

## APPENDIX B: PROPOSAL REQUIREMENTS

### 1. Proposal 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; an Advance Interest Rate Submission; and a Financial Submission, each of which consists of the following packages, and each of which is outlined in Sections 1 to 8 of this Appendix, respectively:

Content Requirements	Section No.	Proposal Requirements Reference
<b>1. Technical Submission Package:</b>		
Package 1 – Transmittal Package	1	Table 1
Package 2 – Project Co Management	2	Table 2
Package 3 – Schedules	3.1	Table 3
Package 3 – Design and Construction	3.2	Table 4
Package 3 – Services	3.3	Table 5
Package 4 – Design Scored Elements Submission	4	Table 6
Package 5 – Operating Scored Elements Submission	5	Table 7

Content Requirements	Section No.	Proposal Requirements Reference
Package 6 – Renovation Services	6	Table 8
<b>2. Advance Interest Rate Submission (AIRS) Package:</b>		
Package 1 – Initial AIRS	-	Refer to Appendix K
Package 2 – Interim AIRS	-	Refer to Appendix K
Package 3 – Final AIRS	-	Refer to Appendix K
<b>3. Financial Submission Package:</b>		
Package 1 – Transmittal Package	7	Table 9
Package 2 – Financial Submission	8	Table 10

## 2. Proposal Requirements for Technical Submission

Without limiting the terms of this RFP, this section and Tables 1 to 8 summarize the information and documentation that Proponents are to submit in their 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 Submission Time for Technical Submissions, and for the purposes of Section 2.4 of the RFP, this version will be considered the version of the Final Draft Project Agreement issued as at the Submission Time for Technical Submissions.

Proponents are to arrange the content of their Technical Submission in accordance with the sequencing of, and using the section numbers and corresponding titles shown in, Tables 1 to 8.

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 should provide required drawings in 36" x 48" format (one set) and 18" x 24" format (one set). Where provided electronically, drawings should be to scale and in PDF format.

The Technical Submission is to provide information and documentation in six packages in accordance with Tables 1 to 8.

### **3. Proposal Requirements for AIRS**

Refer to Appendix K for the submission requirements for the Initial AIRS, Interim AIRS and Final AIRS packages.

### **4. Proposal Requirements for Financial Submission**

Without limiting the terms of this RFP, this section and Tables 9 and 10 summarize the information and documentation that Proponents are to submit in their Financial Submission.

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.

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 arrange the content of their Financial Submission in accordance with the sequencing of, and using the section numbers and corresponding titles shown in, Tables 9 and 10.

The Financial Submission is to provide information and documentation in two packages in accordance with Tables 9 and 10.

**Table 1: Package 1 Technical Submission (Transmittal Package)**

Section No.	Title	Contents (Package 1, Transmittal Package)			
<b>1.</b>	<b>TRANSMITTAL PACKAGE</b>				
<b>Package 1 [Transmittal Package] of the Technical Submission is to contain the following information and documents:</b>					
1.1	Name and Contact Details for the Proponent's Representative	a) The Proponent's Representative will be the only person to receive communications from the Contact Person regarding the RFP. Please provide: <ul style="list-style-type: none"> <li>i. name;</li> <li>ii. employer;</li> <li>iii. mailing/courier addresses;</li> <li>iv. telephone number; and</li> <li>v. email address.</li> </ul>			
1.2	Company/Firm Names and Names of Key Individuals	a) Confirmation of the Company/Firm name and Key Individuals, and if there have been any changes to Key Individuals from those specified in the Proponent's RFQ response, then any such changes should be approved by the Authority in accordance with Section 7.12 of the RFP. b) Provide the Company/Firm name and names of the Key Individuals for the following team members in a table format as shown below: <ul style="list-style-type: none"> <li>i. Project Co Lead</li> <li>ii. Design-Builder Construction Lead</li> <li>iii. Design-Builder Project Lead</li> <li>iv. Design Lead</li> <li>v. Service Provider Lead</li> <li>vi. Equipment Lead</li> <li>vii. Design-Builder's IMIT Lead</li> <li>viii. Operating Period Representative</li> <li>ix. Clinical Lead</li> </ul>			
		<table border="1"> <thead> <tr> <th>Individual's Name</th> <th>Company Name</th> <th>Role</th> </tr> </thead> </table>	Individual's Name	Company Name	Role
Individual's Name	Company Name	Role			

Section No.	Title	Contents (Package 1, Transmittal Package)
1.3	Documentation to be Provided	<ul style="list-style-type: none"> <li>a) Confirm compliance of the Proposal with the Final Draft Project Agreement, including Schedule 3 [Design and Construction Specifications];</li> <li>b) One (1) fully executed copy of Appendix D – Relationship Disclosure Form(s); and</li> <li>c) Overview table of contents for all parts of the Technical Submission.</li> </ul>

**Package 2: Technical Submission (Technical Review)**

The Technical Submission should address the requirements set out in the tables below. Proponents should use the section numbers and corresponding titles shown in these tables in their Technical Submission to allow the Authority to evaluate their Technical Submission in accordance with Appendix A.

**Table 2: Package 2 Technical Submission (Project Co Management)**

Section No.	Title	Contents (Package 2, Project Co Management)
<b>2.</b>	<b>PROPONENT TEAM</b>	
<b>Package 2 [Project Co Management] of the Technical Submission is to contain the following information:</b>		
<b>2.1</b>	<b>Confirmation of Proponent Team and Key Individuals</b>	
2.1.1	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"> <li>a) The Equity Provider(s), the Design-BUILDER, the Design Firm, the Service Provider and the Guarantors listed as part of the Respondent Team; or</li> <li>b) The Key Individuals listed for the Respondent Team.</li> </ul> <p>If changes are proposed to the above, the Proponent should 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 7.12 of the RFP.</p>
2.1.2	Confirmation of Additional Key Individuals	<p>The Proponent is to confirm that, other than changes permitted by the Authority, there have been no changes to information provided in its additional Key Individuals submission regarding the Key Individuals listed for the Proponent Team.</p> <p>If changes are proposed to the above, the Proponent should 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 7.12 of the RFP.</p>
<b>2.2</b>	<b>Details of Proponent and Proponent Team</b>	

Section No.	Title	Contents (Package 2, Project Co Management)
2.2.1	Legal Name	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.  Provide full incorporation details for the Proponent, or as applicable, each legal entity that comprises the Proponent, 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.
2.2.2	Shareholdings	Provide details, including corporate details, identifying each Equity Provider and degree of equity participation, and shareholder agreements.  If the Proponent does not have an equity structure, provide details of the ownership structure and copies of all agreements related to ownership.
2.2.3	Organizational Structure and Details	Provide an organizational description of Project Co, including organization chart, indicating and listing the members of the board of directors, the senior officers and key management officials, and key members of the Proponent Team, their roles and responsibilities and reporting relationships.
<b>2.3</b>	<b>Details of Design-Builder</b>	
2.3.1	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	Provide 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 the Design-Builder 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-Builder.
2.3.4	Organizational Structure and Details	Provide an organizational description, including organization chart, indicating key members/firms of the Design-Builder, their roles and responsibilities, and reporting relationships.
<b>2.4</b>	<b>Details of Design Firm</b>	
2.4.1	Name	Full legal name(s).

Section No.	Title	Contents (Package 2, Project Co Management)
2.4.2	Contact Details	Authorized representative, registered office, telephone number, email addresses and fax number.
2.4.3	Legal Details	Provide 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 the Design Firm 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 Firm.
2.4.4	Organizational Structure and Details	Provide an organizational description, including organization chart, indicating key members/firms of the Design Firm, their roles and responsibilities, and reporting relationships.
<b>2.5</b>	<b>Details of Service Provider</b>	
2.5.1	Name	Full legal name(s).
2.5.2	Contact Details	Authorized representative, registered office, telephone number, email addresses and fax number.
2.5.3	Legal Details	Provide 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 the Service Provider 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 Service Provider.
2.5.4	Organizational Structure and Details	Provide an organizational description, including organization chart, indicating key members/firms of the Service Provider, their roles and responsibilities, and reporting relationships.
<b>2.6</b>	<b>Governance Structure</b>	
2.6.1	Organizational Structure and Relations between the Proponent Team Members	<ul style="list-style-type: none"> <li>a) Provide a project organization chart which, at a minimum, identifies all Key Individuals, those listed in Sections 2.2, 2.3, 2.4 and 2.5 of this Table 2.</li> <li>b) Describe the relationships and reporting arrangements among the Proponent Team members at critical stages of the Project: <ul style="list-style-type: none"> <li>i. identify responsibilities of each Key Individual;</li> <li>ii. reporting relationships between the Proponent Team members;</li> </ul> </li> </ul>

Section No.	Title	Contents (Package 2, Project Co Management)
		iii. nature of any contractual relationship(s) to be entered into between the Proponent Team members; and iv. the nature of any sub-contracting arrangements and details of the risk allocation between the parties.

**Table 3: Package 3 Technical Submission (Schedules)**

Section No.	Title	Contents (Package 3, Schedules)
3.1	Schedules	
<b>Package 3 [Schedules] of the Technical Submission is to contain the following information:</b>		
3.1.1	Project Schedule	<ul style="list-style-type: none"> <li>a) Provide an initial Project Schedule prepared in accordance with Schedule 2 [Design and Construction Protocols] and Schedule 3 [Design and Construction Specifications] of the Final Draft Project Agreement which includes, at a minimum, the following information as well as a Project Schedule briefly explaining how the Design and Construction will be implemented to achieve the milestone dates and describing the key milestones and decisions on how each align and work together:               <ul style="list-style-type: none"> <li>i. the critical path.</li> <li>ii. Effective Date.</li> <li>iii. development of Plans and Reports during the Construction phase, including:                   <ul style="list-style-type: none"> <li>a. Quality Assurance Plan;</li> <li>b. Phasing Plan;</li> <li>c. Waste Management Plan;</li> <li>d. Facility Threat and Risk Assessment;</li> <li>e. Demolition Plan; and</li> <li>f. Commissioning Plan.</li> </ul> </li> </ul> </li> <li>b) Design period, including:               <ul style="list-style-type: none"> <li>i. Submittal Dates and Review timeframes.</li> </ul> </li> <li>c) Provision of mock-ups, including a detailed description of schedule, location, scope, and method of development.</li> <li>d) Equipment, including:               <ul style="list-style-type: none"> <li>i. selection and itemized listing of Equipment;</li> <li>ii. procurement of Equipment packages;</li> <li>iii. installation of Equipment packages; and</li> <li>iv. commissioning / demonstrations / training.</li> </ul> </li> </ul>

Section No.	Title	Contents (Package 3, Schedules)
		<ul style="list-style-type: none"> <li>e) Construction Period, including: <ul style="list-style-type: none"> <li>i. site establishment and mobilization;</li> <li>ii. securing approvals, including permits and licenses;</li> <li>iii. major construction stages;</li> <li>iv. utility connections; and</li> <li>v. other on-site services as required.</li> </ul> </li> <li>f) Building Commissioning Period, including demonstrations and training.</li> <li>g) Target Service Commencement Date.</li> <li>h) Major rehabilitation / life cycle activities.</li> </ul>
3.1.2	Submittal Schedule	<ul style="list-style-type: none"> <li>a) Provide a draft Submittal Schedule in accordance with the requirements of Schedule 2 [Design and Construction Protocols]. Refer to Attachment 1 (Submittal Schedule) to Appendix 2C of the Final Draft Project Agreement and include all of the Submittals listed therein and all of the information requested for each Submittal.</li> <li>b) Provide a description of each Submittal, including the subject matter and form (for example, a drawing, narrative or where applicable a presentation) of each Submittal, clearly outlining the components/details that are to be reviewed by the Authority.</li> </ul>
3.1.3	Accommodation Schedule	<ul style="list-style-type: none"> <li>a) Using the Accommodation Schedule excel spreadsheet provided by the Authority, provide an area summary of the Proponent's design by department that includes the total net and a gross area, and the net to gross ratios for each department.</li> <li>b) Provide an area summary of the building that includes building total net and gross areas expressed as a total and broken down by floor.</li> <li>c) Using the Accommodation Schedule excel spreadsheet provided by the Authority, provide the amount of any variance(s) in net area between the Proponent's design and Schedule 3 [Design and Construction Specifications] Appendix 3A (Clinical Specifications) for each room area and department area expressed in real terms of both net square meter comparison and as a percentage variance rounded to the nearest whole number. Column H and Column I apply to department gross only, not per room.</li> </ul> <p>The Accommodation Schedule should follow the template that has been provided in the Data Room. The Authority expects that the Proponent will not change the sequence, room numbering and</p>

Section No.	Title	Contents (Package 3, Schedules)
		terminology in the template provided as it follows Schedule 3 [Design and Construction Specifications] Appendix 3A (Clinical Specifications).

**Table 4: Package 3 Technical Submission (Design and Construction)**

Section No.	Title	Contents (Package 3, Design and Construction)
<b>3.2</b>	<b>Design and Construction</b>	
<b>3.2.1</b>	<b>General Approach and Protocols – Schedule 2</b>	
3.2.1.1	Design Approach and Considerations	<ul style="list-style-type: none"> <li>a) Clearly describe the design process, the key design and construction issues, and the Proponent’s strategy to manage those issues.</li> <li>b) Describe and provide details of the Proponent’s management plan for the Design, including:               <ul style="list-style-type: none"> <li>i. how consideration of the Services will be integrated into the design;</li> <li>ii. how constructability considerations will be included in the design process;</li> <li>iii. how consideration for the future expansion of the Emergency Department and Medical Device Reprocessing will be integrated into the design; and</li> <li>iv. how consideration for connections to the future healthcare facility on the Alumnae Tower site will be integrated into the design.</li> </ul> </li> <li>c) 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.</li> </ul>
3.2.1.2	Construction Approach	<ul style="list-style-type: none"> <li>a) Describe and provide details of the Proponent’s management plan for the Construction, including:               <ul style="list-style-type: none"> <li>i. the overall construction methodology and general approach;</li> <li>ii. construction constraints, risks and mitigation strategies; and</li> <li>iii. process for managing change orders.</li> </ul> </li> </ul>
3.2.1.3	Phasing Plan	Provide a draft Phasing Plan as described in Section 6.9.(a) of Schedule 2 [Design and Construction Protocols] of the Project Agreement.

Section No.	Title	Contents (Package 3, Design and Construction)
3.2.1.4	Construction Safety and Infection Control	<ul style="list-style-type: none"> <li>a) Describe the Proponent's approach to safety for construction activities throughout the term. At a minimum, the following items are to be provided:               <ul style="list-style-type: none"> <li>i. a safety policy statement providing the Proponent's health and safety objectives;</li> <li>ii. staging plan; and</li> <li>iii. phasing plan.</li> </ul> </li> <li>b) Describe construction materials selection in accordance with CSA Z317.13.17 Infection Control during Construction, Renovation, and Maintenance of Health Care Facilities, section 5 Construction Materials.</li> <li>c) Describe how the infection and controls measures will be monitored during the construction process in accordance with CSA Z317.13.17 Infection Control During Construction, Renovation, and Maintenance of Health Care Facilities, section 8.3.1.4 Monitoring.</li> </ul>
3.2.1.5	Quality Assurance	<ul style="list-style-type: none"> <li>a) Provide a one-page (maximum) summary of the Proponent's Quality Assurance approach including selecting Project Co's Quality Consultant.</li> <li>b) Provide an organization chart that depicts the responsibilities of Project Co, Project Co's Quality Consultant, the Design-Builder, Design Firm and Service Provider in ensuring the quality of the design and construction.</li> </ul>
3.2.1.6	Commissioning	<ul style="list-style-type: none"> <li>a) 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 as described in Schedule 2 [Design and Construction Protocols].</li> <li>b) Describe the training and education that Project Co will provide to Authority staff to utilize equipment and systems in the New Facility.</li> </ul>
3.2.1.7	Facility Threat and Risk Assessment	<ul style="list-style-type: none"> <li>a) Provide a draft Facility Threat and Risk Assessment report as described in Section 4.9 of Schedule 2 [Design and Construction Protocols] of the Project Agreement.</li> <li>b) Describe the process the Proponent plans to utilize to finalize this report, including an expected schedule for completion.</li> </ul>
3.2.1.8	Appendix 8C (Energy)	<ul style="list-style-type: none"> <li>a) Describe the Proponent's plan to apply for and obtain available energy funding or incentives for the Authority, if applicable.</li> <li>b) Describe and provide details of the Proponent's Energy Management Plan, including accountability mechanisms.</li> </ul>

Section No.	Title	Contents (Package 3, Design and Construction)
		<ul style="list-style-type: none"> <li>c) Provide calculations and results for total indicative building annual energy consumption, both as kWh and kWh/m2, with separate listings for Targeted and Non-Targeted Energy Consumption and by energy type.</li> <li>d) Provide a list of inputs and assumptions for the Energy Model.</li> <li>e) Provide the load calculations per zone basis, including specialized equipment, energy recovery and redundancy, envelope u-values, internal loads, and ventilation rates.</li> <li>f) Provide the plan to meet the Energy Target, including during the operations period, including examples of policies to set utilities consumption targets.</li> <li>g) Provide an electronic copy of the energy model (flash drive) in a format that allows the Authority to read, and manipulate, the data contained within.</li> <li>h) Provide a narrative explaining any unusual modeling procedures or workarounds, or calculations performed outside of the energy modeling software.</li> </ul>
3.2.1.9	LEED® Gold Certification	<ul style="list-style-type: none"> <li>a) Provide narrative and summary of the Proponent’s anticipated LEED® Gold certification strategy, including the indicative LEED® Gold checklist.</li> <li>b) Provide a completed EAc1 LEED® Letter Template as applicable.</li> </ul>
3.2.1.10	Innovative Use of Wood	<ul style="list-style-type: none"> <li>a) Provide written and graphical summaries in the form of floor plans, interior-exterior elevations of the design, and the Appendix 3B (Wood First Matrix) of the Project Agreement indicating its use in the Building where appropriate to demonstrate compliance with Schedule 3 [Design and Construction Specifications] of the Project Agreement regarding the use of wood. Include any Building Code considerations, including any alternate solutions that will be requested from the municipal approval authorities.</li> <li>b) Provide a summary of wood use during construction, highlighting any innovative uses of B.C. wood in the Project.</li> </ul>
<b>3.2.2</b>	<b>Design Guidelines and Principles</b>	
3.2.2.1	Design Redundancy	<ul style="list-style-type: none"> <li>a) Provide written and graphical summaries to demonstrate how the design of the New Facility, including its infrastructure, makes provision for loss of primary service, including electricity, water, sanitary, and natural gas services.</li> </ul>
3.2.2.2	Design Guidelines and Principles	<ul style="list-style-type: none"> <li>a) Provide written and graphical summaries to demonstrate how the design of the New Facility meets the following design principles:</li> </ul>

Section No.	Title	Contents (Package 3, Design and Construction)
		<ul style="list-style-type: none"> <li>i. evidence-based design;</li> <li>ii. Lean design;</li> <li>iii. healing environment;</li> <li>iv. elderly friendly;</li> <li>v. standardization;</li> <li>vi. sustainability;</li> <li>vii. technology;</li> <li>viii. adaptability, flexibility, and expansion; and</li> <li>ix. accessible design.</li> </ul>
<b>3.2.3</b>	<b>Preliminary Design Submittals</b>	
3.2.3.1	Design Concept	<ul style="list-style-type: none"> <li>a) Provide written and graphical summaries to demonstrate the Proponent's understanding of the program in the following areas as described in Schedule 3 [Design and Construction Specifications] of the Project Agreement:               <ul style="list-style-type: none"> <li>i. location and siting;</li> <li>ii. form and character;</li> <li>iii. safety and security;</li> <li>iv. building configuration and circulation;</li> <li>v. design redundancy, wayfinding and signage; and</li> <li>vi. Future Expansion.</li> </ul> </li> </ul>
3.2.3.2	Building/Clinical Design	<ul style="list-style-type: none"> <li>a) Provide large format, photo-realistic renderings of the exterior and interior of the New Facility:               <ul style="list-style-type: none"> <li>i. as seen from the main entrance to the site (exterior);</li> <li>ii. exterior views (from various angles (minimum three)) as seen from the perimeter RIH Campus ring road;</li> <li>iii. typical LDR, NICU, Medical Surgical and Mental Health patient room (interior); and</li> <li>iv. main entry lobby to the New Facility (interior).</li> </ul> <p>Such renderings should be convertible to a printable 8 ½" by 11" format.</p> </li> </ul>

Section No.	Title	Contents (Package 3, Design and Construction)
		<ul style="list-style-type: none"> <li>b) Provide a 3-D animated model illustrating context, massing and architectural features. Provide video animation no more than four (4) minutes in length that demonstrates the exterior and interior in a complete manner.</li> <li>c) Provide functional relationship drawings (1:200 architectural plans) indicating the location and functional relationships of all program elements, horizontal and vertical circulation, and internal traffic flow (patients, clinical staff, security staff, visitor, and non-clinical support services):             <ul style="list-style-type: none"> <li>i. use colour to illustrate the program elements and to differentiate the following types of internal circulation systems: public, patients, families, staff and services, controlled access for staff and patient movement, equipment supplies, medications, food and linens and waste and recycling.</li> </ul> </li> <li>d) Provide floor plans (1:100) for all levels, including roof plan, indicating basic dimensions with room numbers cross-referenced to the Functional Space Requirements in Appendix 3A [Clinical Specifications] of the Project Agreement. Include all walls and doors, structural elements, circulation elements (for example, stairs, ramps and elevators), major service shafts, windows, interior glazed screens, major millwork locations, beds and major medical equipment.</li> <li>e) Provide written and coloured graphical summaries to demonstrate how the design provides for the following:             <ul style="list-style-type: none"> <li>i. use of zoning (patient zone, provider zone and family zone) within patient rooms; and</li> <li>ii. future flexibility to provide expansion for connection to a future building on the Alumnae Tower site.</li> </ul> </li> <li>f) Provide building elevations and sections and site sections, sufficient to illustrate design aesthetics, materials and major features, including proposed exterior colour schemes.</li> <li>g) Provide north-south and east-west cross sectional diagrams (1:200) showing relationship between the New Facility and adjacent site uses.</li> <li>h) Provide a draft elevator study that supports the number of elevators in the design.</li> <li>i) Provide written description and floor plans which clearly communicate the flow and process for the CT scanner installation in the hybrid operating rooms post-occupancy as well as how it will be replaced in the future as required. Demonstrate the path for installation and replacement, all required clearances, that the structural design accommodates the floor loading, and confirm the Authority will not be limited to the type of unit due to building constraints.</li> </ul>

Section No.	Title	Contents (Package 3, Design and Construction)
3.2.3.3	Building Code	a) Provide any Building Code “Alternative Solutions” supported by a code consultant’s report outlining and supporting the proposed approach.
3.2.3.4	Site Development	<p>Provide the following development plans:</p> <p>a) Site Plan (1:250 or 500) including site development, adjacent roads and property uses showing location of the New Facility and Westland Parking, ancillary buildings, roadways, pathways, firefighting access, post-disaster provisions, green space, vehicle parking, and services elements.</p> <p>b) Site Plan indicating site servicing, zoning setbacks, easements, and City requirements.</p> <p>c) Provide a Site Plan showing expansion zones for construction, parking zones, and site reorganization to accommodate the future development. This section should also include a description of how the design of the mechanical, electrical and structural systems can facilitate future expansion.</p> <p>d) Rendered landscaping plan illustrating landscaped design features.</p> <p>e) Narrative explaining how the landscape plan promotes a healing environment:</p> <ul style="list-style-type: none"> <li>i. main feature that will be the focal point of the landscaping plan;</li> <li>ii. visual distractions;</li> <li>iii. spaces for meeting and socializing;</li> <li>iv. support of Aboriginal heritage;</li> <li>v. calming environment; and</li> <li>vi. access from patient rooms and Staff Rooms.</li> </ul>
3.2.3.5	Wayfinding and Signage	<p>a) Describe in written narrative and provide supporting sketches of the wayfinding and signage program, including:</p> <ul style="list-style-type: none"> <li>i. exterior wayfinding and directional signage; and</li> <li>i. interior wayfinding and directional signage.</li> </ul>
3.2.3.6	Building Envelope	<p>a) Describe in written narrative and provide supporting sketches of the New Facility and building envelope, including:</p> <ul style="list-style-type: none"> <li>i. exterior insulation and cladding systems;</li> </ul>

Section No.	Title	Contents (Package 3, Design and Construction)
		<ul style="list-style-type: none"> <li>ii. wall sections (at 1:20 scale) with detailed descriptions of components of typical exterior wall assemblies;</li> <li>iii. roofing systems;</li> <li>iv. exterior finishes/colours; and</li> <li>v. glazing.</li> </ul>
3.2.3.7	Site Circulation and Parking	<ul style="list-style-type: none"> <li>a) Describe and provide details of the Proponent’s parking plan for the Project, including:               <ul style="list-style-type: none"> <li>i. the Proponent’s temporary parking solution during construction at the Westland site;</li> <li>ii. the Proponent’s permanent parking solution, including confirmation of the total number of parking spaces that will be provided on site in the underground parking:                   <ul style="list-style-type: none"> <li>a. the parking solution should demonstrate the parking strategy, including locations for staff, handicap access, segregation of public and staff parking, visitor and drop off/pick up stalls along with any public transportation drop off/pick-up locations.</li> </ul> </li> </ul> </li> <li>b) A site circulation plan, including vehicles, pedestrians, construction material deliveries, hospital equipment deliveries, waste removal, firefighting access, and disaster response access.</li> <li>c) A site access plan for “after hours” access that clearly shows pedestrian, vehicle, and public transportation pathways to the New Facility during evening and night hours (if it differs from daytime access).</li> </ul>
3.2.3.8	Heliport	<ul style="list-style-type: none"> <li>a) Provide a flight path drawing that illustrates the orientation with angles defined in both magnetic and true north. Show the full extent of the flight path to 1075 meters from the heliport as well as the extent of the first section at 245 meters. Show the divergence to scale. Show emergency landing area locations within the 625 meter limit. Show the 3-metre transitional area and, if applicable, the flight path transitional surface.</li> <li>b) The heliport concept drawing should show the Touchdown and Liffoff Area (TLOF), Final Approach and Takeoff Area (FATO), and Safety area, to scale and dimensioned, and also include the 3-metre transitional area. The drawing should clearly show the required airspace clearance from all obstructions.</li> <li>c) The heliport design drawing should illustrate and label all components of the construction, including hard surface areas, relative elevations and walkway or ramp.</li> </ul>

Section No.	Title	Contents (Package 3, Design and Construction)
		<ul style="list-style-type: none"> <li>d) For elevated heliport designs, the location of fuel containment equipment, foam suppression equipment, safety netting, second emergency exit from heliport, elevator, vestibule, doors, and roof exits should be shown.</li> <li>e) All onsite and offsite obstructions that need to be removed or marked and/or lit should be indicated on the concept drawing.</li> <li>f) The location of the windsock should be shown on the drawings submission.</li> </ul>
<b>3.2.4</b>	<b>Building Design Requirements</b>	
3.2.4.1	Structure	<ul style="list-style-type: none"> <li>a) Describe and provide details of the structural systems including schematic level (1:200) drawings including the following as a minimum:               <ul style="list-style-type: none"> <li>i. foundation system including bearing assumptions for footings and rafts, pile capacity, foundation walls, drainage, expected total and differential settlement;</li> <li>ii. floor and roof framing systems including member sizes, columns and walls sizes and layout and grid dimensions; and</li> <li>iii. lateral load resisting system including design criteria, system type, system layout and member dimensions, foundations, and any special features including seismic joints.</li> </ul> </li> <li>b) Provide a copy of any geotechnical reports undertaken by the Proponent.</li> </ul>

Section No.	Title	Contents (Package 3, Design and Construction)
3.2.4.2	Mechanical Systems	<p>a) Provide design narratives and schematic level drawings of the mechanical systems, including maintainability, zoning, redundancy, post-disaster and future capacities as applicable. At a minimum, the following systems are to be included:</p> <ul style="list-style-type: none"> <li>i. primary and secondary energy sources;</li> <li>ii. heat recovery systems;</li> <li>iii. cooling system;</li> <li>iv. heating system;</li> <li>v. ventilation system;</li> <li>vi. domestic hot and cold water systems;</li> <li>vii. medical gas systems including AGSS;</li> <li>viii. sanitary and storm drainage including interceptors;</li> <li>ix. natural gas and propane services;</li> <li>x. all major mechanical space locations including major equipment locations, service clearances, and equipment replacement routes;</li> <li>xi. post-disaster service connection points complete with anticipated service vehicle size and access routes;</li> <li>xii. Building Management System, including energy metering locations; and</li> <li>xiii. fire protection systems.</li> </ul> <p>b) Provide and detail the following:</p> <ul style="list-style-type: none"> <li>i. outline ventilation strategies for each building component under normal and catastrophic (both exterior and interior), and demonstrate, in each strategy, how all applicable CSA and ASHRAE ventilation requirements are to be met, and how pressure relationships are to be</li> </ul>

Section No.	Title	Contents (Package 3, Design and Construction)
		<p>maintained in Outbreak Control zones and between the New Facility and the RIH Campus; and</p> <p>ii. smoke control and operations under fire service requirements.</p> <p>c) Provide drawings and details as follows:</p> <p>i. mechanical and water entry rooms schematic layout including corridors and access;</p> <p>ii. floor plans showing Outbreak Control Zones, Airborne Isolation Rooms, and water and medical gas risers;</p> <p>iii. roof layout;</p> <p>iv. equipment schedules, complete with schematic design capacities and preliminary model selections for all major equipment including air handling units, heat pumps, cooling towers, boilers, dedicated exhaust systems or any other significant pieces of equipment.</p>
<b>3.2.5</b>	<b>Facility Services Subgroup</b>	
3.2.5.1	Location and Configuration of Services	<p>a) Provide a Site Plan (1:250 or 1:500) showing location and configuration of on-site utility and Project Co services including power, fire alarm, metering, telephone, cable TV, data, security, routing of buried concrete-encased duct banks, and any other electrical and communication services exterior to the buildings requiring site distribution.</p>
3.2.5.2	Electrical Systems Submission	<p>a) Provide schematic single line and layout drawings showing and describing:</p> <p>i. origin of supply(s);</p> <p>ii. arrangements for service redundancy;</p> <p>iii. main service switchgear and transformer locations and main electrical distribution room;</p> <p>iv. utility and customer metering;</p> <p>v. electrical sub-feed to the existing Hospital;</p> <p>vi. sub-electrical room locations; and</p> <p>vii. location of emergency power plant, associated switchgear, UPS and transfer switches, clearly identifying system branch classifications.</p> <p>b) Provide proposed equipment cut sheets for power distribution, lighting, UPS and emergency generators.</p> <p>c) Provide schematic drawings and trunk risers describing:</p>

Section No.	Title	Contents (Package 3, Design and Construction)
		<ul style="list-style-type: none"> <li>i. location and types of site lighting (general and at building perimeters);</li> <li>ii. lighting fixture types, controls, including zoning, proposed automatic sensor types, dimming, daylighting measures, and energy management measures;</li> <li>iii. typical lighting layouts in exam room, office, operating room, minor procedure room, patient care room, nurse station and general circulation areas complete with lighting calculations;</li> <li>iv. proposed power monitoring and control systems;</li> <li>v. fire alarm system, including locations of fire alarm panels and annunciators, detection and signaling devices, connection to the existing Hospital, the CACF; and</li> <li>vi. interconnection individual system block diagram and associated integrated networking between lighting control system, power monitoring and control, fire alarm, clock, Electronic Safety and Security Systems, nurse call system and BMS systems.</li> </ul>
3.2.5.3	Electronic Security Systems	<ul style="list-style-type: none"> <li>a) Provide a written and graphical description of the Electronic Safety and Security System demonstrating the overall system logical architecture or framework of all sub-systems as described in Schedule 3 [Design and Construction Specifications] and how they integrate with each other.</li> <li>b) Provide floor plans (1:200) showing device locations in critical spaces (e.g., patient care units, access between the Secure and Non-Secure areas).</li> <li>c) Provide security system riser diagrams and schematics describing the integration between systems.</li> <li>d) Provide a narrative (5-page maximum length) addressing how the building systems address security needs. The response is to also address the design approach to safety and security issues related to:               <ul style="list-style-type: none"> <li>i. design of individual departments;</li> <li>ii. design of exterior courtyards;</li> <li>iii. design of parkade levels;</li> <li>iv. security zones and circulation paths;</li> <li>v. design of building services areas;</li> <li>vi. accessibility and intrusiveness of security strategy; and</li> <li>vii. perimeter security, zones, and devices.</li> </ul> </li> </ul> <p>Provide schematics and block diagrams for a clear understanding of the design items listed above.</p>

Section No.	Title	Contents (Package 3, Design and Construction)
		<ul style="list-style-type: none"> <li>e) Provide written descriptions, supported by conceptual system riser diagrams and manufacturers' data sheets, to demonstrate how each of the Electronic Safety and Security systems listed in Section 7.10 of Schedule 3 [Design and Construction Specifications] meet the requirements described in Schedule 3 [Design and Construction Specifications].</li> <li>f) Describe the interoperability between the Electronic Safety and Security Systems and Facility life safety systems and requirements (e.g., fire alarm, and lockdown facility procedures).</li> <li>g) Provide brief descriptions of each of the following systems including integration where required: <ul style="list-style-type: none"> <li>i. fire alarm;</li> <li>ii. access control and panic duress systems;</li> <li>iii. intrusion detection; and</li> <li>iv. IP Video Surveillance.</li> </ul> </li> </ul>
3.2.5.4	Communication Systems	<ul style="list-style-type: none"> <li>a) Provide written narratives and detailed riser diagrams to demonstrate the Proponent's approach to the design of the Structured Cabling system (end-to-end) and how the design makes provisions for the following aspects: <ul style="list-style-type: none"> <li>i. overall floor plan with locations of telecommunications rooms, main cross connect and PBX room, and horizontal cable zoning;</li> <li>ii. 1:50 room layouts for telecommunication rooms, main cross connect and PBX room; and</li> <li>iii. communications backbone cabling, including redundancy requirements.</li> </ul> </li> <li>b) Provide written narrative and logical network diagrams to demonstrate the Proponent's approach to the design of the Authority's and Proponent's LAN (including WLAN) and how the design makes provisions for the following aspects: <ul style="list-style-type: none"> <li>i. core switches;</li> <li>ii. access layer switches; and</li> <li>iii. redundancy and fault tolerance.</li> </ul> </li> <li>c) Provide a description of the Authority's and Proponent's VoIP and Analog Telephone system. Include the following for each: <ul style="list-style-type: none"> <li>i. manufacturer, model and equipment trunk and line configuration;</li> <li>ii. device types;</li> <li>iii. software/user licenses; and</li> </ul> </li> </ul>

Section No.	Title	Contents (Package 3, Design and Construction)
		<ul style="list-style-type: none"> <li>iv. redundancy and fault tolerance.</li> <li>d) Provide a description of how the Proponent intends to align the New Facility's Wireless Staff Communication Systems with the Authority's regional Vocera and Spectralink systems and integrate with the local IMIT systems.</li> <li>e) Provide a description of the Intercommunication System design including the location and type of devices.</li> <li>f) Provide a description for the design and installation of the video conferencing system throughout the New Facility.</li> <li>g) Provide a description for the installation of the Patient Infotainment System throughout the New Facility.</li> <li>h) Provide a description of the installation and functionality of the Facility-wide Nurse Call System including:               <ul style="list-style-type: none"> <li>i. patient areas;</li> <li>ii. staff areas;</li> <li>iii. system features;</li> <li>iv. annunciation of nurse call system events;</li> <li>v. code white, red and blue events; and</li> <li>vi. interconnection to the existing Hospital.</li> </ul> </li> <li>i) Provide a description of the Interface with Authority Systems approach including:               <ul style="list-style-type: none"> <li>i. strategies for integrating with the New Facility IMIT system;</li> <li>ii. system design, features and redundancy;</li> <li>iii. system scalability and flexibility; and</li> <li>iv. integration with the Authority's Networks.</li> </ul> </li> <li>j) Provide a description of the Patient Monitoring and Telemetry System design including the location and type of devices.</li> <li>k) Provide a description for the design and installation of the Public Address System through the New Facility.</li> </ul>
<b>3.2.6</b>	<b>Site Infrastructure</b>	

Section No.	Title	Contents (Package 3, Design and Construction)
3.2.6.1	Civil Works and Site Services	a) Provide a composite utility plan (1:250 or 500) which includes: <ul style="list-style-type: none"> <li>i. relevant existing site features;</li> <li>ii. existing sanitary sewers, storm sewers and watermains that are to remain in service;</li> <li>iii. proposed sanitary sewers, storm sewers and watermains;</li> <li>iv. existing shallow utilities within the limits of construction (shallow utilities beyond the limits of construction may be shown at Project Co's discretion);</li> <li>v. proposed shallow utilities (e.g., gas, telecommunications, electrical power);</li> <li>vi. lighting poles; and</li> <li>vii. storage and detention tanks</li> </ul> b) Provide grading plan (1:250 or 500) which includes: <ul style="list-style-type: none"> <li>i. relevant existing site features;</li> <li>ii. road, parking and sidewalk designs;</li> <li>iii. spot grades and/or finished grade contours, including retaining wall grades; and</li> <li>iv. slope labels at relevant locations;</li> </ul> c) Provide a pavement marking plan (1:250 or 500) which includes: <ul style="list-style-type: none"> <li>i. lane widths; and</li> <li>ii. parking stalls;</li> </ul> d) Provide cross section details for: <ul style="list-style-type: none"> <li>i. retaining wall cross sections.</li> </ul> e) For each of the proposed site services, justify sizing for the pipes, storage and detention tanks, and other relevant system components.
<b>3.2.7</b>	<b>Equipment and Furniture</b>	
3.2.7.1	Appendix 2D (Equipment and Furniture)	a) Describe the Proponent's approach to managing the Equipment and Furniture procurement process including an indicative Equipment procurement schedule and indicative Equipment and Furniture brief identifying major procurement activities and dates for Authority selection of all Equipment and Furniture, including and highlighting those items that are on the critical path for design and construction of the New Facility.

**Table 5: Package 3 Technical Submission (Services)**

Section No.	Title	Contents (Package 3, Services)
<b>3.3</b>	<b>Services</b>	
3.3.1	Approach	<ul style="list-style-type: none"> <li>a) Clearly describe the processes for planning, managing, implementing and performing the requirements and obligations set out in Schedule 4 [Services Protocols and Specifications] of the Project Agreement.</li> <li>b) Provide a general description of the overall concept of operations and approach to the delivery of the Services, including the utilization of major subcontractors.</li> <li>c) Provide a description of the proposed Operating Period Quality Management System, including a description of how Project Co will manage performance of the Service Provider and/or sub-contractors and create an environment responsive to Facility user needs. The description of the quality management plan will outline the measures taken, frequency, and approach to corrective action.</li> <li>d) Describe the approach to the development of the Operating Period Plans as set out in Schedule 4 [Services Protocols and Specifications] of the Project Agreement.</li> <li>e) Describe the approach to the development and delivery of the Performance Monitoring Reporting system in accordance with Schedule 4 [Services Protocols and Specifications] of the Project Agreement.</li> <li>f) Describe the involvement of Service Provider staff in design development, system selection, and the execution of construction.</li> <li>g) Provide examples of how the life cycle and facilities management considerations have influenced the proposed design.</li> <li>h) Describe the approach and resources for project management of facility and services changes.</li> </ul>
3.3.2	Organization	<ul style="list-style-type: none"> <li>a) Describe Project Co's proposed organization including details regarding:               <ul style="list-style-type: none"> <li>i. the organizational structure proposed to meet the requirements of Schedule 4 [Services Protocols and Specifications] of the Project Agreement, including an organization chart that identifies key names (to the extent available), positions that will be responsible for management and delivery of the Services. Include a brief description of each position's responsibilities. The proposed organizational structure should include site level management/supervision;</li> </ul> </li> </ul>

Section No.	Title	Contents (Package 3, Services)
		<ul style="list-style-type: none"> <li>ii. describe how the Services will be delivered, including the number of staff proposed to be on Site, core hours of the Services team, their roles with job descriptions, and proposed provisions for shift work and after hour coverage;</li> <li>iii. describe the trades that will be employed in-house and the number of full-time equivalents by position. Provide a staffing schedule to illustrate planned staffing levels;</li> <li>iv. describe what services Project Co intends to subcontract from external vendors;</li> <li>v. describe the lines of authority and relationships between the proposed Services organization and Project Co, including a description of the business and technical support to be provided to the Services team;</li> <li>vi. describe the proposed approach to relationship management and interaction with Authority staff; and</li> <li>vii. describe the approach to preparing for and transitioning responsibility for the Other Site Services and provide a detailed schedule of tasks to be taken from Financial Close up to Other Site Facility service commencement.</li> </ul>
3.3.3	Appendix 4C (Handback Requirements)	<ul style="list-style-type: none"> <li>a) Describe the approach and strategies to be implemented throughout the Term to ensure the Facility and each of the Maintained Elements will meet the Handback Requirements as described in Appendix 4C (Handback Requirements) of the Project Agreement.</li> </ul>
3.3.4	Appendices 4D and 4E (Plant Services)	<ul style="list-style-type: none"> <li>a) Describe and provide details of the Services that will be provided, including:           <ul style="list-style-type: none"> <li>i. Project Co's approach to maintenance for the New Facility and how Project Co will ensure that the performance requirements will be met at all times;</li> <li>ii. Project Co's approach to maintenance for the Other Site Facilities and how Project Co will ensure that the performance requirements will be met at all times;</li> <li>iii. the strategies and provisions for:               <ul style="list-style-type: none"> <li>(1) Preventative Maintenance, including statutory testing</li> <li>(2) Building and System Maintenance, including Select Campus-Wide Systems</li> <li>(3) Equipment Maintenance</li> <li>(4) Life cycle Replacement and Refurbishment</li> <li>(5) Internal and External facility environment</li> <li>(6) Building Management System Reporting</li> </ul> </li> </ul> </li> </ul>

Section No.	Title	Contents (Package 3, Services)
		<p>(7) Fire Management            (8) Elevators and Vertical Transportation Services            (9) Subcontractor management            (10) Plant service information management            (11) Miscellaneous Occupant Requests            (12) Grounds and Gardens including landscaping, parking and roads            (13) Quality Monitoring            (14) Emergency Preparedness            (15) Medical gases            (16) Heliport Maintenance and Management            (17) Pest Control Services;</p> <p>iv. an example of a relevant preventative maintenance schedule for a major building system group and an individual job plan;</p> <p>v. a description of the approach to ensuring completion and compliance of all preventative maintenance;</p> <p>vi. Project Co's approach to the management of demand maintenance, including emergencies and how Response Times and Rectification Periods will be met;</p> <p>vii. a description of how the Services will be delivered in a manner that minimizes disruption to Facility users and Authority Services;</p> <p>viii. a description of the CMMS to be employed and how Scheduled Maintenance work will be planned, scheduled and monitored;</p> <p>ix. describe in detail the proposed computerized maintenance software program report system including: sample forms/screens/reports, training plan, and an example of successful use in a prior healthcare application;</p> <p>x. describe the approach to identifying, responding to, tracking, and rectifying unavailability events;</p> <p>xi. describe the approach to maintaining communication with Authority staff on the status of plant Services including demand maintenance and miscellaneous occupant requests;</p>

Section No.	Title	Contents (Package 3, Services)
		<ul style="list-style-type: none"> <li>xii. describe the approach to the interface between plant Services and clinical services and non-clinical services, such as IMIT, housekeeping, security, and shipping and receiving;</li> <li>xiii. describe the approach to equipment and inventory tracking including additions and dispositions. Outline the approach for warranty management;</li> <li>xiv. describe what approach will be taken for preventative and demand maintenance on speciality equipment and systems such as Medical Device Reprocessing Equipment;</li> <li>xv. describe what steps will be taken for proactive identification and resolution of issues on site. What approach will Service Provider employees take if a potential problem is found during the course of providing the Services;</li> <li>xvi. describe the role of the IMIT Systems Lead as set out in Appendices 4D and 4E in relation to Appendix 3F (System Responsibility Matrix). Also describe how the IMIT systems will be managed during core hours and coverage after hours;</li> <li>xvii. a job description, hours, qualifications of the IMIT representative during the operating phase;</li> <li>xviii. describe the approach to maintaining, including updating, the Select Campus-wide systems and user devices; and</li> <li>xix. describe the approach to maintaining and life cycling the Operating Room Booms and Integration.</li> </ul>
3.3.5	Appendix 4F (Help Desk Services)	<ul style="list-style-type: none"> <li>a) Describe and provide details of: <ul style="list-style-type: none"> <li>i. the proposed approach to deliver the Help Desk Services on a 24/7 basis, including back-up provisions and procedures to accommodate periods of high call volume;</li> <li>ii. the hardware and software technology to be utilized and how it is integrated to the CMMS if different than the CMMS;</li> <li>iii. the business processes and security features related to maintenance of electronic logs, records and response and rectification times and how the business processes are integrated with the CMMS;</li> <li>iv. how Project Co will track and monitor Response Times and Rectification of all Events;.</li> <li>v. how the Help Desk will interface with the delivery of services by the Authority (e.g., misdirected calls, confusion in who is accountable for delivering a service between the Authority and Project Co); and</li> </ul> </li> </ul>

Section No.	Title	Contents (Package 3, Services)
		vi. the approach and principles used to classify and determine the priority levels for work requests.
3.3.6	Life Cycle Plan	<ul style="list-style-type: none"> <li>a) Describe and provide details of the approach and methodology to life cycle building management and the development of the Life Cycle Plan, including a description of decision-making processes, business case analyses and technology tools.</li> <li>b) Describe life cycle obligations and approach for New Facility systems and equipment that function across the whole site (i.e. including the Other Site Facilities).</li> <li>c) Describe the approach to life cycling the Maintained System and user devices</li> <li>d) Describe the approach to coordinating with the Authority to minimize disruption to operations, and integrated systems and equipment during life cycle works.</li> <li>e) Describe the overall approach to optimization of design and construction quality, Services and life cycle strategies, including how total Life Cycle costs have been optimized.</li> <li>f) Provide a sample Life Cycle Schedule in an excel spreadsheet format with 360 months for, at a minimum, the items below, clearly identifying the assumed asset life and strategy including updating and replacement schedule. 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: <ul style="list-style-type: none"> <li>i. major mechanical equipment including boilers, chillers, generators and domestic hot water;</li> <li>ii. HVAC system and related equipment;</li> <li>iii. interior finishes including to walls, floors and ceilings;</li> <li>iv. elevators;</li> <li>v. fire alarm system; and</li> <li>vi. nurse call system.</li> </ul> </li> </ul>
3.3.7	Appendix 4G (Utility Management)	<ul style="list-style-type: none"> <li>a) Describe the plan to meet Annual Energy Targets including examples of policies to set utilities consumption reduction targets.</li> <li>b) Describe the approach to track changes in building operations to understand changes in utility consumption.</li> <li>c) Describe the system used to provide, store and adjust to Energy Analysis and Energy Reports.</li> <li>d) Describe the approach to manage utility Services in a healthcare environment.</li> </ul>

Section No.	Title	Contents (Package 3, Services)
		e) Outline how the New Facility will be metered. Outline the approach for collecting and monitoring energy consumption data.
3.3.8	Appendix 4H (General Management)	a) Describe Project Co's approach to quality management and indicate how that plan adheres to industry best practices with respect to performance monitoring, reporting, service quality audits, and continuous improvement.
3.3.9	Appendix 4I (Environmental and Sustainability Services)	a) Provide a description of the overall approach to environmental and sustainability issues, and the development of an Environmental Management System specific to the Services to be provided to the New Facility.
3.3.10	Appendix 4J (Parking Services)	a) Provide a description of how the Proponent will meet or exceed the requirements of Schedule 4J (Parking), including: <ul style="list-style-type: none"> <li>i. traffic management and maintenance on the car parking areas; and</li> <li>ii. ensuring free flow of traffic and accessibility to the car parking areas and the New Facility.</li> </ul>
3.3.11	Human Resources	<ul style="list-style-type: none"> <li>a) Provide a training and development plan;</li> <li>b) Describe the Proponent's approach to orienting employees to the New Facility;</li> <li>c) Describe the Proponent's approach to the process of engaging with existing staff after Financial Close; and</li> <li>d) Describe the Proponent's plan to ensure the seamless transition between public and private provision of Services at the New Facility.</li> </ul>

**Table 6: Package 4 Technical Submission (Design Scored Elements)**

Section No.	Title	Contents (Package 4, Design Scored Elements)
<b>4.</b>	<b>DESIGN SCORED ELEMENTS</b>	<p><b>Package 4 of the Technical Submission is to provide information and documentation specific to the evaluation of the Project’s Design Scored Elements identified in Appendix A of the RFP.</b></p> <p><b>Package 4 of the Technical Submission is to address the requirements set out in Table 6.</b></p> <p><b>Do not reference other sections of the Technical Submission for the Design Scored Elements Proposal Requirements. If necessary, repeat the information in all spaces requested. Package 4 should be complete and stand alone.</b></p> <p><b>The Technical Submission is to include text and drawings providing information as noted below. Floor plans are to be provided in hard copy and as PDF files at the scales noted. Architectural floor plans are to also be provided in AutoCAD version 2014 files that show sufficient level of detail to allow the Authority to score.</b></p>
<b>4.1</b>	<b>Travel Distance and Corridor Efficiency</b>	
	Travel Distance and Corridor Efficiency.	<ul style="list-style-type: none"> <li>a) AutoCAD 2014:               <ul style="list-style-type: none"> <li>i. Floor Plan Drawing should include the following: All walls, all doors, all room names, all room numbers, all room boundaries (if room is not fully enclosed by walls), all elevators, all stairs, all canopies, all windows (interior and exterior), all door windows and side lights, and all structural elements.</li> </ul> </li> <li>b) Floor Plan Drawings (1:100 scale).               <ul style="list-style-type: none"> <li>a) Provide a floor plan that shows the path of travel for each room and for each adjacency listed.</li> </ul> </li> </ul>
<b>4.2</b>	<b>Standardization</b>	
4.2.a	Standardization of rooms, bays and support areas as defined in Appendix 3A [Clinical Specifications and Functional Space Requirements] of the Project Agreement	<ul style="list-style-type: none"> <li>a) AutoCAD 2014:               <ul style="list-style-type: none"> <li>i. provide an AutoCAD 2014 floor plan drawing of each Room Pattern Layout to be evaluated. Detail should include the following: The element criteria listed for each evaluated room. It is acceptable to provide one AutoCAD file that includes all Rooms Pattern Layouts in model space.</li> </ul> </li> <li>b) Floor Plan Drawings (1:50 Scale):               <ul style="list-style-type: none"> <li>i. provide drawings that illustrate each Room Pattern Layout. Provide the Net Square Metres (NSM)</li> </ul> </li> </ul>

Section No.	Title	Contents (Package 4, Design Scored Elements)
		of each Room Pattern Layout evaluated. c) Room Pattern Layouts need not be designed to 1:50 detail level, only those room elements listed in Appendix A need be illustrated on the 1:50 floor plan drawings.
<b>4.3</b>	<b>Interior Design</b>	
	Interior design features which provide calming, healthy and healing environments	a) Provide material suitable to evaluate the designated spaces identified in Section 4.3 of Appendix A, not limited to: <ul style="list-style-type: none"> <li>i. Room Finish Schedule; and</li> <li>ii. minimum one (1) 3-D perspective rendering of each of the spaces listed in Table 1 of Appendix A of the RFP which clearly represent the interior design features and materials, and include key notes describing each element on the drawing.</li> </ul>
<b>4.4</b>	<b>Process Mapping</b>	
4.4	Map the flows of health services; patients, visitors, providers, medications, supplies, equipment. Each flow will be assessed from a safety, efficiency, productivity and proficiency perspective	a) Provide a floor plan drawing for each Process Map. Include all steps and decisions as illustrated in the Process Maps. If necessary, include any assumptions as comments on the floor plan drawing. It is acceptable to show multiple process maps on one drawing provided they do not overlap.
<b>4.5</b>	<b>Separation of Flows</b>	
	Separation and efficiency of flows: public, patients and materials.	a) Provide floor plan drawings which show public, patient, and material pathways and identify any pathways that result in crossings. b) Show the entire pathway for each pathway being evaluated (public, patient and logistics).
<b>4.6</b>	<b>Outdoor Space</b>	

Section No.	Title	Contents (Package 4, Design Scored Elements)
	<p>Access to, and quality of, outdoor space (exterior courtyard and/or roof garden) directly from public waiting areas and staff lounges.</p> <p>Access to, and quality of, outdoor space and exterior courtyard for mental health patients and all inpatients</p>	<p>a) Provide information and drawings to support how the Submission satisfies the statements in Section 4.6 of Appendix A, including:</p> <ul style="list-style-type: none"> <li>i. a material finish and furnishing schedule which lists materials such as pavers, seating and other furniture;</li> <li>ii. a planting schedule for any landscape elements; and</li> <li>iii. minimum of one (1) 3-D perspective rendering of each of the public and staff outdoor amenity spaces.</li> </ul>
<b>4.7</b>	<b>Exterior Wayfinding, Building Access and Site Efficiency</b>	
4.7.a	Wayfinding and ease of access	<p>a) Provide a Site Plan (1:500 scale) of the RIH campus and Floor Plans to support how the submission satisfies the statement in Section 4.7.a of Appendix A:</p> <ul style="list-style-type: none"> <li>i. label all existing and proposed Hospital and New Facility entrances; and</li> <li>ii. label all proposed ramps, length, landings and slopes as required to make connections to the existing hospital.</li> </ul>
4.7.b	Site parking and vehicular flows will enable efficient and friendly access and egress to the site.	<p>a) Provide information and drawings to support how the Submission satisfies the statement in Section 4.7.b of Appendix A. Provide a Site Plan (1:500 scale) of the RIH campus which includes:</p> <ul style="list-style-type: none"> <li>i. all proposed and existing parking stalls;</li> <li>ii. all bicycle pathways and bicycle storage areas;</li> <li>iii. all proposed and existing pedestrian pathway;</li> <li>iv. all proposed and existing roadways, traffic markings and curb cuts; and</li> <li>v. all proposed and existing site lighting features.</li> </ul>
4.7.c	Overall building exterior building design	<p>a) Provide information and drawings to support how the Submission satisfies the statement in Section 4.7.c of Appendix A.</p>

Section No.	Title	Contents (Package 4, Design Scored Elements)
		b) Provide all Exterior Elevations and minimum four (4) exterior 3-D Perspective Renderings to illustrate the form, character, materials, entrances, windows, shading devices, canopies and outdoor amenity space.

**Table 7: Package 5 Technical Submission (Operating Scored Elements)**

Section No.	Title	Contents (Package 5, Operating Scored Elements)
<b>5.</b>	<b>OPERATING SCORED ELEMENTS</b>	<p><b>Package 5 of the Technical Submission is to provide information and documentation specific to the evaluation of the Project’s Operating Scored Elements identified in Appendix A.</b></p> <p><b>Package 5 of the Technical Submission is to address the requirements set out in Table 7.</b></p> <p><b>Do not reference other sections of the Technical Submission for the Operating Scored Elements Proposal Requirements. If necessary, repeat the information in all spaces requested. Package 5 should be complete and stand alone.</b></p> <p><b>The Technical Submission is to include text and drawings providing information as noted below.</b></p>
<b>5.1</b>	<b>Staffing Levels</b>	
5.1.a	Staffing Levels	<p>Staffing Model (template to be provided)</p> <ul style="list-style-type: none"> <li>i. 24-hour daily Staffing Model including FTE count and any relief contingency identified separately; and</li> <li>ii. 7-day weekly Staffing Model including FTE count and any relief contingency identified separately</li> </ul> <p>Staffing Model should differentiate between on-site and off-site FTE.</p>
5.1.b	Staff Quality	<p>a) Based on the Staffing Model provided in 5.1.a, describe the qualifications and skills of each FTE including but not limited to those identified in Appendix A, Section 5.1 b (i.e., trades, qualifications and health care experience).</p>
5.1.c	Specific Staff Training	<p>a) Based on the Staffing Plans provided in 5.1.a, describe any FTEs that will have any of the specific qualifications and/or training including but not limited to those described in Appendix A Section 5.1 c:</p> <ul style="list-style-type: none"> <li>i. Describe the training process and commitment for ongoing staff development for assurance of quality.</li> </ul>
5.1.d	Key Individual – Operating Period Representative	<p>This criteria will be evaluated based on the information provided as required in the Section 4.</p>

Section No.	Title	Contents (Package 5, Operating Scored Elements)
<b>5.2</b>	<b>Sustainability</b>	
5.2.a	Degree to which the Proponent proposes to use the new development to support the existing Facility and reduce Authority operating and lifecycle costs	<p>For each sustainability proposal provide the following;</p> <ul style="list-style-type: none"> <li>a) Detailed narrative describing the nature of the proposal;</li> <li>b) Sketches, drawings, and other material as required to describe the proposal and allow the Authority to evaluate; and</li> <li>c) Detailed assumptions describing the costs and benefits to the Authority including reduced costs related to energy, life cycle or other Authority operating costs</li> </ul> <p>For the purpose of the Proponent’s Financial Submission, the Authority will notify each Proponent the extent to which the Authority accepts the Proponent’s Sustainability Proposals and Proponents will incorporate only accepted Sustainability Proposals into their Financial Submissions.</p>
<b>5.3</b>	<b>Facility Maintenance Integration</b>	
5.3.a	Degree to which the Proposal results in Authority operational savings	<p>For each category of Authority operating costs described in Section 5.3 of Appendix A, provide the following;</p> <ul style="list-style-type: none"> <li>a) Detailed narrative describing how the proposal will reduce the Authority’s operating costs; and</li> <li>b) Sketches, drawings, and other material as required to support the narrative in Section 5.3 a above and allow the Authority to evaluate.</li> </ul>

**Table 8: Package 6 Technical Submission (Renovation Services)**

Section No.	Title	Contents (Package 6, Renovation Services)
<b>6.</b>	<b>RENOVATION SERVICES</b>	
		Package 6 (Renovation Services) of the Technical Submission is to provide information and documentation that reasonably demonstrates that the Proponent is capable of performing the Renovation Services responsibilities and obligations under the Project Agreement and delivering the Renovation Services and other required services in accordance with the requirements set out in this RFP. Package 6 is to address the requirements set out in the tables below.
<b>6.1</b>	<b>Renovation Services</b>	
6.1.1	Organizational Structure and Details	Provide an organizational description indicating how the Proponent, as Project Co, intends to deliver the Renovation Services, including integration of the Service Provider, indicating key members, their roles and responsibilities, and reporting relationships.
6.1.2	General Approach and Understanding for Design Management	a) Describe the Proponent’s understanding of the Renovation Services and related processes. b) Describe the construction manager’s methodology and general approach to design management.
6.1.3	General Approach and Understanding for Design Development Services	a) Describe the designer’s methodology and general approach to design development. b) Describe the construction manager’s approach and strategy for design development and the scheduling of user group meetings.
6.1.4	General Approach and Understanding for Construction Management	a) Describe the construction manager’s methodology and general approach to construction management. b) Describe 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.
6.1.5	Project Value Management	Provide a description of the Proponent’s understanding of project management and value management concepts, including a description of techniques and approaches to managing schedules and costs.
6.1.6	Renovation Services Leadership	a) Describe the Proponent’s ability to lead and direct in a manner that produces positive outcomes in a timely and efficient manner.

Section No.	Title	Contents (Package 6, Renovation Services)
		b) Describe the Proponent’s ability to be flexible and creative in performing the Renovation Services, specifically related to the communication, interpersonal and conflict resolution skills of its staff.
6.1.7	Submittal Schedule	Provide a draft Submittal Schedule, including, but not limited to design development, user review meetings, coordination plan, staging plan, and commissioning plan, clearly outlining the components / details that are to be reviewed by the Authority.
6.1.8	Plan for Delivery of Services during the Renovation Services	Provide a plan that describes the delivery of other Services during the delivery of the Renovation Services.
6.1.9	Safety Program	Describe the construction manager’s construction safety program, including written evidence of its safety record, if the construction manager is not the Design-Builder.

**Table 9: Package 1 Financial Submission (Transmittal Package)**

Section No.	Title	Contents (Package 1, Transmittal Package)
<b>7.</b>	<b>TRANSMITTAL PACKAGE</b>	
<b>Package 1 [Transmittal Package] of the Financial Submission is to contain the following information and documents:</b>		
7.1	Confirmation of Proposal Net Present Cost	a) A letter confirming that the Proposal Net Present Cost calculated using the Affordability Model is within the Affordability Ceiling and that the Total Capital Costs of the Proposal do not exceed the Capital Cost Ceiling.
7.2	Confirmation of Scope Ladder Items Used	b) Confirmation of the Scope Ladder items used, if any, to achieve the Affordability Ceiling and the Capital Cost Ceiling.
7.3	Changes to Proponent Team	a) Confirmation that there have been no changes to the Proponent Team other than those with respect to which the Proponent has complied with Section 7.12 of the RFP.
7.4	Documentation	a) One (1) fully executed copy of Appendix C – Proposal Declaration Form; and b) An overview table of contents for all parts of the Financial Submission.

**Table 10: Package 2 Financial Submission (Financial)**

Section No.	Title	Contents (Package 2, Financial Submission)
<b>8.</b>	<b>FINANCIAL</b>	<p>Without limiting the requirements set out in Table 10 the Proponent is to include in Package 2 of the Financial Submission:</p> <ol style="list-style-type: none"> <li>a) A fully developed, robust Financial Model and financing plan.</li> <li>b) 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:             <ol style="list-style-type: none"> <li>i. execute the Project Agreement, substantially in the form of the Final Draft Project Agreement, in accordance with Section 9.2 of this RFP; and</li> <li>ii. perform all of the obligations of Project Co as set out in the Final Draft Project Agreement.</li> </ol> </li> <li>c) A profile of proposed Construction Period Payments and Service Payments during the Term and confirmation that the Affordability Requirements have been met.</li> <li>d) 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:             <ol style="list-style-type: none"> <li>i. the Proposal satisfies the financial requirements set out in this RFP and the Final Draft Project Agreement, including, but not limited to:                 <ul style="list-style-type: none"> <li>• 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;</li> <li>• assessing financial robustness and deliverability; and</li> <li>• determining that the financing plan can be executed expediently if the Proponent is selected as Preferred Proponent;</li> </ul> </li> <li>ii. each of the Equity Provider(s) of the Proponent continue to have the ability to raise sufficient capital to fund the equity requirements; and</li> <li>iii. the Proponent, the Equity Provider(s), the Design-Builder, the Service Provider and Guarantors have the financial capacity to meet the obligations of the Project.</li> </ol> </li> <li>e) Package 2 of the Financial Submission is to address the requirements set out in Table 10. Proponents are to use the section numbers and corresponding titles shown in this table in their Proposals.</li> </ol>

Section No.	Title	Contents (Package 2, Financial Submission)
<b>8.1</b>	<b>Structure of Project Co and Relationship with Authority</b>	
8.1.1	Structure of Project Co	Describe (up to approximately 1,000 words) the legal structure of Project Co and the existing or anticipated contractual relationship among and between Proponent Team members. Provide a diagram to illustrate these contractual relationships.
8.1.2	Structure of Proponent Team	Describe the management structure, reporting relationships and roles of all Key Individuals.
8.1.3	Relationship with the Authority	Describe (up to approximately 1,000 words) how the Key Individuals within Project Co will interact with the Authority.
<b>8.2</b>	<b>Agreements between Proponent Team Members</b>	
8.2.1	Proponent Team Members	Provide, at a minimum: (a) 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) and Services requirements; and (b) Details of all performance security (e.g., performance bonds, parent company guarantees, joint and several guarantees, financial guaranty insurance policy, bank letter of credit or other performance or financial support) being provided by the Proponent Team members.
<b>8.3</b>	<b>Basis of Financial Submission</b>	
8.3.1	Key Dates	Use a Base Date of November 1, 2018. Assume November 1, 2018 for Financial Close (the “ <b>Assumed Financial Close Date</b> ”).
8.3.2	Currency	Prices requested in this RFP are to be submitted in thousands of Canadian dollars.
8.3.3	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 150 days from the Financial Submission date.
8.3.4	Interest Rates	Provide a table showing separately the assumed Base Rate, spreads and fees associated with the proposed Senior Debt. The Base Rate assumed for any Senior Debt that was designated as an Adjustment Credit Facility in accordance with the process described in Appendix K of the RFP must equal the Base Rate agreed as part of the Final AIRS process if the Proponent’s relevant Senior Debt profile is unchanged between Final AIRS and Financial Submission. If the Proponent’s relevant Senior Debt profile has changed

Section No.	Title	Contents (Package 2, Financial Submission)
		<p>between Final AIRS and Financial Submission then the Proponent is to recalculate its Base Rate based on the information provided by the Authority as part of the Final AIRS process using the same methodology as was agreed as part of the Final AIRS process. If this paragraph applies, then the Proponent is to submit with its Financial Submission an update to the information submitted by the Proponent as part of the Final AIRS process.</p>
8.3.5	Interest Income Rate on Reinvestment Product(s)	<p>Provide a table showing separately the assumed Base Rate, spreads and fees associated with any proposed reinvestment product.</p> <p>The Base Rate assumed for any reinvestment product that was designated as an Adjustment Credit Facility in accordance with the process described in Appendix K of the RFP must equal the Base Rate agreed as part of the Final AIRS process if the Proponent's relevant reinvestment profile is unchanged between Final AIRS and Financial Submission.</p> <p>If the Proponent's relevant reinvestment profile has changed between Final AIRS and Financial Submission then the Proponent is to recalculate its Base Rate based on the information provided by the Authority as part of the Final AIRS process using the same methodology as was agreed as part of the Final AIRS process. If this paragraph applies, then the Proponent is to submit with its Financial Submission an update to the information submitted by the Proponent as part of the Final AIRS process.</p>
8.3.6	Inflation	<p>Assume that an element of the Service Payment will be indexed using the CPI in accordance with Schedule 8 [Payments] of the Final Draft Project Agreement. For evaluation purposes, assume CPI at a rate of 2.0 per cent per annum and indexation applied on an annual basis starting April 1 and ending March 31.</p> <p>The Authority is prepared to pay indexation only on the:</p> <ul style="list-style-type: none"> <li>a) Facility Maintenance Payments; and</li> <li>b) Life Cycle Payments.</li> </ul> <p>Only the Life Cycle Payments portion of the Service Payment may vary in real terms during the Operating Period.</p> <p>The Proponent is to confirm that it has indexed the Service Payment in accordance with this Section.</p>
8.3.7	Discount Rate	<p>For the purposes of any net present cost calculation, Proponents should use an annual rate of 6.8 per cent nominal as the Discount Rate.</p>
8.3.8	Tax	<p>Provide full details of taxation assumptions to demonstrate that in preparing its Proposal the Proponent has given full consideration to all tax implications, including GST, which affect the total project cost to the</p>

Section No.	Title	Contents (Package 2, Financial Submission)
		Authority. Include the Proponent's assumptions with respect to any timing differences between the payment and/or receipt of GST amounts and the net recovery or remittance of GST amounts
<b>8.4</b>	<b>Financial Capacity</b>	
8.4.1	Equity Provider(s), Design-Builder, Service Provider 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 Provider(s), its Design-Builder, its Service Provider, and its Guarantors:</p> <ul style="list-style-type: none"> <li>(a) Full legal name(s) and classification as one or more of the Proponent, an Equity Provider, Design-Builder, Service Provider, or a Guarantor;</li> <li>(b) Confirmation of no material changes to the Proponent's organization since the Qualification Response other than as consented to by the Authority in accordance with Section 7.12 of this RFP;</li> <li>(c) Annual audited financial statements (including any notes accompanying such financial statements) or other similar financial information for each of the last three fiscal years of the relevant entity ending immediately prior to the Closing Time (if available and not provided at the RFQ stage or otherwise pursuant to the Competitive Selection Process) and where such information is not available, an explanation of why it is not available. For clarity, the information requested in c) – g) of this section does not have to be provided for a Proponent Team member if their performance is being guaranteed by a Guarantor. Providing this information for the Proponent Team member's Guarantor will suffice (refer also to Section 6.4.3, Commitments by Guarantors for further submission requirements);</li> <li>(d) Interim financial statements since the last annual financial statements provided pursuant to Section 8.4.1 c) of Appendix B (if available and not provided at the RFQ stage or otherwise pursuant to the Competitive Selection Process) and where such information is not available, an explanation of why it is not available;</li> <li>(e) For entities which do not prepare audited financial statements, a certificate of a senior officer of each such unaudited 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;</li> <li>(f) Details of any credit rating(s), including details of any updates since the RFQ stage (and if none then a confirmation as such);</li> <li>(g) Details of any material off-balance sheet financing arrangements currently in place;</li> </ul>

Section No.	Title	Contents (Package 2, Financial Submission)
		<p>(h) Details of any breach of financing covenants, bankruptcy, insolvency, company creditor arrangement or other insolvency litigation in the three years immediately prior to the Closing Time (and if none then a confirmation as such); and</p> <p>(i) Written acknowledgement of no material adverse change executed 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.</p>
8.4.2	Equity Commitment to the Proponent	<p>The level of commitment that the Authority expects in respect of each Proposal is that all Equity financing (and any bonding and guarantees related to Equity) is to be fully committed subject only to documentation and material adverse change.</p> <p>With respect to each form of Equity financing the following information is required:</p> <p>(a) Estimated level of Equity participation in the Project for each Equity Provider, 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 other liquid investments available to support the estimated level of Equity participations required);</p> <p>(b) Certified copies of board resolutions (or equivalent corporate documentation to the satisfaction of the Authority) from each Equity Provider approving the investment of the Equity finance, confirming the maximum amount (if any maximum is set) of the Equity finance and authorizing the submission of the Proposal in response to the RFP; and</p> <p>(c) If the Proponent or any Equity Provider is not yet incorporated, certified copies of board resolutions (or equivalent corporate documentation to the satisfaction of the Authority) from each Financial Sponsor to the Proponent or such Equity Provider that address the matters identified in b).</p>
8.4.3	Commitments by Guarantors	<p>With respect to commitments by Guarantors, the following information is required:</p> <p>If person(s) are providing any financial or performance guarantees or other support, in respect of the obligations of a Proponent Team member, certified copies of board resolutions (or, in the event this is not possible, equivalent corporate documentation to the satisfaction of the Authority) are to be provided by each person providing such guarantee or other support confirming:</p> <p>(a) the size, nature and extent of such guarantee;</p> <p>(b) that it is willing and able to provide such a guarantee; and</p>

Section No.	Title	Contents (Package 2, Financial Submission)
		(c) that it will have financial standing to meet the obligations under such guarantee and all terms associated with the guarantee or other support.
<b>8.5</b>	<b>Financing</b>	
<p>In this Section 8.5:</p> <p><b>“Acceptable Credit Rating Agency”</b> means Moody’s Investor Services, Standard &amp; Poor’s, Dominion Bond Rating Service or Fitch Ratings, Ltd.</p> <p><b>“Credit Rating”</b> means a credit rating from an Acceptable Credit Rating Agency.</p> <p><b>“Credit Spread Hold Facilities”</b> means form(s) of lending facility, if any, for which a Proponent will hold the Credit Spread from Financial Submission to Financial Close.</p> <p><b>“Senior Debt Credit Spread Refresh Facility”</b> means form(s) of lending facility, if any, in respect of which the Credit Spread will be determined on the Credit Spread Refresh Lock-in Date. For a Senior Debt Credit Spread Refresh Facility, the credit spread on the facility will be reset on the Credit Spread Refresh Lock-in Date to reflect the movement in the Credit Spread Benchmark as defined in Appendix K of this RFP.</p>		
8.5.1	Financing Plan	<p>Provide a Financing Plan which demonstrates that the Proponent has arranged sufficient financing for the Project and which complies with the following:</p> <ul style="list-style-type: none"> <li>a) Includes full details of the financial structure and instruments proposed, including a description of the Proponent’s anticipated hedging strategy and requirements.</li> <li>b) Indicates which form(s) of lending facility, if any, is a Credit Spread Hold Facility and which is a Senior Debt Credit Spread Refresh Facility.</li> <li>c) The sources of financing match the use of funds throughout the Term, and the Financing Plan includes: <ul style="list-style-type: none"> <li>i. a description of all sources of financing; and</li> <li>ii. a description of how the Construction Period Payments have been integrated into the Financing Plan.</li> </ul> </li> <li>d) Provide the following details for each Senior Lender: <ul style="list-style-type: none"> <li>i. fully executed and applicable original commitment letter(s) in the form set out in Appendix G of this RFP from each Senior Lender, which for Credit Spread Hold Facilities should also include confirmation of the Credit Spread that will be applicable to such facility until Financial Close; and</li> </ul> </li> </ul>

Section No.	Title	Contents (Package 2, Financial Submission)
		<ul style="list-style-type: none"> <li>ii. evidence, in the form of detailed term sheets which have received formal credit approval, from providers of financing, of their commitment to provide the level of financing required; and</li> <li>iii. if any of the term sheets submitted in accordance with this Section includes terms of flex, a clear and unqualified acknowledgement and confirmation that the exercise, including by the Senior Lenders, of any flex provisions in the lending or financing commitments is not a significant event within the contemplation of Section 9.5 (b) (3) of this RFP; and</li> <li>iv. evidence of its Credit Rating. If a Credit Rating is not available, provide the information required in Section 8.5.1 c) – g) of Appendix B of the RFP for the Senior Lender.</li> <li>e) If a capital market and/or bond funding solution is proposed which depends on a Credit Rating, provide: <ul style="list-style-type: none"> <li>i. an indicative Credit Rating together with a timetable to achieve final ratings; and</li> <li>ii. a description of any risks to achieving the Credit Rating.</li> </ul> </li> <li>f) If a solution involving a financial guarantor (for example, a monoline insurer or similar entity) is proposed, provide: <ul style="list-style-type: none"> <li>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; and</li> <li>ii. evidence, in the form of detailed term sheets or in the commitment letters referred to in Section 8.4.3 of this Appendix B of the financial guarantor(s) to provide the guarantee required; and for each financial guarantor's Credit Rating. If a Credit Rating is not available, provide the information required in Section 8.5.1 c) – g) of Appendix B of the RFP for the financial guarantor.</li> </ul> </li> <li>g) If a solution involves a bond funding solution that will have a market clearing spread that is likely to differ from the credit spread determined at the Credit Spread Refresh Lock-in Date, provide: <ul style="list-style-type: none"> <li>i. a description of how the issue spread adjustment will be determined and how the re-couponsing adjustment will work; and</li> <li>ii. a description of whether the Proponent would like a copy of the post-re-couponsing Financial Model attached to the Project Agreement, along with an explanation on the rationale for its potential inclusion.</li> </ul> </li> <li>h) If a solution involves a green financing provide information how this financing will be achieved that what assistance will be required from the Authority.</li> </ul>

Section No.	Title	Contents (Package 2, Financial Submission)
8.5.2	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 (including Equity Providers) if the Proponent is selected as the Preferred Proponent and enters into the Project Agreement, the following should be provided:</p> <ul style="list-style-type: none"> <li>(a) Identity and Credit Rating of each party;</li> <li>(b) Amounts to be provided by each party;</li> <li>(c) The timing of injection, including the proposed funding schedule during Construction;</li> <li>(d) The terms and conditions of subscription, including returns or yields;</li> <li>(e) Dividend rights (Equity Providers only);</li> <li>(f) Voting rights (Equity Providers only); and</li> <li>(g) The conditions, if any, upon which funds would be committed.</li> </ul>
8.5.3	Planned Refinancing	<p>If a Proponent's Proposal includes Planned Refinancing, the Proponent should:</p> <ul style="list-style-type: none"> <li>(a) describe its Planned Refinancing, including details of any assumptions about the structure and the timing of the Planned Refinancing, interest rates, margins, timing of repayments, reserve accounts and cover ratios; and</li> <li>(b) demonstrate that the benefits of the Planned Refinancing have been taken into account in its Proposal.</li> </ul>
8.5.4	Financial Robustness	<ul style="list-style-type: none"> <li>a) Provide a description of the robustness of the Proponent's proposed financial structure, including details of how key risks will be managed (e.g., interest rate, schedule overruns, inflation, operation, maintenance, life cycle and construction). Include details of the strategies to be adopted by the party ultimately responsible for bearing such risks.</li> <li>b) To the extent that the Proponent's Proposal contemplates or includes third party security, including performance bonds, parent company guarantees (including any contemplated by Section 8.2.1 of this Table 10 and letters of credit, describe in detail and with respect to each such security: <ul style="list-style-type: none"> <li>i. the beneficiaries of such third party security;</li> <li>ii. the parties whose obligations are secured by such third party security;</li> <li>iii. the type, amount and anticipated provider of such third party security;</li> <li>iv. all circumstances in which such third party security may expire, be subject to termination and can be called upon; and,</li> <li>v. if called upon, the purposes for which such third party security may be used.</li> </ul> </li> </ul>

Section No.	Title	Contents (Package 2, Financial Submission)
		c) Provide a description and the results of any sensitivities required by the Senior Lenders as required in Form 7 and Form 8.
<b>8.6</b>	<b>Financial Model</b>	
8.6.1	Financial Model and Structure	<p>Proponents should submit a Financial Model as an electronic copy.</p> <p>The Proponent's Financial Model should be consistent with the following assumptions and structure:</p> <ul style="list-style-type: none"> <li>a) Produced in a Microsoft Excel version compatible with the 2010 version;</li> <li>b) Provide financial projections (cost and revenue projections) on a monthly basis during construction and a semi-annual basis thereafter in accordance with a fiscal year basis commencing April 1;</li> <li>c) Be expressed in thousands of Canadian dollars;</li> <li>d) All financial instruments are to be priced as described in Section 8.5.1(c) ii of this Table 10.</li> <li>e) A list of necessary Excel "add-ins" required to run the Financial Model is to be provided;</li> <li>f) If any macros are used in the model, a detailed description as to how they function in the model should be provided;</li> <li>g) If a calculation is circular, circularities are to be solved. If circularities are included, a description of where and why these occur should be included;</li> <li>h) Present inputs in blue font and formulas in black font;</li> <li>i) Flow calculations down and to the right;</li> <li>j) Limit the number of "if" statements;</li> <li>k) Include no hidden or password protected cells or worksheets;</li> <li>l) 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; and</li> <li>m) The Financial Model is to be saved in the scenario equivalent to the base case scenario.</li> </ul>
8.6.2	Financial Model Inputs and Outputs	<p>The Proponent's Financial Model should include and provide:</p> <p>(a) Inputs:</p> <ul style="list-style-type: none"> <li>i. capital (including a breakdown of development costs), operating, maintenance and life cycle costs;</li> <li>ii. time-based assumptions (those that change over time);</li> <li>iii. static assumptions (those that do not change over time);</li> <li>iv. taxation;</li> </ul>

Section No.	Title	Contents (Package 2, Financial Submission)
		<ul style="list-style-type: none"> <li>v. financing (including refinancing);</li> <li>vi. payment mechanism and payments associated with the payment mechanism, including Construction Period Payments and Service Payments;</li> <li>vii. any assumed revenue (in addition to the Service Payments);</li> <li>viii. assumed energy consumption (in units of energy); and</li> <li>ix. Independent Certifier cost estimate of \$100,000 spread evenly over the period starting from the Effective Date and ending at the Substantial Completion Date (\$200,000 total and 50 per cent to Project Co's account)</li> </ul> <p>(b) Outputs:</p> <ul style="list-style-type: none"> <li>i. summary outputs;</li> <li>ii. sources and uses of funding for the Construction Period (excluding operations and maintenance costs), with totals shown in both nominal and net present value (using the Discount Rate) forms;</li> <li>iii. sources and uses of funding for the Operating Period, with totals shown in both nominal and net present value (using the Discount Rate) forms;</li> <li>iv. a schedule of payments by the Authority that sets out the expected date of payment (i.e., Authority Funding and Service Payments) and the amount to be paid by the Authority, in nominal terms;</li> <li>v. 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;</li> <li>vi. the calculation of Project returns for the different elements of financing;</li> <li>vii. financial statements (income statement, cash flow statement and balance sheet) presented in accordance with Canadian GAAP, including any relevant IFRS provisions;</li> <li>viii. 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;</li> <li>ix. financial ratios as required by Senior Lenders as appropriate to the capital structure set out in the Proponent's Financing Plan;</li> <li>x. returns on equity and Junior Debt, in both real terms and nominal terms;</li> <li>xi. a blended equity return that incorporates all sub-senior debt finance ("Threshold Equity IRR" as defined in the Final Draft Project Agreement); and</li> </ul>

Section No.	Title	Contents (Package 2, Financial Submission)
		<p>xii. Project internal rate of return (IRR), before financing and tax, in nominal terms (“Base Case Project IRR” as defined in the Final Draft Project Agreement); and calculated using the methodology described in the file named “IRR model.xlsx” which is provided in the Data Room; and</p> <p>(c) Affordability and Evaluation Model – link the outputs of the Financial Model to the Affordability and Evaluation Model.</p>
8.6.3	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> <p>(a) A summary of the financing assumptions (including refinancing), including a breakdown of all fees and costs of the financing;</p> <p>(b) Capital, operating, maintenance and life cycle costing schedules;</p> <p>(c) Macro-economic assumptions;</p> <p>(d) Taxation assumptions;</p> <p>(e) Depreciation rates and other accounting policies; and</p> <p>(f) All other assumptions required to construct the Financial Model.</p> <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>
8.6.4	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> <p>(a) Sufficient detail to allow the Authority to change model inputs to the sensitivities shown in Forms A7 and A8; and</p> <p>(b) Details of the optimization procedure in order to calculate the adjustment to the Service Payments to be made as a result of changes to model inputs.</p>
8.6.5	Model Audit	<p>Submit an independent financial model audit, for the benefit and reliance of the Authority.</p> <p>This may be based on the same independent review of the Financial Model carried out to satisfy the Senior Lenders. After the Preferred Proponent is determined, the Preferred Proponent will provide the Authority with a copy of the auditor’s terms of engagement (in a form satisfactory to the Authority) and the Authority will become an addressee or co-addressee on all future model audit reports including any interim model audit reports and related correspondence.</p>

Section No.	Title	Contents (Package 2, Financial Submission)
		<p>The model auditor will carry minimum liability coverage of \$2,000,000. For clarity, the Authority does not expect to have priority over the funders should both the funders and the Authority make a claim against this coverage.</p> <p>If the Proponent's Financing Plan involves a re-couponing process, as described in Section 8.5.1 g Financing Plan of Appendix B of the RFP, the model auditor is to opine that the pre-re-couponing and post-re-couponing model are identical with the exception of the determination of the issue spread adjustment.</p>
<b>8.7</b>	<b>Affordability and Evaluation Model</b>	
8.7.1	Affordability and Evaluation Model	Complete and include the Affordability and Evaluation Model directly into their Financial Model and link the appropriate outputs from their Financial Model. Except where otherwise expressly indicated herein, include all taxes other than GST. Figures in the Affordability and Evaluation Model should be rounded to the nearest Canadian dollar and displayed in thousands Canadian dollar.
<b>8.8</b>	<b>Insurance</b>	
8.8.1	Insurance Requirements	Proponents should include a completed "Construction Insurance Underwriting Questionnaire" in the form attached as Appendix I, together with all supporting documents.
<b>8.9</b>	<b>Pricing</b>	
8.9.1	Price Proposal	<p>Proponents should provide:</p> <ul style="list-style-type: none"> <li>(a) The Proposal Net Present Cost (using the Affordability and Evaluation Model as described in Section 5.2 of this RFP) and the Capital Cost of the Proposal;</li> <li>(b) Renovation Services Net Present Cost; and</li> <li>(c) Confirmation that Sections 8.1(d) and 8.1(e) of this RFP (Mandatory Requirements) have been met.</li> </ul>
8.9.2	Pricing Forms	<p>The Proponent should complete and include each of Forms A1 through A12. Except where otherwise expressly indicated herein, include all taxes (but excluding GST). References to "Financial Model" should provide the cell reference that shows the corresponding input assumption. Figures set out in Forms A1 through A12 are to be rounded to the nearest thousand Canadian dollars.</p> <p>The Proponent should include Pricing Forms in the Financial Model and link the applicable outputs of the Financial Model to the Pricing Forms.</p>

Section No.	Title	Contents (Package 2, Financial Submission)
<b>8.10</b>	<b>Life Cycle</b>	
8.10.1	Life Cycle Costs	Describe how the Life Cycle Schedule submitted as part of Section 3.3.6 of Appendix B and Appendices 4D and 4E of the Project Agreement match the life cycle cost profile included in the Financial Model.

**Form A1 – Service Payments (Unindexed \$000 as of Base Date)**

Contract Month	Life Cycle Payment (\$000 as of Base Date) (A)	Facility Maintenance Payment (\$000 as of Base Date) (B)	SPV Costs (\$000 as of Base Date) (C)	Capital Payment (\$000 not Index Linked) (D)	Total Service Payment (\$000 as of Base Date) (E) E=A+B+C+D
Facility Maintenance for the Other Site Facility and CSB Facility; Lifecycle for CSB and select campus-wide.					
Up to 30 Months Before SC					
---* (see note (c) below)					
4 Months Before SC					
3 Months Before SC					
2 Months Before SC					
1 Month Before SC					
<b>Service Commencement (SC)</b>					
1					
2					
3					
4					
5					
...					
358					
359					
360					
361 (if applicable)					

**Note:**

- (a) Values must match those shown in the Affordability Model.
- (b) Row 361 is only applicable if Service Commencement is not at the beginning of month 1, and partial ASP is paid in month 1 as a result.
- (c) Add or delete rows to match the actual construction months CSB Service Commencement and the Other Site Service Commencement and Service Commencement. A maximum of 25 months can be added.



**Form A1A – Service Payments prior to Service Commencement (unindexed \$000 as of Base Date)**

Contract Month	Other Site Service Payment (\$000 as of Base Date) (A)	CSB Lifecycle Payment (\$000 as of Base Date) (B)	CSB Facility Maintenance Payment (\$000 as of Base Date) (C)	Select Campus-Wide Systems Lifecycle Payment (\$000 not Index Linked) (D)	Total Service Payment (\$000 as of Base Date) (E) E=A+B+C+D
Facility Maintenance for the Other Site Facility and CSB Facility; Lifecycle for CSB and select campus-wide					
Up to 30 Months Before SC					
---* (see note (c) below)					
4 Months Before SC					
3 Months Before SC					
2 Months Before SC					
1 Month Before SC					

**Note:**

- (a) Values must match those shown in the Affordability Model.
- (b) Values in this form must be consistent with Form A1.
- (c) Add or delete rows to match the actual construction months between the CSB Service Commencement and the Other Site Service Commencement and Service Commencement. A maximum of 25 months can be added.

**Form A2 – Service Payments (Indexed \$000 Nominal)**

Contract Month	Life Cycle Payment (\$000 Nominal) (A)	Facility Maintenance Payment (\$000 Nominal) (B)	SPV Costs (\$000 Nominal) (C)	Capital Payment (\$000 not Index Linked) (D)	Total Service Payment (\$000 Nominal) (E) E=A+B+C+D
Facility Maintenance for the Other Site Facility and CSB Facility; Lifecycle for CSB and select campus-wide.					
Up to 30 Months Before SC					
---* (see note (c) below)					
4 Months Before SC					
3 Months Before SC					
2 Months Before SC					
1 Month Before SC					
Service Commencement (SC)					
1					
2					
3					
4					
5					
...					
359					
360					
361 (if applicable)					

**Note:**

- (a) Values must match those shown in the Affordability Model
- (b) Row 361 is only applicable if Service Commencement is not at the beginning of month 1, and partial ASP is paid in month 1 as a result.
- (c) Add or delete rows to match the actual construction months between the CSB Service Commencement and the Other Site Service Commencement and Service Commencement. A

maximum of 25 months can be added.

**Form A3 – Construction Period Payments**

Form A3 corresponds with Appendix 8B (Construction Period Payments) of the Project Agreement and forms the basis of the Construction Payments which will be used to populate Appendix 8B.

Construction Month <sup>1</sup>	Cumulative Maximum Construction Costs (\$000 Nominal)	Cumulative Maximum SPV Costs (\$000 Nominal)	Cumulative Maximum Interest During Construction Period (\$000 Nominal)	Cumulative Maximum Fees during Construction Period (\$000 Nominal)		Cumulative Maximum Proposal Response Costs (\$000 Nominal)	Cumulative Maximum Total <sup>2</sup> (\$000 Nominal)
1							
2							
3							
4							
5							
...							
[End of Construction Period]							

<sup>1</sup> number of months after Financial Close, month 1 being November 2018

<sup>2</sup> total of all monthly maximum Construction Payment installments to date

**Form A4 – Total Facilities Development and Capital Cost**

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

Capital Cost		
	Total (\$000 Nominal)	Financial Model Reference
<b>Direct Capital Cost</b>		
▪ Construction Contracts		
▪ Premium for LEED® Gold over LEED® Silver		
▪ 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		
▪ Development Cost Charges (including credits shown separately)		
Off Site Services		
▪ municipal (water, sanitary, storm , road works)		
▪ other (electricity, gas, cable, telephone)		
Other Design-Build Cost Items		
<b>DIRECT CAPITAL COST SUBTOTAL*</b>		
<b>Proposal Response Cost</b>		
▪ Bid Development		
▪ Financial Advisor		

Capital Cost		
	Total (\$000 Nominal)	Financial Model Reference
▪ Legal Fees		
▪ Other		
Total Proposal Response Cost		
<b>SPV Costs During Construction</b> Note SPV costs during construction related to operations do not count towards "Total Capital Costs" **		
▪ Staffing Costs and Administration		
▪ Advisor Fees		
▪ Legal Fees		
▪ Insurance		
▪ SPV Overhead		
Total SPV Costs During Construction		
<b>Financing Costs</b>		
▪ Interest expense and accrual associated with funding sources as calculated in Affordability and Evaluation Model.xls on Capital Cost Ceiling sheet;		
▪ Commitment fees associated with funding sources;		
▪ Arrangement fees associated with funding sources;		
▪ Swap fees and hedge fees associated with funding sources;		
▪ Any other fees paid to financiers for the provision of capital.		
Other Indirect Costs		
<b>TOTAL CAPITAL COSTS***</b>		

**Notes:**

\* Direct Capital Cost Subtotal should be equal to the design-build contract price.

\*\* Regarding SPV costs before Service Commencement, irrespective of the Accounting Opinion, Proponents are not permitted to expense SPV costs before Service Commencement greater than the proportion of total operating costs in relation to total costs (capital plus operating) before Service

Commencement. This treatment of SPV costs is only required for Form A4. Proponents are able to choose any accounting treatment they deem appropriate for their own financial reporting.

\*\*\* Total Capital Costs exclude operating costs between the CSB Service Commencement Date and the Other Site Service Commencement Date and Service Commencement Date.

Note: Total Capital Costs should include all Project costs during the construction period except for funding of reserve accounts.

**Form A5 – SPV Running Costs (\$000 as of Base Date)**

Provide full details of the real annual running costs of Project Co for the first full year of operation. If the values vary over time, please provide detail. Such costs should cover the operation of Project Co itself and should not include any costs for the provision of the “Services”.

Cost Item	Cost \$ 000 as of Base Date	Financial Model Reference
Regulatory		
Staff		
Accommodation		
Margin		
Technical		
Legal		
Audit/Tax		
Project Communications		
Finance Fees		
Insurance Costs		
Other costs 1 – please detail		
Other costs 2 – please detail		
<b>TOTAL</b>		

**Form A6 – Summary of Annual Facility Maintenance Service Costs (\$000 as of Base Date)**

Provide full details of the annual Facility Maintenance service costs for the first full year of operations. Provide one form, Form A6a for the Other Site Facility; one form, Form A6b for the CSB Facility; and one for, Form A6c for the New Facility. If the values vary over time, please provide detail.

Service	Staff Numbers and Full-time Equivalent Staff (#gross/#FTE)	Costs \$000 as of Base Date
Helpdesk Services		
Labour Cost		
Other Expenditures		
Plant Services		
Professional Staff <sup>3</sup>		
Plant Subcontracted Services		
Other Expenditures		
Management, Administration and Overhead		
Labour Cost		
Other Expenditures		
<b>Total Services Cost</b>		

<sup>3</sup> Plant Professional Staff includes the labour for the inhouse trades employed to perform the services.

**Form A7 – 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%											
The Proponent is to provide a description of and the results of any sensitivities required by the Senior Lenders.												

Note: Sensitivities in the table above are from the perspective of Project Co.

**Form A8 – Interest Rate Sensitivities**

Sensitivities	Change	Proposal Net Present Cost	Loan Life Cover Ratio			Debt Service Cover Ratio			% Change that will breach lockup and bank default ratios		Project IRR		Blended Shareholder IRR
			Average	min	min. year	Average	min	min. year	Lock Up	Default	Real	Nominal	
Change in interest rate pre financial close	+1.0%												
Change in interest rate pre financial close	+0.5%												
Change in interest rate pre financial close	-0.5%												
Change in interest rate pre financial close	-1.0%												
The Proponent is to provide a description of, and the results of, any sensitivities required by the Senior Lenders.													

**Note:** Sensitivities in the table above are from the perspective of Project Co.

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

Please include the Design and Construction Energy Target for the Facility.

Operating Year	Annual Cost of Energy (\$000 nominal)
1	
2	
3	
4	
5	
6	
7	
8	
---	
20	
21	
22	
23	
24	
25	
26	
27	
28	
29	
30	

**Form A10 – Renovation Services Payments (\$000 Nominal)**

Month	Payment to Project Co for Design-Related Services	Payment to Project Co for Construction Management Services
Month 1 of Design (12 months before Service Commencement)		
Month 2 of Design		
Month 3 of Design		
Month 4 of Design		
Month 5 of Design		
Month 6 of Design		
Month 7 of Design		
Month 8 of Design		
Month 9 of Design		
Month 10 of Design		
Month 11 of Design		
Month 12 of Design		
Month 1 Moving out period		
Month 2 Moving out period		
Month 3 Moving out period		
Month 4 Moving out period		
Month 1 of Construction		
Month 2 of Construction		
Month 3 of Construction		
Month 4 of Construction		
Month 5 of Construction		
Month 6 of Construction		
Month 7 of Construction		
Month 8 of Construction		
Month 9 of Construction		
Month 10 of Construction		
Month 11 of Construction		
Month 12 of Construction		
Month 13 of Construction		

Month	Payment to Project Co for Design-Related Services	Payment to Project Co for Construction Management Services
Month 14 of Construction		
Month 15 of Construction		
Month 16 of Construction		
Month 17 of Construction		
Month 18 of Construction		
Month 19 of Construction		
Month 20 of Construction		
Month 21 of Construction		
Month 22 of Construction		
Month 23 of Construction		
Month 24 of Construction		
Month 25 of Construction		
Month 26 of Construction		
Month 27 of Construction		
Month 28 of Construction		
Month 29 of Construction		
Month 30 of Construction		
Month 31 of Construction		
Month 32 of Construction		
Month 33 of Construction		
Month 34 of Construction		
Month 35 of Construction		
Month 36 of Construction		

**Form A11 – Categories of the Construction Manager’s Management and Supervisory Personnel Included in the Price Proposal for Construction Services (\$ Nominal)**

Personnel Titles/Roles	Weekly Rate Per Individual For Extensions in Contract Time
1. Senior Project Managers	\$0.00
2. Project Managers	\$0.00
3. Project Superintendents	\$0.00
4. Assistant Project Superintendents	\$0.00
5. Project Schedulers	\$0.00
6. Project Coordinators	\$0.00
7. Project Safety Officers	\$0.00
8. Project Estimators	\$0.00
<b>Overhead personnel located off-site and/or on-site including, but not limited to:</b>	Included in Above Rates
a. Office management and administrative staff	
b. Secretarial staff	
c. Finance/accounting staff	
d. Procurement and expediting staff	
e. Legal counsel	
f. Firm <i>Construction Manager</i>	
g. Firm safety officer, including First Aid Attendant	
h. Policies and procedures/quality control officer	
i. Information systems personnel	
j. Cost estimating, cost control and value analysis support personnel	
k. Scheduling support personnel	
l. Living Out Allowance	

**Form A12 – Minor Works**

Categories	Proponent's Proposal Rate in 2018/19 in \$	Expected Annual Hours per Trade	Total Costs
Building Operator		200	
Electrician		200	
Lead Electrician		50	
Carpenter		300	
Plumber		100	
Painter		10	
Shift Engineer		30	
Millwright		30	
HVAC Technician		60	
Administration		60	
Project Manager		200	
<b>Total Annual cost</b>			