

**REQUEST FOR  
PROPOSALS**  
for  
**ROYAL JUBILEE HOSPITAL  
PATIENT CARE CENTRE**

**VOLUME 2**

**RFP Terms and Conditions including**

- **Instructions to Proponents**
- **Submission Requirements**
- **Evaluation Criteria**

**Closing Time:** 3:00 p.m. (local time) on January 30, 2008  
**Delivery Address:** Partnerships BC  
300 – 707 Fort Street  
Victoria BC V8W 3G3  
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## 1. INTRODUCTION

### 1.1 Purpose of this RFP

The purpose of this Request for Proposals (the “**RFP**”) is to invite eligible Proponents to prepare and submit competitive proposals for the design, construction, financing, and maintenance of a new 500 bed patient care centre (the “**Facility**”) under a long-term project agreement (the “**Project Agreement**”).

### 1.2 Administration of this RFP

Partnerships BC is managing this RFP on behalf of the Vancouver Island Health Authority (the “**Authority**”).

### 1.3 Eligibility to Participate in this RFP

Through a Request for Qualifications (“**RFQ**”) issued May 11, 2007 by the Authority, the following entities qualified to participate in this RFP:

- (a) B&B Royal Jubilee
- (b) ISL Health
- (c) Plenary Health

Only these three Proponents, subject to changes in Proponent team membership as permitted by this RFP, are invited, or will be permitted, to submit Proposals or otherwise participate in this RFP.

## 2. RFP PROCUREMENT PROCESS

### 2.1 Collaborative Discussions

The Authority will conduct a collaborative process to provide the opportunity for all Proponents to have confidential discussions with the Authority during the Proposal preparation stage as follows:

- (a) the Authority will invite each Proponent to meetings between their respective “technical teams” to discuss design, construction and facilities management matters;
- (b) the Authority will invite each Proponent to review the draft Project Agreement attached as Appendix F to this RFP (the “**Initial Draft Project Agreement**”), including all Schedules, for the purpose of identifying any issues or provisions that a Proponent would like to see amended;
- (c) prior to meetings to discuss commercial or legal matters, Proponents will be required to submit requested amendments in advance, in the form provided at Appendix D to this RFP, to permit the Authority the opportunity to consider the requests;
- (d) the Authority will then invite the Proponents to meet separately with the Authority to discuss their comments on, and proposed amendments to, the Initial Draft Project Agreement, and also as a Proponent may decide, to discuss the acceptability to the

Authority of Proposal approaches or solutions that the Proponent is considering for its Proposal;

- (e) the Authority will consider all comments and requested amendments received from the Proponents in the collaborative meetings and will amend the Initial Draft Project Agreement as the Authority may decide, and then by addendum issue a revised Project Agreement (the “**Final Draft Project Agreement**”) as the common basis for the preparation of all Proposals; and
- (f) the Authority will keep commercially sensitive information received from a Proponent in the meetings confidential, including comments, questions and answers, and will not disclose such information to the other Proponents.

## 2.2 Mandatory Commercial Terms

The following commercial terms are mandatory Project Agreement terms that the Authority is not willing to discuss in the collaborative discussions:

- (a) Title to the Lands and Facility: Title to the Lands and the Facility will at all times be with the Authority.
- (b) Change of Control: No change in control of Project Co will be permitted from the time of Financial Close and continuing for one year following Service Commencement, other than:
  - (1) a change in control resulting from an exercise of rights by Project Co’s lenders pursuant to a lenders remedies agreement to be entered into between the lenders and the Authority at Financial Close; or
  - (2) a change in control approved by the Authority, which approval may be withheld in the Authority’s absolute discretion.

The Authority would not expect to give such consent except in exceptional circumstances.

## 2.3 Closing

If the Authority selects a Preferred Proponent, the Authority reserves the right to conduct final negotiations with the Preferred Proponent to amend the Project Agreement as the Authority and the Preferred Proponent may agree is required.

## 3. DATA ROOM

### 3.1 Electronic Site

The Authority has established a web site (the “**Data Room**”) in which it has placed documents in the possession of the Authority that the Authority has identified as relevant to the Project and to the Lands,

and that may be useful to Proponents. The Authority does not make any representation as to the relevance, accuracy or completeness of any of the information available in the Data Room except as the Authority may advise with respect to a specific document. The Authority will grant Proponents access to the Data Room on certain conditions.

#### **4. ZONING**

##### **4.1 Re-Zoning Process**

The Lands are owned by the Authority. The Authority has cooperated with the City to settle a modified approval process for re-zoning of the Lands to permit the construction and use of the Facility as follows:

- (a) the Authority will obtain the rezoning of the Lands. In consultation with the City and the community, through community workshops, “Design Requirements” have been agreed to by the Authority which will be registered against title to the Lands. In addition the Authority will be required to enter into a Master Development Agreement with the City that will outline additional site development and servicing requirements;
- (b) Project Co will prepare its designs for the Facility to satisfy the Design Requirements, and the requirements of the Master Development Agreement, and following schematic design, conducts a public meeting to present the design to the community describing how it complies with Design Requirements;
- (c) Neighbourhood Committee Association reports to City of Victoria Planning Department and Council with respect to their opinion on compliance of the Facility design with the Design Requirements; and
- (d) following the report:
  - (1) if the City's Planning Department is satisfied that the Preferred Proponent's design for the Facility complies with the Design Requirements, then it is anticipated that the City will be able to issue the building permit; or
  - (2) alternatively, if the City's Planning Department is not satisfied that Project Co's design satisfied the Design Requirements then Project Co may amend the design as requested by the Planning Department, or refer the matter to City Council to determine if the design complies with the Design Requirements.

##### **4.2 Project Co's Responsibilities**

Project Co will be responsible to obtain the Building Permit and other approvals required for the construction of the Facility, and to ensure that its design for the Facility complies with the applicable zoning. Project Co will be responsible to obtain approval for any zoning modifications required to accommodate a proposed design.

## **5. EQUIPMENT, SERVICES AND ENERGY**

### **5.1 Equipment**

Project Co will be responsible designing the Facility to accommodate the installation, operation, repair and maintenance of all equipment required as part of the Facility or for the intended uses of the Facility. The Authority and Project Co will be responsible to procure and deliver the equipment as categorized in Appendix 2G to the Project Agreement.

### **5.2 Services**

Project Co will be responsible for providing Plant Services, Housekeeping and Waste Management Services, Help Desk Services and Utility Services in accordance with the Project Agreement, in particular Schedule 4.

### **5.3 Energy Considerations**

The Authority has established two energy-consumption standards under the Project Agreement:

(a) Design and Construction Energy Guarantee

The Project Agreement will specify that the Facility should be designed and constructed to meet or exceed a maximum annual energy consumption target, not to exceed 1.6 GJ/m<sup>2</sup>. If the target is not achieved then either Project Co will at its cost modify the Facility as required, or Project Co may propose making a lump sum payment to the Authority. (See Appendix 8C of the Initial Draft Project Agreement.)

(b) Operating Period Energy Guarantee

The energy consumption data of the Facility in the first two years after Service Commencement will be used by Project Co to prepare a model to predict targeted energy consumption for the next 5 years. Outside of a range of tolerance the Project Agreement will provide for 50% sharing between Project Co and the Authority, based on actual energy market prices paid in the relevant year. (See Appendix 8C of the Initial Draft Project Agreement.)

## **6. AFFORDABILITY**

### **6.1 Annual Affordability Ceiling**

The maximum annual payment the Authority has available to pay Project Co is defined as the Annual Affordability Ceiling (“the AAC”). The AAC, expressed in Canadian dollars and inclusive of all taxes except GST, is \$15.6 million. The stated AAC is the full year amount the Authority has available to pay Project Co in the first year of operations, estimated to be financial year ending March 31, 2012. Project approvals have been based on the AAC, which the Authority and its advisors determined using a shadow financial model that was based on the output specifications, the Public Sector Comparator (“the PSC”), costing information and market-based financial and other assumptions.

## **7. PROPOSAL REQUIREMENTS**

### **7.1 Participation Agreement**

As a condition of participating in this RFP process, each Proponent has signed and delivered a Participation Agreement to the Contact Person.

### **7.2 Proposal Form and Content**

Proposals should be in the form and include the content as described in Appendix A to this RFP.

### **7.3 Pricing Schedules**

Proposals should include completed pricing schedules as included in Appendix A to this RFP.

## **8. SUBMISSION INSTRUCTIONS**

### **8.1 Closing Time and Delivery Address**

Proposals must be received at the Delivery Address before the Closing Time. Proposals received after the Closing Time will not be considered and will be returned unopened.

### **8.2 No Fax or Email Submission**

Proposals submitted by fax or email will NOT be accepted.

### **8.3 Number of Copies**

Proponents should submit five (5) hard copies (4 bound and 1 unbound) and two (2) electronic copies (CD) of the Proposal in a package clearly marked "Royal Jubilee Patient Care Centre Request for Proposals".

### **8.4 Language of Proposals**

Proposals must be in English.

### **8.5 Receipt of Complete RFP**

Proponents are responsible to ensure that they have received the complete RFP, as listed in the table of contents of this RFP, plus any addenda. A submitted Proposal will be deemed to have been prepared on the basis of the entire RFP issued prior to the Closing Time. The Authority accepts no responsibility for any Proponent lacking any portion of the RFP.

### **8.6 Enquiries**

All enquiries regarding any aspect of this RFP must be directed to the Contact Person by email, and the following will apply to any enquiry:

- (a) the Contact Person will respond in writing;



- (b) enquiries to, and responses from, the Contact Person will be recorded;
- (c) a Proponent may request that a response to an enquiry be kept confidential if the Proponent considers the enquiry is commercially confidential to it, and if the Contact Person decides that an enquiry or the Authority's response must be distributed to all Proponents, then the Contact Person will permit the enquirer to withdraw the enquiry rather than receive a response; and
- (d) subject to Section 8.6(c), any enquiry and response may, in the Contact Person's discretion, be distributed to all Proponents, or the Contact Person may keep either or both the enquiry and response confidential if in the judgment of the Contact Person it is fair and appropriate to do so.

Information offered from sources other than the Contact Person with regard to this RFP is not official, may be inaccurate, and should not be relied on in any way, by any person for any purpose.

### **8.7 Electronic Communication**

The Contact Person will not respond to any communications sent by fax.

The following provisions will apply to any communications with the Contact Person, or the delivery of documents to the Contact Person by email where such email communications or delivery are permitted by the terms of this RFP:

- (a) the Authority does not assume any risk or responsibility or liability whatsoever to any Proponent:
  - (1) for ensuring that any electronic email system being operated for the Authority or Partnerships BC is in good working order, able to receive transmissions, or not engaged in receiving other transmissions such that a Proponent's transmission cannot be received; or
  - (2) if a permitted email communication or delivery is not received by the Authority or Partnerships BC, or received in less than its entirety, within any time limit specified by this RFP; and
- (b) all permitted email communications with, or delivery of documents to, the Contact Person will be deemed as having been received by the Contact Person on the dates and times indicated on the Contact Person's electronic equipment.

### **8.8 Addenda**

The Authority may, in its absolute discretion through the Contact Person, amend this RFP at any time before the Closing Time by issuing a written addendum. Written addenda are the only means of amending or clarifying this RFP, and no other form of communication whether written or oral, including written responses to enquiries as provided by Section 8.6, will be included in or in any way amend this RFP. Only the Contact Person is authorized to amend or clarify this RFP by issuing an Addendum. No

other employee or agent of the Authority is authorized to amend or clarify this RFP. The Authority will send a copy of any Addendum to all Proponents.

### **8.9 Inconsistency between Paper and Electronic Form**

If there is any inconsistency between the paper form of a document issued by or on behalf of the Authority to Proponents and the digital, electronic or other computer readable form, the paper form of the document will prevail.

### **8.10 Amendments to Proposals**

A Proponent may amend its Proposal at any time prior to the Closing Time by delivering written notice, or written amendments, to the Delivery Address prior to the Closing Time.

### **8.11 Changes to Proponent Teams**

If for any reason a Proponent wishes or requires to change a member of its Proponent Team after it was selected by the Authority under the RFQ, or to include new members on its team, then the Proponent must submit a written application to the Authority for approval. The Authority, in its absolute discretion, may grant or refuse an application under this section, and in exercising its discretion the Authority will consider the objective of achieving a competitive procurement process that is not unfair to the other short-listed Proponents. For clarity:

- (a) the Authority may refuse to permit a change to the membership of a Proponent Team if:
  - (1) the change would, in the Authority's judgement, result in a weaker team than the originally short-listed Proponent team; or
  - (2) the evaluation of the new team, using the evaluation criteria described in the RFQ, would rank them lower than a Proponent that was not included on the short-list; and
- (b) the Authority may, in the exercise of its discretion, permit any changes to a Proponent Team, including changes as may be requested arising from changes in ownership or control of a Proponent or a team member, or changes to the legal relationship between the Proponent or individual team members, such as the creation of a new joint venture or other legal entity or relationship in place of the short-listed Proponent.

### **8.12 Material Change after RFP Closing Date**

A Proponent will give immediate notice to the Authority of any material change that occurs to a Proponent after the Closing Time, including a change to its membership or a change to financial capability.

## **9. EVALUATION**

### **9.1 Evaluation Committee**

The evaluation of Proposals to identify the Preferred Proponent will be carried out by a committee appointed by the Authority (the “**Evaluation Committee**”). The Evaluation Committee may be assisted by other persons as the Evaluation Committee may decide it requires, including technical, financial, legal and other advisors or employees of the Authority.

### **9.2 Evaluation Criteria**

The Evaluation Committee will evaluate Proposals by application of the Evaluation Criteria as set out in Appendix A. The Evaluation Committee will apply the Evaluation Criteria to select the Proposal that the Evaluation Committee judges to be the most advantageous to the Authority. The Evaluation Committee may apply the evaluation criteria on a comparative basis, evaluating the Proposals by comparing one Proponent’s Proposal to another Proponent’s Proposal to determine the most advantageous Proposal.

### **9.3 Affordability**

The Evaluation Committee may overlook any Proposal that does not meet the Annual Affordability Ceiling as described in Section 6, notwithstanding the evaluation of that Proposal under Section 9.2.

### **9.4 Evaluation and Selection**

To assist in evaluation of the Proposals, the Evaluation Committee may, in its sole and absolute discretion, but is not required to:

- (a) conduct reference checks relevant to the Project with any or all of the references cited in a Proposal to verify any and all information regarding a Proponent, including its directors, officers and Key Individuals, conduct any background investigations that it considers necessary, and rely on and consider any relevant information from such cited references in the evaluation of Proposals;
- (b) seek clarification of a Proposal from any or all Proponents and consider such supplementary information in the evaluation of Proposals;
- (c) request interviews/presentations with any, some or all Proponents to clarify any questions or considerations based on the information included in Proposals during the evaluation process, and consider any supplementary information from interviews/presentations in the evaluation of Proposals; and
- (d) decide not to complete a detailed evaluation of a Proposal if the Evaluation Committee concludes, having undertaken a preliminary review of the Proposal, that the Proponent or Proposal as compared to all the Proposals is not in contention to be selected as the Preferred Proponent.

## **10. SELECTION OF PREFERRED PROPONENT AND AWARD**

### **10.1 Selection and Award**

The Evaluation Committee will recommend the Preferred Proponent to the Authority. The Authority will select the Preferred Proponent to be invited to enter into final discussions to settle all terms of the Project Agreement, based on the Preferred Proponent's Proposal, including any clarifications that the Preferred Proponent may have provided, and to enter into a binding Project Agreement.

If for any reason the Authority determines that it is unlikely to reach complete agreement with the Preferred Proponent, then the Authority may terminate the discussions with the Preferred Proponent and proceed in any manner that the Authority may decide, in consideration of its own best interests, including:

- a) terminating the procurement process entirely and proceeding with some or all of the Project in some other manner, using other contractors; or
- b) inviting one of the other Proponents to enter into discussions to reach agreements for the Project.

### **10.2 Compensation for Participation in RFP**

If the Authority exercises its rights under section 11.1 of the RFP to terminate the RFP process prior to the execution of the Project Agreement, the Authority will pay a Break Fee to the Proponent the lesser of:

- c) The actual reasonable costs incurred by the Proponent from and after the date of the execution of the Participation Agreement; or
- d) CDN \$250,000 (inclusive of any GST payable).

Upon execution of the Project Agreement, the Authority will pay \$250,000 (inclusive of any GST payable) to each unsuccessful Proponent that submits a bona fide and compliant Proposal.

### **10.3 Debriefs**

The Authority will, upon request from an unsuccessful Proponent, following the selection of the Preferred Proponent, conduct a debriefing for that unsuccessful Proponent. In a debriefing the Authority will discuss the relative strengths and weaknesses of that Proponent's Proposal, but the Authority will not disclose or discuss any confidential information of another Proponent.

## **11. RFP TERMS AND CONDITIONS**

### **11.1 No Obligation to Proceed**

This RFP does not commit the Authority in any way to proceed to an RFP stage or award a Project Agreement and the Authority reserves the complete right to at any time reject all Proposals, and to terminate the RFP and proceed with the Project in some other manner.

## **11.2 Freedom of Information and Protection of Privacy Act**

All documents and other records in the custody of, or under the control of, the Authority are subject to the Freedom of Information and Protection of Privacy Act (“**FOIPPA**”) and other applicable legislation. Except as expressly stated in this RFP, and subject to FOIPPA or other applicable legislation, all documents and other records submitted in response to this RFP will be considered confidential.

## **11.3 Cost of Preparing the Proposal**

Each Proponent is solely responsible for all costs it incurs in the preparation of its Proposal, including all costs of providing information requested by the Authority, attending meetings and conducting due diligence.

## **11.4 Confidentiality of Information**

All information pertaining to the Project received through participation in this RFP is confidential and may not be disclosed without the written authorization from the Contact Person, and in no event will a Proponent discuss the Project with any member of the public or the media without the prior written approval of the Authority.

## **11.5 Reservation of Rights**

The Authority reserves the right, in its sole and absolute discretion, to:

- (a) amend the scope of the Project, modify, cancel or suspend the RFP process at any time for any reason;
- (b) accept or reject any Proposal based on the Evaluation Criteria as evaluated by the Evaluation Committee;
- (c) waive a defect or irregularity in a Proposal and accept that Proposal;
- (d) not accept any or all Proposals;
- (e) reject or disqualify any or all Proposals without any obligation, compensation or reimbursement to any Proponent or any of its team members;
- (f) re-advertise for new Proposals, call for tenders, or enter into negotiations for this Project or for work of a similar nature;
- (g) make any changes to the terms of the business opportunity described in this RFP; and/or
- (h) extend, from time to time, any date, time period or deadline provided in this RFP, upon written notice to all Proponents who submitted a Receipt Confirmation Form.

## 11.6 Partnerships BC Projects

The Authority may at any time, including without limitation for purposes of evaluation and negotiation, take into account any relevant information that becomes available to it from any source. Without limiting the foregoing, the Authority has engaged Partnerships BC, which is currently engaged in two other health care projects as well as projects in other sectors, and the Authority may receive information in respect of those other projects which may be relevant to Proponents or Proponent Team members. Subject to the Section 2.1 of this RFP, the Authority may share information that is available from this Project with Partnerships BC and other projects. The Authority assumes no responsibility to identify relevant information from other projects and Proponents remain fully responsible to submit a complete Proposal.

## 11.7 Ownership of Proposal

All Proposals submitted to the Authority become the property of the Authority and will be received and held in confidence by the Authority, subject to the provisions of FOIPPA and this RFP.

## 11.8 Disclosure and Transparency

The Authority is committed to an open and transparent procurement process, while understanding the Proponents' need for protection of confidential commercial information. To assist the Authority in meeting its commitment, Proponents will cooperate and extend all reasonable accommodation to this endeavour.

## 11.9 Relationship Disclosure and Review

In order to guard against a Proponent being in a conflict of interest or having an unfair advantage:

- (a) Relationship Disclosure Form: Proponents will be required to provide sufficient information to permit the Authority to be satisfied that no member of a Proponent Team has a conflict of interest or unfair advantage, and for that purpose Proponents should submit the Relationship Disclosure Form attached as Appendix C with its Proposal;
- (b) Restricted Parties: The Authority may, from time to time, issue a list of persons, firms or organizations who are Restricted Parties because of their involvement in the Project. The following parties are Restricted Parties:
  - (1) Bull, Houser & Tupper LLP
  - (2) Ernst & Young Orenda Corporate Finance Inc.
  - (3) Zeidler Partnership Architects
  - (4) Mr. Leslie R. Peterson, QC
  - (5) Partnerships British Columbia Inc.
  - (6) Peterson Galloway
  - (7) AME Group
  - (8) Caroline Webster Consulting
  - (9) Pacific Meridian Consulting
  - (10) Focus Engineering

- (11) Thurber Engineering Ltd.
- (12) Triumph Electrical Consulting Engineering Ltd.

The Authority may, in its sole and absolute discretion, disqualify a Proponent that uses a Restricted Party:

- (A) to advise the Proponent respecting the Proponent's participation in the RFP; or
  - (B) as an employee, advisor or consultant to the Proponent or a Proponent Team member.
- (c) **Request for Advance Opinions:** A Proponent or a prospective member or advisor of a Proponent who has any concerns regarding whether a current or prospective employee, advisor or member of that Proponent is or may be unacceptable because of a conflict of interest or unfair advantage should at the earliest opportunity advise the Contact Person, with details, including:
- (1) names and contact information of the Proponent and the person or firm for which the advance opinion is requested;
  - (2) a description of the relationship that raises the possibility or perception of a conflict of interest or unfair advantage; and
  - (3) a description of the steps taken to date, and future steps proposed to be taken, to mitigate the conflict of interest or unfair advantage.
- (d) **Exclusivity:** Key Individuals and Equity Providers can only participate as members of one Proponent Team.

#### 11.10 Fairness Advisor

The Authority has appointed ADR Chambers Inc. (the "**Fairness Advisor**") to monitor the evaluation process undertaken by the Evaluation Committee. The Fairness Advisor will provide a written report to the Authority, and the Authority will make any such report available to interested parties.

The Fairness Advisor will be:

- (a) provided full access to all documents, meetings and information related to the evaluation processes under this RFP which the Fairness Advisor, in its sole discretion, decides is required; and
- (b) kept fully informed by the Authority of all documents and activities associated with this RFP.

## 11.11 References within the RFP

In this RFP, except to the extent the context or the express provisions of this RFP otherwise require:

- (a) each reference to a Section or Appendix is a reference to a Section of, or Appendix to, this Agreement;
- (b) each reference to time of day is a reference to Pacific Standard time or Pacific Daylight Saving time, as the case may be;
- (c) all monetary amounts are expressed in Canadian Dollars; and
- (d) the words “include”, “includes” or “including” are to be construed as meaning “include without limitation”, “includes without limitation” or “including without limitation”, respectively

## 12. INTERPRETATION

### 12.1 Definitions

In this RFP:

**Addenda** or **Addendum** means an amendment to this RFP issued by the Contact Person as described in Section 8.8;

**Annual Affordability Ceiling** or **AAC** has the meaning set out in Section 6;

**Authority** means Vancouver Island Health Authority;

**Claim** means any claim, demand, suit, action, or cause of action, whether arising in contract, tort or otherwise, and all costs and expenses relating thereto.

**Closing Time** means the time indicated as such on the RFP cover page;

**Contact Person** means the person identified as such on the RFP cover page;

**Data Room** has the meaning set out in Section 3.1;

**Delivery Address** means the delivery address identified as such on the RFP cover page;

**Evaluation Committee** means the committee established by the Authority to evaluate the Proposals;

**Evaluation Criteria** means the criteria referred to in Appendix A;

**Facility** has the meaning set out in Section 1.1;

**Fairness Advisor** means the person(s) described in Section 11.10;



**Final Draft Project Agreement** has the meaning set out in Section 2.1(e);

**Financial Close** means the time when the Project Agreement and all financing and other agreements related to the Project have been executed and delivered and all conditions to the effectiveness of the Project Agreement and Project financing agreements have been satisfied;

**FOIPPA** has the meaning set out in Section 11.2;

**Initial Draft Project Agreement** has the meaning set out in Section 2.1(b);

**Key Individuals** means the persons identified as such in the Proponent's Proposal;

**Lands** means the area defined in the Initial Draft Project Agreement;

**Partnerships BC** means Partnerships British Columbia Inc.;

**Participation Agreement** means an agreement in the form of Appendix E;

**Preferred Proponent** means the Proponent selected pursuant to this RFP to negotiate and enter into the Project Agreement;

**Project** means the design, construction, financing, commissioning and maintenance of the Facility and all other works ancillary to the Facility in accordance with the Project Agreement;

**Project Agreement** has the meaning set out in Section 1.1;

**Project Co** means the entity that enters into the Project Agreement with the Authority;

**Proponent** means one of the entities identified in Section 1.3;

**Proponent Team** means for each Proponent the team identified by that Proponent in its submission pursuant to the RFQ as changed pursuant to Section 8.1;

**Proposal** means a proposal submitted in response to this RFP;

**Proposal Declaration Form** means the form attached as Appendix B to this RFP;

**Relationship Disclosure Form** means the form attached as Appendix C to this RFP;

**Restricted Party** means those persons or firms (including their former and current employees) who had, or currently have, participation or involvement in the RFP or the design, planning or implementation of the Project, and who may provide a material unfair advantage or confidential information to any Proponent that is not, or would not reasonably be expected to be, available to other Proponents. Restricted Parties for this RFP are identified in Section 11.9(b);

**RFP** has the meaning set out in Section 1.1; and

**RFQ** has the meaning set out in Section 1.3.

**APPENDIX A – PROPOSAL REQUIREMENTS, PRICING SCHEDULES AND EVALUATION CRITERIA**

## Appendix A – Proposal Requirements, Pricing Schedules and Evaluation Criteria

### Contents:

This Appendix includes:

- A. Proposal Requirements (Reference Section 7.2 of the RFP): beginning on page 1;
- B. Pricing Schedules (Reference Section 7.3 of the RFP): beginning on page 30;
- C. Evaluation Criteria (Reference Section 9.2 of the RFP): beginning on page 50.

### **A. PROPOSAL REQUIREMENTS** (Reference Section 7.2 of the RFP)

The table below describes the Proposal requirements. For ease of reference Proposals should be written using the section numbers and titles as indicated with variations if any, clearly identified. Any deviation in the Proposal from the requirements of the RFP or the Final Draft Project Agreement should be clearly noted.

Note: Defined terms have the meaning set out in the RFP or the Final Draft Project Agreement as the context may require. References to the Schedules and the Appendices are to the Schedules and Appendices to the Final Draft Project Agreement unless otherwise specified.

| Section No.         | Title               | Contents  |
|---------------------|---------------------|---|
| <b>Cover Letter</b> |                     |   |
|                     | <b>Cover Letter</b> | Proponents should provide a cover letter that includes or attaches: <ul style="list-style-type: none"> <li>a) The completed Proposal Declaration Form (Appendix B, Volume 2 of this RFP).</li> <li>b) Confirmation of the Company/Firm name, Key Individuals and significant team members for each of the following:               <ul style="list-style-type: none"> <li>1. Consortium/Lead;</li> <li>2. Equity Providers;</li> <li>3. Design Team;</li> <li>4. Construction Team;</li> <li>5. Facility Management Team;</li> <li>6. Financial Advisor;</li> <li>7. Legal Advisor; and</li> <li>8. Other(s) (please specify).</li> </ul> </li> </ul> |

| Section No.                                | Title  | Contents   |
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|  |  | <p>If there have been any changes to team members or Key Individuals as were specified in the Proponent’s RFQ Submission then any such changes should be approved by the Authority.</p> <p>c) Name and contact details for the Proponent’s Representative.</p> <ol style="list-style-type: none"> <li>1. Name;</li> <li>2. Employer;</li> <li>3. Mailing/Courier address;</li> <li>4. Telephone number;.</li> <li>5. Facsimile number.;</li> <li>6. E-mail address; and</li> <li>7. Website address.</li> </ol> <p>The Proponent’s Representative will be the <u>only</u> point of contract for the Proponent from the Authority regarding this RFP.</p> |
| <b>PACKAGE 1: FINANCIAL AND COMMERCIAL</b> |  |  |
| <b>1.1</b>                                 | <b>Structure of Project Co and relationship with the Authority</b> |  |
| 1.1.1                                      | Structure of Project Co  | (a) Describe (up to approximately 1,000 words) the legal structure of Project Co and the existing or anticipated contractual relationship between Project Co team members.   |
| 1.1.2                                      | Relationship with the Authority                                    | (a) Describe (up to approximately 1,000 words) the management structure of, and Key Individuals within, Project Co and their roles in interacting with the Authority.  |
| <b>1.2</b>                                 | <b>Project Agreement</b>   |  |
| 1.2.1                                      | Final Draft Project Agreement                                      | <p>a) Confirm that the terms of the Final Draft Project Agreement are acceptable to the Proponent and its Project Contractors.</p> <p>b) If the Proponent requests an amendment to the Final Draft Project Agreement, provide using the format provided in Appendix D, Proponent Comments Form:</p> <ol style="list-style-type: none"> <li>(1) A detailed list of all requested amendments;</li> <li>(2) A rationale for each requested change; and</li> <li>(3) Suggested revised drafting.</li> </ol>  |

| Section No.  | Title   | Contents  |
|--------------|---|---|
| 1.2.2        | Project Contractors                           | a) The Proponent is to provide, at a minimum, draft heads of agreement executed by all applicable parties for all major contractors, including design, construction, operation, maintenance and lifecycle.  |
| <b>1.3</b>   | <b>Financial</b>                              |   |
| <b>1.3.1</b> | Assumptions as basis for Financial Submission |   |
|              | Key Dates                                     | a) Proponents should use an assumed date of January 30, 2008 as the basis for developing their Financial Proposal (“the Base Date”).<br>b) Proponents should use an assumed date of May 30, 2008 for Financial Close (the “Assumed Financial Close Date” )  |
|              | Currency                                      | Provide prices as of the Base Date in Canadian dollars.   |
|              | Price Validity                                | Except for specified adjustments to interest rates, all prices listed in a Proposal must remain valid for a period of three months after the Assumed Financial Close Date.  |
|              | Inflation                                     | Assume that an element of the Service Payment will be indexed using the CPI in accordance with the Payment Mechanism. For evaluation purposes, assume CPI at a rate of 2.0% per annum and indexation will be applied on an annual basis starting April 1 and ending on March 31. The Authority is prepared to pay indexation only on: <ul style="list-style-type: none"> <li>• Service costs;</li> <li>• Lifecycle costs; and</li> <li>• Other operating costs, including Project Co’s management and direct operating costs.</li> <li>• The annual Service Payment should be level in real terms for the entire Operating Period, in particular a Proponent may not propose a sculpted payment to meet its lifecycle profile.</li> </ul> |
|              | Interest Rates                                | The Proponent should provide to the Authority’s Contact Person two weeks prior to the Closing Time the benchmark rate it will use in its Proposal. Based on the information provided by the Proponent, the Authority will verify within three days the the benchmark rate(s) that the Proponent is to use in preparation of its Package 1.<br><br>When providing the benchmark rate(s), Proponents should provide the benchmark rate(s) as priced at 10.00 a.m. EST two weeks prior to the Closing Time and all supporting information (including a   |

| Section No. | Title                 | Contents   |
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|             |                       | <p>copy of the screen from which the benchmark rate(s) were extracted, the average life and / or drawdown and repayment profile) that would allow the Authority to verify the reference interest benchmark rate(s).</p> <p>The Authority will verify the reference interest benchmark rate(s) for the Proponent to take account of the financing structure of the Proposal. The Authority will verify the respective benchmark rate(s) to each Proponent independently.</p> <p>The rate(s) provided by the Authority will be used in the calculation of the Proponent's Service Payment.</p> <p>The Proponent should provide full details and explanations of any credit spread, Lenders' margins and other adjustments to benchmark rate(s) that the Proponent considers appropriate.</p> |
|             | Discount rate         | For the purposes of the NPV calculation, Proponents should use 8.04% real.   |
|             | Tax                   | The Proponent should provide full details of its taxation assumptions to demonstrate that the Proponent has given full consideration to all tax implications in preparing its Proposal.  |
|             | Payment Mechanism     | The Payment Mechanism as described in Schedule 8 [Payments] should be used without modification to calculate the Proponent's Periodic Payment. For the purposes of modelling, Proponents should assume 100% performance and availability.  |
|             | Refinancing           | <p>The Proponent should describe any plans for refinancing. If a Proponent plans to refinance debt, provide full details including assumptions about:</p> <ol style="list-style-type: none"> <li>(1) The structure and the timing of refinancing;</li> <li>(2) Interest rates;</li> <li>(3) Margins;</li> <li>(4) Timing of repayments;</li> <li>(5) Reserve accounts; and</li> <li>(6) Cover ratios.</li> </ol>   |
| 1.3.2       | <b>Financing Plan</b> | <p>The Proponent should demonstrate that it has the capacity to finance the Project from Design and Construction through the full Operating Period to the end of the Term.</p> <p>a) Provide a full description of a complete financing plan for the Project Agreement, including the</p>  |

| Section No. | Title | Contents   |
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|             |       | <p>amounts and timing of required funds through Design, Construction and the complete Operating Period, including all the Services and the Life Cycle Requirements.</p> <p>b) The sources of funds should match the demand for funds throughout both the Construction Period and the Operating Period. The Financing Plan should demonstrate the sources of finance and the level of commitment of the financing and include the level of information specified below:</p> <ol style="list-style-type: none"> <li>(1) Full details of each source of financing, including equity, any construction or standby facilities, subordinated debt, capital markets debt, variation facilities and internally generated funds (separated into interest earned on deposits, reserve accounts, and third party income);</li> <li>(2) Identification and credit status of each investor and the amount to be provided by each investor, including yields or returns;</li> <li>(3) For each investor subscribing equity or quasi-equity, details about the availability of equity / quasi-equity finance, including, as applicable, copies of all relevant agreements and board minutes approving the quantum of equity / quasi-equity to be provided;</li> <li>(4) If guarantees are to be provided as part of the financing package, written confirmation by each shareholder's parent company, stating that it is able to provide a parent company guarantee in relation to the availability of the equity / quasi-equity for the Project, and that it has adequate funds available;</li> <li>(5) If any equity or quasi-equity finance is to be raised from external sources, specify such sources and provide written confirmation from the providers as to their willingness to provide funding and the amount of funding available; and</li> <li>(6) Full description (including, where applicable, copies of all relevant agreements) evidencing and confirming the extent of support (including performance guarantees) that is to be provided in respect of the obligations and liabilities of Project Co by each of Project Co's shareholders, subcontractors and associated third parties, including details of any parent and ultimate parent company involvement in any and all such elements of support.</li> </ol> <p>c) Term sheets for all the financing providers including:</p> <ol style="list-style-type: none"> <li>(1) The identity of the arranger or underwriter;</li> <li>(2) Type of financing facility;</li> </ol> |

| Section No. | Title | Contents  |
|-------------|-------|---|
|             |       | <ul style="list-style-type: none"> <li>(3) Purpose of facility;</li> <li>(4) Availability period;</li> <li>(5) The amount of financing proposed or committed and currency in which it is to be provided;</li> <li>(6) The drawdown schedule;</li> <li>(7) Details of grace periods, including duration and contingency;</li> <li>(8) Repayment or redemption schedules, maturity dates and prepayment terms (including make-whole clauses);</li> <li>(9) Details of the performance security package to be provided by each of the Project Contractors, including details of letters of credit or other security, bonding or guarantee requirements and costs (from either parents or third parties);</li> <li>(10) Arrangement, underwriting, commitment, agency and all other fees;</li> <li>(11) Interest rates (whether fixed or floating) specifying base rate, other credit spreads and all margins and including any ratchet mechanism;</li> <li>(12) Requirements for reserve accounts;</li> <li>(13) Any proposed hedging arrangements in respect of interest rates;</li> <li>(14) Events of default and other similar arrangements;</li> <li>(15) Step-in arrangements;</li> <li>(16) Conditions precedent;</li> <li>(17) Due diligence requirements;</li> <li>(18) Any other restrictions, requirements or conditions that may materially impact the Proponent's ability to raise financing or drawdown on committed financing after Financial Close;</li> <li>(19) If the Financing Plan is dependent on a credit rating, an indicative credit rating from one or more credit reference agencies;</li> <li>(20) A confirmation letter from the Proponent's Financial Advisor stating that the Financing Plan is achievable and robust;</li> <li>(21) Details of any working capital requirements and details of how these requirements will be</li> </ul> |



| Section No. | Title                      | Contents   |
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|             |                            | <p>met;</p> <p>(22) Details of any standby facilities provided to satisfy the requirements of the Project Agreement; and</p> <p>(23) To the extent that other forms of finance, other than debt and equity, are to be used the Proponent is to provide appropriate details equivalent to those requested above for equity and debt finance.</p> <p>d) The Proponent is to provide clear and express written statements of support directly from all proposed Lenders (including equity providers) which should confirm:</p> <ol style="list-style-type: none"> <li>(1) The Lender has reviewed and accepted the Financial Model (stating version number);</li> <li>(2) The level of approval obtained from the Lender and any and all conditions which must be satisfied before the funding will become committed;</li> <li>(3) The process necessary to provide committed funds at Financial Close and the likely timetable for that process; and</li> <li>(4) That the funds can be committed within the timetable for the Project.</li> </ol> <p>e) The Proponent is to describe and provide details of its proposed interest rate hedging strategy, if any, that may be used, including the time period over which a hedge is expected to be in place and the proportion of the debt repayments that are to be hedged.</p> |
| 1.3.3       | <b>Financial Model</b>     | The Proponent is to provide the Excel spreadsheet model it has used and which is proposed to become the Financial Model under the Project Agreement. The file should include a print option macro and should allow the viewer access to all internal formulae, data and assumptions together with a full print out of all model sheets.  |
| 1.3.3.1     | General model requirements | <p>The Proponent's Financial Model should:</p> <ol style="list-style-type: none"> <li>(1) Provide financial projections (cost and revenue projections) on a semi-annual basis (for each period ending March 31 and September 30) from Financial Close until the end of the Project Term;</li> <li>(2) Be expressed in Canadian dollars and be able to be presented in both real terms and nominal terms;</li> <li>(3) Include a print option macro; and</li> </ol>   |

| Section No. | Title                                 | Contents   |
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|             |                                       | (4) There should be no circular references or balancing numbers and no input numbers in the calculation worksheets.  |
| 1.3.3.2     | Specific Financial Model Requirements | <p>a) The proposed Financial Model should include and provide:</p> <p><u>Assumption schedules:</u></p> <ol style="list-style-type: none"> <li>(1) Capital and operating costs;</li> <li>(2) Taxation;</li> <li>(3) Payment mechanism; and</li> <li>(4) A scenario control sheet.</li> </ol> <p><u>Outputs:</u></p> <ol style="list-style-type: none"> <li>(1) A schedule of payments by the Authority that sets out the expected date of payment and the amount to be paid by the Authority, in both real and nominal terms;</li> <li>(2) The proposed funding structure, with funding schedules that specify the expected debt repayment dates and the amount of debt service, in nominal terms only, to be repaid;</li> <li>(3) The calculation of Project returns for the different elements of financing;</li> <li>(4) Projected income statements;</li> <li>(5) Projected balance sheet;</li> <li>(6) Cash flow projections;</li> <li>(7) Cash cascade in order of seniority (which should be consistent with any funding term sheets); and</li> <li>(8) Supporting schedules.</li> </ol> <p>b) The proposed Financial Model should produce the following outputs:</p> <ol style="list-style-type: none"> <li>(1) Project internal rate of return (IRR), before financing and tax, in both real terms and nominal (“Base Case Project IRR” as defined in the Final Draft Project Agreement) terms;</li> <li>(2) Return on equity and sub-debt, in both real terms and nominal terms, and a blended equity return that incorporates all sub-senior debt finance (“Threshold Equity IRR” as defined in the Final Draft Project Agreement);</li> <li>(3) Debt to equity ratio at the time of Financial Close and at Service Commencement,</li> </ol> |

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|             |                           | <p>defined as total financial debt divided by total shareholders funds;</p> <ul style="list-style-type: none"> <li>(4) Drawdown schedules, including dates and amounts for all sources of finance on a semi-annual basis;</li> <li>(5) Weighted average cost of capital at Assumed Financial Close Date;</li> <li>(6) Annual debt service cover ratio and loan life cover ratio for each year of the Project Term, with minimum and average ratios;</li> <li>(7) Any other ratios that are considered relevant to the proposed financial structure, financial covenants or financing agreements;</li> <li>(8) The precise timing of any equity injections and details of the phasing, if appropriate;</li> <li>(9) NPV of real Annual Service Payments, assuming no deductions for unavailability or poor performance, discounted at both the Base Case Project IRR and the Discount Rate in Section 1.3.1;</li> <li>(10) Summary financial statements, in nominal terms only, for each year of the Project Term, in accordance with Canadian Generally Accepted Accounting Practice (GAAP);</li> <li>(11) The construction price that is included in the Financial Model will be the Proponent's estimated out-turn construction price at Assumed Financial Close Date;</li> <li>(12) A breakdown of development costs;</li> <li>(13) Revenues and costs on a semi-annual basis;</li> <li>(14) Services costs;</li> <li>(15) Lifecycle costs;</li> <li>(16) A breakdown of Project Co revenues and costs;</li> <li>(17) Other operating costs;</li> <li>(18) Net income from income generation activities, analyzed by activity; and</li> <li>(19) Revenue and capital flows.</li> </ul> |
| 1.3.3.3     | Financial Model Data Book | <ul style="list-style-type: none"> <li>a) The Proponent should provide a detailed and comprehensive Financial Model specification booklet (the "Financial Model Data Book"), including, instructions for using the Financial Model, including:</li> </ul>   |

| Section No. | Title                | Contents   |
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|             |                      | <ul style="list-style-type: none"> <li>(1) How changes to input variables should be entered;</li> <li>(2) How to run the model following changes to inputs;</li> <li>(3) How to run sensitivities;</li> <li>(4) Details of all macros, if any, contained in the model;</li> <li>(5) How to print key reports and the entire model;</li> <li>(6) Details of the optimization procedure; and</li> <li>(7) Construction of the model, including contents list of sheets and data contained within.</li> </ul> <p>b) As part of the Data Book, the Proponent should provide full details of the model inputs (the "Inputs Data") which identifies and includes:</p> <ul style="list-style-type: none"> <li>(1) For each source of finance: the drawdown timetable; grace period; repayment schedules; debt maturity profile; costs of finance, including margins and fees and all success fees; and any variations to margins or fees over the life of the loans;</li> <li>(2) Capital and operating cost schedules;</li> <li>(3) Macro-economic assumptions, including interest and inflation rates;</li> <li>(4) Taxation assumptions;</li> <li>(5) The assumptions made in relation to the GST and PST liabilities and recoverability;</li> <li>(6) Accounting policies, including depreciation by asset type, and working capital requirements;</li> <li>(7) All other assumptions that have been necessary in order to construct the Financial Model; and</li> <li>(8) The Inputs Data should be consistent with, and reconcile to, the Financial Model.</li> </ul> |
| 1.3.3.4     | Sensitivity Analyses | <p>a) As part of the review and evaluation of Proposals, Proponents should provide the sensitivities listed below. The Authority reserves the right to request additional sensitivities.</p> <p><u>Inflation:</u></p> <ul style="list-style-type: none"> <li>(1) at 1% (for whole project);</li> <li>(2) at 3% (for whole project); and</li> </ul>   |

| Section No. | Title                 | Contents   |
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|             |                       | <p>(3) at 5% (for whole project).</p> <p><u>Interest costs:</u></p> <p>(1) 0.5% reduction in the benchmark rate; and</p> <p>(2) 0.5% increase in the benchmark rate.</p>   |
| 1.3.3.5     | Proponent's Lender(s) | <p>Provide a letter from each Proponent's Lender that confirms Lender's Counsel has reviewed the Final Draft Project Agreement and that the Proponent's response to 1.2.1 includes or reflects each Lenders' requirements.</p> <p>The Authority wishes to reach Financial Close as soon as possible after identifying the Preferred Proponent and as such does not wish to enter into any further negotiations following the issue of the Final Draft Project Agreement. In order to ensure Financial Close is reached expediently, the Authority requires that fully committed offers of finance ("the Offer of Finance") are submitted with a Proponent's proposal.</p> <p>To be considered a fully committed Offer of Finance the Proponent must provide as part of ITS Package 1 a letter from its Lender's credit committee, addressed to the Authority, confirming the Lender's commitment to provide the Authority with a fully committed Offer of Finance and further confirming that the proposed financing has received all necessary credit approvals including approval by its credit committee. In addition, the letter should contain the wording "<i>the credit committee expressly confirms that no further due diligence is required by us in connection with or as a condition of the provision of financing pursuant to our above-referenced financing commitment</i>".</p> <p>The written commitment itself should outline in detail the terms of the financing to be provided to the Proponent and should evidence the Lenders' agreement to underwrite the amount, structure and pricing of such financing.</p> <p>In order for the Offer of Finance to be considered a fully committed offer for the purposes of the RFP, the Proponent should provide to the Authority within three Business Days following notification that it has been selected as Preferred Proposal a letter, executed by a senior officer of its Funder and addressed to the Authority, stating substantially as follows:</p> <p><i>"Attached hereto is a copy of our financing commitment provided on [insert date] to [name of</i></p> |

| Section No. | Title            | Contents  |
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|             |                  | <p>Proponent] <i>which we confirm is subject only to the following:</i></p> <ul style="list-style-type: none"> <li>(1) <i>No material adverse change between the date of our underwriting commitment and Financial Close in the international or domestic money, debt, bank or capital markets; or</i></li> <li>(2) <i>No major disabling event or circumstance relating to the Project, between the date of our commitment and Financial Close, which could not have been reasonably prevented or foreseen by and is beyond the reasonable control of [name of Proponent] and which [name of Proponent] can demonstrate to the Authority, acting reasonably, would substantially frustrate or render it impossible for [name of Proponent] to perform its obligations under the Project Agreement for a continuous period of not less than 180 days.”</i></li> </ul> |
| 1.4         | <b>Insurance</b> | <p>Proponents should include:</p> <ul style="list-style-type: none"> <li>(a) Quotations from insurers qualified in British Columbia setting out the premiums for, and terms and conditions of, the Construction CGL Policy and the Construction Property Policy as described in Schedule 5 [Insurance Requirements];</li> <li>(b) A completed “Construction Insurance Underwriting Questionnaire” together with all supporting documents.</li> </ul>  |

| <b>PACKAGE 2 – Design and Construction</b> |                         |   |
|--|-------------------------|---|
| <b>2.1</b>                                 | <b>Project Delivery</b> |   |
| <b>2.1.1</b>                               | <b>Approach</b>         | <p>a) Describe and provide the Proponent’s management plan for the design of the Project showing:</p> <ul style="list-style-type: none"> <li>• The design and construction methodology and general approach overall.</li> <li>• An organization chart, including all subconsultants.</li> <li>• Key personnel. Where individuals are identified who were not previously identified in the RFQ Response, attach a curriculum vitae and information on their experience on healthcare projects of a similar size and nature.</li> <li>• A summary of the current project workload of the Proponent’s team including a detailed list of current staff and manpower available for this project, and their anticipated commitment levels.</li> <li>• Design constraints and risks.</li> <li>• Quality control procedures.</li> <li>• Proposed work plan, identifying milestone dates, review activities and requirements for Authority interaction.</li> </ul> <p>b) Describe and provide the Proponent’s process for managing approvals:</p> <ul style="list-style-type: none"> <li>• Municipal approvals.</li> <li>• Commissioning.</li> <li>• LEED™ Certification.</li> <li>• Any other approvals necessary.</li> </ul> |
| <b>2.1.2</b>                               | <b>Design</b>           | <p>a) Identify and describe in no more than 1,000 words (for each topic below), including photos, illustrations and cross-references as needed, to show how the proposal meets the Authority’s three key goals:</p> <ol style="list-style-type: none"> <li>1. Be optimized for elder care;</li> <li>2. Be a magnet hospital to assist in attracting and retaining staff; and</li> <li>3. Be an environmentally friendly/high performance building.</li> </ol> <p>b) Identify and describe, in no more than 500 words, any features of the design and construction of</p>  |

|              |                          |  |
|--------------|--------------------------|--|
|              |                          | <p>the facility that enhance the Health Authority’s provision of the Clinical Services and Non-Clinical Services, especially those which may increase the efficiency and effectiveness while reducing the cost of the provision of those services, or which may otherwise provide downstream benefits to the Health Authority in their day-to-day activities.</p> <p>c) Provide a breakdown (in the form of a checklist) of the strategy to achieve LEED™ Silver certification.</p> <p>d) Provide a strategy to achieve LEED™ Gold certification, as well as a summary of all impacts of moving from Silver to Gold.</p>   |
| <b>2.1.3</b> | <b>Approvals Process</b> | <p>a) Identify whether the design proposal will require any variance in the amended zoning that is being requested from the City.</p> <p>b) In the event that a change in the zoning is required, describe how the Proponent will manage the approval of the change for the benefit of the Project and its overall objectives.</p> <p>c) Provide drawings and a description of how the Proposal demonstrates compliance with the zoning and the community Design Requirements.</p>   |
| <b>2.2</b>   | <b>Design</b>            |  |
|              |                          | <p>a) Confirm compliance of the Proposal with the Output Specifications; or</p> <p>b) List any Output Specifications that the Proponent requires to be varied and provide an explanation of the variation required.</p>  |
| <b>2.2.1</b> | <b>Site Development</b>  | <p>Provide the following development plans:</p> <p>a) Site context, including site development, adjacent roads and property uses (1:1000 context plan):</p> <ul style="list-style-type: none"> <li>• Site circulation strategy including cars, pedestrians, deliveries, waste removal, ambulances and fire fighting access and disaster response access.</li> </ul> <p>b) Location of all buildings including expansion provisions, roadways, pathways, fire fighting access, post-disaster provisions, green space, car parking if any, and services elements (1:500 site plan):</p> <ul style="list-style-type: none"> <li>• Include Landscape Plan, sections and elevations to clearly describe design.</li> </ul> <p>c) Streetscape drawings demonstrating proposed massing, materials and image of the Project, including the context of adjoining buildings on the Site.</p> <p>d) North-South and East-West cross-sectional diagrams showing relationship between the Project and adjacent site uses (1:200).</p> <p>e) Landscape design, including philosophy (description of Landscape Design Approach with</p> |



|                     |                               |   |
|---------------------|-------------------------------|---|
|                     |                               | <p>emphasis on therapeutic and holistic principles), exterior treatments, general areas, parking areas if any. Types and maturity of plants should be identified, as should extent of irrigation (1:100).</p>   |
| <p><b>2.2.2</b></p> | <p><b>Building Design</b></p> | <p>a) Provide written and graphical summaries of the design to demonstrate the following features:</p> <ul style="list-style-type: none"> <li>• Concepts and elements including functional aspects (including space standards, internal circulation and way finding); environmental aspects (including healing environment, daylight, acoustics, colour, the use of art, and sustainability); operational aspects (including infection control, ergonomics, and designing for the elderly and disabled) security aspects and capacities.</li> <li>• How the flexible space is integrated into the Facility.</li> <li>• How the design is based on concepts of evidence-based design and how the Proponent will collaborate with the Authority and others to collect data relevant to providing an optimum care environment.</li> <li>• How the proposed design integrates with the Site and takes into account the particular attributes of the Site.</li> <li>• Flexibility in design and construction to meet future requirements, including ease of adding capacity in the future at minimal marginal cost and minimal disruption.</li> <li>• How the design of the building, including its infrastructure, addresses requirements for provision for disasters.</li> <li>• Features, concepts and unique elements that relate to the Authority’s objectives in the Schedules of Accommodations.</li> <li>• Describe, including types of, the Elevators/Vertical Transportation mechanisms, including how each meets or exceeds the requirements of the Output Specifications: <ul style="list-style-type: none"> <li>○ Patient elevators.</li> <li>○ Passenger elevators.</li> <li>○ Service elevators.</li> </ul> </li> <li>• Describe concepts of bariatric and acuity-adaptable design.</li> <li>• Features and approach to infection control in each of clinical, administrative and public areas.</li> <li>• Describe in diagrammatic or narrative form the patient, staff and visitor drop-off, arrival, orientation, discharge/departure and circulation options directly from the exterior and from the adjacent Diagnostic and Treatment Building.</li> </ul> |

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| <p><b>2.2.3</b></p> | <p><b>Architecture</b></p> | <p>Provide appropriate design documentation including:</p> <ol style="list-style-type: none"> <li>a) Floor plans (1:200) with room numbers cross-referenced to the Schedule of Accommodations. Include all walls and doors, structural elements, circulation elements (e.g., stairs, elevators) and major service shafts.</li> <li>b) Summary of how all indicative equipment is accommodated in an appropriate location, enabling the Facility to have clutter-free hallways.</li> <li>b) Building elevations and sections, and site sections, sufficient to illustrate design aesthetics, materials and major features.</li> <li>c) Minimum of two 3-D renderings, illustrating the overall design quality and aesthetics for the Project. Ideally, provide for the capacity to “walk through” the design utilizing 3D CAD Software.</li> <li>d) A massing model (1:500) of the Site and the Project.</li> <li>e) Functional relationship drawings (1:200 architectural plans) indicating the location and functional relationships of all program elements, horizontal and vertical circulation, future expansion space, internal traffic flow - patient, staff, visitor, FM Services). Use colour to illustrate the program elements and to differentiate the following types of internal circulation systems: public, service, controlled access for staff and patient movement, and “sterile”.</li> <li>f) Schedules of indicative finishes, fixtures, fittings and Project Co-supplied equipment.</li> <li>g) Room data sheets and drawings (1:50), indicating key dimensions along with the typical location of medical gas, general power and outlets, elevations and ceiling plans for the following typical rooms and typical areas (ensure that the location of all equipment is noted on the drawings): <ul style="list-style-type: none"> <li>• Typical Med-Surg and Psych-Geriatric Patient Rooms (each type provided, e.g., single, double or triple).</li> <li>• Typical inpatient cluster of rooms (pod).</li> <li>• Typical patient washroom.</li> <li>• Main nurse station for Med/Surg and Psych-Geriatric.</li> </ul> </li> <li>h) Summary of the use of millwork and/or requirements for systems furniture by the Authority to make the building functional.</li> <li>i) Schematic Design Outline Specification by Division.</li> <li>j) Indicate and/or illustrate on the floor plans (1:200) the ability to move major equipment on the units, in particular beds, wheelchairs and carts, in common circumstances.</li> </ol> |
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| <p><b>2.2.4</b></p> | <p><b>Structure</b></p>                     | <p>Provide a description for the structural system and schematic level structural drawings (1:200) showing:</p> <ol style="list-style-type: none"> <li>a) The proposed floor and roof structural framing together with the dimensions of the structural grid.</li> <li>b) The expected type of foundations.</li> <li>c) The expected slab thickness(es).</li> <li>d) The layout of the lateral system, including the proposed location of walls or other lateral resisting elements.</li> <li>e) Any features that accommodate flexibility and future changes.</li> </ol>   |
| <p><b>2.2.5</b></p> | <p><b>Civil Works Impact Strategies</b></p> | <ol style="list-style-type: none"> <li>a) Provide drawings and documentation that illustrate the plan for: <ul style="list-style-type: none"> <li>• Storm water drainage.</li> <li>• Sanitary sewer.</li> <li>• Natural gas systems.</li> <li>• Domestic water.</li> <li>• Road, sidewalk, curb and gutter designs, street signage.</li> <li>• Medical gases.</li> </ul> </li> <li>b) For each of the above, provide information, at a minimum, on connection points and origin of supply, distribution and, as appropriate, storage, drainage and disposal.</li> </ol>   |
| <p><b>2.2.6</b></p> | <p><b>Electrical</b></p>                    | <ol style="list-style-type: none"> <li>a) Provide a site plan (1:500) showing location and configuration of services (power, telephone, cable TV and any other electrical communication between buildings).</li> <li>b) Provide design drawings (1:200) and design documentation for electrical services and distribution, showing and describing: <ul style="list-style-type: none"> <li>• Origin of supply(s).</li> <li>• Arrangements for service redundancy.</li> <li>• Main service switchgear and transformer locations, main electrical distribution room and main communication room.</li> <li>• Sub-electrical room locations and communication room locations.</li> <li>• Position, size and capacity of emergency generator(s), associated switchgear and transfer switches, if any.</li> </ul> </li> <li>c) Provide design drawings (1:200) and design documentation for lighting and power, showing and describing:</li> </ol> |

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|       |   | <ul style="list-style-type: none"> <li>• Position and types of site lighting.</li> <li>• Lighting and controls, including proposed day lighting measures and energy management measures.</li> <li>• Proposed power monitoring systems.</li> <li>• Main single-line diagram showing sizes of all transformers, generators and distribution breakers, the proposed methodology of distribution, and the general arrangement methodology of supply to the buildings.</li> <li>• Typical patient room layouts (1:50) for each type of room for which room data sheets and drawings are required showing location and type of all lighting, receptacles and low-tension and communication devices. Indicate design illumination levels (including maintenance factors) for each area.</li> </ul> <p>d) Describe the electrical services to be provided and include details of:</p> <ul style="list-style-type: none"> <li>• Power distribution and maximum demand calculations.</li> <li>• Type(s) of lighting to be used, incorporating standards of design and exit lighting.</li> <li>• Standby and uninterrupted power supply requirements and distribution.</li> <li>• Wiring systems for patient treatment, identifying: <ul style="list-style-type: none"> <li>○ General and medical surgical areas.</li> <li>○ Power monitoring systems.</li> <li>○ Lighting control systems.</li> <li>○ Proposed wiring methodologies, routing, conduit types and cable tray.</li> </ul> </li> <li>• Proposed equipment cut sheets for power distribution, lighting and emergency generator.</li> <li>• Thermal fire alarm system, including details of fire panels, detectors and air conditioning shut-down systems.</li> <li>• Emergency evacuation and intercommunication system, including details of master emergency control panel, zones, speakers.</li> </ul> |
| 2.2.7 | <b>Technology and Communication Systems</b> | <p>a) For each of the following technology and communication systems, describe the system and associated scope, and the typical devices and functions for each area to be served. Describe any integration between each system and any others:</p> <ul style="list-style-type: none"> <li>• Nurse call systems and main equipment locations.</li> <li>• Wireless staff communications.</li> <li>• Public address system.</li> </ul>  |

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|  |  | <ul style="list-style-type: none"> <li>• Structured cabling.</li> <li>• Code blue.</li> <li>• Code white.</li> <li>• Patient entertainment.</li> <li>• Patient monitoring.</li> <li>• Intercommunication.</li> <li>• Security systems.</li> </ul> <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. Indicate the assumptions made around the Authority’s security team’s needs (recognizing that the final master plan will require the input of the Authority’s security team).</p> <p>c) Provide documentation of proposed telephone and network systems showing:</p> <ul style="list-style-type: none"> <li>• Origin of supply and interconnection with external services, including redundant service.</li> <li>• Proposed PABX communications system, including phone switch, handset types, backup power, voice mail system, and proposed software.</li> <li>• Proposed PABX switch layout drawing, indicating CPU’s, all equipment cards, spare ports, spare card locations and proposed software.</li> <li>• Proposed voice mail, including quantity of mailboxes and storage time.</li> <li>• Proposed integration with wireless telephone system.</li> <li>• Proposed integration with other Division 17 systems.</li> <li>• Proposed call centre systems and layouts.</li> <li>• Proposed network diagram.</li> <li>• Proposed communication room layouts.</li> <li>• Proposed network equipment layouts detailing interconnection details.</li> <li>• Proposed network interface with other systems.</li> <li>• Proposed connection to the WAN service.</li> <li>• Proposed connections to local servers/server room.</li> </ul> <p>d) For the proposed telephone and network system set out in (c) above, provide:</p> <ul style="list-style-type: none"> <li>• Cut sheets of all proposed equipment.</li> <li>• Describe the telephone and network services system and how they will satisfy the needs of</li> </ul> |
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|                     |                                  | <p>users in general. Provide specific detail for those users who have individual/group needs.</p> <p>e) Describe in detail the communication traffic management plan for the FM Services call centre system.</p> <p>f) Provide description of data communication systems showing:</p> <ul style="list-style-type: none"> <li>• Location of all data gathering equipment, including file servers, computers.</li> <li>• Data cabling system wiring standards.</li> <li>• Relationship between data communications and all other items of equipment.</li> <li>• Interconnection and links between the Facility and any other connected institutions, including main single-line schematic showing proposed methodology of distribution.</li> </ul> <p>g) In addition to the above data communication system drawings, describe the data communications services and how they will satisfy the needs of related services.</p> <p>h) Provide details of all standards proposed for supply, installation, testing and commissioning.</p> |
| <p><b>2.2.8</b></p> | <p><b>Mechanical Systems</b></p> | <p>a) Provide brief descriptions of each of the following systems:</p> <ul style="list-style-type: none"> <li>• Main energy sources.</li> <li>• Cooling plant.</li> <li>• Heating plant.</li> <li>• Steam plant.</li> <li>• Heat dissipation systems, cooling towers.</li> <li>• Air handling systems.</li> <li>• Domestic hot and cold water systems at various temperatures.</li> <li>• Domestic water filtration.</li> <li>• Redundancy provisions.</li> <li>• Tempered water systems.</li> <li>• Plumbing fixtures.</li> <li>• All major mechanical space locations.</li> <li>• Building Management system.</li> <li>• Detail provisions to accommodate 20% future expansion.</li> <li>• Overview of commissioning process.</li> </ul> <p>b) Provide and address the following:</p>   |

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|  |  | <ul style="list-style-type: none"> <li>• Load calculations: <ul style="list-style-type: none"> <li>○ Description of glazing system, floor, roof and internal partition system and U values.</li> </ul> </li> <li>• Air handling system: <ul style="list-style-type: none"> <li>○ Air handling system type and function.</li> <li>○ Ventilation and total supply air rates for each space and for the building as a whole.</li> <li>○ Cooling heating sources.</li> <li>○ Zone by zone cooling and heating loads, in w/m<sup>2</sup>.</li> <li>○ Floor area served by each unit, in m<sup>2</sup>.</li> <li>○ Smoke control and operation under fire service requirements.</li> </ul> </li> <li>• Cooling and heating plants: <ul style="list-style-type: none"> <li>○ Description of plants, including type and configuration.</li> <li>○ Plant locations.</li> <li>○ Average loads, in w/m<sup>2</sup>, based on total heated/air conditioned area.</li> <li>○ Total loads in KW and total installed capacities. Differentiate between loads provided by the Authority from the Campus Central Services Plant and those produced with the Facility.</li> <li>○ Energy recovery measures.</li> <li>○ Standby plant or duplication provisions.</li> </ul> </li> <li>• Domestic hot water systems: <ul style="list-style-type: none"> <li>○ Description of system and primary fuel.</li> <li>○ Storage [in litres per bed and for total storage].</li> <li>○ Recovery rate in litres per hour for 55°C/100°F temperature rise.</li> <li>○ Number and size of storage vessels, construction and material and location of plant.</li> <li>○ Define number of pressure zones and how function of domestic recirculating system is accomplished.</li> </ul> </li> <li>• Tempered water systems: <ul style="list-style-type: none"> <li>○ Description of systems.</li> <li>○ Areas requiring warm water system and number of outlets.</li> <li>○ Anti-scald safety measures.</li> <li>○ Legionella prevention requirements, disinfection systems.</li> </ul> </li> </ul> |
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|               |  | <ul style="list-style-type: none"> <li>• Infection control strategies: <ul style="list-style-type: none"> <li>○ Description of how HVAC systems will be used to isolate any unit(s) and/or floors(s).</li> </ul> </li> <li>c) Describe the proposed Fire Protection system and how it will integrate with the fire detection systems incorporated within the electrical, hydraulic and/or mechanical installations, including indicative features such as: <ul style="list-style-type: none"> <li>• Underground distribution network (if applicable).</li> <li>• Tanks, if any, provided for fire protection.</li> <li>• Pumps, if any.</li> </ul> </li> </ul>   |
| <b>2.2.9</b>  | <b>Medical Gases</b>                     | <p>For Medical Gases:</p> <ul style="list-style-type: none"> <li>• Provide drawings (1:500) of the medical gas services and systems.</li> <li>• Describe how the medical gas services and systems will satisfy the needs of plant, equipment, staff and patient facilities.</li> <li>• Describe assumptions regarding medical gas supply from the Authority and medical gas systems provided by the Proponent.</li> </ul>  |
| <b>2.2.10</b> | <b>Furniture, Fittings and Equipment</b> | <p>Provide a list of all proposed equipment in Schedule 3, Category 3, supplied and installed by the Proponent. Also demonstrate how the design will accommodate Category 1 and Category 2 equipment.</p>  |
| <b>2.2.11</b> | <b>Accommodation Schedule</b>            | <p>a) Provide an accommodation schedule of all Functional Areas, by zone and category, and identified by net and gross floor area. A pro forma sheet for this purpose is available in an Excel Spreadsheet file named "Functional Areas.xls". This spreadsheet details the Functional Areas prescribed in Sections 2 and 3 of the Output Specifications. Complete this spreadsheet in respect of the area analysis, and identify any differences in areas from Sections 2 and 3 of the Output Specifications.</p> <p>b) Based on a nominal 430 beds available upon opening, provide an incremental cost per additional bed opened in the future. The incremental cost is to include all activities and facility costs required to make these rooms functional.</p> |



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| <b>2.3</b>    | <b>Construction</b>                 |   |
| <b>2.3.1.</b> | <b>Approach</b>                     | <p>a) Describe and provide the Proponent’s outline management plan for the integration of the design and construction phases of the Project, showing and identifying:</p> <ul style="list-style-type: none"> <li>• Construction methodology and general approach to be adopted for the Project. Indicate the Proponent’s understanding of the Project processes and roles of both the Authority and Project Co.</li> <li>• The process of design being implemented through construction.</li> <li>• Methodology for managing industrial relations risk.</li> <li>• Dust and noise control plan.</li> <li>• Communications plan with neighbourhood, hospital staff and visitors.</li> <li>• How facilities will be developed and the process by which commissioning will be undertaken.</li> </ul> |
| <b>2.3.2</b>  | <b>Organization</b>                 | <p>a) Describe the Proponent’s organization including:</p> <ul style="list-style-type: none"> <li>• Information and an organization chart specifying the structure and roles of participants who will be assigned to the Project for all phases related to the design and construction and integration of FM Services consideration, including pre-construction, construction and post-Construction. Include major sub-trades and consultants.</li> </ul>   |
| <b>2.3.3</b>  | <b>Preliminary Project Schedule</b> | <p>a) Provide a project schedule identifying the duration of the major project activities including:</p> <ul style="list-style-type: none"> <li>• Site establishment.</li> <li>• Design development.</li> <li>• Major construction stages.</li> <li>• Significant procurements.</li> <li>• Provision of mock-up rooms.</li> <li>• Anticipated Service Commencement Date.</li> </ul>   |
| <b>2.3.4</b>  | <b>Variations</b>                   | <p>a) Describe and provide details of the Proponent’s proposed methodology for determining Overhead Variations costs during the Construction and Operating Phases of the Project Agreement, including:</p> <ul style="list-style-type: none"> <li>• Approval process for the Authority accepting/declining Variations proposed by Project Co.</li> <li>• Distribution of percentage overhead.</li> <li>• Possible use of the “flexible space” or some portion of it, by the Authority.</li> </ul>   |

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| <b>2.4</b>   | <b>Lifecycle-Related</b>              |  |
| <b>2.4.1</b> | <b>Energy Efficiency and LEED™</b>    | <p>a) Describe how the design meets the principles of environmental sustainability including the LEED™ requirement, and provide an indicative LEED™ score sheet to the proposed level of LEED™ certification.</p> <p>b) Provide an indicative energy management plan, including accountability mechanisms.</p> <p>c) Provide details of energy performance, in particular the Schedule 8 energy target and how it will be achieved.</p> <p>d) Provide an Energy Model supporting the expected energy performance and the proposed energy target.</p>   |
| <b>2.4.2</b> | <b>Provision for Future Expansion</b> | <p>a) Describe and demonstrate how the design will accommodate future changes, including:</p> <ul style="list-style-type: none"> <li>• Details of how the demand and load needs of the changes will be met, including the need for expanding, supplementing or constructing additional services and infrastructure.</li> <li>• Strategies for the provision of architectural and structural, mechanical, electrical and civil engineering services for the changes.</li> <li>• A description of any other facilities on the Site or within the Facility that need to be expanded, supplemented or constructed to meet the additional requirements imposed by the changes (e.g. service rooms, elevators).</li> </ul> |
| <b>2.4.3</b> | <b>Lifecycle Report</b>               | <p>a) Describe your approach to the development of the Lifecycle Plan required in Schedule 4, Section 4.4.</p> <p>b) Complete and submit the Replacement (Lifecycle) Schedule. (Note: To be supplied as an Excel spreadsheet). Proponents must clearly identify the assumed asset life, strategy and replacement schedule for all types of Plant and Equipment for which Project Co is responsible. Proponents are responsible to determine the specific components and elements within each division category required to support their proposed approach, methodology and cost structure for lifecycle replacement and refurbishment.</p>  |
| <b>2.4.4</b> | <b>FM Integration</b>                 | <p>a) Describe how the FM Provider has influenced the proposed Facility and, in particular, how total lifecycle costs have been optimized.</p> <p>b) Describe your FM Provider's approach to Quality Assurance including:</p> <ul style="list-style-type: none"> <li>• The means by which all service and quality non-conformance issues, including work performed by subcontractors, will be identified, monitored, resolved and incorporated into a</li> </ul>   |

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|              |   | <p>continuous business improvement process.</p> <ul style="list-style-type: none"> <li>• The means by which all services are delivered in compliance with all Applicable Laws, Hospital policies and industry best practices.</li> <li>• The frequency of internal or external audits or reviews.</li> <li>• Roles and responsibilities related to Quality Assurance.</li> <li>• Any other key features of the Quality Assurance system, including approach during design and construction phase.</li> </ul> |
| <b>2.4.5</b> | <b>Lifecycle/Capital Replacement Plan</b> | <p>a) Describe your approach and methodology to lifecycle building management including a description of decision-making processes, business case analyses, technology tools.</p> <p>b) Describe your overall approach to optimization of design and construction quality, facility management services, and lifecycle strategies.</p>   |

| <b>PACKAGE 3 – Services</b> |                           |  |
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| <b>3.0</b>                  | <b>Services</b>           |  |
| <b>3.1</b>                  | <b>Approach</b>           | <p>a) Provide a general description of the overall concept of operations and approach to the delivery of the Facilities Management Services, including the utilization of subcontractors.</p> <p>b) Describe how you will manage performance of your service provider and/or subcontractors and create an environment responsive to end users' needs.</p>  |
| <b>3.2</b>                  | <b>Organization</b>       | <p>a) Describe your organization including:</p> <ul style="list-style-type: none"> <li>• Details regarding the organizational structure proposed to meet the requirements of the Services Protocols and Specifications, including an organization chart that identifies the key positions that will be responsible for management and delivery of the Services.</li> <li>• Details regarding the lines of authority and relationship between the proposed on-site Services organization and the Proponent parent organization, including a description of the business and technical support to be provided to the deployed resources.</li> <li>• Details regarding your proposed approach to relationship management and interaction with Authority staff with respect to the Services.</li> </ul>  |
| <b>3.3</b>                  | <b>General Management</b> | <p>a) Describe how you will provide general management including:</p> <ul style="list-style-type: none"> <li>• Your approach to overall management and administration; and</li> <li>• Your approach to Performance Monitoring and Reporting, including details regarding preparation of the Performance Monitoring Report.</li> </ul> <p>b) Describe your approach to managing human resources, including:</p> <ul style="list-style-type: none"> <li>• Recruitment and retention strategies with specific reference to housekeeping services.</li> <li>• Training, orientation and ongoing skills development.</li> <li>• Occupational health and safety and risk management.</li> <li>• Labour relations and how you propose to work within the unionized environment on the RJH campus.</li> </ul> <p>c) Describe your approach to the development of disaster response, business continuity, contingency, emergency and fire safety plans.</p> |

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|            |                       | <p>d) Describe your approach to assisting RJH in the health service accreditation process and maintaining standards that are consistent with full accreditation by the Canadian Council on Health Services accreditation.</p> <p>e) Describe your transition process /plan in the event there is a need to replace FM and/or housekeeping service providers at any time over the life of the contract.</p>  |
| <b>3.4</b> | <b>Help Desk</b>      | <p>a) Describe and provide details of:</p> <ul style="list-style-type: none"> <li>• The proposed approach to deliver the Help Desk Services on a 24/7 basis.</li> <li>• The hardware and software technology to be utilized.</li> <li>• The business processes and security features related to maintenance of electronic logs, records and response and rectification times.</li> <li>• How the Help Desk Services will interface with the delivery of other hospital services, in particular those that are not the responsibility of Project Co (e.g., misdirected calls, confusion in who is accountable for delivering a service between the Authority and Project Co).</li> <li>• Describe how your Help Desk can add value to the Authority for all services within the Facility and across the RJH Campus, as appropriate.</li> </ul>   |
| <b>3.5</b> | <b>Plant Services</b> | <p>a) Describe and provide details of the Plant Services that will be provided, including:</p> <ul style="list-style-type: none"> <li>• Asset management philosophy for the Facility and how this will be implemented in terms of systems and practices throughout the term.</li> <li>• In the context of the One-year and Five-year Preventive Maintenance Plans, how the Facility and Equipment will be maintained, including: <ul style="list-style-type: none"> <li>○ Statutory testing and permission to work;</li> <li>○ Overall maintenance and repair strategy consisting of a comprehensive Preventive Maintenance Program, including a description of planning, scheduling, control mechanisms and CMMS to be employed;</li> <li>○ Proposed service standards and justification for selection (industry practice, OEM recommendations, proprietary practices, regulatory requirements, etc.);</li> <li>○ Provision of comprehensive, responsive and effective Demand Maintenance services;</li> <li>○ Means by which you will minimize disruption to operation of the Facility in the performance of the Services;</li> <li>○ Means by which you will monitor and maintain the internal facility environmental conditions within the performance requirements;</li> </ul> </li> </ul> |

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|            |  | <ul style="list-style-type: none"> <li>○ Details on the operation and utilization of the Building Management System;</li> <li>○ Details on the approach to preparation of the One-year and Five-Year Preventive Maintenance Plans;</li> <li>○ Your approach to Fire Prevention;</li> <li>○ Details on how you propose to deliver grounds and gardens maintenance; and</li> <li>○ Quality assurance strategy.</li> </ul>   |
| <b>3.6</b> | <b>Environmental and Sustainability Services</b> | <p>a) Provide a description of your overall approach to environmental and sustainability issues and the development of an Environmental Management System specific to the Services to be provided to the Facility.</p> <p>b) Describe how your approach to Environmental and Sustainability Services will contribute to the Authority’s overarching objective of being the first Pacific Green hospital.</p>  |
| <b>3.7</b> | <b>Utilities Management</b>                      | <p>a) Describe and provide details of your proposed approach to deliver the Utilities Management Services, including:</p> <ul style="list-style-type: none"> <li>● Management and administration of all utility services;</li> <li>● Approach to energy conservation and reduction; and</li> <li>● Ongoing measurement, analysis, and energy reporting.</li> </ul>  |
| <b>3.8</b> | <b>Housekeeping and Waste Management</b>         | <p>a) Describe the Proponent’s approach to delivering Housekeeping Services in compliance with the BC Health Authorities Cleaning Output Specifications and Audit Requirements, including a description of how the Proponent would implement a self-monitoring and inspection program. The response should address the following key elements:</p> <ul style="list-style-type: none"> <li>○ Quality Standards;</li> <li>○ Frequency Standards;</li> <li>○ Methods Standards;</li> <li>○ Materials Standards; and</li> <li>○ Response Time Standards.</li> </ul> <ul style="list-style-type: none"> <li>● Describe the Proponent's approach to scheduled and reactive cleaning in a hospital environment including its interaction with nursing and patient management.</li> <li>● Provide an example of a routine cleaning task and frequency schedule for a similar type of facility that demonstrates the utilization of best practices, innovation, compliance and integration with hospital operations.</li> <li>● Describe the Proponent’s proposed approach and strategy to meeting Over Census Protocol</li> </ul> |

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|            |  | <p>(OCP) situations and Outbreak Cleaning.</p> <ul style="list-style-type: none"> <li>• Demonstrate an understanding of applicable legislation, standards and best practices with specific reference to infection control, WHMIS and management of bio-medical waste.</li> <li>• Describe the Proponent's approach to the delivery of Waste Management and Recycling Services, including how the Proponent will work cooperatively with the Authority and its contractors.</li> <li>• Describe the Proponent's approach to the delivery of proactive integrated Pest Control Services.</li> <li>• Describe the Proponent's approach to the performance of minor moves and room set-ups.</li> </ul> |
| <b>4.0</b> | <b>Innovation / Value Added Enhancements</b> |  |
|            |  | <p>Any alternative proposal demonstrating an innovative solution to the design or servicing of the Project will be evaluated on its demonstrated value. Proponents should consider alternative technologies and creative solutions to the challenges posed by the Project Requirements</p>   |

APPENDIX A – EVALUATION CRITERIA AND SUBMISSION REQUIREMENTS

**B. PRICING SCHEDULES** (Reference Section 7.3 of the RFP)

**1. Pricing Schedules for Facility Development and FM Services**

The following applies to all of Sections 1.1 and 1.2:

- (a) Except where otherwise expressly indicated herein, include all taxes other than GST;
- (b) References to “Financial Model” are to provide the cell reference that shows the corresponding input assumption; and
- (c) All numbers to be shown in real terms.

**1.1 Pricing Information**

**1.1.1 Annual Service Payment**

| <b>Contract Year</b> | <b>Annual Service Payment - Indexed</b> | <b>Annual Service Payment - Unindexed</b> | <b>Annual Service Payment - Total</b> | <b>Financial Model Reference</b> |
|----------------------|---|---|---------------------------------------|----------------------------------|
| 1 to 30              | \$                                      | \$  | \$                                    |                                  |

**1.1.2 Project Development Costs**

Provide full details of the costs incurred in the development of the Project that are included in the Financial Model. Such costs should include:

| <b>Cost Item</b>                        | <b>Cost \$000</b> | <b>Financial Model Reference</b> |
|---|-------------------|----------------------------------|
| Project Co set up costs                 |                   |                                  |
| Proponent's Financial Costs             |                   |                                  |
| Proponent's Legal Costs                 |                   |                                  |
| Proponent's Tax and Accounting Advisor  |                   |                                  |
| Proponent's overhead recovery – initial |                   |                                  |
| Proponent's overhead - construction     |                   |                                  |
| Employers agent                         |                   |                                  |



APPENDIX A – EVALUATION CRITERIA AND SUBMISSION REQUIREMENTS

| <b>Cost Item</b>                                  | <b>Cost \$000</b> | <b>Financial Model Reference</b> |
|---|-------------------|----------------------------------|
| Independent Certifier (50% of total cost)         |                   |                                  |
| Finance - arrangement fee                         |                   |                                  |
| Finance - Legal Costs                             |                   |                                  |
| Finance - Audit Costs                             |                   |                                  |
| Finance - Monitoring (technical - pre completion) |                   |                                  |
| Finance – Financial model audit                   |                   |                                  |
| Finance – Rating fee                              |                   |                                  |
| Finance – Others (specify)                        |                   |                                  |
| FM Services set up costs                          |                   |                                  |
| Insurance - Construction Phase                    |                   |                                  |
| Other costs 1 – please detail                     |                   |                                  |
| Other costs 2 – please detail                     |                   |                                  |
| TOTAL   |                   |                                  |

**1.1.3 Project Co Running Costs**

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

| <b>Cost Item</b> | <b>Cost \$000</b> | <b>Financial Model Reference</b> |
|------------------|-------------------|----------------------------------|
| Regulatory       |                   |                                  |
| Staff            |                   |                                  |
| Accommodation    |                   |                                  |
| Margin           |                   |                                  |

| <b>Cost Item</b>              | <b>Cost<br/>\$000</b> | <b>Financial Model<br/>Reference</b> |
|-------------------------------|-----------------------|--------------------------------------|
| Technical                     |                       |                                      |
| Legal                         |                       |                                      |
| Audit/Tax                     |                       |                                      |
| Finance Fees                  |                       |                                      |
| Insurance Costs               |                       |                                      |
| Other costs 1 – please detail |                       |                                      |
| Other costs 2 – please detail |                       |                                      |
| TOTAL                         |                       |                                      |

APPENDIX A – EVALUATION CRITERIA AND SUBMISSION REQUIREMENTS

**1.1.4 Total Facility Development and Capital Cost**

Using the format of the following table, provide the cost breakdown for the development, construction and commissioning of the Facility used in the establishment of the Annual Service Payment. Building cost estimates should also describe the basis upon which the capital costs have been developed and must clearly identify any exclusions.

| <b>Capital Cost</b>                        |                 |                                  |
|--|-----------------|----------------------------------|
|  | <b>Total \$</b> | <b>Financial Model Reference</b> |
| Construction Contacts                      |                 |                                  |
| Green Building Design                      |                 |                                  |
| Construction Contingency                   |                 |                                  |
| Design Contingency                         |                 |                                  |
| Structural Engineer                        |                 |                                  |
| Mechanical Engineer                        |                 |                                  |
| Electrical Engineer                        |                 |                                  |
| Architect                                  |                 |                                  |
| Quantity Surveyor                          |                 |                                  |
| Facility Programmer                        |                 |                                  |
| Landscape Consultant                       |                 |                                  |
| Other Consultant – Code Consultant         |                 |                                  |
| Other Consultant – Asbestos                |                 |                                  |
| Other Consultant – Geotechnical Consultant |                 |                                  |
| Other Consultant -                         |                 |                                  |
| Survey                                     |                 |                                  |
| Testing and Inspections                    |                 |                                  |
| Landscaping                                |                 |                                  |
| Clerk of Works Salary                      |                 |                                  |
| Administrative Costs                       |                 |                                  |
| Development Permit Cost                    |                 |                                  |
| Insurance                                  |                 |                                  |
| DCC  |                 |                                  |
| Building permit                            |                 |                                  |
| Off Site Services                          |                 |                                  |
| Other Cost Items                           |                 |                                  |
| Other Cost Items                           |                 |                                  |
| Other Cost Items                           |                 |                                  |
| Other Cost Items                           |                 |                                  |

APPENDIX A – EVALUATION CRITERIA AND SUBMISSION REQUIREMENTS

|                           |  |  |
|---------------------------|--|--|
| Equipment                 |  |  |
| Category B Equipment      |  |  |
| Inflation Allowance       |  |  |
| <b>TOTAL PROJECT COST</b> |  |  |

**1.1.5 Lifecycle Cost Plan**

Using the format of the following table, provide the information requested, including the minimum design life for each item indicated. Where a specific design life is already specified in the table, this is a mandatory minimum design requirement but Proponents may specify a longer design life.

| Component                       | Design Life<br>(Min. Years) | Capital Cost<br>(\$000) | Lifecycle Maintenance Cost |                   |      |                    |
|---------------------------------|-----------------------------|-------------------------|----------------------------|-------------------|------|--------------------|
|                                 |                             |                         | Year 1<br>(\$000)          | Year 2<br>(\$000) | .... | Year 30<br>(\$000) |
| <b>Substructure</b>             | 50                          |                         |                            |                   |      |                    |
| <b>Structure</b>                | 50                          |                         |                            |                   |      |                    |
| Lowest Floor                    | 50                          |                         |                            |                   |      |                    |
| Upper Floor                     | 50                          |                         |                            |                   |      |                    |
| Stairs                          | 50                          |                         |                            |                   |      |                    |
| Roof                            | 50                          |                         |                            |                   |      |                    |
| <b>Exterior Enclosure</b>       |                             |                         |                            |                   |      |                    |
| Structural Walls Below<br>Grade | 50                          |                         |                            |                   |      |                    |
| Walls Above Grade               | 50                          |                         |                            |                   |      |                    |

APPENDIX A – EVALUATION CRITERIA AND SUBMISSION REQUIREMENTS

| Component                     | Design Life<br>(Min. Years) | Capital Cost<br>(\$000) | Lifecycle Maintenance Cost |                   |      |                    |
|-------------------------------|-----------------------------|-------------------------|----------------------------|-------------------|------|--------------------|
|                               |                             |                         | Year 1<br>(\$000)          | Year 2<br>(\$000) | .... | Year 30<br>(\$000) |
| Curtain Walls                 |                             |                         |                            |                   |      |                    |
| Windows and Louvres           |                             |                         |                            |                   |      |                    |
| Glazed Screens                |                             |                         |                            |                   |      |                    |
| Doors                         |                             |                         |                            |                   |      |                    |
| Roof Covering                 |                             |                         |                            |                   |      |                    |
| Skylights                     |                             |                         |                            |                   |      |                    |
| <b>Partitions &amp; Doors</b> |                             |                         |                            |                   |      |                    |
| Fixed Partitions              |                             |                         |                            |                   |      |                    |
| Moveable Partitions           |                             |                         |                            |                   |      |                    |
| Structural Partitions         | 50                          |                         |                            |                   |      |                    |
| Doors                         |                             |                         |                            |                   |      |                    |
| <b>Finishes</b>               |                             |                         |                            |                   |      |                    |
| Floor Finishes                |                             |                         |                            |                   |      |                    |
| Ceiling Finishes              |                             |                         |                            |                   |      |                    |
| Wall Finishes                 |                             |                         |                            |                   |      |                    |

APPENDIX A – EVALUATION CRITERIA AND SUBMISSION REQUIREMENTS

| Component                      | Design Life<br>(Min. Years) | Capital Cost<br>(\$000) | Lifecycle Maintenance Cost |                   |      |                    |
|--------------------------------|-----------------------------|-------------------------|----------------------------|-------------------|------|--------------------|
|                                |                             |                         | Year 1<br>(\$000)          | Year 2<br>(\$000) | .... | Year 30<br>(\$000) |
| <b>Fittings and Equipment</b>  |                             |                         |                            |                   |      |                    |
| Metals                         |                             |                         |                            |                   |      |                    |
| Millwork                       |                             |                         |                            |                   |      |                    |
| Specialties                    |                             |                         |                            |                   |      |                    |
| Non-Medical<br>Equipment       |                             |                         |                            |                   |      |                    |
| Elevators                      |                             |                         |                            |                   |      |                    |
| Escalators & Moving<br>Walkway |                             |                         |                            |                   |      |                    |
| Material Handling<br>Systems   |                             |                         |                            |                   |      |                    |
| <b>Mechanical</b>              |                             |                         |                            |                   |      |                    |
| Plumbing and Fixtures          |                             |                         |                            |                   |      |                    |
| Pumps                          |                             |                         |                            |                   |      |                    |
| Control Components             |                             |                         |                            |                   |      |                    |
| Plumbing Fixtures              |                             |                         |                            |                   |      |                    |

APPENDIX A – EVALUATION CRITERIA AND SUBMISSION REQUIREMENTS

| Component  | Design Life<br>(Min. Years) | Capital Cost<br>(\$000) | Lifecycle Maintenance Cost |                   |      |                    |
|--|-----------------------------|-------------------------|----------------------------|-------------------|------|--------------------|
|  |                             |                         | Year 1<br>(\$000)          | Year 2<br>(\$000) | .... | Year 30<br>(\$000) |
| Plumbing Trim<br>Valves<br>Tanks<br>Medical Gas system                             |                             |                         |                            |                   |      |                    |
| Fire Protection<br>Fire Pump   |                             |                         |                            |                   |      |                    |
| Heating Equipment<br>Boilers<br>Unit Heaters/Force<br>Flow Units<br>Fan Coil Units |                             |                         |                            |                   |      |                    |
| Cooling Equipment<br>Chillers<br>Cooling Towers/<br>condensers                     |                             |                         |                            |                   |      |                    |
| Air Handlers   |                             |                         |                            |                   |      |                    |

APPENDIX A – EVALUATION CRITERIA AND SUBMISSION REQUIREMENTS

| Component                        | Design Life<br>(Min. Years) | Capital Cost<br>(\$000) | Lifecycle Maintenance Cost |                   |      |                    |
|----------------------------------|-----------------------------|-------------------------|----------------------------|-------------------|------|--------------------|
|                                  |                             |                         | Year 1<br>(\$000)          | Year 2<br>(\$000) | .... | Year 30<br>(\$000) |
| HVAC Distribution                |                             |                         |                            |                   |      |                    |
| Ductwork                         |                             |                         |                            |                   |      |                    |
| Dampers                          |                             |                         |                            |                   |      |                    |
| Air Terminal Boxes               |                             |                         |                            |                   |      |                    |
| Fans                             |                             |                         |                            |                   |      |                    |
| Coils                            |                             |                         |                            |                   |      |                    |
| Heat Exchangers                  |                             |                         |                            |                   |      |                    |
| Controls                         |                             |                         |                            |                   |      |                    |
| <b>Electrical Systems</b>        |                             |                         |                            |                   |      |                    |
| Service and Distribution         |                             |                         |                            |                   |      |                    |
| Lighting and Devices             |                             |                         |                            |                   |      |                    |
| Fire Alarm and Public<br>Address |                             |                         |                            |                   |      |                    |
| Nurse Call System                |                             |                         |                            |                   |      |                    |
| Communications and<br>Data       |                             |                         |                            |                   |      |                    |



APPENDIX A – EVALUATION CRITERIA AND SUBMISSION REQUIREMENTS

| Component   | Design Life<br>(Min. Years) | Capital Cost<br>(\$000) | Lifecycle Maintenance Cost |                   |      |                    |
|---|-----------------------------|-------------------------|----------------------------|-------------------|------|--------------------|
|   |                             |                         | Year 1<br>(\$000)          | Year 2<br>(\$000) | .... | Year 30<br>(\$000) |
| Structured Cable System   |                             |                         |                            |                   |      |                    |
| RFTV System   |                             |                         |                            |                   |      |                    |
| CCTV System   |                             |                         |                            |                   |      |                    |
| PABX (Telephone Exchange)   |                             |                         |                            |                   |      |                    |
| Telephones  |                             |                         |                            |                   |      |                    |
| Intercom  |                             |                         |                            |                   |      |                    |
| Wireless Network  |                             |                         |                            |                   |      |                    |
| Wireless Telephone  |                             |                         |                            |                   |      |                    |
| Video Conferencing  |                             |                         |                            |                   |      |                    |
| Code Blue System  |                             |                         |                            |                   |      |                    |
| Security System<br>(including CCTV cameras<br>and intrusion alarm<br>systems) |                             |                         |                            |                   |      |                    |
| Equipment temperature   |                             |                         |                            |                   |      |                    |

APPENDIX A – EVALUATION CRITERIA AND SUBMISSION REQUIREMENTS

| Component  | Design Life<br>(Min. Years) | Capital Cost<br>(\$000) | Lifecycle Maintenance Cost |                   |      |                    |
|--|-----------------------------|-------------------------|----------------------------|-------------------|------|--------------------|
|  |                             |                         | Year 1<br>(\$000)          | Year 2<br>(\$000) | .... | Year 30<br>(\$000) |
| monitoring systems<br><br>Motors and control components<br><br>Grounding System<br><br>Standby Generator<br><br>Battery systems<br>(emergency lights where applicable) and UPS batteries |                             |                         |                            |                   |      |                    |
| <b>Site Work</b>   |                             |                         |                            |                   |      |                    |
| Roadwork<br><br>Walkways<br><br>Site Furnishings<br><br>Landscaping<br><br>Mechanical Utilities<br><br>Electrical Utilities  | 20 Years                    |                         |                            |                   |      |                    |

APPENDIX A – EVALUATION CRITERIA AND SUBMISSION REQUIREMENTS

| Component                                    | Design Life<br>(Min. Years) | Capital Cost<br>(\$000) | Lifecycle Maintenance Cost |                   |      |                    |
|--|-----------------------------|-------------------------|----------------------------|-------------------|------|--------------------|
|  |                             |                         | Year 1<br>(\$000)          | Year 2<br>(\$000) | .... | Year 30<br>(\$000) |
| Site Lighting                                |                             |                         |                            |                   |      |                    |
| <b>Equipment</b>                             |                             |                         |                            |                   |      |                    |
| Medical (Generic Listing<br>Required)        |                             |                         |                            |                   |      |                    |
| Non-Medical (Generic<br>Listing Required)    |                             |                         |                            |                   |      |                    |
| <b>TOTAL LIFECYCLE COSTS<br/>(PER ANNUM)</b> |                             |                         |                            |                   |      |                    |
| Financial Model Reference                    |                             |                         |                            |                   |      |                    |

Notes:

1. Fill in the minimum design life for each item where not specified.
2. The annual estimated lifecycle maintenance per annum should be broken down by at least the main components (i.e. those rows in bold in the table above).

APPENDIX A – EVALUATION CRITERIA AND SUBMISSION REQUIREMENTS

**1.1.6 Equipment**

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

| Equipment Category | Cost to provide procurement installation and commissioning service \$000 | Cost of equipment purchase \$000 | Financial Model Reference |
|--------------------|--|----------------------------------|---------------------------|
| A1                 |  | X                                |                           |
| A2                 |  | X                                |                           |
| B                  |  |                                  |                           |
| C                  | X  | X                                |                           |
| D                  | X  | X                                |                           |
| TOTAL              |  |                                  |                           |

- (b) Provide details of the Priced Option which provides financing for the costs of purchase of Categories A1 and A2 equipment over 10 years:

| Equipment Category | Cost to purchase equipment \$000 | Other costs relating to equipment purchase \$000 | Annual Cost for equipment \$000 | Financial Model Reference |
|--------------------|----------------------------------|--|---------------------------------|---------------------------|
| A1                 |                                  |  |                                 |                           |
| A2                 |                                  |  |                                 |                           |
| TOTAL              |                                  |  |                                 |                           |

**1.2 Services Cost Breakdown**

Provide full details of the service costs for the first full year of operations:

APPENDIX A – EVALUATION CRITERIA AND SUBMISSION REQUIREMENTS

**1.2.1 Summary Analysis of Service Costs**

| <b>Service</b> |  | <b>\$000</b> | <b>Financial Model Reference</b> |
|----------------|--|--------------|----------------------------------|
| 1.3.2          | Helpdesk Services                          |              |                                  |
| 1.3.3          | Housekeeping and Waste Management Services |              |                                  |
| 1.3.4          | Plant Services                             |              |                                  |
| 1.3.5          | Utility Management Services                |              |                                  |
|                | Total Services Cost                        |              |                                  |

**1.2.2 Helpdesk Services**

| <b>Helpdesk Services</b>         | <b>Staff Numbers</b> | <b>Full Time Equivalent Staff</b> | <b>\$000's</b> | <b>Financial Model Reference</b> |
|----------------------------------|----------------------|-----------------------------------|----------------|----------------------------------|
| <b>Labour Cost</b>               |                      |                                   |                |                                  |
| Facilities Managers<br>(specify) |                      |                                   |                |                                  |
| Clerical Support                 |                      |                                   |                |                                  |
| Help Desk Support                |                      |                                   |                |                                  |

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| Helpdesk Services                  | Staff Numbers | Full Time Equivalent Staff | \$000's | Financial Model Reference |
|------------------------------------|---------------|----------------------------|---------|---------------------------|
| Monitoring/Quality Officers        |               |                            |         |                           |
| Training Support                   |               |                            |         |                           |
| Other                              |               |                            |         |                           |
|                                    |               |                            |         |                           |
| <b>Sub-Total Labour</b>            |               |                            |         |                           |
| <b>Other Expenditure</b>           |               |                            |         |                           |
| Staff Training                     |               |                            |         |                           |
| Equipment                          |               |                            |         |                           |
| Uniforms                           |               |                            |         |                           |
| Materials                          |               |                            |         |                           |
| External Audit                     |               |                            |         |                           |
| Miscellaneous                      |               |                            |         |                           |
| Profit                             |               |                            |         |                           |
| <b>Sub-Total Other Expenditure</b> |               |                            |         |                           |
|                                    |               |                            |         |                           |

APPENDIX A – EVALUATION CRITERIA AND SUBMISSION REQUIREMENTS

| <b>Helpdesk Services</b>                 | <b>Staff Numbers</b> | <b>Full Time Equivalent Staff</b> | <b>\$000's</b> | <b>Financial Model Reference</b> |
|--|----------------------|-----------------------------------|----------------|----------------------------------|
| <b>Total General Management Services</b> |                      |                                   |                |                                  |

1.2.3 Housekeeping and Waste Management Services

| <b>Housekeeping and Waste Management Services</b> | <b>Staff Numbers</b> | <b>Full Time Equivalent Staff</b> | <b>\$000's</b> | <b>Financial Model Reference</b> |
|---|----------------------|-----------------------------------|----------------|----------------------------------|
| <b>Labour Cost</b>                                |                      |                                   |                |                                  |
| Facilities Managers (specify)                     |                      |                                   |                |                                  |
| Clerical Support                                  |                      |                                   |                |                                  |
| Monitoring/Quality Officers                       |                      |                                   |                |                                  |
| Training Support                                  |                      |                                   |                |                                  |
| Other   |                      |                                   |                |                                  |
|   |                      |                                   |                |                                  |
| <b>Sub-Total Labour</b>                           |                      |                                   |                |                                  |

APPENDIX A – EVALUATION CRITERIA AND SUBMISSION REQUIREMENTS

| <b>Housekeeping and Waste Management Services</b>       | <b>Staff Numbers</b> | <b>Full Time Equivalent Staff</b> | <b>\$000's</b> | <b>Financial Model Reference</b> |
|---|----------------------|-----------------------------------|----------------|----------------------------------|
| <b>Other Expenditure</b>                                |                      |                                   |                |                                  |
| Staff Training  |                      |                                   |                |                                  |
| Equipment   |                      |                                   |                |                                  |
| Uniforms  |                      |                                   |                |                                  |
| Materials   |                      |                                   |                |                                  |
| External Audit  |                      |                                   |                |                                  |
| Miscellaneous   |                      |                                   |                |                                  |
| Profit  |                      |                                   |                |                                  |
| <b>Sub-Total Other Expenditure</b>                      |                      |                                   |                |                                  |
|   |                      |                                   |                |                                  |
| <b>Total Housekeeping and Waste Management Services</b> |                      |                                   |                |                                  |



APPENDIX A – EVALUATION CRITERIA AND SUBMISSION REQUIREMENTS

**1.2.4 Plant Services**

(a) Plant Services Summary

| <b>Facilities Maintenance</b> | <b>Staff Numbers</b> | <b>Full Time Equivalent Staff</b> | <b>\$000's</b> | <b>Financial Model Reference</b> |
|-------------------------------|----------------------|-----------------------------------|----------------|----------------------------------|
| Plant Maintenance Services    |                      |                                   |                |                                  |
| Grounds Maintenance Services  |                      |                                   |                |                                  |
| <b>Total Plant Services</b>   |                      |                                   |                |                                  |

**1.2.5 Utility Management**

| <b>Utility Management Services</b> | <b>Staff Numbers</b> | <b>Full Time Equivalent Staff</b> | <b>\$000's</b> | <b>Financial Model Reference</b> |
|------------------------------------|----------------------|-----------------------------------|----------------|----------------------------------|
| <b>Labour Cost</b>                 |                      |                                   |                |                                  |
| Managers/Supervisors               |                      |                                   |                |                                  |
| Trades – (specify)                 |                      |                                   |                |                                  |
|                                    |                      |                                   |                |                                  |
| Other – (specify)                  |                      |                                   |                |                                  |

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| <b>Utility Management Services</b>       | <b>Staff Numbers</b> | <b>Full Time Equivalent Staff</b> | <b>\$000's</b> | <b>Financial Model Reference</b> |
|--|----------------------|-----------------------------------|----------------|----------------------------------|
|  |                      |                                   |                |                                  |
| <b>Sub-Total Labour</b>                  |                      |                                   |                |                                  |
| <b>Other Expenditure</b>                 |                      |                                   |                |                                  |
| Materials                                |                      |                                   |                |                                  |
| Consumables                              |                      |                                   |                |                                  |
| Uniforms                                 |                      |                                   |                |                                  |
| Training                                 |                      |                                   |                |                                  |
| Administration                           |                      |                                   |                |                                  |
| Miscellaneous                            |                      |                                   |                |                                  |
| Profit                                   |                      |                                   |                |                                  |
| <b>Sub-Total Other Expenditure</b>       |                      |                                   |                |                                  |
|  |                      |                                   |                |                                  |
| <b>Total Utility Management Services</b> |                      |                                   |                |                                  |

**C. EVALUATION CRITERIA** (Reference Section 9.2 of the RFP)

The Evaluation Committee will evaluate Proposals by applying the following Evaluation Criteria and weighting to the information received as requested in Section A (Proposal Requirements) of this Appendix A:

| <b>Reference</b>            | <b>Evaluation Criteria</b>  | <b>Weighting</b> |
|-----------------------------|---|------------------|
| 1. Commercial and Financial | <p>The financial advantages of the Proposal including, but not limited to:</p> <ul style="list-style-type: none"> <li>(a) the Proposal's affordability in comparison to the affordability requirements set out in the RFP; and</li> <li>(b) the Net Present Value of the Proposal.</li> </ul>   | 25               |
|                             | <p>The ability of the Proponent to deliver on their obligations under the Project Agreement including:</p> <ul style="list-style-type: none"> <li>(a) the structure of, and ability of the Proponent to deliver on, the commercial terms;</li> <li>(b) the extent to which variations are proposed in the terms of the Final Draft Project Agreement; and</li> <li>(c) the level of commitment and nature of statements of support provided by all proposed Funders.</li> </ul> | 5                |
| 2. Design and Construction  | <p>The ability of the Proponent to design and construct the Facility to meet or exceed the requirements of the Design and Construction Specifications and other provisions of the Project Agreement in the following areas:</p> <ul style="list-style-type: none"> <li>(a) Project delivery;</li> <li>(b) Design;</li> <li>(c) Construction; and</li> <li>(d) Lifecycle factors.</li> </ul>   | 40               |
| 3. Services                 | <p>The ability to undertake the facilities management services for the completed Facility to the quality standards required by the service Protocols and specifications and the other terms of the Project Agreement including, but not limited to:</p> <ul style="list-style-type: none"> <li>(a) the Proponent's approach to, and organization of, the delivery of the facilities management Services over the Term.</li> </ul>   | 20               |
| 4. Overall                  | <p>Overall benefit to the Authority, taking into account the extent to which the Proposal as a whole supports the overall delivery of the project goals and vision.</p>   | 10               |
| <b>Total</b>                |   | <b>100</b>       |

## APPENDIX B - PROPOSAL DECLARATION FORM

1. *This Proposal Declaration should be executed by the Proponent and each member of the Proponent Team, excluding Key Individuals.*
2. *By executing this Proposal Declaration, you agree to the provisions of the RFP and this Proposal Declaration.*
3. *Capitalized terms are defined in Section 12 of the RFP.*

### **[RFP Proponent's Letterhead]**

To: **[Insert client and submission location]**

Attention: **[Insert contact person]**

In consideration of the Authority's agreement to consider Proposals in accordance with the terms of the RFP, the Proponent hereby agrees and acknowledges that:

### **1. Proposal**

- a. this Proposal Declaration Form has been duly authorized and validly executed;
- b. the Proponent is bound by all statements and representations in its Proposal;
- c. its Proposal strictly conforms with the RFP and that any failure to strictly conform with the RFP may, in the sole and absolute discretion of the Authority, be cause for rejection of its Proposal;
- d. its Proposal is in all respects a fair Proposal made without collusion or fraud;
- e. the Authority reserves the right to verify information in its Proposal and conduct any background investigations including criminal record investigations, verification of the Proposal, credit enquiries, litigation searches, bankruptcy registrations and taxpayer information investigations or other investigations on all or any of the Proponent Team members, and by submitting a Proposal, the Proponent agrees that they consent to the conduct of all or any of those investigations by the Authority.

**2. Acknowledgements with Respect to the RFP**

- a. the Proponent has received, read, examined and understood the entire RFP including all of the terms and conditions, all documents listed in the RFP “Table of Contents”, and any and all Addenda;
- b. the Proponent agrees to be bound by the entire RFP including all of the terms and conditions, all documents listed in the RFP “Table of Contents”, and any and all Addenda;
- c. the Proponent’s representative identified below is fully authorized to represent the Proponent in any and all matters related to its Proposal, including but not limited to providing clarifications and additional information that may be requested in association with the RFP; and
- d. the Proponent has disclosed all relevant relationships, in accordance with the instructions and format outlined in the Relationship Disclosure Form.

**3. Proponent Team consists of:**

| Name | Address | Equity Provider or Key Individual |
|------|---------|-----------------------------------|
|      |         |                                   |
|      |         |                                   |
|      |         |                                   |
|      |         |                                   |
|      |         |                                   |
|      |         |                                   |
|      |         |                                   |
|      |         |                                   |

**PROPONENT REPRESENTATIVE**

---

|      |                  |
|------|------------------|
| Name | Name of Employer |
|------|------------------|

---

|         |                |
|---------|----------------|
| Address | E-mail Address |
|---------|----------------|

---

|                              |           |
|------------------------------|-----------|
| Name of Authorized Signatory | Telephone |
|------------------------------|-----------|

---

|           |            |
|-----------|------------|
| Signature | Fax Number |
|-----------|------------|

**APPENDIX C - RELATIONSHIP DISCLOSURE FORM**

**This must be completed by each Proponent Team member  
(including firms and individuals)**

The Proponent declares that:

1. The Proponent has reviewed the list of Restricted Parties.
2. The following is a full disclosure of all relationships that the Proponent has with:
  - a. any Restricted Party or their current or former employees, shareholders, directors or officers; or
  - b. employees (both current or former) of the Authority, or individuals of firms who have been involved in the Selection Process or the design, planning or implementation of the Project;
that could constitute a conflict of interest or unfair advantage.

| Name of Restricted Party / Person | Details of the Nature of the Proponent’s relationship with the listed Restricted Party/Person<br><i>(e.g. Proponent was an advisor to the Restricted Party from 1999-2000)</i> |
|-----------------------------------|--|
|                                   |  |
|                                   |  |
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|                                   |  |
|                                   |  |

**APPENDIX D – PROPONENT COMMENTS FORM**

**(Collaborative Discussions – s. 2.1(c))  
VANCOUVER ISLAND HEALTH AUTHORITY  
PROJECT AGREEMENT**

| Section | Proposed Change (including detailed drafting) | Reasons for Proposed Change | Authority Response |
|---------|---|-----------------------------|--------------------|
|         |   |                             |                    |
|         |   |                             |                    |
|         |   |                             |                    |
|         |   |                             |                    |
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|         |   |                             |                    |
|         |   |                             |                    |
|         |   |                             |                    |



## APPENDIX E - PARTICIPATION AGREEMENT

### *[RFP Proponent's Letterhead]*

To: Vancouver Island Health Authority (the “**Authority**”)  
c/o Partnerships BC  
300 – 707 Fort Street  
Victoria BC V8W 3G3

Attention: Catherine Silman

In consideration of the Authority’s agreement to allow the undersigned (the “**Proponent**”) to participate in the Request for Proposals (the “**RFP**”) issued \_\_\_\_\_, 2007 by the Authority, the Proponent hereby agrees that:

### **1. Limitation of Damages**

The Proponent:

- (a) agrees that it will not bring any Claim against the Authority or any of its employees, advisors or representatives for damages in excess of an amount equivalent to the reasonable costs incurred by the Proponent in preparing its Proposal for any matter in respect of the RFP, including in the event the Authority accepts a non compliant Proposal or otherwise breaches, or fundamentally breaches, the terms of the RFP; and
- (b) waives any Claim against the Authority or any of its employees, advisors or representatives for loss of anticipated profits if no agreement is made between the Authority and the Proponent for any reason, including in the event the Authority accepts a non-compliant Proposal or otherwise breaches, or fundamentally breaches, the terms of the RFP.

### **2. Confidentiality**

To ensure that all public information generated about the Project is fair and accurate and will not inadvertently or otherwise influence the RFP, the disclosure of any public information generated in relation to the Project, including communications with the media and the public, will be coordinated with, and is subject to prior written approval of, the Authority. The Proponent will:

- (a) notify the Authority of any and all requests for information or interviews received from the media; and
- (b) ensure that all of the Proponent team members and others associated with the Proponent comply with the requirements of this section 2.

Capitalized and otherwise undefined terms in this letter have the meanings assigned to them in the RFP.

**PROPONENT**

**PROPONENT REPRESENTATIVE**

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Name of Firm

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Name

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Address

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E-mail Address

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**APPENDIX F – INITIAL DRAFT PROJECT AGREEMENT**

**[Insert with all Schedules]**