the RFP;• One (1) fully executed copy of Appendix C – Proposal Declaration Form; and• Overview table of contents for all parts of the Financial Proposal.

Package 2: Financial

Without limiting the requirements set out below and in the following table, the Proponent is to include in Package 2 of the Financial Submission:

- A fully developed, robust Financial Model and financing plan;
- Written evidence that the Proponent has sufficient support and commitment from the Lenders to support all financial aspects of the Project, and that the Proponent will:
 - execute the Project Agreement, substantially in the form of the Final Draft Project Agreement, in accordance with Section 2.3 of this RFP; and
 - perform all of the obligations of Project Co as set out in the Final Draft Project Agreement; and
- A profile of proposed Periodic Payments during the Term and confirmation that the Affordability Requirements have been met.

Package 2 of the Financial Submission is to provide sufficient information and documentation, in accordance with the requirements set out below, to allow the Authority to evaluate whether:

- The Proposal satisfies the financial requirements set out in this RFP and the Final Draft Project Agreement, including, but not limited to:
 - confirming that the Proponent has arranged sufficient committed financing for the Project in accordance with the requirements set out in this Appendix B and having regard to the requirements of the Final Draft Project Agreement;
 - assessing financial robustness and deliverability; and
 - determining that the financing plan can be executed expediently if the Proponent is selected as Preferred Proponent;
- Each of the Equity Members of the Proponent continue to have the ability to raise sufficient capital to fund the equity requirements; and
- The Proponent, the Equity Members and Principal Contractors have the financial capacity to meet the obligations of the Project.

Package 2 of the Financial Submission is to address the requirements set out in the table below. Proponents are to use the section numbers and corresponding titles shown in this table in their Proposals.

Section No.	Title	Contents
5.1	Structure of Project Co and relationship with the Authority	
5.1.1	Structure of Project Co	Describe (up to approximately 1,000 words) the legal structure of Project Co and the existing or anticipated contractual relationship between Project Co team members.
5.1.2	Relationship with the Authority	Describe (up to approximately 1,000 words) the management structure of, and Key Individuals within, Project Co and their roles in interacting with the Authority.
5.2	Agreements within Project Co	
5.2.1	Project Contractors	Provide, at a minimum, draft heads of agreement executed by all applicable parties for all major contractors and subcontractors, including those related to Design, Construction (including mechanical and engineering, and all other major subcontractors), Maintenance and Life Cycle Requirements. Include details of all performance security (e.g., performance bonds, parent company guarantees, financial guaranty insurance policy, bank letter of credit or other performance or financial support) being provided by the major contractors and subcontractors.
5.3	Price Proposal	
5.3.1	Price Proposal	<p>The Proponent is to submit a fully and duly completed Form A1 setting out:</p> <ul style="list-style-type: none"> • In both un-indexed April 1, 2012 dollars and in nominal terms the amounts proposed by the Proponent in respect of each Contract Year as the Periodic Payment; and • The net present cost of the amounts proposed by the Proponent as the Periodic Payments over the Term (using the Affordability Model as described in Section 5.2 of this RFP). • Confirmation that the Part (c) of Section 7.15 Mandatory Requirements has been met. <p>Figures set out in the Form A1 are to be rounded to the nearest Canadian dollar.</p>

Section No.	Title	Contents								
5.3.2	Pricing Forms	The Proponent should complete and include each of Forms 1A through A9. Except where otherwise expressly indicated herein, include all taxes other than HST. References to “Financial Model” should provide the cell reference that shows the corresponding input assumption.								
5.4	Basis of Financial Submission									
5.4.1	Key Dates	Use a Base Date of June 1, 2012. Assume June 20, 2012 for Financial close (the “Assumed Financial Close Date”).								
5.4.2	Currency	Prices requested in this RFP are to be submitted in Base Date prices in Canadian dollars.								
5.4.3	Price Validity	The Proponent is to provide confirmation that with the exception for permitted adjustments to interest rates and credit margins, all prices and input costs in the Proposal are to remain firm and valid for a period of 120 days from the Financial Submission date.								
5.4.4	Interest Rates	<p>The Proponent should use the Base Rate(s) verified in accordance with Section 6.6 of the RFP in the preparation of its Financial Submission.</p> <p>The following table illustrates how the Base Rate(s) and all spreads, including credit spreads, any hedging premiums, and any other adjustments should be presented in the Proponent’s Financial Submission and Financial Model. The Proponent should provide the formulaic pricing details of the hedge premium, if any and full details and explanations for any fees, credit spread, margins and other adjustments to the Base Rate(s).</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Interest Rate</th> <th style="text-align: left;">Value</th> <th style="text-align: left;">Explanation</th> <th style="text-align: left;">Treatment</th> </tr> </thead> <tbody> <tr> <td>Base Rate(s)</td> <td>X.XX%</td> <td>Pricing reference rate. May be developed from one or a combination of the eligible instruments identified in Appendix O of the RFP. Excludes all credit spreads,</td> <td>WILL BE ADJUSTED ONLY at, Credit Spread Refresh Lock-in Date (if applicable) and Financial Close to account for movement in the Base Rate. (No changes are allowed to the specific benchmark</td> </tr> </tbody> </table>	Interest Rate	Value	Explanation	Treatment	Base Rate(s)	X.XX%	Pricing reference rate. May be developed from one or a combination of the eligible instruments identified in Appendix O of the RFP. Excludes all credit spreads,	WILL BE ADJUSTED ONLY at, Credit Spread Refresh Lock-in Date (if applicable) and Financial Close to account for movement in the Base Rate. (No changes are allowed to the specific benchmark
Interest Rate	Value	Explanation	Treatment							
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Section No.	Title	Contents			
				swap credit spreads, fees and other types of pricing premiums.	reference securities and rate(s) used to build this rate, but adjustments will be made to reflect the adjusted pricing of those instruments at Financial Close.)
		Credit Spread	X.XX%	Financing premium/spread over Base Rate	ADJUSTED ONLY IF IDENTIFIED AS A CREDIT SPREAD REFRESH FACILITY at Credit Spread Refresh Lock-in Date as applicable.
		Hedge Premium	X.XX%	Hedge credit charge (where applicable)	WILL NOT BE ADJUSTED.
		Other fees (as applicable)	X.XX%	Specific to the financing solution provided	WILL NOT BE ADJUSTED.
		Interest Rate	X.XX%	Sum of benchmark rate, credit spread and all other premiums, fees, etc.	ADJUSTED PER THE MOVEMENT (IF ANY) AS SPECIFIED ABOVE.
		<p>The Proponent is to provide a detailed protocol (the “Base Rate Set Protocol”) for confirming and agreeing the Base Rate(s) at Financial Close.</p> <p>Within the Base Rate Set Protocol, the Proponent is to provide a detailed description of the mechanism and sequence of steps by which the Financial Model and the Periodic Payments will be re-optimised for changes in Base Rate(s) at Financial Close (including identifying those cells within the Financial Model that will need to be adjusted to account for changes in the interest rates to restore both the debt service coverage ratio and the Base Case Equity IRR to the same levels as at the Financial Submission date).</p>			
5.4.5	Interest Income Rate on Reinvestment Product(s)	<p>If a Proponent’s Financing Plan contains assumptions with respect to one or more interest income rates for a reinvestment product associated with any portion of a senior finance facility, then Proponents should provide the detail in the following table in relation to the interest income rate(s):</p>			

Section No.	Title	Contents																																	
		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #e0e0e0;"> <th style="width: 5%;"></th> <th style="width: 20%;">Interest Rate</th> <th style="width: 10%;">Value</th> <th style="width: 40%;">Explanation</th> <th style="width: 25%;">Treatment</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">1.</td> <td>Base Rate(s)</td> <td style="text-align: center;">X.XX%</td> <td>Pricing reference rate. May be developed from one or a combination of the eligible instruments identified in Appendix O of the RFP. Excludes all credit spreads, swap credit spreads, fees and other types of pricing premiums.</td> <td>WILL BE ADJUSTED ONLY at Credit Spread Refresh Lock-in Date (if applicable) and Financial Close to account for movement in the Base Rate. (No changes are allowed to the specific benchmark reference securities used to build this rate, but adjustments will be made to reflect the adjusted pricing of those instruments at Financial Close.)</td> </tr> <tr> <td style="text-align: center;">2.</td> <td>Credit Spread</td> <td style="text-align: center;">X.XX%</td> <td>Financing premium/spread over Base Rate.</td> <td>WILL NOT BE ADJUSTED.</td> </tr> <tr> <td style="text-align: center;">3.</td> <td>Hedge Premium</td> <td style="text-align: center;">X.XX%</td> <td>Hedge credit charge (where applicable).</td> <td>WILL NOT BE ADJUSTED.</td> </tr> <tr> <td style="text-align: center;">4.</td> <td>Other fees (as applicable)</td> <td style="text-align: center;">X.XX%</td> <td>Specific to the financing solution provided.</td> <td>WILL NOT BE ADJUSTED.</td> </tr> <tr> <td style="text-align: center;">5.</td> <td>Interest Income Rate</td> <td style="text-align: center;">X.XX%</td> <td>Sum of benchmark rate, credit spread and all other premiums, fees, etc.</td> <td>ADJUSTED PER THE MOVEMENT (IF ANY) AS SPECIFIED ABOVE.</td> </tr> </tbody> </table>					Interest Rate	Value	Explanation	Treatment	1.	Base Rate(s)	X.XX%	Pricing reference rate. May be developed from one or a combination of the eligible instruments identified in Appendix O of the RFP. Excludes all credit spreads, swap credit spreads, fees and other types of pricing premiums.	WILL BE ADJUSTED ONLY at Credit Spread Refresh Lock-in Date (if applicable) and Financial Close to account for movement in the Base Rate. (No changes are allowed to the specific benchmark reference securities used to build this rate, but adjustments will be made to reflect the adjusted pricing of those instruments at Financial Close.)	2.	Credit Spread	X.XX%	Financing premium/spread over Base Rate.	WILL NOT BE ADJUSTED.	3.	Hedge Premium	X.XX%	Hedge credit charge (where applicable).	WILL NOT BE ADJUSTED.	4.	Other fees (as applicable)	X.XX%	Specific to the financing solution provided.	WILL NOT BE ADJUSTED.	5.	Interest Income Rate	X.XX%	Sum of benchmark rate, credit spread and all other premiums, fees, etc.	ADJUSTED PER THE MOVEMENT (IF ANY) AS SPECIFIED ABOVE.
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5. 4.6	Inflation	<p>Assume that an element of the Periodic Payment will be indexed using the CPI in accordance with Form A1 and Schedule 8 (Payments) to the Final Draft Project Agreement. For evaluation purposes, assume CPI at a rate of 2.50% per annum and indexation applied on an annual basis starting April 1 and ending March 31, with the first adjustment period from the Base Date until January 2013 (being the most recently published CPI index prior to 1 April 2013) and with the adjustment effective April 1, 2013. The Authority is prepared to pay indexation only on:</p>																																	

Section No.	Title	Contents
		<p>(a) Services costs;</p> <p>(b) Life Cycle costs; and</p> <p>(c) Other operating costs, including Project Co's management and direct operating costs.</p> <p>Assume the Benchmarked Facility Maintenance Payment will be indexed at [2.50]% with no benchmarking adjustment in the base case.</p> <p>Only the Life Cycle Costs portion of the Periodic Payment may vary in real terms during the Operating Period.</p>
5.4.7	Discount rate	For the purposes of the net present cost calculation, Proponents should use an annual rate of 7.5% nominal as the Discount Rate and June 1, 2012 as the discount date (the " Base Date ").
5.4.8	Tax	The Proponent should provide full details of its taxation assumptions to demonstrate that in preparing its Proposal, the Proponent has given full consideration to all tax implications, including HST, which affect the total project cost to the Authority.
5.4.9	Payment Mechanism	The payment mechanism as described in Schedule 8 [Payments] should be used without modification to calculate the Proponent's Periodic Payment. The Periodic Payment profile should be shown assuming no deductions.
5.5	Financial Capacity	
5.5.1	Equity Members, Shareholders and Guarantors	<p>Proponents should provide the following information, unless previously provided in the RFQ (with a reference to the applicable section of that submission) and updated as necessary, in respect of each of its Equity Members, shareholders and guarantors:</p> <p>(a) Certified copies of board resolutions from the Proponent and each of its Equity Member(s) approving the Proposal and authorizing submission of the Proposal in response to this RFP on behalf of the Proponent and each Equity Member(s);</p> <p>(b) Details of any material changes to the Proponent's organization since the RFQ Response;</p> <p>(c) Estimated level of equity participation in the Project for each Equity Member and demonstration</p>

Section No.	Title	Contents
		<p>of how that equity will be funded;</p> <p>(d) Description of credit lines, cash or other liquid investments available to support the estimated level of equity participations required;</p> <p>(e) Annual audited financial statements or other similar financial information for each of the last three fiscal years;</p> <p>(f) For entities which do not prepare audit financial statements, a certificate of a senior officer of each such entity attaching unaudited annual financial statements or other similar financial information for each of the last three fiscal years and confirming that such financial statements present fairly, in all material respects, the financial position of such entity, in conformity with GAAP;</p> <p>(g) Details of any material events that may affect the party’s current financial standing since the last annual financial statements provided;</p> <p>(h) Details of any credit rating(s); and</p> <p>(i) Details of any bankruptcy, insolvency, company creditor arrangement or other insolvency litigation in the last three fiscal years.</p>
5.5.2	Financial Capacity Update	Proponents should provide written acknowledgement of no material adverse change. This should be executed on behalf of the Proponent, the Proponent Team Members, and Proponent guarantors, if any, for which financial information was submitted to the Authority in the RFQ Response or in connection with any change in the Proponent Team, by the Chief Financial Officer or other authorized officer of each respective entity. If there has been a material adverse change, full details should be provided. The Authority may, in its sole discretion, request further evidence of financial capacity.
5.6	Financing	
<p>In this Section 5.6:</p> <p>“Acceptable Credit Rating Agency” means Moody’s Investor Services, Standard & Poor’s, Dominion Bond Rating Service or Fitch Ratings, Ltd.</p> <p>“Credit Rating” means a credit rating from an Acceptable Credit Rating Agency.</p> <p>If a Credit Rating is required for an entity but not available, the Proponent should provide the following information for that entity (or if provided in</p>		

Section No.	Title	Contents
<p>its RFQ submission, refer to the applicable section of that submission):</p> <ul style="list-style-type: none"> • copies of annual audited financial statements or other similar financial information for each of the last three fiscal years; • if available, copies of the interim financial statement for each quarter since the last fiscal year for which audited statements are provided; • details of any material off-balance sheet financing arrangements currently in place; • details of any material events that may affect the entity’s financial standing since the last annual or interim financial statements provided; and • details of any bankruptcy, insolvency, company creditor arrangement or other insolvency litigation in the last three fiscal years. 		
5.6.1	Financing Plan	<p>Each Proponent should provide a financing plan (the “Financing Plan”) which demonstrates that the Proponent has arranged sufficient financing for the Project and which complies with the following:</p> <p>(a) Includes full details of the financial structure and instruments proposed;</p> <p>(b) The sources of financing match the use of funds throughout the Term, and the Financing Plan includes:</p> <ul style="list-style-type: none"> i. a description of all sources of financing; ii. a description of how the Authority Funding has been integrated into the Financing Plan; iii. a description of any and all insurance or bonding; iv. the terms of any supporting guarantee(s) and details of how the Proponent will satisfy those terms; and v. a description of the Proponent’s anticipated hedging strategy and requirements. <p>(c) If a bank funding solution/private placement bond is proposed, provide the following details:</p> <ul style="list-style-type: none"> i. letter from the funders with confirming letter from such funders’ legal counsel confirming that the funders and their legal counsel have no additional comments on the Final Draft Project Agreement; ii. evidence, in the form of detailed term sheets or in the commitment letters

Section No.	Title	Contents
		<p>contemplated in Section 5.6.5 of this Appendix B, of the commitment of the funders to provide the level of financing required; and</p> <p>iii. for each funder, evidence of its Credit Rating.</p> <p>(d) If a capital market and/or bond funding solution is proposed which depends on a Credit Rating, provide:</p> <p>(i) an indicative Credit Rating together with a timetable to achieve final ratings; and</p> <p>(ii) for each underwriter, evidence of its Credit Rating.</p> <p>(e) if a solution involving a financial guarantor is proposed, provide:</p> <p>(i) letters from all financial guarantors with confirming letters from such financial guarantors' legal counsel confirming that the financial guarantors and their legal counsel have no additional comments on the Final Draft Project Agreement;</p> <p>(ii) evidence, in the form of detailed term sheets or in the commitment letters that are contemplated in Section 5.6.5 of this Appendix B of the financial guarantor(s) to provide the guarantee required; and</p> <p>(iii) for each financial guarantor, evidence of its Credit Rating.</p>
5.6.2	Refinancing	<p>If a Proponent plans to refinance, it should describe its refinancing plans in its Proposal and:</p> <p>(a) demonstrate that the benefits of any refinancing have been taken into account in its Proposal; and</p> <p>(b) provide details of any assumptions about the structure and the timing of the refinancing, interest rates, margins, timing of repayments, reserve accounts and cover ratios.</p>
5.6.3	Terms of Financing	<p>The Financing Plan should include the terms of each source of financing (including any equity bridge loans), set out as follows:</p> <p>With respect to the parties that will provide financing or funding if the Proponent is selected as the Preferred Proponent and enters into the Project Agreement, the following should be provided:</p> <p>(a) identity and Credit Rating of each funder;</p>

Section No.	Title	Contents
		<ul style="list-style-type: none"> (b) amounts to be provided by each funder; (c) the timing of injection, including the proposed funding schedule during Construction; (d) the terms and conditions of subscription, including returns or yields; (e) dividend rights; (f) voting rights; and (g) the conditions, if any, upon which funds would be committed. <p>With respect to each form of equity or quasi-equity investments, the following information should be provided in the form of a detailed term sheet or within the commitment letter contemplated in Section 5.6.5 of this Appendix B:</p> <ul style="list-style-type: none"> (a) the identity and Credit Rating of the equity or quasi-equity subscriber; (b) details regarding the availability of equity and quasi-equity finance and the financial standing of the quasi-equity finance provider; (c) copies of board minutes approving the quantum of equity and quasi-equity to be provided including details regarding the terms under which Equity finance is available (including, where applicable, detailed terms sheets and head of terms) and a demonstration of how that Equity will be funded (including, to the extent applicable, guarantees, a description of credit lines, cash or liquid investments available to support the estimated level of Equity participations required); (d) if guarantees are being provided as part of the financing package, written confirmation by each shareholder’s parent company, stating that it is able to provide a parent company guarantee in relation to the availability of the equity/quasi-equity for the Project, and that it has adequate funds available; and (e) if any equity or quasi-equity finance is to be raised from external sources, these sources should be specified and written confirmation given by the providers as to their willingness to offer funding and the amount of funding available. <p>With respect to each class of debt or other funding source (including leases), for each arranger or underwriter, the following information should be provided in the form of a detailed term sheet or within</p>

Section No.	Title	Contents
		<p>the commitment letter required for each funder as contemplated in Section 5.6.5 of this Appendix B:</p> <ul style="list-style-type: none"> (a) the identity and Credit Rating of the lender, arranger or underwriter; (b) the amount of financing proposed or committed; (c) the drawdown schedule; (d) details of grace periods, including duration and contingency; (e) repayment or redemption schedules, maturity dates and prepayment terms (including make-whole clauses); (f) security, bonding or guarantee requirements (from either parents or third parties); (g) arrangement/underwriting, commitment, agency and all other such fees; (h) interest rates and margins including any step up/down mechanism; (i) material covenants, undertakings and other restrictions/requirements; (j) requirements for reserve accounts; (k) events of default and other similar arrangements; (l) step-in arrangements; (m) conditions precedent; (n) due diligence requirements; and (o) any other restrictions, requirements or conditions that materially impact the Proponent's ability to raise financing or draw down on committed financing after the Effective Date.
5.6.4	Financial Robustness	<p>As part of their Financing Plan, a Proponent should provide a description of the robustness of their proposed financial structure, including, but not limited to, details of how key risks will be managed (e.g., interest rate, schedule overruns, inflation, operation, maintenance, life cycle and construction).</p> <p>Proponent's should provide the Proponent's contingency financing plans as evidenced by one or more of the following:</p> <ul style="list-style-type: none"> (a) commitment by Lenders to top up their respective share(s) (to replace any lender who might

Section No.	Title	Contents
		<p>fail to advance);</p> <p>(b) level of diversification in pool of lenders;</p> <p>(c) strength of relationships with committed lenders, as well as other non-participating lenders;</p> <p>(d) any other contingency plans to ensure Financial Close is achieved under the same conditions; or</p> <p>(e) ability of equity funders to meet any condition(s) that might be required by Lenders leading up to Financial Close.</p>
5.6.5	Commitment Letters	<p>The level of commitment that the Authority expects at submission of Financial Submissions is that all sponsor equity and quasi-equity, debt, bonding and guarantees are to be fully committed subject only to documentation and material adverse change.</p> <p>Proponents should provide evidence of this commitment by certified copies of board resolutions from the equity and quasi-equity providers related to the terms set out. If equity or quasi-equity is to be provided by third parties, similar commitment is required from an underwriter for the full amount.</p> <p>Proponents should provide clear and express written statements of support and/or commitment directly, in the form of Commitment Letters (substantially in the form of Appendix G), from all proposed senior debt holders.</p>
5.7	Financial Model	
5.7.1	Financial Model and Structure	<p>Proponents should submit a financial model (the "Financial Model") as an electronic copy.</p> <p>The Proponent's Financial Model should be consistent with the following assumptions and structure:</p> <p>(a) produced in a Microsoft Excel version compatible with the 2003 version;</p> <p>(b) provide financial projections (cost and revenue projections) on a monthly basis during construction and a semi-annual basis (or more frequently) thereafter in accordance with a fiscal year basis commencing April 1;</p> <p>(c) be expressed in Canadian dollars;</p> <p>(d) not include circular references or input numbers in the calculation worksheets;</p>

Section No.	Title	Contents
		<ul style="list-style-type: none"> (e) present inputs in blue font and formulas in black font; (f) flow calculations down and to the right; (g) limit the number of “if” statements; (h) include no hidden or password protected cells or worksheets; and (i) include a print option macro and ensure all sheets are set up to be clearly printable and legible on 8.5 x 11” paper with row and column descriptions on each printed page.
5.7.2	Financial Model Inputs and Outputs	<p>The Proponent’s Financial Model should include and provide:</p> <ul style="list-style-type: none"> (a) Assumption schedules <ul style="list-style-type: none"> (i) capital (including a breakdown of development costs), operating, maintenance and life cycle costs; (ii) time-based assumptions (those that change over time); (iii) static assumptions (those that do not change over time); (iv) taxation; (v) financing (including refinancing); (vi) Periodic Payments; (vii) revenue (in addition to the Periodic Payments); (viii) payment mechanism; (ix) assumed energy consumption (in units of energy); (x) a scenario control sheet; and (xi) Independent Certifier cost estimate of \$200,000 (\$400,000 total and 50% to Project Co’s account) (b) Outputs <ul style="list-style-type: none"> (i) summary outputs;

Section No.	Title	Contents
		<ul style="list-style-type: none"> (ii) sources and uses of funding for both capital and operating periods; (iii) a schedule of payments by the Authority that sets out the expected date of payment (i.e. Authority Funding and Periodic Payments) and the amount to be paid by the Authority, in both real and nominal terms; (iv) the proposed funding structure, with funding schedules that specify the expected debt repayment dates and the amount of debt service, in nominal terms only, to be repaid; (v) the calculation of Project returns for the different elements of financing (including refinancing gains); (vi) financial statements (income statement, cash flow statement and balance sheet) presented in accordance with Canadian private sector GAAP; (vii) a cash flow statement that reflects the priority of access to cash flow based on the investor covenants and requirements of the Proponent’s Financing Plan; (viii) calculation and results of covenants; (ix) financial ratios as required by funders as appropriate to the capital structure set out in the Proponent’s Financing Plan; (x) project internal rate of return (IRR), before financing and tax, in both real terms and nominal terms (“Base Case Project IRR” as defined in the Final Draft Project Agreement); (xi) returns on equity and sub-debt, in both real terms and nominal terms; (xii) a blended equity return that incorporates all sub-senior debt finance (“Threshold Equity IRR” as defined in the Final Draft Project Agreement); (xiii) supporting schedules; and (xiv) as a separate calculation, Proponents must clearly demonstrate how any hedge credit charges are calculated in the financial model, including the formula(s) to calculate the hedge credit charge and all relevant supporting data to allow the Authority to verify the calculation. <p>(c) Affordability Model – link the outputs of the Financial Model to the Affordability Model; and</p>

Section No.	Title	Contents
		(d) Pricing Forms – link the applicable outputs of the Financial Model to the Pricing Forms.
5.7.3	Financial Model Assumptions Book	<p>Proponents should include an assumptions book for their Financial Model, which should provide sufficient detail for a duplicate Financial Model to be constructed from it and should cover the following areas:</p> <ul style="list-style-type: none"> (a) a summary of the financing assumptions (including refinancings), including a breakdown of all fees and costs of the financing; (b) capital, operating, maintenance and life cycle costing schedules; (c) macro-economic assumptions; (d) taxation assumptions; (e) depreciation rates and other accounting policies; and (f) all other assumptions required to construct the Financial Model. <p>The assumptions book should reconcile with the Financial Model. If the assumptions detailed in the assumptions book are not consistent with the assumptions in the Financial Model, the Authority may require the Proponent to resubmit either the Financial Model and/or the assumptions book.</p>
5.7.4	Sensitivity Analyses	<p>Proponents are to complete the table “Project Sensitivities” as provided in Form A4 and provide commentary to the outputs shown in Form A4. The Authority may, in its discretion, request additional sensitivities.</p> <p>Proponents are to provide a narrative describing the Funders’ model sensitivities, including a list of key sensitivities and their impact upon key Funder ratios and equity returns. Also for each sensitivity or combination of sensitivities assessed, Proponents are to demonstrate how any input parameters differ from the base case, before key Funders ratios are breached.</p>
5.7.5	Instructions Manual for Financial Models	<p>The Proponent is to include an instruction manual, which should explain the functionality of their Financial Model and how it is structured. It should provide:</p> <ul style="list-style-type: none"> • sufficient detail to allow the Authority to change model inputs to the sensitivities shown in Form A4; and • Details of the optimization procedure in order to calculate the adjustment to the Periodic

Section No.	Title	Contents
		Payments to be made as a result of changes to model inputs.
5.7.6	Model Audit	<p>Proponents are required to submit an independent financial model audit, for the benefit of and reliance of the Authority. The financial model audit report will be submitted by the Proponent along with the Financial Model on the Financial Submission date.</p> <p>This opinion, to be addressed to the Authority, may result from the same independent review of the Financial Model carried out to satisfy the funders and, in such case, is to be addressed to the Authority as co-addressee. The model auditor will carry a minimum liability of \$2,000,000.</p>
5.8	Affordability Model	
5.8.1	Affordability Model	Proponents should complete and include the Affordability Model directly into their Financial Model and link the appropriate outputs from their Financial Model and Pricing Forms.
5.9	Insurance	
5.9.1	Insurance Requirements	Proponents should include a completed "Construction Insurance Underwriting Questionnaire" in the form attached as Appendix I, together with all supporting documents.
5.10	Pricing	
5.10.1	Pricing Forms	Proponents should complete and include each of Forms A1 through A9 directly in their Financial Model and appropriately referenced to source cells. Except where otherwise expressly indicated herein, include all taxes other than HST.

Form A1 - Periodic Payments (\$ as of Base Date)

Contract Month	Life Cycle Payment (if required) (\$ as of Base Date) (A)	Facility Maintenance (\$ as of Base Date) (B)	Capital Payment (\$, not Index Linked) (C)	Total Periodic Payment (\$ as of Base Date) (D) D=A+B+C
1				
2				
3				
4				
5				
6				
7				
8				
...				
358				
359				
360 (end of 30 year concession)				

Form A2 - Periodic Payments (\$ Nominal)

Contract Month	Life Cycle Payment (\$ Nominal) (A)	Facility Maintenance Payment (\$ Nominal) (B)	Capital Payment (\$ not Index Linked) (C)	Total Periodic Payment (\$ Nominal) (D) D=A+B+C
1				
2				
3				
4				
5				
6				
7				
8				
...				
358				
359				
360				

Form A3 – Authority Funding

Form A3 corresponds with Appendix 8D to the Project Agreement and forms the basis of the Authority Funding.

1. DEFINITIONS

- (a) **“Minimum Cost to Date”** as at a date means the Cost to Date assumed in the Proponent’s proposal and financial model, where Cost to Date has the meaning given in Schedule 8 to the Initial Draft project Agreement; and
- (b) **“Maximum Cost to Complete”** as at a date means the Cost to Complete assumed in the Proponent’s proposal and financial model, where Cost to Complete has the meaning given in Schedule 8 to the Initial Draft Project Agreement.
- (c) **“Maximum Instalment”** means the monthly instalment of Authority Funding assumed in the Proponent’s proposal such that the cumulative Authority Funding up to and including that month equals:
 - i. [26.24]% of the Minimum Cost to Date at the end of that month where the Minimum Cost to Date falls within the first [75]% of the Design Build price for a Proponent’s proposal; or
 - ii. [52.48]% of the Cost to Date where the Minimum Cost to Date falls within the last [25]% of the total Design-Build price for a Proponent’s proposal; and

The Maximum Instalments are to be included in Column (B) of Form A3.

2. AUTHORITY FUNDING MONTHLY INSTALMENTS

Using the Affordability Model, the net present cost (“NPC”) of the Maximum Instalments in Column (B) cannot exceed \$26.335 million being; this being the net present cost of the repayments on the Authority’s financing of the Authority’s estimate of Authority Funding monthly instalments. The net present cost of the Maximum Instalments in the Affordability Model is identified as the “NPC of Repayment of Proposed Authority Funding” on the Summary sheet.

Having regard to the provisions above and the anticipated payment profile of a Proponent’s proposed Design-Build Agreement, Proponents are asked to complete Column (B) of Form A3 below:

(A)	(B)	(C)	(D)
Payment Period	Maximum Instalment (\$)	Minimum Cost to Date (\$)	Maximum Cost to Complete (\$)
1 – June 2012			
2			
3			
4			
5			
6			

(A)	(B)	(C)	(D)
Payment Period	Maximum Instalment (\$)	Minimum Cost to Date (\$)	Maximum Cost to Complete (\$)
7			
8			
9			
10			
11			
12			
13			
14			
15			
16			
17			
18			
19			
20			
21			
22			
23			
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43			
44			

(A)	(B)	(C)	(D)
Payment Period	Maximum Instalment (\$)	Minimum Cost to Date (\$)	Maximum Cost to Complete (\$)
45			
46			
47			
48			
49			
50			
Total			
% of Design-Build Price			
NPC per Affordability Model			

Form A4 – Project Sensitivities

Sensitivities	Change	Loan Life Cover Ratio			Debt Service Cover Ratio			% Change that will breach lockup & bank default ratios		Project IRR		Blended Shareholder IRR
		Average	min	min. year	Average	min	min. year	Lock Up	Default	Real	Nominal	
Inflation for whole project, post-financial close	-1.0%											
Inflation for whole project, post-financial close	+1.0%											
Inflation for whole project, post-financial close	+3.0%											
Change in interest rates pre financial close	+50bps											
Change in interest rates pre financial close	-50bps											
<p>The Proponent is to provide a description of and the results of any sensitivities required by the Senior Lenders.</p>												

Form A5 – SPV Running Costs

Provide full details of the annual running costs of Project Co. Such costs should cover the operation of Project Co itself and should not include any costs for the provision of the “Services”. The costs should be broken into the following:

Cost Item	Total \$
Regulatory	
Staff	
Accommodation	
Margin	
Technical	
Legal	
Audit/Tax	
Project Communications	
Finance Fees	
Insurance Costs	
Other costs 1 – please detail	
Other costs 2 – please detail	
TOTAL	

Form A6 – Total Facility Development and Capital Cost

Provide the cost breakdown for the development, construction and commissioning of the Facility used in the establishment of the Periodic Payment. Building cost estimates should also describe the basis upon which the capital costs have been developed, clearly identifying any exclusions.

Capital Cost		
	Total \$	Financial Model Reference
Construction Contracts		
Green Building Design		
Construction Contingency		
Design Contingency		
Engineering		
Architect		
Environmental Consultant		
Communications Consultant		
Other Consultants		
Survey		
Testing and Inspections		
Landscaping		
Administrative Costs		
Construction Insurance (not including HCPP funded insurance)		
Building permit		
Off Site Services <ul style="list-style-type: none"> o Municipal (water, sanitary, storm , road works) o Other (electricity, gas, cable, telephone) 		
Other Design Build Cost Items		
CAPITAL COST SUBTOTAL*		
Bidding Fees <ul style="list-style-type: none"> o [e.g.: Advisor fees (financial, technical, legal, tax, model audit, insurance, rating agencies), sponsor development fees] 		
SPV Costs During Construction <ul style="list-style-type: none"> o [e.g.: Staffing, accommodation and office supplies, miscellaneous costs (travel, telephone, bank accounts, etc), corporate insurance, independent certifier] 		
TOTAL FACILITY DEVELOPMENT AND CAPITAL COSTS**		

The Capital Cost Subtotal should be equal to the design build contract price

** Total Facility Development and Capital Costs should include all project costs during the construction period except for:

- interest expense and accrual associated with funding sources;

- commitment fees associated with funding sources;
- arrangement fees associated with funding sources;
- swap fees and hedge fees associated with funding sources;
- funding of reserve accounts and associated fees; and
- any other fees paid to financiers for the provision of capital.

Examples of funding sources include senior debt, mezzanine debt, equity, shareholder loans and subordinated debt.

Form A7 - Equipment

Provide full details of the costs of providing the procurement, installation and commissioning of the equipment together with the costs of purchasing the equipment where applicable:

Equipment Category (all figures in '000's)	1 \$	2 \$	3 \$	4 \$	5 \$	5^{relocated} \$	6 \$	6^{relocated} \$	Total \$
A. Cost of Supply	n/a	n/a	n/a			n/a		n/a	
B. Cost of Coordination		n/a				n/a		n/a	
C. Cost of Receipt		n/a				n/a		n/a	
D. Cost of Storage		n/a				n/a		n/a	
E. Cost of Setup		n/a				n/a		n/a	
F. Cost of Installation		n/a	n/a	n/a		n/a		n/a	
G. Cost of Commissioning		n/a	n/a	n/a		n/a		n/a	
H. Cost of Maintenance	n/a	n/a	n/a	n/a					
Total		n/a							

Form A8 – Summary Analysis of Service Costs for First Full Year of Operations

Service	Staff Numbers and Full time Equivalent Staff (#gross/#FTE)	\$000
Helpdesk Services		
Labour Cost		
Other Expenditure		
Plant Services		
Labour Cost		
Other Expenditure		
Waste Management Services		
Labour Cost		
Other Expenditure		
Utility Management Services		
Labour Cost		
Other Expenditure		
Total Services Cost		

Form A9 – Annual Cost of Energy (based on proposed Design and Construction Regulated Energy Target)

Operating Year	Period Commencing (dd/mm/yyyy)	Annual Cost of Energy (nominal) (\$000)
1		
2		
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