



2025 FOOD SERVICES REQUEST FOR PROPOSAL

King's University College
266 Epworth Ave
London, ON
N6A 2M3

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INSTRUCTIONS TO BIDDERS

1. Summary

This document requests bids for the management, direction and provision of food services at King's University College (hereby referred to as "King's") that is currently under contract with Aramark Canada Ltd until June 30th, 2026. On this date, King's will enter into a new contract with a food services provider for the management, direction and provision of food services as defined in and subsequently based on this Request for Proposal (RFP).

The Food Services Selection Committee (hereby referred to as "the Committee") will be made up of King's administrators and operational staff with responsibilities related to this area.

2. Bid Submissions

King's is committed to equity and diversity and encourages applications from all qualified Bidders including women, members of visible minorities, aboriginal persons and persons with disabilities.

To receive consideration, bids must be submitted in accordance with the following instructions. Failure to comply with these instructions will result in the bid being disqualified.

Attachments 1 - 4 must be included in the bid submission. Any alterations made to the Attachments, other than the supply of the required information, may result in the bid being declared non-compliant and rejected without further consideration.

All bids must be emailed by the date/time outlined in Schedule A to Tiffany Chisholm, Purchasing Services Coordinator at tiffany.chisholm@kings.uwo.ca with a subject line containing "2025 Food Services RFP" and the name of the Bidder.

King's is not responsible for the timeliness of documents emailed nor will King's accept any bid emailed to an email address other than the specified email address above. King's is neither liable nor responsible for any costs incurred by a Bidder in the preparation, submission, or presentation of their bid to this RFP.

Bidders are advised that it is not permissible to send a copy(s) of a response to any employee, consultant, agent, volunteer or business employed or working on behalf of King's or involved in this process, and King's will reject without further consideration any response so delivered.

All documents related to the bid become the property of King's. All information, data, recommendations and reports resulting from the project become the property of King's.

3. Inquiries

Bidders having any questions or requiring clarification of the intent or meaning of any part thereof shall notify Tiffany Chisholm by email (tiffany.chisholm@kings.uwo.ca) by the deadline for submission of questions as outlined in Schedule A. Any questions resulting from the site visit must be submitted in the same way.

4. Communication of all RFP documents

The original RFP document will be posted on Biddingo and the King's website <https://www.kings.uwo.ca/about-kings/facts-and-information/administrative-departments/finance/rfp/>.

If it becomes necessary to revise any part of this RFP, addenda and amendments will be posted solely on the King's website.

It is the sole responsibility of each potential Bidder to check the King's website for any/all changes to the original RFP document, as these will become part of the RFP specifications.

For RFP's valued \$100,000 or more, the award notice will be posted solely on Biddingo.

5. Assessment of Response

All bids will be opened in private by Tiffany Chisholm, Purchasing Services Coordinator for eligibility purposes. The Committee will evaluate the bids based on the pre-determined evaluation criteria outlined in Schedule C.

As the Committee evaluates the bids, decisions will be based on the contents of the bid as submitted. Each Bidder shall include any and all information required as outlined in Schedule E in the format requested in Schedule D. It shall be explicitly understood that there shall be no opportunity to make any material change to the bid, including any alteration, addition or deletion of any element within the bid as submitted based on dates outlined in Schedule A. Information submitted independent of the response document or after closing will not be considered by the Committee.

King's may seek clarifications from a Bidder after the closing date. Clarification questions will be submitted to the Bidder in writing. Answers to the written clarification questions must be returned to King's in writing. The intent of the clarification is simply to obtain further explanation and understanding of what was intended by the Bidder. A clarification shall not provide an opportunity to make any material changes to the original bid, including any alteration, addition or deletion of any element of the original bid.

At the Committee's discretion, a shortlist of Bidders will be requested to conduct a mandatory presentation. The purpose of the presentation includes:

- a) Address the major elements of the Bidders innovative solutions;
- b) Enable key personnel of the Bidders team to interact directly with the Committee; and
- c) Answer questions the Committee may have.

The Bidder will be notified of this mandatory presentation according to the timeline in Schedule A. All costs incurred by the Bidder in the process of conducting the presentation shall be at the expense of the Bidder. In no instance will any cost related to this process be billed or charged to King's.

6. Bid Acceptance/Rejection

No action by King's or the Committee implied or otherwise, shall be construed as acceptance to this RFP.

King's reserves the right to accept any bid (in whole, or a portion thereof) which may be deemed to be most advantageous to King's, or to reject any or all bids. Although King's would like to award this contract to one Bidder, it realizes that it may not be in King's best interest to do so. Bidders shall highlight in the bid any cost or operational advantages of awarding all service requests to one Bidder.

King's may declare, at its sole and unfettered discretion, any bid to be non-compliant, and reject without further consideration if it:

- is informal, incomplete, unqualified, or otherwise irregular in any way;
- is not legible, is not dated, is not executed in the legal registered name of the entity, is not signed by authorized officials, and/or does not acknowledge all addenda that may have been issued;
- is submitted without the required Attachments;
- is submitted without first having registered for and attended the mandatory site visit as outline in Schedule B;
- does not contain sufficient information for the Committee to evaluate the bid based on the evaluation criteria contained in Schedule C.

King's, at its sole and unfettered discretion, may reject without further consideration any response where the Bidder, a member of the Bidders team, an employee, shareholder, director, officer, partner or person otherwise associated with the Bidder:

- has now or has in the past, unsatisfactorily performed work for King's or had an unsatisfactory relationship with King's, by contract or otherwise, in the sole opinion of King's;
- has a contract with King's which in the sole opinion of King's, is not in good standing or has had a contract terminated by King's for non-performance;
- is engaged in a substantially unresolved dispute or is in litigation with King's or has a claim or judgment arising from litigation;

- has been charged or convicted of an offence with regard to a business enterprise which has or may have an impact upon King's;
- is considered to have a conflict of interest, in the sole opinion of King's.

7. Invoicing and Payment

King's standard payment policy is net 30 days following receipt of invoice and sign-off by the responsible department or faculty. Final payment terms will be negotiated between the successful Bidder and King's prior to contract signing.

8. Debriefing (applies to RFP valued \$100,000 or more)

The successful Bidder(s) will be notified of their success according to the Notification to Successful Bidder timeline in Schedule A.

Once an agreement is executed by King's and the successful Bidder, the other Bidders will be notified by a public award notice found on Biddingo. It is the Bidders responsibility to check this public posting.

After the Notification to Successful Bidder date on Schedule A, and within sixty (60) days, Bidders may request a written debrief by emailing Tiffany Chisholm at tiffany.chisholm@kings.uwo.ca. The intent of the written debrief is to aid the Bidder in presenting a better proposal in subsequent procurement opportunities. Any debriefing provided is not for the purpose of providing an opportunity to challenge the procurement process.

9. Confidentiality

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

- a) Is the sole property of King'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; and
- c) Must not be disclosed without prior written authorization from King's.

Bidders should identify any information in its bid or any accompanying documentation supplied in confidence for which confidentiality is to be maintained by King's. The confidentiality of such information will be maintained by King's, except as otherwise required by law or by order of a court or tribunal. Bidders are advised that their bids will, as necessary, be disclosed, on a confidential basis, to advisers retained by King's to advise or assist with the RFP process, including the evaluation of bids. If a Bidder has any questions about the collection and use of personal information pursuant to this RFP, questions are to be emailed to Tiffany Chisholm at tiffany.chisholm@kings.uwo.ca.

10. Accessibility

King's is committed to recognizing the dignity and independence of all and seeks to ensure that persons with disabilities have genuine, open and unhindered access to King's RFP opportunities. If you require an accommodation during the RFP process, please contact Tiffany Chisholm at tiffany.chisholm@kings.uwo.ca.

As outlined in the Ontario Regulation 429-07, Accessibility for Ontarians with Disability Act, 2005, King's will incorporate accessibility criteria and features when procuring, goods, services and facilities, except where it is not practical to do so.

The Bidder will respect the dignity and independence of persons with disabilities in accordance with the Accessibility Standards for Integrated Accessibility Standards O. Reg. 191/11, s. 5 (1); O. Reg. 413/12, s. 4 (1) developed under the Accessibility for Ontarians with Disabilities Act, 2005.

End of Instructions to Bidders

SCHEDULE A – TARGET DATES

King's has identified the following project target dates:

Activity	Target Dates
RFP Issued	Monday, November 17 th , 2025
Mandatory Site Visit Request Deadline	Friday, November 28 th , 2025 @ 4:30pm
Mandatory Site Visit	Week of December 8 th , 2025*
Deadline for Questions/Clarifications on RFP	Friday, January 9 th , 2026 @ 4:30pm
Deadline for Answers/Clarifications on RFP	Friday, January 16 th , 2025
Closing Date: RFP Submissions Due	Friday, January 30 th , 2026 @ 4:30pm
RFP Review Period	February 2026
Notification of Short-Listed Bidders	Early March 2026
Presentations of Short-Listed Bidders	Late March 2026
Committee Deliberations	April 2026
Notification to Successful Bidder	Friday, May 1 st , 2026
Contract Development	May 2026
Transition Deadline & Start of Operations	Wednesday, July 1 st , 2026

*Only the Bidders who successfully register for the mandatory site visit as per Schedule B will be provided the details of the site visit (ie. date/time/location).

End of Schedule A – Target Dates

SCHEDULE B – SITE VISIT DETAILS

The site visit will provide Bidders with a tour of the current food service spaces on King's campus.

Registration:

Registration is mandatory.

It is the intention that there will be only 1 scheduled site visit and no additional/private visits will be provided to Bidders unable to attend the scheduled site visit.

According to the timeline provided in Schedule A, each Bidder must register for the site visit by emailing Tiffany Chisholm (tiffany.chisholm@kings.uwo.ca).

Attendance:

Attendance is mandatory. A maximum of 2 representatives from each Bidder can attend the site visit.

Bidder questions will not be answered during site visit and must be submitted as per Instructions to Bidders Section 3.

Bidders are not permitted to take photos of food service area during the site visit. After reviewing photos provided within Schedule E, Bidders can request additional photos by emailing Tiffany Chisholm (tiffany.chisholm@kings.uwo.ca).

Disqualification:

Any bids received from Bidders who have not registered by the deadline and been in attendance for the site visit will be disqualified.

End of Schedule B – Site Visit Details

SCHEDULE C – EVALUATION CRITERIA

Evaluation of bids will be undertaken by the Committee. Each Committee member will rate each bid on each of the following criteria using a scale of 1-10 (1=poor, 10=excellent). These ratings will be weighted as indicated below. After the bids and short-listed presentations have been rated, the bid scores will be given a weight of 90% and the short-listed presentation scores will be given a weight of 10%. These scores will be used as a tool contributing to the overall assessment of RFP bids. The rating will not be the sole determining factor in the final decision.

The Committee's decision will be shared with Senior Leadership, who will make the final determination in the best interest of King's.

Bidders are responsible for reviewing the evaluation criteria listed below, the contents of Schedule D and providing appropriate and sufficient information to enable the Committee to accurately assess the bid.

Required Criteria	Yes/No
The Bidders ability to meet the implementation dates as outlined in Schedule A;	
The Bidders ability to comply with confidentiality and data privacy requirements as outlined in Section 9 of Schedule E;	
Weighted Criteria	Weight
Experience and qualifications. Management and staffing.	13
Financial / Partnership plan. Capital development and investment recommendations. Physical space recommendations. Transition recommendations.	19
Meal plan and retail recommendations.	14
Catering and vending recommendations.	11
Student/Community engagement. Marketing plans.	10
Sustainability plan.	6
Innovation and creativity.	11
The Bidders strength of security protocols and track record of maintaining data integrity.	7
Presentation	Weight
Short-listed Presentation.	9
Total Points	100

End of Schedule C – Evaluation Criteria

SCHEDULE D – BID SUBMISSION FORMAT REQUIREMENTS

Bidders shall prepare their bids addressing all the requirements of this RFP. Bids must be in English and contained in 1 pdf file. Bidders are requested to use the following layout and abide by the page maximums.

- Cover Page, Table of Contents and Executive Summary (*max 3 pages*)
- Corporate Background/ Description, **Experience and Qualifications** (*max 3 pages*)
- **Management and Staffing** including but not limited to the following topics: Management philosophy, corporate support, on-site team, training and development, employee recruitment and selection, detailed resumes for key members (*max 7 pages*)
- **Financial / Partnership plan** including (if applicable) commission returns, charitable contributions, operating expenses, additional fees and assumptions such as contract term or minimum sales, etc. (*max 5 pages*)
- **Capital development and investment recommendations** (if applicable) including investment options and timelines, etc. (*max 5 pages*)
- **Physical space recommendations** including (if applicable) concept drawings, floor plans, maps, space usage, hours of operation, etc. (*max 15 pages*)
- **Transition plan** including (if applicable) key activities to meet the transition deadline as indicated in Schedule A and outlined in Schedule E Section 8. (*max 3 pages*)
- **Meal plan and retail recommendations** including (if applicable) plan type, cost and structure for various customers such as on campus students and off campus students, etc. (*max 10 pages*)
- **Catering recommendations** including (if applicable) hours of service, staffing models, menu samples, etc. (*max 10 pages*)
- **Vending service recommendations** including (if applicable) machine options, locations, maintenance plan, service expectations, etc. (*max 5 pages*)
- **Student/Community engagement plans** including (if applicable) surveys, feedback opportunities, student support, daily engagement, etc. (*max 3 pages*)
- **Marketing plans** including (if applicable) traditional, digital, social, student engagement, customer service, customer feedback, etc. (*max 3 pages*)
- **Sustainability plans** including (if applicable) waste reduction, recycling, composting, cleaning programs, food sourcing and purchasing, etc. (*max 3 pages*)
- Attachment 1 – The Request for Proposal Form (*max 2 pages*)
- Attachment 2 – Bidder References (*max 3 pages*)
- Attachment 3 – Cost Summary (*max 2 pages*)
- Attachment 4 – Attestations (*max 1 pages*)
- Insurance Certificate (*max 1 page*)

End of Schedule D – Bid Submission Format Requirements

SCHEDULE E – SCOPE OF OPPORTUNITY

1. General

King's is seeking bids from qualified food service providers to deliver comprehensive dining, retail, catering, and vending services across campus. The successful Bidder will operate within the existing food service spaces and demonstrate creativity, operational flexibility, and responsiveness to the needs of students, staff, and the wider community.

Bids can include more than one recommendation; however, it is important for the Bidder to include a rationale and a description of whatever advantages/disadvantages exist for each. The Committee needs to understand the rationale behind the recommendation as well as how it will look and work using the existing food service spaces.

2. King's Background Information

King's is an undergraduate, liberal arts educational institution academically affiliated with The University of Western Ontario ("Western"). Founded in 1954, King's provides general and honours degree programs in liberal arts, social sciences, and social work, as well as a Master's degree in social work. King's has approximately 3,100 FT students, 300 full-time faculty, staff, professional and senior administrative officers and 150 part-time faculty. It is renowned as a centre of teaching excellence positioned in the top rank of institutions of higher learning in Canada for the quality of its teaching faculty. Not only does its faculty teach remarkably well, but their scholarship continues to enhance King's reputation as one of Canada's first-class undergraduate universities. The students are supported in their academic endeavours by a full range of student development and personal counseling services. Students enjoy the wide variety of extra-curricular activities available to them on campus, and embrace the many experiential learning opportunities beyond the classroom. King's is committed to fostering a community of engaged scholars by enhancing academic programs, support for research, classroom, office and communal space; by balancing accessibility with a commitment to improving the academic quality of the student body; and by maintaining the core values of King's as a Catholic university college.

3. Goals and Principles

The fundamental goals and principles that drive the provision of King's food services are:

- Positive student experience – both on and off campus students.
- Aim for and exceed a high level of customer satisfaction;
- Build strong relationships and partnerships with key stakeholders- students, faculty, staff and general community;
- Become a significant component of King's marketing and recruitment program;
- Establish fair, competitive and value-driven product pricing;
- Provide a high quality, fresh and diverse product line;

- Bring excitement and imagination into the delivery of food service and change the way people stereotypically think of institutional food service;
- Bring creativity, healthy eating and international cuisine together;
- Provide a broad range of food options for customers with varied dining needs, including diets that address cultural, vegetarian, vegan and allergy-based menu choices.
- Establish and maintain the highest standard of food handling practices and safe food preparation;
- Develop and implement a meaningful and responsive customer feedback process and participate in ongoing evaluation and relationship building with all stakeholders;
- Establish and maintain a mechanism for evaluating performance against these service, product and best practice goals.
- Develop and provide an active program of staff and management training and development; and
- Build high morale among food-service employees with consistent and fair labour/management relations pursuant to applicable Collective Agreements;

Sustainability Expectations: Bidders should identify the extent to which they would:

- Demonstrate ongoing commitment to measurable progress of waste reduction efforts (e.g. reusable dishes, elimination of bottled water, promotions and incentives for re-usable mugs, 'tray-less' dining and other initiatives that may be developed through consultation with students and management). Note that china, glassware and cutlery must be available for all food service operations with the exception of take-away in which case all containers are required to be 100% recyclable and manufactured from no less than 30% post-consumer waste;
- Comply with campus and community recycling and composting programs (where applicable) and including incurring related costs for items such as the supply, maintenance and repair of recycling and garbage bins. The food service provider is also responsible for ensuring that its vendors/suppliers also comply with recycling and sustainability programs where applicable;
- Demonstrate the ability to provide environmentally sustainable cleaning program for all areas responsible by the food services vendor including a portion of a LEEDS certified building;
- Place priority on purchasing local and organic foods (see specific detail in next section);
- Donate unsold but good quality and appropriate food to help address student/local food insecurities (e.g. local food bank, TooGoodToGo, KUCSC Food Cupboard, etc);

- Ensure all appliances and equipment meet or exceed the Energy Star specifications or an equivalent rating or standard; and
- Undergo waste audits that may be conducted from time to time.

Also, regarding food sourcing and purchasing, Bidders should identify how they would:

- Use its best efforts to purchase and identify on site, seasonal produce grown locally within a radius of approximately 500km, with exception to citrus, such that the supplier will purchase 75% or more of its produce within the summer season, 50% or more in the autumn and 25% or more during the winter and spring.
- Shall place priority on purchasing and identifying on site, produce and grains from the following categories: grown within a 500km radius of London; grown without the use of pesticides; grown without the use of synthetic fertilizers.
- Use its best efforts not to provide meat or other animals raised using growth hormones, steroids and antibiotics, to use its best effort to purchase dairy and egg products from Canada and will place a priority on purchasing meat and poultry that is certified organic and from animals raised with free access to the outdoors. With regard to seafood, the Bidder will develop or adhere to an ongoing sustainable seafood program where all fish and seafood shall be purchased from local and/or sustainable fishery. Sourcing information is to be made available to customers at point of consumption.

4. Food Service Space Overview

The food service spaces on the King's campus currently include:

- One primary, full-production, commissary kitchen and cafeteria (Wemple Thames Market).
- Three satellite kitchens (Wemple Subway, King's Centre Café 54, Labatt Hall Ah So Sushi).
- Storage spaces scattered around campus.
- Vending machines scattered around campus.

The below spreadsheet provides a summary of the current food service and storage areas on campus. Use this link <https://kucnextcl01.kings.kucits.ca/s/aiba5ZnkcbY2tD8> to view photos of the below list as well as a food service area summary, a campus map and various floor plans. Additionally, the King's website has additional maps and can be found here <https://www.kings.uwo.ca/about-kings/visitor-info/campus-maps/>.

Building	Room #	Description	Image #	Notes
Kings Centre	KC111	Café	KCC1	Café-front of counter
Kings Centre	KC111	Café	KCC2	Café-Behind counter-SE
Kings Centre	KC111	Café	KCC3	Café-Behind counter-SW
Kings Centre	KC111	Café	KCC4	Café-Behind counter-NW

Kings Centre	KC111	Café	KCC5	Café-Behind counter-NE
Kings Centre	KC111A	Café Storage	S-KC111	Storage Closet
Labatt Hall	LH109	Sushi	LHS1	Sushi-Image taken from hallway looking south
Labatt Hall	LH109	Sushi	LHS2	Sushi-Behind counters
Labatt Hall	LH108	Sushi	LHS3	Sushi-Storage/food prep/wash area
Wemple	W033	Main Kitchen	WK1	Food prep-image facing east (center of kitchen)
Wemple	W033	Main Kitchen	WK2	Food prep-image taken facing west
Wemple	W033	Main Kitchen	WK3	Food prep-image taken facing east
Wemple	W033	Main Kitchen	WK4	Food prep-image taken facing south
Wemple	W033	Main Kitchen	WK5	Food prep-image taken facing south
Wemple	W033	Main Kitchen	WK6	Food prep-image facing east (south of kitchen)
Wemple	W033	Main Kitchen	WK7	Food prep-NE corner
Wemple	W033	Main Kitchen	WK8	Food prep-image taken facing north
Wemple	W035B	Dining	WD1	Dining west
Wemple	W035B	Dining	WD2	Dining SW
Wemple	W020	Dining	WD3	Dining East
Wemple	W043	Subway	WSW1	Subway-image taken facing south
Wemple	W043	Subway	WSW2	Subway behind service counter
Wemple	W043	Subway	WSW3	Subway food prep area
Wemple	W035A	Servery	WS1	Food service/prep-SW
Wemple	W035A	Servery	WS2	Food service/prep-North Centre
Wemple	W035A	Servery	WS3	Food service/prep-NW
Wemple	W035A	Servery	WS4	Food service/prep-image taken facing west
Wemple	W035A	Servery	WS5	Food service/prep-image taken facing east
Wemple	W035A	Servery	WS6	Food service-drink coolers-SE
Wemple	W035A	Servery	WS7	Food service/prep-image taken facing NE
Wemple	W035A	Servery	WS8	Food service/prep-image taken facing SW
Wemple	W031C	Storage	S-W031C	Storage currently used for paper products
Wemple	W005	Storage	S-W005	Storage currently used for catering
Wemple	W031	Storage	S-W031	Beer cooler/alcohol storage cage
Wemple	W053	Office	N/A	Food service office

The food service spaces on King's campus are not expected to change during this contract. The Bidder can recommend different ways to use the existing space, but it is expected to use only the spaces currently used for food services as described in this document.

Building Hours - King's campus has 7 main buildings, of which 3 include food services (Wemple, LH, KC) and 4 include vending (Wemple, LH, SA, KC). Below is a summary of our current building hours for the campus.

	Regular School Year							
	Monday - Thursday		Friday		Saturday		Sunday	
Building	Open	Close	Open	Close	Open	Close	Open	Close
Wemple	8AM	10PM	8AM	6PM	8AM	6PM	8AM	6PM
Broughdale Hall	8AM	10PM	8AM	6PM	Closed	Closed	Closed	Closed
Labatt Hall	8AM	10PM	8AM	6PM	Closed	Closed	Closed	Closed

Dante Lenardon Hall	8AM	10PM	8AM	6PM	Closed	Closed	Closed	Closed
South Annex	8AM	10PM	8AM	6PM	Closed	Closed	Closed	Closed
King Center	6AM	12AM	6AM	12AM	6AM	12AM	6AM	12AM
Faculty Building	8AM	10PM	8AM	6PM	Closed	Closed	Closed	Closed

	Exam Hours			
	Monday - Saturday		Sunday	
Building	Open	Close	Open	Close
Wemple	8AM	10PM	8AM	6PM
Broughdale Hall	8AM	10PM	Closed	Closed
Labatt Hall	8AM	10PM	Closed	Closed
Dante Lenardon Hall	8AM	10PM	Closed	Closed
South Annex	8AM	10PM	Closed	Closed
King Center	6AM	2AM	6AM	2AM
Faculty Building	8AM	10PM	Closed	Closed

	Summer Hours					
	Monday - Friday		Saturday		Sunday	
Building	Open	Close	Open	Close	Open	Close
Wemple	8AM	6PM	8AM	6PM	8AM	6PM
Broughdale Hall	8AM	6PM	Closed	Closed	Closed	Closed
Labatt Hall	8AM	10PM	Closed	Closed	Closed	Closed
Dante Lenardon Hall	8AM	6PM	Closed	Closed	Closed	Closed
South Annex	8AM	6PM	Closed	Closed	Closed	Closed
King Center	6AM	10PM	9AM	7:30PM	9AM	7:30PM
Faculty Building	8AM	6PM	Closed	Closed	Closed	Closed

	Stat Holiday Hours		Summer Holiday Hours	
Building	Open	Close	Open	Close
Wemple	8AM	6PM	Closed	Closed
Broughdale Hall	Closed	Closed	Closed	Closed
Labatt Hall	Closed	Closed	Closed	Closed
Dante Lenardon Hall	Closed	Closed	Closed	Closed
South Annex	Closed	Closed	Closed	Closed
King Center	6AM	12AM	9AM	5PM
Faculty Building	Closed	Closed	Closed	Closed

Food Service Hours - King's food service hours are determined using a collaborative approach with the current food service provider and change based on need, but have most recently look like the following:

Regular School Year				
Retail Location	Building	Mon-Thurs	Fri	Sat & Sun
Thames Market	Wemple	8am-9pm	8am-7pm	10am-7pm
Subway	Wemple	11am-4pm	Closed	Closed
Café 54	King's Centre	9am-7pm	9am-2pm	Closed
Ah So Sushi	Labatt Hall	9am-4pm	9am-4pm	Closed

Reading Weeks				
Retail Location	Building	Mon-Thurs	Fri	Sat & Sun
Thames Market	Wemple	9am-4pm	9am-4pm	11am-4pm
Subway	Wemple	Closed	Closed	Closed
Café 54	King's Centre	Closed	Closed	Closed
Ah So Sushi	Labatt Hall	Closed	Closed	Closed

Holidays				
Retail Location	Building	Mon-Thurs	Fri	Sat & Sun
Thames Market	Wemple	8am-4pm	8am-4pm	8am-4pm
Subway	Wemple	Closed	Closed	Closed
Café 54	King's Centre	Closed	Closed	Closed
Ah So Sushi	Labatt Hall	Closed	Closed	Closed

Exams				
Retail Location	Building	Mon-Thurs	Fri	Sat & Sun
Thames Market	Wemple	8am-9pm	8am-7pm	10am-7pm
Subway	Wemple	Closed	Closed	Closed
Café 54	King's Centre	9am-7pm	9am-7pm	9am-7pm
Ah So Sushi	Labatt Hall	Closed	Closed	Closed

Summer				
Retail Location	Building	Mon-Thurs	Fri	Sat & Sun
Thames Market	Wemple	8:30am-1:30pm	8:30am-1:30pm	Closed
Subway	Wemple	Closed	Closed	Closed
Café 54	King's Centre	Closed	Closed	Closed
Ah So Sushi	Labatt Hall	Closed	Closed	Closed

The desired food service hours of operation must be demand, service and location sensitive and reflect the development of campus over the duration of the contract. The Bidder must provide suggestions for concepts, programs and services hours to best meet student and community needs for weekends and late nights as well as reduced summer activity. As a starting point, and unless otherwise agreed to between King's and the successful Bidder, the minimum hours of operation shall be:

Residence Dining:	Weekdays	Weekends/Holidays
Breakfast:	7:30am-10:00am	9:00am-11:00am
Lunch:	11:00am-2:30pm	12:00pm-2:30pm
Dinner:	4:00pm-9:00pm	4:00pm-8:00pm
Canteen/Franchise Operations:	variable (late closing at 10:00pm)	
Vending:	24/7	
Catering Services:	As required	

5. Meal Plan & Retail Overview

King's community is made up of approximately 3100 students and 450 employees who attend campus regularly. Our student population is approximately 88% domestic and 12% international with approximately 75% of the student population from within 1.5 hours of London, Ontario.

King's residences can house up to 400 students. Annually approximately 300 residents are subject to a mandatory meal plan and 100 are offered voluntary meal plans. In the 2024/2025 academic year, there were 281 mandatory meal plans and 27 voluntary meal plans purchased. Less than 5% of off-campus students currently participate in the optional meal plan option.

Currently, there are 3 mandatory declining balance meal plan options with the option of adding additional funds throughout the year.

- A. \$5,030
- B. \$5,230
- C. \$5,430

Each of these 3 mandatory plans includes a provision for off-campus food options. In the 2024/2025 academic year, there was a total of \$62,376 spent with off-campus partners.

King's has been successfully using a declining balance (DB) meal plan for decades. Understanding that there is a market shift back towards All You Care To Eat (AYCTE) plans, King's is interested to know which type of plan the Bidder believes would work best at King's.

Whichever meal plan type(s) the Bidder recommends in its bid, King's would like to see the following information:

- a) Rationale for selecting the meal plan type for King's.
- b) Meal plan costs and structure (including overhead) for
 - i. on campus student plans (mandatory and voluntary) with a provision for off campus meal options including late night availability,
 - ii. off campus student or employee plans (optional) and
 - iii. guests who use food services randomly.

- c) Floor plans and/or concept drawings indicating how it would work within the existing food services space at King's.

If a DB plan is recommended for King's:

- a) What size of meal plans would you offer and what do they cost to students?
- b) In each plan, how many retail dollars are included vs off campus dollars?
- c) What type of off campus partners do you see working at King's and why?
- d) What does the student experience look like? Recommended hours of operation / how many stations exist and how many are open at a time / etc.?
- e) How are food costs determined (ie. cost per item or by weight)?
- f) Provide prices for the following items:
 - Burger
 - Soup
 - Coffee
 - Dinner entre (main with 2 sides)
 - Muffin
 - Breakfast sandwich
 - Noodle bowl / Stir Fry
 - Pizza slice
 - Sandwich
 - Sushi

If an AYCTE plan is recommended for King's:

- a) Are there grab and go options available for both those on the meal plan and for those not on the meal plan?
- b) Are there retail dollars included in the meal plans? If yes, how do they work? Can people leave the area with a drink? If just a coffee is needed, how can someone get this without using a full meal?
- c) Do you expect that services like uber eats be more prevalent on campus with people on the AYCTE plans needing grab and go items like coffee?
- d) Will there be any grocery type items on campus for residence students on a meal plan to purchase (ie. chocolate bar, chips, bread, etc.)?
- e) What happens when people want to bring their lunch and eat with people on the plan?
- f) Who is responsible for cleaning the tables in the AYCTE areas?
- g) Provide prices for the following grab and go items:
 - Coffee
 - Muffin
 - Bottle of juice
 - Soup
 - Breakfast sandwich

King's currently has 4 retail locations on campus: Thames Market (Wemple), Subway (Wemple), Café 54 (KC) and Ah So Sushi (LH).

The sales data for the 12-month period from August 2024 to September 2025 shows total gross revenues across various retail operations as follows:

Location	Total Sales
Thames Market	\$1,503,955
Café 54	\$250,381
Subway	\$143,708
Ah So Sushi	\$136,897
Total	\$2,034,941

There are currently 3 contracted vendors - Subway, Ah So Sushi and vending. Each vendor agreement contains a 30-day notice of termination clause.

King's has tried many different retail options (ie. Subway) in the current food service spaces over the past few decades with varying degrees of success. King's is interested to know which retail option(s) the Bidder believes would work best at King's. King's would like to understand which branded or unbranded retail options the Bidder recommends and why it would suit King's. Any options provided must fit within the existing food service space on campus and include hours of operation recommendations.

6. Catering Overview

King's Conference Services works closely with the current food service provider to plan various events that require catering. The catering services range from coffee for a small meeting to formal plated dinners for 200 guests. These catered events are either part of our academic mission of the College or external customers using our space and services. We prioritize the use of our space based on internal needs, then offer remaining spaces to external customers. Typically, there are more catered meetings during the academic year (September to April) and more conference type events with all day catering during the summer term (May to August). Total catering revenue for August 2024 – September 2025 was \$367,617.

Below is a summary of the approximate number of events by size for the last 12 months.

	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25
Small (1-30)	52	16	35	32	38	15	5	2	3	18	14	14
Medium (30 - 100)	15	4	17	6	23	14	25	6	8	11	9	10
Large (100 +)	2	5	1	5	4	2	19	15	0	4	8	0
Total Events	69	25	53	43	65	31	49	23	11	33	31	24

King's Conference Services has been asked to maximize use of our space from a revenue perspective and requires a partner to work with on this going forward.

King's also includes a vibrant student community and reduced departmental budgets that require low cost options in order to access catering.

Bidders must ensure that they include answers to the following catering related questions within their bids:

1. As it relates to catering events that have already been booked during the transition summer and construction summer, what would you recommend as the plan during the transition summer & construction summer?
 - a. Will you have staff and a temporary kitchen available?
 - b. Will we have to use outside catering services?
2. Currently, we have catering available anytime buildings are open (see building hours in Section 4 above).
 - a. What restrictions (if any) would you have to place on catering (ie. no weekends, not in the summer, only 9am-9pm, not stat holidays, etc.)?
 - b. During the above restrictions (if any), would people be allowed to use outside catering services?
 - c. If we have an event off campus, but within London, are you able to cater for it?
 - d. Food trucks are currently a big hit on campus, but are considered outside catering. Do you have food trucks that you can bring in? Can we bring in food trucks on campus during your restrictions on service? Or even when you are open/available?
3. Infrastructure expectations - only 1 kitchen and limited fridge/freezer/storage space.
 - a. Would your staff be willing and able to deliver food to all buildings on campus in all weather conditions? This is currently done on a wheeled cart.
 - b. Is your staff prepared to organize menu offerings around limited fridge/freezer/storage space?
4. How do you see the current food services spaces (including storage and offices) used best going forward?
5. King's manages the liquor license and works with the current food services provider to make available cash bars, host bars and bar tickets for various events. Is this something you would be willing to continue with? Would you be able to manage the liquor license on King's behalf?
6. Currently we ask for 2 weeks-notice for food/bar orders, but many last-minute requests still occur. What do you see the timeline being if you were to be our food service provider in future?
7. King's requires maximum flexibility as it relates to menu options. Below is a list of flexibilities we see on a regular basis. Can you provide services in these cases?

- a. Size of event – 5, 50, 220 (our max)
- b. Type of event - basic, formal, elaborate
- c. Various cost options – student rate, low, medium, high
- d. Can you accommodate multiple dietary restrictions within a single meal offering?
For example, sandwich lunches with gluten free bread, vegetarian and halal options, etc.
- e. Delivery & pickup options
- f. Plated & buffet options
- g. Can you supply china for large events? If yes, is it at cost or included?
- h. Will you be able to supply all equipment needed for large events (ie. chafing dishes, round tables, etc.)?
- i. Will you provide linens and skirts? Is this at a cost or included?
8. Will you be able to provide the appropriate staff for various events?
 - a. Special event days like convocation and open house may require additional staff, is this available?
 - b. Many lunch orders are placed, but also need to be setup and cleaned up so that rooms can be used by others without a mess, will there be enough staff to manage for example 5 x 12pm lunch orders in different buildings when needed?

7. Vending Overview

Vending services are minimal on campus at this time with a total of 8 vending machines as follows:

Building	# Machines	Type
Wemple	4	2 snack, 2 cold drink
Labatt Hall	1	Cold drink
King's Centre	1	Snack
South Annex	2	1 snack, 1 cold drink

The annual income for vending is \$24,100. King's is interested to understand how the Bidder feels vending can be used to optimize food services on campus. Specifically, King's is interested to see how vending services can be used:

- to provide quick and convenient snack and drink options
- to provide healthy and hot snack and drink options
- to augment hours of operation for cafeteria/retail
- to provide grocery options

Bidders must ensure that they include answers to the following vending questions within their bids:

1. Which locations do you see vending machines being successful at King's? Be sure to consider building hours.
2. Do you see a way for vending machines to supplement cafeteria hours?

3. It is our expectation that you would be responsible for maintenance, service, restocking, cleaning, etc. Can you share what your levels of uptime are expected to be (ie. working order >80% of the time)?
4. If additional electrical/water lines are needed for vending machine locations, who is responsible for these upgrades?
5. Which payment options are available on vending machines? Cash? Credit/Debit? Meal Plan Cards? Other?

8. Required Capital Development and Investment

Capital development and investment means the renovation and modification of King's facilities and space dedicated to the provision of food services and may mean the creation of new food service spaces on campus. Capital development and investment would be required to be undertaken as a critical part of the plan and strategy to achieve the Goals and Principles set out in Section 3 above. All capital development and investment shall be undertaken with the prior written agreement of King's and in full consultation with King's and in accordance with approved specifications and standards.

Proposed capital development and investment is set out as follows:

- Redesign and development of an area within the footprint of the existing main building for provision of food service to residence students in order to provide an improved and enhanced dining experience and to potentially attract a broader customer base of faculty, staff, commuter students and the general community. The design and layout should reflect and consider current trends in residence dining and offer cultural and health conscious options.
- Redesign and development of existing areas for convenience dining, express selection and extended hours of operation within the existing campus infrastructure.
- It is expected that over the course of an agreement, certain food service facilities may need to be updated or replaced. Bidders must specify an amount that will be allocated annually for this purpose.
- Bidders should specify a capital development plan with applicable timelines and key milestones.

King's is not able to make any guarantees for financial contributions towards capital projects at this time. The successful Bidder would discuss this with King's during future planning processes and within budget cycles.

Transition Plan

The existing contract ends on June 30th, 2026 and King's requires functional food services available by August 15th, 2026. It is King's belief that careful, intentional and collaborative planning is required in order to successfully make any large change. This includes consultation with various internal departments (ie. Physical Plant, ITS, Finance, Residence,

etc.). Therefore, King's requires that each Bidder submit a capital development and investment plan that aligns with the following:

- July 1st, 2026 – August 15th, 2026 will include a transition whereby the successful Bidder will not complete any major construction, but will take over the existing food service spaces with only minor updates such as paint, signage and marketing materials.
- After this, the successful Bidder will work with King's collaboratively to plan for any major construction to occur during the summer of 2027. If this construction results in any closures of food service spaces, the successful Bidder must provide alternative food services for guest on campus which includes but is not limited to:
 - Students on-site regularly for classes
 - Employees on-site daily for work
 - Conference attendees on-site for a catered event.

9. Contract Details

Term:

The duration and conditions of the contract for the management, direction and provision of King's food services operations will be for a period of 5 years, with an option in favour of King's to extend the agreement on the same terms and conditions for an additional term of up to 5 years.

A 10 year contract would be considered but only under the right circumstances (ie. investment and transformation).

Operating Expenses:

A key, minimum condition for award of the contract for the provision of King's food services is that the successful Bidder must pay for and absorb all operating expenses associated with the provision of King's food services. The following operating expenses must be applied against gross revenues from the operation of King's food services:

- All labour costs, salaries and benefits, and grievance or arbitration costs and settlements associated with applicable Collective Agreements for employees engaged in the provision of King's food services, including on-site management and staff;
- Cost of goods sold and consumables that are reasonable and typical to the King's food services operation;
- Labour and material costs for maintenance and repairs to proprietary equipment dedicated or associated with the provision of King's food services;
- Labour and material costs for cleaning and janitorial services of space and facilities and waste collection associated in the provision of King's food services. The food service vendor will be responsible for all janitorial services in the food vending areas and kitchen/food preparation areas found in Wemple, Labatt Hall

and King's Centre. The food services vendor will be responsible for cleaning the dining tables found in the main cafeteria in the Wemple building;

- Delivery costs associated with the provision of catering services;
- Full depreciation over the course of the contract for any capital re-development and investment made;
- License and franchise fees associated with the provision of franchised food services;
- IT systems and POS systems used in the provision of King's food services.
- Marketing and communication costs associated with provision of King's food service.

No Guarantee of Volume of Work or Exclusivity of Contract:

King's makes no guarantee of the value or volume of work to be assigned to the successful Bidder. The agreement to be negotiated with the selected Bidder will not be an exclusive contract for the provision of the described food services. King's may contract with others for goods and services the same as or similar to the described food services or may obtain such goods and services internally.

Agreements:

The successful Bidder will be expected to comply with all Labour Standards (e.g. Bill 7) and Collective Agreements either in place or to be negotiated. Bidders shall comply with all applicable provisions of federal, provincial and local laws, ordinances and regulations and shall procure, at its expense, all licenses or permits necessary to lawfully operate food service outlets on King's campus.

Insurance:

Bidders shall include with their documents Certificates of Insurance issued by the Bidders insurers confirming the nature and extent of the Bidders insurance coverage with respect to the provision of the services. Such insurance shall include, but not be limited to, professional liability, general liability and automobile insurance.

Confidentiality and Data Privacy:

The Bidder must demonstrate the ability to handle and protect sensitive information in accordance with applicable legal and regulatory requirements, including but not limited to:

- *Data Protection Laws Compliance:* Adhering to applicable data privacy laws (eg. FIPPA, PHIPA, PIPEDA, etc.).
- *Confidentiality Agreements:* Signing an Agreement for the Confidentiality and Security of Personal Information with King's prior to accessing any sensitive information.

- *Data Access and Usage:* Ensuring that only authorized personnel have access to confidential information and that such information is used exclusively for the purposes outlined in this RFP.
- *Data Security Standards:* Implementing industry-standard security practices, such as encryption, secure storage, and robust authentication mechanisms, to safeguard confidential data.
- *Incident Reporting:* Promptly notifying King's of any actual or suspected data breach or unauthorized disclosure of information, and cooperating fully with mitigation efforts.

The bid must include:

- A description of their data protection and confidentiality policies.
- Information about measures and technologies used to ensure data security.
- Details of compliance certifications or audits (e.g., ISO 27001, SOC 2).
- A proposed approach for ensuring ongoing compliance and protection throughout the engagement.

The successful Bidder will be required to agree to:

- Strict confidentiality provisions outlined in the final agreement.
- Return or secure destruction of all confidential data upon project completion or termination, as specified by King's.
- Regular reporting and review of data security measures upon request.

End of Schedule E – Scope of Opportunity

ATTACHMENT 1 - REQUEST FOR PROPOSAL FORM

Bidder Identity	
Full Legal Registered Name	
Year Established	
Head Office Address	
Phone Number	
Type of Entity	☐ Corporation ☐ Unregistered Partnership ☐ Registered Partnership ☐ Proprietorship ☐ Other. Explain:
Number of Employees	

We the undersigned, having examined the 2025 Food Services RFP documents (including any and all addenda and amendments), and are satisfied that we understand the services as identified. We further acknowledge that we have not relied on the completeness of such information and declare ourselves competent to undertake and complete the services and do hereby irrevocably propose and agree to carry out the services outlined in Schedule E.

The term “Conflict of Interest” means that the Bidder 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 King’s in the preparation of its bid that is not available to other Bidders;
- (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 RFP process.

We hereby certify that we have no conflict of interest in submitting this bid. If we feel an actual or potential conflict of interest exists, we will provide a separate statement outlining the details.

Name of Authorized Officer(s): _____

Signature(s): _____

Executed this ____ day of _____, 2025.

End of Attachment 1 - Request For Proposal Form

ATTACHMENT 2 – BIDDER REFERENCES FORM

Bidders must provide three (3) references from clients who have obtained similar services in the last three (3) years. References should be external to King's. King's reserves the right to conduct reference checks. Bidders can use a separate sheet for this information if preferred. This is not grounds for disqualification.

Bidder Reference #1	
Company Name	
Company Address	
Contact Name	
Contact Email Address	
Date and Duration of Service	
Description and Relevancy	

Bidder Reference #2	
Company Name	
Company Address	
Contact Name	
Contact Email Address	
Date and Duration of Service	
Description and Relevancy	

Bidder Reference #3	
Company Name	
Company Address	
Contact Name	
Contact Email Address	
Date and Duration of Service	
Description and Relevancy	

End of Attachment 2 – Bidder References Form

ATTACHMENT 3 – COST SUMMARY

Bid prices shall include all costs of labour and maintenance to ensure uninterrupted service during the contract period. The Bidder agrees to assume all increases in labour rates, fuel prices, taxes, duties, cost indexes, or any other costs that may develop during the life of this contract. Any anticipated price increases during the contract period are to be explicitly included.

Bid prices shall be in Canadian currency. The Bidder shall not include HST in the bid price. Submitted bids shall remain open to acceptance and shall be irrevocable for a period of thirty (30) days after the bid closing date.

The Bidder shall summarize their recommendations using the table format provided below. If multiple recommendations are submitted, the Bidder may duplicate the table as needed. The purpose of this table is to facilitate consistent comparison of proposed costs and recommendations across all bids.

Recommendation # (ie. 1 or 2)							
Meal plan type (ie. DB or AYCTE)							
Meal plan description (ie. plan costs, structure, etc)							
Assumptions (ie. term, minimum sales, etc)							
	Range	Year 1	Year 2	Year 3	Year 4	Year 5	
Commission Return							
Capital Development & Investment	n/a						
Charitable Contributions	n/a						
Other Fees	n/a						

End of Attachment 3 – Cost Summary

ATTACHMENT 4 – ATTESTATIONS

Ethical and Reputational Disclosure

King's is guided by its Catholic identity and values of community, inclusion, stewardship, and respect for human dignity. We ask all Bidders to be transparent about any issues that could affect the reputation or ethical standing of King's.

Please disclose any current or past matters, including legal, regulatory, or public controversies, that could reasonably be seen as conflicting with these values. By submitting a bid, you confirm that you have reviewed your organization for potential reputational risks and will promptly inform King's of any relevant developments.

US Business Representation

King's is required by the Province of Ontario to prioritize non-US businesses when conducting procurement processes for goods and services. Therefore, all Bidders must complete the below US business representation.

Bidder Legal Name	
Address	
Country of Global Headquarters	
Authorized Agent Name	
Authorized Agent Job Title	
Authorized Agent Email	
Authorized Agent Phone Number	

The Bidder is a supplier, manufacturer, or distributor of any business structure (includes a sole proprietorship, partnership, corporation, or other business structure) that:

- i. has its headquarters or main office located in the U.S., and
- ii. has fewer than 250 full-time employees in Canada at the time of the applicable procurement process.

☐ YES ☐ NO

End of Attachment 4 – Attestations