



**THE CITY OF WINNIPEG**

# **REQUEST FOR PROPOSAL**

**RFP NO. 765-2018**

**REQUEST FOR PROPOSAL FOR PROFESSIONAL CONSULTING SERVICES FOR  
WINNIPEG TRANSIT MASTER PLAN**

**Proposals shall be submitted to:**

**The City of Winnipeg  
Corporate Finance Department  
Materials Management Division  
185 King Street, Main Floor  
Winnipeg MB R3B 1J1**

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## **PART B - BIDDING PROCEDURES**

### **B1. CONTRACT TITLE**

B1.1 REQUEST FOR PROPOSAL FOR PROFESSIONAL CONSULTING SERVICES FOR WINNIPEG TRANSIT MASTER PLAN

### **B2. SUBMISSION DEADLINE**

B2.1 The Submission Deadline is 12:00 noon Winnipeg time, August 30, 2018.

B2.2 Proposals determined by the Manager of Materials to have been received later than the Submission Deadline will not be accepted and will be returned upon request.

B2.3 The Project Manager or the Manager of Materials may extend the Submission Deadline by issuing an addendum at any time prior to the time and date specified in B2.1.

### **B3. ENQUIRIES**

B3.1 All enquiries shall be directed to the Project Manager identified in D2.

B3.2 If the Proponent finds errors, discrepancies or omissions in the Request for Proposal, or is unsure of the meaning or intent of any provision therein, the Proponent shall promptly notify the Project Manager of the error, discrepancy or omission at least five (5) Business Days prior to the Submission Deadline.

B3.3 If the Proponent is unsure of the meaning or intent of any provision therein, the Proponent should request clarification as to the meaning or intent prior to the Submission Deadline.

B3.4 Responses to enquiries which, in the sole judgment of the Project Manager, require a correction to or a clarification of the Request for Proposal will be provided by the Project Manager to all Proponents by issuing an addendum.

B3.5 Responses to enquiries which, in the sole judgment of the Project Manager, do not require a correction to or a clarification of the Request for Proposal will be provided by the Project Manager only to the Proponent who made the enquiry.

B3.6 All correspondence or contact by Proponents with the City in respect of this RFP must be directly and only with the City's Project Manager. Failure to restrict correspondence and contact to the Project Manager may result in the rejection of the Proponents Proposal Submission.

B3.7 The Proponent shall not be entitled to rely on any response or interpretation received pursuant to B3 unless that response or interpretation is provided by the Project Manager in writing.

### **B4. CONFIDENTIALITY**

B4.1 Information provided to a Proponent by the City or acquired by a Proponent by way of further enquiries or through investigation is confidential. Such information shall not be used or disclosed in any way without the prior written authorization of the Project Manager. The use and disclosure of the Confidential Information shall not apply to information which:

- (a) was known to the Proponent before receipt hereof; or
- (b) becomes publicly known other than through the Proponent; or
- (c) is disclosed pursuant to the requirements of a governmental authority or judicial order.

B4.2 The Proponent shall not make any statement of fact or opinion regarding any aspect of the Request for Proposals to the media or any member of the public without the prior written authorization of the Project Manager.

## **B5. ADDENDA**

- B5.1 The Project Manager may, at any time prior to the Submission Deadline, issue addenda correcting errors, discrepancies or omissions in the Request for Proposal, or clarifying the meaning or intent of any provision therein.
- B5.2 The Project Manager will issue each addendum at least two (2) Business Days prior to the Submission Deadline, or provide at least two (2) Business Days by extending the Submission Deadline.
- B5.2.1 Addenda will be available on the Bid Opportunities page at The City of Winnipeg, Corporate Finance, Materials Management Division website at <http://www.winnipeg.ca/matmgt/bidopp.asp>
- B5.2.2 The Proponent is responsible for ensuring that he/she has received all addenda and is advised to check the Materials Management Division website for addenda regularly and shortly before the Submission Deadline, as may be amended by addendum.
- B5.3 The Proponent shall acknowledge receipt of each addendum in Paragraph 9 of Form A: Proposal. Failure to acknowledge receipt of an addendum may render a Proposal non-responsive.

## **B6. PROPOSAL SUBMISSION**

- B6.1 The Proposal shall consist of the following components:
- (a) Form A: Proposal (Section A) in accordance with B7;
  - (b) Fees (Section B) in accordance with B8.
- B6.2 The Proposal should also consist of the following components:
- (a) Experience of Proponent and Subconsultants (Section C) in accordance with B9;
  - (b) Experience of Key Personnel Assigned to the Project (Section D), in accordance with B10;
  - (c) Project Understanding and Methodology (Section E) in accordance with B11; and
  - (d) Project Schedule (Section F) in accordance with B12.
- B6.3 Further to B6.1 all components of the Proposal shall be fully completed or provided in the order indicated, and submitted by the Proponent no later than the Submission Deadline, with all required entries made clearly and completely, to constitute a responsive Proposal.
- B6.4 Further to B6.2, all components of the Proposal should be fully completed or provided in the order indicated, and submitted by the Proponent no later than the Submission Deadline, with all required entries made clearly and completely.
- B6.5 Proponents should submit one (1) unbound 8.5" x 11" original (marked "original") including drawings and three (3) copies (copies can be in any size format) for sections identified in B6.1 and B6.2.
- B6.6 Proposal format, including type of binding, number of pages, size of pages and, font, etc., will not be regulated, except that the Proposal should contain a table of contents, page numbering and should be in the Sections identified above. Proponents are encouraged to use their creativity to submit a Proposal which provides the requested information for evaluation and other information which illustrates the strength of their team.
- B6.7 Proponents are advised that inclusion of terms and conditions inconsistent with the Request for Proposal, will be evaluated in accordance with B21.1(a).
- B6.8 The Proposal shall be submitted enclosed and sealed in an envelope/package clearly marked with the RFP number and the Proponent's name and address.

B6.9 Proposals submitted by facsimile transmission (fax) or internet electronic mail (e-mail) will not be accepted.

B6.10 Proposals shall be submitted to:

The City of Winnipeg  
Corporate Finance Department  
Materials Management Division  
185 King Street, Main Floor  
Winnipeg MB R3B 1J1

B6.11 Any cost or expense incurred by the Proponent that is associated with the preparation of the Proposal shall be borne solely by the Proponent.

## **B7. PROPOSAL (SECTION A)**

B7.1 The Proponent shall complete Form A: Proposal, making all required entries.

B7.2 Paragraph 2 of Form A: Proposal shall be completed in accordance with the following requirements:

- (a) if the Proponent is a sole proprietor carrying on business in his/her own name, his/her name shall be inserted;
- (b) if the Proponent is a partnership, the full name of the partnership shall be inserted;
- (c) if the Proponent is a corporation, the full name of the corporation shall be inserted;
- (d) if the Proponent is carrying on business under a name other than his/her own, the business name and the name of every partner or corporation who is the owner of such business name shall be inserted.

B7.2.1 If a Proposal is submitted jointly by two or more persons, each and all such persons shall identify themselves in accordance with B7.2.

B7.3 In Paragraph 3 of Form A: Proposal, the Proponent shall identify a contact person who is authorized to represent the Proponent for purposes of the Proposal.

B7.4 Paragraph 12 of Form A: Proposal shall be signed in accordance with the following requirements:

- (a) if the Proponent is a sole proprietor carrying on business in his/her own name, it shall be signed by the Proponent;
- (b) if the Proponent is a partnership, it shall be signed by the partner or partners who have authority to sign for the partnership;
- (c) if the Proponent is a corporation, it shall be signed by its duly authorized officer or officers and the corporate seal, if the corporation has one, should be affixed;
- (d) if the Proponent is carrying on business under a name other than his/her own, it shall be signed by the registered owner of the business name, or by the registered owner's authorized officials if the owner is a partnership or a corporation.

B7.4.1 The name and official capacity of all individuals signing Form A: Proposal should be printed below such signatures.

B7.5 If a Proposal is submitted jointly by two or more persons, the word "Proponent" shall mean each and all such persons, and the undertakings, covenants and obligations of such joint Proponents in the Proposal and the Contract, when awarded, shall be both joint and several.

## **B8. FEES (SECTION B)**

B8.1 The Proposal shall include a Fixed Fee for all disciplines and/or phases identified in D4 Scope of Services.

- B8.2 Adjustments to Fees will only be considered based on increases to the Scope of Services.
- B8.2.1 The City will not consider an adjustment to the Fees based on changes in the Project budget or the Final Total Construction Cost.
- B8.3 Notwithstanding C1.1(b), Fees shall include costs for out of town travel, related meals and accommodations for the duration of the Project and shall not be considered an Allowable Disbursement.
- B8.4 The Fee Proposal shall also include an allowance for Allowable Disbursements as defined in C1.1(b), but shall exclude the costs of any materials testing, soils and hazardous materials investigation during construction.
- B8.5 Notwithstanding C11.1, Fees submitted shall not include the Goods and Services Tax (GST) or Manitoba Retail Sales Tax (MRST, also known as PST), which shall be extra where applicable.
- B8.6 Payments to Non-Resident Consultants are subject to Non-Resident Withholding Tax pursuant to the Income Tax Act (Canada).
- B8.7 The fee upset limit for this project is \$2,800,000, inclusive of all taxes, fees, and disbursements.

**B9. EXPERIENCE OF PROPONENT AND SUBCONSULTANTS (SECTION C)**

- B9.1 Proposals should include:
- (a) details demonstrating the history and experience of the Proponent and Subconsultants in providing programming; design, management of the project and contract administration services on three projects of similar complexity, scope and value.
- B9.2 For each project listed in B9.1(a), the Proponent should submit:
- (a) description of the project;
  - (b) role of the consultant;
  - (c) project's original contracted cost and final cost;
  - (d) design and schedule (anticipated Project schedule and actual project delivery schedule, showing design separately);
  - (e) project owner;
  - (f) reference information (two current names with telephone numbers per project).
- B9.2.1 Where applicable, information should be separated into Proponent and Subconsultant project listings.
- B9.3 The Proposal should include general firm profile information, including years in business, average volume of work, number of employees and other pertinent information for the Proponent and all Subconsultants.

**B10. EXPERIENCE OF KEY PERSONNEL ASSIGNED TO THE PROJECT (SECTION D)**

- B10.1 Describe your approach to overall team formation and coordination of team members.
- B10.1.1 Include an organizational chart for the Project.
- B10.2 Identify, at minimum, the following Key Personnel assigned to the Project:
- (a) Project manager;
  - (b) lead: Transit planning
  - (c) lead: Land-use planning
  - (d) lead: Transportation Modelling
  - (e) lead: Bus Rapid Transit engineering and planning

(f) lead: Communications and Public & Stakeholder Engagement

B10.3 Effective January 1, 2018, the City reserves the right to stipulate that any projects that include Public Engagement work will require that all Public Engagement work be performed by a public engagement professional who has completed the Foundations in Public Participation offered by IAP2.

B10.4 Submit the experience and qualifications of the Key Personnel assigned to the Project for projects of similar complexity, scope and value, including the principals-in-charge, the Consultant's representative, managers of the key disciplines and lead designers. Include educational background and degrees, professional recognition, job title, years of experience in current position, years of experience in design and years of experience with existing employer. Roles of each of the Key Personnel in the Project should be identified in the organizational chart referred to in B10.1.1.

B10.5 For each person identified, list at least two comparable projects in which they have played a primary role similar to that proposed for this Project. If a project selected for a key person is included in B9, provide only the project name and the role of the key person. For other projects provide the following:

- (a) Description of project;
- (b) Role of the person;
- (c) Project Owner;
- (d) Reference information (two current names with telephone numbers per project).

## **B11. PROJECT UNDERSTANDING AND METHODOLOGY (SECTION E)**

B11.1 Describe your firm's project management approach and team organization during the performance of Services, so that the evaluation committee has a clear understanding of the methods the Proponent will use in the delivery of this Project, including how it will use standard City of Winnipeg project management methodologies, policies, manuals, and templates: (<http://www.winnipeg.ca/infrastructure/asset-management-program/templates-manuals.stm>).

B11.2 Methodology should be presented in accordance with the Scope of Services identified in D4.

B11.3 Describe the collaborative process/method to be used by the Key Personnel of the team in the various phases of the Project.

B11.4 Proposals should address:

- (a) the team's understanding of the broad functional and technical requirements;
- (b) the team's understanding of the linkage between land use and transportation, and the need for co-ordination and integration between the various departments within the City of Winnipeg;
- (c) the team's understanding of current and future transit and transportation issues within the City of Winnipeg;
- (d) the team's understanding of the advantages and disadvantages of various rapid transit implementation techniques within right-of-way. (curb alignment, median alignment, grade separation, exclusive transitway, etc.)
- (e) the team's understanding of the throughput and capabilities of various transit modes;
- (f) the team's graphic design capabilities;
- (g) the team's understanding of land development, land use planning, urban design, transit-oriented development, sustainable development, real estate market analysis and universal design;
- (h) the proposed Project budget;

- (i) the City's Project methodology with respect to the information provided within this RFP; and
- (j) any other issue that conveys your team's understanding of the Project requirements, including any innovative approaches to be applied to the Scope of Services identified.

B11.5 The Proposal should include Form P: Person Hours for all disciplines and or phases identified in D4 Scope of Services.

B11.5.1 The total Fees on Form P: Person Hours should match Fees submitted in response to B8.

B11.6 Proponents may use Form P: Person Hours or a table of their own design provided it includes all information requested in accordance with B11.5.

B11.7 For each person identified in B10.2, list the percent of time to be dedicated to the Project in accordance with the Scope of Services identified in D4.

## **B12. PROJECT SCHEDULE (SECTION F)**

B12.1 Proponents should present a carefully considered Critical Path Method schedule using Microsoft Project or similar project management software, complete with resource assignments (key designers), durations (weekly timescale) and milestone dates or events. The schedule should address each requirement of the Scope of Services.

B12.2 The Proponent's schedule should include critical dates for review and approval processes by the City and other organizations anticipated during the Project. Reasonable times should be allowed for completion of these processes.

B12.3 It is acknowledged that current public engagement review processes add significant time; ensure suitable time is accounted for in the schedule.

B12.4 The project should be entirely completed prior to January 31, 2020 due to the funding requirements of the federal Public Transit Infrastructure Fund (PTIF).

B12.5 Additional milestone dates can be found in Section D4.

## **B13. DISCLOSURE**

B13.1 Various Firms provided background information or services with respect to this Work. In the City's opinion, this relationship or association does not create a conflict of interest because of this full disclosure. Where applicable, additional material available as a result of contact with these Persons is listed below.

B13.2 The Firms are:

- (a) WSP;
- (b) Dillon Consulting Ltd.; and
- (c) McGowan Russell Group

B13.3 Additional Material:

- (a) Various materials related to the ongoing Eastern Corridor Study (functional study for Eastern Rapid Transit Corridor)
- (b) Various materials related to previous studies of rapid transit in Winnipeg, including but not limited to Southwest Rapid Transit Corridor Phases 1 and 2, Detailed Work Plan for Planning and Design Services for Winnipeg's Bus Rapid Transit System (2003), Busway Planning and Design Manual (2004), and On-Street Transit Priority Study Phases 1-3 (2007-2009).



- (c) Various materials related to previous studies of rapid transit in Winnipeg, including but not limited to Made in Winnipeg Rapid Transit Solution Final Report (2005), as well as involvement in the completion of the Southwest Rapid Transit Corridor.

#### **B14. CONFLICT OF INTEREST AND GOOD FAITH**

B14.1 Proponents, by responding to this RFP, declare that no Conflict of Interest currently exists, or is reasonably expected to exist in the future.

B14.2 Conflict of Interest means any situation or circumstance where a Proponent or Key Personnel proposed for the Work has:

- (a) other commitments;
- (b) relationships;
- (c) financial interests; or
- (d) involvement in ongoing litigation;

that could or would be seen to:

- (i) exercise an improper influence over the objective, unbiased and impartial exercise of the independent judgment of the City with respect to the evaluation of Proposals or award of the Contract; or
- (ii) compromise, impair or be incompatible with the effective performance of a Proponent's obligations under the Contract;
- (e) has contractual or other obligations to the City that could or would be seen to have been compromised or impaired as a result of its participation in the RFP process or the Project; or
- (f) has knowledge of confidential information (other than confidential information disclosed by the City in the normal course of the RFP process) of strategic and/or material relevance to the RFP process or to the Project that is not available to other proponents and that could or would be seen to give that Proponent an unfair competitive advantage.

B14.3 In connection with its Proposal, each entity identified in B14.2 shall:

- (a) avoid any perceived, potential or actual Conflict of Interest in relation to the procurement process and the Project;
- (b) upon discovering any perceived, potential or actual Conflict of Interest at any time during the RFP process, promptly disclose a detailed description of the Conflict of Interest to the City in a written statement to the Project Manager; and
- (c) provide the City with the proposed means to avoid or mitigate, to the greatest extent practicable, any perceived, potential or actual Conflict of Interest and shall submit any additional information to the City that the City considers necessary to properly assess the perceived, potential or actual Conflict of Interest.

B14.4 Without limiting B14.3, the City may, in its sole discretion, waive any and all perceived, potential or actual Conflicts of Interest. The City's waiver may be based upon such terms and conditions as the City, in its sole discretion, requires to satisfy itself that the Conflict of Interest has been appropriately avoided or mitigated, including requiring the Proponent to put into place such policies, procedures, measures and other safeguards as may be required by and be acceptable to the City, in its sole discretion, to avoid or mitigate the impact of such Conflict of Interest.

B14.5 Without limiting B14.3, and in addition to all contractual or other rights or rights at law or in equity or legislation that may be available to the City, the City may, in its sole discretion:

- (a) disqualify a Proponent that fails to disclose a perceived, potential or actual Conflict of Interest of the Proponent or any of its Key Personnel;
- (b) require the removal or replacement of any Key Personnel proposed for the Work that has a perceived, actual or potential Conflict of Interest that the City, in its sole discretion, determines cannot be avoided or mitigated;

- (c) disqualify a Proponent or Key Personnel proposed for the Work that fails to comply with any requirements prescribed by the City pursuant to B14.4 to avoid or mitigate a Conflict of Interest; and
- (d) disqualify a Proponent if the Proponent, or one of its Key Personnel proposed for the Project, has a perceived, potential or actual Conflict of Interest that, in the City's sole discretion, cannot be avoided or mitigated, or otherwise resolved.

B14.6 The final determination of whether a perceived, potential or actual Conflict of Interest exists shall be made by the City, in its sole discretion.

## **B15. QUALIFICATION**

B15.1 The Proponent shall:

- (a) undertake to be in good standing under The Corporations Act (Manitoba), or properly registered under The Business Names Registration Act (Manitoba), or otherwise properly registered, licensed or permitted by law to carry on business in Manitoba, or if the Proponent does not carry on business in Manitoba, in the jurisdiction where the Proponent does carry on business; and
- (b) be financially capable of carrying out the terms of the Contract;
- (c) have all the necessary experience, capital, organization, and equipment to perform the Services in strict accordance with the terms and provisions of the Contract;

B15.2 The Proponent and any proposed Subconsultant (for the portion of the Services proposed to be subcontracted to them) shall:

- (a) be responsible and not be suspended, debarred or in default of any obligations to the City. A list of suspended or debarred individuals and companies is available on the Information Connection page at The City of Winnipeg, Corporate Finance, Materials Management Division website at <http://www.winnipeg.ca/matmgt/debar.stm>

B15.3 The Proponent and/or any proposed Subconsultant (for the portion of the Services proposed to be subcontracted to them) shall:

- (a) have successfully carried out services for the programming; design, management of construction and contract administration for architectural and/or engineering projects of similar complexity, scope and value; and to those required for this Project; and
- (b) be fully capable of performing the Services required to be in strict accordance with the terms and provisions of the Contract; and
- (c) have a written workplace safety and health program, if required, pursuant to The Workplace Safety and Health Act (Manitoba);
- (d) have the knowledge and resources to administer the requirements of The Workplace Safety and Health Act (Manitoba) during the construction works associated with this Contract; and
- (e) undertake to meet all licensing and regulatory requirements of the appropriate governing authorities and associations in the Province of Manitoba.

B15.4 The Proponent shall submit, within three (3) Business Days of a request by the Project Manager, further proof satisfactory to the Project Manager of the qualifications of the Proponent and of any proposed Subconsultant.

B15.5 The Proponent shall provide, on the request of the Project Manager, full access to any of the Proponent's equipment and facilities to confirm, to the Project Manager's satisfaction, that the Proponent's equipment and facilities are adequate to perform the Services.

## **B16. OPENING OF PROPOSALS AND RELEASE OF INFORMATION**

B16.1 Proposals will not be opened publicly.

- B16.2 After award of Contract, the names of the Proponents and the Contract amount of the successful Proponent and their address(es) will be available on the Closed Bid Opportunities (or Public/Posted Opening & Award Results) page at The City of Winnipeg, Corporate Finance, Materials Management Division website at <http://www.winnipeg.ca/matmgt/>
- B16.3 To the extent permitted, the City shall treat all Proposal Submissions as confidential, however the Proponent is advised any information contained in any Proposal Submission may be released if required by The Freedom of Information and Protection of Privacy Act (Manitoba), by other authorities having jurisdiction, or by law or by City policy or procedures (which may include access by members of City Council).
- B16.3.1 To the extent permitted, the City shall treat as confidential information, those aspects of a Proposal Submission identified by the Proponent as such in accordance with and by reference to Part 2, Section 17 or Section 18 or Section 26 of The Freedom of Information and Protection of Privacy Act (Manitoba), as amended.
- B16.4 Following the award of Contract, a Proponent will be provided with information related to the evaluation of his/her submission upon written request to the Project Manager.

#### **B17. IRREVOCABLE OFFER**

- B17.1 The Proposal(s) submitted by the Proponent shall be irrevocable for the time period specified in Paragraph 10 of Form A: Proposal.
- B17.2 The acceptance by the City of any Proposal shall not release the Proposals of the other responsive Proponents and these Proponents shall be bound by their offers on such Work until a Contract for the Work has been duly executed and the performance security furnished as herein provided, but any offer shall be deemed to have lapsed unless accepted within the time period specified in Paragraph 10 of Form A: Proposal.

#### **B18. WITHDRAWAL OF OFFERS**

- B18.1 A Proponent may withdraw his/her Proposal without penalty by giving written notice to the Manager of Materials at any time prior to the Submission Deadline.
- B18.1.1 The time and date of receipt of any notice withdrawing a Proposal shall be the time and date of receipt as determined by the Manager of Materials.
- B18.1.2 The City will assume that any one of the contact persons named in Paragraph 3 of Form A: Proposal or the Proponent's authorized representatives named in Paragraph 12 of Form A: Proposal, and only such person, has authority to give notice of withdrawal.
- B18.1.3 If a Proponent gives notice of withdrawal prior to the Submission Deadline, the Manager of Materials will:

retain the Proposal until after the Submission Deadline has elapsed;

open the Proposal to identify the contact person named in Paragraph 3 of Form A: Proposal and the Proponent's authorized representatives named in Paragraph 12 of Form A: Proposal; and

if the notice has been given by any one of the persons specified in 0, declare the Proposal withdrawn.

- B18.2 A Proponent who withdraws its Proposal after the Submission Deadline but before its offer has been released or has lapsed as provided for in B17.2 shall be liable for such damages as are imposed upon the Proponent by law and subject to such sanctions as the Chief Administrative Officer considers appropriate in the circumstances. The City, in such event, shall be entitled to all rights and remedies available to it at law.

#### **B19. INTERVIEWS**

- B19.1 The Project Manager may, in his/her sole discretion, interview Proponents during the evaluation process.

## **B20. NEGOTIATIONS**

- B20.1 The City reserves the right to negotiate details of the Contract with any Proponent. Proponents are advised to present their best offer, not a starting point for negotiations in their Proposal Submission.
- B20.2 The City may negotiate with the Proponents submitting, in the City's opinion, the most advantageous Proposals. The City may enter into negotiations with one or more Proponents without being obligated to offer the same opportunity to any other Proponents. Negotiations may be concurrent and will involve each Proponent individually. The City shall incur no liability to any Proponent as a result of such negotiations.
- B20.3 If, in the course of negotiations pursuant to B20.2, the Proponent amends or modifies a Proposal after the Submission Deadline, the City may consider the amended Proposal as an alternative to the Proposal already submitted without releasing the Proponent from the Proposal as originally submitted.

## **B21. EVALUATION OF PROPOSALS**

- B21.1 Award of the Contract shall be based on the following evaluation criteria:
- (a) compliance by the Proponent with the requirements of the Request for Proposal or acceptable deviation therefrom: (pass/fail)
  - (b) qualifications of the Proponent and the Subconsultants, if any, pursuant to B13.3(c):  
(pass/fail)
  - (c) Fees; (Section B) 20%
  - (d) Experience of Proponent and Subconsultant; (Section C) 20%
  - (e) Experience of Key Personnel Assigned to the Project; (Section D) 20%
  - (f) Project Understanding and Methodology (Section E) 30%
  - (g) Project Schedule. (Section F) 10%
- B21.2 Further to B21.1(a), the Award Authority may reject a Proposal as being non-responsive if the Proposal Submission is incomplete, obscure or conditional, or contains additions, deletions, alterations or other irregularities. The Award Authority may reject all or any part of any Proposal, or waive technical requirements or minor informalities or irregularities if the interests of the City so require.
- B21.3 Further to B21.1(b), the Award Authority shall reject any Proposal submitted by a Proponent who does not demonstrate, in its Proposal or in other information required to be submitted, that it is responsible and qualified.
- B21.4 Further to B21.1(c); Fees will be evaluated based on Fees submitted in accordance with B8;
- (a) The Award Authority may reject a Proposal as being non-responsive if it exceeds the budget indicated in B8.
- B21.5 Further to B21.1(d), Experience of Proponent and Subconsultants will be evaluated considering the experience of the organization on projects of similar size and complexity as well as other information requested, in accordance with B9.
- B21.6 Further to B21.1(e), Experience of Key Personnel Assigned to the Project will be evaluated considering the experience and qualifications of the Key Personnel and Subconsultant personnel on Projects of comparable size and complexity, in accordance with B10.
- B21.7 Further to B21.1(f), Project Understanding and Methodology will be evaluated considering your firm's understanding of the City's Project, project management approach and team organization, in accordance with B11.

- B21.8 Further to B21.1(g), Project Schedule will be evaluated considering the Proponent's ability to comply with the requirements of the Project, in accordance with B12.
- B21.9 Notwithstanding B21.1(d) to B21.1(g), where Proponents fail to provide a response to B6.2(a) to B6.2(d), the score of zero may be assigned to the incomplete part of the response.
- B21.10 Proposals will be evaluated considering the information in the Proposal Submission and any interviews held in accordance with B19.

## **B22. AWARD OF CONTRACT**

- B22.1 The City will give notice of the award of the Contract, or will give notice that no award will be made.
- B22.2 The City will have no obligation to award a Contract to a Proponent, even though one or all of the Proponents are determined to be responsible and qualified, and the Proposals are determined to be responsive.
- B22.2.1 Without limiting the generality of B22.2, the City will have no obligation to award a Contract where:
- a) the prices exceed the available City funds for the Services;
  - b) the prices are materially in excess of the prices received for similar services in the past;
  - c) the prices are materially in excess of the City's cost to perform the Services, or a significant portion thereof, with its own forces;
  - d) only one Proposal is received; or
  - e) in the judgment of the Award Authority, the interests of the City would best be served by not awarding a Contract.
- B22.3 Where an award of Contract is made by the City, the award shall be made to the responsible and qualified Proponent submitting the most advantageous offer.
- B22.4 The City may, at its discretion, award the Contract in phases.
- B22.5 Further to Paragraph 6 of Form A: Proposal and C4, the successful Proponent will be provided with Contract documents for execution following issuance of a Letter of Intent.
- B22.6 The form of Contract with the City of Winnipeg will be based on the Contract as defined in C1.1(o).
- B22.7 Following the award of Contract, a Proponent will be provided with information related to the evaluation of its Proposal upon written request to the Project Manager.
- B22.8 If, after the award of Contract, the Project is cancelled, the City reserves the right to terminate the Contract. The Consultant will be paid for all Services rendered up to time of termination.

## **PART C - GENERAL CONDITIONS**

### **C0. GENERAL CONDITIONS**

- C0.1 The *General Conditions for Consultant Services* (Revision 2017-03-24) are applicable to the Services of the Contract.
- C0.1.1 The *General Conditions for Consultant Services* are available on the Information Connection page at The City of Winnipeg, Corporate Finance, Materials Management Division website at [http://www.winnipeg.ca/matmgt/gen\\_cond.stm](http://www.winnipeg.ca/matmgt/gen_cond.stm).
- C0.2 A reference in the Request for Proposal to a section, clause or subclause with the prefix “**C**” designates a section, clause or subclause in the *General Conditions for Consultant Services*.

## **PART D - SUPPLEMENTAL CONDITIONS**

### **GENERAL**

#### **D1. GENERAL CONDITIONS**

D1.1 In addition to the *General Conditions for Consultant Services*, these Supplemental Conditions are applicable to the Services of the Contract.

#### **D2. PROJECT MANAGER**

D2.1 The Project Manager is:

Bjorn Radstrom, P.Eng.

Manager of Service Development

Telephone no.: 204 986-5743

Email Address: bradstrom@winnipeg.ca

D2.2 At the pre-commencement meeting, the Project Manager will identify additional personnel representing the Project Manager and their respective roles and responsibilities for the Services.

D2.3 Proposal Submissions must be submitted to the address in B6.

#### **D3. BACKGROUND**

D3.1 Winnipeg Transit's conventional service carries over 150,000 passengers per day in Winnipeg, employing nearly 1500 people and a fleet of 635 buses.

D3.2 Winnipeg Transit's specialized service, known as Handi-Transit, provides transportation to 7,512 registrants and provides an average of 1,600 trips per day. It employs 40 people and has over 200 drivers delivering its services. The service is provided through 13 contracts that are currently being administered by seven different contractors. The estimated budget for 2018 is \$11.798 million, consisting of fare revenue of \$1.077 million, provincial funding of \$4.8999 million, and City of Winnipeg tax supported (mill rate) of \$4.8999 million.

D3.3 Winnipeg Transit's overall estimated 2018 operating budget is \$191.937 million, consisting of fare revenue of \$85.169 million, provincial funding of \$41.970 million, and City of Winnipeg tax-supported (mill rate) funding of \$64.405 million.

D3.4 With recent changes to intergovernmental funding agreements for transit operations, Winnipeg Transit needs to undertake a comprehensive assessment of its existing transit service network to define ongoing service needs, future goals for service and infrastructure, and to maximize the efficient use of existing and future resources and infrastructure.

D3.5 As the City of Winnipeg begins its 5-year update of OurWinnipeg and the Transportation Master Plan, Winnipeg Transit needs to develop a master plan of its own to chart its course for the next 25 years in the form of an integrated master plan for conventional, specialized, and rapid transit service, and the infrastructure required to enable and support them.

D3.6 Such plans cannot be created in isolation from other aspects of Winnipeg Transit's service and infrastructure. For instance, the location, extent and type of rapid transit corridor and the level of service proposed on each corridor in a rapid transit network is determined to a significant degree by Winnipeg Transit's existing route network and service levels, its planned route network and service levels, and the current and planned infrastructure required to enable and support them (e.g. rapid transit corridors, transit priority measures, terminals, mobility hubs, bus fleet size and composition, bus storage and maintenance facility size and location).

- D3.7 The Winnipeg Transit Master Plan is intended to create:
- (a) A 25-year *Transit Service & Infrastructure Plan* for the expansion and improvement of conventional and specialized transit service, establishing resource and infrastructure requirements at 5-year intervals, and a detailed rolling 3-year implementation plan;
  - (b) A *Rapid Transit Master Plan* that includes the conceptual design, preliminary cost estimates, and a phasing plan for a rapid transit network using the existing 2011 Transportation Master Plan as a starting point, and that is fully integrated with the 25-year Transit Service & Infrastructure Plan.

D3.8 A significant goal of this Winnipeg Transit Master Plan is to further the sustainability and city-building objectives of the City of Winnipeg, as outlined in OurWinnipeg.

D3.9 All recommendations and analyses throughout this project must be created to further the goals outlined in the OurWinnipeg documents, including Sustainable Transportation, Complete Communities, and the 2011 Transportation Master Plan.

### D3.10 Conventional Transit Service

D3.10.1 The City of Winnipeg is served by Winnipeg Transit, providing a network of 93 routes throughout the City:

- (i) 53 conventional routes
- (ii) 10 rapid transit routes
- (iii) 23 express routes
- (iv) 3 Downtown Spirit shuttles
- (v) 4 demand-response (DART) suburban routes

D3.10.2 Transit service is an essential part of Winnipeg's transportation system. In 2016, Winnipeg Transit carried 48,521,820 passengers, averaging 169,908 passengers per weekday.

D3.10.3 The 2011 Transportation Master Plan lists the following as the objectives for Winnipeg's transit system:

- (i) **good coverage:** transit will be within a 5-minute walk for all Winnipeggers at most times;
- (ii) **direct service:** the integrated route network will be designed to minimize deviation from a direct route to destinations, and to avoid circuitous routings,;
- (iii) **frequent service:** setting minimum service headways and improving loading standards to trigger more frequent service on busy routes;
- (iv) **fast service:** minimize delays and provide greater priority for transit to allow for faster travel times;
- (v) **reliable service:** through active and effective route management, transit priority, and providing real-time service information to customers; and
- (vi) **comfortable ride:** designing the transit vehicles, stations, stops, and shelters to enhance the comfort, safety, and legibility of the transit experience.

D3.10.4 The *Transit Service Plan* component of the Winnipeg Transit Master Plan must address all of these objectives, while specifically examining the competing objectives of frequency, directness, and coverage.

### D3.11 Specialized Transit Service

D3.11.1 Winnipeg's specialized transit service, currently known as Handi-Transit, is a service that provides door-to-door transportation for people who are unable to regularly use the City's fixed route transit system because they are legally blind or have a physical disability that significantly impairs their mobility.

D3.11.2 Winnipeg's Handi-Transit service carried 481,131 passengers in 2017.

D3.11.3 Handi-Transit operates within the same geographical service area as Winnipeg's fixed route transit system. The origin and destination must be within 500 metres of a bus route.



- D3.11.4 Handi-Transit transports individuals who are ambulatory or who travel in a wheelchair. Other mobility aides, such as scooters, canes and walkers, are accommodated (some restrictions apply).
- D3.11.5 Handi-Transit delivers the service through contracts with private transportation service providers. Currently Handi-Transit has 13 contracts being administered by 7 contractors.
- D3.11.6 Vehicles used are:
- a) Cars;
  - b) retrofitted mini-vans that are low floor, wheelchair accessible; and
  - c) mini-buses equipped with a wheelchair ramp.
- D3.11.7 Drivers physically assist passengers from the ground floor outermost doorway of the pick-up location, to and from the vehicle, to the ground floor outermost doorway of the destination.
- D3.11.8 Handi-Transit is a pre-booked, shared ride service. Being the first to be picked up does not guarantee being dropped off first. However, Handi-Transit tries to keep in-vehicle travel times to a minimum and ensure that passengers get to their destinations by the requested times.
- D3.11.9 Winnipeg Transit's specialized service is a critical part of the transportation system for the citizens of Winnipeg. The objectives for the service are:
- a) Improve on time performance so that vehicles arrive a maximum of ten minutes before or after requested time;
  - b) Keep maximum time on vehicle to 90 minutes for all rides;
  - c) Shorten the pick-up window for scheduling;
  - d) Develop a model that integrates conventional transit and specialized transit on-demand service;
  - e) Reduce the total number of "unables" (ride requests that cannot be fulfilled);
  - f) Reduce complaints to half the current number;
  - g) Offer more flexibility to accommodate short-notice or same-day trips;
  - h) Improve the efficiency of vehicles and increase rides per hour;
  - i) Reduce the number of cancelled trips;
  - j) Enhance the safety, comfort, and reliability of the customer experience.

### **D3.12 Rapid Transit Network**

- D3.12.1 Rapid Transit is a key element of making Winnipeg a sustainable city, as noted in the 2011 Transportation Master Plan and OurWinnipeg - Sustainable Transportation. Rapid Transit has the power to shape growth and contribute to a more sustainable transportation system, providing capacity for the city to grow efficiently and to accommodate transportation demand for generations to come. There is also a growing recognition that frequent service on walkable, dense corridors is a shift that Transit should consider. These might be an evolution of Quality Corridors, as outlined in previous transit documents; a stepping stone between base transit and full-fledged rapid transit.
- D3.12.2 Bus rapid transit service on major corridors is an essential part of an improved transit suite of services that is both desirable and highly useful to transport the public in Winnipeg. Bus rapid transit will allow the heaviest demand transit movements to travel efficiently through Winnipeg with reliable, frequent, comfortable service.
- D3.12.3 The City of Winnipeg's 2011 Transportation Master Plan (TMP) identified five rapid transit corridors that will form the future rapid transit network: Southwest, East, Northeast, Southwest and West (which includes an Airport Link). Construction is underway on the

second stage of the Southwest Corridor, and a functional study on the East Corridor is underway. Much work is yet to be done. Winnipeg Transit needs to plan in greater detail for the future of rapid transit in Winnipeg. The department needs to continue work on the rapid transit network, but the alignments within the 2011 TMP are only a starting point and are not sufficiently detailed. There is a need to review, revise, and expand upon that content.

- D3.12.4 The Rapid Transit Master Plan is intended to accomplish this. As new federal funding sources become available in the coming years, the City needs to be prepared with conceptual designs for all rapid transit corridors identified in the 2011 TMP. Additionally, the rapid transit network identified in the 2011 TMP needs to be re-examined to determine if any additions or modifications to the proposed network of corridors is required. Winnipeg Transit requires a detailed and comprehensive strategy for how to proceed with rapid transit, how to prioritize various elements and future studies.

#### **D4. SCOPE OF SERVICES**

- D4.1 The Services required under this Contract shall consist of two main elements:
- (a) Phase 1: Common elements of the Transit Service & Infrastructure Plan (TSIP) and the Rapid Transit Master Plan (RTMP); and
  - (b) Phase 2: Rapid Transit Master Plan
- D4.2 Phase 1 is necessary to enable the development of Phase 2, although some elements of Phase 2 may be undertaken concurrently with Phase 1.
- D4.3 The development of Phase 1 shall consist of the following elements that are common to both the **Transit Service & Infrastructure Plan** and the **Rapid Transit Master Plan**:
- (a) Winnipeg Area Travel Study (WATS) update;
  - (b) Background & Existing Conditions Study;
  - (c) Public & Stakeholder Engagement regarding the existing transit network, service and infrastructure;
  - (d) White Paper outlining key areas to study;
  - (e) Draft Transit Service & Infrastructure Plan
  - (f) Public & Stakeholder engagement on the Draft Transit Service & Infrastructure Plan; and
  - (g) Final Transit Service & Infrastructure Plan.
- D4.4 Recommendations for service, infrastructure, policy, and route networks must further the goals of the City of Winnipeg, as outlined in OurWinnipeg, particularly in Sustainable Transportation, Complete Communities, and the 2011 Transportation Master Plan. All recommendations should point back to specific policies in these documents.
- D4.5 Phase 2 shall consist of the following tasks for the development of the **Rapid Transit Master Plan**:
- (a) Rapid Transit Planning & Engineering;
  - (b) Detailed Prioritization Analysis;
  - (c) Development of Cost Estimates, Benefit/Cost Analyses
  - (d) Development of a Business Case for a Rapid Transit Development Program;
  - (e) Development of a Draft Rapid Transit Master Plan;
  - (f) Public & Stakeholder engagement on the Draft Rapid Transit Master Plan; and
  - (g) Final Rapid Transit Master Plan.
- D4.6 Recommendations for service, infrastructure, policy, and route networks must further the goals of the City of Winnipeg, as outlined in OurWinnipeg, particularly in Sustainable Transportation,

Complete Communities, and the 2011 Transportation Master Plan. All recommendations should point back to specific policies in these documents.

- D4.7 Recommendations for Rapid Transit corridors should be tied as closely as possible to the Frequent Service Network developed in Phase 1 of this project.
- D4.8 The Consultant shall be responsible for the development of a work plan that integrates Phase 1 and Phase 2, and takes into account the milestone dates noted elsewhere in this document.
- D4.9 Each of the components of the Phase 1 is outlined below in section D4.11 to D4.18. These outlines are to outline expectations, and are not intended to be fully prescriptive. It is up to each Proponent to present their plan for achieving expectations while demonstrating creativity, innovation, and cost-effectiveness.

#### **D4.10 Co-ordination with Concurrent Work**

- D4.10.1 In early 2018, a consultant will commence Work on project 906-2017, Professional Consulting Services for an OurWinnipeg Framework for Residential Growth, to be conducted during 2018. This plan is an element of the forthcoming update to OurWinnipeg, and will assess how land use growth should be phased-in throughout the City over the coming decades. It is critical that decision-making for sustainable growth be tied to Winnipeg Transit's future plans, including the development of rapid transit corridors. Other projects related to OurWinnipeg are also either underway or will commence in 2018.
- D4.10.2 The Consultant for the Winnipeg Transit Master Plan will be expected to coordinate their work and share information to the maximum extent possible with concurrent City projects, such as An OurWinnipeg Framework for Residential Growth.

#### **D4.11 WATS Update**

- D4.11.1 The WATS study (Winnipeg Area Travel Survey) was an origin-destination travel survey that covered the City of Winnipeg and surrounding municipalities within a 100-km radius of downtown Winnipeg. The findings were presented in tabular and graphical format mainly according to two levels of detail: overall totals for the survey area and broken down for 31 sub-areas or districts. The findings include broad socio-economic/demographic and travel characteristics, and detailed information about trip purpose, mode choice, trip distribution, etc.
- D4.11.2 An update to the WATS information is a necessary precursor to updates of City transportation models and the Transportation Master Plan, as well as the Winnipeg Transit Master Plan, as the previous WATS study is from 2007.
- D4.11.3 Winnipeg Transit – Service Development Division is familiar with the effort and time required to complete a WATS study, and recognizes that it may not be possible within the timeframe to complete the phases of Work necessary (survey update, execution of survey, data expansion & cleanup, report) to complete this Work using traditional methods. It should also be noted that the previous survey method used (telephone survey of household landlines) would no longer yield accurate results to the fact that home telephone landlines are not nearly as common in 2018 as in 2007.
- D4.11.4 The preference would be to carry out a travel survey using updated methodologies and technologies that would yield results as comprehensive as those achieved in the 2007 WATS study. Proposals must include a plan and costs for a full WATS study survey.
- D4.11.5 Because of the potential time and expense involved for a full, comprehensive travel survey, Proposals must include plans and costs for a survey using modified methodologies and technologies that would generate data to adequately serve the needs of the Winnipeg Transit Master Plan, deferring a full-blown WATS study for subsequent projects.
- D4.11.6 The two levels of WATS studies should each be included in the Proposals as optional add-ons in case this component causes the project budget to be exceeded.
- D4.11.7 Summarize the WATS update in the following formats:

- a) Detailed technical report for Winnipeg Transit staff;
- b) An attractive easy-to-understand highly-visual PDF report for public distribution;
- c) Attractive easy-to-understand highly-visual web content that is fully compatible with the City's existing website using the Public Engagement template.

D4.11.8 Raw data in a non-proprietary format must be supplied to the City of Winnipeg.

#### **D4.12 Background & Existing Conditions Study**

- D4.12.1 Review documentation regarding the existing "base network" transit service in the 2011 Winnipeg Transportation Master Plan, OurWinnipeg, Sustainable Transportation, and previous Winnipeg Transit and City of Winnipeg documents, such as the Plan Winnipeg 2020 Vision.
- D4.12.2 Review the proposed network for rapid transit as outlined in the 2011 Winnipeg Transportation Master Plan and previous Winnipeg Transit and City of Winnipeg documents, such as the Plan Winnipeg 2020 Vision.
- D4.12.3 Assess the performance and effectiveness of Winnipeg's transit system using industry-standard key performance indicators (KPI) for accessibility, efficiency, effectiveness, and productivity, and compare them to other similar cities in Canada.
- D4.12.4 Review documentation from other city departments, other government agencies, and community groups that contain information regarding the performance of Winnipeg Transit.
- D4.12.5 Determine how well the current system is meeting the needs of various demographic groups in Winnipeg, as well as different neighbourhoods throughout the city, based on the results of the WATS update, and other available sources of information. This section should assist Winnipeg Transit in understanding who their customers are, and how different groups use the system differently.
- D4.12.6 Determine how well the current system is poised to meet the needs of expected population increases, immigration, new transit-oriented development, major expansion and development projects current underway and expected to be completed in the next 3-5 years, as well as approved subdivision applications.
- D4.12.7 Determine how well the current system measures up to the policies contained in OurWinnipeg, Sustainable Transportation, and the 2011 Transportation Master Plan.
- D4.12.8 Assess the funding and staffing levels of Winnipeg Transit, and compare them to other similar cities in Canada, particularly as they relate to operations, maintenance, planning/schedules, communications, and customer service.
- D4.12.9 Use Winnipeg Transit's VISUM planning model and its business intelligence tools to the maximum extent possible to accomplish the tasks in D4.12.
- D4.12.10 Summarize the Background & Existing Conditions in the following formats:
- a) Detailed technical report for Winnipeg Transit staff;
  - b) An attractive easy-to-understand highly-visual PDF report for public distribution; and
  - c) Attractive easy-to-understand highly-visual web content that is fully compatible with the City's existing website using the Public Engagement template.

#### **D4.13 Public & Stakeholder Engagement regarding the existing transit network, service, and infrastructure**

- D4.13.1 Public & Stakeholder Engagement Deliverables
- a) Develop a plan that clearly identifies:
    - (i) The public's role in the decision-making process;
    - (ii) The decision points/steps within the overall project, and the scope of the decisions to be made at each step;

- (iii) The need/interest associated with each decision step, along with the recommended level of participation; and
- (iv) How input will be considered and incorporated where possible.

- b) Public Engagement events;
- c) Summaries corresponding to engagement phases;
- d) Public engagement reports

#### D4.13.2 Public & Stakeholder Engagement Outcomes

- a) The execution of the public engagement plan will result in:
  - (i) Participants and the general public having an understanding of the value of transit.
  - (ii) Participants and the general public recognizing the need for the master plan.
  - (iii) Participants understanding that their input was considered and incorporated into the master plan.
  - (iv) Participants' perceptions of how transit is working in the community today and a vision of what transit should be like in the future being considered and incorporated into the plan.

#### D4.13.3 Public & Stakeholder Engagement Requirements

- a) The Consultant shall work with the project team to develop a communications strategy that will include key messages that should be used throughout the project. The communications strategy may be updated and shall be reviewed at regular intervals to ensure adjustments are made in accordance with how the project is progressing.
- b) The Consultant shall develop communications and public engagement materials, including, but are not limited to: website and social media content, content for online opportunities for engagement, content for in-person opportunities for engagement, event promotion plans, email updates to stakeholders and the public, regular updates to web content, and content for multiple and varied methods of notification and promotion for upcoming engagement activities. All materials shall be produced so they are easy for the public to understand and should avoid technical terms or jargon whenever possible.
- c) The Consultant shall develop a comprehensive stakeholder list, along with contact information and will update and maintain the list throughout the project, logging communications with stakeholders and members of the public.
- d) The Consultant shall use City of Winnipeg templates and branding for publicly available project materials.
- e) The Consultant shall coordinate to ensure all public materials undergo French translation, as this is a City-wide project, and additional time for translation of materials should be incorporated in the project timeline.
- f) The Consultant shall provide regular project updates to those who signed up for the project contact list.
- g) The Consultant shall digitize all information gathered at public engagement events in machine-readable format and shall compile and analyze the results using a consistent and systematic process for both qualitative and quantitative data.
- h) Interim public engagement summaries, following each public engagement phase, to be posted on the project webpage so that stakeholders and participants can see how input and feedback has been considered and utilized.
- i) The Consultant shall develop a method for evaluating public engagement following each phase and shall set targets based on those evaluation methods. If targets for engagement are not met, the Consultant shall present options for modification to the engagement plan.

- j) All stakeholder lists, contact information and correspondence with stakeholder and the public shall be tracked by the Consultant and shall be returned at the end of the project. Stakeholder and public tracking logs and lists may be requested by the project team during the project.
- k) All raw data including verbatim comments and scans of hard copy surveys shall be provided to the City of Winnipeg at the end of the project.
- l) Final public engagement report that provides a record of promotion and communication activities, dates of events, attendance numbers, catalogues public input and project response to it, summary of findings and detailed analysis of any feedback provided. The public engagement report will be posted publicly online. The public engagement report should be accompanied by a plain language summary. Reports should include, but are not limited to: a project background; a description of the public engagement methods including a detailed record of all promotions and communications as well as a description the public engagement events with attendance numbers and dates; cataloguing public input and project consideration/response to input; a summary of findings and results; lessons learned and next steps.
- m) Stakeholders shall include (but are not limited to):
  - (i) City Council;
  - (ii) City staff;
  - (iii) Winnipeg Transit Advisory Committee;
  - (iv) Handi-Transit Policy Advisory Committee;
  - (v) Social services agencies, advocacy groups, and other interest groups;
  - (vi) Representatives of Indigenous communities.

#### **D4.14 Communication**

D4.14.1 Project communications shall support the following objectives:

- a) Build public understanding of the study objectives and the rationale for developing the Transit Master Plan;
- b) Provide the public and stakeholders with information regarding existing transit studies and best practices;
- c) Explain how best practices could be implemented in the City of Winnipeg;
- d) Clarify how the Transit Master Plan will complement existing City of Winnipeg transportation infrastructure and studies;
- e) Provide the public and stakeholders with a clear picture of how the Transit Master Plan will influence subsequent design and construction.

D4.14.2 The Consultant must provide regular updates to website content as needed, even during phases of the project that are not explicitly stated as involving public & stakeholder engagement activities. All web content must be fully compatible with the City's existing website using the Public Engagement template.

#### **D4.15 White Paper outlining key areas for study**

D4.15.1 Key areas of study determined during the Background & Existing Conditions Study and the Public & Stakeholder Engagement regarding the existing transit network and service shall be outlined in the White Paper.

D4.15.2 Key areas of study outlined in reports from other city departments, other government agencies, and community groups that contain information regarding needed improvements and changes at Winnipeg Transit.

D4.15.3 In addition to the key areas noted in D4.15.1, the following additional key areas and concepts must be outlined for further study in the White Paper:

- a) Winnipeg Transit as a suite of integrated services:
  - (i) Seamless integration between specialized transit, DART, feeder routes, regular and express routes, and Rapid Transit routes;
  - (ii) Full integration of specialized transit and DART service, especially in areas where demand is low for conventional transit service;
  - (iii) MaaS (mobility as a service);
  - (iv) The potential for partnerships with Private Transportation Providers (PTPs), Transportation Network Companies (TNCs) and/or taxis for the provision of some aspects of the suite of services;
  - (v) The efficacy and viability of continuing with the current contactor-based model of providing Handi-Transit service;
  - (vi) Vehicle types used for each type of transit service;
- b) Planning and Operational models and considerations, such as:
  - (i) Frequent Service Network, including the use of frequent service on major corridors as a transitional step between “base service” and rapid transit (See Appendix B for more detail regarding the concept of a Frequent Service Network;
  - (ii) decentralization / cross-haul / reverse commute / grid travel patterns vs. radial/CBD patterns;
  - (iii) high-frequency grid vs. multi-hub (no transfer) and other route network options;
  - (iv) the development of mobility hubs of varying sizes for the transfer of passengers between the suite of integrated transit services offered by Winnipeg Transit, as well as other transportation modes such as walking, cycling, taxis/PTPs/TNCs, and private vehicles (e.g. incorporating infrastructure such as Park & Ride and Kiss & Ride, bike stations, etc.);
  - (v) scheduling formats such as pulse scheduling, especially for feeder service at mobility hubs;
  - (vi) off-board fare payment;
  - (vii) all-door boarding;
- c) Update to Winnipeg Transit’s existing Service Guidelines, which shall include (but are not limited to):
  - (i) Introduction of service to new developments;
  - (ii) Route coverage;
  - (iii) Introduction of express service;
  - (iv) Hours of operations;
  - (v) Service frequencies
  - (vi) Acceptable passenger loads;
  - (vii) Bus stop placement and spacing;
  - (viii) Bus shelter placement;
  - (ix) Walking distance to transit service;
- d) Review of Winnipeg Transit’s existing fare policy, including:
  - (i) the introduction of low-income transit fares;
  - (ii) the potential to overhaul and simplify the fare structure, especially low income fares are introduced.
- e) Consider and recommend as necessary if new transit or transit-oriented policies needed to ensure the success of rapid transit corridor that should go into future updates to TMP, OurWinnipeg, etc. e.g. development/town centres should be linked by the rapid transit corridors, rapid transit infrastructure should take precedence over road widening and construction (as in Ottawa), consider staggering business hours to encourage peak spreading, etc.;

- f) Integration/orientation of transit facilities with development, including non-residential development;
- g) Potential for the use of the NACTO Transit Street Design Guide's suite of various forms of on-street transit, and concepts such as reversible lanes for transit, as used in Montreal;
- h) Effects of different types of electric bus batteries on Winnipeg Transit's operations and infrastructure, including (but not limited to):
  - (i) Large batteries requiring long-periods of in-garage charging;
  - (ii) Small batteries requiring more frequent in-service charging on-street;
- i) Effects of different types of charging infrastructure as they relate to:
  - (i) Power requirements at bus storage facilities;
  - (ii) The size and location of bus storage, charging, and maintenance facilities;
- j) Effects of autonomous transit vehicle technology on Winnipeg Transit's operational model and resource needs;
- k) Opportunities and example policies and programs for partnerships with car sharing, car co-ops, PTPs/TNCs, taxis, bike shares, etc. as a solution for the first-mile/last-mile;
- l) The location and development of additional Park & Ride locations to accommodate regional travel, and the creation of a Frequent Service Network;
- m) The potential for regional transit connections to municipalities within the Manitoba Capital Region.

D4.15.4 Review plans and documentation from similar jurisdictions that cover:

- a) Transit system master plans;
- b) Bus-based rapid transit in similar jurisdictions elsewhere;
- c) Documented best practices.

D4.15.5 Outline policies from all OurWinnipeg documents and the 2011 Transportation Master Plan as a guide for the development of the Draft Transit Service & Infrastructure Plan.

#### **D4.16 Draft Transit Service & Infrastructure Plan**

D4.16.1 To the maximum extent possible, Winnipeg Transit's VISUM planning model and its Business Intelligence tools should be used and referenced in carrying out the tasks in D4.16.

D4.16.2 Proposal for a revamped Winnipeg Transit route network to be rolled out in the first 3-5 years after adoption of the Winnipeg Transit Master Plan, including:

- a) Route maps;
- b) Service frequencies;
- c) Benefit/cost analysis;
- d) Detailed explanation of trade-offs, advantages and disadvantages of the proposed revamped network (e.g. why these changes are being proposed, how the specific changes will affect the citizens of Winnipeg, how service performance will be improved using specific examples of KPIs, expected ridership increases based on proposed changes);

D4.16.3 Proposal for a revamped transit service model that describes the development and integration of the suite of transit services;

D4.16.4 Summary of public and stakeholder feedback on the existing transit network, service, and infrastructure, and how this was used in the development of the Draft Transit Service & Infrastructure Plan;



D4.16.5 Outline of future development and land-use changes in the City of Winnipeg at 5, 10, 15, 20 and 25 year milestones, and the resources/infrastructure, including (but not limited to):

- a) Operating budget;
- b) Capital budget
- c) Bus-hours;
- d) FTEs for operations, maintenance, planning/schedules, communications/marketing, customer service, specialized transit
- e) Transit fares;
- f) Transit fleet size and composition;
- g) Transit fleet storage and maintenance facilities;
- h) Transit terminals and mobility hubs;

D4.16.6 Proposals for funding mechanisms/options to achieve the goals of the Draft Transit Service & Infrastructure Plan.

D4.16.7 Explanation of how each proposal and policy in the Draft Transit Service & Infrastructure Plan is tied to a specific policy goal found in the OurWinnipeg documents and the 2011 Transportation Master Plan.

D4.16.8 The Draft Transit Service & Infrastructure Plan report, incorporating all aspects of D4.16, must be provided in the following formats:

- a) Detailed technical report for Winnipeg Transit staff;
- b) An attractive easy-to-understand highly-visual PDF report for public distribution;
- c) Attractive easy-to-understand highly-visual web content that is fully compatible with the City's existing website using the Public Engagement template.

#### **D4.17 Public and Stakeholder Engagement on the Draft Transit Service & Infrastructure Plan**

D4.17.1 Develop and execute a comprehensive public and stakeholder engagement program, following similar methodologies to those outlined in section D4.13, whose goal is to:

- a) Distribute the Draft Transit Service & Infrastructure Plan to stakeholders and the citizens of Winnipeg in general;
- b) Solicit feedback on Draft Transit Service & Infrastructure Plan from all relevant stakeholders and the citizens of Winnipeg in general.

D4.17.2 Innovative methods of public engagement proposed should be equivalent to those proposed for the public and stakeholder engagement regarding the existing transit network, service, and infrastructure, but with any necessary modifications to reflect that feedback is being sought on a proposed plan, rather than existing conditions.

D4.17.3 Stakeholders shall include all groups consulted as part of the public and stakeholder engagement regarding the existing transit network, service, and infrastructure (section D4.13).

#### **D4.18 Final Transit Service & Infrastructure Plan.**

D4.18.1 Must include all deliverables from the Draft Transit Service & Infrastructure Plan, and include an explanation of how the draft was updated and modified based on the public and stakeholder engagement.

D4.19 Each of the components of Phase 2 is outlined below in sections D4.20 to D4.23. These outlines are to outline expectations, and are not intended to be fully prescriptive. It is up to each Proponent to present their plan for achieving expectations while demonstrating creativity, innovations, and cost-effectiveness.

## **D4.20 Rapid Transit Planning and Engineering**

- D4.20.1 Review and incorporate all Phase 1 work in this project;
- D4.20.2 Review the Rapid Transit elements of the 2011 Transportation Master Plan, OurWinnipeg, and Sustainable Transportation;
- D4.20.3 Identify strengths, if there are any gaps or additional elements to include in the completion of a rapid transit network for Winnipeg. Plan for multiple horizon years, most likely based on data from land use and transportation planning modelling of the City, and include specific reference to all current building permit data and development approval data as they relate to anticipated in ridership and necessary frequency of service.
- D4.20.4 Explicitly tie the selection of rapid transit corridors, segments, and other elements to the Draft Service & Infrastructure Plan developed in Phase 1 of this project.
- D4.20.5 Determine specific alignment and design alternatives (including mode) for each corridor, including Graham Avenue, Portage Avenue, Main Street, and other streets downtown or leading into/out of downtown that may need to be incorporated into the Rapid Transit network.
- D4.20.6 Provide a detailed report on all of the above, which will include an outline map showing the recommended complete network for rapid transit, resulting from discussion and consultation with Winnipeg Transit, other City departments, and internal and external stakeholders. The report must delineate downtown and provide thorough information on how the corridors will connect into downtown.
- D4.20.7 Fine tune the alignments using transportation engineering/planning and land-use planning methodologies, working closely with other departments at the City such as Planning, Property & Development (PP&D) and Public Works (PWD).
- D4.20.8 Create a design manual to ensure consistent design for any upgrades, retrofit, or enhancements of Graham Avenue (see Appendix C). This shall include roadway design, sidewalk and pedestrian amenity design, street furniture, lighting, planting, signage, and transit passenger amenities such as shelters and benches.
- D4.20.9 Carry out a conceptual design study of each corridor, including high-level land-use and station-area plans. It is likely that this will require some level of iteration, as well as a need to work from a number of options and narrow them down to a small subset of options. It is possible / probable that for some locations, multiple alignments will exist. It is not necessary/desirable to “get down to a single option” on all alignments, however minimizing the number of alternatives on any given corridor is desirable.
- D4.20.10 Analyse the effects of the rapid transit corridors on other modes of transportation, especially where on-street rapid transit facilities may be considered.
- D4.20.11 Consider limitations of BRT (as seen in Ottawa’s conversion to LRT), particularly in congested radial-served core areas;
- D4.20.12 Consider exclusive grade-separated rights-of-way for Transit in downtown areas as seen in Seattle, Brisbane, etc.
- D4.20.13 Anticipate that some alignments may be easily conceived but challenging to implement/facilitate due to one or more significant constraints.
- D4.20.14 For each alignment, consider whether each segment will be at-grade, or grade-separated, or a specific combination of both. This will add to the number of segments to review, since a grade-separated option will have different characteristics to an at-grade option.
- D4.20.15 For at-grade segments, consider all possible relevant alternatives, including (but not limited to) curb vs. median operation, fully-segregated vs. diamond-lane vs. mixed-traffic operation.
- D4.20.16 Determine how each corridor should/could be segmented into candidate elements for detailed planning and construction based on a solid engineering and economic rationale.

- D4.20.17 A candidate element can be defined as an element that could be designed and constructed by itself and provide utility to Winnipeg Transit's operations. Examples may include segments of rapid transit corridors, major terminals or mobility hubs, grade-separations, or river crossings.
- D4.20.18 Complete Class 4 cost estimates (as defined by the City of Winnipeg Project Management Manual) for all candidate elements of all Rapid Transit corridors, including associated infrastructure that may be required.
- D4.20.19 Again, check in with Winnipeg Transit and other stakeholders before proceeding. Be prepared to rigorously defend the decision-making and obtain buy-in to continue.

#### **D4.21 Detailed Prioritization Analysis**

- D4.21.1 Develop a high-level Business Case and Benefit/Cost ratio for each Rapid Transit candidate element using documents and methodologies from the City of Winnipeg's Infrastructure Planning Office.
- D4.21.2 Use a process to prioritize/rank the candidate elements. The generalized framework for prioritizing candidate elements may take the form of a two-dimensional plot defined by both cost/benefit ratio and multi-criteria analysis (MCA) scores (most likely arrived at through an analytic hierarchy process (AHP)) for each candidate elements.
- D4.21.3 In order to incorporate external prioritization inputs, and to enable the allocation of constrained resources, the candidate projects can then be classified as one of 'High', 'Medium', and 'Emerging'. This Benefit/Cost ratio analysis + MCA approach is sourced from New Brunswick's Department of Transportation and Infrastructure <http://conf.tac-atc.ca/english/annualconference/tac2014/s-10/robichaud.pdf>. Note the framework's ability to accommodate external prioritization input and permit classification on the basis of one or the other of Benefit/Cost and MCA results.
- D4.21.4 Review existing, historic, and innovative strategies employed worldwide, but specifically in North America, and most specifically in Canadian jurisdictions to fund large-scale infrastructure projects similar to this. Discuss with stakeholders the pros and cons of these strategies, which are appropriate in the current and future Winnipeg context.
- D4.21.5 Consider how the prioritization of candidate elements aligns with policy goals and objectives in OurWinnipeg documents and the 2011 Transportation Master Plan.
- D4.21.6 Based on this research determine potential timelines for funding applications, procurement processes and construction for each segment of each corridor.
- D4.21.7 Recommend a sequenced/prioritized overall RT implementation plan on a candidate element-by-candidate element basis that includes a funding plan.
- D4.21.8 Document all findings in an interim project report.

#### **D4.22 Public and Stakeholder Engagement**

- D4.22.1 Continuing the efforts of D4.13, develop and conduct the necessary stakeholder engagement tasks, obtaining support throughout for this work from the Office of Public Engagement and Winnipeg Transit, and carry out all necessary stakeholder engagement tasks for the Rapid Transit Master Plan.
- D4.22.2 All stakeholder engagement will occur following best practices and will be reviewed / carried out under the auspices of the City's Office of Public Engagement.
- D4.22.3 Pay particular care to the current timelines for content review for workshops, open houses, etc. as these can add significant time to the project schedule.
- D4.22.4 Note that there will be a municipal election held in October 2018. No stakeholder engagement activities shall occur during the election period.

D4.22.5 Recognize that Stakeholder Engagement is a challenging element of any project, and there may well be the need to reconsider the approach taken during the project if it is observed that certain elements are not meeting requirements.

D4.22.6 Document all Work on this component as part of the suite of deliverables.

**D4.23 Final Rapid Transit Master Plan**

D4.23.1 The ultimate deliverable for the Rapid Transit Master Plan shall be a comprehensive technical report provided to Winnipeg Transit that includes all work carried out in sections D4.20 to D4.23.

D4.23.2 In addition to the comprehensive technical report, the final report shall include these additional deliverables:

- a) an attractive easy-to-understand highly-visual PDF report for public distribution;
- b) attractive easy-to-understand highly-visual web content that is fully compatible with the City's existing website using the Public Engagement template.

**D4.24 Project Governance Considerations**

- (a) The Consultant shall be responsible for finalizing a Work plan for Phase 1 and Phase 2 in consultation with the Project Manager prior to beginning work on the study. This work plan will identify a list of anticipated activities, key milestones and meetings with the Project Manager.
- (b) The Consultant shall be responsible for providing regular progress reports to the Project Manager at points outlined and agreed upon in the Work plan or at the request of the Project Manager.
- (c) All aspects of project management must follow standard City of Winnipeg methodologies, policy, manuals, and templates as defined by the City of Winnipeg's Asset Management Program:

<http://www.winnipeg.ca/infrastructure/asset-management-program/templates-manuals.stm>

**D4.25 Project Milestones**

D4.25.1 The latest acceptable milestone dates shown below are based on an award of contract no later than September 30, 2018, as well as an immediate commencement of Work by the Consultant.

D4.25.2 The following are the Project Milestones for Phase 1:

<b>Task</b>	<b>Milestone Date</b>
<b>WATS Update</b>	TBD by Proponent
<b>Background &amp; Existing Conditions Study</b>	TBD by Proponent
<b>Public and stakeholder engagement regarding the existing transit network, service and infrastructure</b>	Completion no later than 2019-01-28
<b>White Paper outlining key areas to study</b>	2019-02-28
<b>Draft Transit Service &amp; Infrastructure Plan</b>	2019-06-30
<b>Public and stakeholder engagement on the Draft Transit Service &amp; Infrastructure Plan</b>	Completion no later than 2019-09-28
<b>Final Transit Service &amp;</b>	2019-11-29

<b>Infrastructure Plan</b>	
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D4.25.3 The following are the Project Milestones for Phase 2:

<b>Task</b>	<b>Milestone Date</b>
<b>Rapid Transit Planning &amp; Engineering;</b>	TBD by Proponent
<b>Detailed Prioritization Analysis</b>	TBD by Proponent
<b>Development of Cost Estimates, Benefit/Cost Analyses</b>	TBD by Proponent
<b>Development of a Business Case for a Rapid Transit Development Program</b>	TBD by Proponent
<b>Development of a Draft Rapid Transit Master Plan</b>	2019-06-30
<b>Public and stakeholder engagement on the Draft Rapid Transit Master Plan;</b>	Completion no later than 2019-09-28
<b>Final Rapid Transit Master Plan</b>	2020-01-31

## **SUBMISSIONS**

### **D5. AUTHORITY TO CARRY ON BUSINESS**

D5.1 The Consultant shall be in good standing under The Corporations Act (Manitoba), or properly registered under The Business Names Registration Act (Manitoba), or otherwise properly registered, licensed or permitted by law to carry on business in Manitoba, or if the Consultant does not carry on business in Manitoba, in the jurisdiction where the Consultant does carry on business, throughout the term of the Contract, and shall provide the Project Manager with evidence thereof upon request.

### **D6. INSURANCE**

D6.1 As a minimum, the Consultant shall, without limiting its obligations or liabilities under any other contract with the City, procure and maintain, at its own expense and cost, the following insurance policies:

- (a) Comprehensive or Commercial General Liability Insurance including:
  - (i) an inclusive limit of not less than \$2,000,000 for each occurrence or accident with a minimum \$2,000,000 Products and Completed Operations aggregate and \$5,000,000 general aggregate;
  - (ii) all sums which the Consultant shall become legally obligated to pay for damages because of bodily injury (including death at any time resulting therefrom) sustained by any person or persons or because of damage to or destruction of property caused by an occurrence or accident arising out of or related to the Services or any operations carried on in connection with this Contract;
  - (iii) coverage for Products/Completed Operations, Blanket Contractual, Consultant's Protective, Personal Injury, Contingent Employer's Liability, Broad Form Property Damage, Employees as Additional Insureds, and Non-Owned Automobile Liability;

- (iv) a Cross Liability clause and/or Severability of Interest clause providing that the inclusion of more than one Insured shall not in any way affect the rights of any other Insured hereunder in respect to any claim, demand, suit or judgment made against any other Insured;
  - (b) if applicable, Automobile Liability Insurance covering all motor vehicles, owned and operated and used or to be used by the Consultant directly or indirectly in the performance of the Service. The limit of liability shall not be less than \$2,000,000 inclusive for loss or damage including personal injuries and death resulting from any one accident or occurrence.
  - (c) Professional Errors and Omissions Liability Insurance including:
    - (i) an amount not less than \$2,000,000 per claim and \$5,000,000 in the aggregate.
- D6.1.1 The Consultant's Professional Errors and Omissions Liability Insurance shall remain in force for the duration of the Project and for twenty-four (24) months after total performance.
- D6.2 The policies required in D6.1(a) shall provide that the City is named as an Additional Insured thereunder and that said policies are primary without any right of contribution from any insurance otherwise maintained by the City.
- D6.3 The Consultant shall require each of its Subconsultants to provide comparable insurance to that set forth under D6.1(a) and D6.1(c).
- D6.4 The Consultant shall provide the Project Manager with a certificate(s) of insurance for itself and for all of its Subconsultants, in a form satisfactory to the City Solicitor, at least two (2) Business Days prior to the commencement of any Services, but in no event later than the date specified in C4.1 for the return of the executed Contract. Such certificates shall state the exact description of the Services and provide for written notice in accordance with D6.7.
- D6.5 The Consultant may take out such additional insurance as it may consider necessary and desirable. All such additional insurance shall be at no expense to the City.
- D6.6 All insurance, which the Consultant is required to obtain with respect to this Contract, shall be with insurance companies registered in and licensed to underwrite such insurance in the Province of Manitoba.
- D6.7 The Consultant shall not cancel, materially alter, or cause any policy to lapse without providing at least thirty (30) Calendar Days prior written notice to the City.

## **D7. ADDITIONAL REQUIREMENTS**

- D7.1 Further to C11, the Consultant shall:
  - a) be responsible to properly account for the services or goods provided by the Consultant to the City in relation to the Work and payment received in this respect, prepared in accordance with generally accepted accounting principles in effect in Canada, including those principles and standards approved or recommended from time-to-time by the Chartered Professional Accountants of Canada or the Public Sector Accounting Board, as applicable, applied on a consistent basis.
  - b) preserve all accounting records, financial documents, copies of contracts with other parties and other records relating to the Work or to the Contract until at least March 31, 2026. Those materials bearing original signatures or professional seals or stamps must be preserved in paper form; other materials may be retained in electronic form.
  - c) keep available for inspection and audit at all reasonable times until at least 2026, all records, documents and contracts referred to in clause D7.1(b), for inspection and audit by the Government of Manitoba ("Manitoba") or the Government of Canada ("Canada") and their respective representatives and auditors, and to produce them on demand; to provide reasonable facilities for such inspections and audits, to provide copies of and extracts from such records, documents or contracts upon request by the

City, Manitoba or Canada or their respective representatives or auditors, and to promptly provide such other information and explanations as may be reasonably requested by the City, Manitoba or Canada or their respective representatives or auditors, from time-to-time.

- D7.2 If the Lobbyists Registration Act applies to the Consultant, represent and warrant that the Consultant has filed a return and is registered and in full compliance with the obligations of that Act and will continue to comply for the duration of this Contract.
- D7.3 Further to C7.17, the Consultant shall comply with all applicable legislation and standards, whether federal, provincial or municipal, including (without limitation) labour, environmental and human rights laws, in the course of performing the Work.
- D7.4 Further to C13, the Consultant shall indemnify and save Canada and Manitoba and each of their respective Ministers, officers, servants, employees and agents harmless from and against all claims and demands, losses, costs, damages, actions, suit or other proceedings brought or pursued in any manner in respect of any matter caused by the Consultant or arising from the Contract or by reason of the performance or purported performance of the Work by the Consultant, except those resulting from the negligence of any of Canada's or Manitoba's Ministers, officers, servants, employees or agents, as the case may be.

## **SCHEDULE OF SERVICES**

### **D8. COMMENCEMENT**

- D8.1 The Consultant shall not commence any Services until it is in receipt of a notice of award from the City authorizing the commencement of the Services.
- D8.2 The Consultant shall not commence any Services until:
- (a) the Project Manager has confirmed receipt and approval of:
    - (i) evidence of authority to carry on business specified in D5;
    - (ii) evidence of the insurance specified in D6;
  - (b) the Consultant has attended a meeting with the Project Manager, or the Project Manager has waived the requirement for a meeting.
- D8.3 The City intends to award this Contract by September 28, 2018.





## APPENDIX A – LIST OF REFERENCE DOCUMENTS

*Note that this list is meant to assist the Proponent, and is not meant to be an exhaustive list of documents to be consulted. It is expected that the Proponent's expertise will include knowledge of additional relevant documents to be used in the creation of the Winnipeg Transit Master Plan.*

### Winnipeg Specific

- Planning for Winnipeg's Corridors Phase 1 Workbook – 2015
- OurWinnipeg (various documents) – note that updates to these have commenced.
- Winnipeg Transportation Master Plan – 2011
- WATS (Winnipeg Area Transportation Study) – 2007
- Made in Winnipeg Rapid Transit Solution Final Report – 2005
- Winnipeg Transit - Busway Planning and Design Manual – 2004
- Plan Winnipeg 1980
- WATS (Winnipeg Area Transportation Study) Report Vols 1,2,3 (1966/1968)
- Future Development of the Greater Winnipeg Transit System "Wilson Plan" – 1958/59.

### Student Papers

- Rapid Transit Routing in Winnipeg: Determining Factors for Corridor Selection, Adam Prokopanko, U of M. 2017
- Implementing Transit-Oriented Development in Winnipeg, Canada – David Paton, McGill University. 2015
- Testing the Benefits of On-street and Off-street Rapid Transit Alignments: Implications for Winnipeg's Southwest Rapid Transit Corridor, Christopher Baker, U of M. 2010

### Other Systems

- The EmX Franklin Corridor BRT Project Evaluation - Final Report - April 2009 - FTA-FL-26-7109.2009.2
- The Caltrain Corridor Vision Plan: How to keep the Bay Area's innovation economy moving – February 2017
- Wikipedia Entry: Downtown Seattle Transit Tunnel:  
[https://en.wikipedia.org/wiki/Downtown\\_Seattle\\_Transit\\_Tunnel](https://en.wikipedia.org/wiki/Downtown_Seattle_Transit_Tunnel)
- London ON Shift – Bus Rapid Transit documents
- Kitchener-Waterloo – Community Building Strategy

### **'Best Practices' / Reference Documents**

- The BRT Standard 2016 - ITDP
- TCRP 118 - BRT Practitioner's Guide 2007
- Bus Rapid Transit Service Design - APTA BTS-BRT-RP-004-10
- NCHRP Research Results Digest 352
- Who's On Board 2016: What Today's Riders Teach Us About Transit That Works – TransitCenter
- All Transportation is Local: A Field Guide for City Leaders – TransitCenter
- Transit Street Design Guide – NACTO – 2016
- Translink: Transit Passenger Facility Design Guidelines & Transit-Oriented Communities Design Guidelines
- Human Transit – Jarrett Walker - 2012

## **APPENDIX B – FREQUENT SERVICE NETWORK**

There is a strong interest in the concept of a grid network of frequent transit service. Transit advocates such as Jarrett Walker in the book Human Transit have championed frequent networks and many transit agencies are in the process of implementing them or investigating them in more detail. One notable example is Houston, Texas.

This would be an overlay over the regular/base network, and marketed/branded as a network that allows for easy connections across the city.

A frequent network would be distinct in some ways from current service offered by Winnipeg Transit:

- Focus is on ridership, providing service where ridership will be highest.
- A grid of routes (rather than a primarily radial network) instead of multiple routes on the same corridors, connecting dense areas (in terms of employment and population) and activity nodes throughout the entire city.
- Frequent service (headways of 10 minutes or better during a large percentage of the day) with service throughout the day and night, seven days a week.
- Linear routes serving high density areas and destinations.
- Transfers would be encouraged, and would not be as onerous given frequency of connections to feeder routes.
- Frequent service corridors could be promoted and marketing as “lines” as opposed to individual routes.

It is understood that the creation of a Frequent Service Network could result in a significant redesign of Winnipeg Transit’s route network.

## APPENDIX C – GRAHAM AVENUE TRANSIT MALL

A key element of Winnipeg Transit's service is the Graham Avenue Transit Mall. However, it is in need of review and an update/refresh. There are numerous matters to investigate as part of the development of a design manual to guide any work done on or adjacent to Graham Avenue:

- a) Transit's street furniture is in need of an overhaul. The black metal elements are beginning to show their age and are coming to the end of their useful life. There is a look-and-feel mismatch between the boxy-style street furniture features and the silver-grey street furniture and lighting used in the SHED area and at as part of Transit's standard heated and unheated shelters.
- b) The paving treatments that heavily use blue pavers can be confusing to some transit patrons (particularly those with visual impairments), and a simplified treatment is sought that better serves the needs of those with visual impairments.
- c) The crosswalks, which made use of pavers, have had to have been replaced in numerous places, and there is a need to continue replacement of features that have not held up, such as the granite curb treatments.
- d) The street and sidewalks are in need of an overhaul, including a potential reconstruction. A standard design needs to be established so it can consistent along Graham Avenue, regardless of who undertakes construction and when.
- e) New and updated accessibility standards and guidelines need to be examined and incorporated into design for Graham Avenue.
- f) There is the opportunity for better integration of transit waiting areas into adjacent developments.
- g) Some segments of the Graham Avenue corridor are shared use with both cars and transit vehicles sharing the road. An assessment should be done to determine if it is suitable for this to continue.
- h) Jaywalking is a problem on the corridor, particularly at Graham & Vaughan. Solutions are sought that can improve both pedestrian safety and transit performance.
- i) The spacing of stops may be a problem on the corridor, bunching up service. The stop spacing has been modified since the corridor opened, and needs to be reviewed.
- j) Future rapid transit and/or frequent service may connect to Portage Avenue and/or Graham Avenue, which may have the potential to overwhelm the existing infrastructure. Additional measures may be needed to handle future volumes, e.g. grade separations, additional transit corridors, additional downtown terminals, etc.
- k) As new development occurs along Graham Avenue, it is vital that any work done to the roadway, sidewalk, or other aspects of the pedestrian and transit realm be consistent with an overall design plan for Graham Avenue, and also be as integrated and connected as possible to the "street life" being generated by new developments.
- l) Designs must be consistent with Council-approved SHED public realm objectives, Urban Design Guidelines for downtown, and any other relevant policies and documents.