

## SCHEDULE 3 – APPENDIX B

### WORKING GROUPS

#### SECTION A GENERAL REQUIREMENTS

##### A1. Definitions

A1.1 In this DPA Schedule 3B – Working Groups, the following terms have the following meanings:

- (a) “**Decision Log**” has the meaning in Section B5.1;
- (b) “**Design Decision**” has the meaning in Section B5.1;
- (c) “**Technical Requirement Modification**” has the meaning in Section B5.2;
- (d) “**Working Group Activities**” has the meaning in Section B1.1;
- (e) “**Work Review**” has the meaning in Section B1.2;
- (f) “**Workshop**” has the meaning in Section B3.1.

##### A2. Establishment of Working Groups

- A2.1 The size of a Working Group shall be balanced between Development Partner Parties and City Parties.
- A2.2 Each Working Group shall have at least one (1) Key Individual.
- A2.3 An individual may be assigned to any number of Working Groups provided they have the appropriate expertise and capacity.
- A2.4 Working Group Activities will commence in the Preliminary Design Period and end at Stage Gate #3.
- A2.5 Prior to the Start-up Period End Date, the City and Development Partner shall collaborate and agree on the location(s) for the Working Group Activities including Work Reviews, Workshops and other meetings. These activities shall be held in-person at these locations unless otherwise mutually agreed to by a Working Group.

##### A3. General Responsibilities

A3.1 Each Working Group shall be responsible for:

- (a) either:
  - (i) a specific scope of work that corresponds to a scope in the Technical Requirements (the “**Working Group Technical Requirements**”); or

- (ii) a specific aspect of the legal and commercial terms in the Draft DBA;
- (b) conducting all Working Group Activities as described in Section B;
- (c) providing input to the Development Partner for incorporation into the Development Partner Scope of Work and Submittals;
- (d) providing the Leadership Team with the Working Group Process Report in accordance with Schedule 2- Development Phase Governance, Section E1.4, including the Working Group Estimate in accordance with Appendix 3A.

**A4. Working Group Table**

A4.1 In accordance with Schedule 2 – Development Phase Governance, Section E1.1, the following Working Groups have been established:

Working Group Description	Working Group Technical Requirements	Development Partner Scope of Work Tasks for Input	Membership
[TBA]			

**SECTION B WORKING GROUP ACTIVITIES**

**B1. General**

B1.1 Working Groups shall be responsible for the following activities during the Development Phase:

- (a) Work Reviews;
- (b) commercial and legal reviews;
- (c) Workshops;
- (d) other meeting as required;
- (e) compiling and maintaining the Design Decisions in a Decision Log;
- (f) develop Working Group Estimates and Working Group IP Estimates in accordance with DPA Schedule 7 – Development of Contract Price,

collectively, the Working Group activities (“**Working Group Activities**”).

B1.2 Each Working Group shall only have the authority to conduct Working Group activities within the tasks and Working Group Technical Requirements described in the Table in Section A4.1, unless solicited by another Working Group.

## **B2. Technical Work Reviews**

B2.1 Each Working Group shall have the authority to review the Development Partner's work-in-progress on its Submittals prior to submission to the City.

B2.2 Each instance of reviewing the work (each a "**Work Review**") shall be scheduled in the Working Group Process Report as described in Schedule 2- Development Phase Governance, Section E1.4.

B2.3 The general procedure for a Work Review is as follows:

- (a) Working Groups receives the required Work Review documents from Development Partner;
- (b) the Working Group members review of the documents in accordance with the Development Partner Scope of Work and the Development Partner DBA Requirements; and
- (c) convene a meeting to discuss and compile any Design Decisions in a Decision Log and provide to Development Partner, with a copy provided to the City and the Leadership Team, 5 Business Days after the meeting.

## **B3. Commercial and Legal Reviews**

B3.1 Working Groups responsible for commercial and/or legal matters with respect to the Draft DBA shall conduct Workshops and meetings in accordance with DPA Section E3.

## **B4. Workshops**

B4.1 Each Working Group shall have the authority to convene collaborative workshops (each a "**Workshop**") to discuss specific topics.

B4.2 The Working Group can invite, as required, to the Workshop:

- (a) Design Team members;
- (b) Construction Team members;
- (c) City Party members;
- (d) members from the Nominated Vendors (if available);
- (e) members from other Working Groups;
- (f) members from the Leadership Team; and

(g) qualified facilitators.

B4.3 Each Workshop shall be scheduled in the Working Group Process Report as described in Schedule 2- Development Phase Governance, Section E1.4.

B4.4 The purpose of each Workshop is for the participants to review, discuss, and through collaboration, provide input for the design of the Infrastructure.

B4.5 The Working Group shall be responsible for:

(a) chairing the Workshop;

(b) preparing and distributing the Workshop agenda 5 Business Days prior to the scheduled date;

(c) requesting any documents from the Development Partner for review during the Workshop;

(d) preparing any presentation materials;

(e) recording all relevant comments made on the topic that may affect the Development Partner Scope of Work, the Development Partner DBA Requirements, or the Submittal;

(f) issuing the Workshop minutes 3 Business Days after the Workshop; and

(g) convene a meeting to discuss and compile any Design Decisions in a Decision Log and provide to Development Partner, with a copy provided to the City and the Leadership Team, 5 Business Days after the Workshop.

## **B5. Other Meetings**

B5.1 If necessary, Working Groups may convene other Work Reviews, Workshops or other meetings not originally accounted for in the Working Group Process Report.

B5.2 The Working Group may proceed with the additional activities without prior approval from the Leadership Group, provided it does not require a DPA Variance Request as per Schedule 2 – Development Phase Governance, Section D.5.

## **B6. Inputs from Working Groups**

B6.1 In conducting the Working Group Activities, Working Group members or any other participant, may give a comment on the Development Partner's work that provides the Development Partner with direction on revising, modifying, suggest further review or otherwise change the work. Comments that receive consensus from the Working Group members (each a "**Design Decision**") shall be recorded and tracked in a decision log (the "**Decision Log**").

B6.2 Design Decisions that change the Development Partner DBA Requirements shall be incorporated into the Draft DBA (each a "**Technical Requirement Modification**").

- B6.3 A Design Decision cannot change the DPA. A Design Decision that potentially changes the DPA shall be made via the DPA Change Order process in DPA Schedule 9 \_Change Orders.
- B6.4 Revisions or modifications to commercial and/or legal terms in the Draft DBA shall be made in accordance with DPA Section E3.

## **SECTION C SPECIFIC WORKING GROUP REQUIREMENTS**

### **C1. General**

- C1.1 Although, the City and Development Partner are free to establish Working Groups as best they see fit to achieve the Development Partner Scope of Work and Submittals, nonetheless, some specific requirements and goals are required to be achieved by the Working Groups for this Project as described in this section.

### **C2. Commercial and Legal Workshops**

- C2.1 Commercial and legal Workshops shall be held throughout the Preliminary Design Period and Intermediate Design Period as needed to fulfil the requirements of DPA Section E3. Topics for Workshops shall include:

- (a) legal issues;
- (b) insurance;
- (c) document management; and
- (d) payment terms.

### **C3. Constructability Workshops**

- C3.1 At least two (2) Workshops shall be scheduled for reviewing constructability of the Infrastructure, one (1) during Preliminary Design Period and one (1) during Intermediate Design Period.
- C3.2 The Working Group involved shall include members of Development Partner's Construction Team.

### **C4. Value Engineering Workshop**

- C4.1 At least one (1) Workshop shall be scheduled for value engineering.
- C4.2 The Workshop shall be scheduled in the early part of the Preliminary Design Period, after completion of Task B2 in the Development Partner Scope of Work and before the submission of any design packages related to Task B6 and B7 in the Development Partner Scope of Work.
- C4.3 The topics for the Workshop shall, in part, be based on the findings from Task B2 in the Development Partner Scope of Work. Required topics already identified prior to the start of the Development Phase include:

- (a) the feasibility of a direct connection to the northwest interceptor for conveyance of process drain and other wastewater collected from the buildings on Parcel B to the Headworks Facility on Parcel A, which would eliminate the need for a return lift station on Parcel B.

C4.4 The Working Group involved shall engage a qualified facilitator to lead the Workshop.

**C5. Geotechnical Baseline Workshops**

C5.1 At least one (1) Workshop shall be scheduled for collaboration on agreeing to the contents of the Geotechnical Baseline Report as described in Draft DBA Schedule 18 – Technical Requirements, Appendix 18Q – Geotechnical Baseline Report.

C5.2 The Workshop shall be scheduled after Development Partner has issued a geotechnical report based on its additional investigations from Task B5 in the Development Partner Scope of Work.

C5.3 Based on the results of the Workshop, the City will provide the Geotechnical Baseline Report that will form Appendix 18Q of Draft DBA Schedule 18 – Technical Requirements.

**C6. Social Procurement Workshops**

C6.1 At least two (2) Workshops shall be scheduled for reviewing social procurement requirements for the Implementation Phase, one (1) during Preliminary Design Period and one (1) during Intermediate Design Period.

C6.2 The Working Group involved shall include the Development Partner's Social Procurement Lead and one (1) other member of their Construction Team.

**C7. Operation and Maintenance Workshops**

C7.1 At least two (2) Workshops shall be scheduled for reviewing operation and maintenance of the Infrastructure, one (1) during Preliminary Design Period and one (1) during Intermediate Design Period.

C7.2 The Working Group involved shall include at least one (1) from City Operations and at least one (1) from the City maintenance department.

C7.3 The Workshop shall evaluate and identify O&M design issues that impact:

- (a) facility performance;
- (b) efficiency;
- (c) Licence compliance;
- (d) Computerized maintenance management system information;
- (e) operating cost;

- (f) equipment storage and administrative areas; and
- (g) City Operations, including:
  - (i) staffing levels;
  - (ii) training, development and certifications;
  - (iii) support facilities such as control rooms, locker-rooms, and washrooms; and
  - (iv) operator interfaces.

C7.4 The Working Group involved shall rank the O&M issues identified on high, medium, and low priority basis, and provide this in addition to the Decision Log that will be provided to the Development Partner, with copies to the City and the Leadership Team.

**C8. Commissioning Planning**

C8.1 In addition to other issues involving commissioning of the Infrastructure, the Working Group involved shall discuss and collaborate on:

- (a) the division of the scope of commissioning work to be performed by Design Builder and the City;
- (b) assigned resources, including the Commissioning Lead; and
- (c) determine the risk allocation for commissioning.

**C9. Design for Safety**

C9.1 Any required Workshops for HIRA, HAZOP, or Asset Criticality as described in the Development Partner DBA Requirements shall be considered as Workshops as per this Appendix 3B.

**C10. Other Required Design Input**

C10.1 The following topics shall receive input from Working Groups, either via Work Reviews of related Submittals or via specially convened Workshops:

- (a) cost estimating;
- (b) scheduling;
- (c) risk management;
- (d) permits and approvals;
- (e) document review;

- (f) site layout;
- (g) digester design;
- (h) design for each Nominated Vendor's system;
- (i) building mechanical design;
- (j) electrical design;
- (k) process control/automation design; and
- (l) all Special Studies and Models.