From: City of Winnipeg <no-reply@winnipeg.ca>
Sent: Tuesday, February 10, 2026 10:59 AM
To: CLK-CityClerks <CityClerks@winnipeg.ca>
Subject: Webform submission from: Register as a delegation or submit comments to a committee of Council > Components

Submitted: Tue, 02/10/2026 - 10:56

Delegation information

Committee you want to address
Executive Policy Committee

Agenda item you want to address (number and title)
2. Council Update for the Preliminary Design Study - Chief Peguis Trail Extension West - Main Street to Brookside Boulevard - February 2026

Support or oppose recommendations
I am opposed to the recommendations

Submit comments in writing checkbox
Submit comments in writing

Comments
Please read my letter to my Representatives at other levels of government on this issue...

Hello MP Ben Carr and MLA Mike Moroz,

I'm Tim Fennell, a resident in your respective riding/wards.

I'm writing to you to express opposition to the proposed Route 90 and Chief Peguis Trail projects for the City of Winnipeg. Both projects will require Federal and Provincial funding to proceed. I believe the city is not being transparent about the true costs and benefits of these projects. They have hired Deloitte to undertake cost benefit analysis for both projects but have not shared information about their calculations or methods. I've included the document I obtained via a FIPPA request, the document has been mostly redacted. My FIPPA request for the Deloitte study for the CPT project is still pending.

I believe the city and Deloitte have failed to consider Opportunity Costs of these two massive projects. That is, the unrealised benefits of other city capital projects that will have to be defunded in order to fund the two roadway builds. One such example of a defunded investment is with Winnipeg Transit. On July 3rd. 2025, the City of Winnipeg Standing Policy Committee for Public Works reduced plans to invest in articulated bus

acquisitions and reduced the planned capacity of the planned new bus garage, no doubt to help support future budget allocations for the R90 and CPT builds. They are hoping your governments will further help fund these transit projects. (Deputy Mayor Lukes alluded to this at the July 3rd meeting.) The reduction of these transit plans will massively outweigh any positives of the R90 and CPT expansions suggested by the city benefit cost analysis. These reductions will greatly delay the success of the newly launched Winnipeg Transit plan that already suffers from a lack of capacity.

I believe their reduction in transit investment undermines any claims the City of Winnipeg makes for the benefits of these roadway projects as they request funding from your governments. Do not fund these two roadway projects while the city continues to underfund other more sustainable and more beneficial capital investments.

Kind regards,

Tim Fennell

Submission for a committee of council
FIPPARequest25111928_ResponsiveRecords.pdf

Public engagement (optional)

I consent to being contacted to participate in potential public engagement related to this matter.
Yes

Personal information

First name
Tim

Last name
Fennell

Deloitte.

Route 90 Improvements Project

Alternative project delivery value for money study

Part A – delivery model assessment

City of Winnipeg

July 30, 2025

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City of Winnipeg
Route 90 Improvements Delivery Model Assessment

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1. Introduction

1.1 Background

The City of Winnipeg (the "City") commissioned the preparation of a Preliminary Design Report (PDR) for Route 90 from Ness Avenue to Taylor Avenue, which was completed in 2024. Through RFP No. 671-2024 (the "RFP"), the City retained Deloitte LLP ("Deloitte") including its subconsultant AECOM to independently assess alternative project delivery methods that may be considered for implementing the Route 90 Improvements (the "Project").

1.2 Scope of work

Following are the broad tasks developed and set forth in Deloitte's proposal to achieve the scope of work required by the City:

Part A – Delivery Model Assessment

18(1)(c.i), 18(1)(c.iv)

Part B – Post-Assessment Recommendations and Updates

18(1)(c.i), 18(1)(c.iv)

1.3 Restrictions and limitations

This report has been prepared for the exclusive use of the City and is not intended for general circulation or publication other than what releases may occur through the City's normal course of business. Deloitte will not assume any responsibility or liability for losses incurred by the City, its management, its directors or any other parties as a result of the circulation, publication, reproduction or use of this report contrary to the provisions of this paragraph. Deloitte disclaims any responsibility or liability for any reliance that any person other than the City may place on this report.

In preparing this report and conducting the analysis of the delivery models, Deloitte has relied upon the inputs and assumptions provided by third parties. None of Deloitte, member firms of Deloitte, nor any of their

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respective directors, officers, partners, employees, agents or representatives make any representations or warranties as to the accuracy, reasonableness or completeness of the information provided, nor shall any of them have any liability for any representations, expressed or implied contained herein, or for any omissions from this report or from any other written or oral communications transmitted in connection with this report based on the information provided.

Deloitte's services may include advice or recommendations, but all decisions in connection with the implementation of such advice and recommendations shall be the responsibility of, and be made by, the City. The analysis of the delivery models within this report is based on estimations and forecasts about future conditions of the Project that are subject to change. The estimations and forecasts may change based on changes in underlying macroeconomic factors and other events at a later date. As such, results may vary from those presented in this report.

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2. Project description

This section outlines the aspects of the Project that are relevant to the delivery model assessment.

2.1 Scope

Route 90 is a vital transportation corridor, linking major residential, employment, and commercial areas in the southwest and northwest quadrants of the city. It is one of only two north-south routes that span the entire city. The corridor requires upgrades to address current and future traffic volumes, new development and future redevelopment, as well as the needs of pedestrians, cyclists, and transit users.

The major scope elements of the Project include the following:

- Roadways: Widening of Route 90 to six lanes between Taylor Ave and Portage Ave (approximately 3.6 km), new multi-use paths, associated intersection improvements
- Assiniboine River bridges:
  - Rehabilitation and widening of existing southbound bridge
  - Rehabilitation and widening of existing northbound bridge
  - New southbound bridge
- Land drainage sewer: approximately 3 km of new sewer (750 mm dia. increasing to 3,000 mm dia.) extending from Taylor Ave to the Assiniboine River with new outfall, expected to require microtunnelling for the 1.8 km downstream portion with a maximum depth of approximately 9.9 m
- New flood pump station and related sewers and outfall on the north side of the Assiniboine River

It is worth noting that Route 90 is an existing road, and must be kept open for traffic during the construction of the Project. The exiting bridges are quite old, having been originally constructed in the 1930s and 1960s.

2.2 Timing

The working assumptions for Project timing for the purpose of the delivery model assessment provided by the City are as follows:

- January 1 2027: Property acquisition begins with an 18 month duration
- January 1 2028: Major procurement(s) (e.g. construction tenders, DB RFPs, etc.) can commence, based on funding for construction being available

The schedules for the delivery models discussed herein are keyed to these major milestones.

2.3 Funding

The PDR assumes that the Project will be fully financed through City debt, with repayment funded through annual City revenues. Some alternative models may be financed by the contractor in full or in part. Funding (i.e. approval to allocate City funds to pay for Project costs) for the Project is not yet approved.

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2.4 Cost estimate

The 2024 Class 3 (+/- 20% to 30%) cost estimate is 23(1)(a) as shown in Table 1, which does not include interest costs during construction. The costs are attributed[1] to the major infrastructure categories as follows:

- Bridge rehabilitation and road renewal – 42 percent of estimated cost;
- Road widening and capacity improvements – 36 percent of estimated cost; and
- Sewer upgrades and drainage improvements – 22 percent of estimated cost.

Table 1 - Project cost estimate (Source: PDR) ($thousands)

23(1)(a)



This cost estimate has been updated as part of the DBB Comparator.

Table 2 allocates the costs above into two broad categories, those that will be procured through the delivery models assessed in this report, and those that are City costs that outside of the delivery models.

[1] Source: Council minutes, June 27, 2024

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Table 2 – Project cost estimate ($millions)

23(1)(a)

Depending on how the contingency is allocated (which may vary between delivery models), Table 2 shows that there is in the range of 23(1) of services to be obtained through one or more major infrastructure procurement processes.

2.5 Regulatory requirements

The PDR[2] identified that regulatory requirements to be satisfied during design and construction of the Project may include:

Federal:

- *Fisheries Act and Species at Risk Act, as to the potential for harm to fish, fish habitat, and species at risk within the Assiniboine River during bridge construction. It is expected that a Fisheries Act Authorization will be required for work in the vicinity of the river.*
- *Canadian Navigable Waters Act, as to maintaining the navigability of watercraft on the Assiniboine River during and after construction of the new and modified bridge structures. It is anticipated that further consultation with Transport Canada will be required to confirm compliance with Act requirements.*

Provincial:

- *The Water Protection Act, (and Aquatic Invasive Species Regulation) as to preventing release of aquatic invasive and non-native species into the Assiniboine River during bridge construction.*
- *Environment Act, as to the potential need for an Environmental Act Licence for the project.*
- *Environment Act, in relation to the City remaining in compliance with its existing Environment Act License for the operation of combined sewers.*
- *The Expropriation Act, as to the ability of the City to expropriate property required for the project.*
- *The Heritage Resources Act, as to the potential presence of heritage resources in the project area. A Heritage Resource Impact Assessment may be required for bridge construction at the Assiniboine River.*

Municipal:

- *Winnipeg By-Law 120/2020 and Complete Communities Direction Strategies 2.0 By-Law 119/2020, as to how the project supports the urban structure of the City.*

[2] PDR section 7.19.6

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- *The City of Winnipeg Waterway By-Law 5888/92, the project will require a City of Winnipeg Waterways Permit.*
- *The Winnipeg Building By-Law No. 4555/87, the project will require an Occupancy Permit for the proposed pump station building.*

Delivery models may allocate responsibility for obtaining certain permits and approvals to the contractor[3].

2.6 Project delivery model assessment criteria

The City has set out a range of factors to be considered when assessing delivery models for the Project, which were expanded upon by Deloitte based on prior experience on similar assignments. These are presented below, alongside a listing of some features that reflect a delivery model's potential ability to satisfy each consideration.

Table 3 - Delivery model assessment considerations

18(1)(c.i), 18(1)(c.iv)



[3] The term "contractor" refers to an entity contracted to provide a service of any type. It does not necessarily refer to a construction firm. The term "constructor" is used herein to refer specifically to construction services providers.

[4] Assumes that the project budget is appropriate, i.e., based on an up-to-date cost estimate with appropriate allowances for design advancement, escalation, etc.

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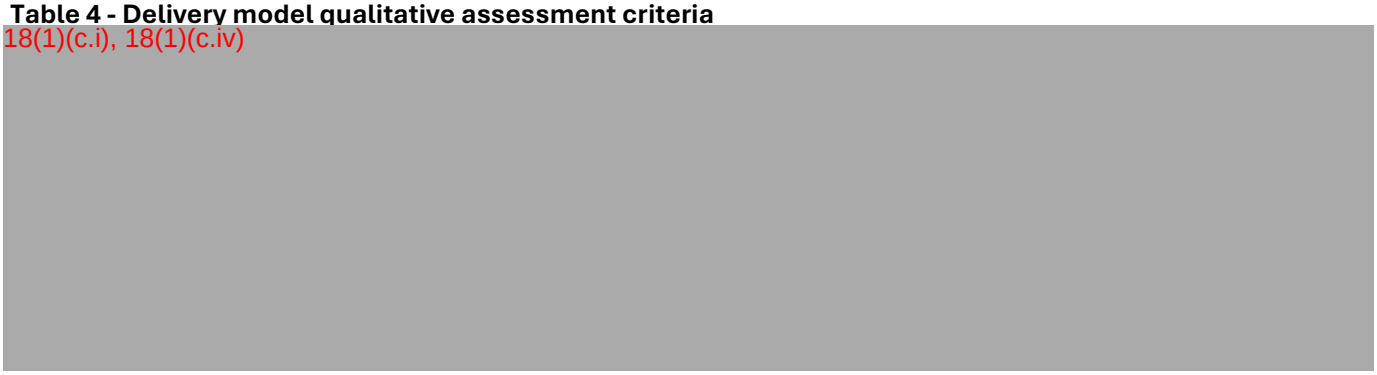
18(1)(c.i), 18(1)(c.iv)



Based on the considerations above, qualitative delivery model evaluation criteria have been developed which are used to compare and assess the delivery models. The criteria have been deemed either “evaluative” or “mandatory”. Evaluative criteria are those that distinguish the delivery models and therefore should be assessed when comparing and evaluating models. Mandatory criteria are those that are true for all models, don’t distinguish the models, or are conditions for project advancement regardless of delivery model, and therefore do not contribute to the evaluation.

Table 4 - Delivery model qualitative assessment criteria

18(1)(c.i), 18(1)(c.iv)



[5] The involvement of the contractor (constructor and/or operator depending on the delivery model) in the develop of the design. This allows contractor input to design in the areas of constructability, operability, etc. The input may be in an advisory capacity or an at-risk capacity depending on the delivery model.

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18(1)(c.i), 18(1)(c.iv)



Criteria 8, 11, 14, 15, 16, 20 are designated mandatory, leaving 14 criteria which may distinguish the models and help identify preferred models.

2.7 Weighting of evaluative criteria

18(1)(c.i), 18(1)(c.iv)



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18(1)(c.i), 18(1)(c.iv)

[redacted]

[6] Column does not total 100% due to rounding

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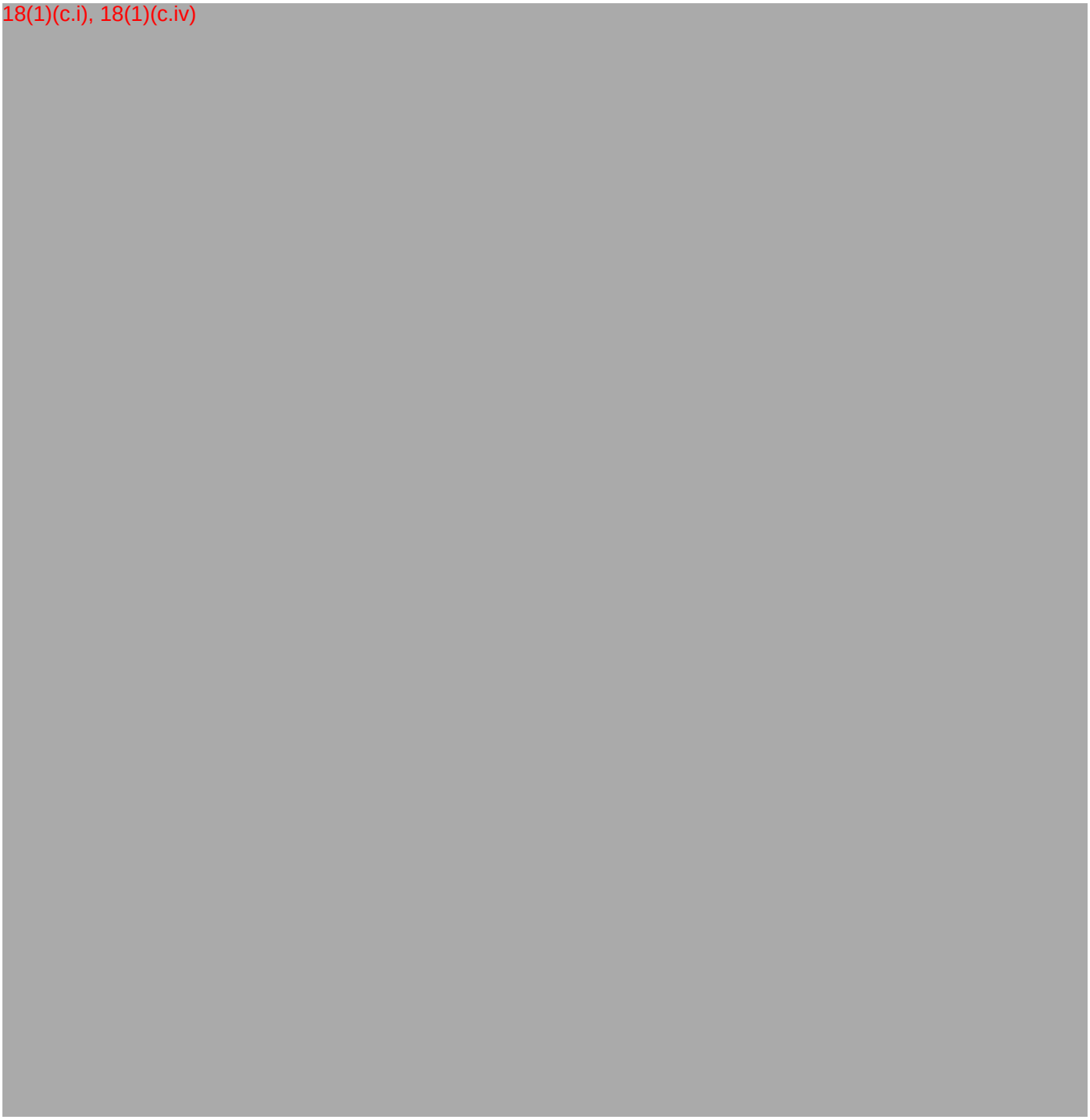
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3. DBB Comparator

The “Comparator” is the delivery strategy that is used as the baseline for comparison of delivery models and represents how the City would deliver the Project under its standard, traditional, approach to similar projects. The Design-Bid- Build (DBB) delivery model, applied to the entire scope or sub-Project scopes, is the Comparator. This section describes the development of the Comparator, which consists of the definition of work scope packages for design, construction, and possibly supply contracts. It also includes a plan for phasing and sequencing.

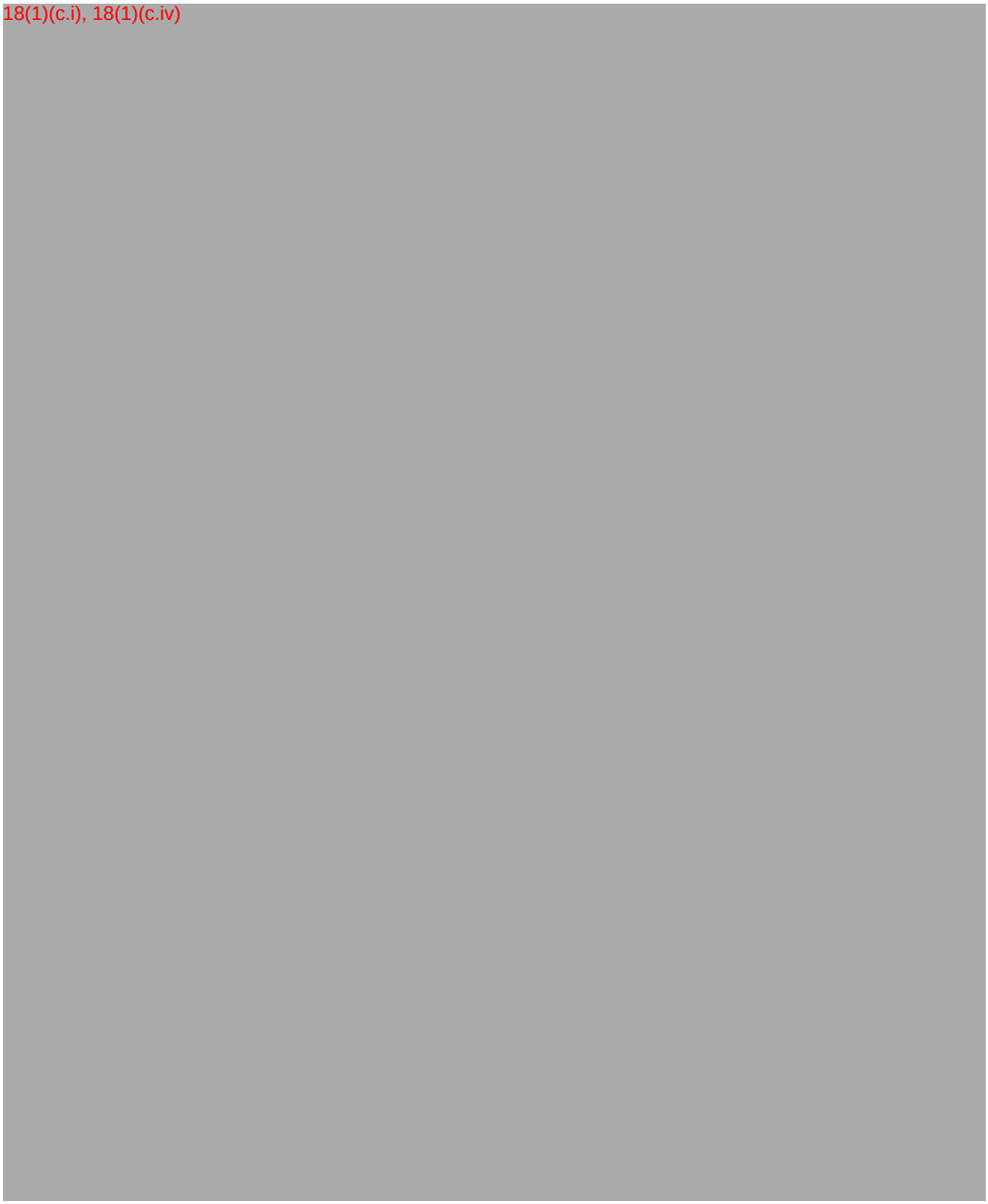
18(1)(c.i), 18(1)(c.iv)



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3.2 Construction staging and scheduling

18(1)(c.i), 18(1)(c.iv)



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18(1)(c.i), 18(1)(c.iv)

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Figure 1 - Comparator design and construction sequencing Gantt chart (From DBB Analysis)



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18(1)(c.i), 18(1)(c.iv)



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4. Alternative delivery models

4.1 Introduction

There is a wide range of delivery models available for any capital project's implementation. Each delivery model is a combination of the procurement process used to select the contractor[9] or contractors , and the contractual arrangements that govern the implementation. The procurement process and implementation contracts are intertwined.

- The procurement process is the process by which the owner[10] engages with the market of service providers to identify and select the contractor for a project. The procurement process culminates in entering into of one or more contracts between the owner and contracted service providers, which may be all at once or staged in time. Procurement processes vary in several dimensions, with one of the key ones being the extent to which competition between contractors is achieved. The processes also vary in complexity.
- Implementation then follows, governed by the contract(s) which sets out the obligations of the contractor(s) and the owner. The tasks of one or more of design, construction, and post-construction services such as operations are allocated within an implementation contract, as may some form of financing.

Delivery models vary by the assignment of contracted project responsibilities and risks to third-party contractor(s). These dimensions are briefly described below:

- **Design** – assessment of infrastructure alternatives to meet requirements, and development of final infrastructure design (i.e. drawings, specifications) and operations plans
- **Construction** – procurement of materials, labour, equipment and the building and commissioning of infrastructure
- **Operations and maintenance** – operations and maintenance of infrastructure to meet service requirements, asset condition requirements
- **Rate-setting and revenue collection** – the determination of charges to infrastructure users / service customers (if applicable)
- **Asset ownership** – legal title to the infrastructure assets
- **Financing** – provision of funding for construction costs that is repaid later (e.g. at end of construction, or over a longer period)

These terms are used to describe the delivery models.

There are also a number of concepts that are used to describe features of the delivery models as follows:

- **Early Contractor Involvement (ECI)** – The involvement of the contractor (constructor and/ operator depending on the delivery model) in the develop of the design. This allows contractor input to design in the areas of constructability, operability, etc. The input may be in an advisory capacity or an at-risk

[9] The term "contractor" herein is used in the most general sense and refers to an entity contracted to provide a service of any type as the counterparty to the City. It does not necessarily refer to a construction firm. The terms "constructor", "general contractor", or "trade contractor" are used herein to refer specifically to construction services providers.

[10] The project "owner" is the party for whom contracted services are provided for project delivery. For the Route 90 Project, the City is the owner.

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capacity depending on the delivery model. ECI is generally considered a benefit as it should lead to improved construction time and cost certainty.

- **Design competition** – The development of independent priced project designs by contractors that are competing with each other to secure the contract. This allows competition not just on price for a fixed design, but on the design itself and so maximizes competitive tension on project cost. Design competition is generally considered a benefit as it should lead to lower total costs for the scope of contracted services.
- **Integrated design and construction** – When ECI from the contractor is on an "at-risk" basis, meaning the contractor is contractually responsible for the design, then design and construction is said to be integrated. This makes the contractor fully responsible for completing construction with little basis for any claim to the owner. Integrated design and construction is generally considered a benefit, reducing risk of construction claims and improving construction time and cost certainty.
- **Integrated design, construction, and operations/maintenance** – Bundling design, construction, and operations/maintenance under the responsibility of a single contractor on an at-risk basis makes the contractor fully responsible for not just design and construction but the actual performance / output of the infrastructure with little basis for claim to the owner. This integration is generally considered a benefit, with maximal shift of risk from owner to contractor to minimize cost, schedule, and performance risk.

4.2 Winnipeg's use of alternative delivery models

The City has experience with a number of alternative delivery models, including Design-Build (DB) for water and wastewater treatment plant projects, Design-Build-Finance-Operate-Maintain (DBFOM) for accommodation, transitway, and bridge projects, and more recently has deployed the Progressive Design-Build (PDB) model for the NEWPCC Biosolids project and is planning to use PDB for the upcoming NEWPCC Nutrient Removal Facilities project.

Deloitte interviewed City staff who have or had involvement in the use of alternative models on City projects. The general findings are as follows:

23(1)(a)



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23(1)(a)

4.3 Initial shortlisting of delivery models

To make the delivery model assessment manageable and practical, it is necessary to initially screen out delivery models that are obvious non-starters from the City's perspective. 18(1)(c.i), 18(1)(c.iv)

Table 8 – Short-listing of delivery models

23(1)(a)

23(1)(a)

23(1)(a)

4.4 Contract sequencing options for DBB and CMAR

The following approaches to multiple contract sequencing were identified as potentially beneficial for some aspects of the Project, which apply primarily to DBB. These approaches apply to unbundled approaches to Project delivery, where multiple contracts rather than a single contract are used.

4.4.1 Sequential Opportunity Contracting approach

23(1)(a)

23(1)(a)

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23(1)(a)



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5. Market sounding

5.1 Purpose and overview of market sounding

Market sounding was conducted to gather input from the market of relevant servicer providers on their interest in pursing the Project opportunity under the initial shortlist of models, and on the various construction scope packages described in Section 3.1. Fundamentally, no delivery model can be implemented if there is not a market of willing service providers. This is reflected by mandatory criterion # 13 in Table 4.

Construction contractors ("contractors") are the most important market segment in assessing delivery model interest, because they are the entities who have a role in all delivery models and are the entities who typically lead the decision to pursue project opportunities in models that require a broader team (i.e. DB-based models).

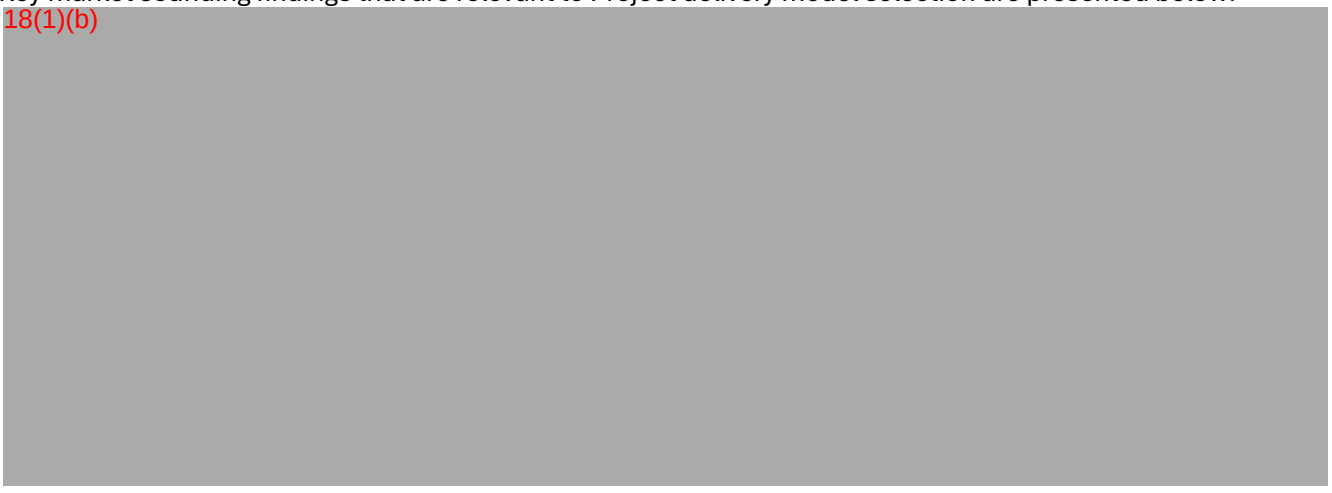
18(1)(c.i), 18(1)(c.iv)



5.2 Key findings

Key market sounding findings that are relevant to Project delivery model selection are presented below.

18(1)(b)



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18(1)(b)

18(1)(c.i), 18(1)(c.iv)

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5.3 Implications for delivery model assessment

Key implications of the market sounding findings for delivery model assessment are:

18(1)(b)



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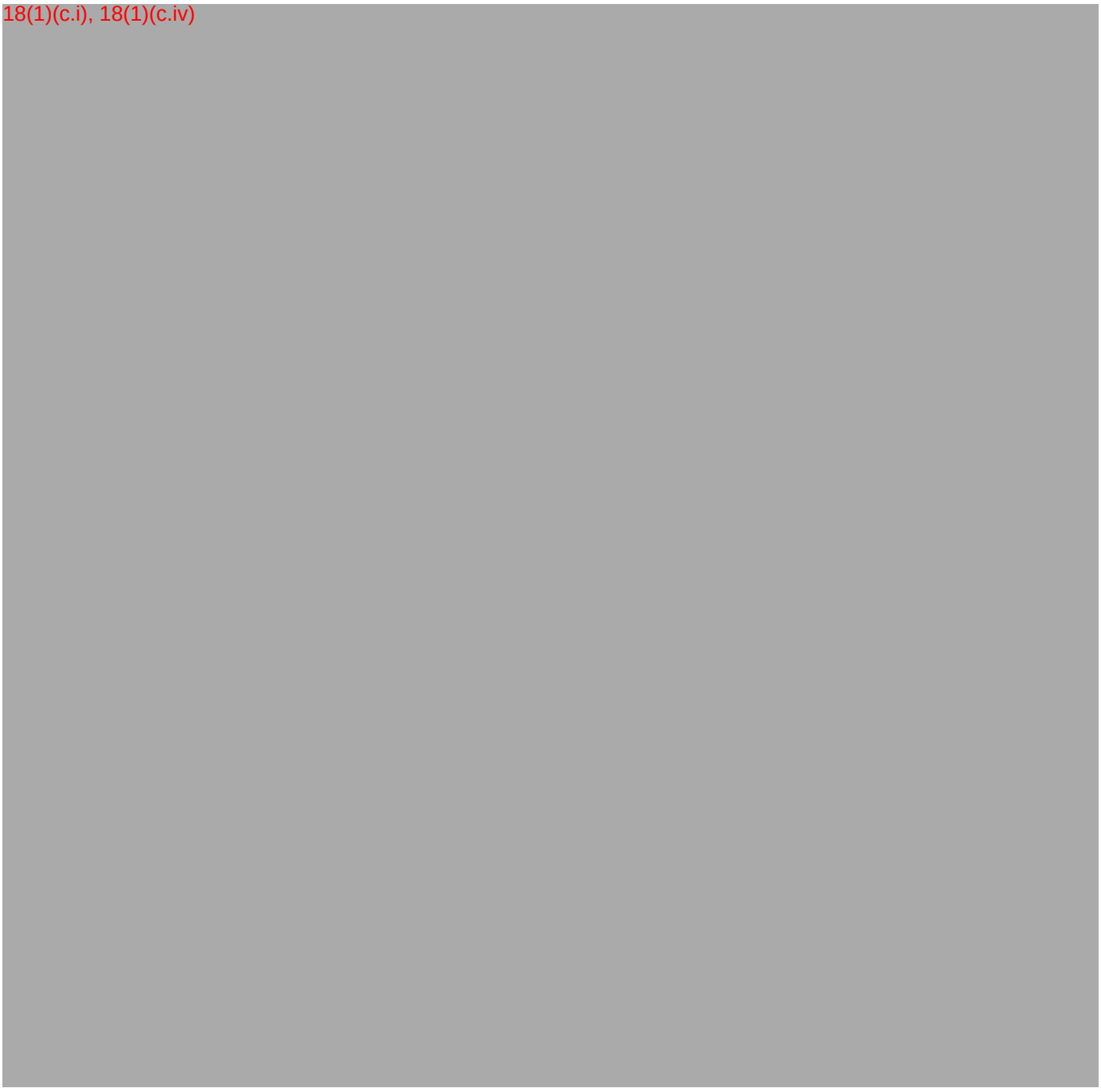
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6. Qualitative assessment

6.1 Introduction

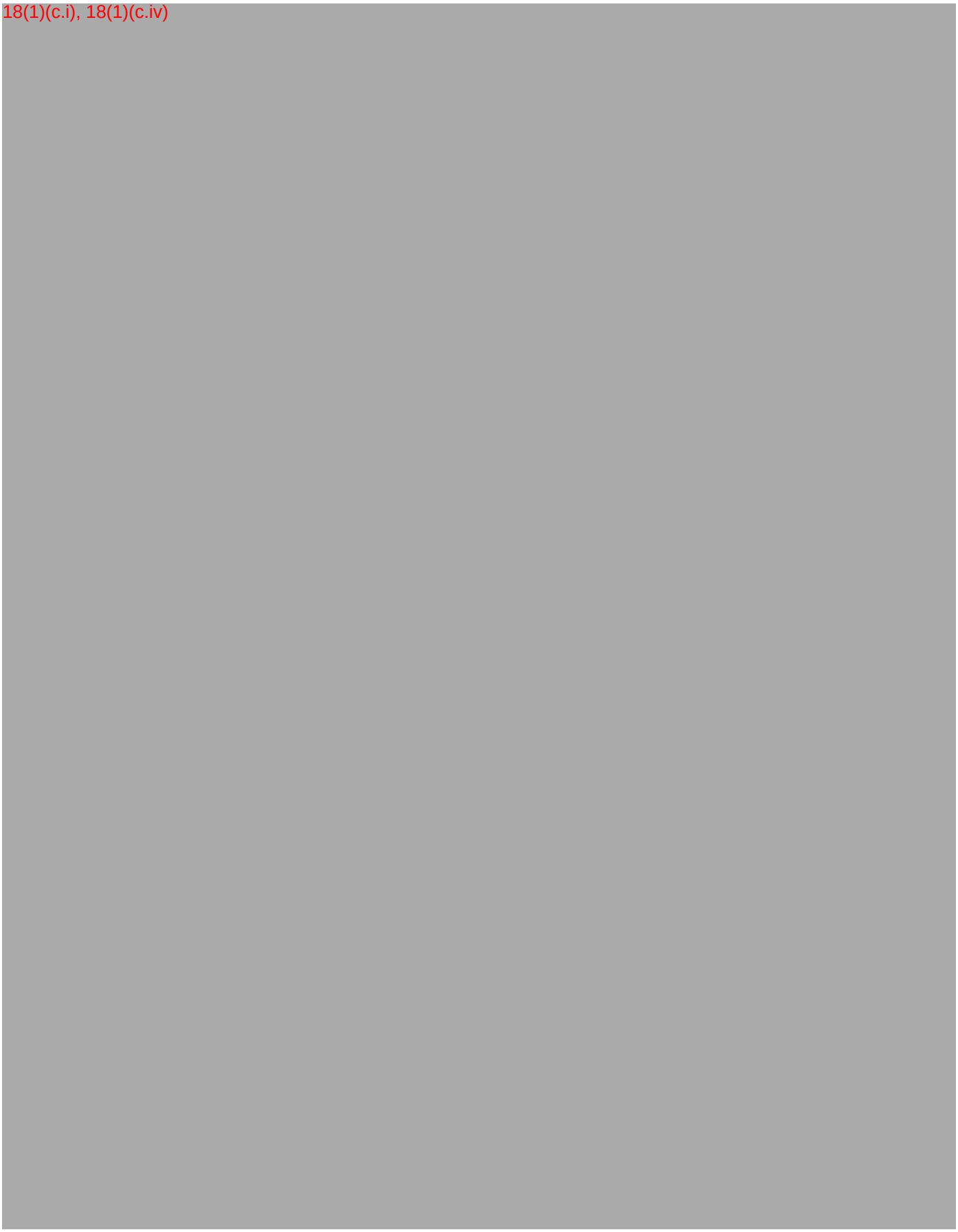
Through the development of the Comparator and the conduct of the market sounding, many Project sub-scope and delivery model option combinations were notionally identified. There were too many combinations to individually assess through a conventional qualitative assessment followed by a value for money assessment. Therefore, a work plan was developed to approach the LDS, bridge, and road components separately to identify the preferred delivery model(s), and reconcile any differences after this was assessed.

18(1)(c.i), 18(1)(c.iv)



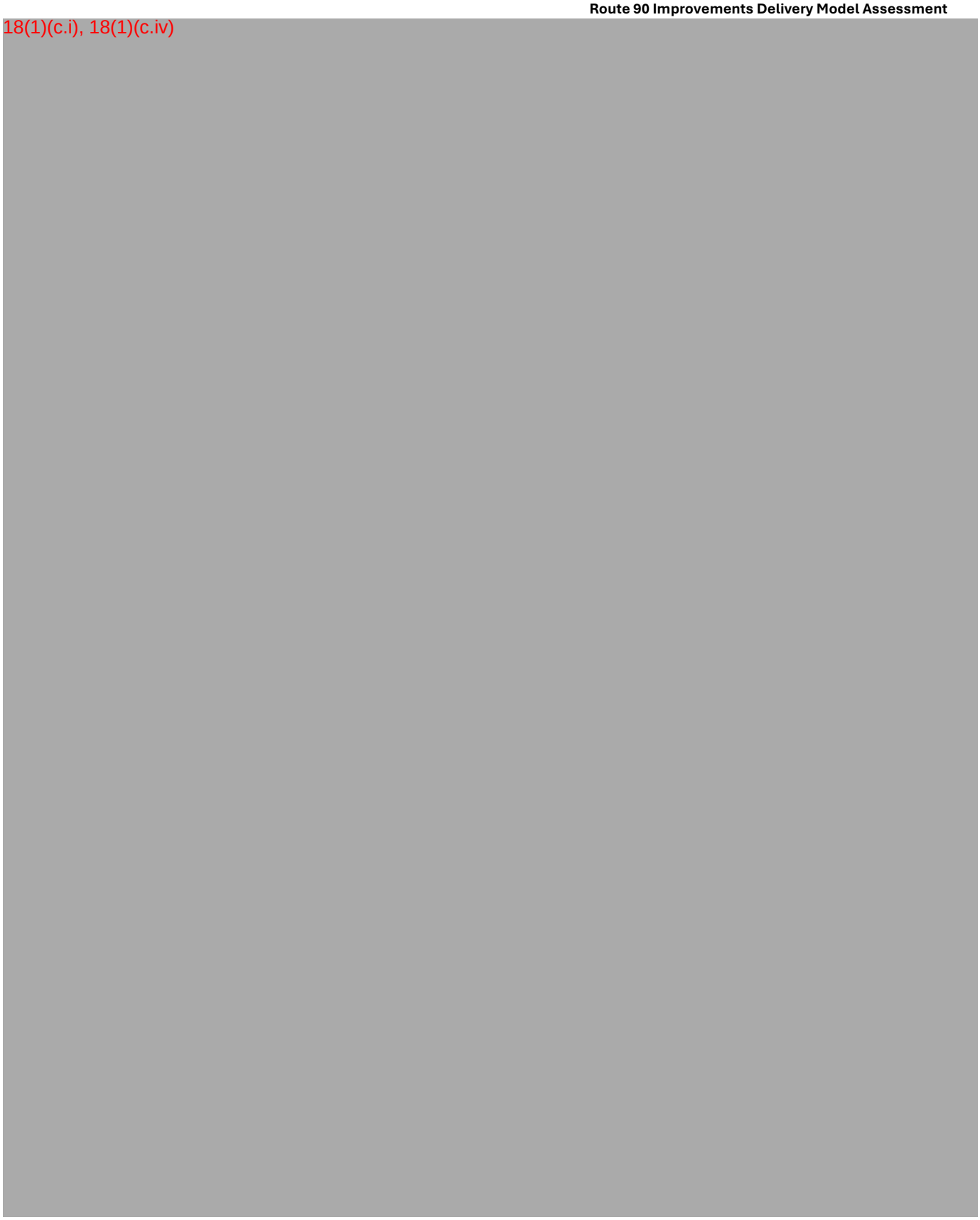
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18(1)(c.i), 18(1)(c.iv)



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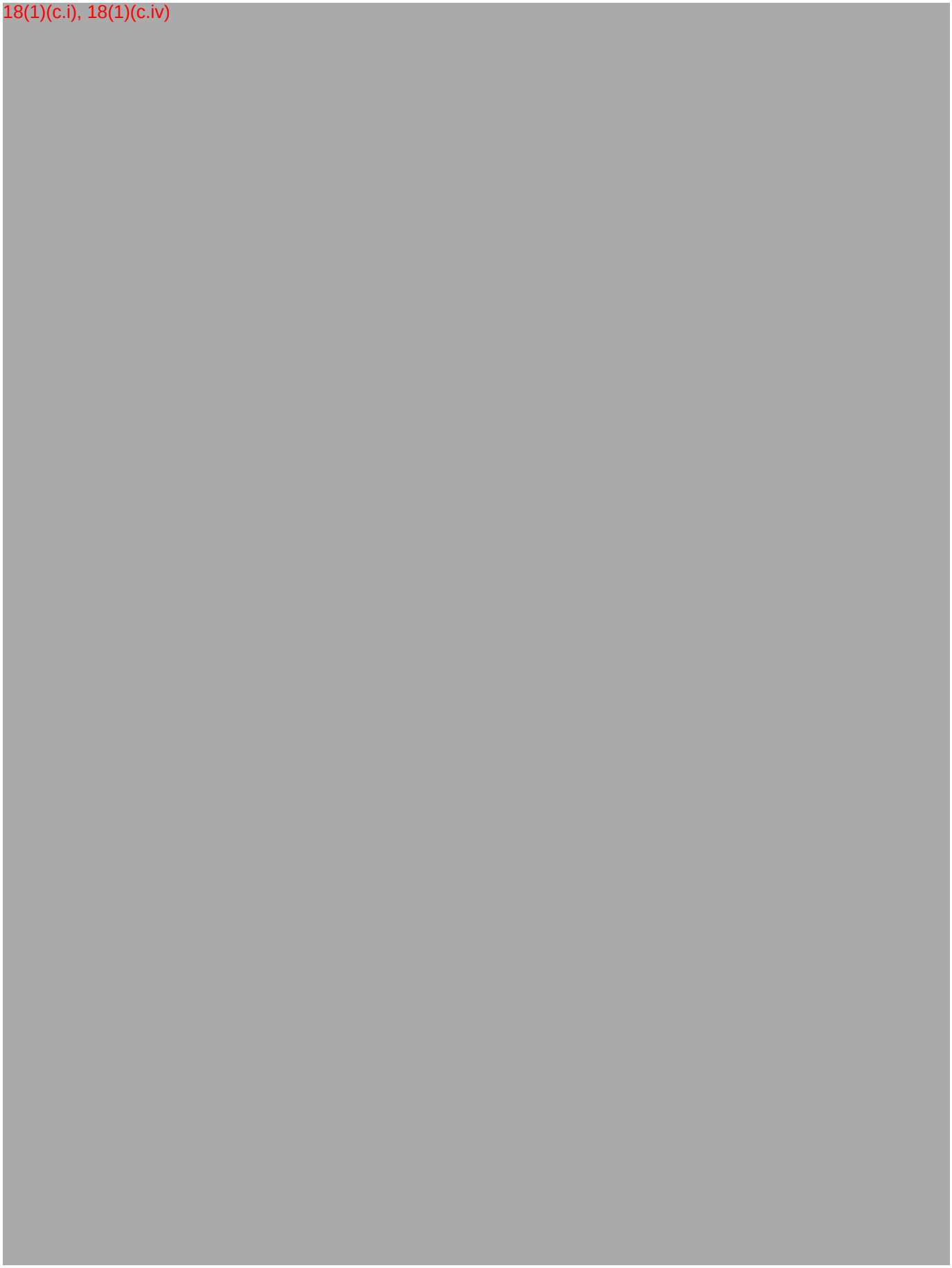
18(1)(c.i), 18(1)(c.iv)



[15] PDB is generally used where the owner values integrated design-build but the market will not respond to a competitive DB approach, e.g. the City's NEWPCC Biosolids project.

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18(1)(c.i), 18(1)(c.iv)



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18(1)(c.i), 18(1)(c.iv)

[redacted]

[16] Regarding warranty, it was suggested in the workshop that landscaping (often requiring warranty support) be contracted for separately regardless of the bundling approach, all to be done after the final segment of roadwork is complete. The benefit would be attraction of specialized landscaping contractors and elimination of damage potential of landscaping installed early. Prior contracts would be required to finish to rough grade only. This is not material to the delivery model assessment.

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7. New SB bridge quantitative assessment

7.1 Introduction

18(1)(c.i), 18(1)(c.iv)

7.2 Cost and schedule

18(1)(c.i), 18(1)(c.iv)

7.3 Risk quantification

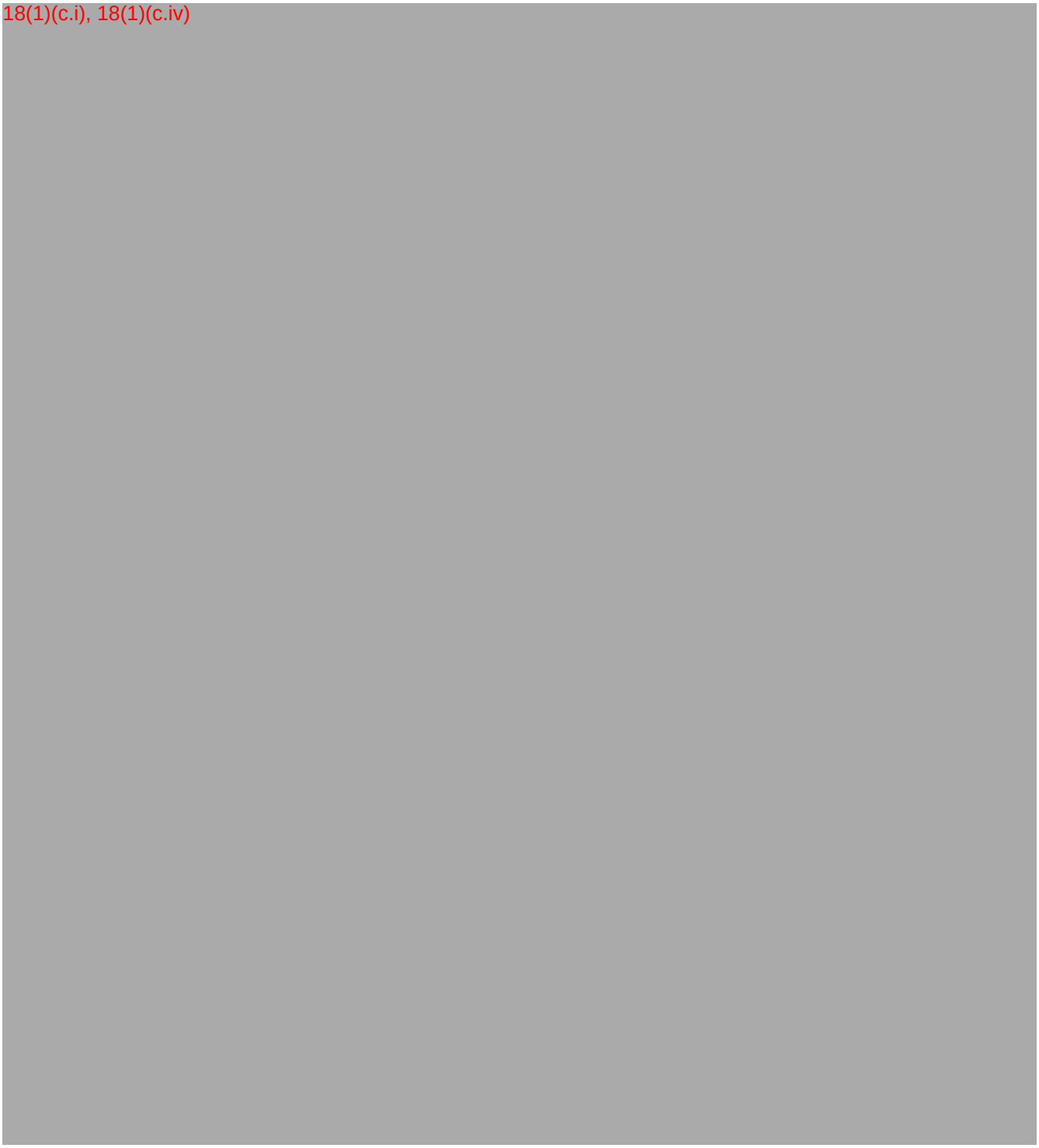
18(1)(c.i), 18(1)(c.iv)

[17] Cost estimates were provided in 2023 dollars and inflated to nominal values using the schedule shown using past inflation and projected inflation from the City's forecast construction escalation

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Table 10 – Risks quantified for new SB bridge VFM

18(1)(c.i), 18(1)(c.iv)



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Figure 2 - Total quantified risk cost distributions for new SB bridge (DBB and DB)

18(1)(c.i), 18(1)(c.iv)



7.4 Value for money

18(1)(c.i), 18(1)(c.iv)



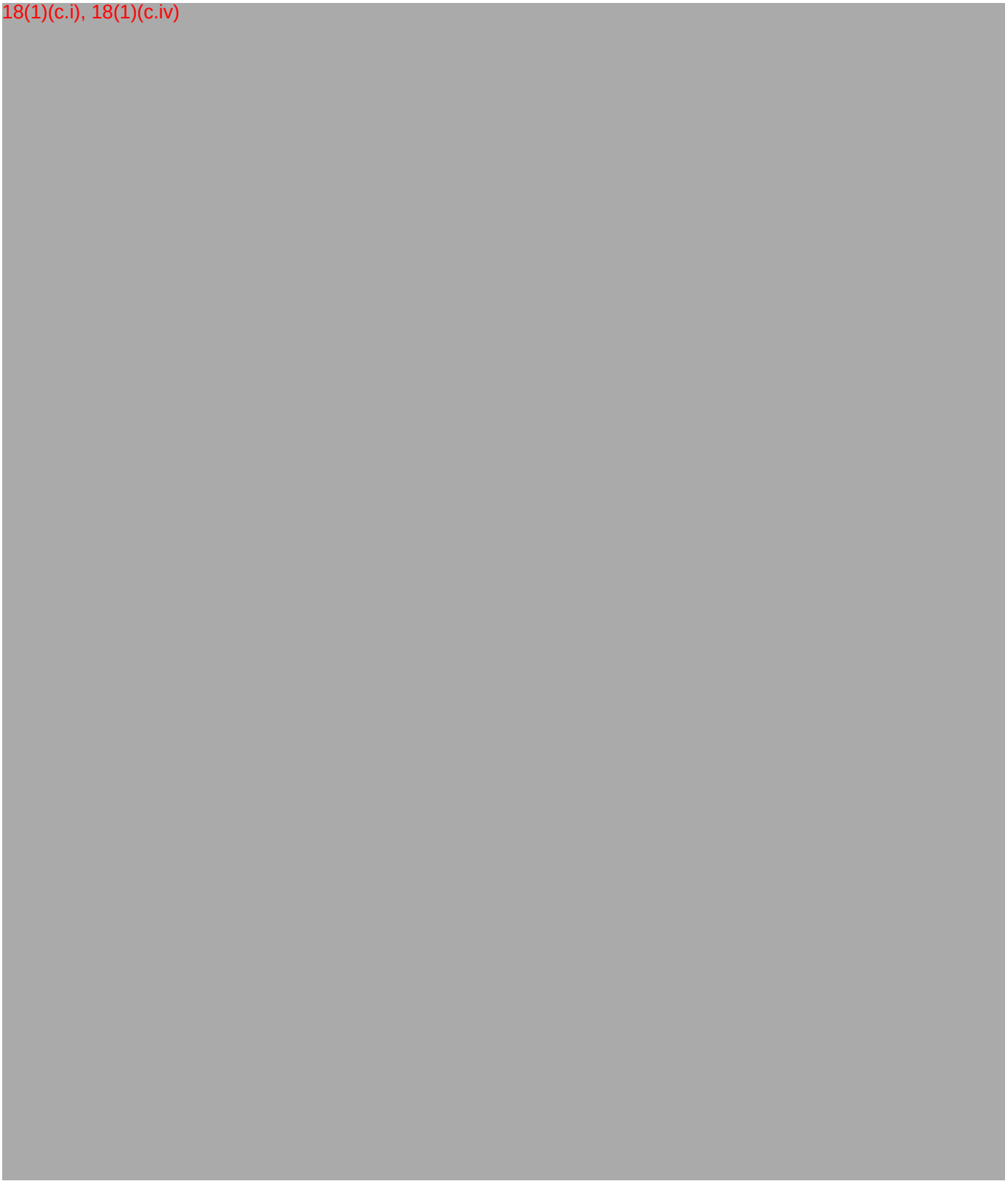
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8. Recommended delivery model

18(1)(c.i), 18(1)(c.iv)



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18(1)(c.i), 18(1)(c.iv)



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Appendix A – Initial delivery model screening

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Minutes

Date:	2/19/2025
Project:	City of Winnipeg Route 90 Improvements Alternative Project Delivery Value for Money Study
Subject:	Delivery model "long list" confirmation working session
Attendees:	**City:** Cam Ward, Brad Neirinck, Robert Taylor **Deloitte/AECOM:** Chris Baisley, Tom O'Neil, Brad Cook, Bo Stachniak

The objectives of the working session were to:

- Establish common understanding/terminology re: delivery models
- Confirm delivery models to be carried forward into first steps of analysis

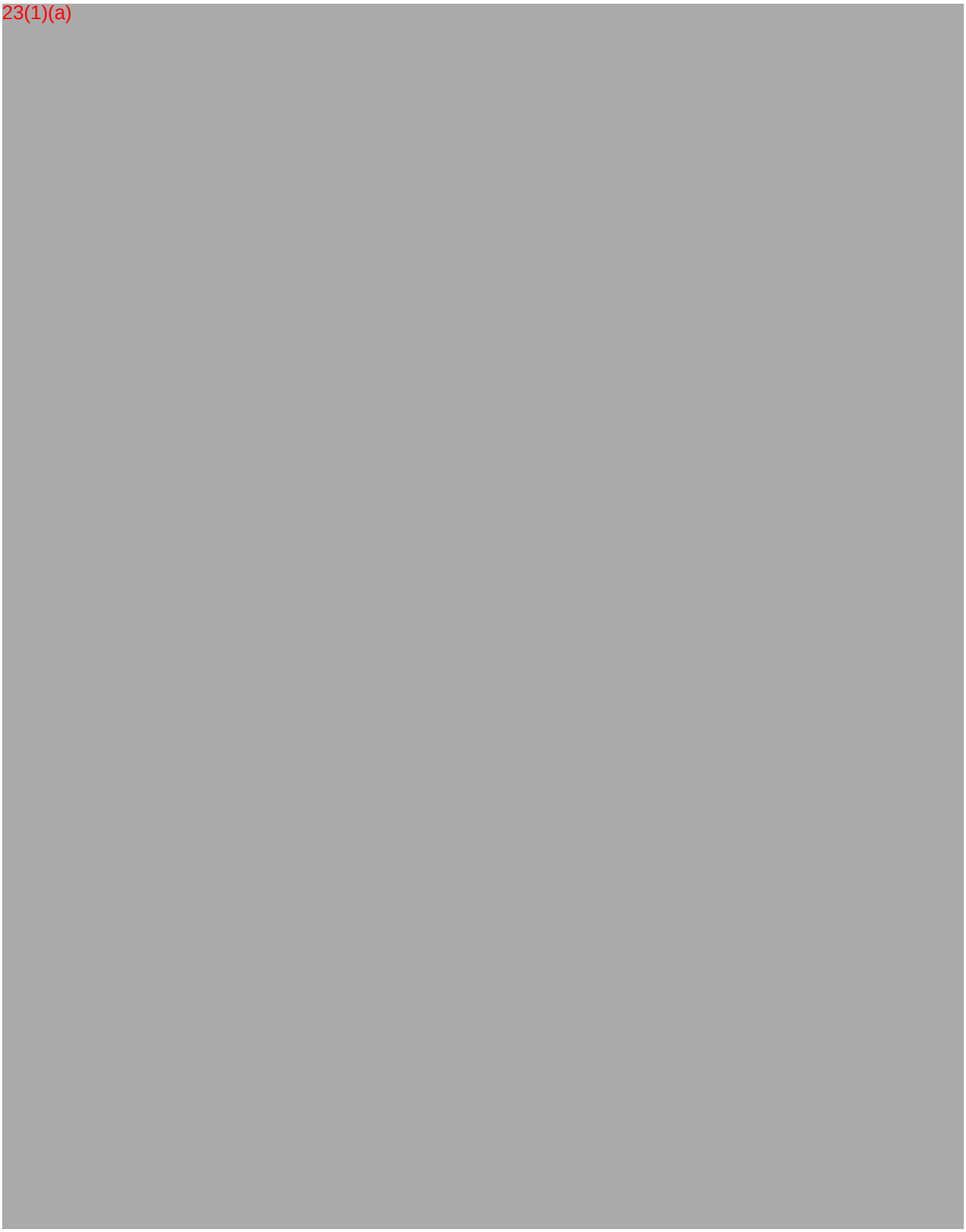
by reviewing the delivery models set out in the RFP (DB, PDB, CMAR/CCGC, P3) and considering other models that may be advantageous as required by the RFP scope of work.

The overall conclusions are set out below. The shaded rows are *potential additional models* that were not included in the RFP but considered to determine if they may be advantageous.

23(1)(a)



23(1)(a)



23(1)(a)



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Winnipeg



Route 90 - Alternative Project Delivery Value for Money Study

Delivery model contractual organization structures – working session

February 19, 2025

1

Objectives

- Establish common understanding/terminology re: delivery models
- Confirm delivery models to be carried forward into first steps of analysis

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2

From RFP

D7.2 Alternative Project Delivery Methods that the City is interested to explore here include but are not limited to the following:

(a) Design-Build (DB)

(b) Progressive Design-Build (P-DB)

(c) Construction Manager at Risk (CMaR)

(d) Construction Consultant/General Contractor (CCGC)

(e) Public-Private-Partnership (P3, various contractual arrangements)

(f) Other potential alternative delivery methods that may be identified by the Proponent as being advantageous for the City.

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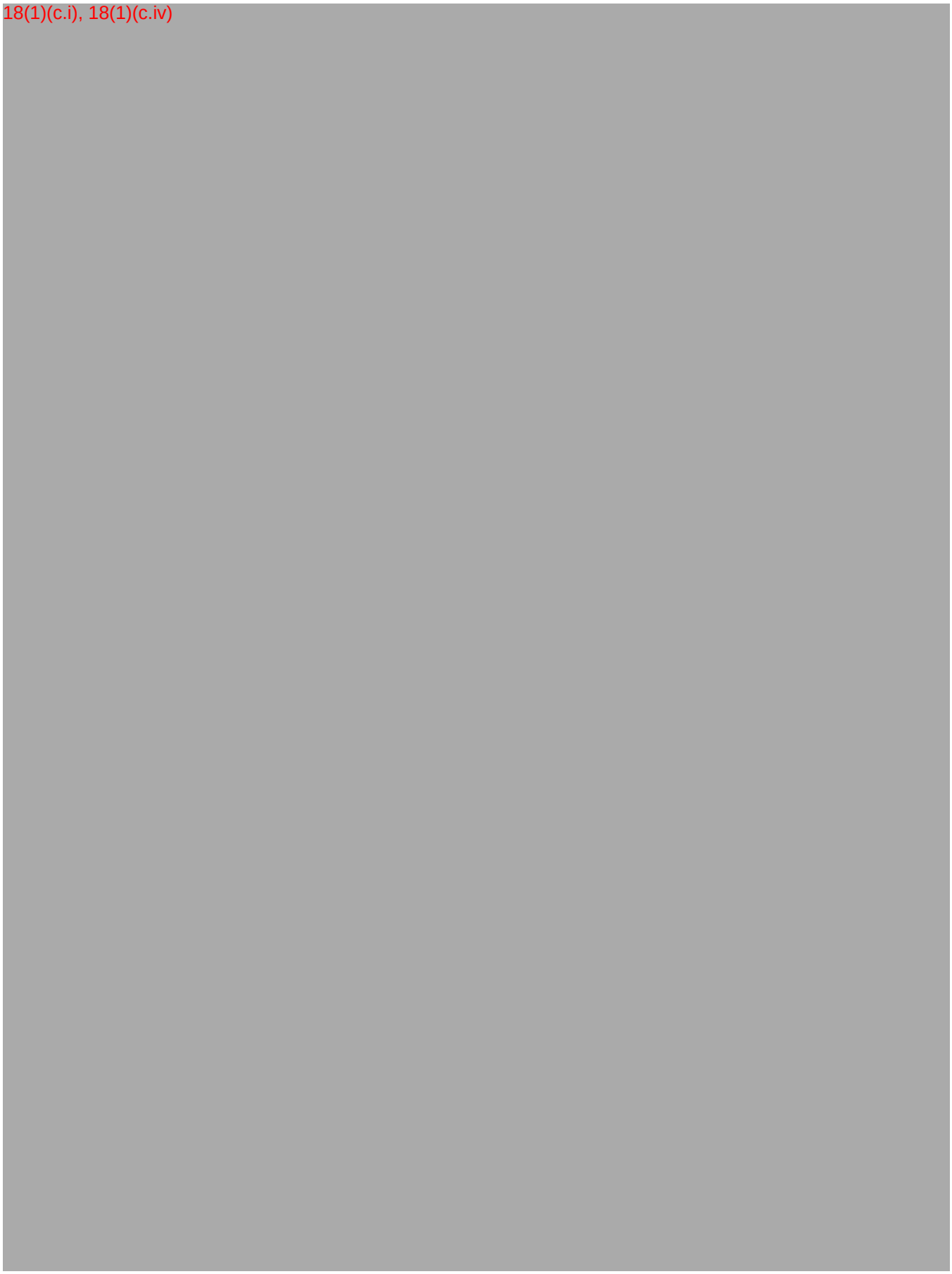
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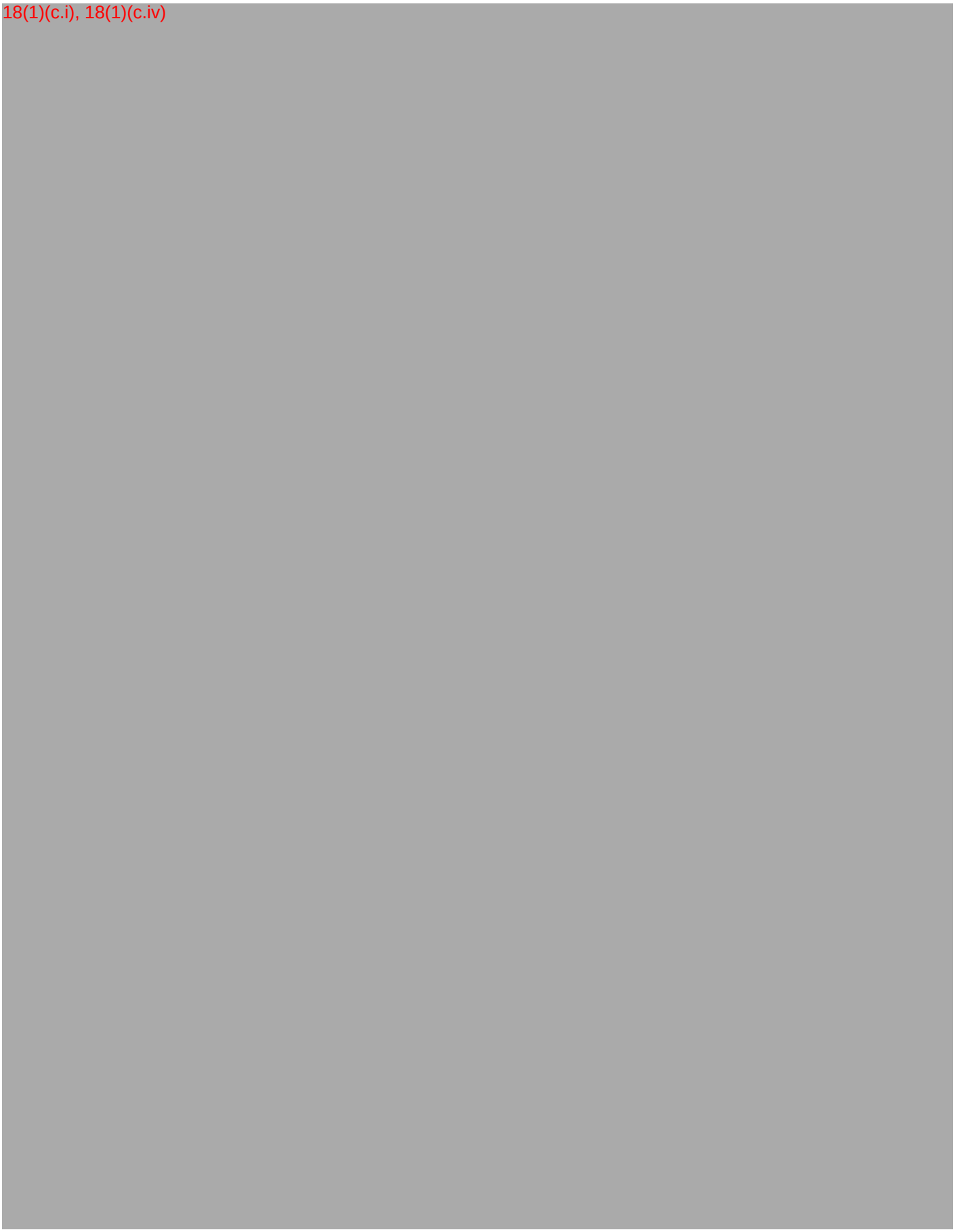
Traditional DBB Delivery Strategy

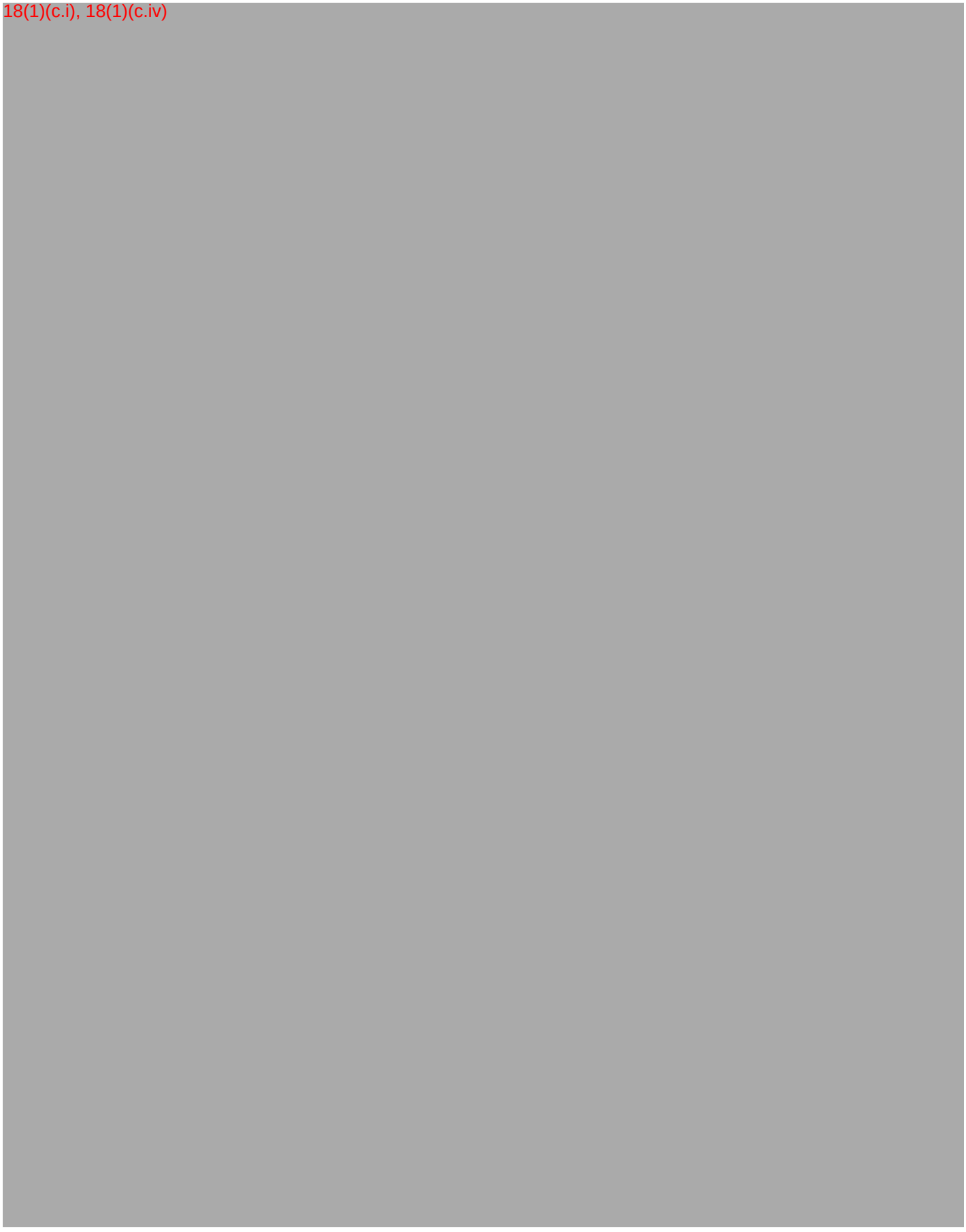
Multiple separate scopes (de-bundled project)

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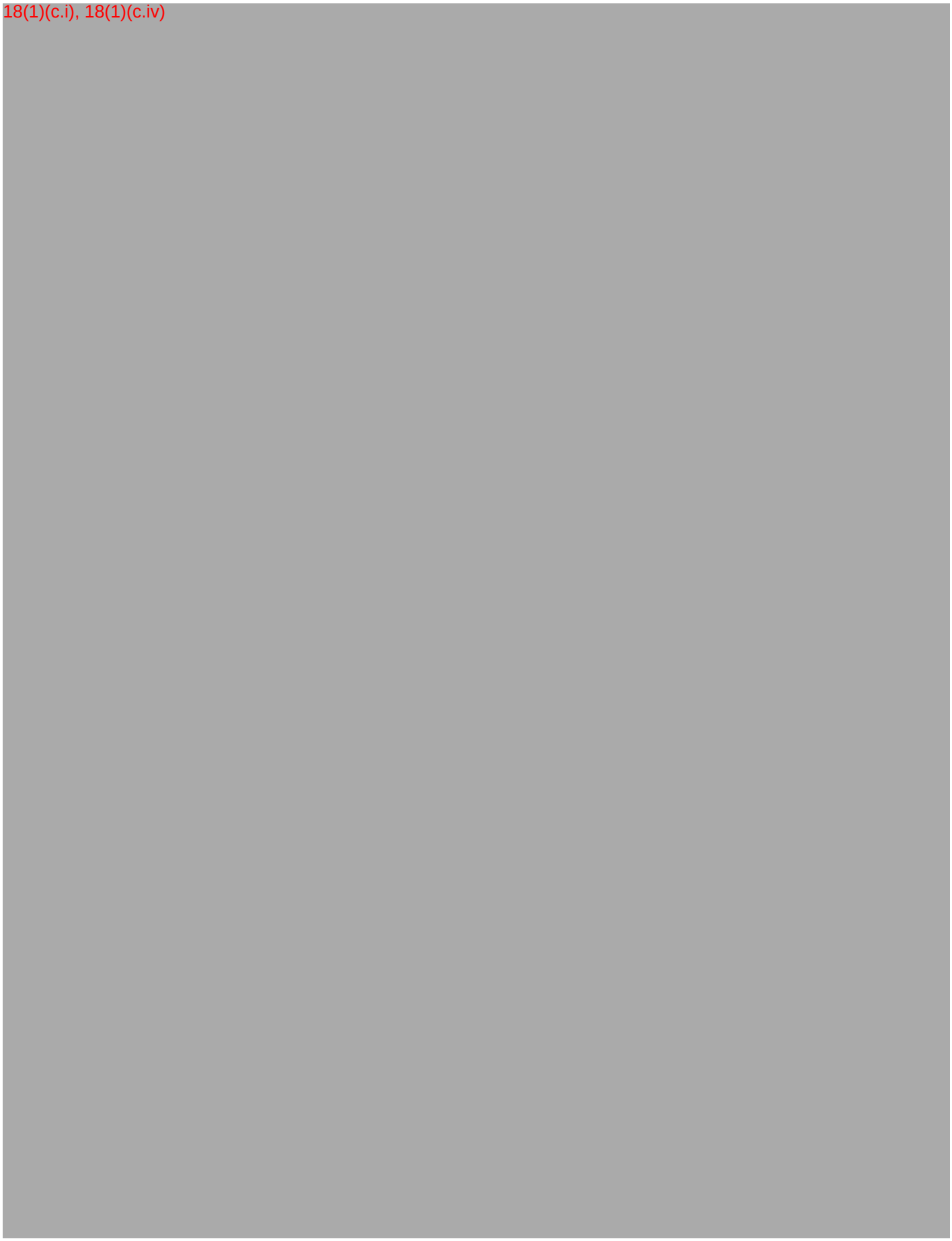
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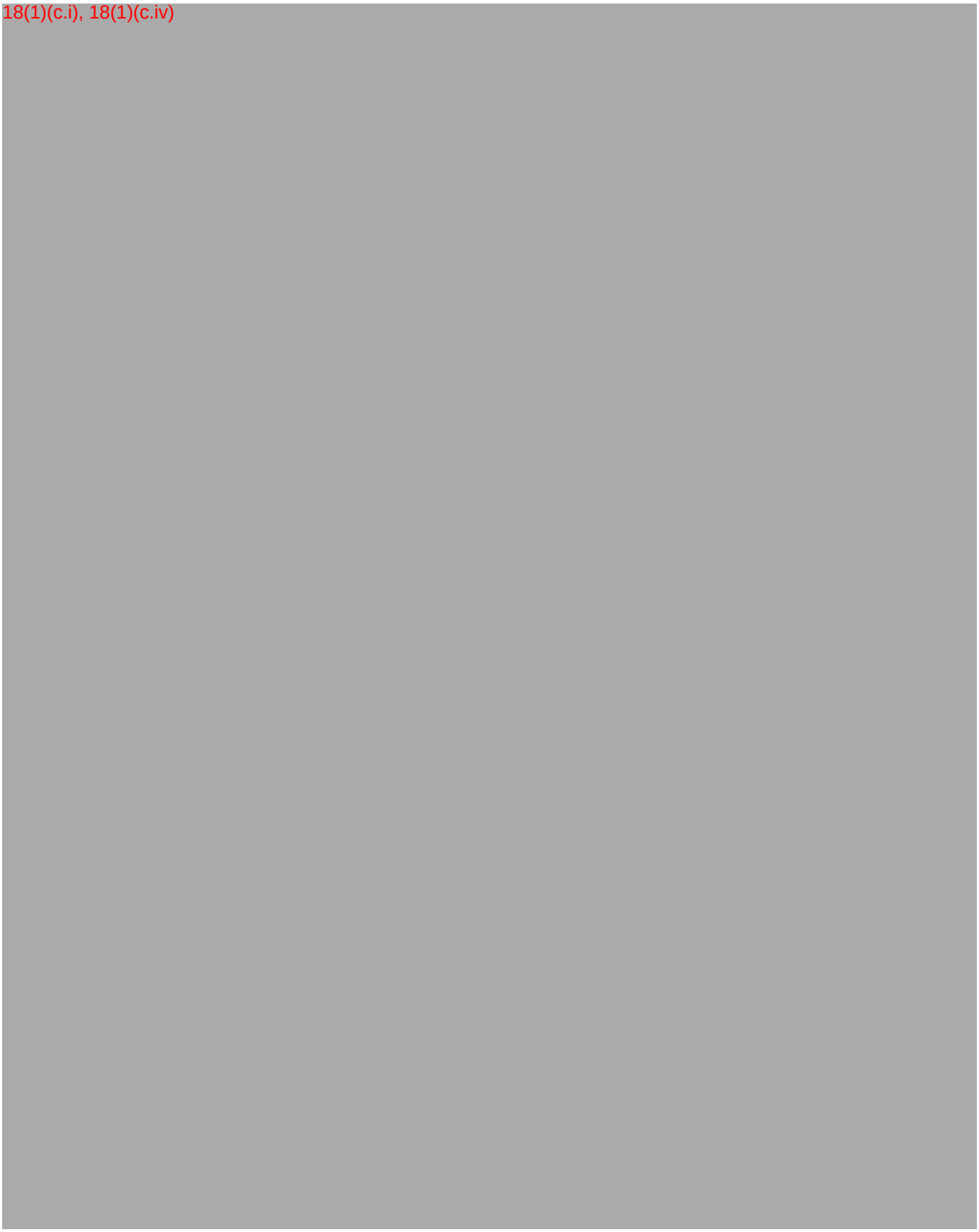

18(1)(c.i), 18(1)(c.iv)


18(1)(c.i), 18(1)(c.iv)


18(1)(c.i), 18(1)(c.iv)

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Appendix B – Delivery model definitions

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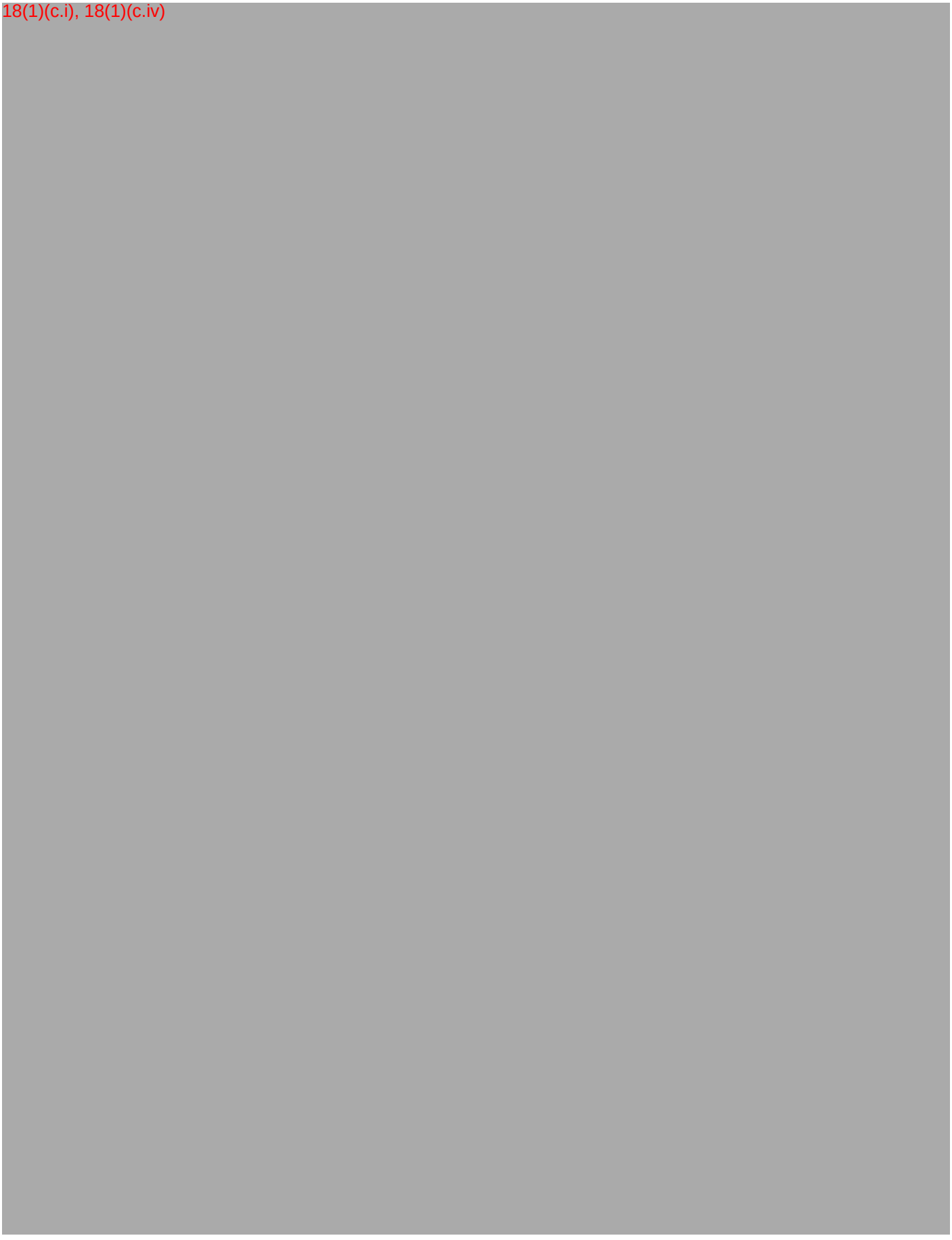
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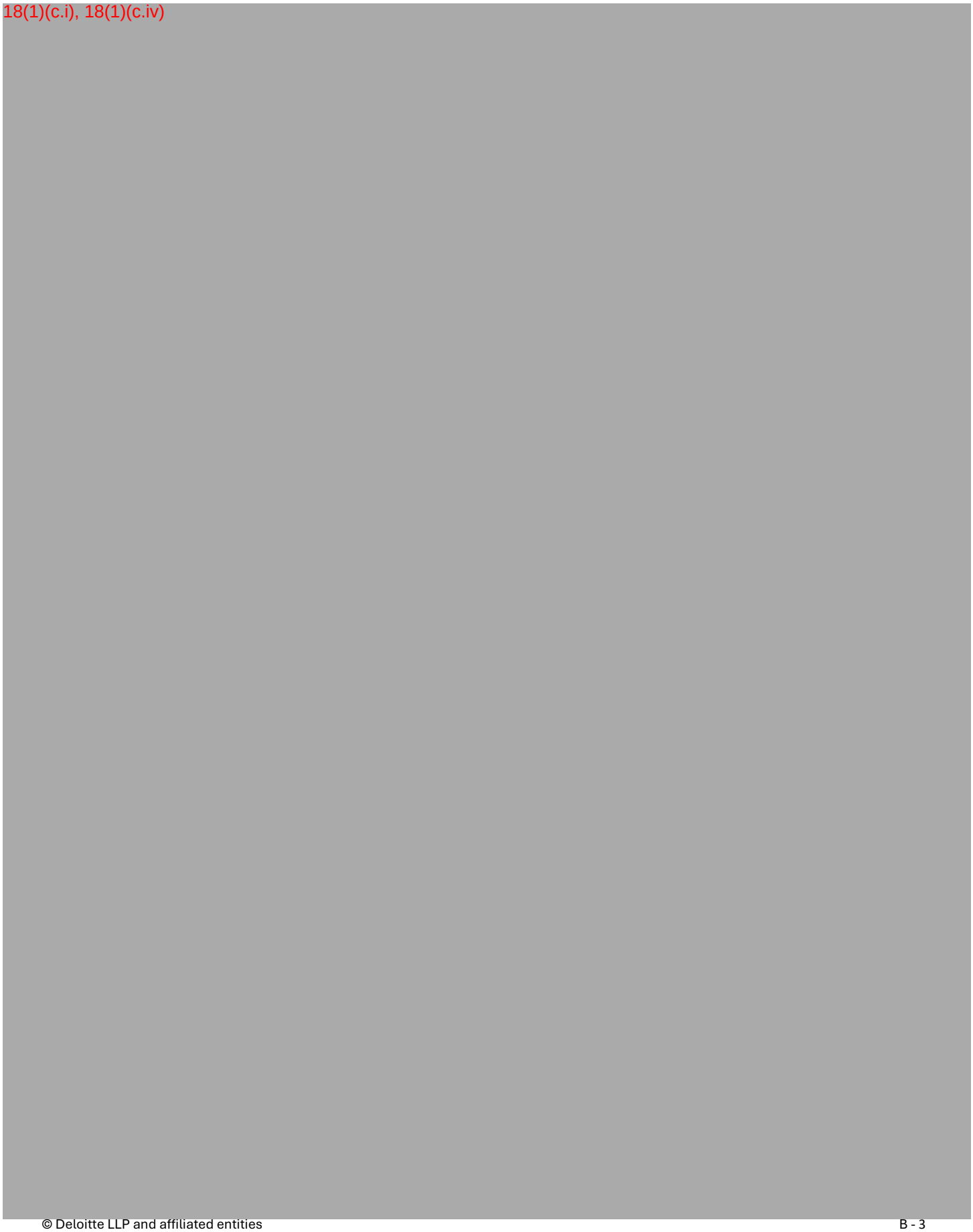
Route 90 Improvements Project Delivery Model Assessment
Infrastructure Project Delivery Models

18(1)(c.i), 18(1)(c.iv)



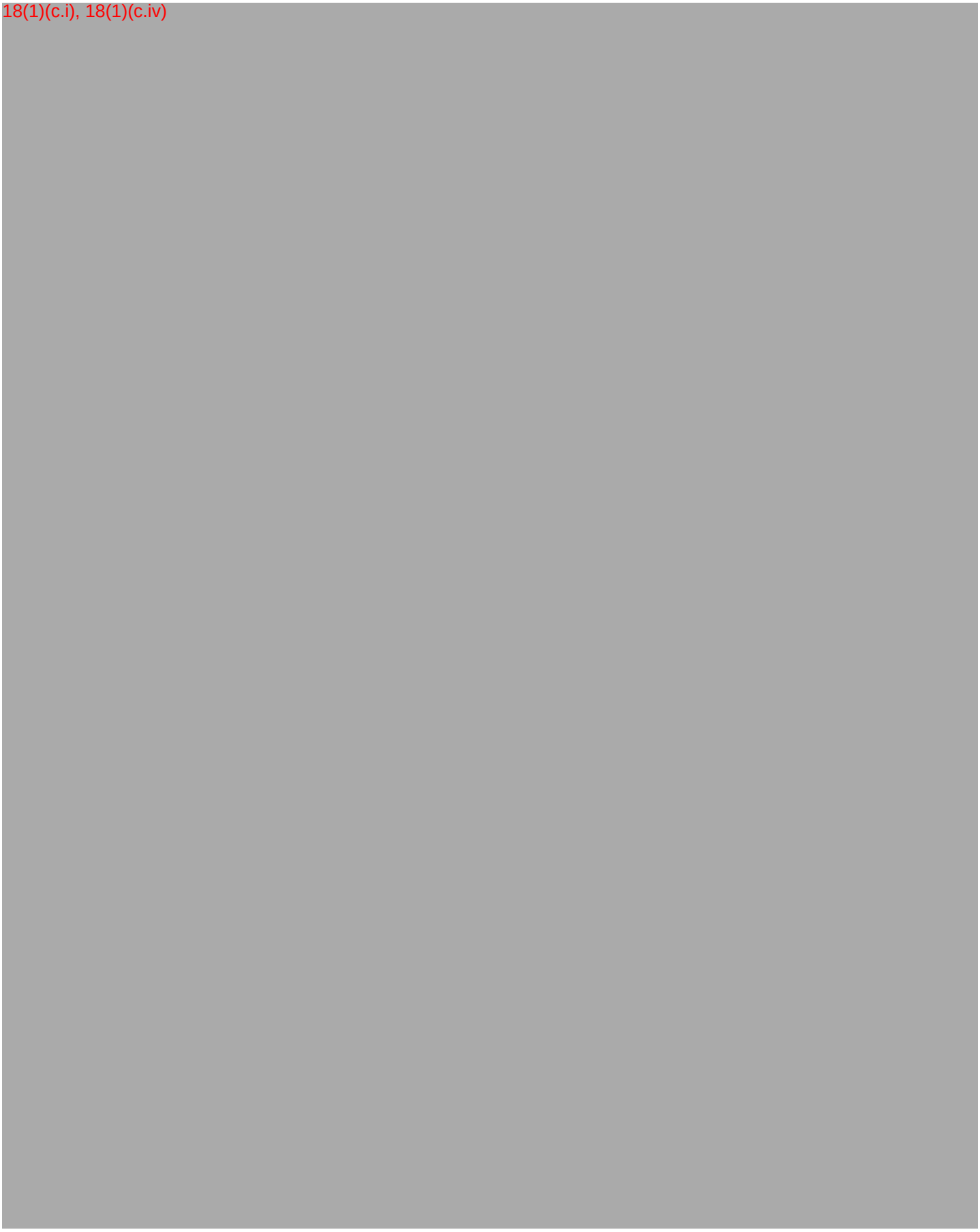
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18(1)(c.i), 18(1)(c.iv)



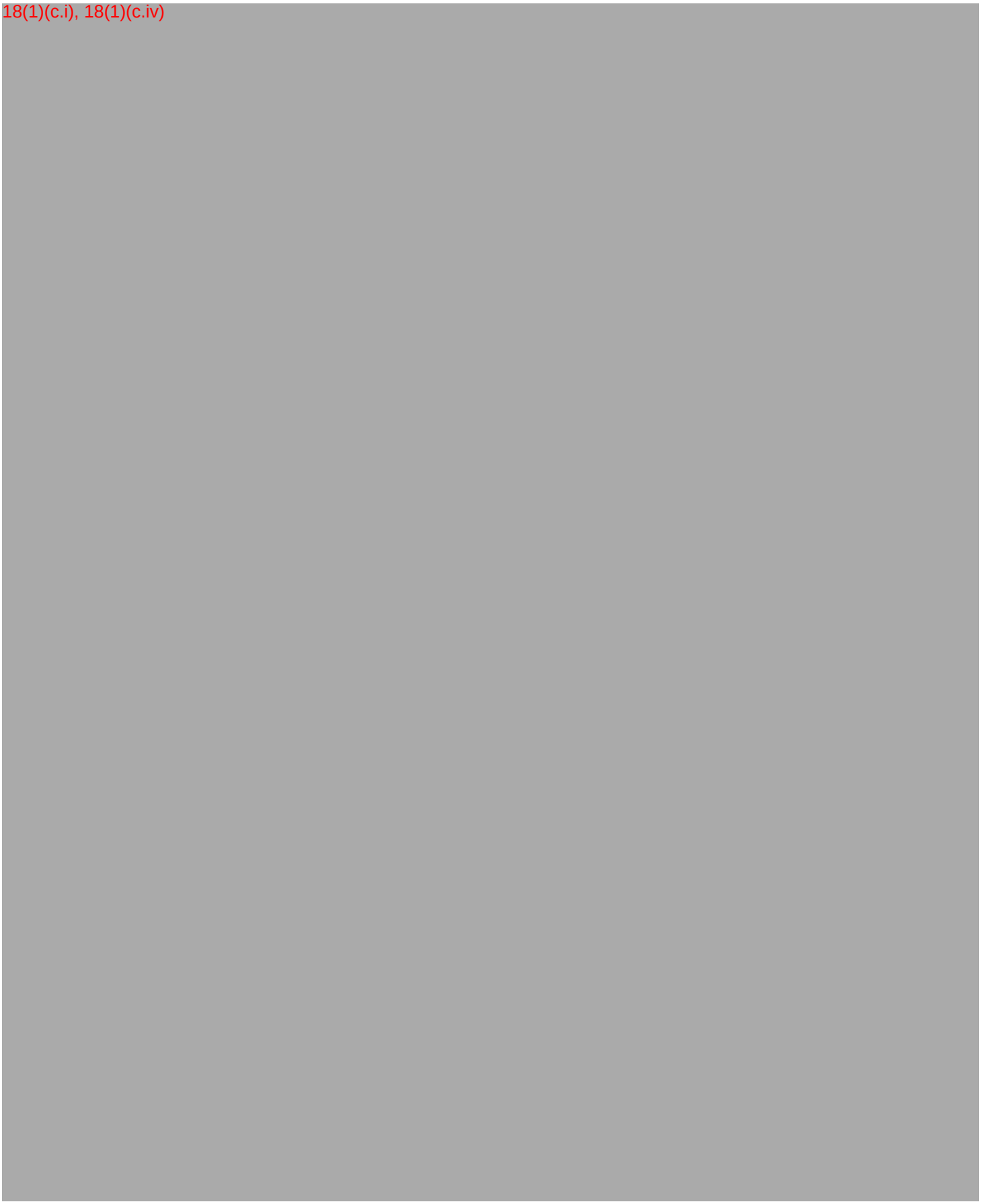
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18(1)(c.i), 18(1)(c.iv)

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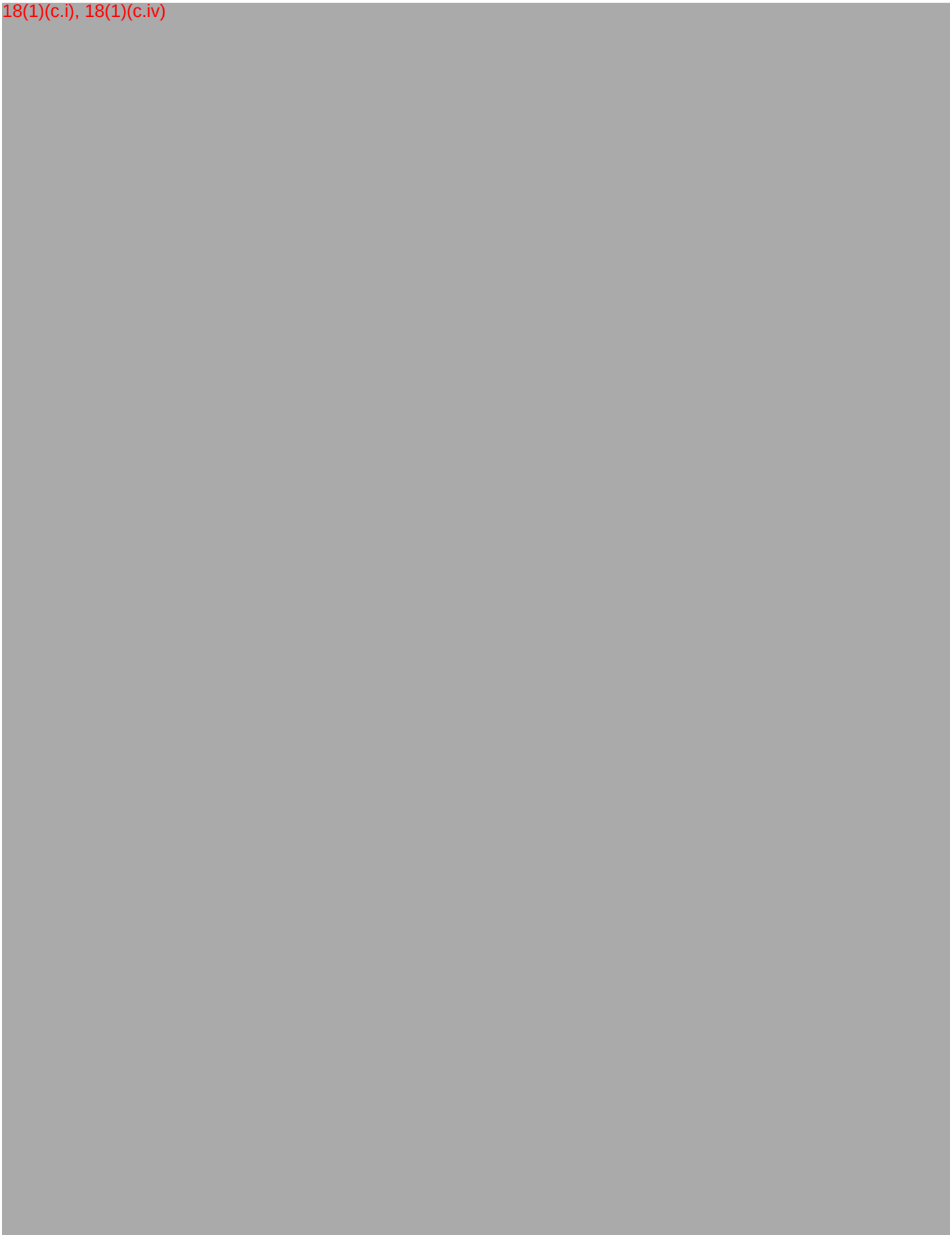
[2] Construction Management as Agent, where the construction manager is

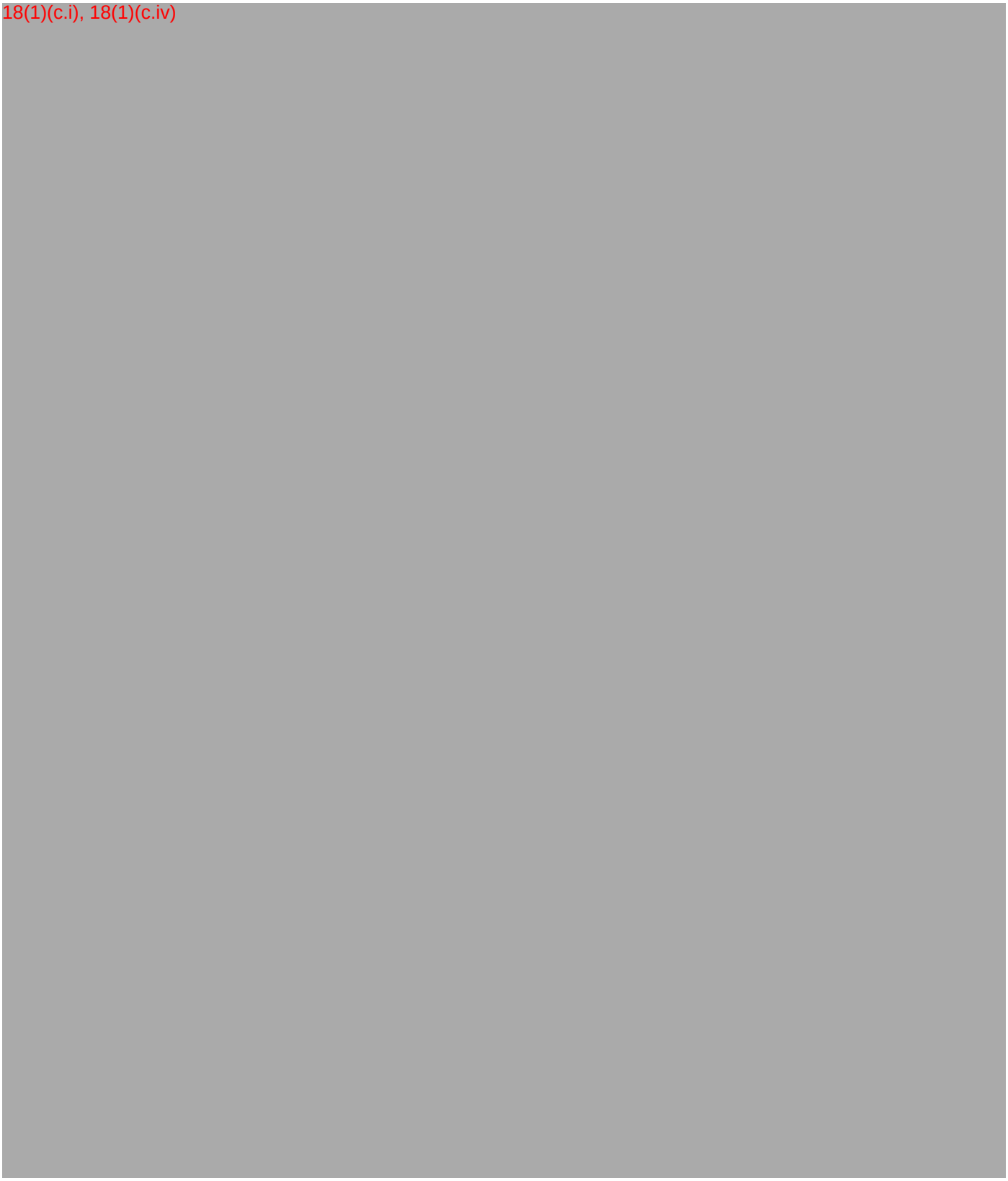
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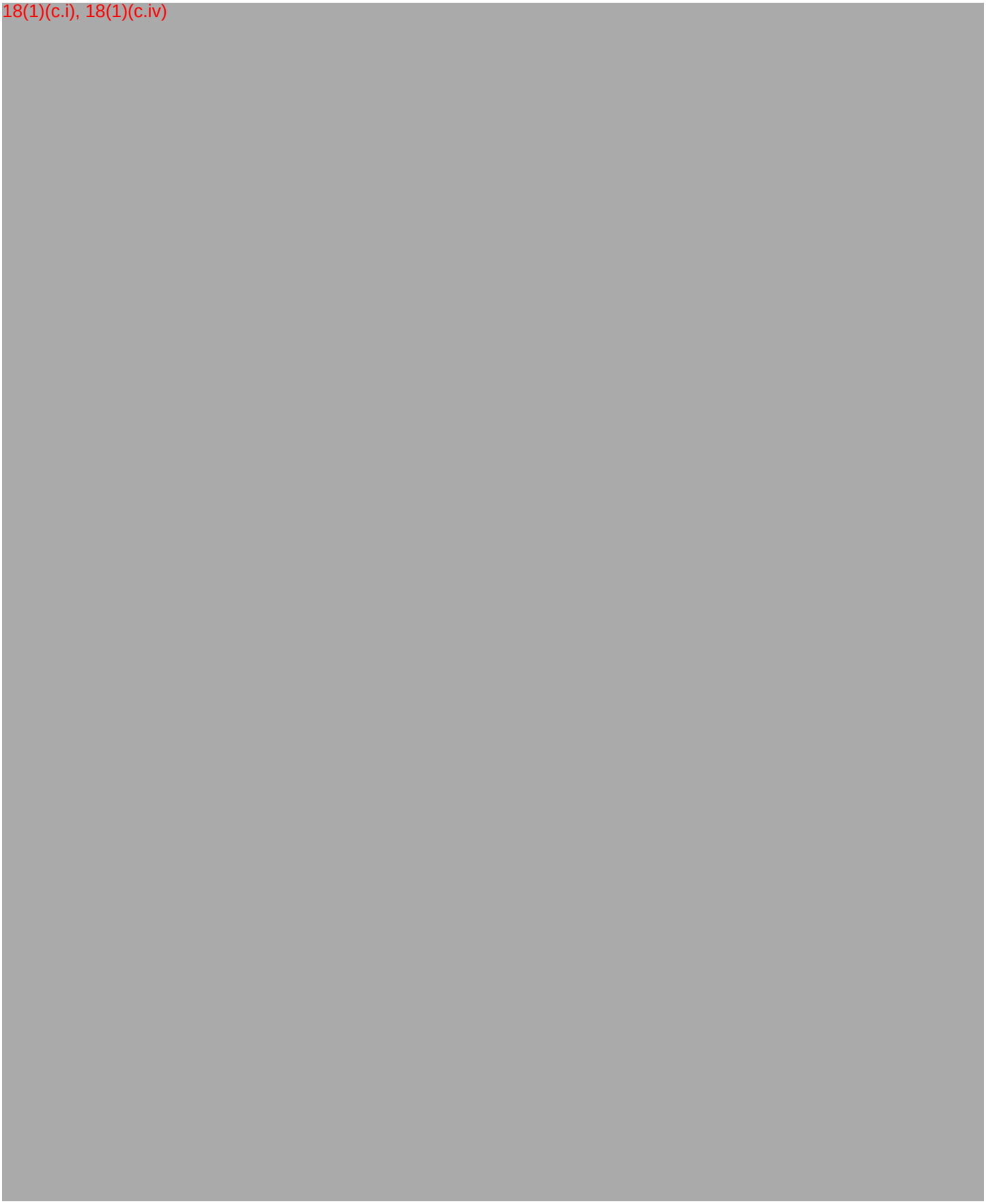
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18(1)(c.i), 18(1)(c.iv)



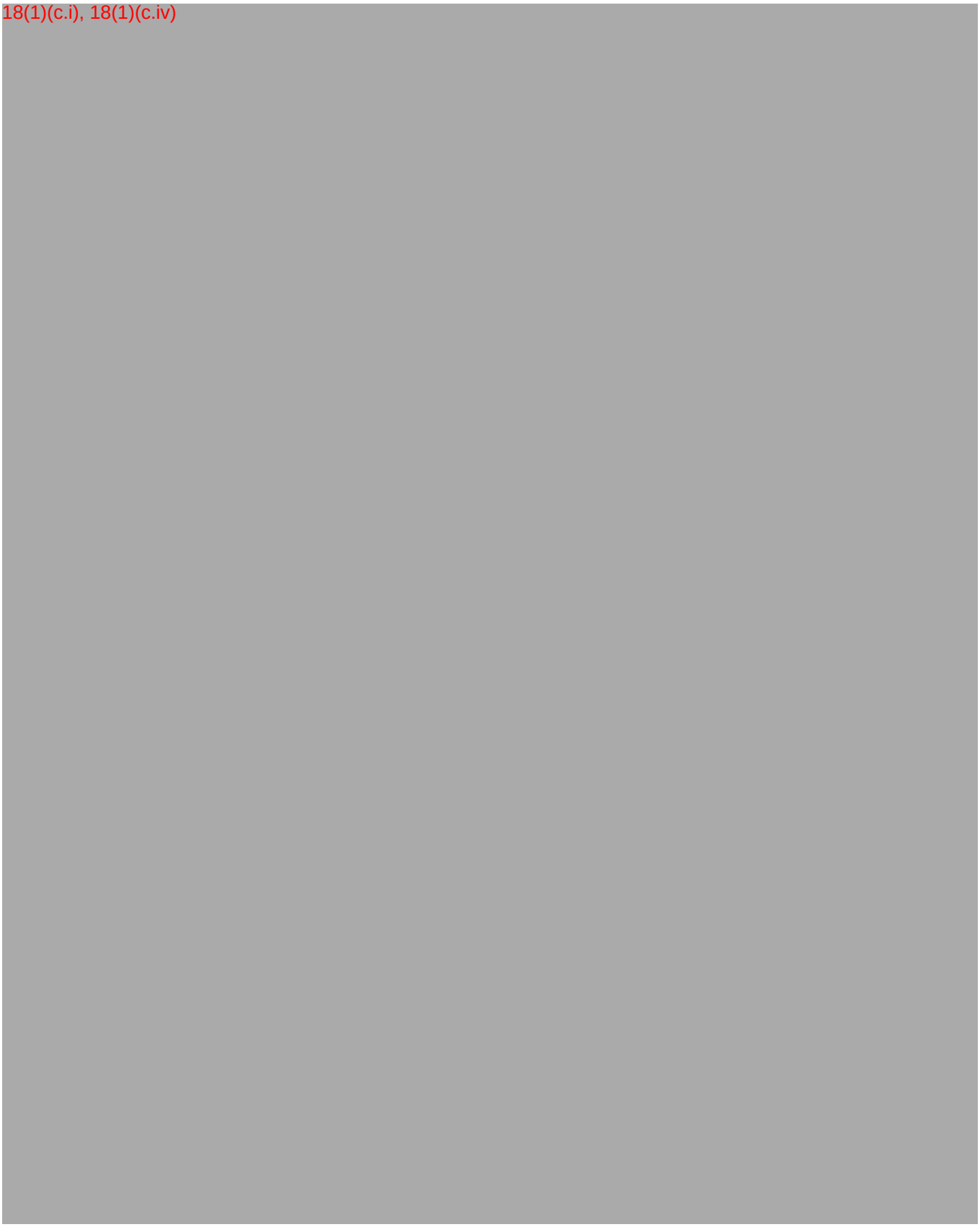


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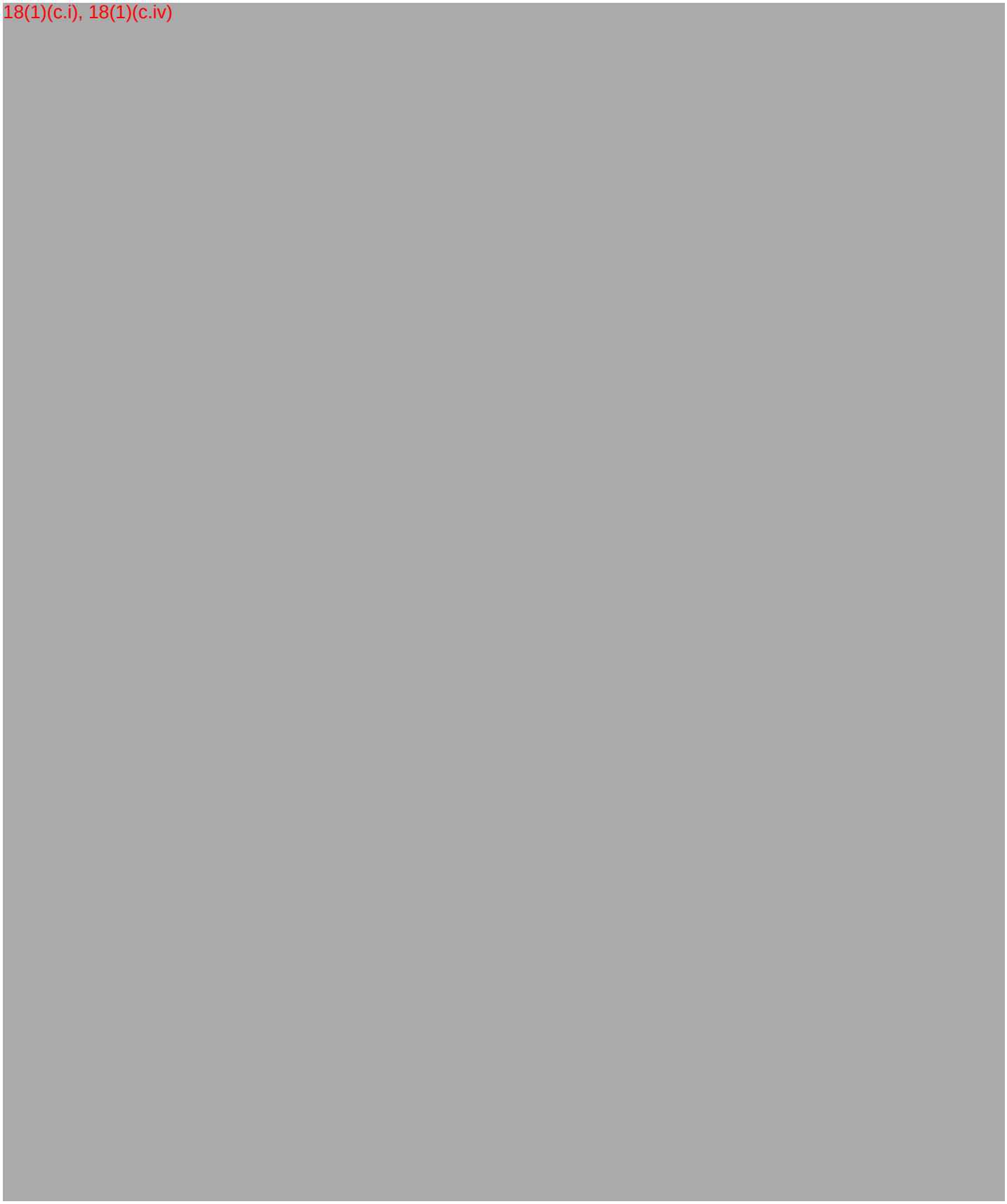


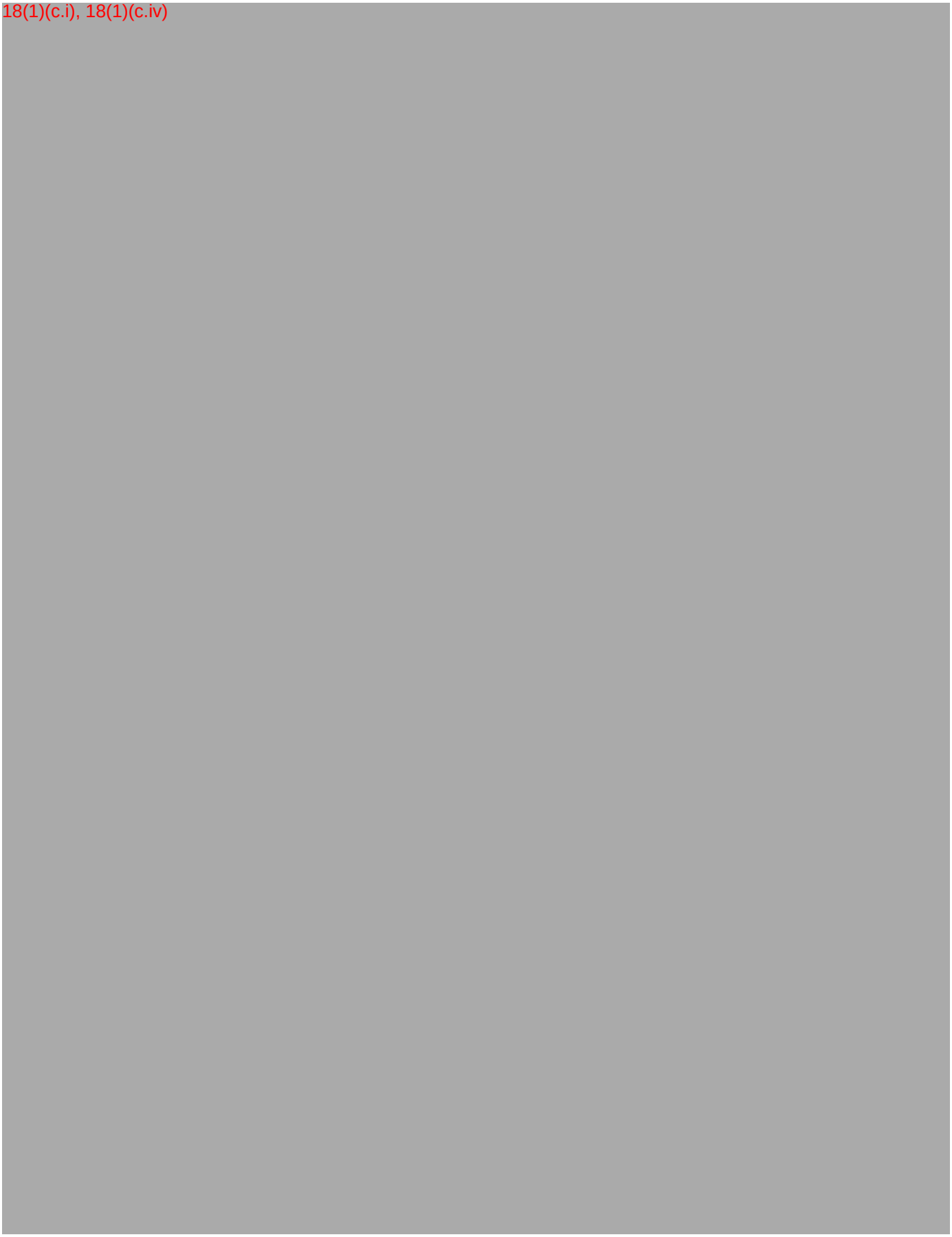
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Appendix C – Market sounding report

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Route 90 Improvements Project

Market sounding feedback

City of Winnipeg

May 8, 2025

City of Winnipeg

Route 90 Improvements Project Market Sounding Feedback

18(1)(c.i), 18(1)(c.iv)



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1. Introduction

1.1 Purpose

The City of Winnipeg (the "City") is planning the Route 90 Improvements Project (the "Project") and is consulting with key service providers through a market sounding exercise to canvass interest and solicit input on project delivery models. Through a workshop consultation with the City, the following five delivery models were selected to be evaluated by market participants:

18(1)(c.i), 18(1)(c.iv)



In addition to gauging interest in the above delivery models, participants were also asked for feedback on approaches to bundling/separating out the three major scope component "packages" of the Project:

18(1)(c.i), 18(1)(c.iv)



The feedback gathered from Participants is presented in Section 2 of this report, which summarizes the participants' level of interest and key observations with regards to each of the five delivery models and the scope components.

1.2 Approach

18(1)(c.i), 18(1)(c.iv)



1.3 Participants

18(1)(c.i), 18(1)(c.iv)



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18(1)(c.i), 18(1)(c.iv)

Table 1: Market sounding participants

18(1)(c.i), 18(1)(c.iv)

1.4 Types of Participants

18(1)(c.i), 18(1)(c.iv)

1.5 Limitations

18(1)(c.i), 18(1)(c.iv)

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18(1)(c.i), 18(1)(c.iv)



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2. Summary of Feedback

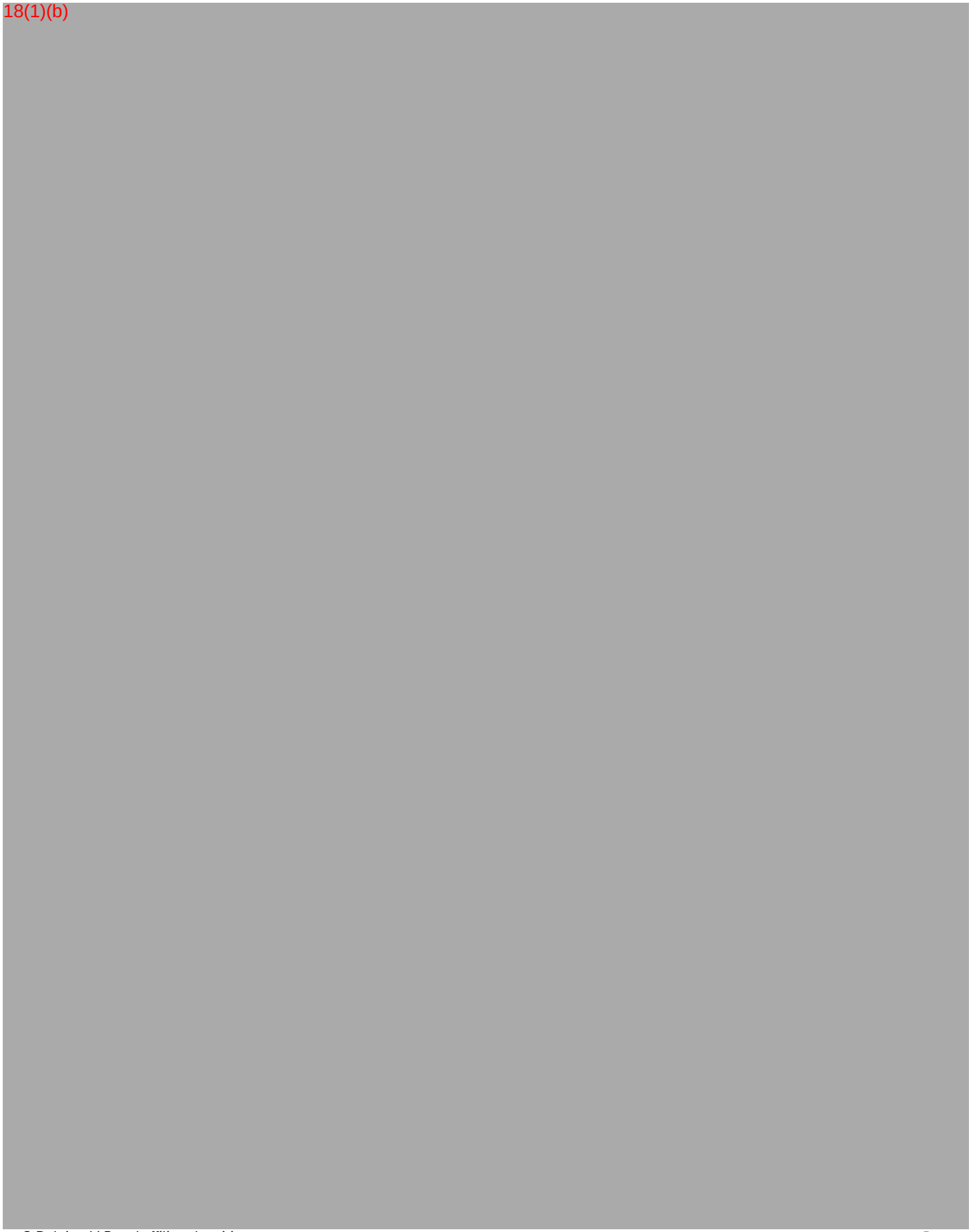
For each of the delivery models presented in the market sounding, feedback from participants was aggregated to present the consensus/common viewpoints of the participants and note areas of differing feedback or opinion of participants.

2.1 Bundling of Project scope

18(1)(b)

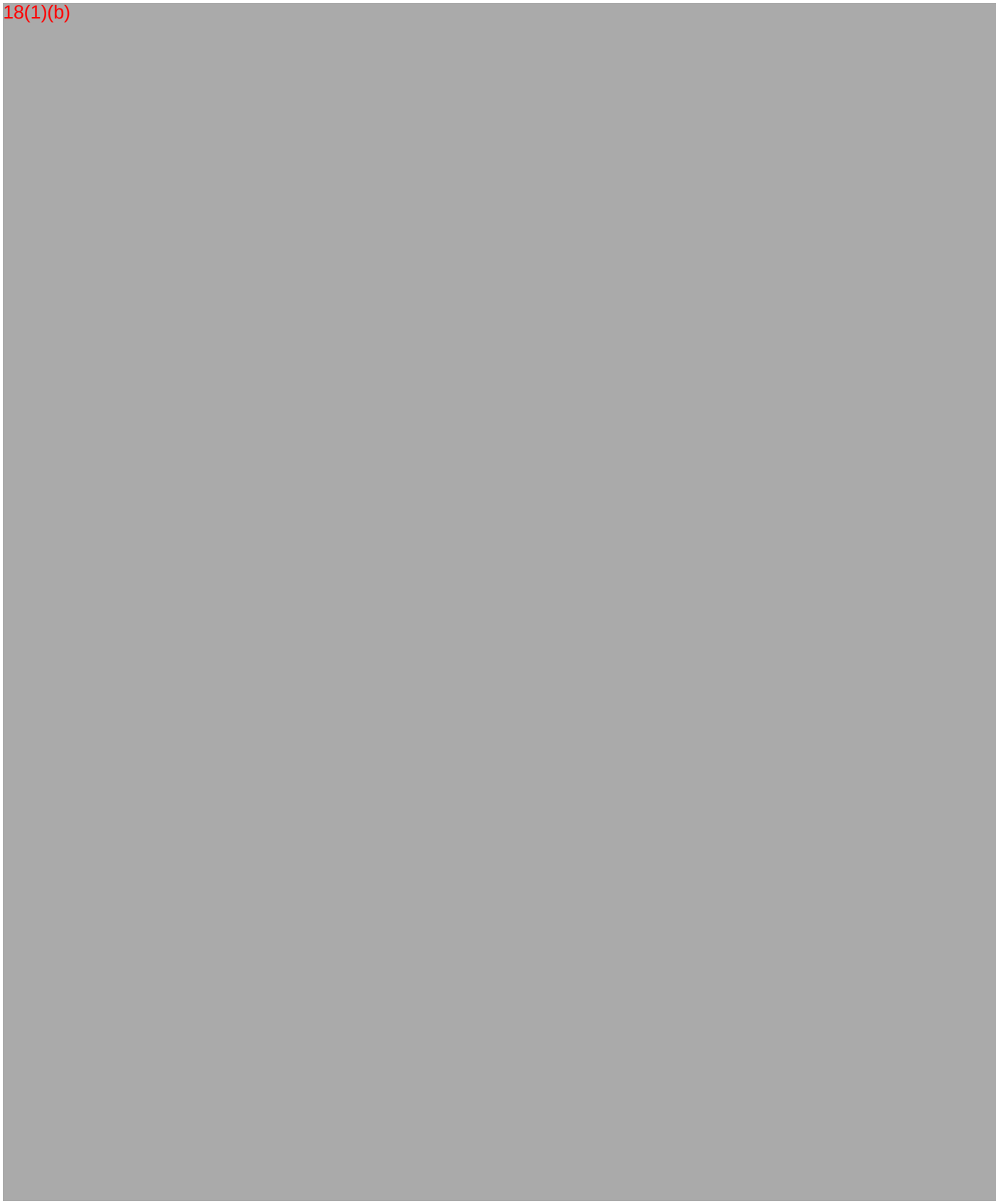


18(1)(b)



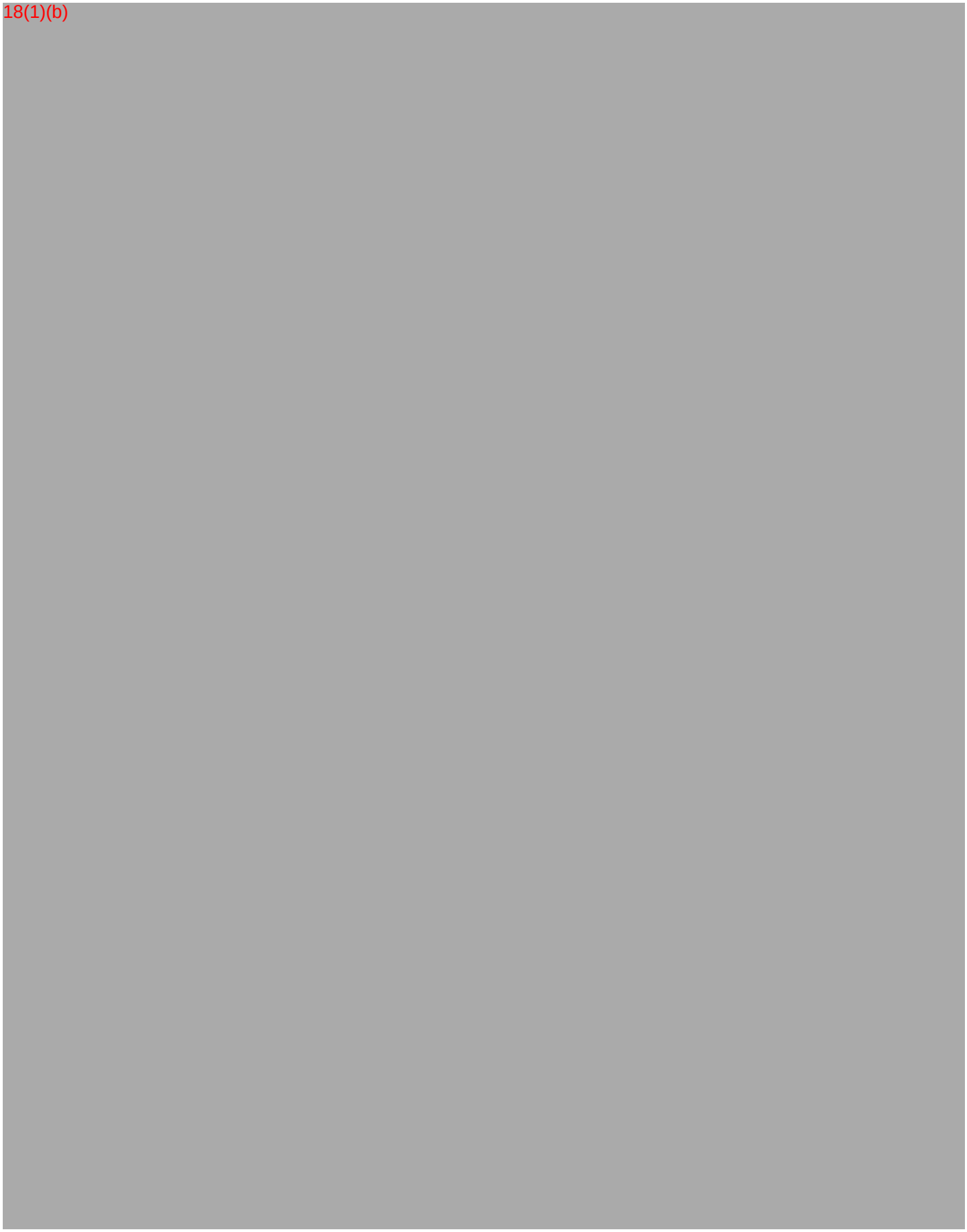
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18(1)(b)



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18(1)(b)



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2.7 Specific risk considerations

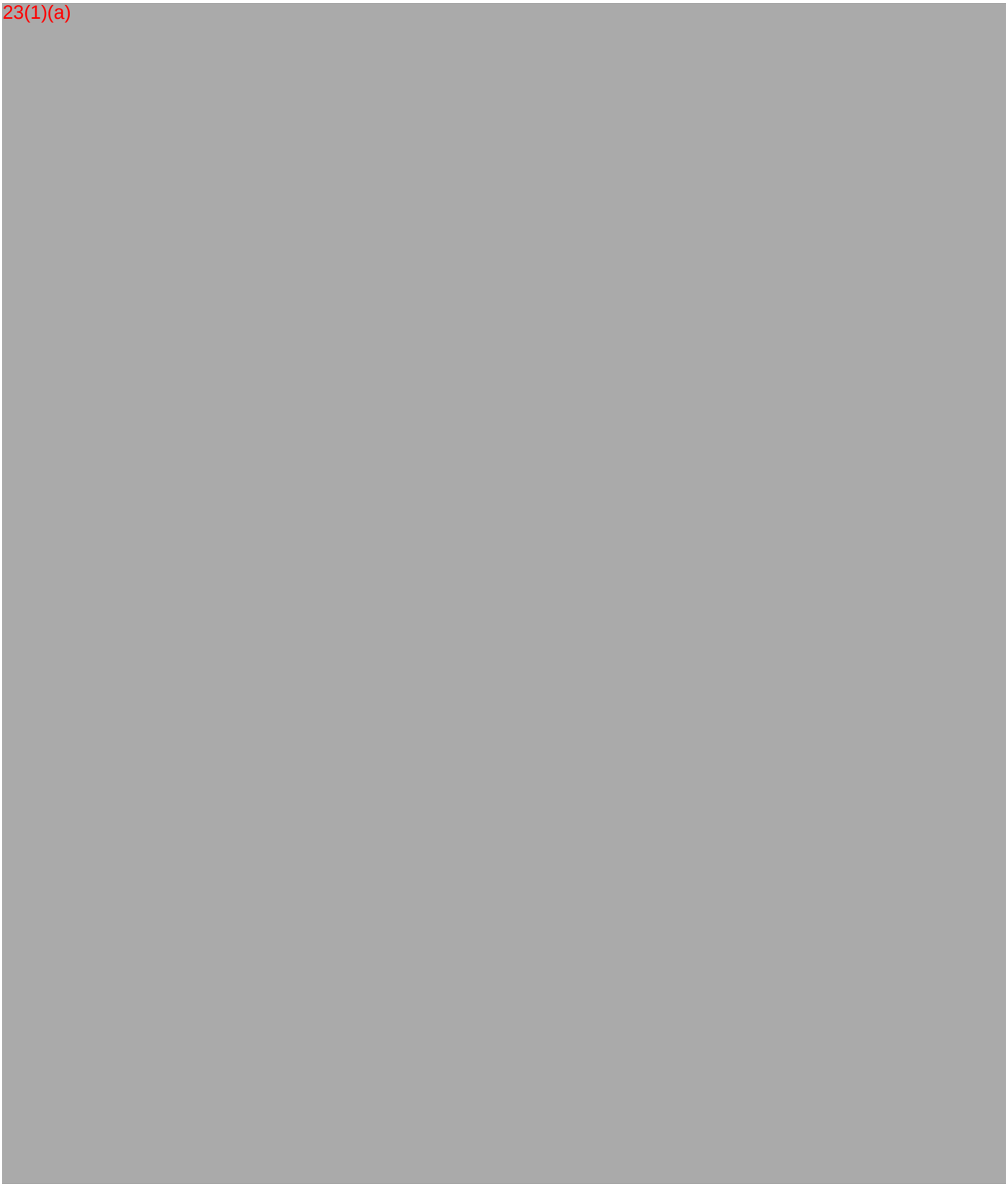
18(1)(b)



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3. Key findings

23(1)(a)



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23(1)(a)



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Appendix A – Market Sounding Brief

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Route 90 Improvements Project

Market sounding brief

City of Winnipeg

April 7, 2025

City of Winnipeg

Route 90 Improvements Project Market Sounding Guide

18(1)(c.i), 18(1)(c.iv)



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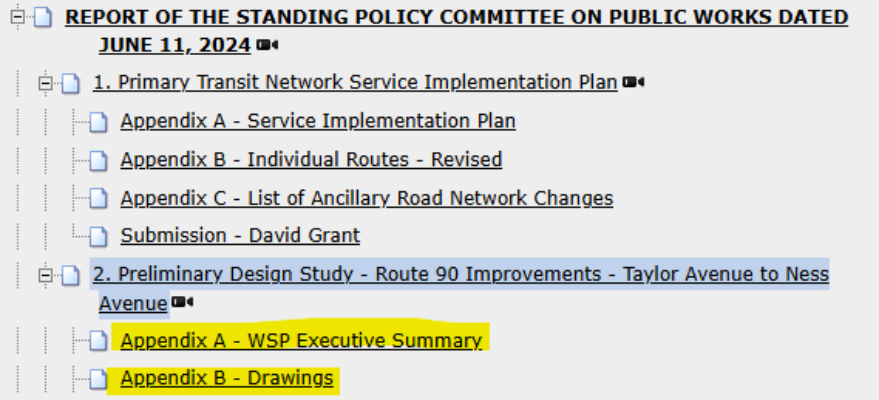
1. Introduction

1.1 Purpose

As set out in EOI 241-2025, the City of Winnipeg (the "City") is planning the Route 90 Improvements Project and is consulting with the market of key service providers to canvass interest and solicit input on project delivery models.

The preliminary design study executive summary is available at:

http://clkapps.winnipeg.ca/DMIS/permalink.asp?id=M20240627(RM)C-90



1.2 Participation

18(1)(c.i), 18(1)(c.iv)

1.3 Limitations

18(1)(c.i), 18(1)(c.iv)

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2. Project overview

2.1 Project scope and estimated cost

18(1)(c.i), 18(1)(c.iv)



2.2 Tentative Project schedule and staging

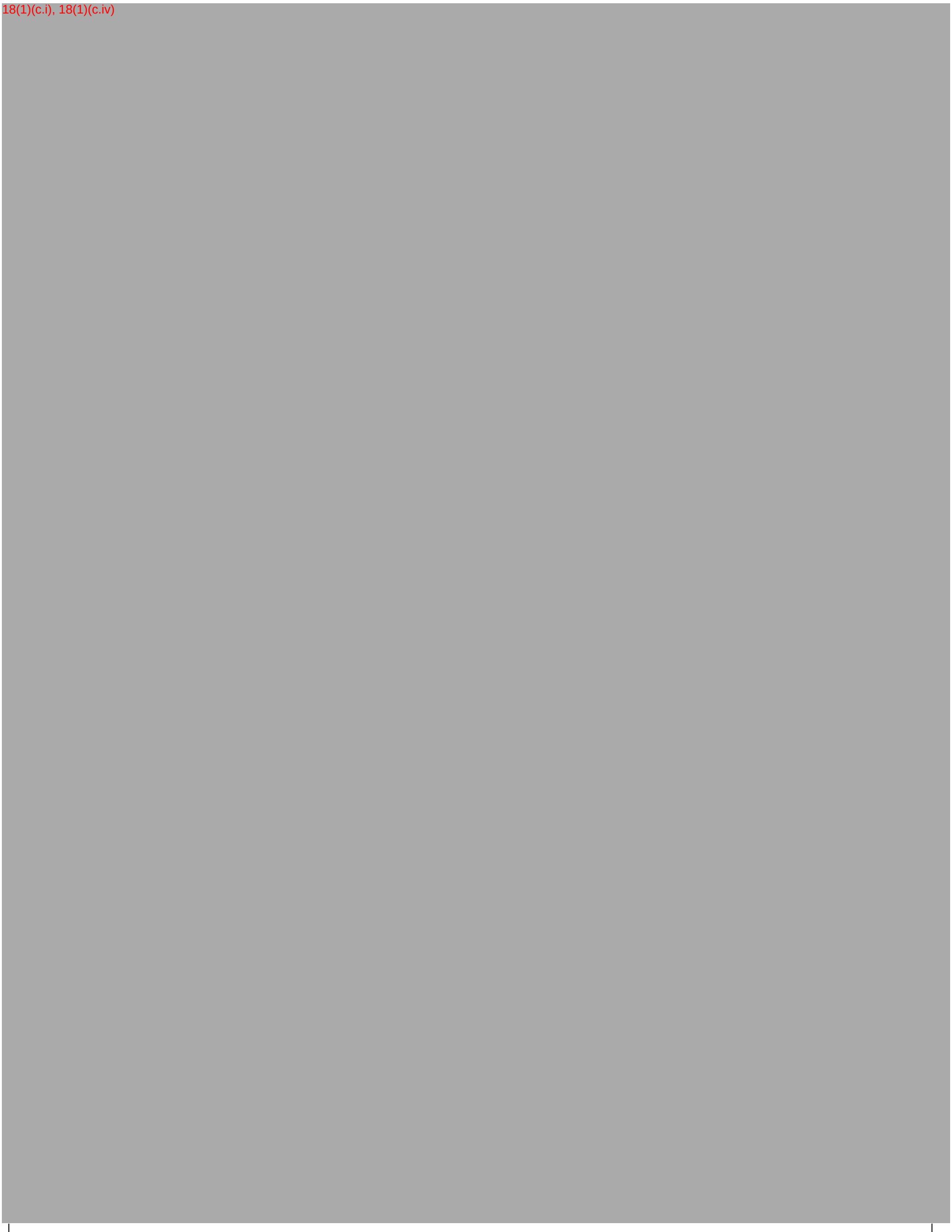
18(1)(c.i), 18(1)(c.iv)



[1] Source: Predesign Study, April 2024. Excludes interest during construction

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18(1)(c.i), 18(1)(c.iv)



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2.3 Delivery models

The delivery models for the Project currently being considered by the City are as follows:

1. Design Bid Build (DBB)
2. Design Build (DB) or Design Build Finance (DBf)
3. Progressive Design Build (PDB) or Progressive Design Build Finance (PDBf)
4. Construction Management At Risk (CMAR) / Construction Consultant General Contractor (CCGC)
5. Design Build Finance Maintain (DBFM) with ± 30 year maintenance term

The City is seeking feedback on these delivery models with regard to the major scope components:

	Road segment	Bridge segment	Land drainage components
DBB			
DB / DBf			
PDB / PDBf			
CMAR / CCGC			
DBFM			

2.4 Sustainable procurement

The City's sustainable procurement polices are anticipated to apply to the Project, regardless of delivery model. More information is available at:

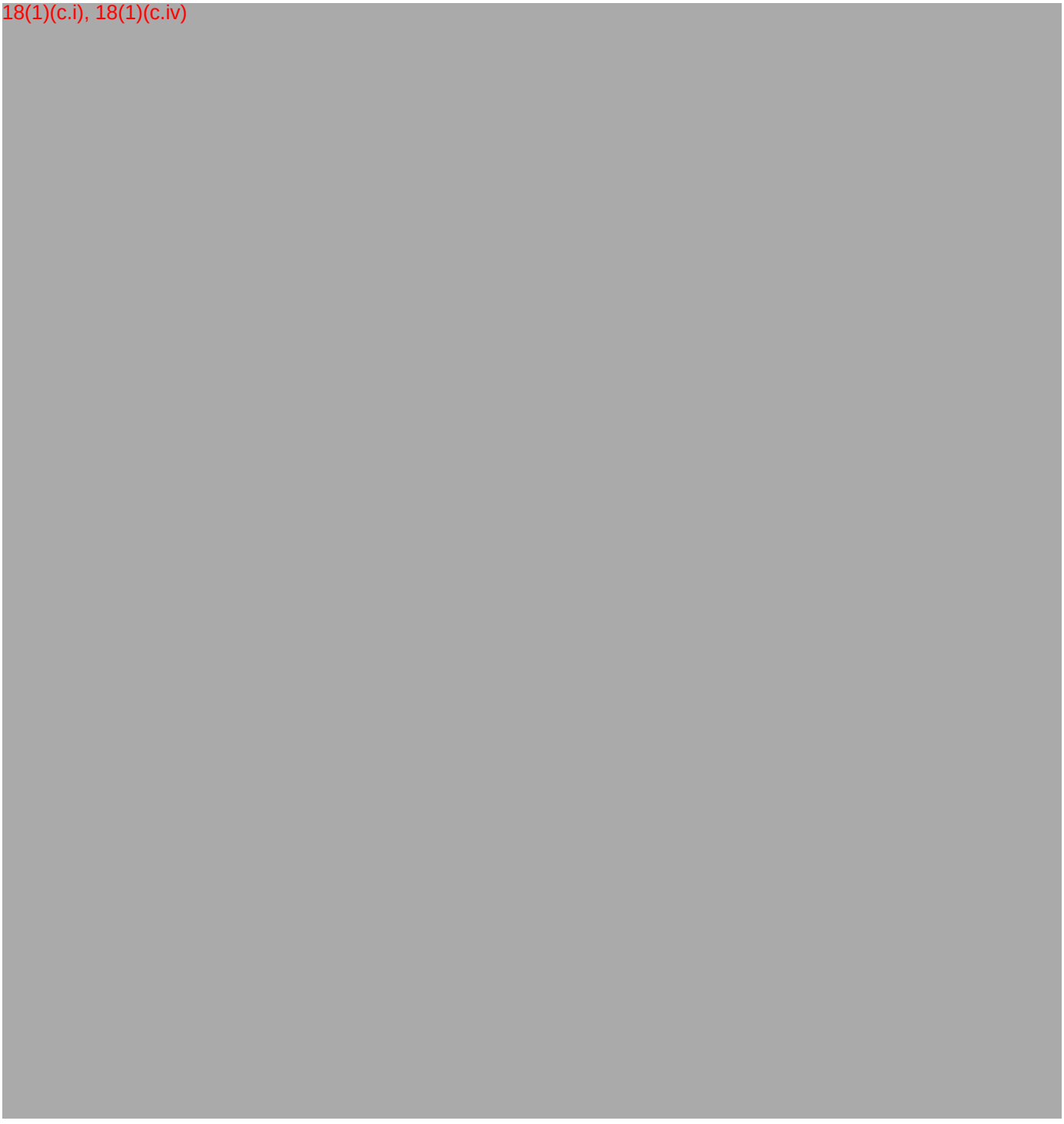
Sustainable procurement | City of Winnipeg

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3. Questions

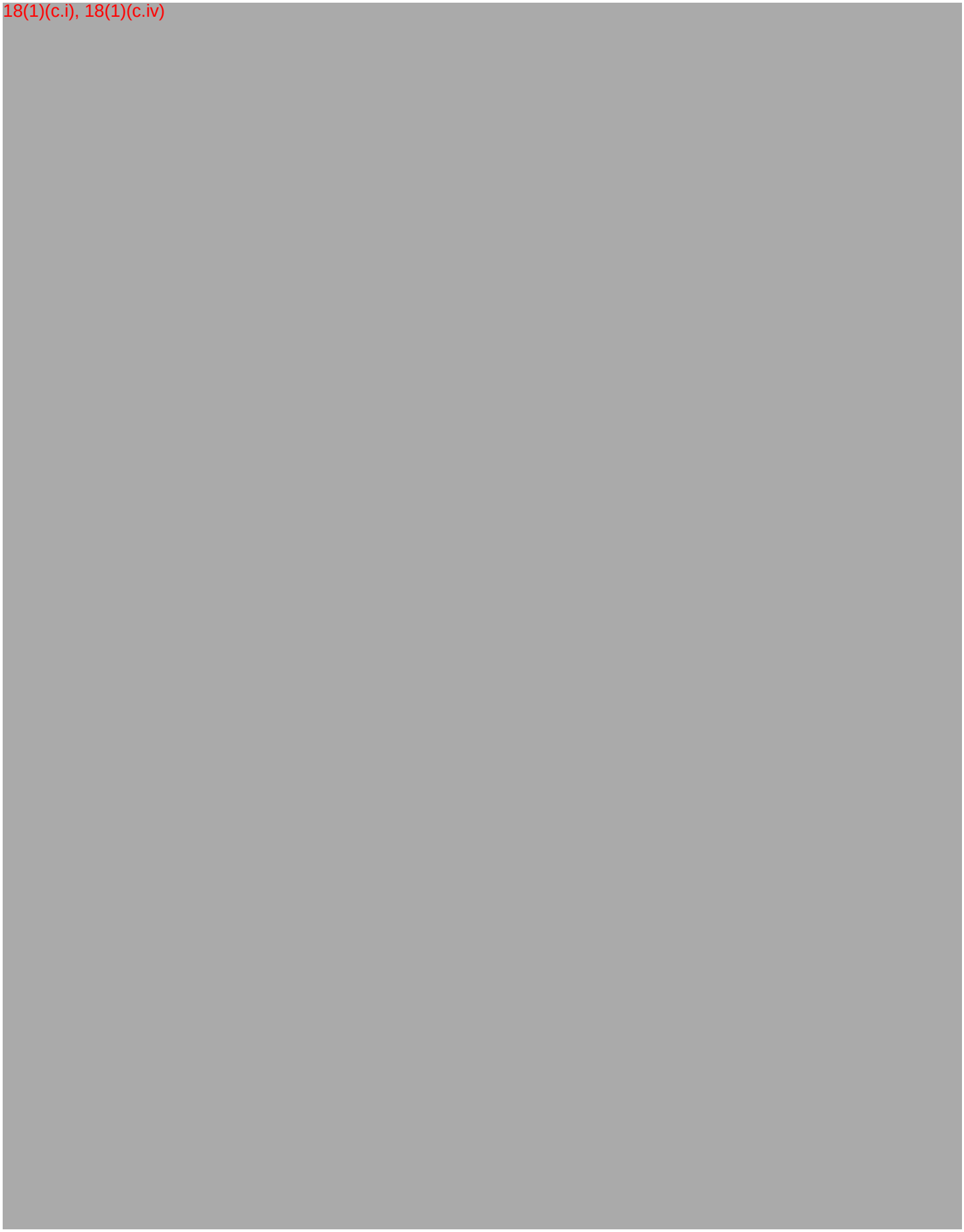
The following questions are intended to facilitate an open discussion of the interest of market sounding participants of their potential interest and role in the Project opportunities. Respondents may focus on questions of particular interest to them, a response to every question is not necessarily expected. Respondents may introduce additional topics.

18(1)(c.i), 18(1)(c.iv)



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18(1)(c.i), 18(1)(c.iv)



18(1)(c.i), 18(1)(c.iv)



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Appendix D – Bridge Segment technical workshop

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Minutes

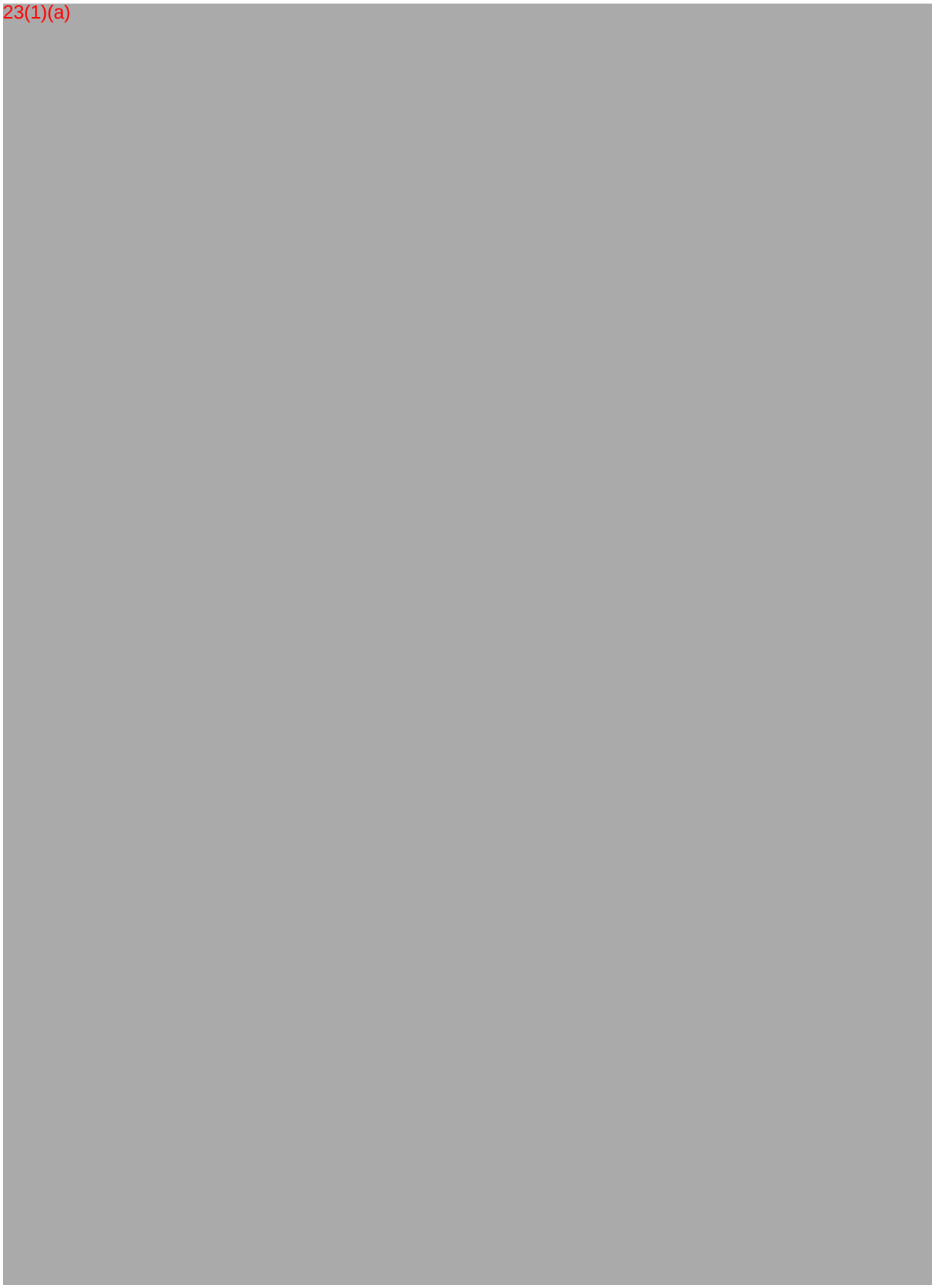
Date:	5/22/2025
Project:	City of Winnipeg Route 90 Improvements Alternative Project Delivery Value for Money Study
Subject:	Bridge Technical Workshop (May 16, 2022)
Attendees:	**City:** Cam Ward, Brad Neirinck, Mohamed Mady, Greg Blatz **Deloitte/AECOM:** Chris Baisley, Tom O'Neil, Brad Cook, Bo Stachniak, Eric Loewen

The purpose of the meeting was to assess whether the bridge works should be bundled/unbundled and which delivery models are sound from a technical/engineering perspective to narrow down to an alternate delivery model approach which can in the next steps be compared to the DBB strategy for the "bridge component" of the Route 90 project.

23(1)(a)



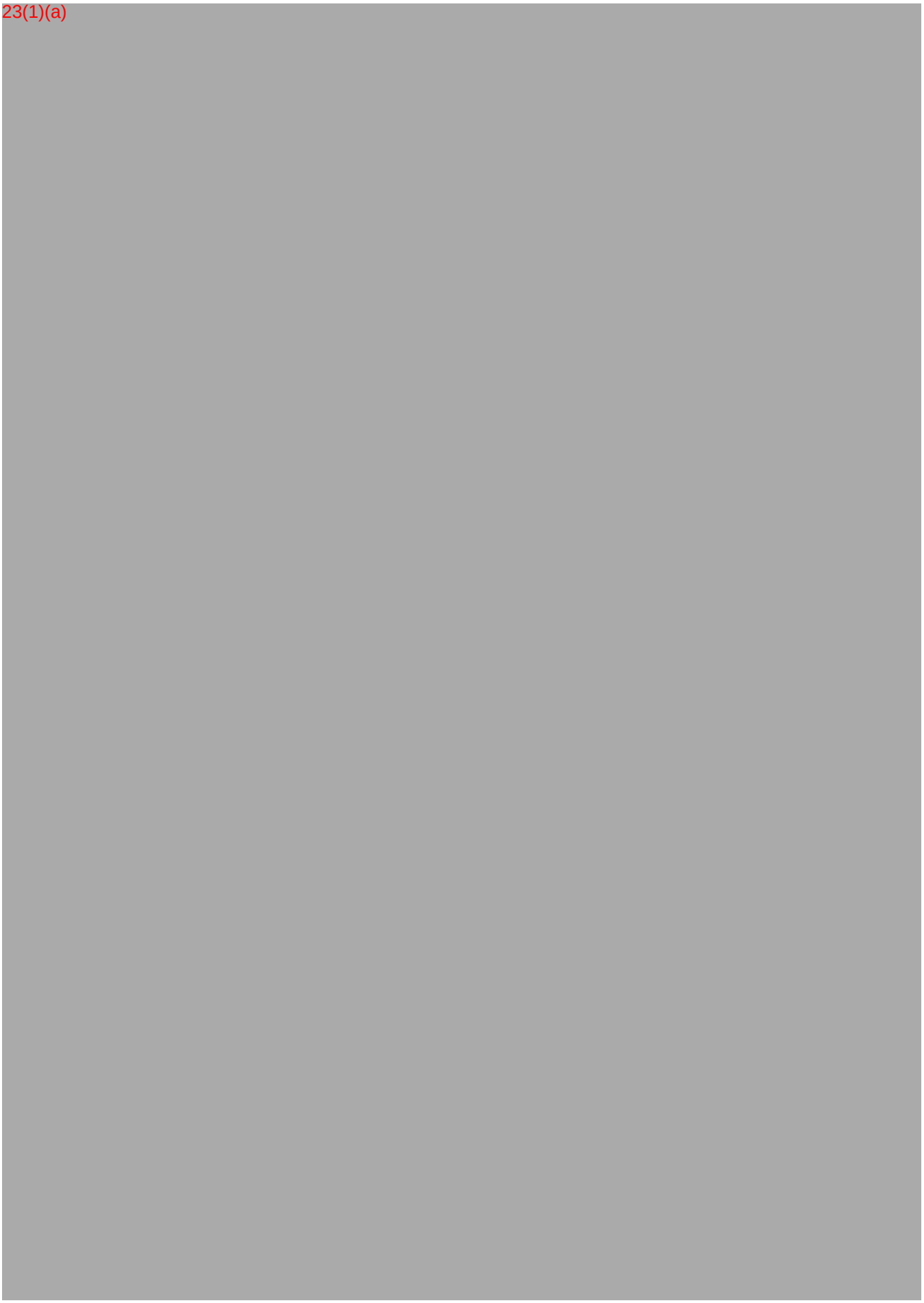
23(1)(a)



23(1)(a)

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23(1)(a)



23(1)(a)



Figure 1 - DBB Strategy Gantt Chart for Bridge Component of Project



Appendix E – Road Segment technical workshop

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Minutes

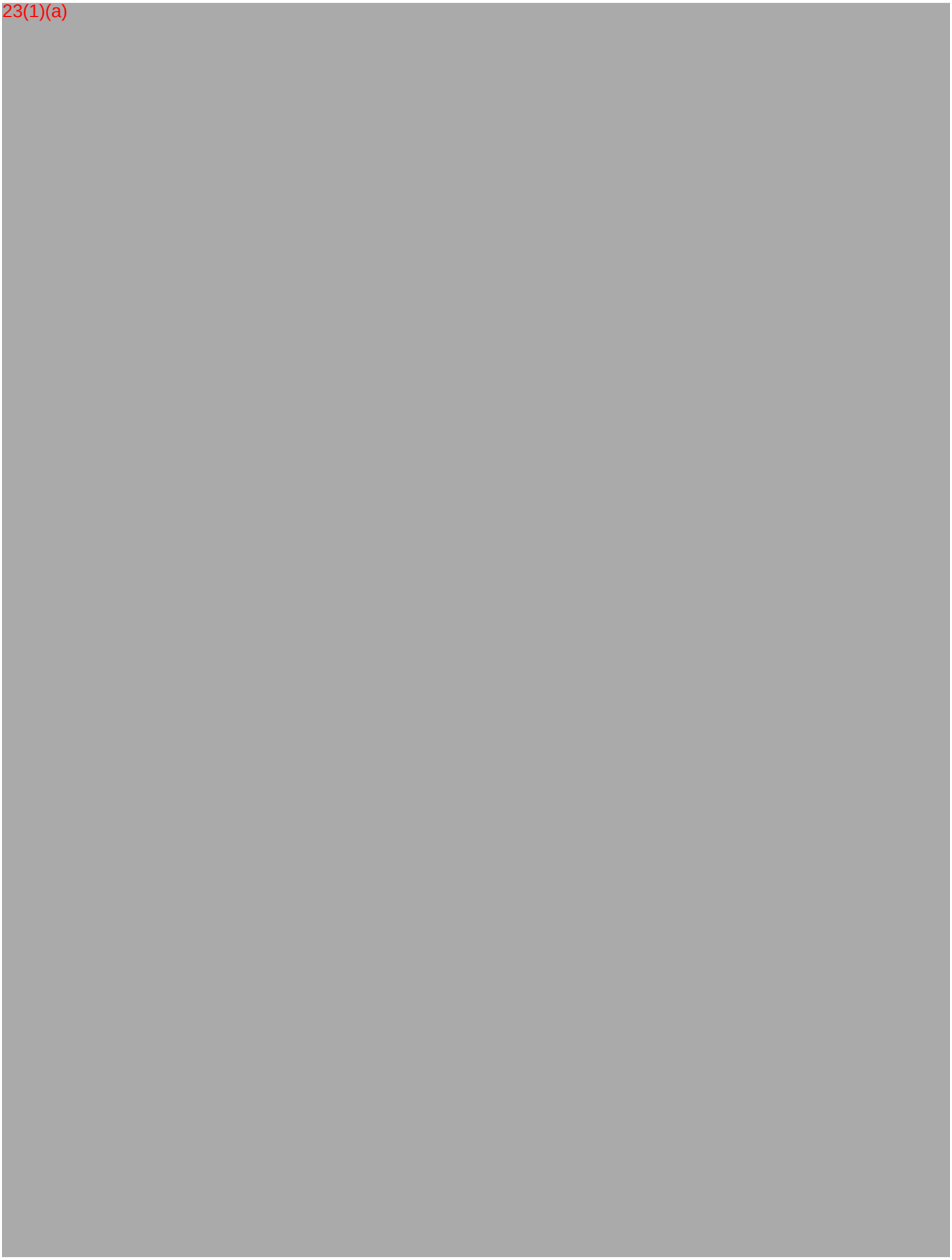
Date:	5/28/2025
Project:	City of Winnipeg Route 90 Improvements Alternative Project Delivery Value for Money Study
Subject:	Roads Technical Workshop
Attendees:	**City:** Cam Ward, Brad Neirinck, Colin Titchkosky **Deloitte/AECOM:** Chris Baisley, Tom O'Neil, Brad Cook, Usman Ejaz

The purpose of the meeting was to narrow down bundling and delivery model alternatives for the "roads component" of the Project, 23(1)(a)

23(1)(a)

23(1)(a)

23(1)(a)




23(1)(a)

Appendix F – DBFM screening for bridges

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18(1)(c.i), 18(1)(c.iv)


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Appendix G – Preliminary qualitative assessments (CMAR for existing bridges, DB for new SB bridge)

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CMAR vs. DBB - Ex Bridges

18(1)(c.i), 18(1)(c.iv)




18(1)(c.i), 18(1)(c.iv)


18(1)(c.i), 18(1)(c.iv)


18(1)(c.i), 18(1)(c.iv)

Appendix H – VFM assessment for new SB bridge

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Memorandum

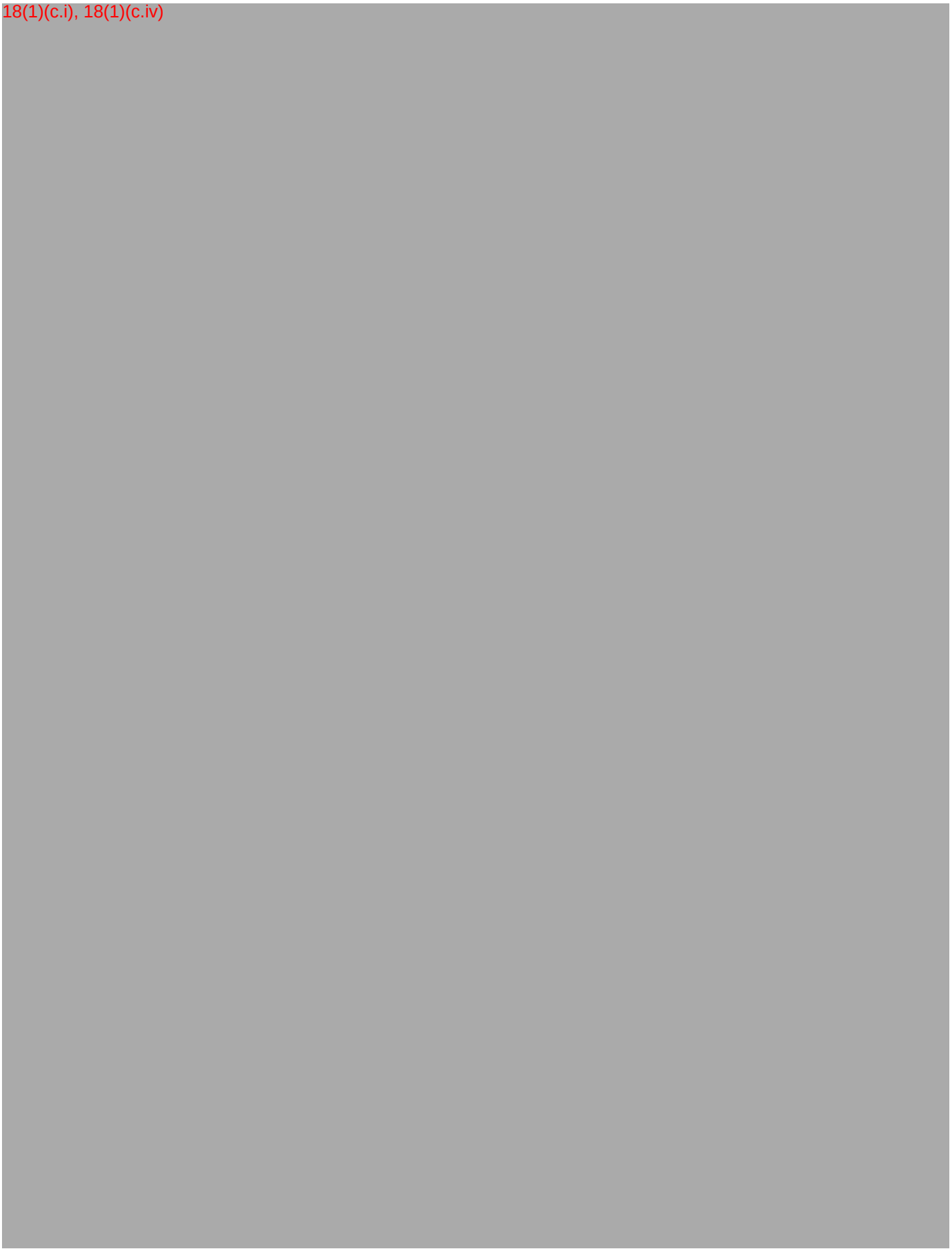
Date:	07/30/2025
Project:	City of Winnipeg Route 90 Improvements Alternative Project Delivery Value for Money Study
Subject:	Financial Model, Risk Quantification and Value for Money Analysis for New Southbound Bridge

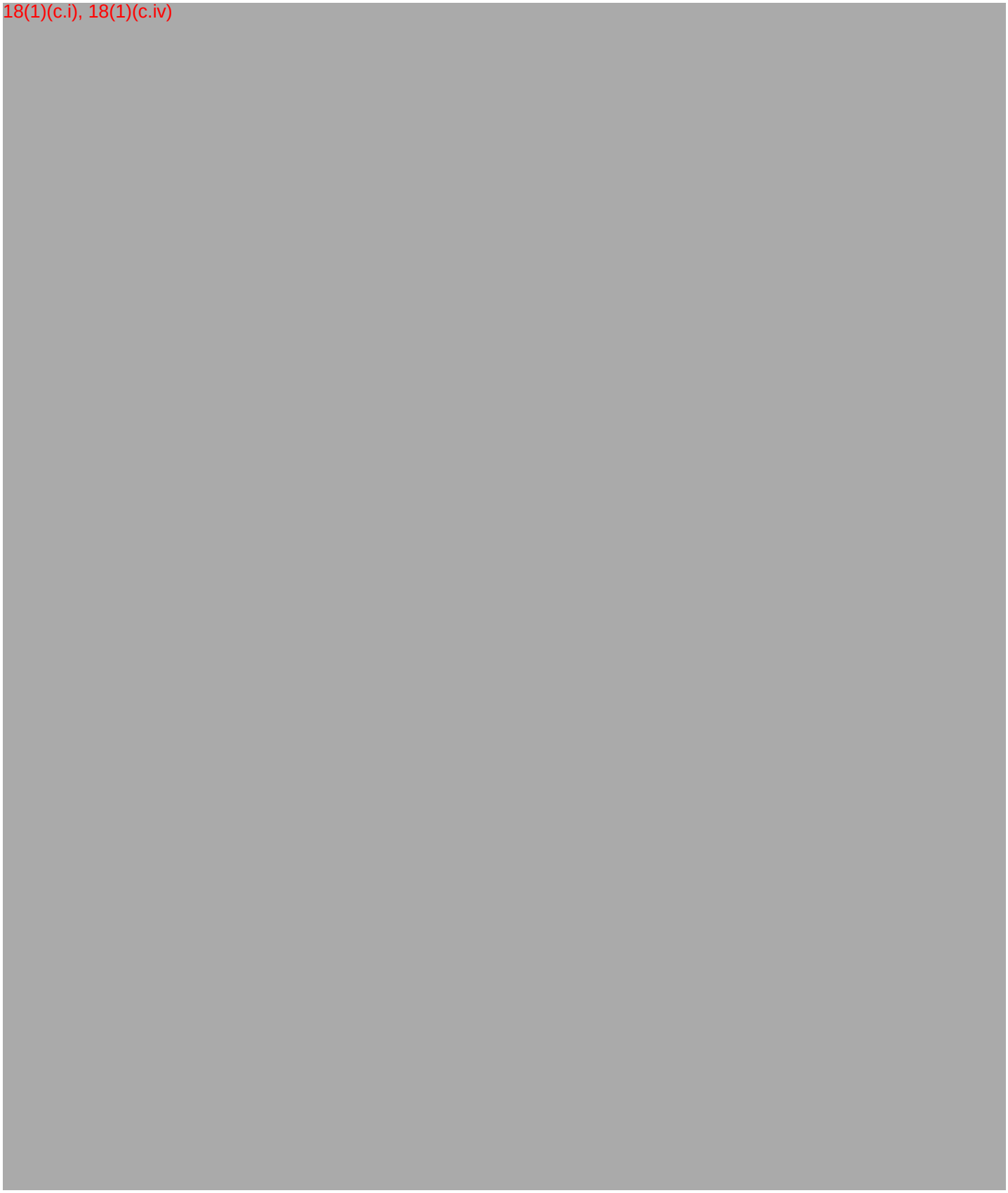
City of Winnipeg

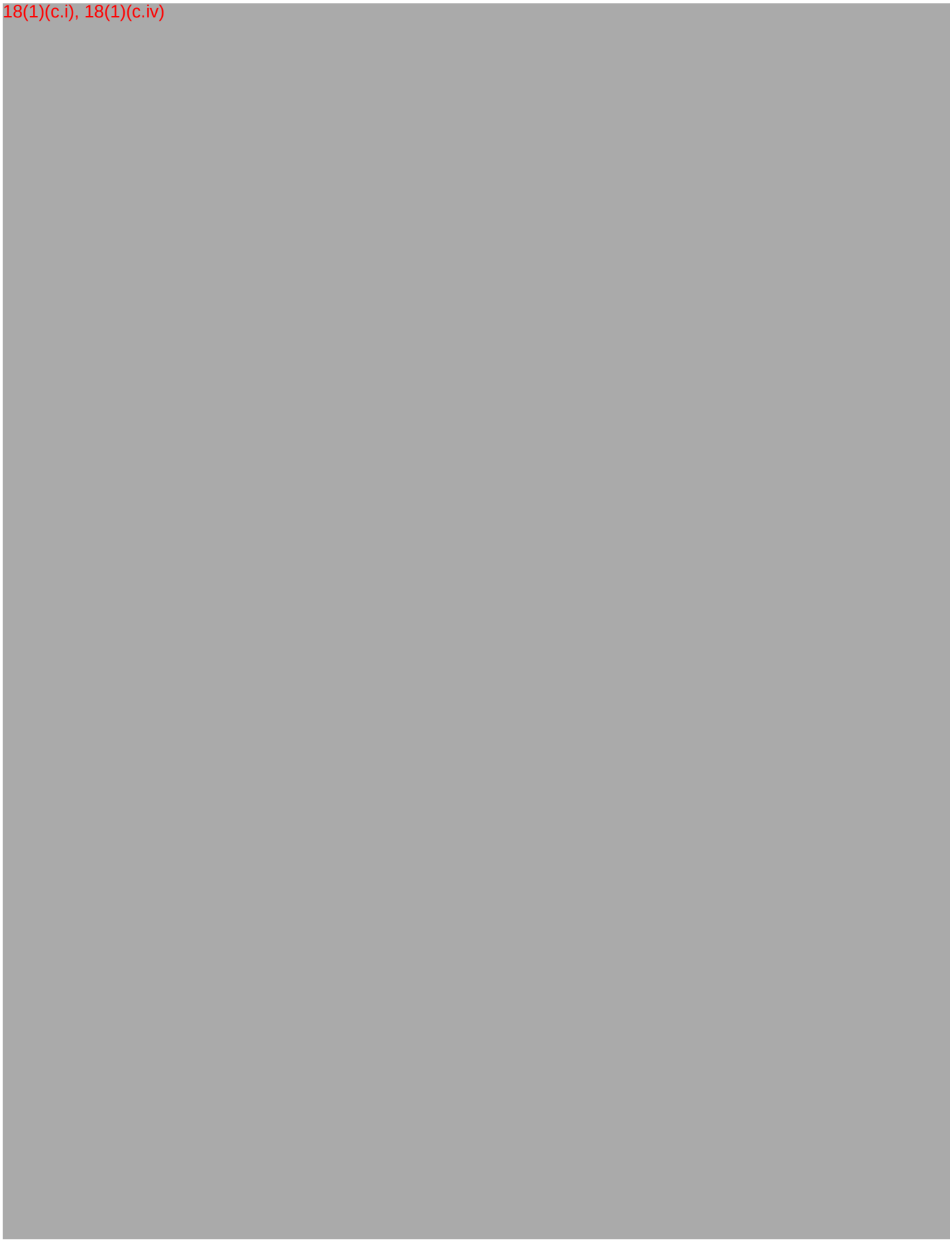
Route 90 New SB Bridge VFM

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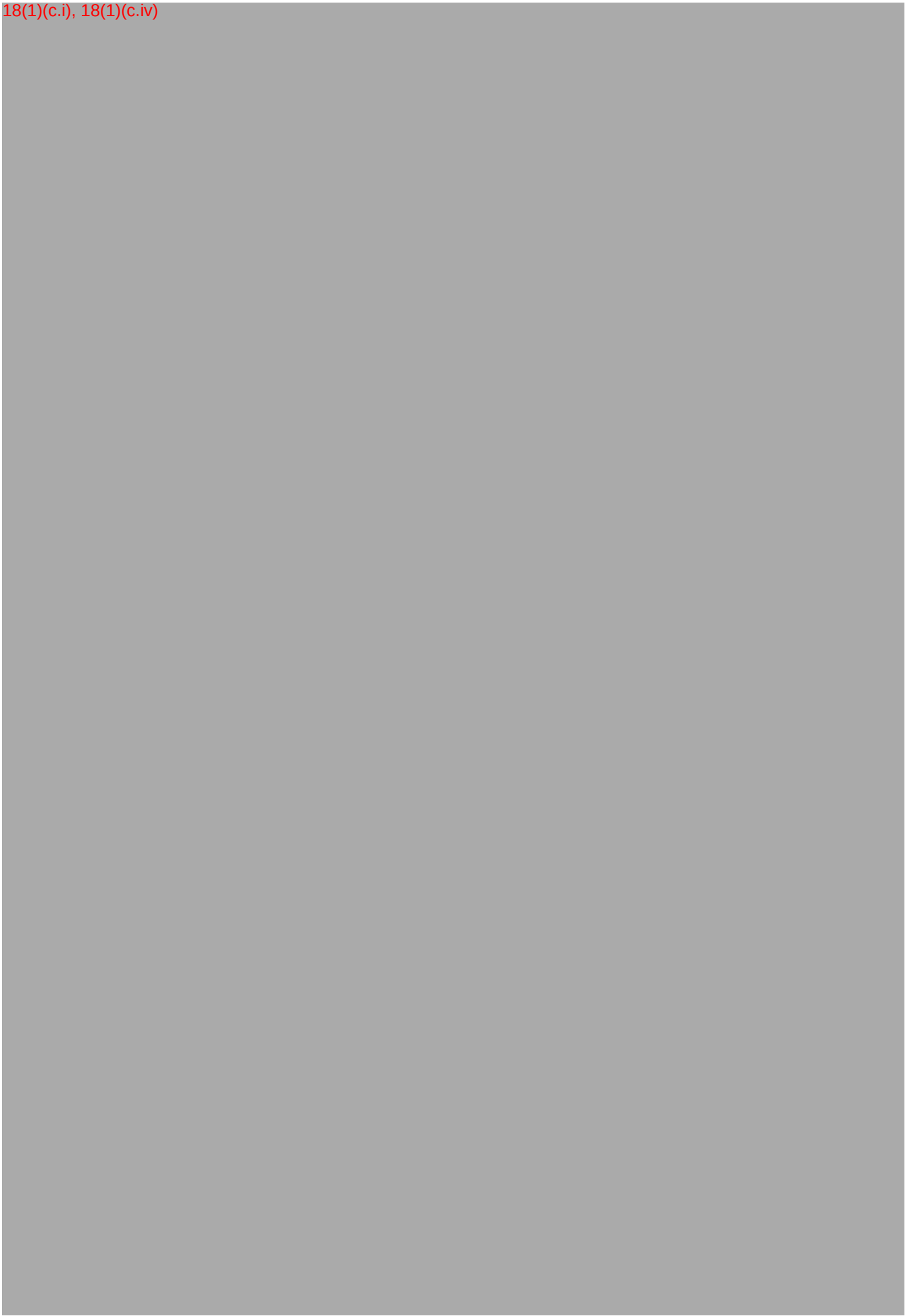


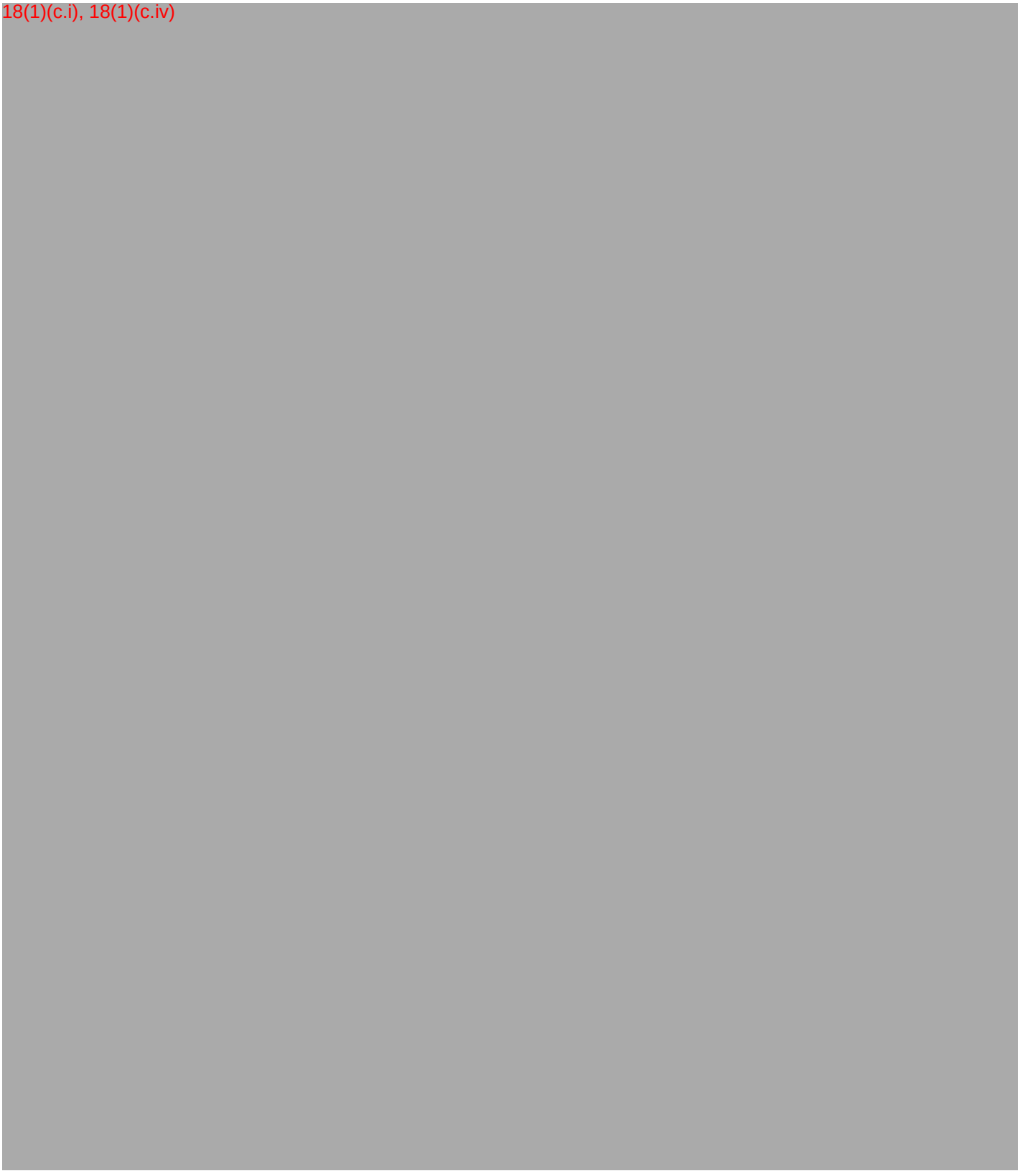

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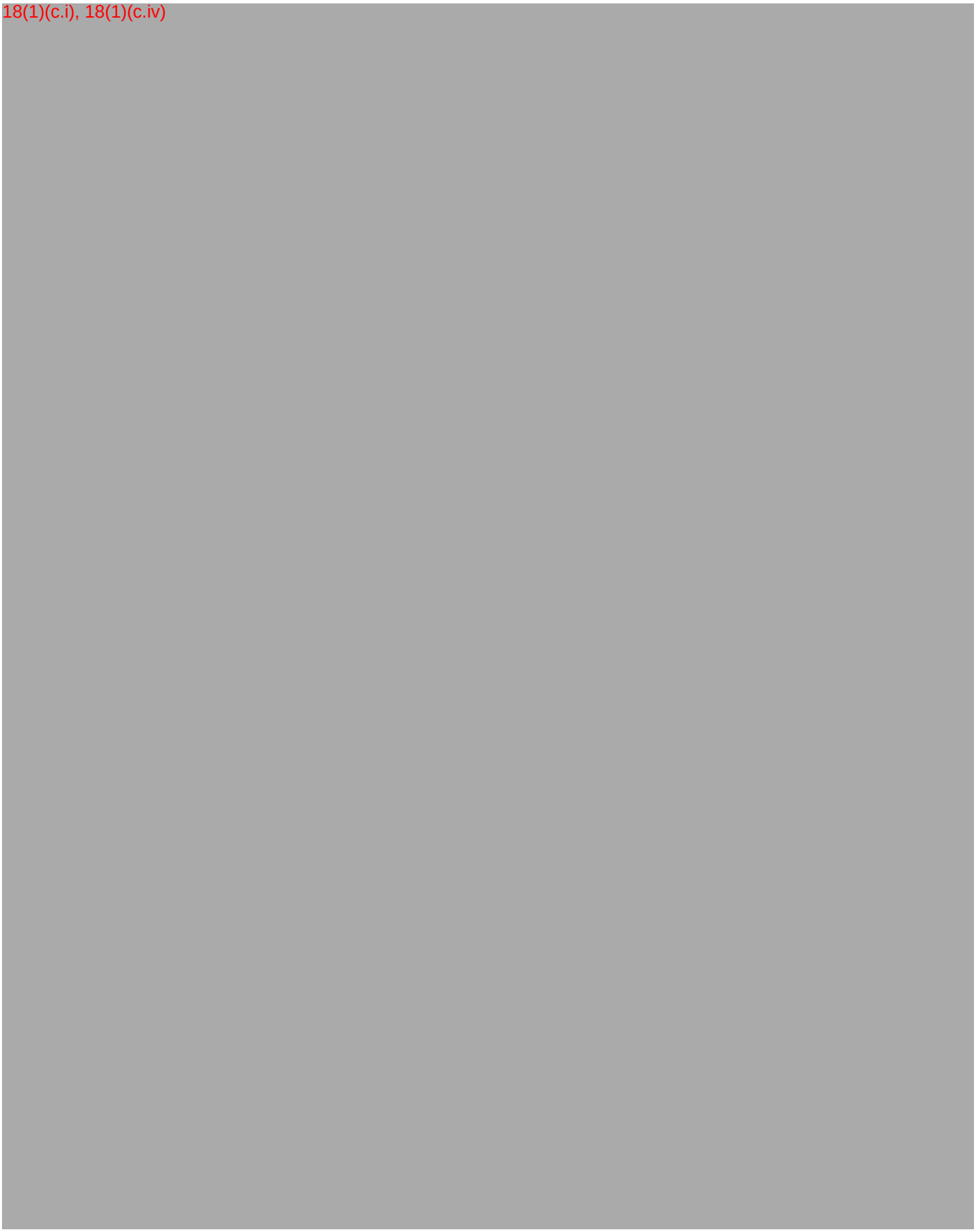

18(1)(c.i), 18(1)(c.iv)

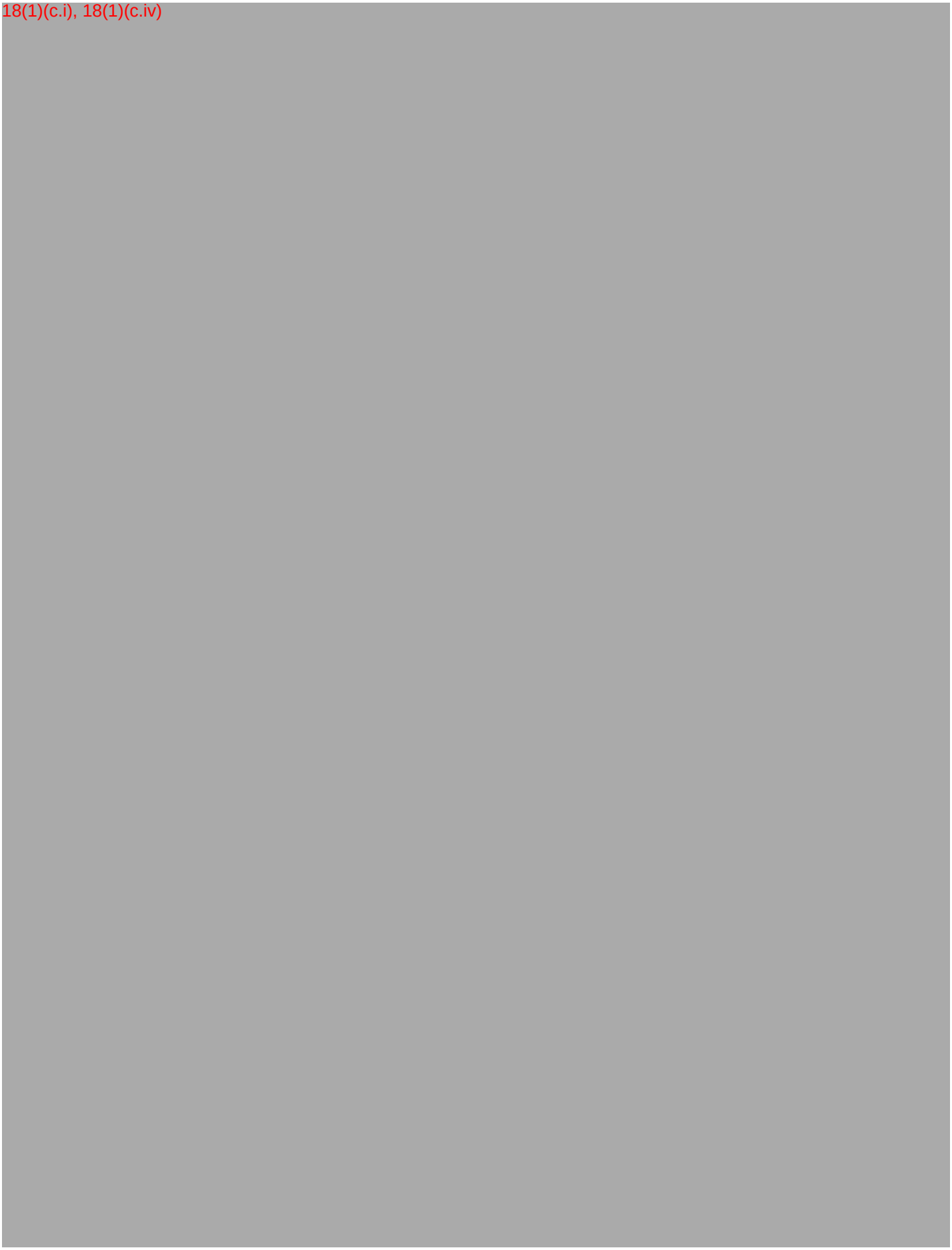

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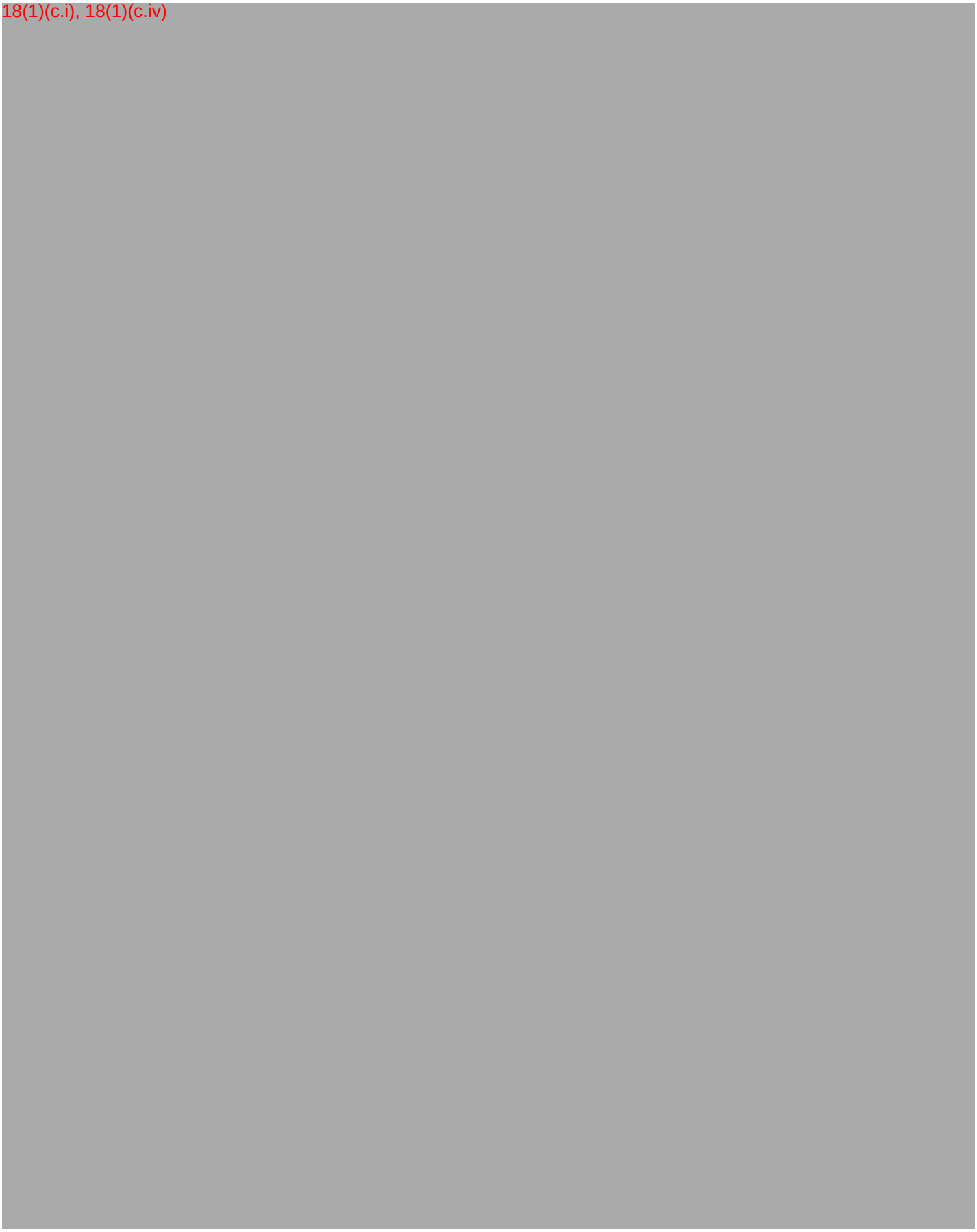
18(1)(c.i), 18(1)(c.iv)

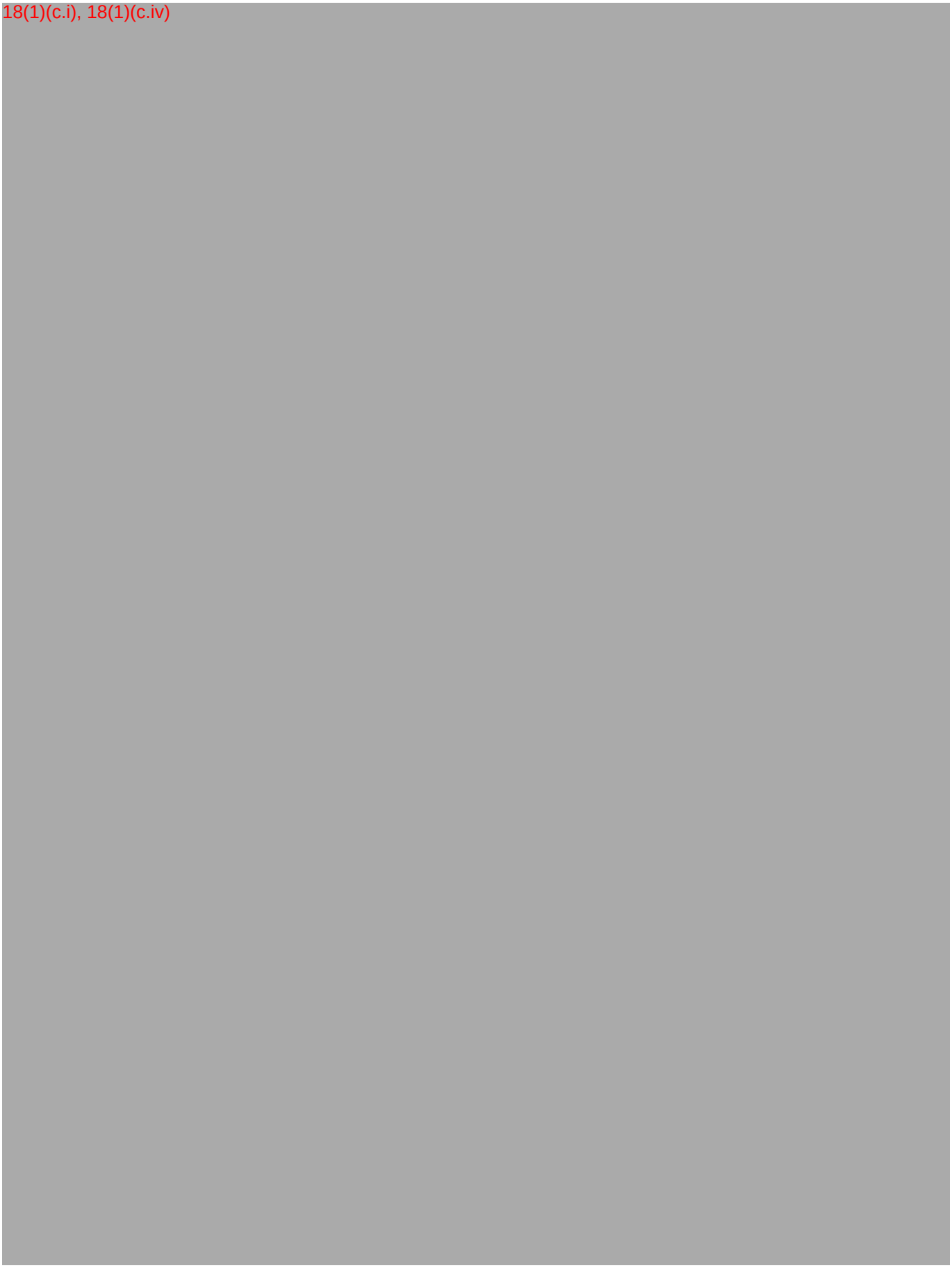


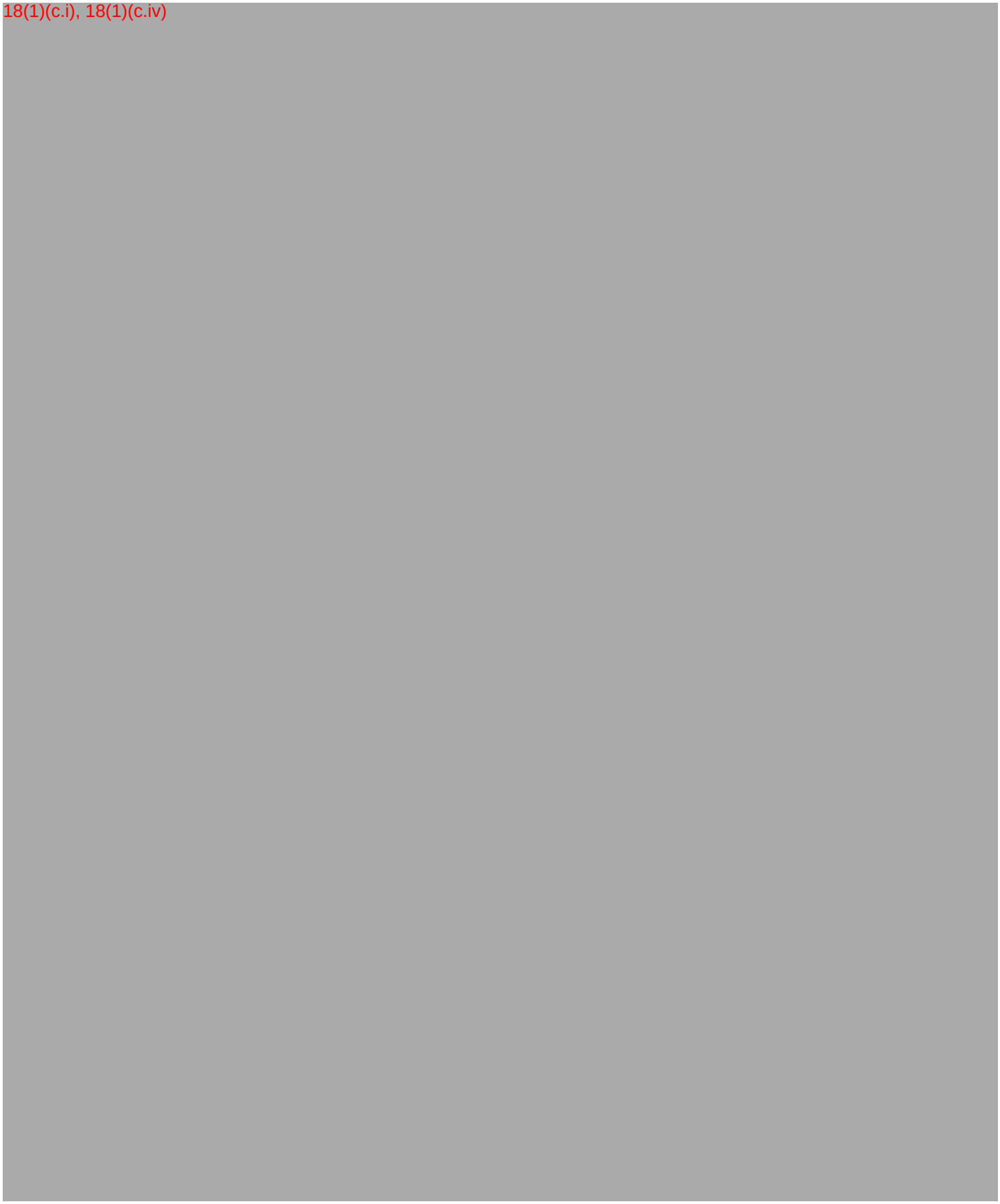

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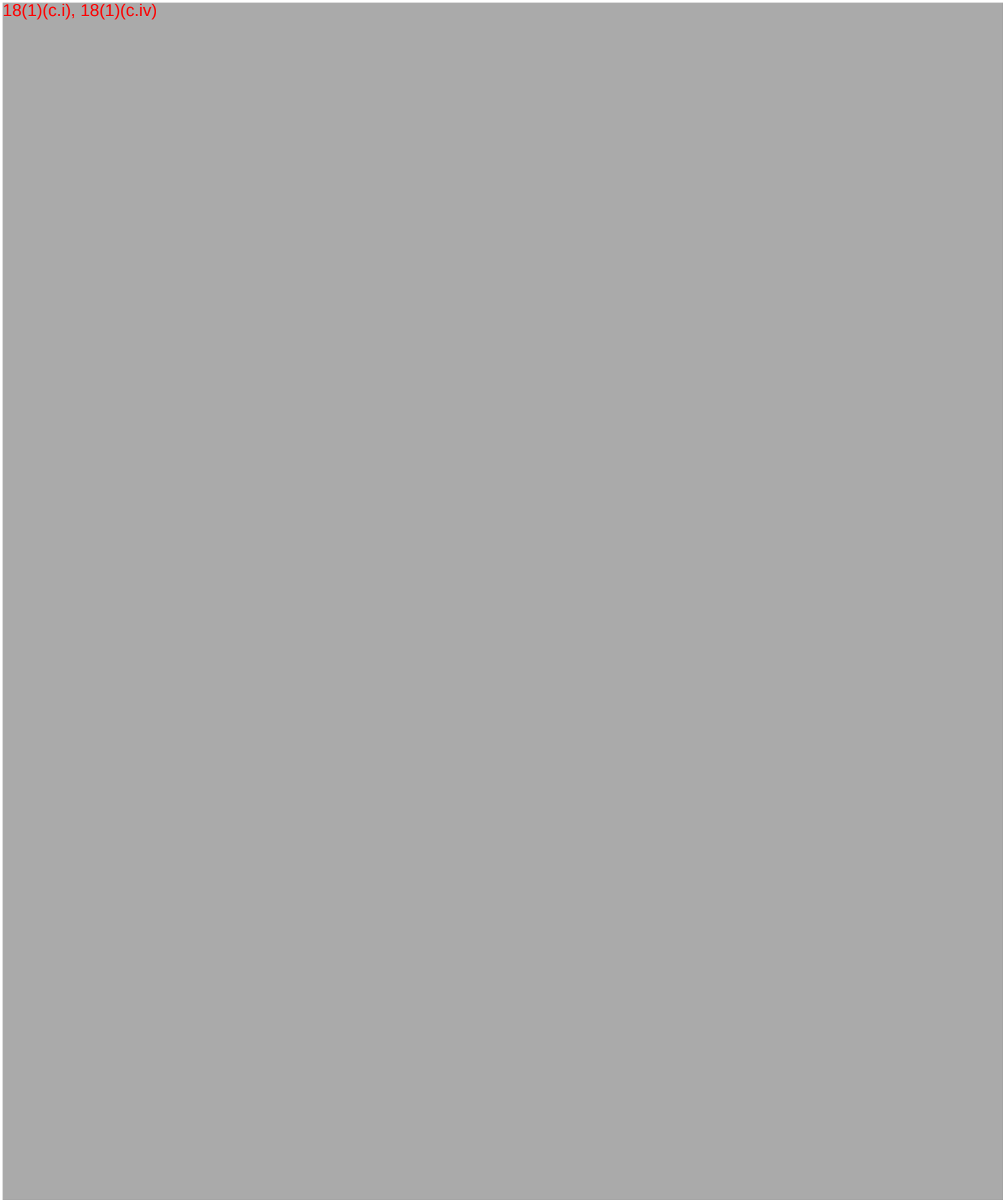

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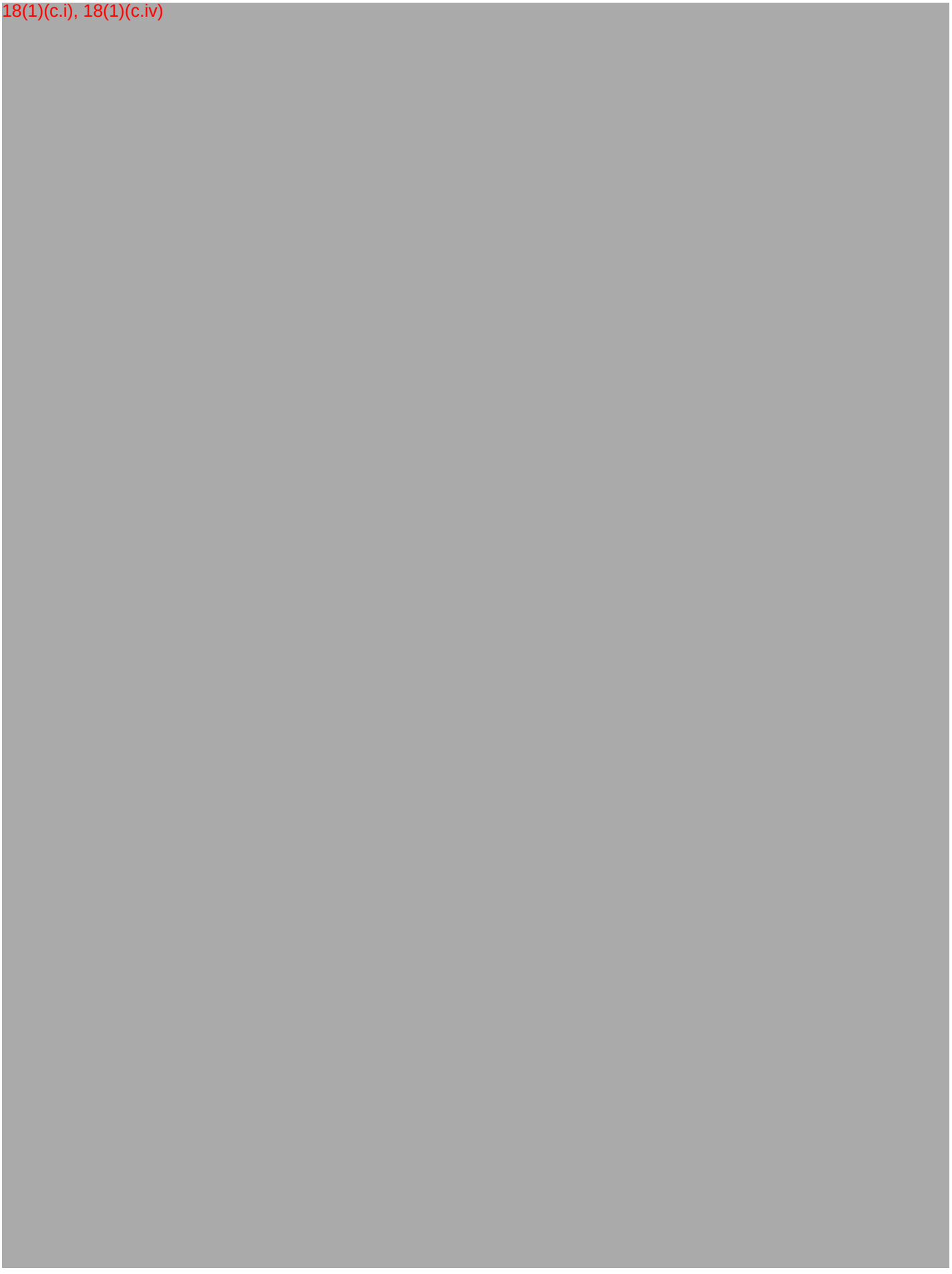

18(1)(c.i), 18(1)(c.iv)


18(1)(c.i), 18(1)(c.iv)

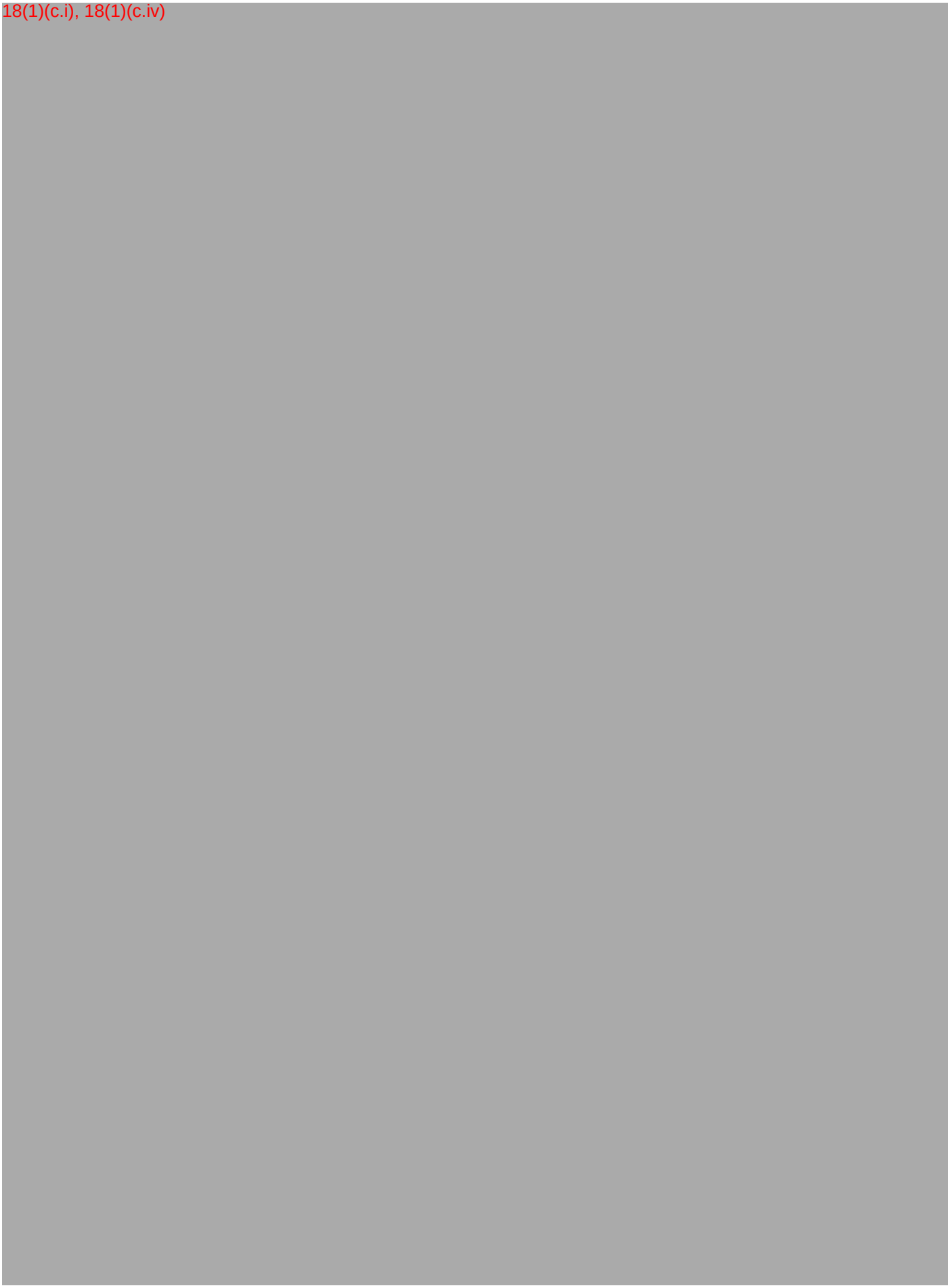

18(1)(c.i), 18(1)(c.iv)

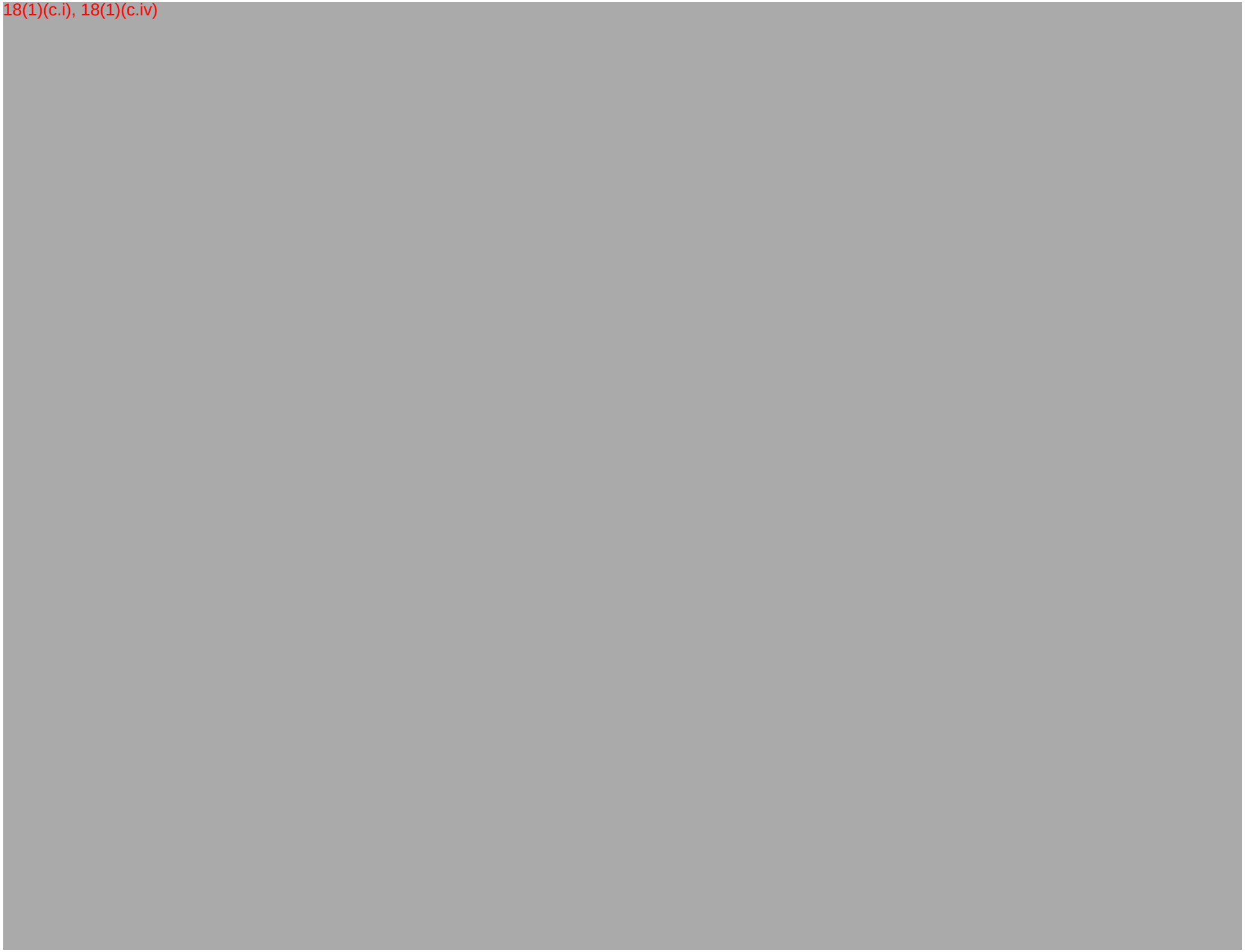

18(1)(c.i), 18(1)(c.iv)


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