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	<p>Greenhouse Gases</p>	<p>The KVHP facilities were designed and constructed with the reduction to greenhouse gases as a key principle and contractual requirement in the pursuit of LEED Gold status, which was achieved for all new KVHP buildings. Some of the approaches used to this end during design and construction included:</p> <ul style="list-style-type: none"> - Energy efficient equipment installations such as boilers, chillers, cooling towers, and air handling units including the use of variable speed drives. - Installation of metering to allow building operators to optimize facility performance in all seasons. - Sourcing regionally available materials to reduce emissions due to transportation of building materials. - Products with low volatile organic compounds such as paints and adhesives were chosen. - A geothermal system incorporated into the UBC building to take advantage of the surrounding geological opportunities <p>Signage is present within the facilities to demonstrate, promote and educate users of the project’s underlying environmental initiatives.</p> <p>This environmentally focused approach continues during the operational phase of the project. During operations, the Service Provider issues an Energy Management Plan (EMP) to support the energy related objectives set out within this KVHP contract phase. The EMP’s primary objectives seek to minimize energy use while maintaining required environmental operating conditions and to detail reasonable operating rules for the Authority and Project Co. The Service Provider provides regular preventative maintenance across all buildings and their assets such as boilers, chillers, air handling units, and cooling towers to ensure all components are operating efficiently.</p> <p>The Authority, Project Co and the Service Provider (the “Partnership”) have agreed to the creation and then revision of an Energy Model for the New Facilities within the KVHP every 5 years. The energy model anticipates the expected energy consumption for the ensuing 5-year period based upon the actual energy usage and weather data of the previous period.</p> <p>Project Co and the Service Provider both advise on and execute initiatives the Authority may wish to pursue in the area of energy management. The Partnership meets quarterly for a</p>



	<p>formal Energy Review to examine the recent energy performance of the facilities and to discuss, coordinate and measure new energy saving initiatives. These meetings include Project Co and the energy management specialist personnel from both the Service Provider and the Authority.</p> <p>Recent greenhouse gas saving initiatives on the KVHP contract include:</p> <ul style="list-style-type: none"> - On-demand gas powered water heater installed in UBC in lieu of traditional hot water tank. - Electric vehicle chargers installed in both the public and staff parking structures. - Lighting conversions from traditional CFL to significantly more efficient LED. <p>Currently the partnership is investigating the following potential initiatives:</p> <ul style="list-style-type: none"> - Installation of variable speed pumps in select locations where pumps do not already feature variable speed drives. - Re-piping of existing condensing boilers to recover additional heat waste - Installation of condensate heat recovery tanks to recover heat from domestic hot water tank condensate - Installation of steam bypass to utilize existing steam to preheat boilers - Upgrades to thermal insulation on piping in mechanical rooms to reduce existing heat losses - Continuation of LED lighting conversions as they are both environmentally and economically advantageous. - HVAC setback opportunities are currently under review to conserve energy spent on ventilation in some areas during low use times. - Additional sub metering is currently under review as it may provide increased insight on areas to focus future initiatives. - Demand charge reduction to minimize energy use during peak demand periods could be possible if additional sub metering was in place. - Building Automation System retro-commissioning to adjust operations for changes in the buildings since inception is being investigated. <p>The Service Provider has recently invested in an electric truck that is able to be used in Vernon and Kelowna for low emission transportation of materials. For vehicles that are not electric, the Service Provider has implemented a corporate “No-Idle”</p>
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		<p>policy that states that no person shall cause or permit a vehicle to idle for more than three consecutive minutes.</p> <p>For capital projects and renovations, the Service Provider completes an Environmental Risk Assessment (ERA) during the planning stage. To assist in reducing the air emissions the following aspects are considered in the ERA:</p> <ul style="list-style-type: none"> - Reduce use of personal vehicles and idle emissions - MSDS expiry date - Use alternative methods of transportation and bulk transportation - Cleaner source and use of energy/alternative heating - Education, investigation and environment first mindset - Reduce use of solvents, paint thinners - Reduce use of air conditioning - Proper maintenance and tuning of vehicles to prevent excessive exhaust emission
	<p>Waste</p>	<p>Project Co and the Service Provider advise and assist the Authority in specific instances for disposal of clinical materials requiring specialized disposal methods.</p> <p>The Service Provider maintains an up-to-date inventory of hazardous waste materials used in the delivery of Plant Services. This data inventory is held in the Plant Services Offices and includes:</p> <ul style="list-style-type: none"> - Name of material used - MSDS expiry date - WHIMIS hazard class - Stock held and where - Used by who - Method of disposal <p>During construction, environmentally conscious waste management was one of KVHP's primary criteria for achieving LEED Gold. This was accomplished by maximizing recycling opportunities and thereby diverting waste from the landfill and by sourcing materials that contain an element of recycled content when possible.</p>


	<p>Water</p>	<p>The Service Provider addresses water management from both an operational and a construction project perspective. Operationally, preventative and demand maintenance is completed in accordance with statutory requirements, including standards set by the Canadian Standards Association such as legionella testing and back-flow device testing.</p> <p>For all renovation and construction projects, the Service Provider completes an ERA which considers water management and conservation. The Service Provider also ensures that all projects are in compliance with applicable regulations at the municipal, regional and Federal levels. Water considerations within the ERA include:</p> <ul style="list-style-type: none"> - Which water resources will be consumed to complete the work? - What pollutants, if any, could be introduced into the water table? - Will excavation activities effect the natural water flow/drainage? - Type and location of on-site storage of construction waste. - Location of portable toilet facilities. - Emergency preparedness and procedures for spills. <p>Water management during the initial construction phase of the Kelowna Vernon Hospital project was a criteria in achieving LEED Gold at the KVHP facilities:</p> <ul style="list-style-type: none"> - Water efficient landscaping and use of native vegetation was incorporated extensively and continues during the operational phase through the Service Provider’s landscaping services. - Water efficient fixtures such as sinks and toilets were installed during original construction and any replacements required match this criteria. - The Kelowna irrigation system utilizes a stormwater holding tank to eliminate the need to use potable water for irrigation
	<p>Land Use</p>	<p>The KVHP facilities were primarily constructed on existing hospital grounds by replacing aged existing buildings thereby reducing the need for additional land to be commandeered by the project. The design of the buildings used vertical structures to provide interior floor space meeting the Authority’s long-term operational needs within the available footprint on the ground level. All buildings incorporated a degree of “shelled space” within them to allow expansion into the buildings over time as the Authority’s needs grew rather than taking over additional</p>




		<p>land. The DWAB building incorporated a significant amount of wood materials sourced regionally.</p> <p>Operationally, the Service Provider is responsible for grounds and gardens protection and maintenance via a full horticultural service based on the British Columbia Landscape Standard. Grounds and garden maintenance activities also comply with the Authority’s policies regarding limiting the use of herbicides and pesticides. The use of low water landscaping materials such as native vegetation continues to be an operating principle for all necessary landscaping reinstatements.</p> <p>The Service Provider uses grounds and gardens inspection checklists as a component of routine facility inspections to ensure all external areas, including roads, paths, and parking lots are maintained to specified levels from a safety and environmental perspective. Plant Services Managers also provide overall site planning and coordination to ensure that all exterior elements, the lands, and the public are protected from during service or maintenance activities.</p>
	<p>General Factors</p>	<p>Project Co was contracted by the Interior Health Authority for the Kelowna and Vernon Hospitals (KVH) public private partnership Project (KVHP). This contract included the financing, design, construction, commissioning and delivery of the following Interior Health facilities (the “New Facilities”):</p> <ul style="list-style-type: none"> • a new University of British Columbia Clinical Academic Campus and parkade (the UBC-CAC) at the Kelowna General Hospital (KGH) site completed December 2009; • a new patient care tower (Polson Tower) at the Vernon Jubilee Hospital (VJH) site completed May 2011; • a new patient care tower (the Centennial Tower) at the KGH site completed January 2012; • a new clinical support or laboratory building (Dr. Walter Anderson Building) at KGH site completed May 2012; <p>All four facilities were completed on schedule and achieved LEED Gold status under the Canadian Green Building Council rating system. The KVHP project was awarded the Wayne McLellan Award of Excellence for energy efficiency and environmental stewardship by the Canadian Healthcare Engineering Society. The total square footage of the 4 New Facilities is approximately 757,000sq ft.</p> <p>In addition to the initial design and construction, the KVHP contract includes 30 years of maintenance, operations and lifecycle management of the New Facilities and the long-term</p>



		maintenance and operations of all original facilities at both the KGH and VJH sites. The Service Provider is responsible for the hard FM services (non-clinical) under this contract to deliver key performance indicators as required by Interior Health Authority and ultimately to meet the needs of the facility users and public who rely on these facilities every day of the year.
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“S”	Social	Comment
	<p>Workforce Diversity</p>	<p>Project Co’s Code of Conduct is always in place and confirms that employees are required to demonstrate the principles of respect and fairness in all their work. As such, Project Co. employees must act as required to prevent and address discrimination or harassment and to proactively support fair and productive workplace practices.</p> <p>The Service Provider has in place a formal Diversity & Inclusion Corporate Policy to certify that the Service Provider recognizes the value of diversity and is committed to fostering a work environment that respects people’s dignity, ideas and beliefs and one that supports a corporate culture that welcomes and encourages equal opportunity for all current and prospective employees. This policy also confirms that fair and equitable treatment will apply to all aspects of employment including, but not limited to, recruitment, selection, placement, training and development, promotion, compensation, benefits, termination, workplace investigations and the work environment.</p> <p>Project Co. has observed over time that the Service Provider is genuinely supportive of diversity across the KVHP project.</p>
	<p>Safety Management</p>	<p>Although the day-to-day activities performed by workers of Project Co are generally not high risk, Project Co staff ultimately are responsible for their own health and safety and for the health and safety of others who may be impacted by their activities. Project Co utilizes its own Health, Safety and Environment (HSE) program to ensure a safe workplace and to address any new risks or opportunities. Additionally, all Project Co staff are to be aware of the impact their roles and duties may have upon the environment and act in a responsible manner to mitigate any potential risk or adverse effects. The HSE program has been designed to prevent injuries, facilitate communication and record keeping for HSE items, protect the environment and ensure that Project Co meets the requirements of the provincial Occupational Health and Safety Regulation. The HSE program specifies Project Co’s safety meetings, workplace inspections and audits, first aid requirements, and accident/incident reporting.</p> <p>The Service Provider also utilizes its own Health & Safety Program which is updated annually and formally submitted to Project Co. The Service Provider’s tasks on KVHP are widely diverse and have varying degrees of risk, so this program is especially comprehensive and specifies in detail all the Service Provider’s health & safety requirements, including safe work</p>

		<p>practices, emergency preparedness, fire protection, vehicle use, equipment safety, hazardous work, personal protective equipment, first aid training, hazardous materials, working alone, housekeeping, and infection control.</p> <p>The Service Provider team at KVHP is supported by their corporate HSE specialists who regularly audit the KVHP sites for compliance and when required in response or preparation for specific events.</p>
	<p>Customer Engagement</p>	<p>Project Co maintains customer engagement through both formal and informal activities. Formal activities include the regularly scheduled meetings such as the monthly Operating Period Joint Committee, the bi-weekly Capital Projects Meeting, the weekly Work Order review meeting, and other issue specific ad hoc meetings as required. These meetings discuss project performance, optimization of operational flows and gain feedback on the quality of the service provided. Project Co's Board of Directors meet with the Authority's Director level interfaces annually.</p> <p>The Service Provider issues an annual Customer Satisfaction Survey to the Authority and their staff. This survey queries staff for their opinion on Service Provider performance in the areas of Management, Help Desk, Technicians, Safety, and General. The Service Provider has consistently received overwhelmingly positive feedback from this survey.</p> <p>Informal activities with the Authority for additional customer engagement include regular social outings such as coffees, lunches, ad hoc celebrations, and inclusion of the Authority in Service Provider social outings. Project Co hosts an annual Christmas social gathering for both the Authority and the Service Provider and continues to participate in various employee retirement and recognition events for both interfaces.</p>
	<p>Communities</p>	<p>The KVHP lies within the ancestral, traditional, and unseeded territory of the Syilx Nation which is acknowledged at the monthly Site Steering Committee. Native artwork is commonly provided to the Authority and installed across KVHP by the Service Provider.</p> <p>The Project Co and the Service Provider constructed a Sacred Space at the Centennial building equipped with ventilation to allow for traditional smudging ceremonies inside the space. This space can be used by people of all faiths and backgrounds and a similar space will be constructed at the Vernon Polson Tower.</p> <p>A long relationship exists between Project Co, the Service Provider and the Kelowna and Vernon Hospital Foundations</p>

		<p>who raise money for the improvement of their respective facilities. Project Co and the Service Provider regularly manage the design, procurement, and execution of Foundation funded facility improvements such as CT scanning spaces and MRI spaces. These upgrades to the facilities are significantly beneficial to the residents of these communities as they reduce costly and time-consuming travel to other facilities outside the region. Both Project Co and the Service Provider participate and donate annually at VJH’s major fundraising initiative at Predator Ridge and also attend grand openings of Foundation funded projects.</p> <p>The Project Co and its Service Provider offer additional volunteering to the communities with the Central Okanagan Food Bank and by installing Christmas decorations throughout the facilities and exterior spaces for the holiday season.</p>
	<p>General Factors</p>	

"G"	Governance	Comment
	Structure and Oversight	<p>All partners of the KVHP are governed by significant structure and oversight. Project Co is lead by a General Manager (GM) with clear responsibilities to the Board of Directors and the Authority. The Operations Manager (OM) reports directly to the GM and the responsibilities of the OM are also clearly defined. Project Co also employs a Project Administrator who supports the GM and OM and also has clearly defined responsibilities.</p> <p>Project Co reports directly to the KVHP Board via quarterly meetings and documentation packages, and as necessary in between meetings.</p> <p>The Service Provider confirms their current management and operational structure to Project Co and the Authority annually via the Annual Service Plan (ASP). This ASP provides a detailed organization chart confirming all relevant personnel and their reports. Any significant changes in personnel by the Service Provider during the year are cleared with Project Co and the Authority.</p>
	Code Values and	<p>To clearly define the codes of conduct and values of Project Co, the following policies have been developed and remain in place to be followed at all times:</p> <ul style="list-style-type: none"> - Code of Conduct (incl. bribery & corruption) - Health, Safety & Environment - Business Continuity Plan - Environmental, Social and Governance - Cyber Security & Data Record Keeping - Personal Information & Privacy Protection - Tax - Whistle Blower - Anti-slavery and Human Trafficking <p>These policies are reviewed annually at a minimum and when changes occur. Each year, and when requested, the policies are issued to the board of directors.</p>
	Transparency and Reporting	<p>The primary mechanism for KVHP internal reporting is via the quarterly Board meetings and the corresponding board packages. This mechanism reports to the board of directors on the operational and financial performance of the project and compliance with all its contractual obligations to the Authority. In between the quarterly meetings, Project Co reports monthly to the Board of the KVHP project changes and lifecycle expenditures.</p>

		<p>The KVHP has a culture in place whereby errors, risks or opportunities are to be highlighted to the board of directors without delay.</p> <p>Project Co's transparency and reporting to external interfaces is clearly defined in the P3 Contract and consistently adhered to by Project Co. The Authority receives monthly updates via the Operational Period Joint Committee (OPJC) and the Performance Monitoring Report (PMR). The OPJC is a monthly in-person meeting lead by Project Co and attended by the Service Provider and the Authority. This meeting is recorded and confirms accountability on all ongoing significant operational and contractual issues.</p> <p>The PMR is issued monthly to provide a comprehensive update on plant services, human resources, HSE, lifecycle services, quality services, energy management, and any unavailability events or service failures. Project Co, the Service Provider and the Authority are in daily contact as required for coordination of routine and non-routine operations activities and events.</p>
	<p>Cyber risk and Systems</p>	<p>Project Co's Cyber Security & Data Record Keeping Policy has been adopted and always remains in place to maintain a high standard of cyber and digital security across the project. Project Co employees, sub-contractors, and anyone who has permanent, shared, or temporary access to Project Co systems and hardware are bound by this policy.</p> <p>This policy specifically addresses:</p> <ul style="list-style-type: none"> - Confidential data protection - Personal and company devices protection - Email protection - Password protection - Data transfer security - Remote work <p>The systems and software currently used by Project Co and the names of all Authorized Users are confirmed within this policy and updated whenever changes occur.</p>
	<p>General Factors</p>	<p>There is an active multi-layer system of checks and balances in place. The Project Co management in combination with the external FSA Provider manages the overall day-to-day business in accordance with the authority matrix. All Project Co payments are disclosed to the board of directors before payments are made.</p>