APPENDIX A
EVALUATION OF PROPOSALS

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

1. TECHNICAL SUBMISSIONS

Subject to the terms of this RFP, including Section 8.1 (Mandatory Requirements) and Section 8.2 (Evaluation of Proposals), the Owner will evaluate each Technical Submission to determine whether the Authority is satisfied that the Technical Submission substantially meets the following requirements:

(a) the provisions of this RFP, including the requirements set out in:

(1) Appendix B of this RFP; and

(2) the Final Draft Project Agreement;

(b) demonstration that the Proponent has a good understanding of the Project and the obligations of Project Co under the Project Agreement; and

(c) demonstration that the Proponent is capable of:

(1) performing the obligations and responsibilities of Project Co; and

(2) delivering the Project in accordance with the Project Agreement.

If the Authority is not satisfied that the Technical Submission substantially meets the above requirements, the Authority may reject the Proposal and not evaluate it further.

(d) Design Scored Elements:

The Authority will also evaluate and score each Technical Submission against the criteria described in Table 1 of this Appendix A. Table 1 describes these criteria and indicates the maximum points available for each criterion and the weighting of each sub-criterion where applicable. Where weightings are not indicated, sub-criterion will be weighted equally.

Points will be awarded for how effectively the Proposal responds to the design requirements set out in Schedule 3 [Performance Specifications] of the Project Agreement in a manner consistent with the evaluation considerations described in Table 1.

(e) Operating Scored Elements:

The Authority will also evaluate and score each Technical Submission against the criteria described in Table 2 of this Appendix A. Table 2 describes these criteria and indicates the maximum points available for each criterion and the weighting of each sub-criterion where applicable. Where weightings are not indicated, sub-criterion will be weighted equally.

Points will be awarded for how effectively the Proposal responds to the requirements set out in Schedule 4 [Service protocols and Specification] of the Project Agreement in a manner consistent with the evaluation considerations described in Table 2.

The Technical Submission will be scored and awarded points based on the level of achievement of the criteria in Table 1 and Table 2, based on information provided in the Technical Submission as described in Appendix B, Proposal Requirements. Each point awarded above 30 points and up to 90 total points will contribute to the calculation of the Adjusted Net Present Cost.

Related Section in Appendix B	TABLE 1 – DESIGN SCORED ELEMENTS Criteria	Points Available
4.1	**Travel Distance and Corridor Efficiency**	**45**
	Travel Distance and Corridor Efficiency will be applied to the following Travel Routes, as described below, and will be scored:	
	Elements – Travel Route	
	LDR to OR. Distance shall be measured from closest LDR to closest OR, and furthest LRD to furthest OR, and take the average. The Interventional Urology OR will not be considered in the calculation. Distance shall be measured from centerline of door openings.	5
	OR to PARR Bays. Distance shall be measured from closest PARR recovery bay (26) to closest OR, and furthest PARR recovery bay to furthest OR, and take the average. Distance shall be measured from center of recovery bay area to the centerline of the OR entry door opening.	5
	Soiled Returns from the new MDR soiled elevator on the MDR level to existing MDR entrance door for soiled returns. Distance shall be measured from the centerline of the elevator door opening to the centerline of the door opening into existing MDR soiled returns on Level 0.	4
	Existing loading dock to the New Facility Patient Service Elevators. Distance shall be measured from center of the existing loading dock to the centerline of the elevator door opening.	4
	Existing Patient/Service Elevators to New Facility Patient/Service Elevators. Distance shall be calculated by measuring from the closest existing elevator to the closest new elevator, and the furthest existing elevator to the furthest new elevator and taking the average. Distances shall be measured from centerline of elevator door opening.	4
	Existing Public Elevators to New Facility Public Elevators. See above for distance methodology.	1
	New Facility Patient Service Elevators to MH&SU Psychiatric Inpatient Unit High Acuity Unit Secure Room Anteroom. Distance shall be	4

Related Section in Appendix B	TABLE 1 – DESIGN SCORED ELEMENTS Criteria	Points Available
	measured from centerline of closest elevator door opening to centerline of Anteroom door opening.	
	ED to New Facility Patient/Service Elevators. Distance shall be measured from the ED doors located south of the streaming waiting room to the nearest new Patient/Service Elevator cab. Measurements shall be from centerline of door openings.	5
	ED to Mental Health Pediatric Inpatient Unit back-of-house entry for patient transfer. Distance shall be measured from the ED doors located south of the streaming waiting room to the back of house entry doors. Measurements shall be from centerline of door openings.	4
	Heliport to the Patient/Service Elevators. Distance shall be measured from the center of the Helipad, to the centerline of the Trauma elevator cab door opening.	2.5
	Soiled Utility Room to General Medical/Surgical Inpatient and Medical Mental Health Adaptive Inpatient Unit bedrooms. Distance shall be the average measurement of the closest and furthest patient bedroom to each Soiled Utility Room on the floor. Distances shall be measured from centerline of door openings.	2.5
	OR Staff support space on another floor to the nearest convenience stairs. Distances shall be measured from Staff Lounge/Break Room and Physician Lounge/Break Room to the stairs, and the average shall be taken. Distances shall be measured from centerline of door openings.	4
4.2	**Standardization**	**5**
	Standardization will be applied to the following rooms, bays and support areas as defined in Appendix 3A (Clinical Specifications and Functional Space Requirements of the Project Agreement and will be scored:	
4.2.a	**Patient Areas:** • Secure Rooms; • Medication Rooms; • PARR Stretcher Bays; • PARR Private Rooms; and • Exam Room, Triage/Observation. **Elements to be Standardized in Patient Areas:** • Millwork – location, size, and functionality; • Patient orientation. Mirrored inpatient rooms will be considered standardized with respect to patient orientation; • Consistency of patient, staff and visitor zones; • Equipment placement;	4

Related Section in Appendix B	TABLE 1 – DESIGN SCORED ELEMENTS Criteria	Points Available
	• Door location; • Mechanical and Electrical Systems; and • Hand Hygiene Sinks location	
	Non-Patient Areas: • Food Servery. **Elements to be Standardized in Non-Patient Areas:** • Millwork – location, size, and functionality; • Equipment placement; • Door location; • Mechanical and Electrical Systems; and • Hand Hygiene Sinks location	1
4.3	**Interior Design** **(Calming, healthy and healing environment: views of nature, wayfinding, noise reduction, privacy elements)**	**10**
	The following statements will be evaluated for the following designated spaces: • All waiting rooms; • Staff Lounges, Break Rooms and Physicians Lounge; • Team care stations and reception points; • Lounge, Patient/Family/Visitor on Inpatient Floors; • Interiors of Public Elevators; • Public Elevator lobbies; • Public Corridors on Level 1 and Level 2; • Dining Rooms and Activity Rooms; and • Gift Shop.	
4.3.a	**Concept and Vision** Reflects the values of the Authority which include: • Individual design themes for each component area that all work cohesively as part of the overall design concept; • Incorporates patient-friendly and elder-friendly design concepts to improve the patient experience; and • For Staff Lounges, Break Rooms, and Physicians Lounge, the provision of direct natural light.	

Related Section in Appendix B	TABLE 1 – DESIGN SCORED ELEMENTS Criteria	Points Available
4.3.b	**Art and Wayfinding** • Locations for art and donor recognition items are thoughtfully incorporated throughout the New Facility, both internally and externally.; • Interior design and wayfinding concepts are well integrated and coordinate with the New Facility design and architectural elements; • Wayfinding concepts incorporate connections with the natural environment; and • Signage and wayfinding concepts through the progressive disclosure methodology	
4.3.c	**Scale** • The interior has a human scale and feels welcoming to staff, patients and visitors.	
4.3.d	**Materials, Colour and Texture** • Environmental wall graphics and other thematic décor are complementary with a range of themes and colours; • Materials and detailing are high quality, durable, efficiently cleaned and appropriate for the healthcare environment and infection prevention and control; and • Additional use of wood or wood-appearance materials over the minimum Wood First requirements.	
4.3.e	**Regional Context** • Design components which represent the First Nations people, their art, and artifacts of the area are integrated into the overall design.	
4.4	**Process Mapping**	**10**
	Map the flows of health services: Patients, Visitors, Providers, Medications, Supplies, Equipment. Each flow will be assessed from a safety, efficiency, productivity and proficiency perspective and will be scored:	
	Patient	

Related Section in Appendix B	TABLE 1 – DESIGN SCORED ELEMENTS Criteria	Points Available
	• Surgical Procedures (Same Day Admit/Day Surgical); patient journey from entry at Registration to discharge, • From each Post-Partum bedroom into NICU department at the main entry; • Wandering loops on the inpatient floors; • Underground parking from both CSB and New Facility areas to Registration; • Parking pick up / drop off to Registration; and • Existing elevator core to new elevator core	
	Visitors • From main entrance to the public elevators in New Facility; • From main entrance to the existing cafeteria; • From the main entrance to the old public elevators; • From the elevator lobbies to the reception/ receptionists; • From the main entrance to the CSB connection; • From main entrance to the Emergency Department; and • Flow of visitors as they drive onto the campus from Columbia St to the new parking areas, and CSB parking and the main entrance.	
	Providers • Adaptive Unit and Maternal Child Care Team Stations to their respective staff break room and Change Rooms; • Emergency department to back of house patient escorted journey to Mental Health 3 bed Inpatient Unit; and • Back of house route from existing Emergency and Laboratory department to the Patient/Service/Emergency Elevator core.	
	Medication • All Inpatient Units (excluding mental health unit) - Medication Room to Patient Bedrooms; • Medication areas to all recovery bays in PARR; and • Medication areas in Sterile core to OR's.	
	Supplies Clean Utility Rooms and Soiled Utility Rooms to:	

Related Section in Appendix B	TABLE 1 – DESIGN SCORED ELEMENTS Criteria	Points Available
	• All inpatient Bedrooms; • Patient/Service/Emergency Elevators to Clean Utility Rooms, Soiled Utility Rooms and Soiled Housekeeping Rooms at each level of the New Facility; • Food from central kitchen to the Food Service Room on each inpatient floor; • Existing loading dock to the materials management area in the New Facility; and • Route for clean supplies leaving MDR to the OR and back to the MDR for reprocessing.	
	Equipment • Decentralized Equipment Storage to point of use in the Operating Rooms; and • Holding Alcove for stretchers and wheels chairs on Inpatient Units to the Patient/Service/Emergency Elevator core.	
4.5	**Separation of Flows**	**14**
	Separation and efficiency of flows: Public, Patients and Materials will be scored:	
	Authority's Objectives: • No General or Public Circulation Pathway shall cross a Restricted or Non-Public Circulation Pathway; • Separation of flows in the circulation system between public, patient and materials distribution is a desired outcome; • Separation of Traffic: Provide distinct separation of traffic types, with passenger elevators for public and patient/service/emergency elevators for inpatient traffic, staff, trauma, materials and logistic traffic; and • New Facility design consider the existing campus.	
	Definitions: **Circulation Pathway:** A travel path a person would take using corridors and/or elevators connecting two locations. **General or Public Circulation Pathway:** A Public Pathway is an interdepartmental corridor travel route connecting the public concourse to other public spaces. Public Pathways can include elevators.	

Related Section in Appendix B	TABLE 1 – DESIGN SCORED ELEMENTS Criteria	Points Available
	Example; Reception Desk/Control Centre (A1.1.1) to Waiting, Diagnostic Testing (A3.1.3). **Restricted or Non-Public Circulation Pathways:** A Restricted or Non-Public Pathway is an interdepartmental corridor travel route connecting departments. Patient/Service Pathways can include elevators. Example; OR to PARR Recovery Bays. **Crossing:** A Crossing occurs when a Public Pathway physically crosses a Patient/Service Pathway. **Interdepartmental:** A corridor that is not inside a department.	
4.6	**Outdoor Space**	**3**
	Access to, and quality of, outdoor space (exterior courtyard and/or roof garden) directly from public waiting areas and staff lounges will be scored. **Access to, and quality of, outdoor space and exterior courtyard for mental health patients and all inpatients will be scored.**	
	• The design creates meaningful open spaces, for the benefit of visitors and staff which provide opportunities for recreation and healing and contribute to a cohesive, healthy community; including areas of respite and repose • The hard and soft landscape around the New Facility contributes positively to the locality.	
4.7	**Exterior Wayfinding, Building Access and Site Efficiency**	**13**
4.7.a	**Wayfinding and Ease of access to the following, as described below, will be scored:** • Entrances are obvious and logically positioned in relation to likely points of arrival on site; campus ring road, underground parking and CSB; • Pedestrian access routes are obvious, pleasant, well lighted, safe and suitable for wheelchair users and people with other disabilities / impaired sight; • Outdoor spaces are provided with appropriate and safe lighting indicating paths, ramps and steps; • Clear concept of way finding and signage for the site and the New Facility; and	4

Related Section in Appendix B	TABLE 1 – DESIGN SCORED ELEMENTS Criteria	Points Available
	• Connections to the existing hospital minimize the need for ramps and slopes.	
4.7.b	**Site parking and vehicular flows to the following, as described below, will be scored:** • The New Facility responds to the existing topography of RIH campus to minimize slopes on vehicular ramps; • The New Facility entrances and major circulation systems are clearly understandable from the drivers perspective and can be easily understood and negotiated safely; • Vehicle flow from the pick-up/drop-off area to access the underground parking below the New Facility or the underground parking below the CSB; • There is good access from available public transport including any on-site roads; • The design of the vehicular and pedestrian permeation includes pedestrian-oriented walkway connections to the main entry from Columbia Street and the parking facilities; and • Bicycle access and secure bike storage promotes usage by being convenient, safe and secure. Additional secure bicycle storage and bicycle racks, beyond that specified in Schedule 3 are accommodated near the New Facility entry without requiring additional New Facility area.	5
4.7.c	**Overall exterior building design:** • The New Facility considers the micro-climatic effects such as wind tunnels arising from the location and configuration of parking, walkways and buildings; • The design takes advantage of available sunlight and views; • The exterior design provides for maximum shelter from elements like wind, rain, sun; • The New Facility exterior is articulated to create an architecturally interesting and refined structure;	4

Related Section in Appendix B	TABLE 1 – DESIGN SCORED ELEMENTS Criteria	Points Available
	• Design emphasizes the modular requirements of the program in the massing and materials to achieve articulation, visual interest, and human scale; • The external materials, colours and textures are appropriate, attractive and reflect the character of region; and • The New Facility is sensitive to neighbours and passers-by by controlling light pollution and glare.	

The Technical Submission will be scored and awarded points based on the level of achievement of the criteria in Table 1 and Table 2, based on information provided in the Technical Submission as described in Appendix B, Proposal Requirements. Each point awarded above 30 points and up to 90 total points will contribute to the calculation of the Adjusted Net Present.

Related Section in Appendix B	TABLE 2 – OPERATING SCORED ELEMENTS Criteria	Points Available
5.1. a	**Staffing Levels**	**24**
	Provisioni of staffing models identifying staffing levels to provide the Services: **Criterion will be the optimal number of staff to effectively provide Services. Staffing models will be scored as follows:** • Staffing model provides for adequate staff numbers to address Services requirements in a timely, proactive manner and to support Authority service delivery through the minimization of downtime; • Staffing model addresses the variation in Services requirements over the 24 hour day and provides adequate on-site coverage at all times; • Staffing model reflects appropriate contingency, redundancy and ability to address reasonable peaks in demand for services; and • Staffing model minimizes the need to subcontract to provide the Services.	
5.1. b	**Staff Quality**	**28**
	Description of staff qualifications, experience, and training included in the staffing model:	

Related Section in Appendix B	TABLE 2 – OPERATING SCORED ELEMENTS Criteria	Points Available
	Staff quality, as described below, will be scored: • The appropriate mix of on-site, quality, trade certified staff is included to ensure quality delivery of the Services; • The appropriate mix of on-site, quality, trade certified staff is included to proactively support Authority provision of clinical and non-clinical services through the minimization of downtime. On-site qualifications of all identified technical and trade personnel within the Proponent solution will be evaluated and may include: o Supervisor o Painter o Carpenter o Gas Fitter – Class A o Steam Fitter o Millwright o Plumber o IMIT System Lead. • Degree of experience with delivery of Services within a healthcare setting.	
5.1.c	**Specific Staff Training**	**15**
	Description of specific staff training attributes included in the staffing model: **Specific staff training which the proponent will commit to having on-site, including the number and type of staff to be trained and the type of training (including manufacturers provided training) to be included in key positions will be scored as follows:** • Specific staff training commitments in key areas to minimize downtime and reduce temporary fixes and call-outs to off-site specialist; and. • Specific staff training relating to key areas and life-safety systems including; o MDR/Sterilization Expertise o Life safety systems Expertise o Security Systems Expertise o Help Desk Liaison/Dispatcher.	
5.1.d	**Key Individual - The Operating Period Representative**	**3.5**
	The Operating Period Representative will be scored as follows:	

Related Section in Appendix B	TABLE 2 – OPERATING SCORED ELEMENTS Criteria	Points Available
	• Description of the role of the Key Individual and other attributes including; o Qualifications o Healthcare Experience o PPP Experience o Availability including in-person for all OPJC meetings and other key communications o Location.	
5.2	**Sustainability Proposals**	**18.5**
	The degree to which Project Co optimizes the new development to support the existing Facility, and as a result reduces the Authority's operating and life cycle costs for the existing Facility. Sustainability proposals will be scored as follows: • Reduced energy consumption (e.g., boiler sizing/renewal of infrastructure/items using electricity); • Reduced future lifecycle costs on existing Facility (e.g., renewing energy inefficient infrastructure elements); and • Optimization of other Authority operating cost. (e.g., housekeeping, portering, security)	
5.3	**Facility Maintenance Integration**	**11**
	The proposed New Facility design provides operating innovation and efficiency to decrease the Authority's operating costs. Reduced operating costs can include: • **Design consideration of the impact on support staff travel distances** • **Design consideration of the impact on housekeeping workload** • **Innovation including automation** **The following categories will be scored:** o housekeeping o portering o supply/logistics/food services, o security o other as proposed	

2. FINANCIAL SUBMISSION

Subject to the terms of this RFP, including Section 8.1 (Mandatory Requirements) and Section 8.2 (Evaluation of Proposals), the Authority will evaluate each of the Financial Submissions to determine whether the Authority is satisfied that the Financial Submission substantially meets the following requirements:

(a) the Proponent has arranged sufficient financing for the Project in accordance with the requirements of the RFP and the Final Draft Project Agreement;

(b) demonstration that the Proponent's Financing Plan, including security, bonding, guarantees and insurance elements, is robust and deliverable;

(c) demonstration that the Proponent's Financing Plan can be executed expediently if the Proponent is selected as Preferred Proponent;

(d) demonstration that each of the Proponent's Equity Providers continue to have the ability to raise sufficient capital to meet the equity requirements;

(e) demonstration that the Proponent is financially viable; and

(f) the provisions of this RFP, including the requirements set out in:

(1) Appendix B of this RFP; and

(2) the Final Draft Project Agreement.

If the Authority is not satisfied that the Financial Submission substantially meets the above requirements, the Authority may reject the Proposal and not evaluate it further.

3. RANKING PROCESS

Proposals that have not been rejected will be ranked according to the following process:

Step 1: Highest on Scope Ladder

Each Proposal will be examined to identify the extent to which, if at all, Scope Ladder items, as described in Section 5.4 of this RFP, have been used to achieve the Affordability Requirements. The Proposals will then be ranked in accordance with the Proponent's use of Scope Ladder items, with the Proposal using the least Scope Ladder items being ranked the highest, and the Proposal using the most Scope Ladder items being ranked the lowest.

If as a result of the foregoing ranking, two or more Proposals are ranked highest, those Proposals (and only those Proposals) will be ranked in accordance with Step 2.

Step 2: Lowest Adjusted Net Present Cost

The Authority will calculate the Adjusted Net Present Cost of the Proposal by doing the following:

(a) Design Scored Elements Adjustment

For the purposes of evaluation and ranking only, the Proposal Net Present Cost will be adjusted based on:

(1) calculating the number of points (including partial points) by which the points achieved by the Proposal exceed 30 points and under 90 points;

(2) multiplying that calculated number of points by $255,000 (the net present value of a point allocated by the Authority for this purpose); and

(3) subtracting the product from the Proposal Net Present Cost.

(b) Operating Scored Elements Adjustment

For the purposes of evaluation and ranking only, the Proposal Net Present Cost will be adjusted based on:

(1) calculating the number of points (including partial points) by which the points achieved by the Proposal exceed 30 points and under 90 points;

(2) multiplying that calculated number of points by $283,000 (the net present value of a point allocated by the Authority for this purpose); and

(3) subtracting the product from the Proposal Net Present Cost.

(c) Energy Adjustment

For the purposes of evaluation and ranking only, the Proposal Net Present Cost will be adjusted based on:

(1) calculating the net present cost of the annual cost of energy based on the proposed Design and Construction Energy Target; and

(2) the Authority's assumed unit cost (per Gigajoule of Energy) for each type of Energy, the Authority's assumed indexation applicable to these unit costs, and the discount rate to be applied in the Energy Adjustment calculation as follows, and adding this to the Proposal Net Present Cost:

i. an initial unit rate for natural gas of $9.23 per Gj, including carbon taxes and carbon offset;

ii. an initial unit rate for electrical of $0.090 per kWh, including carbon offset;

iii. an indexation rate for both electrical and natural gas unit rates of 3.0% per year; and

iv. a discount rate of 7.5%.

If considering an alternate type of energy, the Proponent must notify the Authority and the Authority will provide the initial unit rate which will be used in calculating the Energy Adjustment.

(d) Minor Works Adjustment

For the purposes of evaluation and ranking only, the Proposal Net Present Cost will be adjusted based on:

(1) calculating the Proponent's Proposed Minor Works Rates Net Present Cost as provided in the Affordability Model; and

(2) adding the Net Present Cost of the Proponent's Proposed Minor Works Rates to the Proposal Net Present Cost.

(e) Renovation Services Adjustment

For the purposes of evaluation and ranking only, the Proposal Net Present Cost will be adjusted based on:

(1) calculating the Renovation Services Net Present Cost as provided in the Affordability Model; and

(2) adding the Renovation Services Net Present Cost to the Proposal Net Present Cost.

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

Step 3: Most Advantageous to the Owner

If the Adjusted Net Present Cost of one or more of the other Proposals is not more than $750,000 higher than the Proposal with the lowest Adjusted Net Present Cost, then the Authority will select from among the Proposal with the lowest Adjusted Net Present Cost and the other Proposals with an Adjusted Net Present Cost not more than $750,000 higher than the Proposal that in the Authority's discretion is the most advantageous to the Authority, and such Proposal will be designated as the highest ranked Proposal. The Authority expects that it will have to conclude that there are compelling advantages as compared to the Proposal with the lowest Adjusted Net Present Cost before a Proposal with a higher Adjusted Net Present Cost will be selected.