



**THE CITY OF WINNIPEG**

# **REQUEST FOR PROPOSAL**

**RFP NO. 521-2010**

**FOR A CHANGE MANAGEMENT PROGRAM FOR THE WINNIPEG SEWAGE  
TREATMENT PROGRAM**

## TABLE OF CONTENTS

### PART A - PROPOSAL SUBMISSION

Form A: Proposal	1
Form B: Prices	3

### PART B - BIDDING PROCEDURES

B1. Contract Title	1
B2. Submission Deadline	1
B3. Enquiries	1
B4. Confidentiality	1
B5. Addenda	1
B6. Proposal Submission	2
B7. Proposal	3
B8. Prices	3
B9. Methodology	3
B10. Experience	3
B11. Qualification	3
B12. Opening of Proposals and Release of Information	4
B13. Interviews	4
B14. Negotiations	4
B15. Evaluation of Proposals	4
B16. Award of Contract	5

### PART D - SUPPLEMENTAL CONDITIONS

#### General

D1. Background	1
D2. Scope of Work	1
D3. Contract Administrator	1
D4. Confidentiality and Ownership of Information	2
D5. Insurance	2
D6. Commencement	2
D7. Total Performance	2
D8. Payment	2
D9. Default and Termination	3
D10. Indemnity	3
D11. Declaration of No Conflict	4
D12. Information and Reports	4
D13. Modification of Contract	4
D14. Assignment	4
D15. City not Obligated to Third Parties	4
D16. When Rights and Remedies Not Waived	5
D17. Definitions	5

## **PART B - BIDDING PROCEDURES**

### **B1. CONTRACT TITLE**

B1.1 FOR A CHANGE MANAGEMENT PROGRAM FOR THE WINNIPEG SEWAGE TREATMENT PROGRAM

### **B2. SUBMISSION DEADLINE**

B2.1 The Submission Deadline is 4:00 p.m. Winnipeg time, July 9, 2010.

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 Contract Administrator 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 Contract Administrator identified in D3.1.

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

B3.3 If the Bidder is unsure of the meaning or intent of any provision therein, the Bidder 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 Contract Administrator, require a correction to or a clarification of the Request for Proposal will be provided by the Contract Administrator to all Bidders by issuing an addendum.

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

B3.6 The Bidder shall not be entitled to rely on any response or interpretation received pursuant to B3 unless that response or interpretation is provided by the Contract Administrator in writing.

### **B4. CONFIDENTIALITY**

B4.1 Information provided to a Bidder by the City or acquired by a Bidder 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 Contract Administrator.

B4.2 The Bidder 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 Contract Administrator.

### **B5. ADDENDA**

B5.1 The Contract Administrator 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 Contract Administrator 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 Bidder is responsible for ensuring that he 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 Bidder 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;
  - (b) Form B: Prices;
  - (c) Methodology
  - (d) Experience

### **Format**

- B6.1.1 Each requirement should be addressed in a separate section clearly marked with the corresponding letter.
- B6.2 Bidders are advised that deviations, or the inclusion of terms and conditions inconsistent with the Bid Opportunity document, including the General Conditions, will be evaluated in accordance with B15.1(a).
- B6.3 The City reserves the right to make additional copies of all Submissions for its internal review process and to provide such copies to its staff and external advisors.
- B6.4 The Proposal Submission may be submitted by mail, courier or personal delivery, or by facsimile transmission.
- B6.5 If the Proposal Submission is submitted by mail, courier or personal delivery, it shall be enclosed and sealed in an envelope clearly marked with the Bid Opportunity number and the Bidder's name and address, and shall be submitted to:
- The City of Winnipeg  
Corporate Finance Department  
Materials Management Division  
185 King Street, Main Floor
- B6.6 If the Proposal Submission is submitted by mail, courier or personal delivery, it shall be enclosed and sealed in an envelope clearly marked with the Bid Opportunity number and the Bidder's name and address, and shall be submitted to:
- The City of Winnipeg  
Corporate Finance Department  
Materials Management Division  
185 King Street, Main Floor  
Winnipeg, MB R3B 1J1
- B6.7 If the Proposal Submission is submitted by facsimile transmission, it shall be submitted to (204) 949-1178.
- B6.7.1 The Bidder is advised that the City cannot take responsibility for the availability of the facsimile machine at any time.
- B6.7.2 Bids submitted by internet electronic mail (e-mail) will not be accepted.

**B7. PROPOSAL**

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

**B8. PRICES**

B8.1 The Bidder shall state a Lump Sum price in Canadian funds for each Phase of the Work identified on Form B: Prices, and details of the hourly rates and expenses for each Consultant, which make up the Lump Sum Price.

B8.1.1 Notwithstanding C11.1.1, prices on Form B: Prices 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.

B8.2 Prices from Non-Resident Bidders are subject to a Non-Resident Withholding Tax pursuant to the Income Tax Act (Canada).

**B9. METHODOLOGY**

B9.1 The Bidder shall propose the best methodology they believe will optimize the success of the Program. The City anticipates that there will be two phases to its implementation, and reserves the right to terminate the Contract after the first phase:

- (a) Phase 1 is a discovery and design phase as we evaluate the current cultures to identify issues as well as a detailed staff stakeholder analysis to identify the concerns of our current employees. This phase will result in documentation of the current situation and preparation of a recommended change management implementation plan. We request Bidders provide detail on their proposed methodology, timeline and budget for this phase.
- (b) Phase 2 is implementation of the plan. We request respondents provide detail on their proposed methodology, timeline and budget for this phase.

**B10. EXPERIENCE**

B10.1 The Bidder shall submit three demonstrated examples of success in similar engagements, including project references that we can contact to discuss how your involvement assisted them and the results subsequent to your involvement.

B10.1.1 Reference checks to confirm information provided may not be restricted to only those submitted by the Bidder, and may include organizations representing Persons, known to have done business with the Bidder.

**B11. QUALIFICATION**

B11.1 The Bidder 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 Bidder does not carry on business in Manitoba, in the jurisdiction where the Bidder does carry on business; and
- (b) be financially capable of carrying out the terms of the Contract; and
- (c) have all the necessary experience, capital, organization, and equipment to perform the Work in strict accordance with the terms and provisions of the Contract.

B11.2 The Bidder shall submit, within three (3) Business Days of a request by the Contract Administrator, further proof, satisfactory to the Contract Administrator, of the qualifications of the Bidder and of any proposed Subcontractor.

## **B12. OPENING OF PROPOSALS AND RELEASE OF INFORMATION**

- B12.1 Proposals will not be opened publicly.
- B12.2 To the extent permitted, the City shall treat all Proposal Submissions as confidential, however the Bidder is advised that any information contained in any Proposal may be released if required by City policy or procedures, by The Freedom of Information and Protection of Privacy Act (Manitoba), by other authorities having jurisdiction, or by law.

## **B13. INTERVIEWS**

- B13.1 The Contract Administrator may, in his sole discretion, interview Bidders during the evaluation process.

## **B14. NEGOTIATIONS**

- B14.1 The City reserves the right to negotiate details of the Contract with any Bidder. Bidders are advised to present their best offer, not a starting point for negotiations in their Proposal Submission.
- B14.2 The City may negotiate with the Bidders submitting, in the City's opinion, the most advantageous Proposals. The City may enter into negotiations with one or more Bidders without being obligated to offer the same opportunity to any other Bidders. Negotiations may be concurrent and will involve each Bidder individually. The City shall incur no liability to any Bidder as a result of such negotiations.
- B14.3 If, in the course of negotiations pursuant to B14.2 or otherwise, the Bidder 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 Bidder from the Proposal as originally submitted.

## **B15. EVALUATION OF PROPOSALS**

- B15.1 Award of the Contract shall be based on the following evaluation criteria:
- |   |             |
|---|-------------|
| (a) compliance by the Bidder with the requirements of the Request for Proposal or acceptable deviation therefrom: | (pass/fail) |
| (b) qualifications of the Bidder and the Subcontractors, if any, pursuant to B11:                                 | (pass/fail) |
| (c) Bid Price   | 40%;        |
| (d) Methodology   | 30%;        |
| (e) Experience  | 30%.        |
- B15.2 Further to B15.1(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.
- B15.3 Further to B15.1(b), the Award Authority shall reject any Proposal submitted by a Bidder who does not demonstrate, in his Proposal or in other information required to be submitted, that he is responsible and qualified.
- B15.4 Further to B15.1(c), the Bid Price shall be evaluated considering the information provided on Form B: Prices and the budgets provided in B9.
- B15.5 Further to B15.1(d), the Methodology shall be evaluated considering the information provided in response to B9, and its probability of achieving the desired outcomes.
- B15.6 Further to B15.1(e), Experience shall be evaluated considering the information provided in the response to B10, and provided by the project reference contacts.

B15.7 If, in the sole opinion of the City, a Proposal does not achieve a pass rating for B15.1(a) and B15.1(b), the Proposal will be determined to be non-responsive and will not be further evaluated.

## **B16. AWARD OF CONTRACT**

B16.1 The City will give notice of the award of the Contract, or will give notice that no award will be made.

B16.2 The City will have no obligation to award a Contract to a Bidder, even though one or all of the Bidders are determined to be responsible and qualified, and the Proposals are determined to be responsive.

B16.2.1 Without limiting the generality of B16.2, the City will have no obligation to award a Contract where:

- (a) the prices exceed the available City funds for the Work;
- (b) the prices are materially in excess of the prices received for similar work in the past;
- (c) in the judgment of the Award Authority, the interests of the City would best be served by not awarding a Contract.

B16.3 Where an award of Contract is made by the City, the award shall be made to the responsible and qualified Bidder submitting the most advantageous offer.

B16.3.1 Following the award of contract, a Bidder will be provided with information related to the evaluation of his Proposal upon written request to the Contract Administrator.

B16.4 Notwithstanding C4 and Paragraph 6 of Form A: Proposal, the City will issue a purchase order to the successful Bidder in lieu of the execution of a Contract.

B16.5 The Contract Documents, as defined in C1.1(n) (ii), in their entirety shall be deemed to be incorporated in and to form a part of the purchase order notwithstanding that they are not necessarily attached to or accompany said purchase order.

B16.6 Further to B9.1, the City may choose to award Phase I initially, with the option to award Phase II at a later date

## **PART D - SUPPLEMENTAL CONDITIONS**

### **GENERAL**

#### **D1. BACKGROUND**

D1.1 On May 19<sup>th</sup>, 2010 Winnipeg City Council approved the selection of Veolia Canada for a 30 year contract to work with the city to implement its sewage treatment program at its 3 sewage treatment plants, including a significant capital upgrade to the facilities as well as optimization of sewage plant operations. The Program includes forming an integrated team of City and Veolia staff to bring the best of both entities to the program with an overall objective of managing the facilities on a best whole-life cost basis, while providing high quality service to the citizens of Winnipeg and protecting the taxpayers.

D1.2 The concept of an integrated team is well known in various parts of the world and has proven to be a very successful model. The City and Veolia are committed to the success of the Program and believe taking into account the interests of all staff stakeholders is critical to that success. Therefore, we wish to engage the expertise of a proven change management consultant as we expect the Program will create opportunities for the staff of both organizations as they come together to collaborate in a new team.

D1.3 The Program objective is to successfully implement the capital upgrades to the South and North End sewage treatment plants as well as other capital upgrades on time and on, or under budget – these being critical to City Council's approval of the Program. Please read the Sewage Treatment Plant Upgrades and Expansion Program in the May 19th report to City Council (<http://winnipeg.ca/CLKDMIS/ViewDoc.asp?DocId=10236&SectionId=&InitUrl>)

to gain an appreciation of the objectives set out for this program. Respecting the concerns and issues of the current workforce is a paramount objective as is recognizing that the City owns and controls the critical infrastructure that is involved. Early success will be measured by the input received from staff stakeholders and their understanding and acceptance of the importance of the Program. We expect to communicate with interested change management consultant firms, as they are developing their proposals, to clarify the Program objectives and measureable outcomes of success.

#### **D2. SCOPE OF WORK**

D2.1 The Work to be done under the Contract shall consist of a Change Management Program for the City of Winnipeg Sewage Treatment Program.

D2.2 The major components of the Work are as follows:

- (a) Discovery and Design where the current culture is evaluated to identify issues as well as detailed staff stakeholder analysis to identify concerns of the current employees, as identified in B9.1(a); and
- (b) Implementation of the Change Management Program.

#### **D3. CONTRACT ADMINISTRATOR**

D3.1 The Contract Administrator is:

Moira Geer  
Manager of Utility Development  
3rd Floor - Administration Bldg.  
City Hall - 510 Main Street  
Winnipeg MB  
R3B 1B9

Telephone No. (204) 2153

Facsimile No. (204) 3745 Email: [mgeer@winnipeg.ca](mailto:mgeer@winnipeg.ca)

#### **D4. CONFIDENTIALITY AND OWNERSHIP OF INFORMATION**

- D4.1 Information provided to the Contractor by the City or acquired by the Contractor during the course of the Work is confidential. Such information shall not be used or disclosed in any way without the prior written authorization of the Contract Administrator.
- D4.2 The Contract, all deliverables produced or developed, and information provided to or acquired by the Contractor are the property of the City. The Contractor shall not disclose or appropriate to its own use, or to the use of any third party, all or any part thereof without the prior written consent of the Contract Administrator.
- D4.3 The Contractor shall not make any statement of fact or opinion regarding any aspect of the Contract to the media or any member of the public without the prior written authorization of the Contract Administrator.

#### **D5. INSURANCE**

- D5.1 The Contractor shall provide and maintain the following insurance coverage:
- (a) commercial general liability insurance, in the amount of at least two million dollars (\$2,000,000.00) inclusive, with The City of Winnipeg added as an additional insured, with a cross-liability clause, such liability policy to also contain contractual liability, unlicensed motor vehicle liability, non-owned automobile liability and products and completed operations, to remain in place at all times during the performance of the Work;
  - (b) automobile liability insurance for owned automobiles used for or in connection with the Work in the amount of at least two million dollars (\$2,000,000.00) at all times during the performance of the Work and until the date of Total Performance.;
- D5.2 Deductibles shall be borne by the Contractor.
- D5.3 The Contractor shall provide the City Solicitor with a certificate(s) of insurance, in a form satisfactory to the City Solicitor, at least two (2) Business Days prior to the commencement of any Work.
- D5.4 The Contractor shall not cancel, materially alter, or cause each policy to lapse without providing at least thirty (30) Calendar Days prior written notice to the Contract Administrator.

#### **D6. COMMENCEMENT**

- D6.1 The Contractor shall not commence any Work until he is in receipt of a notice of award from the City authorizing the commencement of the Work.

#### **D7. TOTAL PERFORMANCE**

- D7.1 The Contractor shall complete the Work of this Contract by December 31, 2011.
- D7.1.1 The discovery and design phase is anticipated to be 60 days, and the implementation phase to be 15 months.

#### **D8. PAYMENT**

- D8.1 Fees shall be payable without deduction, including no deduction for income taxes, Canada Pension Plan or Employment Insurance premiums or contributions.
- D8.2 The Contractor shall submit invoices monthly for the Services rendered and expenses paid within the previous month and the City shall pay same within 30 days of receipt thereof, subject to the approval of invoices by the Contract Administrator.
- D8.3 The City may, at its option, pay the Contractor by direct deposit to the Contractor's banking institution.

D8.4 Prices from non-resident Contractors are subject to a Non-resident Withholding Tax pursuant to the Income Tax Act (Canada).

## **D9. DEFAULT AND TERMINATION**

D9.1 The Contractor is in breach of or in default under this Contract if, at any time:

- (a) any representation or warranty made by the Contractor is false or misleading in any material respect; or
- (b) the City is reasonably of the opinion that:
  - (i) the Contractor is not carrying out the Services in a manner acceptable to the City or in accordance with the terms and conditions of this Contract; or
  - (ii) the Contractor has failed to comply with, any of its material obligations or undertakings under this Contract; and
  - (iii) the Contractor, on receiving notice in writing from the City of the breach, default or failure, has failed to remedy the breach, default or failure to the satisfaction of the City within five (5) days of receiving the notice, or in the event the breach, default or failure is such that it cannot be remedied within five (5) days, has failed to provide to the City within five (5) days of receiving the notice a plan, acceptable to the City, for remedying the breach, default or failure within a reasonable period of time; or
- (c) if any receiver or interim receiver, trustee or liquidator of all or substantially all of the Contractor's property is appointed; or if the Contractor makes an assignment for the benefit of its creditors or makes any assignment or has a receiving order made against it under the *Bankruptcy and Insolvency Act (Canada)*; or becomes bankrupt or insolvent or makes application for relief under the provisions of any statute now or hereafter in force concerning bankrupt or insolvent debtors; or takes any action whatever, legislative or otherwise, with a view to winding-up, dissolution or liquidation of the Contractor.

D9.2 If the Contractor is in breach of or in default under this Contract, the City may do or require one or more of the following:

- (a) suspend or withhold any payments due, or any part thereof, until the Contractor has remedied the breach, default or failure to the satisfaction of the City;
- (b) where the breach, default or failure is not remedied or is not capable of being remedied, terminate this Contract and any financial obligation of the City hereunder by giving notice in writing;
- (c) where the breach, default or failure is one described above, terminate this Contract and any financial obligation of the City hereunder by giving notice in writing.

D9.3 Upon notice of termination of this Contract being provided, the Contractor shall deliver to the City all reports, lists and other data and information and material utilized, collected, compiled, drawn or produced in connection with this Contract which are in its possession or under its control.

D9.4 Upon notice of termination of this Contract being provided, and upon receipt of a final statement for Services rendered, the City will pay to the Contractor such amounts as the Contractor may be entitled to receive under this Contract as a payment for Services properly rendered under this Contract up to the date of the notice. The City may set off against such payment any amounts owing to it by the Contractor.

## **D10. INDEMNITY**

D10.1 The Contractor shall indemnify and save harmless the City from and against all claims, losses, costs, damages, suits, proceedings, or actions arising directly or indirectly out of or related to the Contractor's activities in executing the Services including the Contractor's omissions, negligence, improper acts or delays in executing the Services, for an amount equivalent to the Contract value.

- D10.2 The City may settle any such claim, suit or lien and charge the Contractor with the amount paid or to be paid in effecting a settlement or which may be adjudged due by the City.
- D10.3 The Contractor shall pay to the City the value of all legal services and disbursements required to defend it against any claim arising out of the Contract and in computing the value of such services no regard shall be had to the fact that the same may have been performed by a salaried employee of the City.
- D10.4 The Contractor shall pay to the City all costs taxed against the Contractor in any litigation between the Contractor and the City arising out of the Contract.

**D11. DECLARATION OF NO CONFLICT**

- D11.1 The Contractor hereby declares that this Contract is entered into in good faith on the part of the Contractor, that no member of City Council, administrative or financial officer, director or any other officer of the City has any pecuniary interest, direct or indirect, in this Contract or any other contract or part of a contract, or commission made pursuant to this Contract or to any benefit to arise there from, and agrees that it shall forfeit all claims for payment or otherwise under this Contract if any member of City Council, administrative or financial officer, director or any other officer of the City is at any time interested therein or if any interest therein is given or agreed to be given to it and as well shall refund to the City any monies paid to the Contractor by the City under this Contract.
- D11.2 The Contractor declares that it has not participated in any collusive scheme or combine in connection with the Proposal or this Contract and agrees that it shall forfeit all claims for payment or otherwise under this Contract if it should ever be established that this declaration is false and as well shall refund to the City any monies paid to the Contractor by the City under this Contract.

**D12. INFORMATION AND REPORTS**

- D12.1 The Contractor shall, at such time and in such form as the City may require, furnish such periodic reports concerning the status of the Services, such statements, certificates, approvals and copies of proposed and executed plans and claims and other information relative to the Services as may be requested by the City. The Contractor shall furnish the City, upon request, with copies of all documents and other materials prepared or developed in relation with or as part of the Services.

**D13. MODIFICATION OF CONTRACT**

- D13.1 This Contract may be modified by the parties hereto only by a written supplemental agreement executed by both parties.

**D14. ASSIGNMENT**

- D14.1 The Contractor shall not voluntarily or by operation of law assign or otherwise transfer the obligations incurred on its part pursuant to the terms of this Contract without the prior written consent of the City. Any attempted assignment or transfer by the Contractor of its obligations without such consent shall be wholly void.

**D15. CITY NOT OBLIGATED TO THIRD PARTIES**

- D15.1 The City shall not be obligated or liable hereunder to any party other than the Contractor.

**D16. WHEN RIGHTS AND REMEDIES NOT WAIVED**

- D16.1 In no event shall the making by the City of any payment to the Contractor constitute or be construed as a waiver by the City of any breach of covenant, or any default which may then exist, on the part of the Contractor and the making of any such payment by the City while any

such breach or default exists shall in no way impair or prejudice any right or remedy available to the City in respect of such breach or default.

D16.2 The waiver by either party of any breach of any provision of this Contract shall not operate or be construed as a waiver of any subsequent breach.

## D17. DEFINITIONS

D17.1 Where used in this Request for Proposal:

- (a) "**Award Authority**" means the authority having the jurisdiction to award the Contract according to the City's by-laws, policies or procedures;
- (b) "**Bidder**" means any person submitting a Proposal for the Work;
- (c) "**Business Day**" means any Calendar Day, other than a Saturday, Sunday, or a statutory or civic holiday;
- (d) "**City**" means The City of Winnipeg as continued under The City of Winnipeg Charter, Statutes of Manitoba 2002, c. 39, and any subsequent amendments thereto;
- (e) "**Contract**" means the combined documents consisting of either:
  - (i) the agreement forwarded to the Contractor and all schedules thereto (consisting of the Request for Proposal and any documents (and Drawings) referred to and incorporated therein) together with the Proposal and any submissions required to be made by the Contractor after award, and all amendments to the foregoing; or
  - (ii) the Purchase Order prepared and forwarded to the Contractor which shall be deemed to include the Request for Proposal and any documents (and Drawings) referred to and incorporated therein, together with the Proposal and any submissions required to be made by the Contractor after award and all amendments to the foregoing.
- (f) "**Contract Administrator**" means the person designated as such in the Supplemental Conditions;
- (g) "**Contract Price**" means the price agreed upon for the Work and any adjustments thereto which may be required or agreed to pursuant to the Contract;
- (h) "**Contractor**" or "**Consultant**" means the person undertaking the performance of the Work under the terms of the Contract;
- (i) "**Council**" means the Council of The City of Winnipeg;
- (j) "**Manager of Materials**" means the City employee holding that office or, if applicable, the successor to the authority or responsibility of such office;
- (k) "**may**" indicates an allowable action or feature which will not be evaluated;
- (l) "**must**" or "**shall**" indicates a mandatory requirement which will be evaluated on a pass/fail basis;
- (m) "**Person**" means an individual, firm, partnership, association or corporation, or any combination thereof, and includes heirs, administrators, executors or legal representatives of a person;
- (n) "**Proposal**" means the offer contained in the Proposal Submission;
- (o) "**Proposal Submission**" means that portion of the Request for Proposal which must be completed or provided and submitted by the Submission Deadline in order to constitute a responsive Proposal;
- (p) "**Request for Proposal**" means the Proposal Submission, the Bidding Procedures, the Supplemental Conditions, the Specifications (where applicable), the Drawings (where applicable) and all addenda;
- (q) "**should**" indicates a desirable action or feature which will be evaluated on a relative scale;
- (r) "**Site**" means the lands and other places, including structures, on, under, in or through which the Work is to be performed but does not include a Contractor's Facility;

- (s) “**Subcontractor**” means a person contracting with the Contractor for the performance of a part or parts of the Work and includes a Subcontractor’s subcontractor;
- (t) “**Submission Deadline**” means the time and date set out in the Bidding Procedures for final receipt of Bids;
- (u) “**Supplemental Conditions**” means the portion of the Request for Proposal by that name which sets out terms and conditions specific to the Contract.
- (v) “**Total Performance**” means that the entire Work has been performed in accordance with the Contract;
- (w) “**Work**” means the carrying out and the doing of all things, whether of a temporary or permanent nature, that are to be done by the Contractor pursuant to the Contract.