

APPENDIX B PROJECT PROPOSAL REQUIREMENTS

1. PROJECT PROPOSAL GUIDELINES OVERVIEW

This Appendix and attachments describe the specific documentation that the Proponent is required to submit to satisfy the Project Proposal Requirements. The Proponent's Project Proposal documents are to comprehensively address the requirements set out in this Appendix B and the ADA.

2. PROPOSAL REQUIREMENTS FOR PROJECT PROPOSAL

Table 1 describes the submission packages to be included in the Project Proposal:

Table 1: Project Proposal Transmittal Package

Content Requirements	Proposal Requirements Reference
Package 1 – Transmittal Package	Table 2
Package 2 – Nominated Team	Table 3
Package 3 – Project Alliance Objectives	Table 4
Package 4 – Target Cost Estimate	Table 5

Without limiting the terms of this ADP RFP or the ADA, this section and Table 2 to Table 5, summarize the information and documentation that the Proponent will submit in its Project Proposal.

An electronic copy of the Project Proposal is to be uploaded by the Proponent to a secure web-based platform as described in Section 6.2 and below:

- 1) a consolidated file containing the entire Project Proposal;
- 2) an individual file for each of Packages 1, 2, 3 and 4; and

3) individual files within Packages 2 and 3 for each major section described in Table 3 and Table 4 of the Appendix B.

The Project Proposal is to be prepared on the basis of the version of the Final Draft PAA most recently issued prior to the Submission Time.

The Proponent will arrange the content of its Project Proposal in four packages in accordance with the sequencing of, and using the section numbers and corresponding titles shown in Table 2 to Table 5.

3. PROJECT PROPOSAL SUBMISSION PACKAGES

a. Package 1 – Transmittal Package

Proponents should provide all information required in the Transmittal Package in accordance with Table 2.

Table 2: Package 1 Project Proposal (Transmittal Package)

Section No.	Title	Contents (Package 1, Transmittal Package)
1.	TRANSMITTAL PACKAGE	
Package 1 Transmittal Package of the Project Proposal is to contain the following information and documents:		
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 ADP RFP. Please provide: <ul style="list-style-type: none"> i. name; ii. employer; iii. mailing/courier addresses; iv. telephone number; and v. email address.
1.2	Documentation to be provided	a) Confirm the Project Proposal substantially meets the provisions of the ADP RFP, including the requirements set out in Appendix B of the ADP RFP and the Final Draft PAA, including Schedule 2 [Alliance Works and Project Description];

Section No.	Title	Contents (Package 1, Transmittal Package)
		<ul style="list-style-type: none"> b) Confirm if any Acceptable Equivalents, to the extent they have been previously accepted by the Owner as described in Section 6.14 of the ADP RFP, have been used; c) One (1) fully executed copy of Appendix C – Project Proposal Declaration Form; d) One (1) fully executed copy of Appendix D – Relationship Disclosure Form(s); and e) Overview table of contents for all parts of the Project Proposal.
1.3	Confirmation of TOC	a) A letter confirming that the TOC included in the Project Proposal is, or is not, within the TOC Threshold.

b. Package 2 – Nominated Team (Criteria 2)

Note to Proponents: As noted in Section 7, it is intended that certain evaluation scores from each stage of the Competitive Alliance Selection Process will be carried forward into the next stage and may, at the Owner's discretion, be re-evaluated where new information becomes available through subsequent submission from a Proponent or as part of the Interactive Processes. Proponents should provide information for Sections 2.1 and 2.2 ONLY if there is a change to the Proponent Team Member (e.g., a proposed new NOP or Key individual). If there is a proposed change to the Proponent Team Member that has not previously been approved by the Owner pursuant to Section 6.11, the Proponent's Project Proposal will be accompanied with a written application in accordance with Section 6.11, requesting a change to Proponent Team Member. The Owner will review the requested change to Proponent Team Member and will grant or refuse the change prior to evaluating. Should the change to the Proponent Team add NOPs or impact Guarantor(s), Proponents will provide relevant financial information in accordance with Table 3 below for the Owner to complete a financial capacity assessment.

Table 3: Package 2 Nominated Team Submission (Criteria 2)

Section No.	Title	Contents (Package 2, Nominated Team Package)												
2.	NOMINATED TEAM													
Package 2 Nominated Team Submission of the Project Proposal is to contain the following information and documents:														
2.1	Company/Firm Names and Names of Key Individuals	<p>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 ADA RFP Submission, then any such changes should be addressed per Appendix B, Section 2.1.c) below.</p> <p>b) Provide the Company/Firm name and names of the Key Individuals in a table format as shown below:</p> <table border="1" data-bbox="800 719 1749 911"> <thead> <tr> <th>Individual’s Name</th> <th>Company Name</th> <th>Position</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>c) Submit the following for any <u>new or additional</u> Key Individual not included in the Proponent’s ADA RFP Submission:</p> <ol style="list-style-type: none"> i. Describe the experience, capability and suitability of Key Individuals for the Project, as defined in the ADA RFP, in leading and delivering projects of this nature, including capacity to add value to the Project and lessons learned from working in collaborative contracts and/or integrated project team arrangements: <ol style="list-style-type: none"> i. Alliance Leadership Team (one proposed individual for each NOP); ii. Alliance Project Manager; iii. Alliance Management Team; and iv. Wider Project Team. ii. Provide a resume for each of the above Key Individuals. At a minimum, the following information is required: 	Individual’s Name	Company Name	Position									
Individual’s Name	Company Name	Position												

Section No.	Title	Contents (Package 2, Nominated Team Package)
		<ul style="list-style-type: none"> i. Name, professional qualifications/designation(s) and a summary of education. ii. References (with contact details including name, title, role, telephone numbers, email addresses, mailing address and preferred language of correspondence) related to at least two (2) relevant projects within the past five (5) years for ALT and AMT nominated Key Individuals, and ten (10) years for the nominated APM Key Individual. Proponents are to confirm that each reference contact is aware their name is being included and is willing to provide a reference to the Owner. References should be current employees of the project owner. iii. Provide a list of past relevant projects and positions held by each of the above Key Individuals within the past five (5) years for ALT and AMT nominated Key Individuals, and ten (10) years for the nominated APM Key Individual, in chronological order, providing a brief description of the role and responsibility for each past relevant project and how this experience supports the capability of the respective Key Individual for the proposed role in the Project. iii. Describe the availability of each of the above Key Individuals including percentage of time the Key Individual will dedicate to each phase of the Project by the following four phases: RFP, design, construction and commissioning. iv. Describe any foreseeable time constraints that will impact the Key Individual's ability to perform according to the anticipated timeline in Section 3.4
2.2	Financial Capacity	<p>Demonstrate the financial capacity by submitting the following for <u>any new</u> NOP or Guarantor of the Proponent Team that was not included in the ADA RFP Submission by providing:</p> <ul style="list-style-type: none"> a) Written confirmation, generally in the form of the Insurance Undertakings contained in Appendix G and Appendix H, from an insurance company that the following coverages will be available for the Project if the Proponent is awarded a contract: <ul style="list-style-type: none"> i. Commercial general liability insurance coverage of not less than \$10 million inclusive per occurrence; \$10 million general aggregate for bodily injury; death and damage to property including loss of use thereof; product/completed operations liability with a limit of \$10 million annual aggregate; and ii. Professional liability insurance coverage of not less than \$15 million per occurrence and \$15 million aggregate. (Design related NOP only) <p>To address the financial capacity requirements stated in Appendix A:</p>

Section No.	Title	Contents (Package 2, Nominated Team Package)
		<p>b) Provide the following information for each of the proposed NOPs, and the Guarantor(s) (if applicable)</p> <ul style="list-style-type: none"> i. Evidence of the parent company’s willingness to provide a guarantee for each entity anticipated to be a NOP. ii. Copies of annual audited financial statements and the notes to the financial statements, or other similar financial information, for each of the last three fiscal years (entire annual reports should not be provided); <p>If available, copies of the interim financial statement for each quarter since the last fiscal year for which audited statements are provided;</p> <p>Details of any material off-balance sheet financing arrangements currently in place;</p> <p>Details of any material events that may affect the entity’s financial standing since the last annual or interim financial statements provided;</p> <p>Details of any credit rating, including any downgrades of credit rating in last five years;</p> <p>Details of any bankruptcy, insolvency, company creditor arrangement or other insolvency proceedings in the last three fiscal years, and any litigation or other material adverse proceedings (arbitration or regulatory investigations or proceedings) that are still outstanding that may affect the Proponent Team’s ability to perform its obligations in relation to the Project; and</p> <p>For entities where financial statements are provided for a parent company, rather than the entity listed in a) provide evidence of the parent company’s willingness to provide a guarantee in respect of the entity listed in this section a).</p> <p>c) With reference to the information provided in this section, briefly describe in the context of the entity’s proposed role and project obligations:</p> <ul style="list-style-type: none"> i. Each NOP’s capacity to fund the Project (e.g. discuss credit rating, net assets, liquid assets, letters of commitment); and ii. Each NOP’s capacity to undertake its project obligations (e.g. discuss net and total asset size relative to Project scope, financial viability and ability to provide performance security, including by a Guarantor as applicable).
2.3	Organizational Structure	<p>a) The Proponent is to submit a fully integrated resourced organizational chart for the delivery phase of the Project Alliance works, including providing details of the roles, responsibilities, and lines of reporting for each phase. At a minimum, the organization chart should:</p>

Section No.	Title	Contents (Package 2, Nominated Team Package)
		<ul style="list-style-type: none"> i. identify all personnel required during the design, construction and commissioning phases of the Project, including all Key Individuals and WPT nominees listed and any other key roles as necessary; ii. include the availability and commitment of each person Key Individual and WPT nominee as a percentage of a full time equivalent (for all phases); iii. include the name and working location of each Key Individual and WPT nominee as well as their parent company; and iv. include the firm name and working location of any subcontractors and/or subconsultants. <p>b) In addition, the Proponent should provide a detailed explanation of all the proposed roles, positions and their primary responsibilities as outlined in the organizational charts.</p>

c. Package 3 – Approach to achieving Project Alliance Objectives (Criteria 3)

Package 3 Project Alliance Objectives Package of the Project Proposal is to contain the following information and documents:

Table 4: Package 3 Project Alliance Objectives (Criteria 3)

Section No.	Title	Contents (Package 3, Project Alliance Objectives Package)
Criteria 3 – Approach to Achieving the Technical Solution		
Project Approach, Management and Construction		
3.1	Design and Construction Schedule	<ul style="list-style-type: none"> a) Provide a draft target schedule that includes the critical path for design and construction prepared in accordance with the Final Draft PAA which includes the following: <ul style="list-style-type: none"> 1. the Commencement Date; 2. the development of all required management plans included in Schedule 7; 3. user engagement; 4. construction activities, including: <ul style="list-style-type: none"> a. permitting; b. Alliance Mobilization Works under the ADA;

Section No.	Title	Contents (Package 3, Project Alliance Objectives Package)
		<ul style="list-style-type: none"> c. wetlands management; d. off-site civil works including utility provider upgrades; e. major construction stages; and f. commissioning. <p>a.</p> <ul style="list-style-type: none"> 5. Substantial Completion, including: <ul style="list-style-type: none"> a. defect rectification; and b. activation stage and patient move in date. 6. Defect Correction Period and Final Completion. <p>b) Provide a narrative explaining how construction will be implemented to achieve the dates identified in the draft target schedule.</p> <p>c) Provide a resource loaded project schedule that includes the workforce requirements broken down by trade in the form and format provided by BCIB.</p>
3.2	Management Plans Development and Approach	<p>a) Provide the following substantially developed management plans that can be implemented as the Preferred Proponent, based on the requirements set out in the Final Draft PAA:</p> <ul style="list-style-type: none"> 1. Design Management Plan; 2. Construction Management; 3. Respectful Workplace and Health and Safety; 4. People and Culture Plan; 5. KRA Performance Management Plan; 6. Financial Management Plan; and 7. Indigenous Engagement Plan. <p>b) Provide a framework and a narrative for the finalization of each of the remaining management plans based on the requirements set out in Schedule 7 of the Final Draft PAA.</p> <p>c) Confirm if any Acceptable Equivalents, to the extent they have been previously accepted by the Owner as described in Section 6.14 of the ADP RFP, have been used.</p>

Section No.	Title	Contents (Package 3, Project Alliance Objectives Package)
3.3	Accommodation Schedule	<p>Provide a completed schedule of accommodation using the Excel file provided in the Data Room that includes the following:</p> <ol style="list-style-type: none"> a) Provide area summaries of the Proponent's design by component and by building that includes the individual room net, total net area by component, component gross by department, total component gross and total building gross areas. Provide the total net to gross ratios for each building. Provide any area variances from the schedule of accommodation including net areas and component gross areas expressed in both net square metre comparison and as a percentage variance rounded to the nearest whole number. Identify any room areas not placed or additional room areas added to the design with an explanation for their inclusion or exclusion <p>The Accommodation Schedule should follow the template that has been provided in the Data Room. The Owner expects that the Proponent will not change the sequence, room numbering and terminology in the template provided as it follows Schedule 2.</p>
3.4	Climate Change and Environmental Sustainability	<p>Provide a narrative along with any other relevant information to explain the Proponent's Project Proposal including:</p> <ol style="list-style-type: none"> a) Environmental Sustainability and LEED® Gold Certification <ol style="list-style-type: none"> 1. Provide a narrative and summary of the Proponent's anticipated environmental sustainability and LEED® Gold certification strategy, including an annotated indicative LEED® Gold checklist. In the strategy, include how it will enable the Owner to achieve its environmental sustainability objectives. b) Energy Performance <ol style="list-style-type: none"> 1. Provide a completed Minimum Energy Performance Calculator or equivalent table to summarize results related to the Optimize Energy Performance CreditEAc1 LEED® Letter Template as applicable. 2. Provide a narrative describing the design approach and technologies to be employed, as well as operational strategies, to minimize the site's total energy use index (TEUI) in terms of kWh/m2/year and utility costs. 3. Provide an estimate and supporting calculations of the TEUI inclusive of plug loads. c) Greenhouse Gas Emissions Reduction <ol style="list-style-type: none"> 1. Provide a narrative describing the design approach and technologies to be employed, as well as energy sources now and in the future, that will minimize operational green house gas (GHG) emissions and allow for a transition to a zero-carbon operation by 2050. 2. Provide an estimate of annual GHG emissions expected during the first five years of operation. 3. Describe any and all emissions reduction strategy, including <ul style="list-style-type: none"> • The impact of material selection on embodied carbon;

Section No.	Title	Contents (Package 3, Project Alliance Objectives Package)
		<ul style="list-style-type: none"> • Any other sources that will be reduced (e.g. selection of refrigerants with low global warming potential, providing opportunities for green and active transportation, minimizing the release of anesthetic gases, etc.); and • co-benefits with climate resiliency. <p>d) Climate Change Resilience</p> <ol style="list-style-type: none"> 1. Provide a climate change resilience strategy and matrix that indicates: <ul style="list-style-type: none"> • The climate parameters used for design; • How the risks identified in the preliminary climate change resiliency risk assessment will be addressed; • Potential climate change risks that are identified by the proponent; and • How climate change resiliency will be managed during design development, construction and completion.
Design and Construction		
3.5	Architecture	<p>a) Provide schematic level drawings, together with narrative and information, sufficient to demonstrate the intent of the design, including:</p> <ol style="list-style-type: none"> 1. all floor plans, including FMO compound, (1:100) with area overlays that are consistent with the intent of the Building; drawings are to show room designations (to match the Schedule of Accommodations), and include major elements such as doors, windows, major millwork locations, interior glazed screens, plumbing fixtures, furniture and equipment; 2. roof plans; 3. building sections and all building elevations; 4. building envelope details, including roofing, glazing, exterior insulation and cladding systems; 5. provide site cross sections (north to south and east to west) to illustrate grades on site and Building and site element placement; 6. master site plan, including future expansion options; 7. Site Plan illustrating Building footprint at grade, setbacks, parking, landscape, external circulation access and exits, roads, loading dock area and above grade M/E services; 8. provide roof plans indicating exits and penthouses and any major equipment; 9. how the design achieves the daylighting requirements in the following building components: Inpatient rooms (including general medical/surgical, perinatal and pediatric, intensive care/high acuity and

Section No.	Title	Contents (Package 3, Project Alliance Objectives Package)
		<p>psychiatry), maternity holding nursery, oncology and IV therapy treatment in ambulatory care, lobby waiting areas, patient lounges and staff lounges.</p> <p>b) Provide the following renderings illustrating the materials, character and design of the Facility:</p> <ol style="list-style-type: none"> 1. interior spaces: <ol style="list-style-type: none"> i) gathering space; ii) main lobby; iii) general medical/surgical inpatient room; iv) areas of relevance for First Nations, Metis and Indigenous people; and v) how the interior Building design will reflect First Nations, Metis, and Indigenous culture. 2. exterior <ol style="list-style-type: none"> i) the view to the Main entrance; ii) the view of the Building from Bell-Mackinnon Road; iii) the view to the Emergency Department entry; iv) view of Bell-McKinnon Road frontage improvements; and v) north, south, east & west elevations.
3.6	Clinical Design	<p>a) Provide summaries to demonstrate how the design meets the following design principles:</p> <ol style="list-style-type: none"> 1. Evidence-Based Design; 2. healing environment; 3. elder-friendly design; 4. accessible design; 5. respect for First Nations, Metis and Indigenous Cultural values; 6. standardization; 7. environmental impact mitigation and operational sustainability; 8. adaptability, flexibility, and expansion; and, 9. technological integration.

Section No.	Title	Contents (Package 3, Project Alliance Objectives Package)
		<p>b) 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 (patient, staff, visitor, support services). Use colour to illustrate program elements and to differentiate between controlled facility circulation and general facility circulation. Drawings are to show major elements such as doors, windows and major equipment and millwork locations.</p>
3.7	Structure	<p>a) Describe and provide details of the structural systems including schematic level (1:100) drawings, including the following as a minimum:</p> <ol style="list-style-type: none"> 1. foundation system including bearing assumptions for footings and rafts, pile capacity, foundation walls, drainage, expected total and differential settlement; 2. floor and roof framing systems including member sizes, columns and wall sizes, and layout and grid dimensions; and, 3. lateral load resisting system including design criteria, system type, system layout and member dimensions, foundations, and any special features including seismic joints.
3.8	Mechanical	<p>a) Provide concise narratives describing the design, capacities (where applicable) and arrangement of infrastructure of the following systems as applicable:</p> <ol style="list-style-type: none"> 1. main energy sources; 2. heating and air conditioning systems, including central heating and cooling plant; 3. plumbing distribution system and fixtures; 4. potable water systems; 5. legionella prevention and disinfection; 6. domestic water filtration and softening systems; 7. medical gases, including bulk O2 farms; 8. air handling ventilation and exhaust systems, including: <ol style="list-style-type: none"> i. zoning of floor areas ii. system for controlling smoke under fire conditions; 9. energy recovery systems; 10. sound attenuation and vibration isolation;

Section No.	Title	Contents (Package 3, Project Alliance Objectives Package)
		<ol style="list-style-type: none"> 11. redundancy and post-disaster provisions; 12. steam systems; 13. specialty water systems such as Reverse Osmosis (RO); 14. kitchen ventilation and exhaust systems; 15. fuel oil systems; and 16. provisions for future: flexibility in systems, unused floor/shaft areas, planned areas for expansion <p>b) Provide drawings and schematics for the above noted mechanical systems, including the following:</p> <ol style="list-style-type: none"> 1. site plan indicating site services, storage tanks/interceptors, bulk medical gas storage, bulk fuel storage, generator (exhaust), and any other mechanical system outside of building footprint; 2. roof plan indicating all roof-mounted mechanical equipment as well as the location of all air-intakes and discharges; 3. foundation level floor plan showing all sub-surface mechanical/plumbing; 4. floor plans indicating shaft locations and major mechanical risers and distributions (piping/ductwork); 5. mechanical/fan room plans indicating major mechanical equipment, provision of clearances and space for future growth; 6. schematics for fire protection, domestic water, RO, gas/fuel, medical gases, hydronic, steam, ventilation, and any specialty mechanical systems; and 7. diagram of FM Systems application architecture, including BMS and all other sub-systems.
3.9	Electrical	<p>a) Provide a design narrative for the following:</p> <ol style="list-style-type: none"> 1. overall power distribution scheme including how it supports clinical, operational and mechanical system requirements; 2. emergency power system configuration, transfer scheme operation, control features, redundancy, and system reliability; 3. power distribution system protection and control scheme, system reliability, operational flexibility, maintainability, redundancy, and robustness; 4. quality of switchgear, transformers, distribution equipment, metering 5. describe safety features and post-disaster provisions; 6. power distribution system's capacity and features for accommodating future load increases, site redevelopment and facility reconfiguration;

Section No.	Title	Contents (Package 3, Project Alliance Objectives Package)
		<ul style="list-style-type: none"> 7. how the electrical system supports the energy conservation measures, including Electric Vehicles; 8. overall lighting system design philosophy including products, control schemes and philosophies, energy efficiency and code compliance. Explain how the lighting system will support clinical staff, patient and public comfort and safety; and 9. fire alarm system overall strategy, system configuration and zoning, application of initiating and notification devices, integration, and supervision. <p>b) Provide a site plan (1:250) showing location and configuration of electrical and communications services,</p> <p>c) Provide single-line drawings and design documentation for electrical services and distribution, showing and describing:</p> <ul style="list-style-type: none"> 1. origin of supply(s); 2. arrangements for service redundancy; 3. main service switchgear and transformer locations, main electrical distribution room and main telecommunications entrance room; 4. sub-electrical room locations and telecommunication room locations; 5. ratings of electrical distribution equipment including substations, emergency generators, UPS equipment and associated switchgear, 6. provisions for future system capacity and equipment. <p>d) Provide concise narratives describing the electrical services to be provided and include details of:</p> <ul style="list-style-type: none"> 1. maximum demand calculations; 2. type(s) of lighting within all clinical spaces and the lighting control systems to be used; 3. nurse call systems.
3.10	IMIT and Electronic Safety and Security	<p>a) Provide a design narrative for the following:</p> <ul style="list-style-type: none"> 1. communication and security system equipment and cabling distribution scheme including how it provides high availability, robust and resilient infrastructure to meet operational requirements and support clinical requirements; 2. Compliance with the Owner’s existing enterprise-wide systems; 3. Ability of the IMIT infrastructure and system to accommodate future changes and expansion; 4. Understanding of the manner and extent to which IMIT and security systems will be integrated, elaborate on how integration engines will be utilized and identify other proposed system integration solutions (e.g software and physical integrations); and

Section No.	Title	Contents (Package 3, Project Alliance Objectives Package)
		<p>5. Overview of each of the communications (Division 27) and electronic safety and security (Division 28) systems identified in the Alliance Works and Project Description.</p> <p>b) Provide drawings of sufficient detail to convey the communication systems and security systems configuration, capacity, and features, including the following:</p> <ol style="list-style-type: none"> 1. site plan (1:100) indicating the location and configuration of communication services (utility and site communication distribution, entrance facilities); 2. server room plan (1:20 indicating local infrastructure, racks, future expansion space, cable tray, access routes, physical security); 3. PER and SER plan (1:20 indicating local infrastructure, racks, future expansion space, cable tray, access routes, physical security); 4. typical TR plan (1:20 indicating local infrastructure, racks, future expansion space, cable tray, access routes, physical security, BIX walls, low voltage system enclosures); 5. typical BIX wall elevation (1:20 indicating structured cabling system and provision for future expansion); 6. typical network equipment rack elevation (1:20 indicating switches, fibre patch panels, cable management, rack power distribution) 7. estimated data drop counts per TR; 8. facility structured cabling riser; 9. floorplans showing the contiguous area served by each TR rack; 10. simplified system risers for each of the communication and security systems including: <ol style="list-style-type: none"> i. physical location of major components; ii. typical wiring interconnections; iii. typical field/edge devices; and iv. integrations to other systems. 11. typical room layouts (1:20 indicating data outlets, Wireless LAN devices, RTLS (and use-cases), nurse call, physiological monitoring, public announcement (PA), intercom, patient entertainment, clinical video surveillance, audio-video system devices for the following rooms: <ol style="list-style-type: none"> i. inpatient room; ii. ICU patient room; iii. high acuity unit patient room; iv. emergency exam room / treatment bay; v. labour, delivery, recovery and postpartum patient room;

Section No.	Title	Contents (Package 3, Project Alliance Objectives Package)
		<ul style="list-style-type: none"> vi. operating room; vii. seclusion room; viii. care hub; ix. video conferencing room; and x. facility emergency communications systems riser. xi.
3.11	On-Site Civil Works and Site Development	<p>a) Provide a narrative and schematic level civil drawing(s) (1:250) for on-Site and off-Site civil works and how they will meet the requirements, including the following:</p> <ul style="list-style-type: none"> 1. on-Site plan showing storm water drainage and retention strategy, sanitary sewer, domestic and fire flow water supply, geothermal works (if any), electrical, storage tanks (including heliport runoff), roads, parking, sidewalk, bikeways, and any temporary works or interim phases and municipal requirements such as zoning setbacks, easements and other City requirements; 2. off-Site plan drawings show extent of works; and 3. a colour-coded Site circulation strategy illustrating travel routes for vehicles, pedestrians and cyclists; staff and visitor arrival and patient drop-off; service delivery, loading dock access and waste removal; as well as routes for ambulance and firefighting access; access and egress of the largest design vehicle
3.12	Landscaping	<p>a) Provide schematic level drawings, together with narrative and information, sufficient to demonstrate the intent of the Site Design and meets the requirements of the Final Draft PAA, including:</p> <ul style="list-style-type: none"> 1. an overall landscape plan for the site (1:100) including all exterior site elements, plantings and furnishings; 2. a site signage, public art, and wayfinding plan (1:100) indicating locations of primary and secondary site signage, gateway features, public art and other key site wayfinding elements; 3. an architectural site lighting plan, indication location and typology of all exterior site lighting elements; 4. integration of indigenous plants / plants of medicinal or cultural significance for First Nations, Metis, and Indigenous peoples including identify areas of relevance for First Nations, Metis and Indigenous people;

Section No.	Title	Contents (Package 3, Project Alliance Objectives Package)
		<ul style="list-style-type: none"> 5. how the outdoor spaces will be designed to meet security, accessibility, maintainability, and weather protection requirements; 6. design approach for the stormwater retention pond, including strategy for wetland loss mitigation, the creation of a natural functioning ecosystem, and the provision of visual connectivity to the site through the pedestrian circulation system and / or a dedicated pond overlook amenity space; 7. design approach specific to the three secure garden spaces, including strategies to provide access to daylight and fresh air, biophilic design approach, and the provision of spaces to deter self-harm and promote wellness and healing; 8. describing the plan proposed for mitigation subsequent compensation for the previously identified site wetlands.
3.13	Furniture Fixtures and Equipment	<ul style="list-style-type: none"> a) Provide a summary of the processes, activities and timelines that will be undertaken to ensure all furniture, fittings and equipment, including IMIT components, are coordinated, received, placed, installed and commissioned prior to Substantial Completion. b) Describe the process to ensure equipment and IMIT requirements are appropriately incorporated and integrated into the Design environment. c) Provide an outline of the roles and schedule that the NOPs would expect the Owner to provide in respect of the above.
3.14	Heliport	<ul style="list-style-type: none"> a) Provide a narrative describing the how the following requirements will be achieved: <ul style="list-style-type: none"> 1. classification of heliport and flight path orientation and prevailing wind considerations; 2. heliport deck construction; 3. fire protection systems and building connections; 4. heliport deck and roof drainage system including fuel/water/foam containment; 5. heliport snow and ice melt system and building connections; and 6. electrical and lighting systems. b) Provide a drawing of the flight path with azimuths in degrees true showing the full extent of the flight path to 625 metres, 300 degree obstacle free portion of the flight path and location of building exhaust outlets,

Section No.	Title	Contents (Package 3, Project Alliance Objectives Package)
		<p>chillers and cooling towers, above ground flammable liquids, compressed gas, medical gas and liquified gas tanks and exposed natural gas supply valving.</p> <p>c) Provide a drawing of the heliport site, showing the roof location of the heliport deck as well as the ramp, secondary egress, roof access, elevator vestibule location, wind direction indicator, RPAS landing area any onsite obstacles and the TLOF, FATO and safety area:</p> <p>d) If not a specific section, provide clear cross reference in the narrative where all components of the required heliport submission can be found within the Project Proposal.</p>
3.15	Whole Life Considerations	<p>a) The Project Proposal is to include narrative on the overall methodology proposed on how whole life cost and maintenance and operability considerations will be an intrinsic part of the design and procurement process including system and equipment selection.</p> <p>b) Describe how the systems are to be selected to optimize whole-life performance and value, including reference to the systems' capital, operating (maintenance and energy) and future design life cost replacement over a 30-year and 50-year period (e.g., balance upfront capital costs with long term operations, maintenance, and lifecycle).</p> <p>c) Describe the process to establish, confirm and verify maintenance undertakings for equipment. (e.g service and replacement access, clearances, commonality of equipment, safety and tool requirements.)</p> <p>d) Describe in detail how forecast models under Schedule 2 – Appendix P – Attachment 2P-1 will be developed and utilized to establish best for Project, whole of life outcomes, improved value and influence the overall design development and construction process.</p>
3.16	Approach to Achieving Project Alliance Objectives	<p>a) The Proponent is required to outline their approach to ensuring that the alliance achieves the performance targets in each of the KRAs and its associated KPIs, as detailed in their KRA Performance Management Plan. Proponent should include practical strategies and initiatives for how the Project Alliance will pursue maximum gainshare in each KRA.</p>
3.17	Achievement of Design Elements	<p>Provided in as a separate document.</p>

Section No.	Title	Contents (Package 3, Project Alliance Objectives Package)
3.18	Approach to developing a culturally safe and respectful workplace culture	a) Consistent with its proposed Respectful Workplace and Health and Safety management plan, Proponents are to provide a brief narrative outlining how it will ensure an integrated alliance approach to developing a culturally safe and respectful workplace culture at all levels of the alliance.

Table 5: Package 4 Target Cost Estimate (Criteria 5)

Section No.	Title	Contents (Package 4, Target Cost Estimate Package)
4.	Target Cost Estimate	
Package 4 Target Cost Estimate of the Project Proposal is to contain the following information and documents:		
4.1	Price Validity	Confirm all prices listed in the Project Proposal will remain valid for the period of at least 120 days after the Submission Time.
4.2	TCE Build-up	<ul style="list-style-type: none"> a) The Proponent must submit Form A1 – Build-up of TCE in electronic form and in accordance with the Final Draft PAA. b) Form A1 will include: <ul style="list-style-type: none"> i. the build-up of the TCE, consistent with the Final Draft PAA, identifying adding up to the Project Proposal TOC ; ii. the build-up of the TCE must be in the form of an outturn cost probability S-curve based on a Monte Carlo uncertainty analysis and the Project Proposal TOC must be the point on the outturn cost probability S-curve that matches a confidence level of 50% (the “P50” point); iii. the sum of the TOC net of the amount paid under the ADA at the time of Project Proposal submission; and iv. estimated monthly progress payments over the project schedule, reflecting the following: <ul style="list-style-type: none"> 1) estimated progress payments must coincide with work completed based on the design and construction schedule; and 2) any general requirements related to design and construction. c) The Proponent’s Form A1 should be consistent with the following: <ul style="list-style-type: none"> i. produced using the template supplied by the Owner in the Data Room with no changes or entries other than as indicated in the form; ii. produced in Microsoft Excel version 2010 or newer; iii. except where otherwise expressly indicated, include all taxes other than GST; iv. GST separated out in a different line item; v. be expressed in Canadian dollars; and vi. not include any hidden or password-protected cells or sheets.

Section No.	Title	Contents (Package 4, Target Cost Estimate Package)
		All sheets should be printable so that they are clear and legible on 8.5” x 11” paper and that each page includes row and column references with a minimum font size of 10 point.
4.3	Risk and Opportunities Register	a) A detailed register of risk and opportunities, including quantification of the potential value of each risk and opportunity aligned to the P50 estimate for the TOC. For each opportunity, the Project Proposal should also identify: <ul style="list-style-type: none"> i. cost to investigate the opportunity further; ii. estimated benefit in dollars; and iii. estimated non-cost impacts and benefits (e.g. impacts or benefits to stakeholders or community).
4.4	Adjustment Event Guidelines	a) The Adjustment Events Guidelines issued to the Proponent based on output of the Adjustment Event Alignment workshop during the ADP.
4.5	Third Party Estimator Feedback	a) Provide comments addressing how the feedback received from the third-party estimator during the emerging TOC workshops has been incorporated in the build-up of the TCE.
4.6	Insurance	a) Proponents should include a completed “Construction Insurance Underwriting Questionnaire” in the form attached as Appendix L, together with all supporting documents.