



Request for Proposals No. Q-2026-012-EL

For

Contractor Services for

Ban Righ Hall Steam Manhole Replacement (24-03036)

Request for Proposals No.:	Q-2026-012-EL	
Issued:	May 11, 2026	
Submission Deadline:	Tuesday, June 16, 2026	before 3:00 PM ET

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Part 1 – Invitation and Submission Instructions

1.1 Invitation to Proponents

This Request for Proposals (the “RFP”) is an invitation by Queen’s University (“Queen’s”) to prospective proponents to submit proposals for Contractor Services for Ban Righ Hall Steam Manhole Replacement as further described in Section A of the RFP Particulars ([Appendix D](#)) (the “Deliverables”).

Scope of Work Summary:

The intent of the project is to replace the steam manholes located southwest corner of University Ave. and Bader Lane, next to Ban Righ Hall. This includes the consolidation of existing steam valves, expansion joints and outdated piping configuration located in multiple existing underground concrete structures.

The contractor is responsible for providing all labor, materials, equipment, supervision, coordination, permits, and safety measures required to complete the project in accordance with the contract documents and all applicable regulations. The work must be carefully planned and executed in multiple phases, maintaining safe and continuous operation of university services while minimizing disruptions. Early tasks include reviewing existing site conditions, isolating portions of the steam system, installing temporary configurations, performing non-invasive investigations, coordinating geotechnical assessments, and constructing new underground steam piping. Throughout these activities, the contractor must maintain detailed records, protect existing infrastructure, manage long-lead items, and ensure proper sequencing in alignment with the approved schedule.

Later phases involve extensive steam system replacement and temporary steam generation. The contractor must supply, install, operate, and maintain rental boilers, complete required system isolations and lock-out/tag-out procedures, and demolish designated portions of the existing steam network. New steam and condensate piping, manholes, valves, expansion joints, and supports must be installed to meet all technical standards and design requirements. Temporary systems must remain in safe operation until permanent systems are tested, commissioned, accepted, and fully reinstated. The contractor is responsible for final restoration, full testing and documentation, commissioning support, and closeout materials needed for final acceptance by the university and engineer of record.

Refer to drawing M01 for detailed scope of work.

The prime consultant is J.L. Richards & Associates

Commence Construction: July 2026

Ready for Takeover: August 2027

Proponents shall refer to Appendix D for more information related to the Scope of Work, Construction and Site Requirements.

1.2 Queen's University Background

Land Acknowledgement. Queen's is situated on traditional Anishinaabe and Haudenosaunee territory. We are grateful to be able to live, learn and play on these lands.

Queen's is a university for the future. While we stand on a history of unparalleled academic and research achievement, we remain committed to challenging assumptions of the past. We drive forward the boundaries of knowledge through research and learning – all in service to our vision of an inclusive, diverse, and sustainable society.

The Queen's community seeks to solve the world's most significant and urgent challenges with intellectual curiosity, passion to achieve, and commitment to collaboration.

Home to more than 25,000 undergraduate and graduate students and over 5,000 faculty and staff, we attract those who are driven by an innate desire to venture out, and to be part of something bigger than themselves.

By offering an exceptional student experience, we invite and cultivate excellence and the capacity for leadership.

Queen's is a community for all. Welcoming and supportive of students and faculty from all countries and backgrounds, we embrace diversity of ideas and perspectives. And once here, our students and researchers enter a national and global network of innovators, advocates, and entrepreneurs who open doors for those who follow.

Our [reputation](#) for leading-edge physics, cancer research, geoengineering, data analytics, surveillance studies, social science and mental health research is well documented, highlighted by the [2015 Nobel Prize in Physics](#). Yet beyond our robotics labs, research centres, and innovation hubs exists a dedication to giving students a well-rounded student experience.

State-of-the-art cultural facilities – including the [Isabel Bader Centre for the Performing Arts](#) and the [Agnes Etherington Art Centre](#), showcase world-class performing arts and collections, including the largest collection of works by Rembrandt in public galleries in Canada.

Social and Sustainable Procurement. Queen's is committed to building a culture that contributes to inclusive, vibrant, and safe communities. Our procurement practices can be a powerful tool whereby Queen's can encourage diversity and support individuals from equity-deserving groups, along with supporting the university as we advance reconciliation/conciliation with Indigenous peoples. What we buy and how we buy it can have a great impact on the environment and society as a whole.

For more information, please visit [our website](#).

1.3 RFP Contact

For the purposes of this procurement process, the "RFP Contact" will be:

Jeff Mustoe | Email: mustoe.j@queensu.ca |

Proponents and their representatives are not permitted to contact any employees, officers, agents, elected or appointed officials or other representatives of Queen's, other than the RFP Contact, concerning matters regarding this RFP. Failure to adhere to this rule may result in the disqualification of the proponent and the rejection of the proponent's proposal.

1.4 Type of Contract for Deliverables

The selected proponent will be requested to enter into direct contract negotiations to finalize an agreement with Queen's for the provision of the Deliverables. The terms and conditions found in the Form of Agreement ([Appendix A](#)) are to form the basis for commencing negotiations between Queen's and the selected proponent. It is Queen's intention to enter into an agreement with only one (1) legal entity.

1.4.1 Original Term of Contract

The anticipated date of takeover is August 2027.

1.5 RFP Timetable

Issue Date of RFP	Monday, May 11, 2026
Optional Site Visit Ban Righ Hall– gather at main (north) entrance steps 10 Bader Lane Kingston ON https://map.queensu.ca/?id=1955#!ct/62352?m/571285?s/ban%20righ	Wednesday, May 20, 2026 @ 1:30pm
Intent to Respond (Appendix G)	Thursday, June 11, 2026
Deadline for Questions	Wednesday, June 3, 2026 by 4:00 PM ET
Deadline for Issuing Addenda	Tuesday, June 9 2026
Submission Deadline	Tuesday, June 16, 2026 before 3:00 PM ET
Rectification Period	Up to 48 hours
Contract Negotiation Period	15 calendar days
Anticipated Execution of Agreement	July 2026

Suppliers will hold the following (tentative) dates for interviews with up to the top 4 qualified scoring proposals – **Monday June 29, Tuesday June 30 2026.**

The RFP timetable is tentative only and may be changed by Queen's at any time. For greater clarity, business days means all days that Queen's is open for business.

1.6 Site Visits

1.6.1 Optional Site Visit

An optional site visit has been scheduled on the date and time stated in the RFP Timetable.

Attendees should meet at:

Ban Righ Hall– gather at main (north) entrance steps
10 Bader Lane
Kingston ON

<https://map.queensu.ca/?id=1955#!ct/62352?m/571285?s/ban%20righ>

Proponents must sign in upon arrival. Attendance will be taken and the attendance log will be the official record of attendance.

Proponents are strongly encouraged to attend the site visit. Failure to do so is at the sole risk and responsibility of the proponent, and proponents who do not attend waive any and all right to contest, claim, complain, protest and/or dispute this RFP based on the fact that information may have been obtained by other proponents as a result of their attendance at the optional site visit.

Attending proponents must wear the following proper personal protective equipment: steel toe slip and puncture resistant footwear and hard hat.

1.6.2 Information Obtained During the Optional Site Visit

Questions will not be accepted during the site visit. All questions that result from a proponent's site visit must be submitted in writing to the RFP Contact. Proponents are welcome to take photographs.

Each proponent acknowledges and agrees that:

1. Notwithstanding that Queen's may provide information during the site visit, such information, whether in verbal or in written form, will not in any way bind Queen's or amend this RFP and is not to be relied upon in any way by a proponent, except and only to the extent expressly confirmed in an addendum.
2. Anything said, written or done by Queen's and any views or comments expressed in response to anything said or done during the site visit will not in any way bind Queen's or amend this RFP and is not to be relied upon in any way by a proponent, except and only to the extent expressly confirmed in an addendum.

1.6.3 Additional Site Visits

Proponents who would like an opportunity to attend additional site visits must submit a request to the RFP Contact by email not less than three (3) business days before the date of the proposed site visit. Requests must include the proposed date and time and the name and contact information of each individual that will be attending the site visit; provided that all site visits must be completed before the Deadline for Questions.

If Queen's approves a proponent's site visit request, the RFP Contact will issue a written notification of the date and time on which the proponent may visit the site. Upon attending at the site the proponent must sign-in and a representative of Queen's may attend to monitor the proponent's activities.

Proponents acknowledge that unforeseen circumstances may arise and Queen's may, in its sole discretion, cancel, reschedule and/or modify the proponent's visit on short notice or no notice to the proponent.

Proponents shall, for their own forces and for their agents, consultants, contractors, subcontractors and all others attending a site visit with them or on their behalf:

1. assume overall responsibility for compliance with all applicable workers' compensation and occupational health and construction safety legislation and all related rules, regulations and practices, and shall ensure that appropriate occupational health and safety instruction and training are provided to all those attending the site visit;
2. avoid disturbing or damaging the site or any property;
3. respect and comply with Queen's requirements regarding the visit and conduct themselves in a respectful manner.

1.6.4 General

Each proponent attending a site visit shall, for its own forces and for its agents, consultants, contractors, subcontractors and all others attending the meeting with them or on their behalf, assume overall responsibility for compliance with all aspects of the applicable workers' compensation and occupational health and construction safety legislation and all related rules, regulations and practices, and shall indemnify and save Queen's harmless from, and shall be responsible for, all claims, demands, losses, costs, expenses or damages related to or arising from the attendance and any activities undertaken at the meeting, whether or not such activities were authorized by Queen's.

1.7 Submission of Proposals

1.7.1 Proposals to be Submitted at Prescribed Location

Proposals must be submitted through Queen's online Bonfire portal.

Submissions by other methods will not be accepted. Submission Instructions for this RFP opportunity are outlined in [Appendix E](#).

1.7.2 Proposals to be Submitted on Time

Proposals must be uploaded and finalized before the Submission Deadline set out in the [RFP Timetable](#).

Uploading large documents may take significant time, depending on file size and internet connection speed. It is strongly recommended that proponents allow sufficient time of at least one day before the Submission Deadline to upload documents and finalize submissions.

Proponents will receive an email confirmation receipt with a unique confirmation number upon finalizing their submissions.

1.7.3 Proposals to be Submitted in Prescribed Format

Submission materials should be prepared in the file formats listed under Requested Information for this opportunity in the Bonfire portal.

The maximum upload file size is 1000 MB.

Documents should not be embedded within uploaded files, as the embedded files will not be accessible or evaluated.

1.7.4 Amendment of Proposals

Proponents may amend their proposals prior to the Submission Deadline by un-submitting the proposal and re-submitting a revised proposal through the Bonfire portal.

1.7.5 Withdrawal of Proposals

At any time throughout the RFP process until the execution of a Framework Agreement for provision of the Deliverables, a proponent may withdraw a submitted proposal. To withdraw a proposal prior to the Submission Deadline, a proponent should un-submit the proposal through the Bonfire portal. Following the Submission Deadline, a notice of withdrawal must be sent to the RFP Contact and must be signed by an authorized representative of the proponent.

1.8 Accessibility for Ontarians with Disabilities Act

The Accessibility for Ontarians with Disabilities Act, 2005 – O. Reg. 429/07, applies to the services provided by the proponent. This Regulation establishes accessibility standards for customer service, and it applies to every designated public sector organization and to every other person or organization that provides goods or services to members of the public or other third parties and that has at least one employee in Ontario. [About Accessibility Laws](#).

The University offers an [online training program](#). If accessing Queen's training, navigate to the sign in section. When signing in, proponent should select the Email Address option. Questions regarding this training program, can be directed to the Queen's Human Rights and Equity Office (email: equity@queensu.ca or phone (613) 533-2563).

Accessibility evaluation criteria is further described in Rated Criteria.

1.9 Legislation and Compliance Requirements

Queen's University is required to comply with the governing directives and legislation applicable to a broader public sector institution, including without limitation:

- [The Broader Public Sector \(BPS\) Procurement Directive](#), updated April 1, 2024;
- [The Canadian Free Trade Agreement \(CFTA\)](#), effective July 1, 2017;
- [The Comprehensive Economic and Trade Agreement \(CETA\)](#), effective September 21, 2017; and
- [Trade and Cooperation Agreement Between Ontario and Quebec \(OQTCA\)](#).

1.9.1 Canadian Free Trade Agreement (CFTA)

Proponents should note that procurements falling within the scope of Chapter 5 of the Canadian Free Trade Agreement are subject to that chapter but that the rights and obligations of the parties shall be governed by the specific terms of each particular tender call. For further reference please see the Canadian Free Trade Agreement online.

[End of Part 1]

Part 2 – Evaluation, Negotiation and Award

2.1 Stages of Evaluation and Negotiation

Queen's will conduct the evaluation of proposals and negotiations in the following stages.

2.2 Stage I – Mandatory Submission Requirements

Stage I will consist of a review to determine which proposals comply with all of the mandatory submission requirements. If a proposal fails to satisfy all of the mandatory submission requirements, Queen's will issue the proponent a rectification notice identifying the deficiencies and providing the proponent an opportunity to rectify the deficiencies. If the proponent fails to satisfy the mandatory submission requirements within the Rectification Period, its proposal will be rejected. The Rectification Period will begin to run from the date and time that Queen's issues a rectification notice to the proponent. The mandatory submission requirements are set out in Section C of the RFP Particulars ([Appendix D](#)).

2.3 Stage II – Evaluation

Stage II will consist of the following two sub-stages:

2.3.1 Mandatory Technical Requirements

Queen's will review the proposals to determine whether the mandatory technical requirements as set out in Section D of the RFP Particulars ([Appendix D](#)) have been met. Questions or queries on the part of Queen's as to whether a proposal has met the mandatory technical requirements will be subject to the verification and clarification process set out in Part 3.

2.3.2 Rated Criteria

Queen's will evaluate each qualified proposal on the basis of the non-price rated criteria as set out in Section F of the RFP Particulars ([Appendix D](#)).

2.4 Stage III – Proponent Interviews/Demonstrations/Presentation

Stage III will consist of proponent interviews of the top 4 qualified scoring proposals on the basis of the rated criteria. Queen's University reserves the right to adjust the scores awarded from Stage II as a result of information received during the proponent interviews.

2.5 Stage IV – Pricing

Stage IV will consist of a scoring of the submitted pricing of each qualified proposal in accordance with the price evaluation method set out in Pricing ([Appendix C](#)). The evaluation of price will be undertaken after the evaluation of mandatory requirements and rated criteria has been completed.

2.6 Stage V – Ranking and Contract Negotiations

2.6.1 Ranking of Proponents

After the completion of Stage IV, all scores from Stage II, Stage III and Stage IV will be added together and the proponents will be ranked based on their total scores. The top-ranked proponent will receive a written invitation to enter into direct contract negotiations to finalize the agreement with Queen's. In the event of a tie, the selected proponent will be the proponent selected by way of the highest score on the rated criteria.

2.6.2 Contract Negotiation Process

Any negotiations will be subject to the process rules contained in the Terms and Conditions of the RFP Process (Part 3) and will not constitute a legally binding offer to enter into a contract on the part of Queen's or the proponent and there will be no legally binding relationship created with any proponent prior to the execution of a written agreement. The terms and conditions found in the Form of Agreement ([Appendix A](#)) are to form the basis for commencing negotiations between Queen's and the selected proponent. Negotiations may include requests by Queen's for supplementary information from the proponent to verify, clarify or supplement the information provided in its proposal or to confirm the conclusions reached in the evaluation, and may include requests by Queen's for improved pricing or performance terms from the proponent.

2.6.3 Time Period for Negotiations

Queen's intends to conclude negotiations and finalize the agreement with the top-ranked proponent during the Contract Negotiation Period, commencing from the date Queen's invites the top-ranked proponent to enter negotiations. A proponent invited to enter into direct contract negotiations should therefore be prepared to satisfy the pre-conditions of award listed in Section E of the RFP Particulars ([Appendix D](#)), provide requested information in a timely fashion and conduct its negotiations expeditiously.

2.6.4 Failure to Enter into Agreement

If the pre-conditions of award listed in Section E of the RFP Particulars ([Appendix D](#)) are not satisfied or if the parties cannot conclude negotiations and finalize the agreement for the Deliverables within the Contract Negotiation Period, Queen's may discontinue negotiations with the top-ranked proponent and may invite the next-best-ranked proponent to enter into negotiations. This process will continue until an agreement is finalized, until there are no more proponents remaining that are eligible for negotiations or until Queen's elects to cancel the RFP process.

2.6.5 Notification of Negotiation Status

Other proponents that may become eligible for contract negotiations may be notified at the commencement of the negotiation process with the top-ranked proponent.

[End of Part 2]

Part 3 – Terms and Conditions of the RFP Process

3.1 General Information and Instructions

3.1.1 Proponents to Follow Instructions

Proponents should structure their proposals in accordance with the instructions in this RFP. Where information is requested in this RFP, any response made in a proposal should reference the applicable section numbers of this RFP.

3.1.2 Proposals in English

All proposals are to be in English only.

3.1.3 No Incorporation by Reference

The entire content of the proponent's proposal should be submitted in a fixed form, and the content of websites or other external documents referred to in the proponent's proposal but not attached will not be considered to form part of its proposal.

3.1.4 References and Past Performance

In the evaluation process, Queen's may include information provided by the proponent's references and may also consider the proponent's past performance or conduct on previous contracts with Queen's or other institutions.

3.1.5 Information in RFP Only an Estimate

Queen's and its advisers make no representation, warranty, or guarantee as to the accuracy of the information contained in this RFP or issued by way of addenda. Any quantities shown or data contained in this RFP or provided by way of addenda are estimates only and are for the sole purpose of indicating to proponents the general scale and scope of the Deliverables. It is the proponent's responsibility to obtain all the information necessary to prepare a proposal in response to this RFP.

3.1.6 Proponents to Bear Their Own Costs

The proponent will bear all costs associated with or incurred in the preparation and presentation of its proposal, including, if applicable, costs incurred for interviews or demonstrations.

3.1.7 Proposal to be Retained by Queen's

Queen's will not return the proposal, or any accompanying documentation submitted by a proponent.

3.1.8 No Guarantee of Volume of Work or Exclusivity of Contract

Queen's makes no guarantee of the value or volume of work to be assigned to the successful proponent. The agreement to be negotiated with the selected proponent will not be an exclusive

contract for the provision of the described Deliverables. Queen's may contract with others for goods and services the same as or similar to the Deliverables or may obtain such goods and services internally.

3.2 Communication after Issuance of RFP

3.2.1 Proponents to Review RFP

Proponents should promptly examine all of the documents comprising this RFP and may direct questions or seek additional information in writing by email to the RFP Contact on or before the Deadline for Questions. No such communications are to be directed to anyone other than the RFP Contact. Queen's is under no obligation to provide additional information, and Queen's is not responsible for any information provided by or obtained from any source other than the RFP Contact. It is the responsibility of the proponent to seek clarification from the RFP Contact on any matter it considers to be unclear. Queen's is not responsible for any misunderstanding on the part of the proponent concerning this RFP or its process.

3.2.2 All New Information to Proponents by Way of Addenda

This RFP may be amended only by addendum in accordance with this section. If Queen's, for any reason, determines that it is necessary to provide additional information relating to this RFP, such information will be communicated to all proponents by addendum. Each addendum forms an integral part of this RFP and may contain important information, including significant changes to this RFP. Proponents are responsible for obtaining all addenda issued by Queen's. In the Submission Form ([Appendix B](#)), proponents should confirm their receipt of all addenda by setting out the number of each addendum in the space provided.

3.2.3 Post-Deadline Addenda and Extension of Submission Deadline

If Queen's determines that it is necessary to issue an addendum after the Deadline for Issuing Addenda, Queen's may extend the Submission Deadline for a reasonable period of time.

3.2.4 Verify, Clarify and Supplement

When evaluating proposals, Queen's may request further information from the proponent or third parties in order to verify, clarify or supplement the information provided in the proponent's proposal, including but not limited to clarification with respect to whether a proposal meets the mandatory technical requirements set out in Section D of the RFP Particulars ([Appendix D](#)). Queen's may revisit, re-evaluate, and rescore the proponent's response or ranking on the basis of any such information.

3.3 Notification and Debriefing

3.3.1 Notification to Other Proponents

Once an agreement is executed by Queen's and a proponent, the other proponents may be notified directly in writing and will be notified by public posting, in the same manner that this RFP was originally posted, of the outcome of the procurement process.

3.3.2 Debriefing

Proponents may request a debriefing after receipt of a notification of the outcome of the procurement process. All requests must be in writing to the RFP Contact and must be made within sixty (60) days of such notification.

3.3.3 Procurement Protest Procedure

If a proponent wishes to challenge the RFP process, it should provide written notice, within 10 days of the notice of award, to the RFP Contact in accordance with Queen's procurement protest procedures and any applicable trade agreement or other applicable bid protest procedures. The notice must provide a detailed explanation of the proponent's concerns with the procurement process or its outcome.

Dispute

In the event that a proponent wishes to review the decision of Queen's in respect of any material aspect of the RFP process, the proponent shall submit a protest in writing to Queen's within ten (10) business days from the date of posting of a contract award notification in respect of the RFP.

Any protest in writing that is not timely received will not be considered and the proponent will be so notified in writing.

A protest in writing shall include the following:

1. A specific identification of the provision and/or procurement procedure that is alleged to have been breached;
2. A specific description of each act alleged to have breached the procurement process;
3. A precise statement of the relevant facts;
4. An identification of the issues to be resolved;
5. The proponent's arguments and supporting documentation; and
6. The proponent's requested remedy.

For the purpose of a protest under this RFP, Queen's Director, Strategic Procurement Services will review and address any bid protest in a timely and appropriate manner.

3.4 Conflict of Interest and Prohibited Conduct

3.4.1 Conflict of Interest

For the purposes of this RFP, the term "Conflict of Interest" includes, but is not limited to, any situation or circumstance where:

- (a) in relation to the RFP process, the proponent has an unfair advantage or engages in conduct, directly or indirectly, that may give it an unfair advantage, including but not limited to (i) having, or having access to, confidential information of Queen's in the preparation of its proposal that is not available to other proponents, (ii) communicating with any person with a view to influencing preferred treatment in the RFP process (including but not limited to the lobbying of decision makers involved in the RFP process), or (iii) engaging in conduct that

compromises, or could be seen to compromise, the integrity of the open and competitive RFP process or render that process non-competitive or unfair; or

- (b) in relation to the performance of its contractual obligations under a contract for the Deliverables, the proponent's other commitments, relationships, or financial interests (i) could, or could be seen to, exercise an improper influence over the objective, unbiased and impartial exercise of its independent judgement, or (ii) could, or could be seen to, compromise, impair or be incompatible with the effective performance of its contractual obligations.

3.4.2 Disqualification for Conflict of Interest

Queen's may disqualify a proponent for any conduct, situation, or circumstances, determined by Queen's, in its sole and absolute discretion, to constitute a Conflict of Interest as defined above.

3.4.3 Disqualification for Prohibited Conduct

Queen's may disqualify a proponent, rescind an invitation to negotiate or terminate a contract subsequently entered into if Queen's determines that the proponent has engaged in any conduct prohibited by this RFP.

3.4.4 Prohibited Proponent Communications

Proponents must not engage in any communications that could constitute a Conflict of Interest and should take note of the Conflict of Interest declaration set out in the Submission Form ([Appendix B](#)).

3.4.5 Proponent Not to Communicate with Media

Proponents must not at any time directly or indirectly communicate with the media in relation to this RFP or any agreement entered into pursuant to this RFP without first obtaining the written permission of the RFP Contact.

3.4.6 No Lobbying

Proponents must not, in relation to this RFP or the evaluation and selection process, engage directly or indirectly in any form of political or other lobbying whatsoever to influence the selection of the successful proponent(s).

3.4.7 Trade Shows on Campus

For the entire period covered by the RFP process (the Blackout Period) – from the date the RFP is issued to the date when the winning bid is announced proponents must not set up trade shows anywhere on Queen's University Campus.

3.4.8 Illegal or Unethical Conduct

Proponents must not engage in any illegal business practices, including activities such as bid-rigging, price-fixing, bribery, fraud, coercion, or collusion. Proponents must not engage in any unethical

conduct, including lobbying, as described above, or other inappropriate communications; offering gifts to any employees, officers, agents, elected or appointed officials or other representatives of Queen's; deceitfulness; submitting proposals containing misrepresentations or other misleading or inaccurate information; or any other conduct that compromises or may be seen to compromise the competitive process provided for in this RFP.

3.4.9 Past Performance or Past Conduct

Queen's may prohibit a supplier from participating in a procurement process based on past performance or based on inappropriate conduct in a prior procurement process, including but not limited to the following:

- (a) illegal or unethical conduct as described above;
- (b) the refusal of the supplier to honour its submitted pricing or other commitments; or
- (c) any conduct, situation or circumstance determined by Queen's, in its sole and absolute discretion, to have constituted an undisclosed Conflict of Interest.

3.5 Confidential Information

3.5.1 Confidential Information of Queen's

All information provided by or obtained from Queen's in any form in connection with this RFP either before or after the issuance of this RFP

- (a) is the sole property of Queen's and must be treated as confidential;
- (b) is not to be used for any purpose other than replying to this RFP and the performance of any subsequent contract for the Deliverables;
- (c) must not be disclosed without prior written authorization from Queen's; and
- (d) must be returned by the proponent to Queen's immediately upon the request of Queen's.

3.5.2 Confidential Information of Proponent

A proponent should identify any information in its proposal, or any accompanying documentation supplied in confidence for which confidentiality is to be maintained by Queen's. The confidentiality of such information will be maintained by Queen's, except as otherwise required by law or by order of a court or tribunal. Proponents are advised that the *Freedom of Information and Protection of Privacy Act* ("FIPPA"), R.S.O. 1990, c.F.31, as amended, applies to information provided to Queen's by a proponent and may be the subject of an Access to Information request; Queen's will respond to such requests in accordance with section 17 of FIPPA. Proponents are advised that their proposals will, as necessary, be disclosed, on a confidential basis, to advisers retained by Queen's to advise or assist with the RFP process, including the evaluation of proposals. If a proponent has any questions about the collection and use of personal information pursuant to this RFP, questions are to be submitted to the RFP Contact.

3.6 Procurement Process Non-binding

3.6.1 No Contract A and No Claims

This procurement process is not intended to create and will not create a formal, legally binding bidding process and will instead be governed by the law applicable to direct commercial negotiations. For greater certainty and without limitation:

- (a) this RFP will not give rise to any Contract A-based tendering law duties or any other legal obligations arising out of any process contract or collateral contract; and
- (b) neither the proponent nor Queen's will have the right to make any claims (in contract, tort, or otherwise) against the other with respect to the award of a contract, failure to award a contract or failure to honour a proposal submitted in response to this RFP.

3.6.2 No Contract until Execution of Written Agreement

This RFP process is intended to identify prospective suppliers for the purposes of negotiating potential agreements. No legal relationship or obligation regarding the procurement of any good or service will be created between the proponent and Queen's by this RFP process until the successful negotiation and execution of a written agreement for the acquisition of such goods and/or services.

3.6.3 Non-binding Price Estimates

While the pricing information provided in proposals will be non-binding prior to the execution of a written agreement, such information will be assessed during the evaluation of the proposals and the ranking of the proponents. Any inaccurate, misleading, or incomplete information, including withdrawn or altered pricing, could adversely impact any such evaluation or ranking or the decision of Queen's to enter into an agreement for the Deliverables.

3.6.4 Cancellation

Queen's may cancel or amend the RFP process without liability at any time.

3.7 Governing Law and Interpretation

These Terms and Conditions of the RFP Process (Part 3):

- (a) are intended to be interpreted broadly and independently (with no particular provision intended to limit the scope of any other provision);
- (b) are non-exhaustive and will not be construed as intending to limit the pre-existing rights of the parties to engage in pre-contractual discussions in accordance with the common law governing direct commercial negotiations; and
- (c) are to be governed by and construed in accordance with the laws of the province of Ontario and the federal laws of Canada applicable therein.

[End of Part 3]

Appendix A – Form of Agreement

The form of agreement will be CCDC 2 – 2020 with Queen's Supplemental Conditions (attached separately).

The Form of Agreement is available for download in Biddingo under 'Documents' for the applicable RFP opportunity. Proponents responding to this RFP are asked to review the Form of Agreement attached here and be prepared to indicate potential changes during negotiations.

[End of Appendix A]

Appendix B – Submission Form

1. Proponent Information

Please fill out the following form, naming one person to be the proponent's contact for the RFP process and for any clarifications or communication that might be necessary.	
Full Legal Name of Proponent:	
Any Other Relevant Name under which Proponent Carries on Business:	
Street Address:	
City, Province/State:	
Postal Code:	
Phone Number:	
Fax Number:	
Company Website (if any):	
Proponent Contact Name and Title:	
Proponent Contact Phone:	
Proponent Contact Fax:	
Proponent Contact Email:	

2. Acknowledgment of Non-binding Procurement Process

The proponent acknowledges that the RFP process will be governed by the terms and conditions of the RFP, and that, among other things, such terms and conditions confirm that this procurement process does not constitute a formal, legally binding bidding process (and for greater certainty, does not give rise to a Contract A bidding process contract), and that no legal relationship or obligation regarding the procurement of any good or service will be created between Queen's and the proponent unless and until Queen's and the proponent execute a written agreement for the Deliverables.

3. Ability to Provide Deliverables

The proponent has carefully examined the RFP documents and has a clear and comprehensive knowledge of the Deliverables required. The proponent represents and warrants its ability to provide the Deliverables in accordance with the requirements of the RFP for the rates set out in its proposal.

4. Non-binding Pricing

The proponent has submitted its pricing in accordance with the instructions in the RFP and in Pricing (Appendix C) in particular. The proponent confirms that the pricing information provided is accurate. The proponent acknowledges that any inaccurate, misleading, or incomplete information, including

withdrawn or altered pricing, could adversely impact the acceptance of its proposal or its eligibility for future work.

5. Addenda

The proponent is deemed to have read and taken into account all addenda issued by Queen's prior to the Deadline for Issuing Addenda. The proponent is requested to confirm that it has received all addenda by listing the addenda numbers, or if no addenda were issued by writing the word "None", on the following line: _____. Proponents who fail to complete this section will be deemed to have received all posted addenda.

6. No Prohibited Conduct

The proponent declares that it has not engaged in any conduct prohibited by this RFP.

7. Conflict of Interest

Proponents must declare all potential Conflicts of Interest, as defined in section 3.4.1 of the RFP. This includes disclosing the names and all pertinent details of all individuals (employees, advisers, or individuals acting in any other capacity) who (a) participated in the preparation of the proposal; **AND** (b) were employees of Queen's within twelve (12) months prior to the Submission Deadline.

If the box below is left blank, the proponent will be deemed to declare that (a) there was no Conflict of Interest in preparing its proposal; and (b) there is no foreseeable Conflict of Interest in performing the contractual obligations contemplated in the RFP.

Otherwise, if the statement below applies, check the box.

- ☐ The proponent declares that there is an actual or potential Conflict of Interest relating to the preparation of its proposal, and/or the proponent foresees an actual or potential Conflict of Interest in performing the contractual obligations contemplated in the RFP.

If the proponent declares an actual or potential Conflict of Interest by marking the box above, the proponent must set out below details of the actual or potential Conflict of Interest:

8. Disclosure of Information

The proponent hereby agrees that any information provided in this proposal, even if it is identified as being supplied in confidence, may be disclosed where required by law or by order of a court or tribunal. The proponent hereby consents to the disclosure, on a confidential basis, of this proposal by Queen's to the advisers retained by Queen's to advise or assist with the RFP process, including with respect to the evaluation this proposal.

I have the authority to bind the proponent.

Signature of Witness

Signature of Proponent Representative

Name of Witness

Name of Proponent Representative

Title of Proponent Representative

Date

[End of Appendix B]

Appendix C – Pricing

1. Instructions on How to Provide Pricing

- (a) Proponents should provide the information requested under section 3 below (“Required Pricing Information”) by reproducing and completing the table below in their proposals, or, if there is no table below, by completing the attached form and including it in their proposals.
Note: Pricing should only be included in Appendix C1 and not in any other documents submitted as part of the response. Under no circumstances should pricing be included in any file uploaded to the Written Proposal slot or Additional Info slot(s).
- (b) Rates must be provided in Canadian funds, inclusive of all applicable duties and taxes except for Value Added Taxes.
- (c) Rates quoted by the proponent must be all-inclusive and must include all labour and material costs, bonds, all travel and carriage costs, all insurance costs, all costs of delivery, all costs of installation and set-up, including any pre-delivery inspection charges, and all other overhead, including any fees or other charges required by law.

2. Evaluation of Pricing

Pricing is worth **120** points of the total score.

Pricing will be scored based on a relative pricing formula using the rates set out in the pricing form. Each proponent will receive a percentage of the total possible points allocated to price for the particular category it has bid on, which will be calculated in accordance with the following formula:

$$\text{lowest price} \div \text{proponent's price} \times \text{weighting} = \text{proponent's pricing points}$$

3. Required Pricing Information

Please refer to Appendix C1 – Price Proposal Form.

Appendix C1 – Price Proposal Form

PROJECT: Q-2026-012-EL General Contractor Services for Ban Righ Steam Manhole Replacement

Proponent Name: _____

Total Price (Sum of A-M) (Used for scoring - 120 pts)	\$
--	----

Price Breakdown* (for informational purposes only)

A. General Conditions	\$
B. Mobilization (2 phases)	\$
C. Demolition	\$
D. Hazardous Substance Removals and Disposals	\$
E. Concrete	\$
F. Miscellaneous Metals	\$
G. Thermal and Moisture Protection	\$
H. Doors, Frames and Hardware	\$
I. Plumbing	\$
J. Electrical	\$
K. Comm. Cabling and Infrastructure	\$
L. Earthwork	\$
M. Landscaping	\$

Additional Information Required During Negotiations: The proponent selected to enter into negotiations will be required to submit:

- Appendix I (a&b) hourly rates; and
- any other additional pricing breakdown information as requested by Queen's.

End of Appendix C1

Appendix D – RFP Particulars

A. The Deliverables

The contractor will be responsible for supplying all labour, material, and equipment necessary to complete the Deliverables for Ban Righ Hall Steam Manhole Replacement. The following documents are included as part of the deliverables and are uploaded separately on biddingo.com:

Tender Document Contents

- PPS-24-03036 – Ban Righ Steam Manhole Replacement
 1. Civil drawings - C01 to C06 (6 pages)
 2. Mechanical drawings – M00 to M27 (22 pages)

Commence Construction: June 2026

Ready for Takeover: August 2027

B. Construction and Site Requirements

Overview of Construction Window

The Work is to be completed within fixed, non-negotiable construction windows aligned with the University's academic calendar and Residence occupancy requirements. The facility is an active student residence and must remain fully operational outside of the defined construction periods.

No construction activities of any kind are permitted outside the designated summer construction windows.

The available construction windows for this project are as follows:

- Summer 2026: June 1, 2026 – August 15, 2026
- Summer 2027: May 1, 2027 – August 15, 2027
- Fall 2027: Exterior closeout works can continue into Fall so long as student residences remain fully operational.

These dates represent the only periods during which the General Contractor may have access to the site to execute the Work.

The construction windows outlined above are strict and non-negotiable. The Contractor will not be granted early access to the site under any circumstances; all mobilization, staging, and site preparatory activities must occur within the defined May–August periods. Likewise, no extensions beyond August 15 of each year will be permitted. It is expected that project planning, shop drawings submissions and other non site related project activities will progress and continue outside (both before and after) of the construction window outlined above.

It is the Contractor's responsibility to plan and execute the project in a manner that respects these fixed windows. Proponents must develop a detailed schedule that sequences all work across the two available summers and clearly incorporates critical path activities, long-lead procurement timelines, inspections, commissioning, and turnover requirements.

Contractors are expected to adequately resource the project, both in labour and supervision, to meet the compressed durations, and must account for supply chain constraints and procurement risk to ensure all materials required for each construction period are secured in advance. Schedule float, labour allocation, trade coordination, and risk mitigation strategies are the responsibility of the Contractor, who must plan for continuous progress throughout each window and ensure that work completion aligns with the mandatory turnover dates without exception.

On-site Staffing Requirements

Given the highly compressed construction windows and the critical need to achieve completion within the defined May–August periods each year, Queen's University requires that the Contractor provide full-time, dedicated project leadership on site for the duration of all construction activities. The Senior Site Supervisor, and steam boiler technician / operator (that meets all TSSA requirements) must be fully assigned to this project and present on site at all times during the summer construction windows, without exception.

These roles are expected to be dedicated exclusively to this project throughout each annual period of work, ensuring continuous oversight, decision-making authority, coordination with trades, and immediate response to issues that may impact schedule or quality. Proponents must include these resources in their staffing plan and are expected to maintain consistent personnel across all years of the project.

Working Hours

Normal working hours for this project are Monday to Friday, 7:00 a.m. to 5:00 p.m., excluding statutory holidays, unless otherwise approved by Queen's University in writing.

However, given the highly compressed nature of the May–August construction windows, Queen's will make the facility available to the Contractor on a 24/7 basis during these periods to support multi-shift, extended-hours, or night-work operations as required to achieve the mandatory completion milestones. It is the Contractor's responsibility to determine and propose the working-hour strategy, whether single-shift, extended day, or continuous operations necessary to complete the Work within the restricted summer windows.

Any work proposed outside the standard 7:00 a.m. to 5:00 p.m. hours must be clearly identified in the Proponent's schedule and workplan. While Queen's will accommodate extended hours to the greatest extent possible during the summer periods, all such work remains subject to approval and must comply with applicable regulations, noise bylaws, safety requirements, security protocols, and University operational constraints. Any costs associated with extended or multi-shift work, including additional supervision, security, lighting, access coordination, or safety measures, are the sole

responsibility of the Contractor and shall be included in their stipulated sum bid price.

Monthly Progress Reporting

The Contractor shall issue a comprehensive Site Progress Report on a **Monthly** basis to Queen's and its Consultants, detailing all site management and site logistics activities, deliverables, dashboards, and metrics. The template for this report shall be submitted within 15 working days of Contract Award for Queen's review and approval. The Monthly Status Report must include the following:

- a) Executive summary and narrative of progress updates
- b) Work completed during the past month
- c) Proposed work for the upcoming month
- d) Percentage completion against key scopes of work
- e) Actual and Planned workforce by trade and discipline
- f) Summary of key sub-contractor involvement and resource availability, including anticipated labor requirements for the upcoming reporting period, highlighting any risks to schedule or productivity
- g) Information on the construction budget and progress draws, including Earned Value
- h) Full Schedule update including a 2-week lookahead
- i) Updates on changes, RFIs, and shop drawings
- j) Identification of key risks
- k) Site Management and site logistic activities
- l) Photos depicting the site's current state

Procurement & Long lead Management

- The Contractor shall establish and maintain a Long Lead Procurement Log, updated monthly.
- Dedicated Procurement Meetings shall be held monthly with the Owner and Consultant until all long lead items are procured and arrived on site.

Advanced Procurement and Off-Site Storage Requirements

Due to the multi-year nature of the project and the fixed construction windows, the Contractor is required to procure all major materials, equipment, and building components during the first year of the contract and store them off-site in a secure facility. This requirement is intended to ensure material availability for subsequent summer construction windows, mitigate the risk of price escalation or product discontinuation, and maintain uninterrupted work during the restricted May-August periods.

As there is no capacity for material storage on campus, the Contractor must arrange for appropriate off-site storage at a climate-controlled, bonded, and fully insured facility for the duration of the contract. All associated costs are to be included in the Contractor's proposal.

Invoicing for materials stored off-site will be governed by the CCDC2 Supplementary Conditions. As part of any claim for payment related to stored materials, the Contractor must provide a complete

documentation package demonstrating that title to the materials has transferred to Queen's University, including:

- Proof of purchase and invoices;
- Clear photographic evidence of the materials (with labels identifying them as property of Queen's University);
- Full details of the storage facility, including its location, security features, and confirmation of its bonded and insured status.

The University reserves the right to verify storage conditions and request access to the facility at any time to confirm the condition and presence of stored materials.

C. Material Disclosures

No additional material disclosures

D. Mandatory Submission Requirements

1. Submission Form (Appendix B)

Each proposal must include a Submission Form (Appendix B) completed and signed by an authorized representative of the proponent.

2. Pricing (Appendix C)

Each proposal must include pricing information that complies with the instructions contained in Pricing (Appendix C). **Note: Pricing should only be included in Appendix C1 and not in any other documents submitted as part of the response. Under no circumstances should pricing be included in any file uploaded to the Written Proposal slot or Additional Info slot(s).**

3. Project References (Appendix F)

Each proponent is requested to provide three (3) reference projects from clients who have obtained goods or services similar to those requested in this RFP from the proponent. Project references should include the information described in Rated Criteria ii Project Experience and follow the format of Appendix F.

4. Other Mandatory Submission Requirements

- (a) Agreement to bond confirming the provision of 50% performance bond and 50% labour and material bonds.
- (b) A letter from an insurer confirming eligibility for required limits of insurance per GC 11.1 and Supplementary Condition 3.35.

E. Mandatory Technical Requirements

Not applicable.

F. Pre-Conditions of Award

The following pre-conditions of award must be met by the selected proponent before the contract can be awarded:

- Performance bond
 - in an amount of not less than 50% of the contract amount
 - provided by a licensed Canadian surety company
 - in a format as approved by the Canadian Construction Association
 - price of such bond shall be included in the bid price
- Materials and Labour Bond
 - in an amount of not less than 50% of the contract amount
 - provided by a licensed Canadian surety company
 - in a format as approved by the Canadian Construction Association
 - price of such bond shall be included in the bid price
- Certificate of Insurance.
- WSIB Certificate.
- Accessibility for Ontarians with Disabilities – Proof of completion of AODA training.
- [Call It Out](#) (Anti-Racism training) – Proof of completion of Queen’s training for any personnel on a Queen’s account.
- Compliance with any Queen’s University policies and procedures with respect to health and safety, including but not limited to the University’s requirements with respect to COVID prevention. Up-to-date information regarding COVID-related policies and procedures can be found at on [our website](#).

G. Rated Criteria

The following sets out the categories, weightings, and descriptions of the rated criteria of the RFP. Proponents who do not meet a minimum threshold score for a category will not proceed to the next stage of the evaluation process.

#	Rated Criteria Category	Weighting (Points)
	Stage II	
i	Proponent Overview	4
ii	Project Experience (5 points per project)	15
iii	Key Personnel – Experience and Qualifications	
	a) Project Director (5 points)	5
	b) Senior Project Manager (10 points)	10
	c) Senior Site Superintendent (10 points)	10
	d) Assistant Site Superintendent Project Coordinator Project Controls (Scheduler) Backup Personnel – Senior Project Manager, Senior Site Superintendent, Project Coordinator	5
iv	Subcontractors Management Procedure	5
v	Project Management and Controls	
	1. PM Plan	10
	2. Schedule	15
	3. Phasing and Logistics Plan	15
vi	Sustainable Procurement	6
	Stage II Subtotal	100
	Stage II Minimum Scoring Threshold (Written Technical Stage)	70%
	Stage III	
	Proponent Interview (For up to top 4 Qualified Scoring Proponents)	50
	Stage II and Stage III Rated Criteria Total	150
	Stage IV	
	Pricing (See Appendix C for details)	120
	Total Points	270

Proposals failing to meet the minimum threshold requirement of 70% for Stage II Rated Criteria Total, subject to the reserved rights of Queen's, may be disqualified and not evaluated further. If less than two (2) proposals meet any minimum threshold requirement, Queen's reserves the right, in its sole and absolute discretion, to invite up to four (4) of the highest scoring proponents to the next stage of the evaluation.

Stage II -Proposal Content for Non-Price Criteria

i. Proponent Overview – (4 points)

Recommended Page Limit – 2 pages total

Each proponent should provide the following in its proposal:

- (a) year established;
- (b) legal structure of proponent (corporation, partnership, sole proprietor);
- (c) general history of the proponent's project experience since being established, include the type and scale of projects, type of contract (general contractor or construction management), and significant changes to the proponent's business model;
- (d) details of current ownership and management, including
 - i. names and titles of officers, partners, principals;
 - ii. qualifications; and
 - iii. employment history with the proponent in their current position and previous positions.
- (e) annual value of construction work for the last 10 years.

ii. Project Experience - Appendix F - 15 points (5 points per project)

Recommended Page Limit – 6 pages total, 2 per project (see Appendix F template)

Complete Appendix F -provide a summary of three (3) projects of similar scope, size and complexity completed in the last ten (10) years that demonstrate the proponent's qualifications to complete Queen's project.

Note: the architect or other consultants may be contacted as references for submitted project experience.

Projects should be both, similar to that of Queen's project and completed under a CCDC 2 contract model. Projects should have achieved Substantial Performance at the time of submission. Projects that are not substantially complete may receive a lower score based on the level on completion. Project summaries should include, but are not necessarily limited to:

- a) Owner reference contact information
 - i. Project owner; and
 - ii. Contact person name, title, phone, email
- b) Project details
 - i. Location and site

- ii. Contract type
- iii. Services delivered
- iv. Type of construction
- v. Size
- vi. Project complexities and related strategies
- vii. Risks and risk mitigation strategies
- viii. Lessons learned
- ix. Any other

c) Key personnel

- i. Names, roles and responsibilities
- ii. The role and responsibilities these key personnel will have with Queen's project
- iii. The key personnel's role and contribution to overcoming the project complexities and risks
- iv. Provide project examples where the same proposed project team members have successfully worked together on previous projects

d) Project schedule

- i. Start date
- ii. Planned completion date
- iii. Actual completion date
- iv. Explanation of variance from planned completion to actual completion, including strategies implemented to manage the schedule

e) Project Cost

- i. Original cost of construction as per the contract
- ii. Final cost of construction
- iii. Explanation of variance from original contract value to final cost, including strategies implemented to manage costs

f) Health and Safety Measures

- i. Brief description of the proponent's health and safety plan

iii. Key Personnel – Experience and Qualifications – (30 points total)

Recommended page limit – maximum of 2 pages per person + 1 page organization chart

Provide an organization chart of Key Personnel assigned to Queen's project. (1 page)

Provide resumes or summaries for the following Key Personnel

- (a) Project Director – (5 points)
- (b) Senior Project Manager – (10 points)
- (c) Senior Site Superintendent – (10 points)
- (d) All listed below – (5 points)
 - Assistant Site Superintendent
 - Project Coordinator
 - Project Controls Specialist (Scheduler)

- Backup Personnel

Resumes/summaries should provide detail about the Key Personnel's specific qualifications. Highlight their relevant experience on projects of similar scope, size and complexity. Details could include, but are not limited to,

- a list of relevant employment history by employer, identify roles and responsibilities, and dates of employment
- team member's relevant education, certifications and professional accomplishments
- a brief description of select projects that demonstrates experience that is relevant to Queen's project, information could include:
 - project description, owner, value
 - team member's role and responsibilities
 - project challenges and team member's contributions that aided in the success of the project delivery

Note: Queen's will expect all Key Personnel identified in the response to the RFP, and their roles, to remain unchanged. Changes to Key Personnel can only be made with the prior written consent of Queen's University, in its sole discretion.

iv. Subcontractors Management Procedures – (5 points)

Recommended page limit – 3 pages

Provide an overview of methods used to successfully manage subcontractors and suppliers throughout the course of the project, with particular regard to:

- (a) coordination of subcontractor activities, including communication protocols and use of coordination tools.
- (b) strategies for managing material and equipment procurement, delivery timelines, and mitigating supply chain risks.
- (c) supplier adherence to delivery timelines; and
- (d) how non-performance/ subcontract management issues are resolved.

Identify one example for each item where Key Personnel identified in this submission have successfully used these methods.

All sub-contractors will be subject to approval by Queen's. Queen's may request substitution of selected sub-contractors at their discretion.

v. Project Management and Controls – (45 points total)

Recommended page limit –6 pages

1. Project Management and Controls Plan - 10 points

The Proponent shall provide a detailed plan of how the company will identify, monitor, and manage the project and its risk through the implementation of project controls. The

submission must demonstrate the processes and methodologies used to identify and manage risks through the project lifecycle. This should include how the Proponent will plan resources, maintain schedule and budget discipline, manage risks unique to sensitive facilities, and ensure quality, health, and safety throughout the project lifecycle. This should include at a minimum:

A. Project Controls Framework

- i. Identify the specific project controls systems, processes, and software applications to be used.
- ii. Describe the format and content of outputs (dashboards, reports, logs), and state the frequency of updates and distribution to stakeholders.

B. Resource Planning & Mobilization

- i. Provide a detailed approach to staffing, resourcing, and mobilization.
- ii. Include strategies for managing specialty trades and long-lead equipment procurement.

C. Schedule, Cost, and Change management

- i. Describe how the Proponent will develop and maintain the baseline schedule and track progress against critical milestones.
- ii. Identify methods for cost control and forecasting.
- iii. Outline the change management process, including documentation, approval workflows, and integration into the cost and schedule controls.

D. Quality Management Plan

- i. Detail the quality assurance and quality control procedures, including inspection/test plans, submittal review processes, and mock-up requirements.
- ii. Specify how the Proponent will ensure all specialized finishes, MEP systems, and containment requirements are installed to meet animal care standards.

E. Health, Safety and Risk Management

- i. Provide a comprehensive Health & Safety Plan.
- ii. Describe how risks will be identified, tracked, and mitigated, including bio-safety, contamination prevention, and maintaining building operations during construction.

F. Project Close-out and Commissioning

- i. Outline procedures for close-out, commissioning, training, and turnover, including strategies to minimize disruption to operations.
- ii. Provide details on as-built documentation, O&M manuals, and warranty management.
- iii. Describe how the Proponent will ensure validation of building systems (HVAC, emergency power, controls) critical to the safe operation of animal care spaces.

2. Schedule – 15 points

As part of its submission, the Proponent shall provide a detail project schedule prepared in Microsoft Project, Primavera P6, or an equivalent industry-recognized scheduling software.

The schedule shall:

- Reflect a realistic and achievable timeline to meet the stipulated completion date in the Contract Documents.
- Be developed using calendar days and clearly identify working day assumptions.
- Include sufficient detail (minimum level 3 schedule) to allow Queen's to evaluate feasibility and sequencing.

The schedule should include, at a minimum:

- a. Critical Path Method logic clearly identifying the project's critical path, float values, and dependencies.
- b. Key Milestones including but not limited to:
 - i. Contract award
 - ii. Mobilization
 - iii. Procurement of long-lead items
 - iv. Submittal/shop drawing process timelines
 - v. Construction start and substantial completion
 - vi. Occupancy and commissioning milestones
- c. Activities, Durations and Sequencing
 - i. Provide a schedule that reflects major scopes of work, broken down into logical activities and disciplines, aligned with the tender documents.
 - ii. Timelines for all major activities, including clear sequencing and interdependencies. The schedule should demonstrate a realistic critical path and identify float where applicable.
- d. Schedule risk/constraints
 - i. Including known long-lead procurement items, seasonal/weather considerations, or other constraints anticipated by the Proponent.

3. Detailed Phasing and Logistics Plan – 15 points

The Proponent shall provide a comprehensive Phasing and Logistics Plan that demonstrates, in clear and practical terms, how the Work will be successfully executed within the two designated summer construction windows (2026, and 2027) while maintaining safety, minimizing impacts to University operations, and meeting all milestone requirements. The Plan must reflect a realistic, well-considered approach to delivering the project under the unique constraints of limited annual access, a fully occupied building outside the construction window, and the absence of on-site material storage.

The Phasing and Logistics Plan must explicitly illustrate how the Proponent intends to complete all required scope within the compressed May–August periods each year, including the coordination of trades, material availability, shutdown planning, inspections, commissioning, and annual handover back to Residence Operations. Proponents are expected to provide sufficient detail to demonstrate that their approach is achievable and fully integrated with their schedule and staffing plan.

At a minimum, the Plan must include:

- a. Summer-by-Summer Phasing Strategy
A detailed breakdown of proposed work for each construction window, including sequencing of major activities, critical path items, interdependencies, required predecessor work, and identification of activities that cannot slip into the next year. The narrative must clearly demonstrate how the Proponent will complete substantial work each summer to avoid cumulative schedule risk.
- b. Management of Key Constraints
Identification and analysis of project constraints, including the fixed summer construction window, access limitations, utility or service shutdowns, long-lead procurement, commissioning requirements, and weather considerations. and a clear plan for managing each constraint without impacting schedule.
- c. Site Logistics Approach
A detailed outline of site access routes, hoarding and site separation strategies, staging/laydown areas, material delivery routes, waste removal plans, temporary facilities, and workforce circulation. The Plan must account for the absence of on-site storage and demonstrate how just-in-time deliveries or off-site storage will be coordinated.
- d. Impact Mitigation Measures
Strategies to maintain safe and uninterrupted pedestrian, vehicular, and emergency access throughout all phases of the Work. Where temporary disruptions are unavoidable, the Proponent must describe proposed mitigation measures, notification procedures, and coordination requirements with Queen's stakeholders.
- e. Risk Identification and Mitigation
A phase-specific identification of risks; particularly schedule compression risks, and the corresponding mitigation strategies for each construction window. This includes labour availability, inspection capacity, weather events, material delays, and unforeseen conditions, along with contingency planning.
- f. Alignment with Schedule and Milestones
Explicit coordination between the phasing/logistics strategy and the Proponent's proposed construction schedule, including how key milestones, long-lead material arrivals, commissioning requirements, and turnover obligations will be met within each summer window.

The Phasing and Logistics Plan will be evaluated on its clarity, feasibility, level of detail, demonstration of an integrated approach with the overall construction schedule, and the Proponent's ability to clearly show how the project will be successfully delivered within the strict three-summer construction period without exception.

vi. Sustainable Procurement – (6 points)

Queen's is committed to progressing sustainable, ethical, and social initiatives through buying practices. Queen's is looking to understand how proponents are embracing the same initiatives through their organizational policies and practices, and through their own supply streams.

Each proponent should provide in its proposal, responses to the following sections:

Your organization:

a.) Are you a small business ¹ ? If yes, please provide the number of paid employees that you have.	Yes/No		
b.) Are you a social enterprise ² or a diverse/Indigenous ³ owned business? If yes, please self-identify which classification (select all that apply): <input type="checkbox"/> 2SLGBTQIA+ <input type="checkbox"/> Indigenous <input type="checkbox"/> Indigenous Elder <input type="checkbox"/> Newcomer(s) to Canada <input type="checkbox"/> Person(s) with Disabilities <input type="checkbox"/> Racialized Person(s) <input type="checkbox"/> Veteran(s) <input type="checkbox"/> Women Owned <input type="checkbox"/> Other – please specify: If you have third-party certification, please feel free to provide in your response.	Yes/No		
c.) Do you pay a living wage to staff in the region in which you operate your business?	Yes/No		
d.) Do you offer apprenticeships, internships, or job shadowing opportunities? If yes, please provide examples.	Yes/No		(1point)
e.) Do you offer apprenticeships, internships, or job shadowing opportunities to equity-deserving and Indigenous groups? If yes, please provide examples.	Yes/No		(1point)

¹ As per Statistics Canada, a small business has fewer than 100 employees.

² A social enterprise is defined as a revenue-generating business, operated either by a non-profit organization or a for-profit company, that has two-goals: to achieve social cultural, community economic and/or environmental outcomes; AND, to earn revenue.

³ A diverse or Indigenous owned business is where a business is at least 51% owned, managed or controlled by a diverse or Indigenous person.

Supply Chain Transparency:

<p>f.) What policies or practices has your organization taken into consideration regarding social, environmental, and ethical factors. Items such as, but not limited to:</p> <ul style="list-style-type: none">• Human rights• Animal rights• Employee conditions and wellbeing (Forced Labour or Child Labour)• Local and community impact• Fair Trade <p>If the proponent is working on other initiatives, please describe. Answers should consider how they meet or exceed Ontario laws.</p>	(1point)
<p>g.) What current and upcoming goals and/or policies does the proponent have for the following initiatives:</p> <ul style="list-style-type: none">• Reducing carbon footprint• Better waste management• Encouraging 'cleaner' technologies• Reducing environmental health impacts <p>If the proponent is working on other initiatives, please describe. Answers should consider how they meet or exceed Ontario laws.</p>	(1point)

Other Commitments:

<p>h.) How are you actively working to accomplish Calls to Action #92 of the Truth and Reconciliation Commission of Canada? Please provide details.</p>	(1point)
<p>i.) Under the Accessibility for Ontarians with Disabilities Act, 2005 (as per Ontario Regulation 191/11), Queen's will incorporate accessibility criteria and features when procuring goods, services, and facilities, except where it is not practical to do so. Proponents are asked to explain how their business is committed to accessible customer service and how it plans to promote accessibility through the goods/services/construction they're providing.</p> <p>Additionally, proponents are asked to show proof of formal training with regards to accessible customer service. Queen's training is available to proponents at no cost. To access, please click here. If accessing Queen's training, navigate to the sign in section. When signing in, proponent should select the Email Address option. Questions regarding this training program, can be directed to the Queen's Human Rights and Equity Office (email: equity@queensu.ca or phone (613) 533-2563).</p>	(1point)

[End of Appendix D]

Appendix E – Submission Instructions

Please follow these instructions to submit via the Bonfire Public Portal.

1. Prepare submission materials:

Requested Information:

Name	Type	# Files	Requirement
Submission Form - Appendix B	PDF	1	Required
Pricing - Appendix C1	PDF	1	Required
Agreement to Bond and Insurance Eligibility	PDF	Multiple	Required
Proponent Overview	PDF	1	Required
Project Experience - Appendix F Template	PDF	1	Required
Key Personnel	PDF	1	Required
Subcontractors Management Procedure	PDF	1	Required
Subcontractors – Appendix H Template	PDF	1	Required
Project Management and Controls	PDF	1	Required
Sustainable Procurement	PDF	1	Required

Requested Documents:

Please note the type and number of files allowed. The maximum upload file size is 1000 MB.

Please do not embed any documents within the uploaded files, as they will not be accessible or evaluated.

2. Upload the submission at:

<https://queensu.bonfirehub.ca/opportunities/106435>

The submission must be uploaded, submitted, and finalized prior to the Submission Deadline set out in the [RFP Timetable](#). It is strongly recommended that Proponents give themselves sufficient time and **at least one day** before Submission Deadline to begin the uploading process and to finalize the submission.

Important Notes:

Each item of Requested Information will only be visible after the Submission Deadline.

Uploading large documents may take significant time, depending on the size of the file(s) and the internet connection speed.

An email confirmation receipt with a unique confirmation number will be provided to the submitter once the submission is finalized in Bonfire.

Minimum system requirements: Microsoft Edge, Google Chrome, or Mozilla Firefox. Javascript must be enabled. Browser cookies must be enabled.

Need Help?

Queen's University uses a Bonfire portal for accepting and evaluating proposals digitally. Please contact Bonfire at Support@GoBonfire.com for technical questions related to submissions. Information is also available at Bonfire's help forum at: <https://vendorsupport.gobonfire.com/hc/en-us>.

[End of Appendix E]

Appendix F – Project Reference Template

Proponents should use the following table template to complete **Project Experience per rated criteria Stage II item ii.**

NOTE: the architect or other consultants may be contacted as references for submitted project experience

Project name:		
Location:		
Client Contact Information:	Name: Phone:	Position: Email:
Construction Start Date: Planned Completion Date: Actual End Date:		
Original Cost of Construction as per the contract (\$): Actual Construction Cost (\$):		
Project Description: Provide a project summary and highlight similarities to Queen's project.		
Response:		

Key staff & roles: Project Direct, Senior Project Manager, Senior Site Superintendent, Assistant Site Superintendent, Project Coordinator; Project Controls Specialist (Scheduler)

Response:

Key Project Challenges and Mitigation Techniques: Describe key project risks that impacted construction budget or schedule and the actions taken to mitigate the risk.

Other Useful Information

Response:

[End of Appendix F]

Appendix G – Intent to Respond to RFP Form

Please complete and email the form to the “Queen’s Contact” noted below by the deadline set out in the [RFP Timetable](#).

TO:	
Queen’s Contact:	Jeff Mustoe Queen’s University Strategic Procurement Services 355 King St W., Kingston, ON K7L 3N6
Phone:	(613) 533-2871
Email:	mustoe.j@queensu.ca

FROM:	
Name:	
Company:	
Phone:	
Email:	

Re:	Request for Proposal (RFP)	Q-2026-012-EL Contractor Services for Ban Righ Hall Steam Manhole Replacement
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Please indicate the intention to respond to this RFP by clicking the box below and signing this form.

<input type="checkbox"/>	We intend to respond to this RFP.
--------------------------	--

_____	_____
Signature	Date

_____	_____
Name	Title

[End of Appendix G]

Appendix H – Proposed Subcontractors

Submitted by (Company Name): _____

List all companies (and sub-trades) that will be participating. Identify own forces as required.

Add additional lines if necessary

Discipline	Name of Sub-Contractor
Demolition	
Abatement	
Concrete	
Miscellaneous Metals	
Thermal and Moisture Protection	
Doors & Frames	
Hardware (Supplier)	
Plumbing	
Electrical	
Comm. Cabling and Infrastructure	
Earthworks	
Landscaping	

[End of Appendix H]

Appendix I (a) –Hourly Rates Table

Project: Q-2026-012-EL Contractor Services for Ban Righ Steam Manhole Replacement

Note: Only required for the proponent that has been invited to the negotiation stage

1. Complete the following table for labour rates which shall be applied against future changes to the work, for both extra costs and savings to the contract price.
2. A technical specialist is an engineer, engineering technician, commissioning technician, or other similar person involved in testing, equipment programming or commissioning not covered by a collective bargaining agreement for construction trades.

Trade	Division	Labour Rate	
		Tradesman \$/hr	Journeyman \$/hr
Equipment Operator	31		
Labourer	NA		
Steamfitter / Pipefitter	23		
Electrical	26		
Insulator	23		
Welder	23		
Boiler Operator	23		

3. Complete the following table for applicable multipliers on labour rates for work performed outside of regulator working hours.
4. In the following table:

- a. "Shift work" means working outside of normal work hours specified in a collective bargaining agreement, or if no such agreement exists, then outside the hours of 7 am to 5 pm Mondays to Fridays.
- b. "Overtime" means working outside of normal work hours specified in a collective bargaining agreement that is not Shift work, or if no such agreement exists, then any time on a Saturday, Sunday or Statutory Holiday.

Trade	Multiplier on Labour Rate	
	Tradesman	Journeyman
Shift work		
Overtime		

Appendix I (b) – Unit Prices

Project: Q-2026-012-EL Contractor Services for Ban Righ Steam Manhole Replacement

Note: Only required for the proponent that has been invited to the negotiation stage

1. Complete the following table for Unit Rates. These unit prices shall apply to additions or deletions of the specified work and will be used to establish costs in the event of quantity adjustments during the progress of the work.
2. Unit prices shall include all associated costs, mark-ups, overhead, and profit, and shall represent full compensation for the described work regardless of the quantity substituted.
3. Unit prices do not include Harmonized Sales Tax (HST).

Item (Supply and Installation of the following)	Unit	Unit Rate (\$)
Earthworks		
Excavation	per m ³	
Rock Excavation / Removal	per m ³	
Bedding Material	per m ²	
Backfill	per m ³	
Asphalt (50mm depth)	per m ³	
Concrete Sidewalk (detail 1/C07)	per m ³	
Mechanical		
6" Steam Pipe c/w insulation and supports	per m	
8" Steam Pipe c/w insulation and supports	per m	
14" Steam Pipe c/w insulation and supports	per m	
3" Condensate Pipe c/w insulation and supports	per m	
4" Condensate Pipe c/w insulation and supports	per m	
8" Condensate Pipe c/w insulation and supports	per m	
4" Gate Valve (Class 150) and Flange supply and installations	per unit	
6" Gate Valve (Class 150) and Flange supply and installations	per unit	
8" Gate Valve (Class 150) and Flange supply and installations	per unit	

Item (Supply and Installation of the following)	Unit	Unit Rate (\$)
12" Gate Valve (Class 150) and Flange supply and installations	per unit	
14" Gate Valve (Class 150) and Flange supply and installations	per unit	
4" Butterfly Valve (Class 150) and Flange supply and installations	per unit	
6" Butterfly Valve (Class 150) and Flange supply and installations	per unit	
8" Butterfly Valve (Class 150) and Flange supply and installations	per unit	
12" Butterfly Valve (Class 150) and Flange supply and installations	per unit	
14" Butterfly Valve (Class 150) and Flange supply and installations	per unit	
PRV supply and installations	per unit	

[End of Appendix I]