

**Q. What is a request for qualifications (RFQ)?**

A RFQ identifies project teams that have the required design, construction and maintenance capability and experience, and the financial capacity to undertake a project of this size and complexity.

**Q. What is the timeline of the South Niagara Project?**

In early 2021, Niagara Health and Infrastructure Ontario expect to issue a request for qualifications (RFQ) for teams to design, build, finance and maintain the South Niagara Hospital. Pre-qualified teams will then be invited to respond to a request for proposals (RFP), expected to be released in fall 2021. Groundbreaking is expected to occur in the fall of 2022.

**Q. Why was the P3 approach chosen for this particular project?**

Infrastructure Ontario has a successful track record of using the P3 model to deliver projects, on time and on budget. To date, the P3 model has been used to design and build 40 health care facilities in the province.

The P3 approach is generally suitable for large, complex projects. However, not all projects lend themselves to this model.

Before a request for proposals is issued on a project, a third-party accounting firm puts together a public-sector comparator to compare the P3 model with a traditional delivery model. Only if the value of the P3 model outweighs the traditional model and provides value for money will the province release the RFP for the project.

**Q. How has COVID-19 affected planning for the South Niagara Hospital?**

Niagara Health has continued to move forward in planning for the new hospital to be located in Niagara Falls. Now, more than ever, the infrastructure of a hospital is an essential component in ensuring we have the capacity to respond and roll out effective infection prevention and control measures. We are currently undergoing exercises to take what we are learning in our response to COVID-19 and will apply those lessons learned to our new hospital.

**Q. As a business owner or operator, when should I be engaged on this project?**

There are many ways that the community can be involved in the planning aspects of the South Niagara Project. If there is a specific area you would like to be engaged, we ask that you email [southniagaraproject@niagarahealth.on.ca](mailto:southniagaraproject@niagarahealth.on.ca).

The Project Company, constructing the new hospital, is projected to be awarded the RFP in late 2022. There will be further opportunities in the coming months to be involved and learn more specific opportunities for your business. Niagara Health is committed to keep you informed as we progress with planning.

**Q. The current St. Catharines' facility operates under a P3 DFBM model, which presents potential advantages and cost savings to share resources between the two facilities. These shared resources also present a potential competitive advantage for the incumbent provider at the existing hospital. What is the project team's approach to balancing potential project savings for the tax payer while adhering to fair public procurement policies?**

Determining an optimal project delivery model is one of the key Infrastructure Ontario process. This process involves a detailed analysis to achieve the best value for money and allocating risk to the party that is best suited to manage it (between public and private sectors) considering the current market conditions to ensure a competitive procurement process that is fair and transparent.

St. Catharines hospital is one of the first DFBM projects, which was based on a Project Agreement and RFP developed in 2007 and the hospital construction was completed in 2012. Since then, Infrastructure Ontario has continuously improved its delivery model processes based on lessons learned from past projects. The New South Niagara Hospital Project will benefit from these improvements, which will be reflected in the Project Agreement and Request for Proposals documents.

The Service Provider team from St. Catharines hospital project has the liberty to participate with the interested teams in the procurement of the South Niagara Hospital Project through an open, transparent and fair competitive procurement process.

**Q. When will we see an artist's renderings of the new hospital?**

Renderings of the final hospital design will be made available to the public once the Project Company has been selected and the design process is almost complete.

**Q. When does the shovel hit the ground?**

Construction is expected to start in late 2022. However, it is difficult for us to commit to specific start and completion dates before a Project Company has been selected, as this company will include a schedule with its bid submission.

**Q. Will the Indigenous community be contacted to be involved in the construction of the new hospital?**

Ensuring that apprenticeship training opportunities on the project are made available to the Indigenous community and other groups in the local community is a priority for government projects. As has been done on previous P3 projects, IO and the hospital will work together to include requirements for the successful ProjectCo to provide a plan setting out a project-specific approach that promotes apprenticeship training opportunities in connection with the completion of the hospital project. As part of the contract, the successful team will be asked to work towards construction trade apprenticeship opportunities on the project for people including Indigenous persons, and other residents of the local community.

**How many beds will there be in the new hospital? Is that more beds than the St Catharines hospital?**

Niagara Health is proposing a 469 bed facility for the South Niagara Hospital, which is 156 more beds for the region. The South Niagara Hospital will be larger than the St. Catharines Site.

**When is the next opportunity for community input (if not an approximate timeline, at what stage of the planning process)?**

There will be an opportunity for input when Niagara Health submits the site plan application for the site. We will be having a town hall session around the development of the site.

The timeline is now for community input. We are at the most important stage of planning for our future hospital. Within the coming weeks and months, there will be many opportunities to engage, whether that is through surveys or by participating in meetings and workshops. These will be posted on our website and on social media so please stay tuned for those updates.

**Will there be a helipad to allow patients from a distance - Wainfleet /Welland/Port Colborne to receive quick response? The drive at this time is more than 40 minutes to this site.**

Niagara Health has included a helipad into the proposed site plan of the South Niagara Hospital.

**Will specialty infection prevention equipment from self-disinfecting sinks and AutoUV bathroom, autonomous robotics, etc. be part of the new facility?**

We're currently moving into Stage 3, developing the technical aspects of the design of the facility. We are investigating all possibilities with our PDC team and we do plan to incorporate the most up to date technology that is available. We are also working with the Ministry of Health as they investigate new technologies for the facility. As we move forward, we will be building that into the output specifications which will ultimately become part of the RFP that will be issued next year.

**There are new specs around using UVC for Air Handlers and In-duct UVC for air quality purification. Will this technology be designed with these latest technology?**

We're investigating all aspects from an infection and prevention control perspective in terms of what technology we can incorporate into the facility to create a better environment. UV is one of the things we are talking with the Ministry of Health about, and in particular around HVAC systems. Air quality is very important, especially during a pandemic for infection prevention and control.

When we talk about WELL certification, air quality is one of the 10 elements that is part of the certification, so we are very interested in the quality of the air that is produced, not only in the case of events like we are experiencing right now, but for the ongoing operations of the facility.

**What, in brief, is room-level design?**

For our project, we've used the 80-20 rule where we see 80 percent of the rooms that have been built by Infrastructure Ontario through their projects. We've learned a lot about the quality for the inpatient room design, so we are building on the success of projects that have already been completed. To do this, we will do site tours and we will look at mock ups which the community can participate in later in the project.

The 20 percent is about emerging technologies, and we are specifically looking at how infection control practices can be improved through technology. In-room design addresses the layout of the room, the technology within it and how we operate within these rooms so that patients and their families have the best experience. It will also look at how staff and physicians can operate and protect the quality and safety of their patients. In-room design is focused on making sure we provide the best environment for our patients.

**How many teams will be pre-qualified for the pursuit phase? Is it 3 or 5?**

There will be 3 teams that are pre-qualified.

**During the RFQ process, will mechanical and electrical subcontractors also be selected? Would those subcontractors be selected in addition to the main contractors or as part of the 3 to 5 teams selected?**

Each pre-qualified team will propose their electrical and mechanical subcontractors, which will be evaluated as a second stage of the RFQ. The electrical and mechanical subcontractors are not evaluated or pre-qualified in isolation.

**Will this hospital, once open and running, have a negative impact on the current Welland hospital?**

We have adjusted our proposal to develop a robust plan for Welland that will keep the hospital open and provide a wide range of services. The site will feature a Centre of Excellence in eye care, as well as a long list of outpatient services including dialysis, mental health and addiction services and will also include complex care beds. The proposal is before the Ministry of Health for formal Stage 1 approval. Niagara Health has also submitted an application to the Ministry of Health for a new Long Term Care facility on the Welland Site replacing the current Extended Care Unit.

**Does P3 mean that patients have to pay for services for instance if they need surgery are they put on a list right away which may mean a month and paid by OHIP but if they pay are they upgraded to soonest? I heard that when B.C. were fighting for their healthcare.**

The P3 sector is not engaged in the provision of healthcare services. P3 does not mean that you can pay to get service quicker. P3 is a project delivery model to design, build, finance and (in some cases) maintain large and complex infrastructure projects.

**What is the status of design (ie. conceptual, schematics, design development)?**

We are currently into stage 3, the schematic design, but this design will not be the final product. Each 3 teams will be creating their own design based on our output specifications. The purpose of doing design work now is to test our output specifications to ensure that we're meeting all of the requirements that we need to meet in the RFP in order to have a successful building.

**How can I join a committee so that the seniors and persons living in Niagara have some say in what is happening?**

If you have an interest in being involved, please email [southniagaraproject@niagarahealth.on.ca](mailto:southniagaraproject@niagarahealth.on.ca). As we're building and planning our hospital, we're constructing it with a view from seniors in every aspect. There are many opportunities and engagements where you can sit in on our meetings and have input.

**Will this be a "Smart Hospital" i.e. how heavily does technology weigh in on the new build in terms of being forward thinking and innovative in healthcare delivery?**

We're building on successes from previous smart hospitals, including the Humber Project and Mackenzie Vaughan. We're taking the lessons learned from those facilities and incorporating them into ours. We haven't used the word 'smart' or 'intelligent,' we've used the word 'connected.' One of the things that is important for us is that the hospital is connected to our patients within the community, which includes using technology to help book appointments, help in wayfinding, even help with advancements in parking technology. In terms of the building itself and the quality of healthcare, we want to incorporate all technology that we can around patient safety and wayfinding. We will also be using technology in terms of equipment and furniture, and how these integrate. There is a lot of evolution in this area, but we will continue to build on the successes of previous projects. We will be creating new grounds as we connect care and connect to the community.

**I believe there was talk from local politicians that the land for this hospital is large enough to allow for expansion in the future. Is this still part of the plan?**

We requested a 50 acre site so that we have the capability for future growth. When we develop the output specifications, we will be clear that proponents who design the facility will show us how we are able to grow the critical parts of the building. This isn't just a 30 year investment- this is a 50-70 year investment just like other facilities, such as the Greater Niagara General

Hospital. We want to make sure that we continue to build on that, so this will be one of the requirements in the output specifications and the RFP that proponents will show us how we can build on the facility and continue to grow and serve our community.

**What is the projected cost of the new hospital?**

We would prefer not to release the projected cost of the hospital at this time, as we would like to maintain the fair, transparent, competitive bid that goes through a process. Infrastructure Ontario is working with the hospital to have the actual scope of work, to meet the Ministry of Health's approved budget, however we are not in the stage to release the projected costs of the hospital at this time.

**When do you expect approval of the Stage 2 submission?**

The Ministry of Health has been very positive and supportive with our progress to date. We're expecting and hoping for approval shortly so please stay tuned for that update.

**Will the PSOS require a net zero emission design?**

While that is an ambitious goal and one that we would like to work towards, we are looking at making sure from an environmental point of view, that we're doing everything we can to achieve that target. We cannot confirm that will be one of the outcomes at this point, but one thing we are anticipating is that we've spent a lot of time talking about new technology and infection prevention and control, and there are a lot of technology coming out to make buildings more efficient, while reducing greenhouse gases. What we are anticipating over the 30 year project, is that we will continue to work towards that goal. To this end, the South Niagara project will seek to set goals to reduce greenhouse gases as well as achieving energy targets that are above what been set for other P3 Hospital projects. In addition, the South Niagara project will be required to achieve LEED Silver certification.

**What is the targeted construction time and opening date for the hospital?**

Construction is targeted for 2022 while the opening of new facility is projected for late 2026. Once the RFP has been awarded, the finalized timelines will be set by the project company. This is a reasonable target and we believe this will be accurate in regards to the project company's timeline.

**Does WELL improve or expand on the legislation in regards to accessibility? Is the intent to achieve both LEED silver certification and WELL certification?**

While LEED certification and WELL certification have similarities between them, we will be working towards certification from each independent organization.

WELL doesn't go beyond what would be required by regulations surrounding accessibility within Ontario, but what we are looking at is universal design. This means we are working towards making the facility accessible to all from both the wayfinding point of view, and right from the parking lot, to your destination within the hospital. While WELL is important in not

only creating a green environment for those who use the hospital, we are still ensuring that the entire facility is accessible.