

APPENDIX B: PROPOSAL REQUIREMENTS

1. Submission Guidelines Overview

This Appendix and attachments describe the documentation that a Proponent is 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 four submissions: a Technical Submission, a Technical Supplement, 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 2, 2A, 3 and 4 of this Appendix, respectively:

Section 2 TECHNICAL SUBMISSION

1. Package 1: Transmittal Package

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

2. Package 2: Project Co Management

Executive Summary and Contents List

2.1 Proponent Information

3. Package 3A: General Package Requirements

Executive Summary and Contents List

3A.1 Project Schedule

3A.2 User Consultation and Design Review

3A.3 Construction Approach

3A.4 Innovative Use of Wood

3A.5 Room Data Sheets

3A.6 Equipment Procurement and Logistics

- 3A.7 Facilities Management Approach
- 3A.8 Help Desk
- 3A.9 FM Services
- 3A.10 Utilities Management
- 3A.11 Housekeeping and Waste Management

4. Package 3B: Scored Elements Submission

Executive Summary and Contents List

- 3B.0 Scored Elements Self Scoring
- 3B.1 Travel Distance and Corridor Efficiency
- 3B.2 Separation of Flows
- 3B.3 Line of Sight
- 3B.4 Natural Light
- 3B.5 Standardization
- 3B.6 Process Mapping
- 3B.7 Qualitative

5. Package 3C: Design, Construction, and Facilities Management (Individual Hospital)

Executive Summary and Contents List

- 3C.1 General Approach
- 3C.2 Design
- 3C.3 Technical Specification

Section 2A TECHNICAL SUPPLEMENT

- Cover Letter
- Overview Table of Contents for the Technical Supplement
- Drawings and Text

Section 3 ADVANCE INTEREST RATE SUBMISSION

- 1. Package 1: Initial AIRS**
- 2. Package 2: Interim AIRS**
- 3. Package 3: Final AIRS**

Section 4 FINANCIAL SUBMISSION

- 1. Package 1: Transmittal Package**
 - Affordability Ceiling and Capital Cost Ceiling Confirmation
 - Scope Ladder items (if any) used to achieve the Affordability Ceiling and Capital Cost Ceiling
 - Appendix C - Proposal Declaration Form
 - Overview Table of Contents for the Proposal
- 2. Package 2: Financial**

Executive Summary and Contents List

- 4.1 Structure of Project Co
- 4.2 Agreements between Proponent Team Members
- 4.3 Basis of Financial Submission
- 4.4 Financial Capacity
- 4.5 Financing
- 4.6 Financial Model
- 4.7 Affordability
- 4.8 Insurance

4.9 Pricing

2. Submission Requirements for Technical Submission

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

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 purposes of Section 2.3 of the RFP, this version will be considered the version of the Final Draft Project Agreement issued as at the Submission Time for Technical Submissions.

Where drawings are to be provided, it is the Authority's preference that Proponents, 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.

The Technical Submission should provide information and documentation in five packages in accordance with the following tables:

Package 1: Transmittal Package

The transmittal package should contain the following information and documents:

- The contact person for all future communications between the Authority and the Proponent, including name, employer, mailing address, telephone number, email addresses and fax number;
- One (1) fully executed copy of Appendix D – Relationship Disclosure Form; and
- Overview Table of Contents for all parts of the Technical Submission.

Package 2: Project Co Management

Executive Summary and Contents List:

Package 2 is to provide information and documentation about the Proponent including:

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

Package 2 of the Technical Submission is to address the requirements set out in Table 1. Proponents should use the section numbers and corresponding titles shown in this table in their Technical Submissions.

Package 3A: General Package Requirements

Executive Summary and Contents List:

Package 3A of the Technical Submission is to provide information and documentation applicable to both hospitals that reasonably demonstrate that the Proponent is capable of performing Project Co's responsibilities and obligations under the Project Agreement and other required services in accordance with the requirements set out in this RFP, including the Final Draft Project Agreement.

Package 3A of the Technical Submission is to address the requirements set out in Table 2. Proponents should use the section numbers and corresponding titles shown in this table in their Technical Submissions.

Package 3B: Scored Elements Submission

Executive Summary and Contents List:

Package 3B of the Technical Submission is to provide information and documentation specific to the evaluation of the Project's Scored Elements identified in Appendix A of the RFP.

Package 3B of the Technical Submission is to address the requirements set out in Table 3. Proponents should use the section numbers and corresponding titles shown in these tables in their Technical Submissions.

Package 3C: Design, Construction and Facilities Management - Individual Hospitals

Executive Summary and Contents List:

Package 3C of the Technical Submission is to provide information and documentation specific to the Facilities that reasonably demonstrate that the Proponent is capable of performing Project Co's responsibilities and obligations under the Project Agreement to deliver the Project Work, including Design, Construction, Operations, Maintenance, Rehabilitation, other Construction Activities and other required services in accordance with the requirements set out in this RFP, including the Final Draft Project Agreement.

Package 3C of the Technical Submission is to address the requirements set out in Table 4. Proponents should use the section numbers and corresponding titles shown in these tables in their Technical Submissions.

Proponents should submit Package 3C for each hospital facility: the Campbell River Facility and the Comox Valley Facility.

Table 1: Package 2 Content Requirements (Project Co Management)

Section No.	Title	Contents (Package 2, Project Co Management)
2.	PROPONENT INFORMATION	
2.1	Confirmation of RFQ Response	<p>The Proponent is to confirm that, other than changes permitted by the Authority, there have been no changes to information provided in its RFQ Response regarding:</p> <ul style="list-style-type: none"> ▪ The Respondent Team Lead, Equity Provider(s), Design-Builder, Service Provider listed as part of the Respondent Team; or ▪ The Key Individuals listed for the Respondent Team. <p>If changes are proposed to the above, the Proponent 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 6.12 of the RFP.</p>
2.2	Details of Proponent and Proponent Team	
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. 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.

Section No.	Title	Contents (Package 2, Project Co Management)
2.3	Details of Design-Builder	
2.3.1	Legal Name	Full legal name(s).
2.3.2	Contact Details	Authorized Representative, registered office, telephone number, email addresses and fax number.
2.3.3	Legal Details	Full incorporation details, including certificate of incorporation, memorandum and articles of incorporation, and documentation demonstrating that the company is duly authorized to carry on business in British Columbia. If 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	PPP 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.
2.4	Details of Design Firm	
2.4.1	Name	Full legal name(s).
2.4.2	Contact Details	Registered office, telephone number, email addresses and fax number.
2.4.3	Legal Details	Full incorporation details, including certificate of incorporation, memorandum and articles of incorporation, and documentation demonstrating that the company is duly authorized to carry on business in British Columbia. If a member of the Design 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	Organizational description indicating key members/firms of the Design Firm's team, their roles and responsibilities and reporting relationships.

Section No.	Title	Contents (Package 2, Project Co Management)
2.5	Details of Service Provider	
2.5.1	Name	Full legal name(s).
2.5.2	Contact Details	Registered office, telephone number, email addresses and fax number.
2.5.3	Legal Details	Full incorporation details, including certificate of incorporation, memorandum and articles of incorporation, and documentation demonstrating that the company is duly authorized to carry on business in British Columbia. If a member of the 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	Organizational description indicating key members/firms of the Service Provider's team, their roles and responsibilities and reporting relationships.
2.6	Governance Structure	
2.6.1	Organizational Structure and Relationships between the Proponent Team members.	<p>Provide a project organization chart which, at a minimum, identifies all Key Individuals, including those provided in the RFQ Response, and those listed in Sections 2.2, 2.3, 2.4 and 2.5 of this Table 1 of Appendix B.</p> <p>Describe the relationships and reporting arrangements among the Proponent Team members at critical stages of the Project:</p> <ul style="list-style-type: none"> ▪ identify responsibilities of each Key Individual; ▪ reporting relationships between the Proponent Team members; ▪ nature of any contractual relationship(s) to be entered into between the Proponent Team members; and ▪ the nature of any sub-contracting arrangements and details of the risk allocation between the parties.
2.6.2	Key Individuals	<p>Confirm the Key Individuals are as submitted with the RFQ Response. If there have been changes to the Key Individuals' resumes since the RFQ Response, provide the updated resume summarizing professional designation and a summary of the education, qualifications, and relevant experience.</p> <p>In addition to the information and documentation requested in respect of each of the Key Individuals, provide the name, professional designation, and summary of education/qualifications and relevant experience and</p>

Section No.	Title	Contents (Package 2, Project Co Management)
		accompanying resumes for each Key Individual.

Table 2: Package 3A Content Requirements (General)

Section No.	Title	Contents (Package 3A, General Content Requirements)
Compliance with Final Draft Project Agreement		Confirm compliance of the Technical Submission with the Final Draft Project Agreement, and in particular with Schedule 3 [Design and Construction Specifications].
3A.1	Project Schedule	<p>Provide a high-level comprehensive combined Project Schedule that includes both sites.</p> <p>The Project Schedule should include, at a minimum, the following information, by component, as well as a Project Schedule brief describing the key milestones and decisions on how each of the components align and work together:</p> <ul style="list-style-type: none"> a) Start of construction at each site; b) Design period at each site; c) Substantial completion for each major building on each site; d) First Facility Service Commencement e) Service Commencement; and f) Campbell River demolition and completion of surface parking.
3A.2	User Consultation and Design Review	<ul style="list-style-type: none"> a) Provide proposed User Consultation and Submittal schedules for the Project, including: <ul style="list-style-type: none"> i. the timing of consultations under the User Consultation Protocol, the subject matter of those consultations, and the form of the consultation (e.g., presentation followed by question and answer); ii. the order and timing of all Submittals in relation to the Project(including the anticipated submission date and finalization date) and a description of each Submittal, including the subject matter and form (e.g., a drawing or narrative) of each Submittal, clearly outlining the components / detail that are to be reviewed by the Authority. b) Describe and provide details of how the Proponent will preserve sufficient flexibility in the initial design submitted in its Proposal to accommodate changes during the detailed design development process that

Section No.	Title	Contents (Package 3A, General Content Requirements)
		will take place post-Financial Close.
3A.3	Construction Approach	<ul style="list-style-type: none"> a) Describe and provide details of the Proponent's management plan for the Construction including: <ul style="list-style-type: none"> i. the construction methodology and general approach overall; and ii. construction constraints, risks and mitigation strategies; b) Describe the Proponent's Quality Assurance Plan for both design and construction processes; and c) 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.
3A.4	Innovative Use of Wood	<ul style="list-style-type: none"> a) Provide written and graphical summaries in the form of floor plans and interior-exterior elevations of the design to demonstrate compliance with Schedule 3 [Design and Construction Specifications] regarding the use of wood. Include any Building Code considerations, including any alternate solutions that will be requested from the municipal approval authorities; b) Provide a summary of wood use during construction; and c) Highlight any innovative uses of B.C. wood in the Project.
3A.5	Room Data Sheets	<ul style="list-style-type: none"> a) Submit room data sheets and drawings (1:50) for the rooms identified in b), showing the following: <ul style="list-style-type: none"> i. key dimensions; ii. location of all equipment and providing the typical location of medical gas; iii. elevations and ceiling plans; iv. observation rooms/alcoves as applicable for the following typical rooms and typical areas listed by department or area and space identification numbers for each room; v. equipment and device locations and cut sheets of Division 27 equipment, including headwall and footwall telecommunication outlets, power outlets, patient entertainment/education displays and control devices, lighting fixtures and controls, and nurse call devices; and vi. patient care area classification per CSA Z32 and CSA Z317.02. b) Rooms: <ul style="list-style-type: none"> i. Emergency Department – Patient Treatment Room (Glassed In);

Section No.	Title	Contents (Package 3A, General Content Requirements)
		<ul style="list-style-type: none"> ii. Emergency Department – Trauma Room, two unit module; iii. Emergency Department – Collaboration Centre; iv. Maternity and Newborn Inpatient Unit – Typical LDR Patient Room, including en suite; v. Maternity and Newborn Inpatient Unit – Aboriginal LDR Patient Room, including en suite, from Campbell River Facility; vi. Surgical Services – Operating Room, Standard (capable of accommodating C-Section); vii. Psychiatry Inpatient Unit – Typical psychiatry inpatient room, including en suite; viii. General Medical/Surgical Inpatient Units – Typical single inpatient bedroom, including en suite; ix. General Medical/Surgical Inpatient Units – Typical isolation room, including en suite and ante room; x. General Medical/Surgical Inpatient Units – Workstation Care Team and Quiet Area; xi. General Medical/Surgical Inpatient Units – Activation Space; xii. Intensive Care Unit – Two patient bedrooms (including en suite), including observation alcove; and xiii. Intensive Care Unit – Minor Procedure Room – negative pressure (Endoscopy and Bronch).

Section No.	Title	Contents (Package 3A, General Content Requirements)
3A.6	Equipment Procurement and Logistics	<p>a) Describe and provide details of:</p> <ul style="list-style-type: none"> i. the Proponent’s approach to Equipment integration into the Design Process; ii. how the Proponent anticipates implementing the coordination function throughout the Design and Construction stages and list all roles associated, and their functions; iii. the Proponent’s approach to managing the Equipment procurement process; iv. the processes that will be used to ensure effective communication between the Authority and Project Co with regards to Equipment procurement process, timing and emerging issues; and v. equipment installation and commissioning processes. <p>b) Describe and provide details of how the Proponent will maintain sufficient flexibility in the Equipment procurement process to allow the Authority to make decisions as late as possible regarding Equipment selection in order to allow the Authority to take advantage of the latest available technology.</p>
3A.7	Facilities Management Approach	<p>The Authority would like Proponents to provide the following information for each hospital (specifically the Comox Valley Facility and the Campbell River Facility) if there are differences between the two Sites. If the information is applicable to both hospitals equally, Proponents are only required to submit the information once</p> <ul style="list-style-type: none"> a) Provide a description of the overall concept of operations and approach to the delivery and management of the Services for both the Campbell River Facility and the Comox Valley Facility, including the utilization of major subcontractors and shared resources between the two Facilities; b) Provide a description of how the Proponent will manage the phased start-up of the two Facilities and ensure consistent service levels at both locations; c) Provide a description of the proposed Operating Period Service Quality Assurance Program including a description of how the Proponent will manage performance of the Service Provider and/or subcontractors throughout the operating term, maintain a high level of customer satisfaction, and create an environment responsive to Facility Users’ needs; d) Describe how Services will interface with the Authority’s services in every area, such as security, food services, portering, and equipment maintenance, and how the Proponent will develop protocols for other points of interface between Project Co and the Authority including loading dock, emergency preparedness, and heliport operations; and e) Describe how the Proponent will provide the IMIT Services in coordination with the Authority to achieve the Service levels and ensure the functionality and interoperability of Maintained IMIT Systems and

Section No.	Title	Contents (Package 3A, General Content Requirements)
		Equipment, systems and infrastructure with all Facility systems, Maintained Elements and interconnections with Authority IMIT equipment and systems.
3A.8	Organization	<p>Describe Project Co's proposed organization, including details regarding:</p> <ul style="list-style-type: none"> a) The overall organizational structure proposed to meet the requirements of Schedule 4 [Services Protocols and Specifications], including an organization chart that identifies the key names (to the extent available), positions and subcontractors that will be responsible for management and delivery of the Services, including identification and location of resources to be shared between the Facilities; b) A separate organization chart for each Facility indicating the positions and number of dedicated staff proposed to be on-site, core hours of operations, proposed provisions for shift work and after hours coverage; c) A separate organization chart for the IMIT Services clearly identifying shared and dedicated resources for the Facilities; d) The lines of authority and relationship between the proposed on-site Services organization and Project Co, including a description of the business, technical and IMIT support to be provided to the deployed resources; and e) Recruitment, training and retention approach for employees, including a description of Project Co's human resource practices and policies.
3A.9	Help Desk	<p>Describe and provide details of:</p> <ul style="list-style-type: none"> a) The proposed approach to deliver the Help Desk Services on a 24/7 basis including back-up provisions and procedures to accommodate periods of high call volume; b) The hardware and software technology to be utilized; c) The business processes and security features related to maintenance of electronic logs, records and response and rectification; and d) How the Proponent will track and monitor Response Times and Rectification of all Events.

Section No.	Title	Contents (Package 3A, General Content Requirements)
3A.10	FM Services	<p>Describe and provide details of the FM Services that will be provided, including:</p> <ul style="list-style-type: none"> a) Project Co's approach to maintenance management for the Facility and how Project Co will ensure that the performance requirements of all Maintained Elements will be met at all times; b) A description of the CMMS to be employed and how Scheduled Maintenance work will be planned, scheduled and monitored. Provide an example of a preventive maintenance schedule and an individual job plan; c) A description of the Proponent's approach to the management of demand maintenance, including emergencies and how Response Times and Rectification Times will be met; d) A description of how the FM Services will be delivered in a manner that minimizes disruption to Facility Users and the Authority services; e) A description of how the Proponent will maintain the Heliport and associated infrastructure; and f) A description of the Proponent's approach to the provision of a comprehensive scheduled maintenance program comprised of preventive and planned cyclical maintenance, repairs, software upgrades and lifecycle replacements of all Maintained IMIT Systems and Equipment. Include a description of the use of ITIL (Information Technology Infrastructure Library) best practices consistent with the Authority's IMIT Policies.
3A.11	Utilities Management	<p>Describe and provide details of the proposed approach to delivery of Utilities Management Services, including:</p> <ul style="list-style-type: none"> a) Management and administration of all utility services as part of a fully integrated and coordinated facilities management solution; b) The plan to meet Annual Base Energy Targets including examples of policies to set utilities consumption targets; c) Energy model used, and ongoing measurement, analysis and energy reporting; and d) Arrangements for continual optimization of building systems.
3A.12	Housekeeping and Waste Management	<p>Describe and provide details of the proposed approach to delivery of Housekeeping and Waste Management Services including:</p> <ul style="list-style-type: none"> a) The utilization of Project Co in-house staff or subcontractors; b) The approach to the planning and delivery of routine and periodic cleaning services including the development of Functional Area service level agreements to meet the Cleaning Outcome Standards;

Section No.	Title	Contents (Package 3A, General Content Requirements)
		<ul style="list-style-type: none"> c) The approach to reactive cleaning and Demand Requisitions for cleaning services within the relevant Response Times set out in Schedule 4; d) The approach to Outbreak Cleaning in accordance with the Authority’s Infection Control Policies and how the Proponent would interact with the Authority’s infection control representatives; e) The provision of quality monitoring, audit and performance reporting in accordance with the Cleaning Outcome Standards; and f) The approach to waste management and recycling.

Table 3: Package 3B Content Requirements (Scored Elements)

Section No.	Title	Contents (Package 3B, Scored Elements)
<p>The Technical Submission is to include text and drawings addressing the requested information as noted below. Floor plans should be provided in hard copy and as PDF at the scales noted. Architectural floor plans should also be provided in AutoCAD version 2009 files that show sufficient level of detail to allow the Authority to evaluate.</p> <p>Unless otherwise indicated, the submission requirements below should be provided for both Facilities.</p>		
3B.0	Scored Elements Self Scoring	Provide a breakdown of anticipated points by Measurement Category as detailed in Appendix A. Breakdown should include points and comments, if necessary, for each item. Self Scoring should be provided as a separate document in a sealed envelope labelled “Scored Elements Self Scoring” for each facility.
3B.1	Travel Distance and Corridor Efficiency	Provide floor plans showing actual path of travel used for the programs that will be scored. The list of programs can be found in the North Island Hospitals Project Measurement Methodology document, located in the data room.
3B.2	Separation of Flows	Provide floor plans for each floor of each Facility showing the following flows: <ul style="list-style-type: none"> • Path of travel to public elevator; • Path of travel to patient elevator; and • Path of travel to soiled elevator.

Section No.	Title	Contents (Package 3B, Scored Elements)
3B.3	Line of Sight	Provide floor plans for each Facility showing the line of sight requirements as documented in the North Island Hospitals Project Measurement Methodology document, located in the data room.
3B.4	Natural Light	Floor Plans showing all Light Radius for all rooms identified in the North Island Hospitals Project Measurement Methodology document, located in the Data Room.
3B.5	Standardization	Floor Plans of the rooms to be standardized as identified in the North Island Hospitals Project Measurement Methodology document, located in the Data Room.
3B.6	Process Mapping	Provide floor plans for each Facility for those programs that will be evaluated. The list of programs can be found in the North Island Hospitals Project Measurement Methodology document, located in the Data Room.
3B.7	Qualitative	
3B.7.1	Building Interior Design	<ol style="list-style-type: none"> 1. Describe in a narrative how the interior design will reduce patient stress through visual distractions, lighting, use of materials, and other features and achieve the following principles: <ol style="list-style-type: none"> a. Healthy and healing environment; b. Cultural values of the community; c. Elderly Friendly Principles. 2. Provide 3D colored Perspectives for the following: <ol style="list-style-type: none"> a. Main entrance and Lobby Area; b. Surgical staff lounge; c. Emergency Department Reception /Waiting Area; and d. LDRP.
3B.7.2	Confidentiality and Privacy	<ol style="list-style-type: none"> 1. Provide 1:50 floor plans that illustrate measures taken to preserve patients' privacy (visual and acoustic). 2. Provide a 3D rendering of the Emergency Department Registration and Triage area; and 3. Provide a narrative describing how the design preserves patients' visual and acoustic privacy.
3B 7.3	Views	Provide rendered landscaped plans illustrating short and long view lines from the designated spaces using a representative room from each department.

Section No.	Title	Contents (Package 3B, Scored Elements)
3B.7.4	Building and Site Efficiency	<ol style="list-style-type: none"> 1. Site circulation plans at 1:500 showing traffic patterns and their intersection points for all users. <ul style="list-style-type: none"> o Highlight intersection points of all cross traffic locations. 2. Site circulation plans at 1:500 showing parking structures and surface parking highlighting user flow to the following: <ul style="list-style-type: none"> o Patients and visitors to main entrance; o Staff parking to staff entrance; and o Emergency parking to emergency department entrance. 3. Illustrate service vehicle routes on entry and exit; and 4. Illustrate ambulance route on entry and exit.
3B.7.5	Ease of Expansion	<ol style="list-style-type: none"> 1. Master site plan strategy that illustrates the system for future expansion in accordance with Schedule 3, Section 4. 2. Description how the design of the mechanical, electrical and structural systems can facilitate the future expansion.
3B.7.6	Landscape	<ol style="list-style-type: none"> 1. Rendered landscape plans illustrating landscape design features; 2. Narrative explaining how the landscape plan promotes a healing environment: <ul style="list-style-type: none"> o Main feature that will be the focal point of the landscaping plan o Visual distractions; o Spaces for meeting and socializing; o Calming environment; and 3. Access from patient rooms and staff rest area.

Table 4: Package 3C Design and Construction Content Requirements (Individual Hospitals)

The Proponent should submit the information detailed in Table 4 for the Campbell River Facility and the Comox Valley Facility (two separate packages for evaluation). Submission requirements that are specific to a certain Facility are highlighted and are only required in that Facility's package.

Contents (Package 3C Design and Construction - Individual Hospitals)		
<p>The Proponent is to provide a written narrative for its approach to Design and Construction that clearly describes the key design and construction issues, and the Proponent's strategy to manage those issues. The summary of the Proponent's approach and strategy to manage Design and Construction will govern the development of Project Co's plan as required in accordance with Schedule 2 [Design and Construction Protocols] of the Project Agreement.</p>		
<p>The 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 at the scales noted. Architectural floor plans are to also be provided in AutoCAD version 2009.</p>		
3C.1	General Approach	
3C.1.2	Project Schedule	<p>Provide a complete and comprehensive Project Schedule for the Facility prepared in accordance with Schedule 3 [Design and Construction Specifications] and Schedule 2 [Design and Construction Protocols] of the Project Agreement.</p> <p>The Project Schedule that the Proponent proposes will be attached to Schedule 2 [Design and Construction Protocols] of the Project Agreement. The Project Schedule is to provide content and detail that reasonably demonstrate that the Proponent understands the scope of the Project Work and sets out how the Proponent intends to plan and implement the design, stakeholder consultation, construction and rehabilitation for the Project in a logical sequence.</p> <p>The Project Schedule should include, at a minimum, the following information, by component, as well as a Project Schedule brief describing the key milestones and decisions on how each of the components align and work together:</p> <ul style="list-style-type: none"> a) Design Period <ul style="list-style-type: none"> ▪ City permitting process; ▪ Design User Consultation Groups; and ▪ Major Submittal Dates and Review timeframes.

Contents (Package 3C Design and Construction - Individual Hospitals)

- b) Mock-ups
 - Provision of mock-up rooms, including a detailed description of schedule, location, scope and method of development.
- c) Equipment
 - Selection and itemized listing of major equipment packages;
 - Selection and itemized listing of minor equipment packages;
 - Procurement of major equipment packages;
 - Installation of major equipment; and
 - Commissioning/demonstrations/training.
- d) Construction Period
 - Site establishment and mobilization;
 - Demolition schedule and phasing/plans;
 - Preload and ground improvement;
 - Design development, including User Consultation and Design Review activities;
 - Demonstrate the extent to which the Authority's user group process will be incorporated;
 - Major construction stages;
 - Securing approvals, permits and licenses;
 - Main Equipment packages (including proposed timing around Authority-supplied); and
 - Utility relocations and/or protection.
- e) Substantial completion for the Clinical Support Building (if applicable), Parkade, Energy Centre (if separated), Acute Care Facility, and ancillary work;
- f) First Facility Service Commencement;
- g) Service Commencement (no earlier than May 31, 2017).
- h) Commissioning/Demonstrations/Training
 - Commissioning.
- i) Deficiency Review Period.
- j) Operating Period

Contents (Package 3C Design and Construction - Individual Hospitals)		
		<ul style="list-style-type: none"> ▪ Major rehabilitation events. <p>Include in the Campbell River Facility Project Schedule:</p> <p>a) Demolition and completion of site works:</p> <ul style="list-style-type: none"> ▪ Decommissioning, hazardous materials removal, and demolition of the existing Campbell River and District General Hospital and the Sunshine Wellness Centre; and ▪ Construction of the site works (can include surface parking and landscaping).
3C.1.3	Accommodation Schedule	<p>Provide an accommodation schedule (room list) for all Functional Areas in the Facility, in the format of the template found in the Data Room, identifying for each space:</p> <p>a) An area summary of the Proponent’s design by department and by floor that includes the total net and a gross floor area, and the net to gross ratios for each department and for each floor;</p> <p>b) An area summary of the building that includes total net and gross areas by floor and by building totals; and</p> <p>c) Amount of any variance(s) in net area between the Proponent’s design and the Schedule 3 [Design and Construction Specifications] Appendix 3A [Clinical Specifications] expressed in real terms and as a percentage.</p> <p>The accommodation schedule should follow the same sequence and terminology as in the Schedule 3 [Design and Construction Specifications] and Appendix 3A [Clinical Specifications]. A template accommodation schedule for use by Proponents is available in the Data Room.</p>
3C.2	Design	
3C.2.1	Site Development	<p>Provide the following development plans:</p> <p>a) Site context plan including site development, adjacent roads and property uses;</p> <p>b) Site plan showing location of all roadways, pathways, fire fighting access, post-disaster provisions, green space, vehicle parking, and services elements;</p> <p>c) Site plan indicating site servicing, zoning setbacks, easements and City requirements.</p> <p>d) Streetscape drawings demonstrating proposed massing, materials and image of the Facility, including the context of adjoining buildings on the Site;</p> <p>e) North-south and east-west cross-sectional diagrams showing relationship between the Project and adjacent site uses; and</p> <p>f) Landscape plan, sections and elevations which present the proposed landscape design.</p>

Contents (Package 3C Design and Construction - Individual Hospitals)		
3C.2.2	Master Plan	Provide a Site Master Plan as outlined in section 4.1 of Schedule 3 showing expansion zones for facility construction, future parking zones, and site reorganization to accommodate the future development
3C.2.3	Heliport Submission	<ul style="list-style-type: none"> a) Provide a flight path drawing shall be provided that illustrates the orientation with angles defined in both magnetic and true. 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; b) The heliport concept drawing should show the TLOF, FATO, and Safety area, to scale and dimensioned, and also include the 3 meter transitional area. The drawing should clearly show the required airspace clearance from all obstructions; c) The heliport design drawing should illustrate and label all components of the construction, including hard surface areas, relative elevations and walkway or ramp; 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; e) All onsite and offsite obstructions that need to be removed or marked and/or lit should be indicated on the concept drawing; and f) The location of the windsock should be shown on the drawings submission.
3C.2.4	Site Circulation and Parking	<p>Describe and provide details of the Proponent's parking plan for the Project, including:</p> <ul style="list-style-type: none"> a) The Proponent's temporary parking solution for Project Co's Construction workers and suppliers during the construction phase of the Project; b) The Proponent's permanent parking solution, including confirmation of the total number of parking, drop-off and pick-up spaces that will be provided; c) A site circulation plan, including vehicles, pedestrians, construction material deliveries, hospital equipment deliveries, waste removal, ambulance access, fire fighting access and disaster response access; d) A site access plan for "after-hours" access that clearly shows pedestrian, vehicle and public transportation pathways to the facility during evening and night hours; and e) A parking plan illustrating the parking strategy, including locations of staff, handicap, visitor and drop-off/pick-up stalls along with any public transportation drop-off/pick-up locations.

Contents (Package 3C Design and Construction - Individual Hospitals)

3C.2.5	Clinical Design	<ul style="list-style-type: none"> a) 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 and non-clinical support services). 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. Drawings to show major elements such as doors, windows, interior glazed screens and major millwork locations. b) Provide written and coloured graphical summaries to demonstrate how the Design provides for the following: <ul style="list-style-type: none"> i. effective movements across the campus' for: patients, families, the public, providers, equipment, supplies, medications, food and linens, and waste and recycling; ii. use of zoning within patient rooms; iii. use of on-stage/off-stage concepts; iv. optimized intra-departmental relationships, with particular reference to workflow; and v. future flexibility to provide expansion for clinical areas in the building envelope and future building expansions. c) Drawings (1:100) layouts showing floor plans of: <ul style="list-style-type: none"> i. Patient Care Unit (35 bed unit) (IP 01) ii. Intensive Care Unit (IP 02) iii. Maternity and Newborn Inpatient Unit (IP 03) iv. Psychiatry Intensive Care Unit (IP 04) v. Emergency Department (AC 01) vi. Ambulatory Care/Day Programs (AC 02), including Orthopedic (AC 02.01) vii. Surgical Day Care (AC 03) viii. Ambulatory Procedural Care (AC 04)
--------	-----------------	--

Contents (Package 3C Design and Construction - Individual Hospitals)		
		<ul style="list-style-type: none"> ix. Medical Imaging (DT 02) x. Laboratory (DT 03) xi. Surgical Services (DT 04) xii. Pharmacy (DT 06) xiii. Central Education and Conference Facilities (OS GP 01) xiv. MDRD (OS-STL 09). <p>d) Drawings are to show room designations (to match schedule of accommodation), doors, windows, interior glazed screens, millwork, plumbing fixtures, booms (where applicable), and major furniture and equipment. Drawings should also illustrate lines of site from collaborative centres (and satellites where applicable) to room/cubicle entry.</p> <p>e) Provide narrative and sketches illustrating how the following programs can be expanded in the clinical design:</p> <ul style="list-style-type: none"> - Medical Imaging (DT.02) - Emergency Department (AC.01) - General Medical/Surgical Inpatient Units (IP.01) <p>Proponents are to use their experience in hospital planning in estimating the assumed area for expansion.</p>
3C.2.6	Building Design	<p>Provide:</p> <ul style="list-style-type: none"> a) Large format renderings of the exterior of the Facility, including: <ul style="list-style-type: none"> i. Campbell River Facility <ul style="list-style-type: none"> ▪ As seen from the main entrance to the site. ii. Comox Valley Facility <ul style="list-style-type: none"> ▪ As seen from the main entrance on Lerwick Road. <p>Such renderings should be convertible to a printable 8½" by 11" format.</p> <ul style="list-style-type: none"> b) A 3-D animated model illustrating site context, massing and architectural features. Provide video animation no more than five (5) minutes in length that demonstrates the exterior and interior in a complete manner; c) Building elevations, building sections, and colour and material boards, sufficient to illustrate design

Contents (Package 3C Design and Construction - Individual Hospitals)		
		<p>aesthetics, materials and major features, including proposed interior and exterior colour schemes;</p> <p>d) North-south and east-west cross sectional diagrams showing relationship between the Project and adjacent site uses; and</p> <p>e) Floor plans including basic dimensions with room numbers cross-referenced to the Functional Space Requirements. Include all walls and doors, structural elements, circulation elements (e.g., stairs, elevators) and major service shafts.</p>
3C.2.7	Furniture and Fittings	<p>Provide:</p> <p>a) Schedules of indicative finishes, fixtures, fittings and Project Co-supplied equipment; and</p> <p>b) Quantities of system furniture that Project Co will provide in order to make the Facility functional. Describe Project Co's philosophy to create optimal trade-off between casework versus system furniture which is in the Authority's best interest.</p>
3C.2.8	Vertical Transportation	<p>Provide descriptions, including types, of the following elevators/escalators, including how each satisfies or exceeds the requirements of Schedule 3 [Design and Construction Specifications]:</p> <p>a) Passenger elevators;</p> <p>b) Services elevators; and</p> <p>c) MDRD elevators (soiled and clean).</p>
3C.3	Technical Specification	
3C.3.1	Building Code	<p>Provide:</p> <p>a) Building Code analysis, including bylaw requirements and implications of legislation and policies, including Wood First; and</p> <p>b) Proponents seeking to increase their use of wood through the BC Building Code "Alternative Solution" process must provide a code consultant's report outlining and supporting the proposed approach.</p>
3C.3.2	Infection Prevention and Control	<p>a) Describe and provide details of how the design will achieve the infection control requirements described in Schedule 3 [Design and Construction Specifications], including:</p> <ul style="list-style-type: none"> i. Use of HVAC systems to isolate pods/zones, units and floors; ii. Hand washing/scrub sink designs and locations; and iii. Use of interior finishes and details to aid in the prevention of infection, and control measures.

Contents (Package 3C Design and Construction - Individual Hospitals)		
		b) Describe and provide details of how the design, including its infrastructure, makes provision for the occurrence of communicable disease outbreaks.
3C.3.3	Post-Disaster	<p>a) Provide written and graphical summaries to demonstrate how the design of the Facility, including its infrastructure, makes provision for the occurrence of natural disasters by illustrating through a plan, vehicle access to: sanitary lift station/holding; two water mains; emergency water fill; external emergency O2 tie-in and Medical Air bottle backup; 72-hour backup for fuel.</p> <p>b) Identify features provided to enhance the post-disaster requirements of the electrical, communication and security systems. Indicate provisions to protect essential system components from fire, floor, seismic events, adverse weather conditions and vandalism. Identify equipment compliance with AC-156 test requirements. Describe system fault tolerance and means of bypassing failed equipment to ensure continued operation of the facility.</p> <p>c) Describe any other post-disaster features that have been incorporated into the design.</p>
3C.3.4	Structure	<p>a) Describe and provide details of the structural systems for the Facility including the following as a minimum:</p> <ol style="list-style-type: none"> i. All loads and structural parameters, including Importance Factor, used for design of each building; ii. Foundation system including bearing assumptions for footings and rafts, pile capacity, foundation walls, drainage, densification, pre-load, expected total and differential settlement, and any required shoring and underpinning of existing structures; iii. Expected vibration and settlement effects on adjacent buildings and infrastructure due to demolition, ground densification, preload, and building construction; iv. Floor and roof framing systems at all levels including member sizes, column and wall sizes and layout, grid dimensions, floor and crawl space elevations, and any special features. Include a statement on expected floor deflection and vibration characteristics; v. Lateral load resisting system including design criteria, system type, system layout, member sizes, foundations, and any special features including seismic joints; vi. Features that facilitate flexibility, adaptability to future change, and expandability; and vii. Features that address durability.

Contents (Package 3C Design and Construction - Individual Hospitals)		
3C.3.5	Civil Works	<p>a) Provide drawings and documentation that illustrate the proposed on and off-site civil works, including:</p> <ul style="list-style-type: none"> i. stormwater drainage; ii. sanitary sewer; iii. natural gas systems; iv. domestic/fire water; and v. road, sidewalk and bus drop-off designs. <p>b) Provide detailed grading plans for parking areas, pedestrian areas and internal site roadways. Ensure sufficient detail so as to clearly indicate expected geodetic surface elevations and resultant percentage slopes. Indicate expected depths of earthwork cut and fill to accommodate these finished grades, as well as necessary retaining walls expected.</p> <p>c) Include sediment and erosion control drawings, phased as required to accommodate changes in the site development evolution as anticipated.</p> <p>d) Stormwater drawings, for permanent servicing, must attend properly to both stormwater quantity and the quality of offsite discharge.</p> <p>e) For each of the above, provide supporting written documentation describing expected utility demands and/or loading. This supporting 'pre-design brief' will also provide detailed information on suitability and capacities of offsite utilities, proposed offsite connection points, internal site distribution arrangements and, as appropriate, means of on-site potable water, sanitary sewage and storm runoff storage.</p>
3C.3.6	Electrical	<p>a) Provide a site plan showing location and configuration of site services including incoming power, power sub-distribution, telephone, cable TV, data, fire alarm, security, WAN, site lighting including switching schemes, CCTV, routing of buried concrete-encased duct banks, location of main pullboxes and pullpits, stub-outs of duct banks allocated for future expansion.</p> <p>b) Provide design drawings and design documentation for electrical services and distribution, showing layout of equipment and describing:</p> <ul style="list-style-type: none"> i. arrangements for primary service redundancy; ii. main service primary switchgear plans and elevations, main and sub-transformer locations, main electrical distribution room and main communication room; identify provision of spares and future expansion schemes. iii. sub-electrical room locations and communication room locations; and

Contents (Package 3C Design and Construction - Individual Hospitals)

- iv. location, size and capacity of the emergency power plant, including transfer scheme and associated switchgear. Identify the provision of spare capacity plus future system expansion.
- c) Provide single line diagram showing configuration and sizes of all switchboards, transformers, generators, switches, circuit breakers, transfer switches and feeders. Identify the proposed methodology of distribution including switching interlocks, tie-interlocks, system redundancy, the ability to upgrade, modify and service main components, describe the protection and coordination scheme, arc flash hazard mitigation, and grounding scheme.
- d) Provide cut sheets for typical equipment proposed, including switchgear, power distribution, transformers, emergency generators, transfer switches, UPS systems, high voltage switchgear, low voltage circuit breakers, panelboards.
- e) Describe the electrical services to be provided and include details of:
 - i. power distribution and maximum demand calculations for normal and essential power systems – including demand loads on each of the vital, delayed vital, conditional and UPS power distributions;
 - ii. Identify the provision of spare and future systems capacities; and
 - iii. Identify and describe the type of switchgear proposed; type of breakers and trip units proposed; type of feeders and raceways proposed.
- f) Identify the routing and configuration of main conduit routes through the Facility, including provision of fire rated feeders and spares.
- g) Metering of electrical power consumption.
- h) Provide design drawings and design documentation for lighting systems showing and describing:
 - i. position and types of luminaires; provide a luminaire schedule;
 - ii. lighting control schemes, including any proposed daylighting measures, occupancy controls and energy management measures;
 - iii. indicate design illumination levels (including maintenance factors) for each area; and
 - iv. identify redundancy of lighting schemes in the event of loss of Hydro or one branch of the essential system.
- i) Describe and identify the proposed means of wiring systems for branch circuits and communication systems wiring. Indicate typical conduit, tray and wireway schemes, including provision of spare capacity.
- j) Identify the fire alarm system, including details of fire alarm panels. Provide a schematic riser diagram

Contents (Package 3C Design and Construction - Individual Hospitals)		
		<p>and describe proposed integration with other systems. Identify and describe the emergency evacuation centre, including details of master emergency control panel, zones, speakers, paging and firefighters' handsets; and</p> <p>k) Identify post-disaster provisions.</p>
3C.3.7	Communications Systems	<p>a) For each section in Schedule 3 Divisions 25, 27, 28 and 29, in the same order,, provide a functional narrative description and identify how the proposed scheme meets the outlined requirements in Schedule 3. Proponents will consolidate and logically group sections/systems into composite diagrams where practicable. As applicable, Proponents are to employ the following document types:</p> <ul style="list-style-type: none"> i. physical layer diagrams (plans); ii. functional block diagrams; iii. cable path layouts; iv. riser diagrams; v. room plans and wall elevations; vi. system interaction diagrams; vii. system deployment diagrams; viii. system dataflow diagrams; ix. system component diagrams; x. user interaction models; xi. business process diagrams; xii. use cases/user stories; and xiii. functional narrative description. <p>b) Demonstrate the approach and methodology which will be applied to the detailed system design phase and how it incorporates the Authority's ARB process.</p> <p>c) Provide details of all standards proposed for supply, installation, testing and commissioning.</p> <p>d) For systems that clinical users directly interact with (i.e., Nurse call, Infant Abduction, Dementia System, Code Blue, Patient Wandering, inpatient room with smart technologies), demonstrate how they support the Clinical Specifications in Appendix 3A.</p> <p>e) Describe the system interfaces with Cerner.</p>

Contents (Package 3C Design and Construction - Individual Hospitals)		
		<p>f) Describe the devices, configuration, integration and patient and staff operation of all systems provided in in patient rooms.</p> <p>g) Describe the configuration, integration and operation of the code blue system.</p> <p>h) Provide physical layer diagrams and documentation showing:</p> <ul style="list-style-type: none"> i. origin of supply and interconnection with external services, illustrating the requirement for physically diverse and redundant Entrance Facilities; ii. inter-building cable paths (fibre and copper) illustrating the requirement for physically diverse and redundant pathways; iii. proposed telecommunication equipment room locations in the building (including estimates of WAPs and data jacks wired to each) illustrating the requirements for the locations; <p>i) Provide the proposed communication room layouts, including floor and wall layout (including BIX field layout, fibre termination location and cable paths). Identify provision of equipment racks, rack space and expansion space. Provide schematics representing the power supplies to equipment racks.</p>
3C.3.8	Safety and Security	<p>a) Provide a threat and risk assessment and explain how that assessment has informed and enhanced the design (CPTED).</p> <p>b) Describe the approach that will be taken to develop a security master plan and an overview of what technologies will be considered to assist in implementing the master plan.</p>
3C.3.9	Mechanical Systems	<p>a) Provide brief descriptions of each of the following systems, including redundancy and future capacities as applicable:</p> <ul style="list-style-type: none"> i. primary and secondary energy sources; ii. any additional energy sources; iii. cooling plant; iv. heating plant; v. air handling systems (type, function and area(s) served); vi. space heating and cooling systems; vii. exhaust systems; viii. pumps; ix. energy recovery systems;

Contents (Package 3C Design and Construction - Individual Hospitals)

- x. site services, including storm, sanitary, domestic water, fire water, subsurface drainage;
 - xi. drainage systems;
 - xii. metering for energy management and verification;
 - xiii. sound attenuation and vibration isolation;
 - xiv. testing, adjusting, balancing and commissioning;
 - xv. energy centre, including provision for future district energy system;
 - xvi. steam generation systems including water feed to boilers and chemical feed treatment;
 - xvii. domestic water and filtration systems;
 - xviii. domestic hot and cold water systems;
 - xix. plumbing fixtures;
 - xx. medical gas systems, including sizes of major equipment and bottle storage capacities and quantities;
 - xxi. all major mechanical space locations;
 - xxii. Building Management System;
 - xxiii. provisions for isolation / outbreak zoning; and
 - xxiv. fire protection systems.
- b) Provide and detail the following:
- i. Design and Construction Energy Target;
 - ii. Greenhouse Gas Emissions Target;
 - iii. list of inputs and assumptions for Design and Construction Energy Model;
 - iv. calculations and results for total building annual energy consumption, both as kWh and kWh/m², with separate listings for targeted and non-targeted energy consumption and by energy type;
 - v. calculations and results for total building annual greenhouse gas emissions, as tCO₂e, with separate listings for greenhouse gas emissions generated by thermal and non-thermal sources for both targeted and non-targeted energy consumption;
 - vi. ventilation and total supply air rates for each space and for the Facility as a whole;
 - vii. load calculations per zone basis, including specialized equipment, energy recovery and

Contents (Package 3C Design and Construction - Individual Hospitals)

		<p>redundancy, envelope u-values, internal loads, ventilation rates;</p> <p>viii. smoke control and operations under fire service requirements; and</p> <p>ix. post-disaster provisions.</p> <p>c) Describe the Proponent’s plan to apply to the BC Hydro Power Smart New Construction Program and obtain funding or incentives for the Authority under that program.</p> <p>d) Describe and provide details of the Proponent’s energy management plan, including accountability mechanisms.</p> <p>e) Provide the following drawings and details:</p> <ul style="list-style-type: none"> i. mechanical room schematic layout including future equipment, allowances, corridors and access; ii. roof layout showing equipment and required clusters; iii. list of major equipment including AHU, cooling towers, boilers, steam systems; iv. site plan showing location and configuration of site services including connection to storm, sanitary, domestic water, fire water, natural gas. Indicate location of bulk medical gas storage and connections to/from building; and v. schematic diagrams showing configuration and sizing of heating/cooling plant, water-side systems, air-side systems, domestic cold/hot water, fire protection, medical gases. Identify provision of redundancy and spare capacity.
--	--	--

2A. Submission Requirement for Technical Supplement

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

The Technical Supplement should be prepared on the basis of the version of the Final Draft Project Agreement most recently issued prior to the Submission Time for Technical Supplements and should provide information and documentation in one package that includes the following:

- A letter that:
 - Acknowledges and agrees, on behalf of the Proponent and each member of the Proponent team, the revised Competitive Selection Process set out in Addendum 11, including the increase in compensation payable by the Authority under Section 8.11 of the RFP;
 - Explains how the Proponent has addressed all issues identified in correspondence from the Authority to the Proponent since the Submission Time for Technical Submissions, including those set out in the letter dated November 20, 2013 from the Authority to the Proponent and in subsequent correspondence from the Authority; and
 - Confirms the Scope ladder items used, if any, and the amendments to its Technical Submission reasonably required as a direct result of such scope changes;
- Overview Table of Contents for all parts of the Technical Supplement;
- Text, drawings and floor plans addressing the requirements set out in Table 5 below, and
 - Using the section numbers and corresponding titles shown in the table;
 - For drawings, Proponents should 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; and

- Floor plans should be provided in hard copy and as PDF at the scales noted. Architectural floor plans should also be provided in AutoCAD version 2009.

Table 5: Content Requirements for Technical Supplement

Section No.	Title	Contents)
5.1	Changes to Technical Submission	
5.1.1	Project Schedule	Provide a revised and updated Project Schedule, including the content contemplated in Section 3C.1.2.
5.1.2	Compliance Changes	Provide drawings, floor plans, sketches and commentary as required (in addition to the other submissions contemplated in this Table 5) to show how the Proponent has addressed all compliance issues identified in correspondence from the Authority since the Submission Time for Technical Submissions.
5.1.3	Scored Elements	Provide revised floor plans as contemplated in Sections 3B.1-3B.6 of Table 3 (Package 3B) that demonstrate (including through written commentary if desired) how the revised floor plans address the issues identified in correspondence from the Authority since the Submission Time for Technical Submissions.
5.1.4	Mechanical Schematic	Provide revised mechanical schematics as contemplated in Section 3C.3.9(a) of Table 4 (Package 3C) that address the contents of Addendum 10, together with written commentary or sketches illustrating any associated changes to other building components, such as electrical or architectural. Provide a summary description of the heating plant sizing capacity and the cooling plant sizing capacity to verify compliance with the applicable specifications.
5.1.5	Amended Energy Target	Provide any revisions to Section 3C.3.9(b) of Table 4 (Package 3C), together with written commentary indicating any changes from the Technical Submission, and include a list of targeted & non-targeted items.
5.1.6	Scope Ladder	Proponents should prepare their drawings, floor plans and sketches as contemplated in the above sections of this Table 5 as if the Proponent were not using any Scope Ladder items. If a Proponent has used the Scope Ladder in preparing its Financial Submission, however, then for each Scope Ladder item that the Proponent has used, provide: <ol style="list-style-type: none"> A description of the Scope Ladder item; and Sketches and/or commentary sufficient to show the effects on the Technical Submission of using the

Section No.	Title	Contents)
		Scope Ladder item.

3. Submission Requirements for Advance Interest Rate Submission

Please refer to Appendix K for the submission requirements.

4. Submission Requirements for Financial Submission

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

This section summarizes the information and documentation that Proponents should address in their Financial Submissions.

The Financial Submission is to 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.

Package 1: Transmittal Package

Without limiting the requirements set out below and in Table 6, the transmittal package should contain the following information and documents:

- A letter that confirms whether the Proposal Net Present Cost is within the Affordability Ceiling and whether the Capital Costs of the Proposal are within the Capital Cost Ceiling;
- Confirmation that there have been no changes to the Proponent Team other than those with respect to which the Proponent has complied with Section 6.12 of the RFP;
- One (1) fully executed copy of Appendix C – Proposal Declaration Form; and
- Overview Table of Contents for all parts of the Financial Submission.

Package 2: Financial

Executive Summary and Contents List:

Without limiting the requirements set out below and in Table 6, the Proponent should include in Package 2 of the Financial Submission:

- A fully developed, robust Financial Model and financing plan;
- Written evidence that the Proponent has sufficient support and commitment from the Lenders to support all financial aspects of the Project, and that the Proponent will:

Package 2: Financial

- execute the Project Agreement, substantially in the form of the Final Draft Project Agreement, in accordance with Section 2.3 of this RFP; and
- perform all of the obligations of Project Co as set out in the Final Draft Project Agreement;
- A profile of proposed Service Payments during the Term and confirmation that the Affordability Requirements have been met;
- Sufficient information and documentation, in accordance with the requirements set out below, to allow the Authority to evaluate whether:
 - the Proposal satisfies the financial requirements set out in this RFP and the Final Draft Project Agreement, including:
 - Confirming that the Proponent has arranged sufficient committed financing for the Project in accordance with the requirements set out in this Appendix B and having regard to the requirements of the Final Draft Project Agreement;
 - Assessing financial robustness and deliverability; and
 - Determining that the financing plan can be executed expediently if the Proponent is selected as Preferred Proponent;
 - each of the Equity Provider(s) of the Proponent continue to have the ability to raise sufficient capital to fund the equity requirements; and
 - 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.

Package 2 of the Financial Submission is to address the requirements set out in Table 6 below. Proponents are to use the section numbers and corresponding titles shown in this table in their Proposals.

Table 6: Content Requirements for Package 2 (Financial)

Section No.	Title	Contents
4.1	Structure of Project Co and Relationship with the Authority	
4.1.1	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.
4.1.2	Structure of Proponent Team	Describe the management structure, reporting relationships and roles of all Key Individuals.
4.1.3	Relationship with the Authority	Describe (up to approximately 1,000 words) how the Key Individuals within Project Co will interact with the Authority.
4.2	Agreements between Proponent Team Members	
4.2.1	Key Firms	Provide: <ul style="list-style-type: none"> 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.
4.3	Basis of Financial Submission	
4.3.1	Key Dates	Use a Base Date of April 1, 2014. Assume April 1, 2014 for Financial Close (the “Assumed Financial Close Date”). If a Proponent requires a revision to any of the milestone dates submitted in response to Section 3A.1 of Table 2 (Package 3A) of this Appendix B, provide a revised initial Project Schedule prepared in accordance with the Final Draft Project Agreement, as well as a narrative explaining how the Project Schedule has changed and how this impacts the key milestones, and how the components work and align with each other,
4.3.2	Currency	Prices requested in this RFP are to be submitted in thousands of Canadian dollars.

Section No.	Title	Contents
4.3.3	Price Validity	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.
4.3.4	Interest Rates	<p>Provide a table showing separately the assumed base rate, spreads and fees associated with the proposed Senior Debt.</p> <p>The base rate assumed for any Senior Debt that was designated as an Adjustment Credit Facility in accordance with the process described in 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.</p> <p>If the Proponent's relevant Senior Debt profile has changed between Final AIRS and Financial Submission then recalculate the 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>
4.3.5	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 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 recalculate the 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>
4.3.6	Inflation	<p>The Service Payment will be indexed in accordance with the provisions of Schedule 8 [Payments] to the Final Draft Project Agreement.</p> <p>For the purposes of the Financial Submission, Proponents are to assume an annual inflation rate of 2.50% and a Base Date as indicated in Section 4.3.1 of this table.</p>

Section No.	Title	Contents
		<p>The Proponent should confirm that it has indexed the Service Payment in accordance with this section 4.3.6. and indexation has been applied on an annual basis starting April 1 and ending March 31, with the adjustment effective April 1, 2014. The Authority is prepared to pay indexation only on:</p> <ul style="list-style-type: none"> a) Facility Maintenance costs; b) Life Cycle costs; and c) Other operating costs, including Project Co's management and direct operating costs. <p>Assume the Benchmarked Facility Maintenance Payment will be indexed at 2.50% with no benchmarking adjustment in the base case.</p> <p>Only the Life Cycle Costs portion of the Service Payment may vary in real terms during the Operating Period.</p>
4.3.7	Discount rate	For the purposes of any net present cost calculation, Proponents should use an annual rate of 7.5% nominal as the Discount Rate.
4.3.8	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 Authority.</p> <p>The description should include the Proponent's assumption with respect to any timing differences between the payment and/or receipt of GST amounts and the net recovery or remittance of GST amounts.</p>
4.3.9	Payment Mechanism	<p>The payment mechanism as described in Schedule 8 [Payments] should be used without modification to calculate the amount of the Proponent's First Facility Service Payments and Service Payments.</p> <p>The First Facility Service Payments and Service Payments profile should be shown assuming no deductions. The Proponent is to confirm that its Financial Model has been prepared on the basis of the requirements of section 4.6.</p>
4.4	Financial Capacity	
4.4.1	Equity Provider(s), Design-Builder, Service Provider, Key Firms and Guarantor(s)	<p>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 Guarantors:</p> <ul style="list-style-type: none"> a) full legal name(s) and classification as one or more of the Proponent, an Equity Provider, Design-

Section No.	Title	Contents
		<p>Builder, Service Provider or a Guarantor;</p> <p>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 the RFP;</p> <p>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 d) – h) 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 4.4.3 for further submission requirements);</p> <p>d) interim financial statements since the last annual financial statements provided pursuant to Section 4.4.1 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;</p> <p>e) details of any credit rating(s), including details of any updates since the RFQ stage (and if none then a confirmation as such);</p> <p>f) details of any material off-balance sheet financing arrangements currently in place;</p> <p>g) details of any 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>h) 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>

Section No.	Title	Contents
4.4.2	Equity Commitment to the Proponent	<p>The level of commitment that the Authority expects in respect of each Proposal is that all Equity (and any bonding and guarantees related to Equity) are to be fully committed subject only to documentation and material adverse change.</p> <p>With respect to each form of Equity financing, provide the following information:</p> <ul style="list-style-type: none"> 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); 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 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 if the relevant person is extra-territorial) from each Financial Sponsor to the Proponent or such Equity Provider that address the matters identified in b).
4.4.3	Commitments to 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 equivalent corporate document to the satisfaction of the Authority if the relevant person is extra-territorial) are to be provided by each person providing such guarantee or other support confirming:</p> <ul style="list-style-type: none"> a) the size, nature and extent of such guarantee; b) that it is willing and able to provide such a guarantee; and c) that it will have financial standing to meet the obligations under such guarantee and all terms associated with the guarantee or other support.

Section No.	Title	Contents
4.5	Financing	
		<p>In this Section 4.5:</p> <p>“Acceptable Credit Rating Agency” means Moody’s Investor Services, Standard & Poor’s, Dominion Bond Rating Service or Fitch Ratings, Ltd.</p> <p>“Credit Rating” means a credit rating from an Acceptable Credit Rating Agency.</p> <p>If a Credit Rating is required for an entity but not available, the Proponent should provide the following information for that entity (or if provided in its RFQ submission, refer to the applicable section of that submission):</p> <ul style="list-style-type: none"> ▪ copies of annual audited financial statements or other similar financial information for each of the last three fiscal years; ▪ if available, copies of the interim financial statement for each quarter since the last fiscal year for which audited statements are provided; ▪ details of any material off-balance sheet financing arrangements currently in place; ▪ details of any material events that may affect the entity’s financial standing since the last annual or interim financial statements provided; and ▪ details of any bankruptcy, insolvency, company creditor arrangement or other insolvency litigation in the last three fiscal years.
4.5.1	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> <ol style="list-style-type: none"> a) Includes full details of the financial structure and instruments proposed, including a description of the Proponent’s anticipated hedging strategy and requirements. b) The sources of financing match the use of funds throughout the Term, and the Financing Plan includes: <ol style="list-style-type: none"> (i) a description of all sources of financing; and (ii) a description of how the Authority Funding has been integrated into the Financing Plan. c) Provide the following details for each Senior Lender: <ol style="list-style-type: none"> (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 (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;

Section No.	Title	Contents
		<p>and</p> <ul style="list-style-type: none"> (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 8.5(b)(3) of this RFP; and (iv) evidence of its Credit Rating. <p>d) If a capital market and/or bond funding solution is proposed which depends on a Credit Rating, provide an indicative Credit Rating together with a timetable to achieve final ratings.</p> <p>e) If a solution involving a financial guarantor is proposed, provide:</p> <ul style="list-style-type: none"> (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 (ii) evidence, in the form of detailed term sheets or in the commitment letters referred to in Section 4.5.1(c) of this Appendix B, of the financial guarantor(s) to provide the guarantee required; and for each financial guarantor, evidence of its Credit Rating.
4.5.2	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"> a) Identity and Credit Rating of each party; b) Amounts to be provided by each party; c) The timing of injection, including the proposed funding schedule during Construction; d) The terms and conditions of subscription, including returns or yields; e) Dividend rights (Equity Providers only); f) Voting rights (Equity Providers only); and g) The conditions, if any, upon which funds would be committed.

Section No.	Title	Contents
4.5.3	Planned Refinancing	<p>If a Proponent’s Proposal includes Planned Refinancing, the Proponent should:</p> <ul style="list-style-type: none"> 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 b) Demonstrate that the benefits of the Planned Refinancing have been taken into account in its Proposal.
4.5.4	Financial Robustness	<ul style="list-style-type: none"> 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). The Proponent’s description should include details of the strategies to be adopted by the party ultimately responsible for bearing such risks. 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 4.4.3 of this table and letters of credit, describe in detail and with respect to each such security: <ul style="list-style-type: none"> i. the beneficiaries of such third party security; ii. the parties whose obligations are secured by such third party security; iii. the type, amount and anticipated provider of such third party security; iv. all circumstances in which such third party security may expire, be subject to termination and can be called upon; and, v. if called upon, the purposes for which such third party security may be used. c) Complete Form A7. The Authority may, in its discretion, conduct additional sensitivities. d) For Proponents who have submitted an Advance Interest Rate Submission in accordance with the provisions of this RFP, complete Form A8 and provide commentary to the outputs shown in Form A8. The Authority may, in its discretion, conduct additional sensitivities. e) Provide a description and the results of any sensitivities required by the Senior Lenders.

Section No.	Title	Contents
4.6	Financial Model	
4.6.1	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"> a) Produced in a Microsoft Excel version compatible with the 2010 version; 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; c) Be expressed in thousands of Canadian dollars; d) All financial instruments are to be priced as described in Section 4.5.1(c)ii of this table. e) A list of necessary Excel “add-ins” required to run the Financial Model is to be provided; f) If any macros are used in the model, a detailed description as to how they function in the model should be provided; 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; h) Present inputs in blue font and formulas in black font; i) Flow calculations down and to the right; j) Limit the number of “if” statements; k) Include no hidden or password protected cells or worksheets; and 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 m) The Financial Model is to be printed and saved in the scenario equivalent to the base case scenario.
4.6.2	Financial Model Inputs and Outputs	<p>The Proponent’s Financial Model should include and provide:</p> <ul style="list-style-type: none"> a) Inputs: <ul style="list-style-type: none"> i. capital (including a breakdown of development costs), operating, maintenance and life cycle costs; ii. time-based assumptions (those that change over time);

Section No.	Title	Contents
		<ul style="list-style-type: none"> iii. static assumptions (those that do not change over time); iv. taxation; v. financing (including refinancing); vi. payment mechanism and payments associated with the payment mechanism, including construction period Payments and Service Payments; vii. any assumed revenue (in addition to the Service Payments); viii. assumed energy consumption (in units of energy); and ix. Independent Certifier cost estimate of \$200,000 spread evenly over the period starting from the Effective Date and ending at the Substantial Completion Date (\$400,000 total and 50% to Project Co's account) <p>b) Outputs</p> <ul style="list-style-type: none"> i. summary outputs; 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; 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; 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; 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; vi. the calculation of Project returns for the different elements of financing; vii. financial statements (income statement, cash flow statement and balance sheet) presented in accordance with Canadian GAAP, including any relevant IFRS provisions; 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; ix. financial ratios as required by Senior Lenders as appropriate to the capital structure set out

Section No.	Title	Contents
		<p>in the Proponent’s Financing Plan;</p> <ul style="list-style-type: none"> x. returns on equity and Junior Debt, in both real terms and nominal terms; xi. a blended equity return that incorporates all sub-senior debt finance (“Threshold Equity IRR” as defined in the Final Draft Project Agreement); and xii. Project internal rate of return (IRR), before financing and after tax, in nominal terms (“Base Case Project IRR” as defined in the Final Draft Project Agreement) and project internal rate of return (IRR) calculated using the methodology described in the file named “Sample IRR calculation.xls” which is provided in the Data Room; <p>c) Affordability Model – link the outputs of the Financial Model to the Affordability Model; and d) Energy Adjustment Model.</p>
4.6.3	Financial Model Assumptions Book	<p>Include an assumptions book for the Financial Model, which should provide sufficient detail for a duplicate Financial Model to be constructed from it and should cover the following areas:</p> <ul style="list-style-type: none"> a) A summary of the financing assumptions (including refinancings), including a breakdown of all fees and costs of the financing; b) Capital, operating, maintenance and life cycle costing schedules; c) Macro-economic assumptions; d) Taxation assumptions; e) Depreciation rates and other accounting policies; and f) All other assumptions required to construct the Financial Model. <p>The assumptions book should reconcile with the Financial Model. If the assumptions detailed in the assumptions book are not consistent with the assumptions in the Financial Model, the Authority may require the Proponent to resubmit either the Financial Model and/or the assumptions book.</p>
4.6.4	Instruction Manual for Financial Models	<p>Include an instruction manual which should explain the functionality of the Financial Model and how it is structured. It should provide:</p> <ul style="list-style-type: none"> a) Sufficient detail to allow the Authority to change model inputs to the sensitivities shown in Forms A7 and A8; and b) Details of the optimization procedure in order to calculate the adjustment to the Service Payments

Section No.	Title	Contents
		to be made as a result of changes to model inputs.
4.6.5	Model Audit	Submit an independent financial model audit for the benefit of, and reliance on by, the Authority. This opinion may result from the same independent review of the Financial Model carried out to satisfy the Senior Lenders. The Authority expects that after Preferred Proponent is determined, the Preferred Proponent will provide the Authority with a copy of the auditor's terms of engagement (which shall be 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. The model auditor should 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.
4.7	Affordability	
4.7.1	Affordability Model	Complete and include the Affordability Model directly into the Financial Model and link the appropriate outputs from the Financial Model and Pricing Forms.
4.8	Insurance	
4.8.1	Insurance Requirements	Complete and include “Construction Insurance Underwriting Questionnaire” in the form attached as Appendix I, together with all supporting documents.
4.9	Pricing	
4.9.1	Price Proposal	Provide: (a) The Proposal Net Present Cost (using the Affordability Model as described in the RFP) and the Capital Cost of the Proposal; and (b) Confirmation that the Mandatory Requirements have been met.
4.9.2	Pricing Forms	Complete and include each of Forms A1 through A9. 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 A9 are to be rounded to the nearest thousands of Canadian dollars. Include Pricing Forms in the Financial Model and link the applicable outputs of the Financial Model to the Pricing Forms.

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

Contract Month	(A)	(B)	(C)	(D)	E=A+B+C+D
First Facility Completion Date					
12 Month Before Service Commencement					
---* (see note below)					
4 Month Before Service Commencement					
3 Month Before Service Commencement					
2 Month Before Service Commencement					
1 Month Before Service Commencement					
Service Commencement					
Month					
1					
2					
3					
4					
5					
6					
7					
8					
...					
359					
360					

Note:

- (a) Values should match those shown in the Affordability Model.
- (b) Bid development costs, SPV costs during construction, and financing costs and fees should be pro-rated based on the Capital Cost of the Facilities.
- (c) Add or delete rows to match the actual construction months between the First Facility Completion Date and Service Commencement. A maximum of 12 months can be added.

Form A2 - Service Payments (Indexed \$000 Nominal)

Contract Month	(A)	(B)	(C)	(D)	E=A+B+C+D
First Facility Completion Date					
12 Month Before Service Commencement					
---* (see note below)					
4 Month Before Service Commencement					
3 Month Before Service Commencement					
2 Month Before Service Commencement					
1 Month Before Service Commencement					
Service Commencement					
Month 1					
2					
3					
4					
5					
6					
7					
8					
...					
359					
360					

Note:

- (a) Values should match those shown in the Affordability Model.
- (b) Bid development costs, SPV costs during construction, and financing costs and fees should be pro-rated based on the Capital Cost of the Facilities.
- (c) Add or delete rows to match the actual construction months between the First Facility Completion Date and Service Commencement. A maximum of 12 months can be added.

Form A3a and A3b – Authority Funding

Forms A3a and A3b correspond with Schedule 8 [Payments] to the Project Agreement and form the basis of the Construction Payments and the Demolition and Surface Parking Payments.

Form A3a – Construction Payments

Following the Construction Start Date, the Authority will pay to Project Co, in accordance with Schedule 8 [Payments] of the Project Agreement, monthly Construction Payments in an amount equal to 39% of the Eligible Costs for each Facility to a maximum of \$173.7 million in total Construction Payments for both Facilities.

Below is a list of eligible construction costs for Authority Funding:

- Capital Cost Subtotal
- Bid Preparation Fees
- SPV Costs During Construction
- Interest During Construction (calculated monthly using Project IRR)
- Financing Fees (e.g., commitment, arrangement, swap, hedge and other fees)

Complete the following table for each Facility and in summary for both Facilities.

Construction Period (month)	Total Eligible Construction Costs (\$000 Nominal)	Authority Funding (\$000 Nominal)
1 – [insert MM/YY]		
2		
3		
4		
5		
6		
7		
8		

Total		

Note: Add or delete rows to match construction term.

Form A3b –Demolition and Surface Parking Payments

The Authority will pay to Project Co, in accordance with Schedule 8 [Payments] of the Project Agreement, Demolition and Surface Parking Payments to a maximum of \$4.68 million in total payments. The remaining capital cost for Demolition and Surface Parking Work will be paid by the Authority as a bullet payment at Demolition and Surface Parking Completion.

Complete the following table for the Demolition and Surface Parking Work.

Construction Period (month)	Total Demolition and Surface Parking Costs (\$000 Nominal)	Demolition and Surface Parking Payment (\$000 Nominal)
1 – [insert MM/YY]		
2		
3		
4		
5		
6		
7		
8		

Total		

Note: Add or delete rows to match construction term.

Demolition and Surface Parking Completion	Total Demolition and Surface Parking Costs (\$000 Nominal)	Authority Payment at Completion (\$000 Nominal)
Total		

Form A4a – 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.

The Proposal Total Capital Cost excluding Demolition and Surface Parking costs should not exceed \$404.2 million.

Complete the following table for each Facility, and in summary for both Facilities (3 tables in total).

Capital Cost		
	Total (\$000 Nominal)	Financial Model Reference
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		
CAPITAL COST SUBTOTAL*		

Capital Cost		
	Total (\$000 Nominal)	Financial Model Reference
Bidding Fees <ul style="list-style-type: none"> ▪ (e.g. advisor fees (financial, technical, legal, tax, model audit, insurance, rating agencies), sponsor development fees) 		
SPV Costs During Construction <ul style="list-style-type: none"> ▪ (e.g. staffing, accommodation and office supplies, miscellaneous costs (e.g., travel, telephone, bank accounts, corporate insurance, independent certifier) ▪ other Indirect Costs 		
TOTAL CAPITAL COSTS**		

Notes:

* Capital Cost Subtotal plus Demolition and Surface Parking costs (from Form A4b below) should be equal to the design-build contract price.

** Total Capital Costs should include all Project costs during the Construction Period except for:

- Demolition and Surface Parking costs;
- Interest expense and accrual associated with funding sources;
- Commitment fees associated with funding sources;
- Arrangement fees associated with funding sources;
- Swap fees and hedge fees associated with funding sources;
- Funding of reserve accounts and associated fees; and
- Any other fees paid to financiers for the provision of capital.

Form A4b – Total Demolition and Surface Parking Capital Cost

The total Demolition and Surface Parking capital cost should not exceed \$11.7 million.

Capital Cost		
	Total (\$000 Nominal)	Financial Model Reference
Total Capital Costs – Demolition		
Total Capital Costs – Surface Parking		

Capital Cost		
	Total (\$000 Nominal)	Financial Model Reference
TOTAL DEMOLITION AND SURFACE PARKING COSTS*		

Form A5 – SPV Running Costs (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”.

Complete the following table for both Facilities combined.

Cost Item	\$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		
TOTAL		

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

Provide full details of the annual Facility Maintenance service costs for the first full year of operations. If the values vary over time, please provide detail.

Complete the following table for each Facility, and in summary for both Facilities.

Service	Staff Numbers and Full-time Equivalent Staff (#gross/#FTE)	\$000 as of Base Date
Helpdesk Services		
Labour Cost		
Other Expenditures		
FM Services		
Labour Cost		
Other Expenditures		
Utility Management Services		
Labour Cost		
Other Expenditures		
Housekeeping Services		
Labour Cost		
Other Expenditures		
Management, Administration and Overhead		
Labour Cost		
Other Expenditures		
Roads, Grounds and Landscape Maintenance		
Labour Cost		
Other Expenditures		
Total Services Cost		

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.												

Form A8 – Interest Rate Sensitivities

Sensitivities	Change	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:

- (a) Submit the results of each sensitivity analysis in the format of Form A8 above and the Affordability Model.
- (b) For the purpose of these sensitivities, the Affordability Model may be extracted from the Financial Model.

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

Include the Design and Construction Energy Target and the proposed Agreed Proportions of Energy for each Facility, and in total for both Facilities (3 tables in total).

Operating Year	Period Commencing (dd/mm/yyyy)	Annual Cost of Energy (nominal) (\$000)
Design and Construction Energy Target		
1		
2		
3		
4		
5		
6		
7		
8		

20		
21		
22		
23		
24		
25		
26		
27		
28		
29		
30		