



THE CITY OF WINNIPEG

REQUEST FOR PROPOSAL

RFP NO. 427-2017

**REQUEST FOR PROPOSAL FOR PROFESSIONAL CONSULTING SERVICES FOR
RECREATION AND PARKS STRATEGIC MASTER PLANS**

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 RECREATION AND PARKS STRATEGIC MASTER PLANS

B2. SUBMISSION DEADLINE

B2.1 The Submission Deadline is 12:00 noon Winnipeg time, August 14, 2017.

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 D2.1.

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; and
 - (c) Project Understanding, Methodology & Schedule (Section E) in accordance with B10.4(a).
- 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.
- B6.6 Proponents should submit one (1) unbound 8.5" x 11" original (marked "original") including drawings and six (6) copies (copies can be in any size format) for sections identified in B6.1 and B6.2.
- B6.7 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.
- B6.8 Proponents are advised that inclusion of terms and conditions inconsistent with the Request for Proposal, will be evaluated in accordance with B19.1(a).
- B6.9 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.

- B6.10 Proposals submitted by facsimile transmission (fax) or internet electronic mail (e-mail) will not be accepted.
- B6.11 Proposals shall be submitted to:
The City of Winnipeg
Corporate Finance Department
Materials Management Division
185 King Street, Main Floor
Winnipeg MB R3B 1J1
- B6.12 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 11 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 D9: Scope of Services. The combined Fixed Fee for all phases and disbursements should not exceed \$650,000.
- B8.2 The Fee Proposal shall include an allowance for Allowable Disbursements of \$25,000 for two (2) public engagement surveys to be completed utilizing the online engagement tool MetroQuest (<http://metroquest.com/>). Refer to D9.2(a).
- B8.3 Printing costs for all public engagement materials shall be included in the fee proposal as a disbursement. Although the proponent will assist in procuring and coordinating the following services, the costs for translation services, venue rental, equipment rental and food or beverages for public engagement events are not in contract and will be paid directly by the City.
- B8.4 Adjustments to Fees will only be considered based on increases to the Scope of Services.
- B8.4.1 The City will not consider an adjustment to the Fees based on changes in the Project budget or the Final Total Project Cost.
- B8.5 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.
- B8.6 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.
- B8.7 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.
- B8.8 Payments to Non-Resident Consultants are subject to Non-Resident Withholding Tax pursuant to the Income Tax Act (Canada).

B9. EXPERIENCE OF PROPONENT AND SUBCONSULTANTS (SECTION C)

- B9.1 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.
- B9.2 Proposals should include:
- (a) details demonstrating the history and experience of the Proponent and Subconsultants in providing three (3) projects of similar complexity, scope and value. Provide details demonstrating proven experience in strategic planning and policy development, asset management, public engagement and project management for the provision of a municipal master plan for recreation and parks assets and services; and
 - (b) evidence of specialized expertise which may be relevant including:
 - i. demographic analysis and needs assessment;
 - ii. policy development;
 - iii. municipal parks service delivery;
 - iv. recreation and aquatic service delivery at a municipal level;
 - v. collaborative and integrated facility planning;
 - vi. asset management with an emphasis on investment planning and developing level of service models;
 - vii. communications, stakeholder consultation and public engagement;
 - viii. visual communications, graphic design and mapping; and
 - ix. land use planning and urban design.

- B9.3 For each project listed in B9.2(a), the Proponent should submit:
- (a) description of the project including identification of project owner;
 - (b) what aspects of the project are relevant or applicable to this contract;
 - (c) role of the consultant;
 - (d) project's cost; and
 - (e) project delivery schedule and completion date.

B9.3.1 Where applicable, information should be separated into Proponent and Subconsultant project listings.

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

B10.1.1 Include an organizational chart for the Project showing key team members, reporting relationships and roles.

B10.2 Identify the following Key Personnel assigned to the Project:

- (a) Project Manager;
- (b) Asset Management Lead;
- (c) Recreation and Aquatics Lead;
- (d) Parks and Open Spaces Lead;
- (e) Public Engagement Lead; and
- (f) 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.

B10.3 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 Consultants Representative, managers of the key disciplines and lead designers and public engagement professionals. 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.

B10.4 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 the project including identification of project owner;
- (b) what aspects of the project are relevant or applicable to this contract;
- (c) role of the consultant;
- (d) project's cost; and
- (e) project delivery schedule and completion date.

B11. PROJECT UNDERSTANDING, METHODOLOGY & SCHEDULE (SECTION E)

B11.1 Describe your firm's approach and methodology for public engagement, stakeholder and client communications.

- B11.2 Methodology and schedule should be presented in accordance with the Scope of Services identified in D9.
- B11.3 Outline your team's understanding of the project referencing key considerations related to:
- (a) broad functional and technical requirements;
 - (b) recreation service delivery including level of service models;
 - (c) parks service delivery including level of service models;
 - (d) asset management and investment planning;
 - (e) project management and project deliverables;
 - (f) any innovation to be used to perform the Scope of Services identified in D9; and
 - (g) any other issue that conveys your team's understanding of the Project requirements.
- B11.4 The Proposal should include Form P: Person hours for all disciplines and or components identified in D9: Scope of Services.
- B11.4.1 The total Fees on Form P: Person Hour should match Fees submitted in response to B8.
- B11.5 Proponents may use Form P: Person Hours or a table of their own design provided it includes all information requested in accordance with B11.4.
- B11.6 Provide an explanation of how the project requirements will be met and describe the success measures, key risk factors and mitigation strategies.
- B11.7 Proposals shall include a detailed work plan and schedule that includes phases, key tasks, resource assignments, start and completion dates for each phase of work, milestones and the deliverables that will result from each phase.
- B11.8 Significant public engagement activities shall not be scheduled during the months of July, August and December.
- B11.9 The Proponent's workplan and 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.
- (a) Review periods of key deliverables by City's Project Team shall be a minimum of ten (10) Working Days.
 - (b) Material used for public engagement activities will need to be submitted for review and approval by the Office of Public Engagement (OPE) prior to issuing to the public:
 - i. All relevant material should be posted on-line 2 weeks prior to an in person event.
 - ii. Materials should be submitted for review 7 weeks prior to an event to allow time for Project Team review (1 week) and OPE review (4 weeks) and 2 weeks advance posting as per above.
 - iii. French translation will be required for city-wide surveys, key documents such as executive summaries and materials for public engagement events within the Riel district. Therefore, submission deadlines seven (7) weeks prior to an event are critical.

B12. DISCLOSURE

- B12.1 Various Persons provided 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.
- B12.2 The Persons are:
- (a) NA

B13. QUALIFICATION

B13.1 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; and
- (d) have or establish and staff an office in Winnipeg for the duration of the Project.

B13.2 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>

B13.3 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 planning and policy development, demographic analysis; asset management investment planning, public engagement and project management of 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); and
- (d) undertake to meet all licensing and regulatory requirements of the appropriate governing authorities and associations in the Province of Manitoba; and
- (e) upon request of the Project Manager, provide the Security Clearances as identified in PART F - .

B13.4 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.

B13.5 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.

B14. OPENING OF PROPOSALS AND RELEASE OF INFORMATION

B14.1 Proposals will not be opened publicly.

B14.2 After award of Contract, the names of the Proponents and the Contract amount of the successful Proponent 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/>

B14.3 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).

B14.4 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.

B15. IRREVOCABLE OFFER

B15.1 The Proposal(s) submitted by the Proponent shall be irrevocable for the time period specified in Paragraph 10 of Form A: Proposal.

B15.2 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.

B16. WITHDRAWAL OF OFFERS

B16.1 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.

B16.1.1 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.

B16.1.2 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 11 of Form A: Proposal, and only such person, has authority to give notice of withdrawal.

B16.1.3 If a Proponent gives notice of withdrawal prior to the Submission Deadline, the Manager of Materials will:

- (a) retain the Proposal until after the Submission Deadline has elapsed;
- (b) 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 11 of Form A: Proposal; and
- (c) if the notice has been given by any one of the persons specified in B16.1.3(b), declare the Proposal withdrawn.

B16.2 A Proponent who withdraws its Proposal after the Submission Deadline but before its offer has been released or has lapsed as provided for in B15.2 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.

B17. INTERVIEWS

B17.1 The Project Manager may, in his/her sole discretion, interview Proponents during the evaluation process.

B18. NEGOTIATIONS

B18.1 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.

B18.2 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.

- B18.3 If, in the course of negotiations pursuant to B18.2 or otherwise, 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.

B19. EVALUATION OF PROPOSALS

- B19.1 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: (pass/fail)
 - (c) Fees; (Section B) 15%
 - (d) Experience of Proponent and Subconsultant; (Section C) 20%
 - (e) Experience of Key Personnel Assigned to the Project; (Section D) 20%
 - (f) Project Understanding, Methodology and Project Schedule (Section E) 45%
- B19.2 Further to B19.1(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.
- B19.3 Further to B19.1(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.
- B19.4 Further to B19.1(c), Fees will be evaluated based on Fees submitted in accordance with B8.
- B19.5 Further to B19.1(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.
- B19.6 Further to B19.1(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.
- B19.7 Further to B19.1(f), Project Understanding, Methodology & Project Schedule will be evaluated considering your firm's understanding of the City's Project, project management approach, team organization and ability to comply with the requirements of the Project, in accordance with B11.
- B19.8 Notwithstanding B19.1(d) to B19.1(f), where Proponents fail to provide a response to B6.2(a) to B6.2(c), the score of zero may be assigned to the incomplete part of the response.
- B19.9 Proposals will be evaluated considering the information in the Proposal Submission and any interviews held in accordance with B17.

B20. AWARD OF CONTRACT

- B20.1 The City will give notice of the award of the Contract, or will give notice that no award will be made.

- B20.2 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.
- B20.2.1 Without limiting the generality of B20.2, 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.
- B20.3 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.
- B20.4 The City may, at its discretion, award the Contract in phases.
- B20.5 Notwithstanding Paragraph 6 of Form A: Proposal and C4, the City will issue a Letter of Intent to the successful Proponent in lieu of execution of a Contract.
- B20.5.1 The Contract documents as defined in C1.1(o)(ii) in their entirety shall be deemed to be incorporated in and to form a part of the Letter of Intent notwithstanding that they are not necessarily attached to or accompany said Letter of Intent.
- B20.6 The form of Contract with the City of Winnipeg will be based on the Contract as defined in C1.1(o).
- B20.7 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.
- B20.8 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 2010-10-01) 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.
- 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:

Sandra Sawatzky
Asset Strategic Investment Planner
Asset Management Office, Community Services Department

Telephone No. 204-391-5467
Email Address: SandraSawatzky@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. PROJECT OBJECTIVES

D3.1 The Community Services Department and the Public Works Department are partnering for a shared planning and public engagement process to support the development of a Recreation Strategic Master Plan and Parks Strategic Master Plan.

D3.2 Development of a Regional Parks Investment Strategy which will define a short and long-term capital investment strategy for all regional parks, and provide recommendations for implementation.

D3.3 In alignment with the municipal development plan *Our Winnipeg* and the *Complete Communities Strategy*, both Master Plans will provide strategic direction and a framework for the City of Winnipeg to make affordable and sustainable decisions regarding future operations, programs, services and capital investments.

D3.4 The geographic scope of the project is primarily the City of Winnipeg, although the larger context of the Manitoba Capital Region and opportunities for partnership should be considered in development of both Master Plans.

D3.5 The process and final Master Plans must provide a sustainable decision making model that recognizes the link between service outcomes and infrastructure investment in alignment with the City of Winnipeg's Asset Management Program, the Departmental Asset Management Plans and any existing Level of Service/Quality Rating Models.

D3.6 The Recreation Strategic Master Plan and Parks Strategic Master Plan will be two separate long range planning and policy documents, with related components. Specific requirements for each document are detailed in D9: Scope of Services.

D3.7 Development and implementation of a Communication and Public Engagement Plan as detailed in D9, Scope of Services.

D3.8 Creation of a Discussion Paper on the 'Current State of Recreation and Parks' that serves as a foundation document for development of both Master Plans. Specific requirements are detailed in D9: Scope of Services.

- D3.9 Provide a decision making model in each Master Plan that:
- (a) Responds to a changing Winnipeg (population, growth, investment, etc.);
 - (b) Addresses competing community interests and development pressures;
 - (c) Allows flexibility to address evolving interests and priorities;
 - (d) Provides direction to address long term needs;
 - (e) Ensures coordinated use of City facilities and amenities;
 - (f) Forms the foundation for more specific studies, policies, plans, standards and procedures;
 - (g) Responds to the premise that recreation and parks are a key component of not only individual, but also community, health and well-being;
 - (h) Is fiscally responsible in the provision of recreation and parks infrastructure and services;
 - (i) Is innovative and forward thinking;
 - (j) Defines and strives for equitable access and distribution of amenities and programs throughout the City;
 - (k) Ensures social, financial and physical accessibility;
 - (l) Ensures protection of natural areas and foster environmental stewardship; and
 - (m) Ensures sustainability (economic, environmental and social) underscores all decision making.

D4. BACKGROUND & ORGANIZATIONAL CONTEXT

- D4.1 The administrative structure for the City of Winnipeg is a Chief Administrative Officer (CAO) who is the head of the public service and provides overall leadership to all City departments.
- D4.2 The composition of City Council is legislated under The City of Winnipeg Charter and consists of 15 Councillors and the Mayor. Each Councillor represents an individual ward while the Mayor is elected by a vote of the city-at-large. Councillors have a dual role: they are members of Council (dealing with decisions affecting the whole city) and members of the Community Committees (dealing with local community issues).
- D4.3 The authority to approve capital and operating budgets and adopt policy resides with City Council. Pursuant to the Charter, Council also has the authority to establish committees of Council. At present, there is an Executive Policy Committee, 6 Standing Committees and 5 Community Committees. City Council and the Committees meet monthly but prorogue in August.
- D4.4 Each of the five Community Committees consists of 3 wards represented by 3 Councillors <http://winnipeg.ca/clerks/pdfs/CommunityCommitteeMembers.pdf>.
- D4.5 In 1998, as part of a larger corporate restructuring, the Parks and Recreation Department was eliminated and divisions were split between 3 separate departments: parks management and operations formed the Parks and Open Space (POS) Division within the Public Works Department; the parks planning function moved to the Urban Design Division of the Planning, Property and Development Department; and recreation and aquatics became part of the Community Services Department.
- D4.6 For this project, the Aquatics Division and the Community Development and Recreation Services (CDRS) Division are the key internal stakeholders and business owners within the Community Services Department (CMS). The POS Division, Public Works Department (PWD) and the Urban Design (UD) Division, Planning, Property and Development Department (PPD) share a role as the key stakeholders with the POS Division being the business owner within the Public Works Department.

- D4.7 POS works collaboratively with the UD Division of the Planning Property and Development Department who coordinate acquisition, planning and development of new parkland and provide collaborative planning advice along with design, estimating and project management services on a variety of park and open space initiatives.
- D4.8 Additionally, both the CMS and PWD have Asset Management Offices that will be involved. The Asset Management Office of the Community Services Department will manage the project.
- D4.9 The POS, UD, CDRS and Aquatics Divisions all work collaboratively with the Municipal Accommodations Division of Planning, Property and Development Department who maintain recreation and aquatic facilities including wading pools, spray pads and park buildings.
- D4.10 The City of Winnipeg has embraced asset management as a core business function and has adopted a comprehensive approach to managing its assets to meet required levels of service at the lowest lifecycle cost of ownership.
- D4.11 The City has adopted a 'Serviceability' approach to asset management, built on the alignment of infrastructure and investment with the services they support. Public infrastructure exists to provide service to citizens, customers and end-users; by tying needs to service outcomes in order to evaluate the effectiveness and return on investment of addressing various priorities, and focus spending on where it matters most.
- D4.12 The City's Office of Public Engagement supports City projects and initiatives to ensure that engagement activities are made available to the public in an accessible, consistent and user-friendly way, and that citizens who wish to be engaged, are able to easily do so. The Office of Public Engagement will be involved in the project and will provide support and oversight with regards to the public engagement strategy and the execution of the strategy.

D5. PARKS AND OPEN SPACES OVERVIEW

- D5.1 Mandate: To develop, operate, maintain preserve all parks and open spaces to promote vibrant, healthy communities while fostering environmental stewardship.
- D5.2 Vision: A world renowned prairie oasis.
- D5.3 Winnipeg's parks and open space system has been designed to contribute to the enjoyment and quality of life for the City's citizens and visitors. It is an essential component of the urban fabric that encourages and promotes healthy lifestyles, cleaner environments, civic pride and urban beautification. Parks improve our physical and psychological health, strengthen our communities and make our City a more attractive place to live and work. As Winnipeg grows and changes, the Parks Strategic Master Plan will provide sustainable planning that continues to meet people's needs and benefit the city.
- D5.4 Forty-five years ago the City of Winnipeg evolved from an amalgamation of twelve (12) former 'cities' and, as such, has inherited twelve (12) different approaches to park allocation and design. There is no formal park plan guiding the further growth and development of the parks network, resulting in a perceived lack of equity in the current structure of the parks and open space system.
- D5.5 Over the past few decades, Winnipeg's parks and open space system has been greatly influenced by a number of factors including:
- (a) recent population growth and changing neighborhoods, demographics and dynamics;
 - (b) evolving needs and expectations of Winnipeggers with respect to infrastructure, amenities and services;
 - (c) ever changing trends in leisure and recreation interests and priorities;
 - (d) limited and declining resources available to address often competing needs and desires of a developing city;

- (e) expanding parks and open space inventory to accommodate new developments, including 123 hectares in the past six (6) years; and
- (f) aging infrastructure.

D5.6 POS and UD work collaboratively to provide oversight of the following City services:

(a) **Parks and Urban Forestry**

- i. Park and open space maintenance - grass, amenity, athletic fields, park pathways, playgrounds, litter collection.
- ii. Urban forestry - tree planting, tree pruning and removal, and Dutch Elm Disease control.
- iii. Integrated pest management - weed control.
- iv. Natural areas management - preservation, establishment, maintenance, restoration and environmental education.
- v. Boulevard maintenance - grass cutting and litter pick up.
- vi. Winter activities - cross country ski trails, toboggan slides and skating ponds/oval and pleasure rinks.
- vii. Community gardens.

(b) **City Beautification**

- i. Public gardens and landscaping, public art and boulevard spring clean up.

(c) **Road Snow Removal and Ice Control**

- i. Park pathway snow clearing.

(d) **Neighbourhood revitalization**

- i. Neighbourhood specific planning with a focus on enhancing public spaces.

(e) **City Planning**

- i. Park planning: greenfield and infill parks provision, acquisition and disposition.
- ii. Site development, design, planning and project management of improvements to new or existing sites.

D5.7 POS is responsible for 3,000 hectares of parks and open space and 600 hectares of boulevards. Within the parks and open space system are 305,000 trees, 1,000 hectares of natural areas, 270 kilometres of pathways and trails, and an additional 60,000 park assets ranging from litter bins to buildings. These assets are recorded within 64 asset classes in a newly developed GIS-based asset registry which includes condition information. Furthermore, the Division works collaboratively with School Divisions to maintain over 40 hectares of Joint Use sites. For further information on park and open space inventory, visit <https://data.winnipeg.ca/> and <https://parkmaps.winnipeg.ca/>.

D5.8 The Urban Design Division's (UD) role is to create a legacy of quality public spaces recognizing the importance of design and the value of 'sense of place' in the establishment of great neighborhoods and communities. This is guided by an emphasis on how public spaces integrate into the overall urban fabric, with a focus on being pedestrian friendly, well connected, accessible to all; and, in doing so, strives to conserve, protect and integrate natural, cultural and heritage resources to enhance the city's dynamic urban character.

D5.9 The City approved \$51.2 million in expenditures in its 2017 POS operating budget to support the operation and maintenance of the parks and open space system. An additional \$9.0 was approved in the Public Works Department 2017 Capital Budget to support park renewal and enhancement projects (excluding Assiniboine Park).

D5.10 The City has recently embarked on an Athletic Field Strategy and an Off Leash Dog Areas Master Plan which are expected to be completed by the end of 2017. These plans will include significant public engagement to assist with the development of customer levels of service for Winnipeg's parks and open space system. Thus these planning documents will both inform and be shaped by policies that would govern an overall parks plan.

D6. RECREATION & AQUATICS OVERVIEW

- D6.1 Mandate: The City of Winnipeg is a leader in delivering recreation services that build healthy communities. The City's role as a recreation and wellness leader and facilitator includes working together to address age, gender, ability and cultural barriers to participation.
- D6.2 Mission: To contribute to the overall wellbeing of our community through the provision of needs-based community development, recreation, leisure and neighbourhood support services.
- D6.3 Service goals are focused on supporting individual health and wellbeing, physical literacy, community health and wellbeing and crime prevention.
- D6.4 Citizens of Winnipeg cherish the availability of municipal recreation facilities and programs throughout the city. However, most of our recreation facility inventory pre-dates the municipal amalgamation of the early 1970s, and many facilities and their building systems are at, or near, the end of their useful life cycle.
- D6.5 Existing facilities are not geographically distributed in an equitable fashion across the city, leading to a wide variety of service levels by area. Winnipeg has also seen considerable growth in new areas creating demand for new recreation facilities and services.
- D6.6 With steadily increasing population growth in Winnipeg, there is a consistent need to provide recreation services and facilities in newly developed areas of the city. Concurrently at the same time new communities are established, investment must take place in older, existing recreation infrastructure that is reaching the end of its useful life cycle to ensure adequate service provision for all citizens. The goal is to provide an affordable balance of new and existing service provision and infrastructure.
- D6.7 Recreation infrastructure must also be updated to support current and future changes in demographics (age, cultural), accessibility requirements, and newer recreation use trends.
- D6.8 Through a combination of stand-alone facilities and multi-use sites, the City of Winnipeg currently owns and directly operates in excess of 1,151,335 square feet of indoor recreation space. The City's inventory is comprised of 13 indoor pools, 10 outdoor pools, 83 wading pools, 18 spray pads and 12 arenas (plus 2 additional arenas operated by minor hockey associations).
- D6.9 The City of Winnipeg owns an additional 1,538,327 square feet of indoor recreation space that is operated by 63 independent Community Centres boards. The City provides both the physical space and an annual operating grant to each Community Centre. The 63 Community Centres occupy over 80 City owned buildings which include 20 sheets of indoor ice, 2 indoor soccer field houses and a variety of multi-use spaces. Community Centres also operate 140 +/- outdoor rinks.
- D6.10 Total spending on recreation and aquatics will exceed \$74.362 million in 2017. The City of Winnipeg will spend \$58.562 million providing recreation and aquatic services and operating facilities. An additional \$15.8 million in capital funds will be spent on facility upgrades, renovations and construction.
- D6.11 Seventy seven percent (77%) of the operating costs for recreation and aquatics services are funded through mill rate support. The remainder is funded through user fee and grants.

D7. POLICY CONTEXT

- D7.1 Current City of Winnipeg policies that are relevant to both Recreation and Parks include:
- (a) 1973 River Bank Parkways
<http://clkapps.winnipeg.ca/dmis/DocExt/ViewDoc.asp?DocumentTypeId=2&DocId=3564>
 - (b) 1987 Joint Use Development
<http://clkapps.winnipeg.ca/DMIS/DocExt/ViewDoc.asp?DocumentTypeId=2&DocId=5653>

- (c) 1997 Indoor Arena Ice Allocation Policy
http://winnipeg.ca/cms/recreation/pdfs/Indoor_Arena_Ice_Allocation_Policy.pdf
- (d) 2001 Universal Design Policy
<http://clkapps.winnipeg.ca/DMIS/DocExt/ViewDoc.asp?DocumentTypeId=2&DocId=3604>
- (e) 2002 Development Agreement Parameters
<http://www.winnipeg.ca/ppd/subdivision/DAP.pdf>
- (f) 2004 A.C.T.I.V.E Policy Framework
<http://clkapps.winnipeg.ca/dmis/ViewDoc.asp?DocId=3359&SectionId=&InitUrl> (Minute No. 118)
- (g) 2005 Active Transportation Policy
<http://clkapps.winnipeg.ca/DMIS/DocExt/ViewDoc.asp?DocumentTypeId=2&DocId=5348>
- (h) 2005 Recreation, Leisure and Libraries Facilities Policy
<http://clkapps.winnipeg.ca/DMIS/DocExt/ViewDoc.asp?DocumentTypeId=2&DocId=3667>
- (i) 2007 Ecologically Significant Natural Lands Strategy
<http://winnipeg.ca/publicworks/parksOpenSpace/NaturalistServices/PDF/ESNL.pdf>
- (j) 2008 Neighbourhood Liveability By-Law 1/2008
<http://clkapps.winnipeg.ca/dmis/DocExt/ViewDoc.asp?DocumentTypeId=1&DocId=3996>
- (k) 2008 Land Dedication Reserve
<http://clkapps.winnipeg.ca/dmis/DocExt/ViewDoc.asp?DocumentTypeId=2&DocId=5728>
- (l) 2008 Aboriginal Youth Strategy (Next Steps for Municipal Aboriginal Pathways Policy)
<http://clkapps.winnipeg.ca/DMIS/ViewDoc.asp?DocId=8259&SectionId=&InitUrl> (Minute No. 340)
- (m) 2008/2009 LiveSAFE – Interconnected Crime Prevention Strategy
<http://clkapps.winnipeg.ca/DMIS/DocExt/ViewDoc.asp?DocumentTypeId=2&DocId=5741>
- (n) 2009 Park By-Law No. 85/2009
<http://clkapps.winnipeg.ca/DMIS/DocExt/ViewDoc.asp?DocumentTypeId=2&DocId=6403>
- (o) 2009 GCWCC Plan 2025
<http://clkapps.winnipeg.ca/dmis/ViewDoc.asp?DocId=9296&SectionId=&InitUrl> (Minute No. 368) and <http://www.gcwcc.mb.ca/documents/Plan2025.pdf>
- (p) 2010 Arena Strategy
<http://clkapps.winnipeg.ca/dmis/ViewDoc.asp?DocId=10170&SectionId=&InitUrl> (Minute No. 334)
- (q) 2010 Green Standards for City Buildings (New Construction and Major Additions)
<http://clkapps.winnipeg.ca/DMIS/DocExt/ViewDoc.asp?DocumentTypeId=2&DocId=5989>
- (r) 2011 Our Winnipeg and Complete Communities Direction Strategy
<http://clkapps.winnipeg.ca/DMIS/DocExt/ViewDoc.asp?DocumentTypeId=2&DocId=5521>
- (s) 2011 Community Centre Universal Funding Formula Review (2012-2016)
<http://clkapps.winnipeg.ca/DMIS/DocExt/ViewDoc.asp?DocumentTypeId=2&DocId=5660>
- (t) 2012 Winnipeg Community Sport Policy
<http://clkapps.winnipeg.ca/DMIS/ViewDoc.asp?DocId=12292&SectionId=&InitUrl> (Minute No. 55) and
<http://canadiansportforlife.ca/sites/default/files/resources/WPG%20COMMUNITY%20SPORT%20POLICY%20Jan%206,%202012.pdf>
- (u) 2014 Age Friendly Winnipeg Action Plan

<http://www.winnipeg.ca/interhom/Mayor/pdfs/AgeFriendlyWinnipegActionPlan-May2014.pdf>

- (v) 2015 City of Winnipeg Accessibility Design Standards

http://winnipeg.ca/ppd/Universal_Design/PDF/Access_Design_Standards.pdf

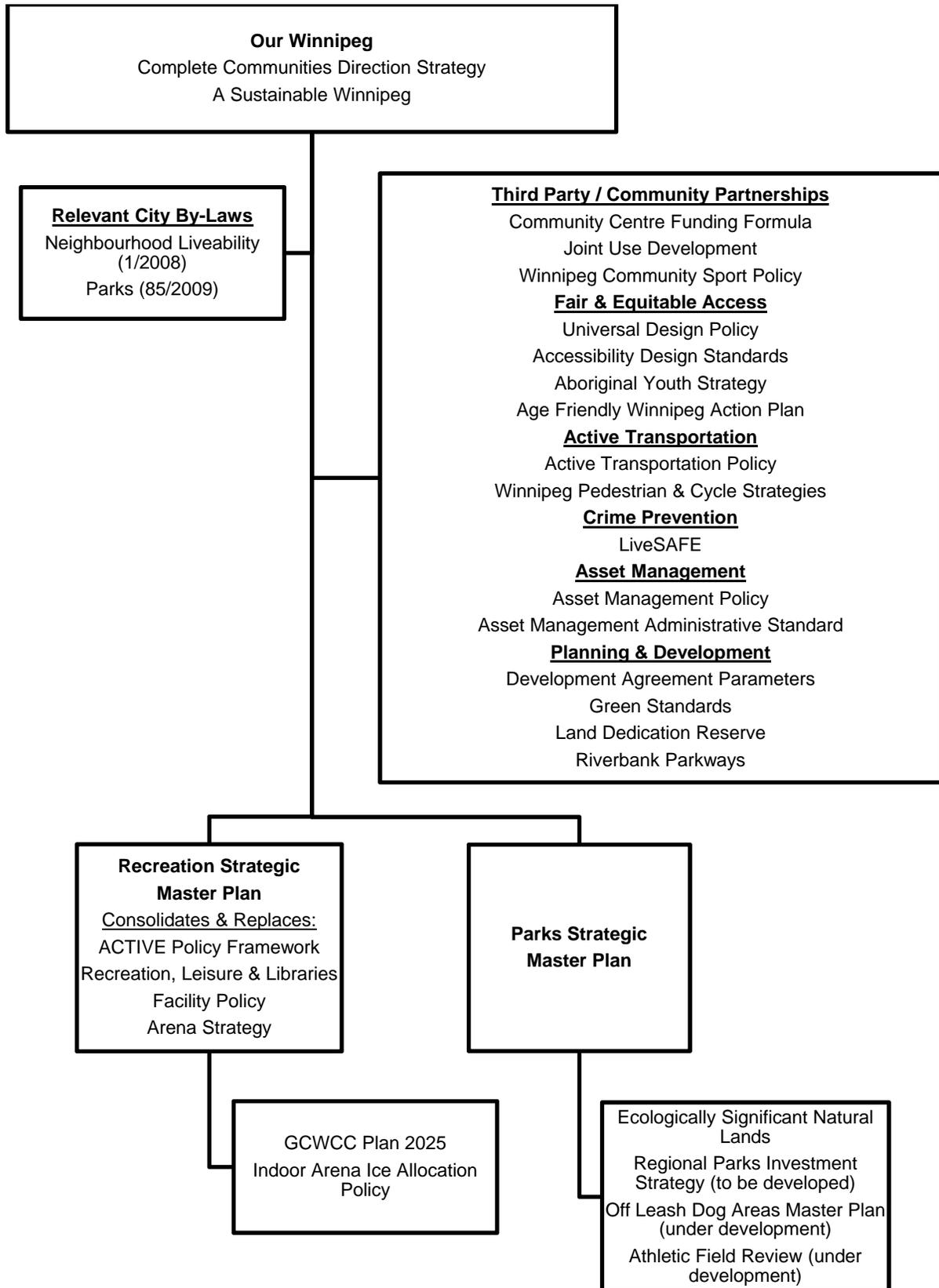
- (w) 2015 Winnipeg Pedestrian and Cycling Strategies

<http://winnipeg.ca/publicworks/pedestriansCycling/strategiesActionPlan/pdf/strategy.pdf>

- (x) 2015 Asset Management Policy

<http://clkapps.winnipeg.ca/DMIS/DocExt/ViewDoc.asp?DocumentTypeId=2&DocId=6403>

D7.2 The current and anticipated policy alignment is diagrammed below:



D8. PROJECT STAKEHOLDERS

D8.1 Internal stakeholders for the project include, but are not limited to:

- (a) Community Services Department
 - i. Aquatics Division
 - ii. Asset Management Office (CMS-AMO)
 - iii. Community Development and Recreation Services (CDRS) Division
 - iv. Finance & Administrative Services Division
 - v. Strategic Management & Business Support Services (SMBSS) Division
- (b) Public Works Department
 - i. Parks and Open Space (POS) Division
 - ii. Asset Management Office (PW-AMO)
 - iii. Active Transportation Division
- (c) Planning, Property & Development Department (PPD)
 - i. Urban Design Division
 - ii. Urban Planning
 - iii. Land Development
 - iv. Municipal Accommodations Division
- (d) Chief Asset & Project Management Office
- (e) Customer Service & Communications
 - i. Office of Public Engagement
 - ii. Corporate Communications
 - iii. French Language Services
 - iv. Marketing & Branding
- (f) Golf Services Special Operating Agency (SOA)
- (g) Standing Policy Committee on Protection, Community Services & Parks (SPC)
- (h) Executive Policy Committee (EPC)
- (i) City of Winnipeg Mayor and Council

D8.2 Key external stakeholders for the project include, but are not limited to:

- (a) General Council of Winnipeg Community Centres (GCWCC)
- (b) Individual Community Centre Boards and Community Centre District Boards
- (c) Sport Manitoba and individual sport bodies
- (d) Community sport organizations
- (e) School Divisions
- (f) Environmental / stewardship organizations
- (g) Outdoor Urban Recreational Spaces (OURS)
- (h) Off leash dog area user groups
- (i) Seniors organizations
- (j) Daycares
- (k) Community Gardeners
- (l) Community program partners
- (m) Park and facility lessees
- (n) Accessibility groups
- (o) Development industry

- (p) Elected officials
- (q) Citizens

D9. SCOPE OF SERVICES

D9.1 The Services required under this Contract shall consist of planning and policy recommendations, demographic analysis, public engagement and project management to complete the Recreation and Parks Strategic Master Plans.

D9.2 The major components of the services shall include, but are not limited to, the following:

- (a) **Communication & Public Engagement Plan** which incorporates consideration of the following:
 - i. A comprehensive public and stakeholder engagement process that assists in defining fiscally responsible and realistic Customer Levels of Services for the provision of recreation and parks services and facilities;
 - ii. Follow best practices and core values as set out by IAP2 (<http://iap2canada.ca/>) to ensure meaningful stakeholder input. The entire public engagement plan should be aligned with the IAP2 core values, and at least one phase of the plan should reach the 'involve' level on the IAP2 spectrum;
 - iii. Proponents shall incorporate a minimum of two online survey periods into the process. The City of Winnipeg has identified MetroQuest as the preferred online engagement tool and has identified an allowance for two (2) Metroquest surveys within the overall engagement plan, in accordance with B8.2;
 - iv. Proponents should incorporate public engagement activities / events within each of the 5 Community Committee districts (see D4.3) as part of the plan;
 - v. City-wide surveys and information and consultations directed to participants of French language recreation programs or to the Riel district of the City shall be provided in both French and English. The City of Winnipeg will provide translation services however additional time for translation of materials should be incorporated in the project timeline as identified in B11.7;
 - vi. Costs related to public engagement events are addressed in B8B8.2;
 - vii. The Public Engagement Lead will work with the project team to iteratively review and adjust the public engagement process as may be necessary over the course of the project. The project team will sign-off on all public engagement plans and activities and materials;
 - viii. Establish 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 proponent shall present options for modification to the engagement plan;
 - ix. The City of Winnipeg will develop and maintain a project page on the City of Winnipeg website. The Proponent will assist in the development of information and web content to ensure accurate and timely project information is available to citizens;
 - x. The proponent shall develop a comprehensive stakeholder list, along with contact information and will update and maintain the list throughout the project;
 - xi. The proponent 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;
 - xii. The proponent shall use City of Winnipeg templates and branding for publicly available project materials;
 - xiii. The proponent shall develop communications and public engagement materials, including, but are not limited to: website 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;

- xiv. The proponent shall digitize all information gathered at public engagement events and shall compile and analyze the results using a consistent and systematic process for both qualitative and quantitative data. Interim public engagement reports, 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;
 - xv. Final public engagement report that provides a record of promotions and communications, 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;
 - xvi. All stakeholder lists, contact information and correspondence with stakeholder and the public shall be tracked by the proponent 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; and
 - xvii. All raw data including verbatim comments and scans of hard copy surveys shall be returned to the project team at the end of the project.
- (b) **Discussion Paper on the “Current State of Recreation and Parks”** which serves as a platform for subsequent planning and informed community engagement. The following should be incorporated:
- i. A synopsis of current participation levels, management practices, programs, partnerships and existing facilities/amenities;
 - ii. Values statement about the role and importance of parks and recreation to the City of Winnipeg;
 - iii. Identification of the current Customer Levels of Service, Performance Metrics and the associated costs;
 - iv. Development of community-specific profiles with respect to social, economic and demographic trends and characteristics that will outline the impact these factors have on the provision of services and facilities now and over the long-term;
 - v. A review of the current policy context that addresses relevant federal, provincial and City of Winnipeg policies and legislation;
 - vi. Recommendations on opportunities to harmonize City of Winnipeg documents for policy alignment;
 - vii. High level comparative analysis of Winnipeg’s recreation and parks service delivery to other jurisdictions;
 - viii. An analysis of trends in recreation participation and facility use likely to have an impact on recreation and parks facility demand in the City of Winnipeg;
 - ix. Good practice examples from across Canada that could inform the City of Winnipeg’s approach to future recreation and parks service delivery; and
 - x. A summary of stakeholder and public engagement activities including an overview of “What We Heard”.
- (c) **Parks Strategic Master Plan** to be developed as a single, comprehensive and integrated document providing strategic direction to management, planning and operations in the acquisition, development, on-going maintenance and enhancement of Winnipeg’s extensive parks and open space system based on customer needs. It must:
- i. Provide long term direction (15 - 25 years) for land use planning of City park lands and joint-use school grounds, recognizing best practices, industry standards and fiscal constraints;
 - ii. Incorporate values statements highlighting the benefits of parks to community and personal wellness;

- iii. Identify current service level gaps based on stakeholder engagement and review of existing infrastructure, amenities and service delivery;
 - iv. Provide a summary of stakeholder and public engagement activities and outcomes; indicating how that input was considered within the Parks Master Plan;
 - v. Define provision and development service levels for the City and its development partners including: general public, not-for-profit groups, community-based organizations and for-profit developers. Specifically:
 - Provision - for each park classification, define park lands provision and distribution targets with respect to quantity, quality, location and distribution; and
 - Development – for park classifications, illustrate and prescribe in a metric the type, quality and number of assets (uses, features, amenities) provided within a park.
 - vi. Reference and align planning with existing Operation Levels of Service for park areas;
 - vii. Provide a comprehensive planning tool based on customer service levels to assist decision makers in the prioritization of capital and operating expenditures for each park classification;
 - viii. Consider recreation programming needs and facilities into decision making for parks and open spaces; and
 - ix. Provide a detailed comparative analysis of best practices and industry standards related to park Customer Levels of Service.
- (d) **Regional Parks Investment Strategy** developed as a separate but related component to the broader Parks Strategic Master Plan. This Investment Strategy shall:
- i. Build on the overall intent and service level expectations for regional parks, by further defining a 'signature vision' for each of the subject 10-13 regional parks;
 - ii. Evaluate each regional park in the context of the determined service levels ascribed through the park planning process;
 - iii. Recommend a prioritized short and long-term capital investment plan to direct capital allocations over the next 5-10 years; and
 - iv. Recommend an implementation plan for the investment strategy recognizing fiscal constrain.
- (e) **Recreation Strategic Master Plan** with a 10 year planning horizon which provides strategic direction for recreation and aquatic service provision. It must incorporate:
- i. A visionary direction for recreation and aquatic service delivery in the City of Winnipeg that reflects the values, needs and overall capacity of our community;
 - ii. An assessment of current and future programs and service requirements;
 - iii. A sustainable decision making model to prioritize new and existing programs and service in order to determine which ones need to be developed, enhanced, maintained, reduced or discontinued;
 - iv. Recommendations on which services or programs are best delivered through partnerships, alternative service providers or the private sector;
 - v. A prioritization framework or matrix for guiding cost-efficient, community needs based capital asset investment decisions that meet the City of Winnipeg's long-term asset management objectives but is not an 'end state' infrastructure plan which proposes specific projects or facility rationalizations;
 - vi. Provide a summary of stakeholder and public engagement activities and outcomes; indicating how that input was considered within the Parks Master Plan;
 - vii. Review of the City's current inventory of recreation facilities in terms of: facility condition, estimated maintenance and capital investment requirements, capacity, geographic distribution and utilization to determine areas of service gaps and over-servicing;

- viii. A facility demand analysis which considers the supply of recreation facilities operated in the private and non-profit sector;
 - ix. A facility needs assessment based on long-term needs, current service gaps and recommended strategies to meet growing need for investment in new and existing infrastructure within the limited short and long-term financial capabilities of the City; and
 - x. Detailed comparative analysis of best practices and industry standards related to recreation facility Customer Levels of Service (including facility benchmarks and standards), public investment strategies and suitable outcome assessment models for publicly owned recreation assets.
- D9.3 To support dialogue, understanding and eventual policy adoption by City Council, the Consultant Team will lead a minimum of three presentations or workshops for SPC and/or Council in conjunction with development of the Discussion Paper and both Master Plans.
- D9.4 Council approval and policy adoption of the Recreation and Parks Strategic Master Plans is anticipated to occur independently (rather than concurrently). However, workshops, updates and presentations to the Standing Policy Committee on Protection Community Services and Parks and Council will be shared where possible.
- D9.5 Final publication of the Discussion Paper, Public Engagement Report and both Master Plans to include provision of thirty (30) hard bound copies of each along with a digital copy suitable for printing.
- D9.6 The following shall be provided by the City to the Consultant, upon request:
- (a) City of Winnipeg Recreation and Aquatic program registration and utilization reports;
 - (b) Municipal Benchmarking Network Canada (MBNCanada):
 - i. Sport and recreation annual performance measurement data from 2010-2016; and
 - ii. Parks annual performance measurement data from 2010-2016.
 - (c) Detailed facility inventory (VFA) that provides location, size, year constructed, major components, facility condition, current replacement value and infrastructure renewal requirements.
 - (d) Complete POS GIS-based asset registry.
 - (e) POS Operations Levels of Service for Park Areas.
 - (f) POS athletic field and park space rental history for 2016.
 - (g) Census data broken down by City of Winnipeg Neighbourhood profiles <http://winnipeg.ca/census/2011/> (pre-2016 data is currently available, 2016 data is pending).
- D9.7 The following shall apply to the Services:
- (a) Universal Design Policy
<http://clkapps.winnipeg.ca/DMIS/DocExt/ViewDoc.asp?DocumentTypeId=2&DocId=3604>

D10. DEFINITIONS

- D10.1 When used in this Request for Proposal:
- (a) 'AMO' means Asset Management Office;
 - (b) 'CDRS' means Community Development and Recreation Services Division of the Community Services Department;
 - (c) 'CMS' means the Community Services Department;
 - (d) 'Community Centre' generally refers to neighbourhood recreation facility serving an identified geographic catchment area which is owned by the City of Winnipeg but operated by independent non-profit organization under the umbrella of the General

Council of Winnipeg Community Centres (GCWCC). The relationship between individual Community Centres, GCWCC and the City of Winnipeg is formalized through a number of agreements;

- (e) 'Master Plans' means the Recreation Strategic Master Plan and the Parks Strategic Master Plan;
- (f) 'Open Space' means sites, other than a golf course, which fall outside the 'Park' designation but are currently operated and/or maintained and advertised by the City of Winnipeg as a public amenity, for leisure, recreation, sports or as a nature preserve;
- (g) 'Park' means real property, other than a golf course, that is owned or leased by the City of Winnipeg or jointly operated by the City of Winnipeg and a school division or some other person or organization and zoned PR1, PR2, or PR3 in the area governed by the Winnipeg Zoning By-Law No 200/2006 or zoned "park" or "park use" in the Downtown Winnipeg Zoning By-law No 100/2004;
- (h) 'POS' means Parks and Open Space Division of the Public Works Department;
- (i) 'PPD' means the Planning, Property and Development Department;
- (j) "PWD" means the Public Works Department;
- (k) 'Recreation Facility' generally refers to a City of Winnipeg operated recreation building which may be a single-use facility or could be a larger facility with a variety of components including arenas, swimming pools, fitness centres, gymnasias, kitchens, meeting rooms, class rooms and other multi-purpose gathering spaces;
- (l) 'SPC' means the Standing Policy Committee on Protection, Community Services and Parks; and
- (m) 'UD' means the Urban Design Division of the Planning, Property and Development Department.

D11. OWNERSHIP OF INFORMATION, CONFIDENTIALITY AND NON DISCLOSURE

- D11.1 The Contract, all deliverables produced or developed, and information provided to or acquired by the Consultant are the property of the City and shall not be appropriated for the Consultants own use, or for the use of any third party.
- D11.2 The Consultant shall not make any public announcements or press releases regarding the Contract, without the prior written authorization of the Project Manager.
- D11.3 The following shall be confidential and shall not be disclosed by the Consultant to the media or any member of the public without the prior written authorization of the Project Manager;
 - (a) information provided to the Consultant by the City or acquired by the Consultant during the course of the Work;
 - (b) the Contract, all deliverables produced or developed; and
 - (c) any statement of fact or opinion regarding any aspect of the Contract.
- D11.4 A Consultant who violates any provision of D11 may be determined to be in breach of Contract.

SUBMISSIONS

D12. AUTHORITY TO CARRY ON BUSINESS

- D12.1 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.

D13. INSURANCE

- D13.1 The Consultant shall procure and maintain, at its own expense and cost, insurance policies with limits no less than those shown below.
- D13.2 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 \$1,000,000 per claim and \$2,000,000 in the aggregate.
- D13.2.1 The Consultant's Professional Errors and Omissions Liability Insurance shall remain in force for the duration of the Project and for twelve (12) months after total performance.
- D13.3 The policies required in D13.2(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.
- D13.4 The Consultant shall require each of its Subconsultants to provide comparable insurance to that set forth under D13.2(a) and D13.2(c).
- D13.5 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 D13.8.
- D13.6 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.
- D13.7 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.
- D13.8 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.

SCHEDULE OF SERVICES

D14. COMMENCEMENT

- D14.1 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.
- D14.2 The Consultant shall not commence any Services until:
- (a) the Project Manager has confirmed receipt and approval of:
 - ii. evidence of authority to carry on business specified in D12;
 - iii. evidence of the insurance specified in D13;
 - (b) the Consultant has attended a meeting with the Project Manager, or the Project Manager has waived the requirement for a meeting.
- D14.3 The City intends to award this Contract by September 29, 2017.

D15. CRITICAL STAGES

- D15.1 The Consultant shall achieve critical stages of the Services for this Contract in accordance with the following requirements:
- (a) Public engagement launch – Fall 2017.
 - (b) Council workshop and submit Discussion Paper on Current State – Spring 2018.
 - (c) Council workshop and submit final Recreation Strategic Master Plan – March 2019.
 - (d) Council workshop and submit final Parks Strategic Master Plan – March 2019.
 - (e) Submit final Regional Park Investment Strategy – March 2019.

PART E - SPECIFICATIONS

GENERAL

E1. APPLICABLE SPECIFICATIONS AND DRAWINGS

E1.1 These Specifications shall apply to the Work.

E1.2 The following are applicable to the Work:

<u>Specification No.</u>	<u>Specification Title</u>
Appendix A	Parks and Open Space Classifications
Appendix B	Parks Asset Registry Asset Classes (as of May 12, 2017)
Appendix C	Inventory of City of Winnipeg Owned & Operated Indoor Recreation Facilities
Appendix D	Inventory of City of Winnipeg Community Centre Facilities
Appendix E	2017 Aquatic Fun Guide

E1.2.1 Proponents should note that Appendices A through D are provided for in this document. Appendix E is provided as a separate document.

APPENDIX A – PARKS AND OPEN SPACE CLASSIFICATIONS

Parks and Open Space Division, City of Winnipeg

NUMBER OF PARKS BY TYPE AND CATCHMENT

TYPE	CATCHMENT			
	Regional	Community	Neighbourhood	Non-Designated
Buffers & Islands				145
Natural	2	4	78	
Passive		5	215	
Play & Leisure	1	6	309	
Recreation & Ecological Linkages (Linear)				214
Special Use	1	13		23
Sport & Recreation	9	157		

TYPE:

Buffers & Islands

Right of Way land buffers, traffic islands, and leftover pieces of land.

Natural

Experience and/or protection of natural environment (>80% total park area).

Passive

Low intensity recreation, such as walking trails, ponds and picnic areas.

Play & Leisure

Local, informal recreation, play and amenity space.

Recreational & Ecological Linkages

Open space, linkages and corridors, water margins.

Special Use

Plazas, cultural heritage sites and public gardens.

Sport & Recreation

Sport and recreation activity, recreation facilities and buildings, multiuse.

CATCHMENT:

Regional

Serves the whole City; access by driving or public transport.

Community

Serves a cluster of neighbourhoods; access by walking, biking or driving.

Neighbourhood

Serves immediate local area; generally can be accessed by walking.

Non-Designated

Characteristics are not tied to or differentiated by catchment.

APPENDIX B – PARKS ASSET REGISTRY ASSET CLASSES (AS OF MAY 12, 2017)

Parks and Open Space Division, Public Works Department

ASSET CATEGORY	ASSET GROUP	ASSET CLASS
OUTDOOR FITNESS & PLAY EQUIPMENT	PLAY EQUIPMENT	PLAY STRUCTURE PROTECTIVE SURFACING ZONE SANDBOX STAND-ALONE PLAY COMPONENT SWING SET
	SPORT COURTS & SKATEPARKS	SKATEPARK
	TRACK & FITNESS EQUIPMENT	FITNESS EQUIPMENT PAD TRACK & FIELD
	WATER PLAY FEATURE	POOL SPRAY PAD
	WINTER AMENITIES	CROSS COUNTRY SKI ICE SKATING SURFACE LIGHTING TOBOGGAN RUN
OUTDOOR SPORT FIELDS & COURTS	ATHLETIC FIELDS	ATHLETIC FIELD BACKSTOP BATTING CAGE BLEACHER DUGOUT GOAL POST LIGHTING SEATING
	SPORT COURTS & SKATEPARKS	DISC GOLF SPORT COURT SPORT COURT NET SPORT COURT STANDARD
PARK BUILDINGS & STRUCTURES	BOAT DOCKS & LAUNCHES	BOAT DOCK & LAUNCH
	BRIDGES & RETAINING WALLS	BRIDGE RETAINING WALL
	BUILDINGS & SHELTERS	BUILDING PAD SHELTER
	PARKING LOTS	PARKING LOT
	UNDERGROUND STRUCTURE	CATCH BASIN
PARK FURNITURE & AESTHETICS	AESTHETICS	ART/SCULPTURE

		DECORATIVE FOUNTAIN LANDSCAPE ROCK MONUMENT ROCK BED TREE PROTECTION
	FLORAL DISPLAYS	HANGING BASKET PLANT BED PLANTER
	FURNITURE & FIXTURES	BBQ BICYCLE RACK BOLLARD FENCE FLAG POLE GATE LIGHTING LITTER BIN PAD PLAZA SEATING SIGNAGE STAGE TABLE WATER STATION
PARK ROADS & PATHWAYS	PATHWAYS & TRAILS ROADS	PATH & TRAILS ROAD

APPENDIX D – INVENTORY OF CITY OF WINNIPEG COMMUNITY CENTRE FACILITIES
Major Components

	Community Centres (Excluding Separate Support Buildings)	Size (sq. ft.)	Year Built	Indoor Arena	Outdoor Rink(s)	Indoor Soccer Fieldhouse	Seniors Centre	Gymnasium	MPR or Meeting Room	Childcare / After School Space	Wading Pool / Spray Pad on Site	Hall / Auditorium
1	East End Community Centre	119,445	1995	▪	▪				▪			▪
2	Dakota Community Centre	96,844	1996	▪	▪			▪	▪	▪	▪	
3	Gateway Community Centre	93,395	1998	▪	▪	▪			▪	▪	▪	▪
4	Southdale Community Centre	81,789	1995	▪	▪				▪		▪	▪
5	Kirkfield Westwood Community Centre	44,298	1986	▪	▪				▪	▪		▪
6	Central Corydon CC – River Heights	43,649	1965	▪	▪				▪	▪	▪	
7	Garden City Community Centre	40,800	1999	▪	▪	▪		▪	▪	▪		
8	Seven Oaks Sportsplex	37,171	2016	▪					▪			
9	South Winnipeg CC- Richmond	36,214	1964	▪	▪				▪			▪
10	St. Norbert Community Centre	35,976	1995	▪	▪			▪	▪	▪	▪	
11	Notre Dame Community Centre	35,733	1982	▪	▪				▪		▪	
12	Glenwood Community Centre	35,278	1965	▪	▪			▪	▪			
13	West Kildonan Community Centre	35,245	1967	▪	▪				▪	▪	▪	▪
14	Varsity View Sportsplex	32,407	1988	▪								
15	Bronx Park Community Centre	27,649	2010		▪		▪	▪	▪		▪	
16	Maples CC Arena	27,577	1990	▪								
17	Norberry-Glenlee CC - Norberry	22,507	1978		▪			▪	▪	▪		▪
18	Winakwa Community Centre	21,667	1961		▪			▪	▪		▪	▪
19	Central Community Centre	21,500	1922		▪			▪	▪	▪	▪	
20	Robert A. Steen Community Centre	20,886	1975		▪			▪	▪	▪	▪	▪
21	Greendell Community Centre	18,984	1955		▪			▪	▪	▪		
22	Sturgeon Heights Community Centre	17,780	2012		▪			▪	▪		▪	▪
23	Sinclair Park Community Centre	17,457	2010		▪			▪	▪		▪	
24	Heritage Victoria Community Centre	17,457	1987		▪				▪	▪		▪
25	Oxford Heights Community Centre	17,409	1965		▪				▪			▪
26	Lord Roberts Community Centre	16,587	1989		▪			▪	▪	▪		
27	Chalmers Community Centre	16,014	1960		▪			▪	▪			
28	Central Corydon CC - Crescentwood	15,328	1945		▪			▪	▪		▪	
29	South Winnipeg CC - Waverley	15,124	1970		▪				▪	▪	▪	▪
30	Lindenwoods Community Centre	14,755	1997		▪			▪	▪		▪	
31	Earl Grey Community Centre	14,600	1965		▪				▪	▪	▪	▪
32	Westdale Community Centre	14,340	1984		▪			▪	▪	▪	▪	▪
33	Melrose Park Community Centre	14,279	1975		▪				▪			▪
34	Valour Community Centre - Orioles	14,273	1910		▪			▪	▪	▪	▪	▪
35	Windsor Community Centre	13,644	1993		▪				▪	▪		▪
36	Deer Lodge Community Centre	13,591	1985		▪				▪			▪
37	Norwood Community Centre	13,488	1978		▪				▪	▪	▪	▪
38	Central Corydon CC – Sir John Franklin	13,276	1966		▪			▪	▪		▪	▪
39	Vince Leah Community Centre	13,159	1975		▪			▪	▪		▪	▪
40	Park City West Community Centre	12,934	1986		▪			▪	▪	▪	▪	
41	Valour CC – Isaac Brock	12,785	1920		▪			▪	▪	▪	▪	▪
42	Weston Memorial Community Centre	12,725	1970		▪			▪	▪			
43	North Kildonan Community Centre	12,254	1950		▪				▪			▪

PART F - SECURITY CLEARANCE

F1. SECURITY CLEARANCE

- F1.1 Each individual proposed to perform the following portions of the Work:
- (a) any Work on private property;
 - (b) any Work within City facilities other than:
 - i. an underground structure such as a manhole;
 - ii. in areas and at times normally open to the public;
 - (c) communicating with residents and homeowners in person or by telephone;
 - (d) any and all Public Engagement events and activities where members of the public are present;
 - (e) assessment and data collection in City of Winnipeg parks, open spaces, pools, libraries, recreation facilities and community centres.
- F1.1.1 Each Individual shall be required to obtain a Police Information Check from the police service having jurisdiction at his/her place of residence. Or
- (a) BackCheck, forms to be completed can be found on the website at: <http://www.backcheck.net/> ; or
 - (b) Commissionaires (Manitoba Division), forms to be completed can be found on the website at: <https://www.commissionaires.ca/en/manitoba/home> .
- F1.2 The following is a link to information for obtaining the Police Information Check from the City of Winnipeg Police Service. <http://winnipeg.ca/police/pr/PIC.stm>
- F1.2.1 The Police Information Check shall include a Vulnerable Sector Screening. This can be obtained by following the link below <http://winnipeg.ca/police/pr/PIC.stm>
- (a) Individuals will need to state in the form, that they may be working in City of Winnipeg pools, libraries and community centres;
- F1.2.2 The original Police Information Check (Form P-612) will be provided by the Winnipeg Police Service to the individual applicant. The original has a validation sticker from the Winnipeg Police Service in the top right hand corner. The applicant shall:
- (a) Provide the original Police Information Check (Form P-612) to the Project Manager.
- F1.3 Prior to the award of Contact, and during the term of the Contract if additional or replacement individuals are proposed to perform Work, the Contractor shall supply the Project Manager with a Police Information Check obtained not earlier than one (1) year prior to the Submission Deadline, or a certified true copy thereof, for each individual proposed to perform such Work.
- F1.4 Any individual for whom a Police Information Check is not provided, or for whom a Police Information Check indicates any convictions or pending charges related to property offences or crimes against another person will not be permitted to perform any Work specified in F1.1.
- F1.5 Any Police Information Check obtained thereby will be deemed valid for the duration of the Contract subject to a repeated records search as hereinafter specified.
- F1.6 Notwithstanding the foregoing, at any time during the term of the Contract, the City may, at its sole discretion and acting reasonably, require an updated Police Information Check. Any individual who fails to provide a satisfactory Police Information Check as a result of a repeated Police Information Check will not be permitted to continue to perform any Work specified in F1.1.
- F1.7 Each individual proposed to perform the following portions of the Work:
- (a) Any and all Public Engagement events and activities where members of the public are present;

(b) Assessment and data collection in City of Winnipeg parks, open spaces, pools, libraries, recreation facilities and community centers

shall be required to obtain a Child Abuse Registry check from the Manitoba Child Abuse Registry.

- F1.8 Prior to the award of Contact, and during the term of the Contract if additional or replacement individuals are proposed to perform Work, the Contractor shall supply the Project Manager with a satisfactory *Child Abuse Registry Self-Check – Information and Results* obtained not earlier than one (1) year prior to the Submission Deadline, or a certified true copy thereof, for each individual proposed to perform such Work.
- F1.9 Any individual for whom a Child Abuse Registry result is not provided, or for whom a Child Abuse Registry result indicates the subject is listed on the Manitoba Child Abuse Registry, will not be permitted to perform any Work specified in F1.1.
- F1.10 Any Child Abuse Registry result obtained thereby will be deemed valid for the duration of the Contract subject to a repeated Child Abuse Registry check as hereinafter specified.
- F1.11 Notwithstanding the foregoing, at any time during the term of the Contract, the City may, at its sole discretion and acting reasonably, require an updated Child Abuse Registry check. Any individual who fails to provide a satisfactory Child Abuse Registry result as a result of a repeated Child Abuse Registry check will not be permitted to continue to perform any Work specified in F1.1.