REQUEST FOR PRE-QUALIFICATION
FOR THE PROVISION OF CONSTRUCTION MANAGEMENT SERVICES FOR
LONG TERM WATER PROGRAM – RAW WATER SUPPLY AND STORAGE

2025

STATEMENT OF QUALIFICATIONS CALL: September, 24th, 2025

STATEMENT OF QUALIFICATIONS DUE: October, 22nd, 2025

2025-RFPQ-001

1. PROJECT OVERVIEW

The City of Iqaluit (the "City") is issuing this Request for Pre-Qualifications (RFPQ) to pre-qualify experienced Construction Manager at Risk (CMAR) firms to provide pre-construction advisory services, construction management services, and post-construction services for the Raw Water Supply & Storage (RWSS) project. This is part of the City's wider Long-Term Water Program (LTWP). This RFPQ is a qualifications-based solicitation.

The Construction Manager (CM) selected through this process will work under the direction of the City and their representatives. It is noted that the City has engaged Colliers Project Leaders Inc. (Colliers) as the Project Manager for the RWSS project. The City has also retained Arcadis Canada Inc. as the Prime Consultant for this project. This RFPQ is Stage 1 of a two (2) stage procurement process for the CM services contract. Stage 1 (this RFPQ) will shortlist qualified firms based on experience and team qualifications. Stage 2 will be a Request for Proposals (RFP) issued only to the shortlisted proponents, inviting detailed proposals for the associated CM services. For clarity, this RFPQ applies only to the RWSS project and the resulting list of qualified proponents shall be in effect only until the completion of this RFP process.

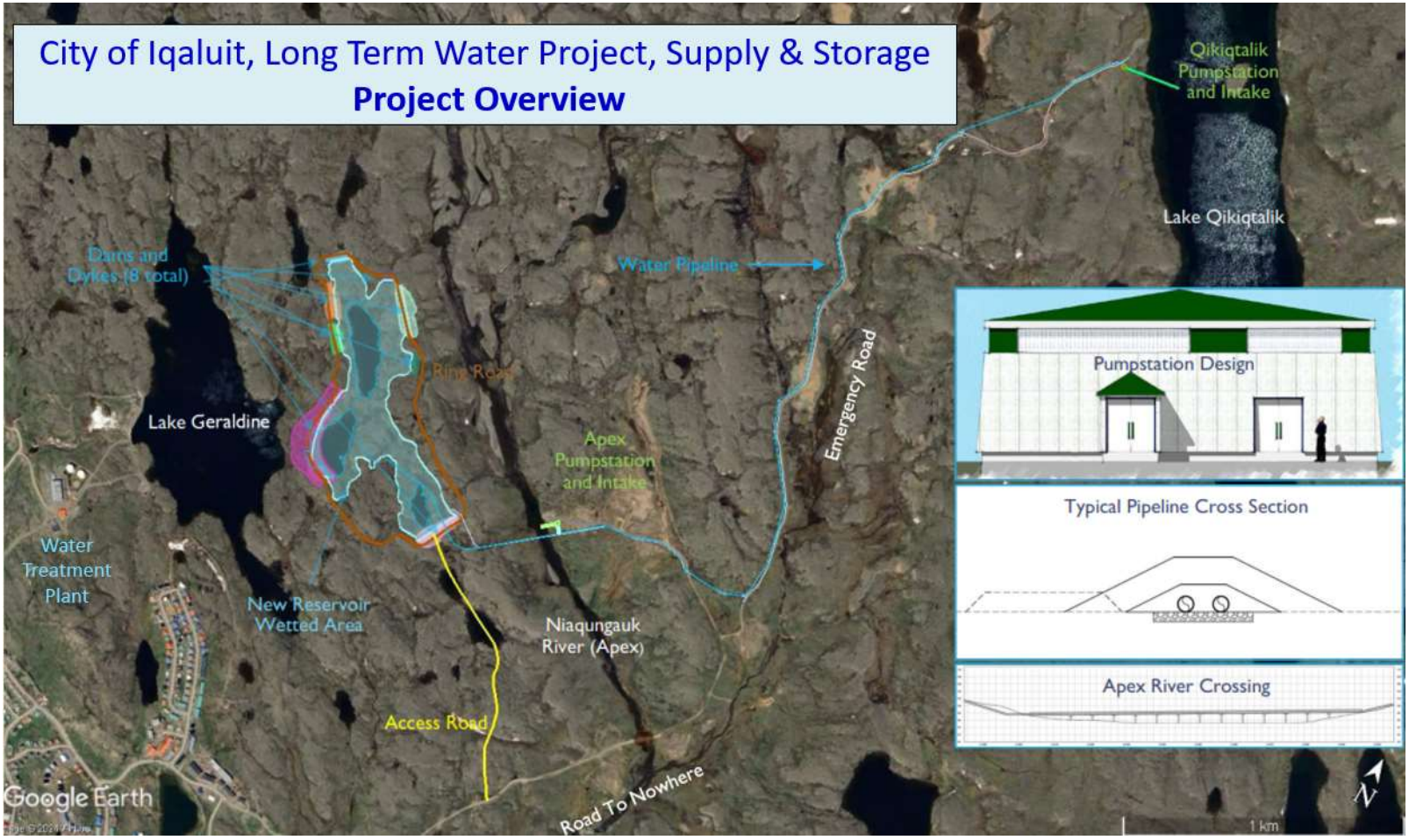
The RWSS project is a critical component of the City's LTWP, intended to secure the City's potable water needs for the future. The project involves developing new infrastructure to increase raw water sourcing and storage capacity for the City. In recent years, due to population growth and climate change, Iqaluit has faced seasonal water shortages in Lake Geraldine (the City's main water supply source), requiring emergency pumping from the Apex River. The RWSS project will provide a sustainable long-term solution to these challenges by expanding raw water supply and storage and mitigating the risk of future shortages. Figure 1 provides a high-level project overview.

Major components of the RWSS project include:

- **New Water Storage Reservoir:** Construction of a new raw water storage reservoir created by a main dam and auxiliary dikes near Lake Geraldine.
- **New Raw Water Intakes and Pump Stations:** Two new raw water intakes facilities, one at Lake Qikiqtalik and one at the Apex River, each with a pumping station to draw and transfer water.
- **Raw Water Transmission Pipeline:** A new twin pipeline (above existing ground level) to convey water from the two intake sites to the new planned reservoir.
- **Associated Infrastructure:** Supporting works such as access roads to facilities, control systems, power supply, and other related site infrastructure necessary for operation of the above components.

By increasing the capacity to capture and store raw water, the City will reduce its reliance on seasonal sources and emergency measures during dry periods. The RWSS project is currently at the 30 percent design stage.

Figure 1 *– RWSS Project Overview*



1.1. Background

1.1.1. Location

Iqaluit is the capital of the Nunavut Territory and is located at the south end of Baffin Island near the end of Frobisher Bay (63°45'N latitude and 68°31'W longitude). Access to Iqaluit is provided by regular scheduled commercial aircraft year-round, snowmobile trails from other Baffin Island communities in the winter, and sealift from the port of Montreal and Valleyfield in the summer.

1.1.2. Geology and Terrain

Iqaluit's location is above the tree line and within the permafrost zone of Canada. The region generally consists of glacially scoured igneous/metamorphic terrain. In some locations, a thin layer of organic material is present.

1.1.3. Climate

Iqaluit has an Arctic climate with an average January temperature of -21.5°C and July average temperature of 8°C. The annual precipitation is made up of 19.2 cm of rainfall and 255.0 cm of snowfall for a total of 43.0 cm of precipitation. The prevailing winds are northwest at 16.7 km/hr.

1.1.4. City Growth and Population

The City is the newest Capital City in Canada and as a result has experienced a period of rapid development and growth. Iqaluit is the seat of government for the Territory of Nunavut and is the home base of many federal and territorial government departments. The City is rapidly developing into a regional center for the Territory with many northern businesses in Inuit organizations making it their base of operations. The current population of Iqaluit is estimated at about 8,000 people with an average annual growth rate between three and four percent.

1.1.5. Land Ownership System

Iqaluit has a unique land ownership system. The major landowners in Iqaluit are the Commissioner of Nunavut, the City and the regional Inuit associations. These entities in turn lease land to individuals, corporations and other government departments. The City land is administered by a land acquisition by-law and by a Territorial Statute. Generally speaking, there is no private ownership of land.

1.2. Definitions

The following terms and definitions listed shall apply within this RFPQ:

City Representative	means	The individual assigned to the Project, who will be representing the City. Director of Engineering and Capital Projects.
City Website	means	www.iqaluit.ca.
Class A Estimate	means	An estimate that is accurate to +/- 10% that is used to establish cost for the construction of the Project and is based on 100% complete design package.
Class B Estimate	means	An estimate that is accurate within +/- 15% and is based on a 90% design development.
Class C Estimate	means	An estimate that is accurate within +/- 20% and is based on a 50% design development.
Class D Estimate	means	An estimate that is accurate within 30% and is based on the conceptual design.
Contractor	means	The entity who will be providing construction services to perform the work.
Services Contract	means	The executed agreement between the City and the CM for Professional Services.
Evaluation Committee	means	A committee appointed by the City in order to evaluate all submitted SOQ in order to determine Qualified Proponents.
Professional Services	means	The technical and professional services to be provided by the CM under a Services Contract.
Project	means	Means the City of Iqaluit RWSS project.
Project Manager	means	The Project Manager assigned to the Project by the City being Colliers Project Leaders.
Project Team	means	The group of people, which includes the City Representative, the Project Manager, the City Engineering Consultant, and any other person invited from time to time by the City Representative or the Project Manager.
Proponent	means	A corporation, partnership, or joint venture from whom a SOQ was received.

Qualified Proponents	means	The companies or firms selected by the City's Evaluation Committee to proceed to the Stage 2 (RFP) procurement based on the proponent's SOQ.
SOQ	means	The statement of qualifications submitted in response to this RFPQ.
Successful Proponent	means	The successful proponent engaged by the City to deliver the Project using the CMAR delivery model. The CM is responsible for providing pre-construction services, and for managing and performing the construction through subcontractors with some level of permissible self-performance, assuming financial, schedule, and performance risk under a Guaranteed Maximum Price (GMP).
User group	means	The City or the users of the infrastructure and facilities being constructed for which the City is responsible.

1.3. Project Scope

The City is utilizing a CMAR delivery model with early contractor involvement. A CM firm will be engaged early and provide services from 50 percent design through construction and into the post-construction period. The CM's scope of work spans two phases: Phase 1 Pre-Construction Services and Phase 2 Construction and Post-Construction Services. Below is an overview of the CM's anticipated responsibilities in each phase:

- ***Phase 1 – Pre-Construction Services****:* The selected CM will act as the City's construction advisor during the design and pre-construction period. In this role, the CM will collaborate with the City's Prime Consultant and Project Team to provide constructability reviews, cost estimating, value engineering input, schedule and sequencing development, risk identification/mitigation planning, and logistics planning while the design is progressing. The CM will help optimize the design for efficient construction, deliver early works packages (if any) that could be advanced, and develop a subcontracting (trade/work package) plan. During Phase 1, the CM will not undertake any construction other than any separately agreed early works, the focus is on pre-construction planning and advisory. Phase 1 will culminate in the CM developing and proposing (with City collaboration) a GMP Phase 2, based on the agreed-upon design (at roughly the 90–100% design stage) and scope. This GMP proposal will be subject to the City's review and approval.

- ***Phase 2 – Construction and Post-Construction Services:*** *Upon* the City's acceptance of the GMP and a notice to proceed to construction, the CM will assume the role of the constructor (General Contractor). In Phase 2, the CM will be responsible for executing all construction work to deliver the RWSS Project. This includes procuring and managing all required subcontractors and suppliers (using open, competitive procurement for trade packages), self-performing certain work as permitted, and coordinating the construction schedule and sequencing of work. The CM will implement rigorous cost control and change management systems to ensure the Project is completed within the GMP budget and agreed timeline. The CM's duties during construction will encompass quality management (per rigorous quality management system, as well as health, safety, and environmental management on the job site. Following construction, the CM's role extends into post-construction activities through assisting with commissioning and start-up of the new facilities, training City personnel in the operation and maintenance of the new systems, preparing as-built drawings and O&M manuals, and managing warranty-period issues and deficiencies.

The CMAR contract will be structured in two phases corresponding to the above services. The City initially will enter into an agreement for Phase 1 (Pre-Construction Services). Subject to the CM's satisfactory performance in Phase 1 and the successful negotiation of a mutually agreeable GMP for construction, the City intends to proceed with Phase 2 (Construction Services) under the same CMAR contract. During Phase 2, the CM will be required to provide appropriate construction value performance bonds and labor/material payment bonds, as well as insurance, per City requirements.

Procurement Process: Stage 1 of the procurement process (this RFPQ) will pre-qualify a shortlist of capable firms based on their submitted qualifications (SOQs, as evaluated per Section 5). Stage 2 will be a competitive RFP issued to the Qualified Proponents, who will then submit detailed technical and financial proposals. The City will evaluate the Stage 2 proposals and select one CMAR firm to award the contract for Phase 1 services. Only Proponents qualified through Stage 1 will advance to Stage 2 of the procurement process.

2. INSTRUCTIONS TO PROPONENTS

2.1. Submission

Proponents shall submit their SOQ electronically in PDF format through the MERX online tendering system. (MERX can be accessed at: https://www.merx.com/.)

Proponents must address SOQ to:

City of Iqaluit
Kevin Kerr, P.Eng
Director of Engineering and Capital Planning, City of Iqaluit
100-1085 Mivvik Street
Iqaluit, Nunavut, X0A 3H0

All SOQ files **must** be uploaded and labeled as follows:

"LTWP RWSS CM – 2025-RFPQ-001 – [Proponent Name]"

It is the Proponent's responsibility to ensure successful electronic submission of their SOQ before the deadline. Late submissions may be rejected by the City at its sole discretion. The City will not be responsible for any technological issues that result in late delivery. Proponents are encouraged to allow sufficient time for upload.

2.2. Inquiries

All inquiries concerning this RFPQ must be directed **by email only** to the City representatives listed below:

City of Iqaluit
Kevin Kerr, P.Eng
Director of Engineering and Capital Planning, City of Iqaluit
K.Kerr@iqaluit.ca

and

Mohamed ElDesouky
Project Manager
Colliers Project Leaders
Mohamed.ElDesouky@colliersprojectleaders.com

To ensure consistency and fairness, any significant information given in response to inquiries will be issued to all registered Proponents in the form of a written addendum or clarification via MERX and the City's website. **Verbal** responses to inquiries are not binding.

All inquiries should be submitted no later than *October 8th, 2025* at 3:00 PM EST.

2.3. Addenda

If it is determined that an amendment is required to this RFPQ, a written addendum will be posted via MERX and the City's website. It is the Proponents' responsibility to check MERX and the City's website to confirm whether an addendum has been posted. Proponents will not be provided with direct notice of any written addendum issued by the City. The only way this RFPQ may be added to, or amended in any way, is by a formal written addendum issued by the City. No other communication whether written or oral from any person will affect or modify the terms of this RFPQ or may be relied upon by any Proponent.

The City may amend, supplement or otherwise modify this RFPQ at any time and from time to time prior to the SOQ submission date, only by written addenda.

2.4. Proponent Requirements

The Successful Proponent must have a valid City of Iqaluit Business License prior to commencement of the Project. The Successful Proponent shall apply for a license immediately upon notification of award, should they not hold a valid license. Proponents should also confirm for any project whether they are required to register their legal entity in Nunavut Territory.

2.5. Stage 1 RFPQ Process

Request RFPQ process schedule is follows:

***Table 1** – RFPQ Process Schedule*

Stage	Milestone	Date
1	RFPQ Posting	September 24th, 2025
	Last Day for Proponent Questions	October 8th, 2025
	Last Date for Issue of Addendum	October 15th, 2025
	Proponents SOQ Submission Deadline	October 22nd, 2025 @ 3:00 PM EST
	Notification of Qualified Proponents	November 6th, 2025
2	RFP Issuance to Qualified Proponents	December, 2025

Note: The Stage 2 dates are provided for information only and are subject to change. A detailed schedule for Stage 2 (proposal preparation, submission, evaluation, and award) will be provided with the Stage 2 RFP.

3. OPPORTUNITY FOR OPTIONAL SITE VISIT

Qualified Proponents will be welcome to visit the project site through coordination with the City to familiarize themselves with the Project location(s) and local context.

Qualified Proponents who plan to visit the site should notify the City Contact (see Section 2.2) in advance, so that appropriate arrangements can be made. The City will provide an escort and any required safety briefing at the site. Proponents are responsible for their own travel and accommodation arrangements and all costs associated with attending the site visit.

Iqaluit's weather and environmental conditions can be challenging, especially in late fall and winter months. Attendees should be prepared with appropriate outdoor clothing and footwear for cold and potentially inclement conditions. The site terrain may be uneven and, at times, snow-covered or wet. The City will take reasonable precautions during the site visit, but attendees participate at their own risk and are expected to follow all safety instructions provided by City representatives. Photography will be permitted during the site visit for reference purposes; however, any photographs or information obtained are to be used solely for the preparation of the RFP response and not shared publicly.

Proponents are advised that questions raised during any site visit are considered informal; only responses documented in a subsequent addendum are considered official and binding. Proponents should rely on the information provided in this RFPQ and/or subsequent RFP or any additional data or clarifications provided by the City.

4. PRE-QUALIFICATION DOCUMENTS REQUIREMENTS

Proponent SOQ submissions should be prepared in sections, with the content of each section as specified below together with the evaluation/scoring weighting per basis for each section. Concise submissions which address the section requirements are encouraged. Each page is based on a single-side of an 8 ½ x 11 sheet, with text no smaller than size 11 Arial font. The pre-qualification documents submission **must not** have any financial details included.

4.1. Pre-Qualification Documents Submission Requirements

Proponents are to follow the section ordering (A through G) below in their submission for consistency and ease of evaluation.

4.1.1. Section A – Project Understanding **(15 points)**

Clearly demonstrate your firm's understanding of the RWSS Project, highlighting key challenges including technical, constructability, logistical, and environmental considerations. Focus specifically on your firm's comprehension of the Project's scope, critical issues, and any potential risks. *Two page maximum*. A detailed methodology or detailed approach is not required at this RFPQ (Stage 1); detailed methodology and approach will instead be requested in the subsequent RFP (Stage 2).

4.1.2. Section B – Corporate Qualifications and Experience **(10 points)**

Provide a statement of qualifications for the Proponent and other major firms included in the CM's team, including:

- Year founded as current corporate entity;
- Permanent office address; and
- List other reference projects over and above provided in Section C (do not provide project details as these should be listed in Section C).

4.1.3. Section C – Corporate Reference Projects **(30 points – 7.5 points per project)**

Provide information for projects completed in the last fifteen (15) years that are relevant to this Project and are of a similar scale, complexity and delivery approach. Provide a maximum of four (4) projects according to the following categories:

- **One (1) project:** Collaborative Construction Management delivery model including: pre-construction advisory services (Early Contractor Involvement), construction, and post-construction.
- **Two (2) projects:** Dam projects, embankment type preferred.
- **One (1) project:** Water intake/pump station with conveyance pipelines.

The projects listed should collectively illustrate experience in the following areas:

- Collaborative Construction Management delivery model with Early Contractor Involvement.
- Construction of a similar sized reservoir / embankment dam type structure.
- Construction of a water intake structure and pump station facility.
- Construction involving major earthworks with rock excavations / fill.
- Heavy civil projects managed with value in excess of $80M.
- Northern / Arctic construction experience.

If any of the projects listed were joint ventures, describe the Proponent's role and responsibilities on each of the projects and name the other parties of the joint venture.

For each of the projects please provide the following information: project name, location, client/owner, client contact information (email and phone number), year completed, project value, duration of involvement, description of project (brief description of the project scope, emphasizing elements similar to RWSS), firm's role & services (describe the services your firm provided on this project), and key outcomes/lessons (note any important results, innovations, or lessons learned that are relevant to this RFPQ).

The Evaluation Committee may consult with the persons indicated as references by the Proponents in order to obtain feedback on the Proponent's performance on previous projects and to understand the relationship between the client and the Proponent.

The ratings may be adjusted, based on the interviews and feedback from reference consultations. Proponents must ensure that phone numbers and e-mail addresses of references are accurate and still valid.

4.1.4. Section D – Team Qualifications and Experience
(40 points – 15 for PM, 25 collectively for remainder of team)

Identify the key team members proposed for this assignment. Identify the individual who will act as the Project Manager (PM) throughout the Project lifecycle, as well as lead specialists (office and on-site) for the following functions:

- **Pre-Construction (Phase 1):** Cost estimating, scheduling, constructability, value engineering, risk management, and any other advisory roles relevant to early contractor involvement.
- **Construction (Phase 2.1):** CM and Site Superintendent, subcontractor coordination, quality control, health & safety, environmental, schedule and budget management.
- **Post-Construction (Phase 2.2):** Commissioning and handover coordination, warranty support, and knowledge transfer to the Owner's operations team.

For each key individual, provide a brief description and resume highlighting their relevant qualifications, project experience (particularly on CMAR or similar delivery models), and their proposed roles/responsibilities during each project phase within the last fifteen (15) years.

Indicate the availability and level of commitment of each person across all phases of the Project. The City is interested in personnel who have successfully provided comparable advisory and construction leadership services on complex, remote infrastructure projects.

4.1.5. Section E – Inuit Participation **(5 points)**

The City of Iqaluit strongly encourages involvement of Inuit firms in its projects, consistent with the Nunavut Agreement and any applicable City or territorial policies. If your firm has a strategy or track record for integrating Indigenous participation in professional services,

briefly describe your approach. This might include partnerships or sub-contracting arrangements with Inuit-owned firms, employment or training opportunities for local Inuit residents, or other benefits relevant to all Project phases.

4.1.6. Section F – List of Sub-consultants **(0 points)**

Provide a list of Sub-consultants the Proponent will engage for the execution of the Project, if any, using the form attached hereto as Appendix B.

4.1.7. Section G – Mandatory Submission Requirements **(pass/fail)**

Provide all mandatory requirements, as identified in Sections 6.1.1. and 6.1.2. as well as the completed Signing Sheet (attached hereto as Appendix A) signed by an authorized official or principal who has authority to bind the Proponent. Proponents who fail to submit mandatory items will not proceed to the next phase of evaluation.

5. EVALUATION

5.1. Evaluation Committee

An Evaluation Committee appointed by the City will evaluate the SOQs. The Evaluation Committee may consist of City staff and external advisors as deemed appropriate. The Evaluation Committee will review submissions independently and then convene to form a consensus evaluation. The City may also involve subject matter experts or advisors (non-voting) to clarify technical content as needed.

5.2. Evaluation Stages

SOQ will be evaluated in steps for the purpose of selecting Qualified Proponents:

5.2.1. Compliance Review

The City will first review each submission to ensure it meets all mandatory requirements of this RFPQ. Mandatory requirements include submission by the deadline; submission in the required format; and inclusion of all required components (as outlined in Section 4). Submissions that fail to meet any mandatory requirement may be disqualified at the City's sole discretion. The City reserves the right to waive minor irregularities or request clarifications from a Proponent to determine substantial compliance, where doing so would be in the best interest of fairness and competition and provided that the same opportunity is provided to all Proponents.

5.2.2. Rated Criteria Evaluation

Submissions that pass the compliance review will then be evaluated against the rated criteria outlined in Section 4. Each Evaluation Committee member will independently assess and score the submissions. The Evaluation Committee will then arrive at consensus scores or an average of the evaluators' scores for each criterion, resulting in a total score for each compliant submission.

5.2.3. Shortlist Selection

Each submission will receive a total score out of 100 based on the weights mentioned in Section 4. Proponents are required to achieve a minimum score of 70% (70/100). The Evaluation Committee will then rank Proponents from highest to lowest total score. The City may choose to qualify a limited number of top-ranked firms for further consideration, with a maximum of 4 firms selected. Only the Qualified Proponents will be invited to proceed to Stage 2 of the procurement. Stage 2 will be an RFP that will involve a more detailed CM Proposal focusing on how the Proponent would deliver the full Construction Management services for the Project.

5.2.4. Stage 2 RFP Evaluation

Qualified Proponents will be provided with an RFP (Stage 2) detailing the Project and required services in depth, including a request for a fee proposal. That stage will involve evaluation of both technical proposals and financial submissions according to criteria set

in the RFP.

5.2.5. Final Selection

The City will identify the Successful Proponent from the Stage 2 evaluations and proceed to contract negotiations. If negotiations are successful, the contract (for Phase 1 with provision for Phase 2) will be awarded to that Successful Proponent. If not, the City reserves the right to terminate discussions and potentially engage the next-ranked Proponent or take other actions as per the City's procurement policy.

Note: Sections 5.2.4 and 5.2.5 above refer to the subsequent RFP stage and contract award, which are outside the scope of this RFPQ evaluation but are noted here for completeness.

5.3. Notification and Debriefing

The City will notify all Proponents in writing of the outcome of the RFPQ evaluation once the shortlist has been finalized and approved. Qualified Proponents will receive an invitation to the RFP procurement process (Stage 2). Unsuccessful Proponents may request a debriefing from the City's Purchasing Department after the conclusion of the procurement process, to receive feedback on their submission. Debriefings, if requested, will be scheduled at a mutually convenient time and will focus on the Proponent's submission relative to the evaluation criteria.

5.4. Rejection of Unacceptable Statement of Qualifications

The City reserves the right without liability, cost or penalty, in its sole discretion to disqualify any SOQ before its full evaluation if the SOQ reveals a conflict of interest, incorrect information, or misrepresentation by the Proponent of any information provided in its SOQ. The City further reserves the right without liability, cost or penalty, in its sole discretion to disqualify any SOQ where there is evidence that the Proponent, its employees, agents or representatives colluded with one or more other Proponents or any of their respective employees, agents or representatives in the preparation of the SOQ.

5.5. Evaluation Criteria

The Evaluation Committee will evaluate eligible SOQ to determine the SOQ which best meets the needs of the City, using the weighting criteria indicated in Table 1 below as a guideline.

***Table 2** – RFPQ Evaluation Criteria*

EVALUATION CRITERIA	WEIGHTING
Section A – Project Understanding	15 points
Section B – Corporate Qualifications and Experience	10 points
Section C – Corporate Reference Projects	30 points
Section D – Team Qualifications and Experience (PM)	15 points

Section D – Team Qualifications and Experience (remainder of Team)	25 points
Section E – Indigenous Participation	5 points
Total RFPQ Evaluation Score:	**100 points**

Note: The City may, at its discretion, adjust the weighting of criteria or clarify the evaluation process via addendum before the RFPQ closing. No changes will be made to the criteria after the closing date.

6. TERMS AND GENERAL CONDITIONS

6.1. Terms and Conditions

This RFPQ is not a tender and does not commit the City to any binding contract with any Proponent. No contractual or other legal obligations are created by the issuance of this RFPQ or the receipt of submissions. For clarity, this RFPQ is an invitation for Proponents to provide qualifications for the City's consideration, and not a bid for work or a request for binding offers. The City is not required to proceed with any further purchasing process following this RFPQ. By participating in this RFPQ process, each Proponent acknowledges the foregoing and further agrees that:

6.1.1. Proponents shall disclose in their SOQ any actual or potential conflicts of interest and existing business relationships it may have with the City, its elected or appointed officials or employees. The City may rely on such disclosure. **(Mandatory Requirement)**

6.1.2. Proponents shall disclose any potential conflicts of interest and existing business relationships they may have with Colliers Project Leaders, the City, its elected officials or employees, or any known participants in the Project. The City may rely on such disclosure. **(Mandatory Requirement)**

6.1.3. Proponents and their agents will not contact any member of the City Council, City Staff or City Consultants with respect to this RFPQ, other than the City Representative named in Section 2.2, at any time prior to the award of a contract or the cancellation of this RFPQ.

6.2. Accuracy of Information

While the City has made considerable efforts to ensure an accurate representation of information in this RFPQ, the information contained in this RFPQ is supplied solely as a guideline for Proponents. The City gives no representation whatsoever as to the accuracy or completeness of any of the information set out in this RFPQ, or any other background or reference information or documents prepared by third parties and made available to Proponents. Proponents will make an independent assessment of the accuracy and completeness of such information and will have no claim whatsoever against the City or its representatives, agents, consultants and advisors, with respect to such information.

6.3. Confidentiality

Proponents shall treat all information received through this RFPQ process and subsequent contract award as confidential and will not disclose such information to any person except with prior written consent of the City.

6.4. Working Language

All SOQ must be written in English.

7. SCOPE OF WORK

The CM shall provide comprehensive services to fulfill the Project objectives through all phases of the CMAR delivery. The scope of work is detailed below, divided by Project phase.

7.1 Phase 1 Pre-Construction Services

During Phase 1 Pre-Construction Services, the CM will work closely with the City's team and the design consultant to advise on the Project's design, cost, and schedule prior to construction.

Key Pre-Construction services include:

- **Constructability Reviews:** At each major design milestone (50%, 90%, 100%), review drawings and specifications for constructability. Identify potential construction challenges or conflicts early to prevent errors, delays, or cost overruns. Provide feedback and recommendations to optimize the design for efficient, safe construction.
- **Value Engineering (VE):** Participate in value engineering exercises throughout the design process, from 50% to 100% design. Recommend design modifications or alternative solutions that could reduce cost or risk while maintaining Project objectives and quality. Document all VE suggestions and assist in evaluating their impacts.
- **Cost Estimating:** Prepare independent construction cost estimates at designated design stages. Advise on budgeting and cost control, including reconciliation of the CM's estimates with the Project's budget and the owner's independent cost consultant. If the Project is trending over budget, propose cost-saving measures or scope adjustments.
- **Scheduling & Sequencing Input:** Advise on construction scheduling, phasing, and sequencing of work. Work with the design team to develop a high-level Project schedule and phasing plan. Provide input on optimal construction sequencing and seasonal considerations to meet the required completion timeline. Provide input on material procurement (particularly long-lead items) and mitigation of timing risks where identified.
- **Risk Identification & Mitigation:** Proactively identify potential risks to construction or Project. Assess the likelihood and impact of each risk and recommend mitigation strategies or contingency plans. Collaborate on development of a Project risk register and update it periodically.
- **Site Access & Logistics Planning:** Evaluate site access constraints and plan construction logistics. Provide guidance on site layout, staging areas, and temporary works needed. Plan for material storage, worker accommodations (if needed), and site infrastructure such that construction can proceed efficiently.
- **Design Coordination and Review (50% to 100% design):** Attend regular design coordination meetings and provide continuous input from a construction perspective. Review interim and final design documents, providing written comments on any

constructability or integration issues. Ensure that design decisions consider on-the-ground implementation practicalities.

- **Early Works and Procurement Planning:** Identify any potential early works packages that could be advanced prior to full construction mobilization. Develop a subcontracting and procurement plan for the construction phase, including strategies for engaging Indigenous subcontractors where possible, and prepare draft tender packages or work package breakdowns as design progresses.

- **GMP Development:** As the design nears completion, work with the City and its Project Team, including cost consultant, to develop the GMP. This includes preparing detailed pricing based on near-final design, open-book sharing of quotes from sub-trades, and participating in negotiations to finalize the GMP.

The Pre-Construction phase concludes when the design is complete, all necessary permits for construction are in place, and the City and CM have agreed on a GMP for Phase 2. City council approval is required to proceed to the Construction phase.

7.2 Phase 2.1 - Construction Services

Upon successful completion of Phase 1 and City council authorization to proceed, the CM will transition into Phase 2 Construction Services acting as the prime contractor to execute the work within the agreed schedule and GMP.

The scope of Construction Services includes:

- **General Contractor Responsibilities:** Assume full responsibility for constructing all components of the RWSS Project as per the final design and specifications. This includes mobilizing the Project site(s), establishing temporary facilities, and managing all construction operations from start to finish. The CM will control all means and methods of construction and maintain a full-time on-site management team to supervise daily work and coordinate subcontractors.

- **Subcontractor Procurement & Management:** Utilizing the subcontracting plan developed during pre-construction, finalize and execute subcontracts for all portions of the work. All subcontractor procurement must follow a transparent, competitive process in line with the CMAR contract requirements and City procurement bylaws. The CM will award and administer subcontracts, ensuring all subcontractors meet the Project's quality, safety, and schedule requirements. The CM is responsible for coordinating subcontractor activities, resolving interface issues, and integrating each subcontractor's work into the overall Project schedule.

- **Schedule Management:** Implement and maintain a detailed construction schedule to ensure timely completion of all work. Monitor progress against the schedule, identify any delays or deviations, and take corrective actions as needed to recover lost time. If unforeseen issues arise, promptly notify the City and propose mitigation plans to minimize schedule impacts. Provide regular schedule updates and look-ahead schedules to the City's team. Key milestones, including seasonal shutdown periods, sealift delivery windows, and critical testing/commissioning dates, must be achieved

as planned.

- **Cost Control & Change Management:** Manage Project costs within the boundaries of the GMP. Implement a robust cost tracking system to monitor actual expenditures against the budget and GMP line items. The CM must obtain the City's approval before utilizing any Project contingencies or engaging in work that would incur additional cost beyond the GMP. If design changes or unexpected conditions necessitate changes to the work, follow the contract change order process: provide timely change quotations with detailed cost and schedule impact analysis, and secure written City approval prior to executing the change. The CM is at-risk for cost overruns beyond the GMP, so diligent cost management is required. The CM will provide open-book cost reports to the City showing actual costs to date and forecast to complete.

- **Quality Management:** Develop and implement a Project-specific Quality Management Plan to ensure all work meets the design specifications and industry standards. The CM is responsible for construction quality control, including all required testing and inspections utilizing qualified personnel or independent labs as needed. Maintain thorough quality documentation (inspection reports, test results, certifications) and immediately address any deficiencies or non-conformances. The City and the design engineer may perform periodic quality assurance audits; the CM must accommodate all owner inspections and regulatory inspections. Successful completion of Phase 2 requires that the finished work fully meets the technical requirements and performance criteria of the Project.

- **Health, Safety & Environmental Management:** The CM shall ensure a safe work environment at all times. Prepare and enforce a comprehensive Construction Health and Safety Plan addressing all Project-specific hazards. Conduct regular safety meetings, training, and drills and implement incident reporting and investigation procedures. Similarly, comply with all environmental protection measures and permit conditions: develop an Environmental Management Plan covering items such as sediment and erosion control, fuel storage and spill prevention, wildlife interactions, and waste management, in accordance with regulatory approvals. The CM is responsible for avoiding environmental incidents and must report any environmental compliance issues immediately to the City.

- **Stakeholder and Regulatory Coordination:** Coordinate with City representatives, regulatory agencies, and stakeholders as required during construction. This includes scheduling inspections or site visits by authorities and ensuring compliance with any directives. The CM will provide regular updates to the City's Project Manager and facilitate communications about construction activities. If construction work may impact on the local community, the CM shall assist the City in issuing public notices or implementing mitigation measures to minimize disruption.

- **Commissioning and Start-up:** As construction nears completion, organize and oversee the commissioning of all new systems and infrastructure. This includes flushing and pressure testing the new pipelines, testing and calibrating pumps and control systems at the intake stations, integrating the new infrastructure with the existing water treatment plant and SCADA system, and conducting trial operations. Develop a detailed Commissioning Plan, in coordination with the City and the design

engineer, outlining test procedures and responsibilities. The CM must rectify any issues identified during commissioning and demonstrate that all systems perform according to design specifications. Achieving substantial completion will require that the entire RWSS is constructed, tested, and functional for its intended use.

- **Project Close-Out:** Following successful commissioning, manage all Project close-out activities. This includes final inspections with the City and engineer, prompt correction of any remaining deficiencies, demobilization of construction personnel, equipment, and temporary facilities, and complete site cleanup/restoration. The CM shall compile and turn over a comprehensive close-out package to the City, including as-built drawings, operations and maintenance manuals for all new equipment, training records, and a detailed warranty list. The CM will formally hand over the completed Project to the City and assist in obtaining any required occupancy or completion certifications. Final completion will be acknowledged once the City confirms all contract requirements are fulfilled.

7.3 Phase 2.2 - Post-Construction Services

The CM's involvement will continue into Phase 2.2 (the post-construction and warranty period) to ensure a smooth transition to full operations and to uphold all warranty obligations.

Key Post-Construction services include:

- **Warranty Service and Defect Resolution:** Stand behind the quality of the construction by addressing any defects or issues that arise during the warranty period. The warranty period is expected to extend for one to two years from substantial completion. The CM must be prepared to have appropriate personnel available on short notice to travel to Iqaluit to perform any needed repairs or corrective work under warranty. This includes remedying deficiencies noted at the time of handover as well as latent defects that become apparent in the months following. All warranty work performed must be documented and reported to the City.

- **Operational Support:** Assist the City during initial operation of the new water infrastructure. Key personnel should remain on-call and available for a defined period after handover to support the City's staff in operating the new systems. The CM should conduct follow-up check-ins to review system performance, answer questions, and ensure the City is satisfied with how the infrastructure is functioning.

- **Final Warranty Inspection and Close-Out:** Prior to expiration of the warranty period, participate in a joint inspection with the City to identify any outstanding issues that need attention. Complete any remaining repairs or adjustments so that the City can close out the Project with confidence. Once all warranty obligations are fulfilled, assist the City in documenting final acceptance. The CM will then receive final contract close-out acknowledgement, concluding their contractual duties.

- **Knowledge Transfer:** Ensure all relevant knowledge is transferred to the City for the long-term success of the Project. Before demobilizing completely, confirm that City personnel are comfortable with all operational procedures and maintenance

requirements of the new reservoir, intakes, and pipeline. Provide any additional training or written guidance needed. The goal is to leave the City fully equipped to manage and maintain the new infrastructure after the CM's engagement ends.

Throughout the post-construction phase, the CM is expected to remain a responsive partner to the City. Timely communication and support during this period will ensure the Project's success is fully realized and that the City can confidently rely on the new water supply system. By the end of Phase 2.2, all Project documentation will be in order, all performance issues resolved, and the City will have a fully operational system that meets the intended outcomes.

8. SCHEDULE

8.1. Timelines

The Project is time-sensitive, and the CM must be able to accommodate the schedule requirements in cooperation with the City. The table below presents the key Project milestones and target dates for the RWSS Project implementation:

***Table 3** – Project Schedule and Milestone*

Milestone	Date
Permitting-NIRB approval (not in CM scope)	*September 2025*
Permitting-NWB license approval (not in CM scope)	*June 2026*
Permitting-DFO approval (not in CM scope)	*Fall 2026*
50% Design (CM review/input required)	*Feb 2026*
90% Design (CM review/input required)	*Early Fall 2026*
100% Design (CM review/input required)	*Late Fall 2026*
Early Works Construction (CM review/input required) (CM to manage construction)	*2026*
Additional Geotechnical Investigations (CM review/input required; investigations by City Engineering Consultant)	*Spring–Fall 2026*
GMP Finalization and Phase 2 Go-Ahead	*Late Fall 2026*
Stage 2 CM Contract Award	*Late 2026/Early 2027*
Construction Start	*Early 2027*
Substantial Completion of Construction	*December 2029*
Commissioning and Operational Handover	*Late 2029/Early 2027*
Post-Construction Warranty Period	*2030 & 2031*

Proponents should consider the above schedule when assessing their capacity for this Project. In their submissions (A - Project Understanding), Proponents may comment on how they would meet or improve upon this schedule. The successful CM will be expected to commit to the Project timelines and work collaboratively with the City and design team to achieve key milestone dates.

APPENDIX A – SIGNING SHEET

I/We, agree that we have received addenda _____to ____inclusive, and the Pre-Qualification Statement of Qualifications includes provisions set out in such addenda.

I/We, agree to conform to the confidentiality requirements as identified in Section 6.3.

I/We, agree to conform to the Conflict-of-Interest requirements and disclosures as identified in Sections 6.1.1 and 6.1.2.

Signer must have authority to bind the Proponent.

Signed, and delivered at this _____day of _____, 20__.

Signature of Name (Authorized official or principal who has authority to bind the Proponent):

_____

Legal Entity Name:

_____

Address: # Street, Municipality, Province/ Territory, Postal Code:

_____

Name: Print or Type:

_____

Title:

_____

Email:

_____

Telephone #:

_____

END OF APPENDIX A

APPENDIX B – SUB-CONSULTANT LIST

The Proponent will engage and fully coordinate the work of the following Sub-consultants listed to deliver the work:

Table 1 List of subconsultants

Consultant Name	Project Office Address	Discipline

END OF APPENDIX B

END OF RFPQ